

Report on the Cultural Competency of the New Jersey Domestic Violence Programs

Based on a state-wide survey conducted by the Women of Diversity Task Force
with the Battered Lesbian Task Force of the New Jersey Coalition for Battered Women

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Background and Significance of the Project

Domestic violence crosses all social, cultural, racial, economic and educational lines in American society. Shelters for battered women and children have come into existence in the United States within the past 25 years. Battered women who seek the safety of a shelter environment have many urgent needs, including legal, social, economic and counseling support which is provided by professional and volunteer staff. The demands for shelter services frequently exceed the supply and many facilities operate within tight budgets.ⁱ However, despite these constraints, assurance of cultural awareness and sensitivity among shelter staff and volunteers at all levels of care is essential in order to prevent secondary trauma, and to begin the healing process for survivors of violence.

While there are many similarities in the forms of abuse experienced by all domestic violence victims, there are also unique forms of abuse faced by non-majority victims because the abuse often takes place in the context of social and economic marginalization. English-speaking victims describe the effects of racial, sexual and economic oppression. Non-English speaking victims have felt the additional pressure of political oppression and the strains of immigration and acculturation. Lesbian, Gay, Bi-Sexual and Trans-gendered (LGBT) people fear biased treatment from all professionals. All of these conditions increase the victims' vulnerability to threats of harm to self and family, deportation, and pressure not to seek help outside the community. If help is sought at a domestic violence shelter, sensitivity to the unique stresses and fears of non-majority victims must be recognized and responded to if services are to be accepted and effectively delivered.ⁱⁱ

The New Jersey Department of Human Services provides funding for at least one domestic violence shelter in each of the 21 counties in New Jersey and all of these agencies are members of the New Jersey Coalition for Battered Women (NJCBW). NJCBW is a statewide coalition of domestic violence service programs and concerned individuals whose purpose and mission is to end violence in the lives of women. Recognizing that violence against women in its various forms is a fundamental element of the oppression of women, NJCBW works to eliminate the battering of women in New Jersey in the following ways: 1) education of the public about the roots of domestic violence, 2) advocacy to increase the quality, quantity, and accessibility of public and private resources and 3) challenging societal beliefs that inhibit the empowerment and self-determination of women.

In 2003, The New Jersey Department of Community Affairs, Division on Women received a grant on behalf of the Advisory Council on Domestic Violence to plan and execute a series of 10 focus groups to determine the policies, priorities and services currently needed in the field of domestic violence in New Jersey. In December, 2003, the Women of Diversity Task Force (WODTF) and the Battered Lesbian Task Force (BLTF) of NJCBW joined the Coalition in a discussion of the issues outlined in a summary report of the focus groups. As a result of this discussion in December 2003, the NJCBW Board of Directors requested that Task Force members assist in the development and implementation of a survey tool to assess the cultural competence of domestic violence programs in the state.

Survey Instrument

A diverse group of current and former staff and NJCBW Board members and administrators dedicated to the coordination of efforts to enhance the cultural competence of the Coalition and its member programs worked through 2004 to develop and finalize the survey tool. The instrument was designed to assess program capacity to serve culturally diverse victims and survivors, their families and communities that include but are not limited to people of color, marginalized ethnic and religious groups, lower socioeconomic and non-documented immigrant groups, and Lesbian, Gay, Bi-sexual and Trans-gendered (LGBT) people. The tool was designed to assess cultural competency in:

- organizational environment of domestic violence programs
- program management and operations
- outreach and community involvement
- service delivery
- staff development

The survey instrument included 12 demographic statements, and 41 statements that required multiple choices, Likert, semantic differential scale and narrative responses.

Survey Methods

The goal of the NJCBW survey was to achieve at least 50% participation of 24 NJCBW residential and non-residential member agencies and their staff, which totaled approximately 500 staff. The survey instrument was distributed statewide in the first quarter of 2005. NJCBW staff arranged to meet with every interested member agency, including their administrative, direct service, management and support staff, to introduce the purpose of the survey, to distribute survey tools and to assure participating staff of the confidentiality of their responses. The following procedures were used at each agency:

- A WODTF member, not employed by that agency, introduced and distributed the survey to eliminate response bias.
- At each agency a survey packet was distributed to every staff person at the scheduled staff meeting.
- The packet included the survey instrument, a letter explaining the purpose and the focus of the survey and a description of those who participated in the development of the survey tool.
- Written directions were given to guide the respondents' actions regarding the date and place to return the completed survey.
- A designated staff member at each agency was assigned to return completed, anonymous surveys to NJCBW by mail.

Instructions given at agency staff meetings included staff being asked to consider the following as they completed the survey.

- Reflect on the needs of programs to have well informed and culturally developed staff to meet the needs of victims/ survivors of domestic violence and sexual assault as related to the definition of culture stated above;
- Consider their professional needs for growth in these same areas and their overall need for professional growth in working with the groups described.

While surveys were being distributed and completed, NJCBW sought the assistance of a UMDNJ student to manage and analyze survey data.

Survey Response

Agencies: Over 500 surveys were distributed to 21 NJCBW programs beginning in January 2005. Participation in the survey was voluntary at the agency and staff level. The deadline for acceptance of completed surveys was extended by 3 weeks in order to accommodate the additional time needed by some programs to respond. By the end of June 2005, a total of 20 programs returned surveys to NJCBW. Seventeen New Jersey counties were represented by participating programs. Ten of the participating programs had a staff response rate of 50% or greater.

Individuals: Surveys were completed and submitted to NJCBW by 277 staff members. (See Appendix A and Appendix B).

Demographic Background

Age	Number	Percentage
20-29 years old	48	17.3%
30-39	47	17.0%
40-49	56	20.2%
50-59	51	18.4%
60-69	13	4.7%
70	1	.4%
No Age Reported	61	22 %

Race/Ethnic Background	Number	Percentage
Caucasian or White	142	51.3%
African American or Black	46	16.6%
Latino and Hispanic	24	8.7%
Asian or Pacific Islander	11	4.0%
Other	11	4.0%
No Racial/Ethnic Background Indicated	43	15.4%

Responses on race and ethnic background were summarized according to categories of race and ethnicity as defined by the US Census.

Country of Origin	Number	Percentage
USA and Puerto Rico	218	78.2%
South America and Central America	9	3.8%
Asia	8	3.1%
Mexico and Caribbean	6	2.3%
Africa	2	.8%
Europe	4	1.6%
Did not report country of origin	30	10.2%

Gender	Number	Percentage
Female	253	91.3%
Male	5	1.8%
Did not respond	19	6.9%

Sexual Orientation	Number	Percentage
Heterosexual	228	87.7%
Bisexual	8	2.9%
Lesbian	5	1.8%
Transgender	0	0
Gay	0	0
Did not respond	36	7.6%

Ability	Number	Percentage
Disability	6	2.3%
No Disability reported	271	97.7%

(Demographic Background Continued)

Length of Service	Number	Percentage
Less than one year	22	8.0%
1-2 years	49	17.7%
3-5 years	74	26.7%
6-10	46	16.6%
More than 10 years	45	16.2%
Did not respond	41	14.8%

Staff Position	Number	Percentage
Direct Service	119	43%
Management	50	18%
Support	43	16.2%
Administrative	26	9%
Did not indicate staff level	39	13.8%

Education/ Direct Staff	Number (119)	Education/Management	Number (50)
Doctorial Degree	1	Doctorial Degree	1
Masters Degree	40	Masters Degree	26
Bachelors Degree	45	Bachelors Degree	10
Associate Degree	15	Associate Degree	4
High School	15	High School	7
Did not respond	3	Did not respond	2

Hours Worked	Number	Percentage	Shift Worked	Number	Percentage
Full Time	173	65.3%	Daytime Shift	59	22.4%
Part Time	74	27.8%	Evening Shift	41	15.5%
Did not report	30	6.9%	Night Shift	17	6.1%
			Did not report	160	56%

Previous Work Experience

The survey asked staff to report their previous work experience. Over 50 unique responses were given, and many reported work in the fields of social services, health, mental health, substance abuse treatment, the justice system, and child welfare. Of those surveyed 20 respondents described themselves as Domestic Violence Specialists. Only 50 % of total surveyed responded.

Religious Affiliation

Write in responses to the statement asking religious affiliation retrieved the following responses: 61 Catholic, 87 Christian **not** Catholic, 15 Jewish, 9 Hindu, 3 Muslim and Buddhist, 8 other. Ninety-four did not respond.

Survey Responses

The following is a summary of Likert responses on a scale of 1-5 (1=strongly agree, 5=strongly disagree) to statements that described the cultural competence of agencies as related to their organizational environment, program management and operation, outreach and community involvement and service delivery.

I. Organizational Environment

The 11 statements in this section of the survey (1-11) described organizational policies, printed materials, facility location, and the interest and commitment of volunteers, staff and board members to cultural diversity. No more than 8 respondents skipped one of these statements. At least 60 % of the survey respondents strongly agreed or agreed with statements 3, 4, 5, 7, 8, and 9. Statements 2, 6, 10 and 11 yielded a greater disparity of response.

Statement #2 --The agency's personnel policies reflect a commitment to valuing staff diversity and helping staff enhance their cultural competence.

The majority of staff believed that the mission statement and policies reflect a commitment to serve domestic violence victims of different backgrounds. However there were some staff and administrators who were more divided. Direct staff believed less strongly that personnel policies reflect the commitment to value staff diversity.

Statement #6--Board members are interested in and supportive of cultural diversity within the organization.

When responding to a statement about board member interest and support of cultural diversity, the largest number of responses was "uncertain" (37.2%), while 33.9% agreed and 19.9% strongly agreed.

Statement #10 --Administrators and board members involve victims, staff, volunteers, and the community in decision-making.

When asked about administrator and board involvement of victims and others in decision-making, only 14.1% strongly agreed and almost equal numbers were uncertain (26%) or agreed (28.9%) with the statement while 20.2% disagreed and 8.3% strongly disagreed.

Statement #11--The cultural diversity among staff, board members, and volunteers of the agency reflects the diversity of the population served by the agency.

Only one other statement elicited a similar combined total of disagreed and strongly disagreed. While 63.2% of respondents agreed or strongly agreed with the statement that "the diversity of staff, board and volunteers reflects that of the population served", 20.6% disagreed or strongly disagreed and 14.8% were uncertain.

Statements #10 and #11

A survey design error in grouping of staff, volunteers, administrators and board members did not allow respondents opportunity to respond to each group separately. It is believed that this design flaw explains the wide range of responses on these two statements.

II. Program Management and Operation

The seven statements in this section of the survey (13-19) assessed respondents' opinion of agency policies against discrimination and enforcement of those policies, opportunity for leadership development and advancement and the recognition of positive and negative expressions of cultural diversity in the agency and community. The majority of respondents agreed or strongly agreed with all seven statements in this section. Respondents most strongly agreed that their agency had policies against discrimination.

No more than two respondents strongly disagreed with any statement and the combined total of disagreed and strongly disagreed was not greater than 19 or 6.8% on any statement.

Statement #14--The agency enforces policies against discrimination and harassment.

It is important to note that in statement #14 there is a significant difference in how respondents who identified as administrators (40%) believed the agency enforces policies against discrimination. Respondents who identified as direct staff (28%) disagree. They perceived enforcement differently based on their position within the agency.

Statement #16--The agency provides adequate opportunity to interact with the community and population served.

Respondents were significantly divided with almost as many uncertain responses as responses that disagreed that the agency provides adequate opportunity to interact with the community and population served.

III. Outreach and Community Involvement

The five statements in this section of the survey (20-24) assessed respondents' opinion of agency outreach and community involvement. Four of the five statements were responded to with a greater than 65% combined total of agree and strongly agree.

Statement #22-The agency conducts effective community outreach when recruiting new staff, volunteers and board members of different cultural backgrounds.

Only 54.9% agreed or strongly agreed with the statement; 33.2% were uncertain; 5.8% of respondents disagreed and almost 2.9% strongly disagreed. Respondents (42%) across the board were uncertain, disagreed or strongly disagreed that agency did effective outreach to recruit.

The grouping of staff, volunteers, administrators and board members did not allow respondents opportunity to respond to each group separately. It is believed that this design may explain the wide range of responses on these two statements.

Statement #23--The agency encourages staff to attend or participate in outside cultural activities such as civic meetings, clinics, block parties, and seasonal festivals.

The strongest disagreement (15.9% combined response/only 1.1% strongly disagreed) was with the statement that the "Agency encourages attendance in outside cultural events". As above, only 11 or less respondents skipped these statements. Factors such as staff size, availability, and budgetary concerns may affect an agency's ability to pay for overtime, mileage and other expenses thereby affecting the ability to do this type of outreach.

IV. Service Delivery

Less than 14 respondents skipped any of the 11 statements (25-35) in this section which was designed to assess the cultural effectiveness of agency programs and direct services. Again, the majority of respondents agreed or strongly agreed with each statement by a combined total of at least 59% with at least 18% of respondents strongly agreeing to statements. The two statements that did not elicit this response had less than 12% of respondents in strong agreement.

Statement #25 --The agency provides multicultural programming to complement a wide variety of cultural events (e.g. Black History Month, Jewish High Holidays, Asian New Year's Celebrations, Gay Pride Festivals, Hispanic celebrations, etc.)

To the statement, 34.7% disagreed, 3.3% strongly disagreed, 25.6% were uncertain and 23.5% agreed or strongly agreed.

Statement #31--The agency provides leadership opportunities for survivors related to policy and practice.

The practice of including survivors in leadership positions related to policy and practice is one on which the domestic violence movement was founded. After over 30 years the tendency has been to move away from this practice as is indicated by this survey where 46% were uncertain, disagreed or strongly disagreed.

The statement referring to "Leadership opportunities in policy and practice for survivors", elicited uncertain responses (32.3.1%) which almost equaled those who agreed (33.6%).

There were no statements in this section that received greater than 3% of responses in strong disagreement.

V. Organizational Environment and Staff Development

Staff was asked to choose one response from a list of possible responses to the statements in this section.

Question #36 --What would happen in your organization if an individual or group was insulted based on their sexual orientation?

When asked to choose what would happen if an individual or group was insulted based on sexual orientation, the majority or 63.9% responded that definitely something would happen and 15.5% believed that probably something would happen. A total of 8 individuals or 2.9% were fairly sure or definitely sure that nothing would happen. 9.2% of respondents believed nothing would happen unless someone complained.

Question #37--What would happen in your organization if an individual or group was insulted based on their race?

When asked to choose what would happen if an individual or group was insulted based on race only 70% of the staff responded that something would definitely happen and 14.8% believed that something would probably happen. A total of 4 individuals or 1.4% of respondents was fairly sure or definitely sure that nothing would happen if an insult occurred. 6.1% of respondents believed nothing would happen unless someone complained. Five individuals did not respond to either statement.

Question #38--How does the program build the cultural diversity of executive and managerial level positions through in-house promotions? **(Circle all that apply.)**

When asked how the agency builds cultural diversity of executive and managerial level staff positions through in-house promotions. Respondents chose from a list of five possible responses **all** that they felt were relevant. Following is the list of responses from the most frequently chosen to the least frequently chosen.

- Promotional opportunities are announced in general staff meetings or are posted to /in circular or bulletin board seen by all staff. **(Chosen 161 times)**
- Job requirements do not bar paraprofessionals or other non-degreed staff from positions where they could perform well. **(Chosen 103 times)**
- Staff from diverse backgrounds receive various training to enhance capacity for leadership roles and may leave work as needed to take advantage of these opportunities to prepare them for higher level positions. **(Chosen 86 times)**
- Orientation includes an affirmative action policy that tells new staff where to get more information and how to lodge a complaint if necessary. **(Chosen 81 times)**
- Complaints about promotions are handled promptly, fairly, and without penalty to anyone complaining (even if the appeal goes outside the program.) **(Chosen 44 times)**

(Question #38 continued)

The majority of the respondents agreed that promotional opportunities were publicized to all staff, and paraprofessionals and other non-degreed staff were not barred from promotions to positions where they could perform well. However, far fewer respondents felt that staff from diverse backgrounds received training to enhance leadership roles. A similar number felt that orientation included information on how to lodge complaints based on the agency's affirmative action policy. Only 44 respondents felt that complaints about promotions are handled promptly, fairly and without penalty to the one raising the complaint. In general the responses would indicate that agencies are good at practice concerning posting positions, but limited in offering appropriate training to staff and in responding to or addressing complaints.

VI. Overall Agency Competence

The last section of the survey asks respondents to evaluate overall agency competence by considering three areas: changes programs should make to enhance cultural competence, the three most important diversity-related issues facing the agency and an overall rating of the agency.

Question #39-- What changes should your program make to enhance cultural competence?

When asked to choose **all that apply** from a list of 12 possible changes programs should make to enhance cultural competence, each respondent chose one or more from the list. The range of total responses to each statement was from 55 to 149. The responses in rank order are:

Responses

- Offer staff added ways to learn about beliefs, customs, norms or values of victims and families served – and the diversity within these groups. **(Chosen 149 times)**
- Build contacts with those to whom local religious, ethnic or racial groups turn for leadership, guidance and aid. **(Chosen 134 times)**
- Help staff learn about local communities' service needs and barriers to service. **(Chosen 102 times)**
- Teach staff more about local community helping resources. **(Chosen 97 times)**
- Begin to use, or use more widely, instruments for victim assessment that address cultural concerns. **(Chosen 85 times)**
- Begin to use, or use more widely, interventions that address cultural concerns. **(Chosen 84 times)**
- Give persons from diverse backgrounds a greater voice in how services are delivered. **(Chosen 81 times)**
- Have program décor better reflect the heritage of victims and families using the facility. **(Chosen 67 times)**
- Attend to concerns of people who differ from the majority in culture or color i.e., social justice and quality of life issues such and employment, housing and education. **(Chosen 65 times)**
- Send a stronger message that the program will not accept insults toward any race, religion or ethnic group. **(Chosen 54 times)**
- Make it easier for victims to use the services of this program. **(Chosen 53 times)**
- Help to build diversity of managerial staff through "in house" promotions. **(Chosen 53 times)**

Staff members were asked to list additional steps that could be taken to enhance the cultural competence of programs. In addition to the acknowledgement that agencies/programs are already carrying out some of the suggested activities, suggestions were made for enhancing staff training, outreach and community collaborations.

Statement #40 --List the three most important diversity-related issues currently facing the agency.

Survey respondents offered 107 responses to this statement that included one, two, or three issues. Those responses appear exactly as they were submitted with one exception. When respondents identified their agencies or used language that would make identification inevitable, that wording was removed and replaced with brackets. In addition, the majority of respondents define diversity as "other than white." Responses such as "more outreach to diverse communities" and "finding local agencies to help our diverse clients" suggest that the writers are referring to clients of color, nonwhite clients.

The responses below are arranged by frequency of that response.

A Summary of the Narrative Responses

(1) The need for diversity training.

Between one-third and one-half of all respondents (43) indicated the need for diversity training. Those responses break down as follows:

- General diversity training **(28)**
- LGBT issues **(6)**
- Issues of disability **(4)**
- Religion **(2)**

Another five **(5)** responses addressed a lack of knowledge and a lack of competence on issues of diversity. These responses indicate a need for training and have been included here.

(2) Lack of sufficient and appropriate outreach

Approximately one-third of the respondents indicated concerns about outreach. The populations most frequently mentioned were Latinos, African Americans, new immigrant populations, such as South Asians, Asian Indians and Africans, and members of the LGBT community. Included in this concern were two related issues--lack of money and lack of staff to conduct outreach.

(3) Lack of racial diversity among staff, administration, board and volunteers

The majority of those who listed this issue spoke specifically of a lack of African Americans, Latinos and Asians involved in the agencies. Concerns included:

(Statement #40 continued)

- difficulty in attracting and retaining staff of color
- the disparity between the racial makeup of the staff and the client population
- the need to increase staff diversity as community and client diversity increases

In a number of responses, the lack of racial diversity was mentioned as a problem at the upper management levels specifically. All of the responses that addressed the lack of diversity among board members and volunteers suggested that the issue was the lack of people of color at these levels. The responses spoke to difficulty in recruiting people of color to these positions.

(4) The need for multicultural, multiracial materials

Approximately one-fourth of responses addressed the need for materials in languages other than English. The most frequently mentioned need was for materials in Spanish. A few responses addressed the need for materials in languages other than English and Spanish to meet the needs of newer immigrant populations. A number of the responses expressed the need for materials appropriate for the LGBT community.

(5) The need to address issues of diversity in shelters

Responses in this area were varied and included:

- the need to address concerns of African Americans
- the lack of knowledge about customs, traditions, beliefs, etc. of different cultures
- the reluctance of certain racial and ethnic groups to use shelter services
- the lack of sensitivity to different cultural backgrounds
- the need for diversity in shelter decor and food

(6) Difficulty in providing services for undocumented clients

The issue expressed here emphasized difficulty referring clients without legal status as well as the lack of services for undocumented clients and their children. The repeated mention of the lack of services in Spanish implied that this population is largely Latino.

(7) Insufficient bilingual and multicultural services to which to refer clients

A few of the responses in this area addressed the need for services in languages other than Spanish, but the majority of responses related specifically to the need for services in Spanish. Some of the responses related to the need for relationship and coalition building with diverse racial and ethnic organizations that could offer support and resources to clients.

(8) Difficulty in attracting diverse populations for services

In addition to raising this issue for shelters, several respondents indicated this as a general service issue. In several cases, it was tied to outreach concerns.

(Statement #40 continued)

(9) Funding

One-tenth of the responses directly expressed a concern about the lack of money. However implied, in the vast majority of concerns is the lack of money. The majority of concerns listed require money to solve. Providing diversity training for staff, producing materials in multiple languages, hiring staff--and is the hidden concern embedded in many of the ones listed.

Statement #41-- Overall, on a scale of 1-10 (1 being lowest or "least competent" 10 being highest or most competent') rate the current cultural competence of the agency.

Rate the Agency		Frequency	Percent
	2	1	.4
	3	5	1.8
	4	15	5.4
	5	22	7.9
	6	27	9.7
	7	52	18.8
	8	75	27.1
	9	48	17.3
	10	21	7.6
	Total	266	96.0
Did not respond		11	4.0
Total		277	100.0

Summary of Survey Results

Analysis of the NJCBW survey showed that the majority of participating shelter and battered women programs in the state:

- Recognize the need for culturally competent staff and programs
- Do not yet believe that their agencies are culturally competent
- Recommend that additional training on all aspects of diversity would be a benefit to staff

The Battered Lesbian Task Force (BLTF) has come to the following conclusions based on an analysis of survey data:

- There is an under representation of lesbian/bisexual staff members in domestic violence programs, a reluctance in staff self-disclosing a lesbian/bisexual orientation, or both.
- There is a lack of training/outreach materials addressing the particular needs of gay/lesbian/bisexual/transgender domestic violence. As a result it appears that this population is underserved.

Statements on the survey that required narrative responses provided the most detail and depth regarding staff perspectives and concerns about the cultural competency needs of staff. Those written responses also offer valuable suggestions and insights on the diversity issues that may pose barriers to staff effectiveness and service delivery in domestic violence programs in New Jersey. (See Appendix C) Those responses would suggest that overall agency ratings may be affected by two factors:

- Perception may be determined in part by good intentions rather than actual behavior
- Although agencies are working diligently to provide culturally competent services, there is still considerable need for improvement.

RECOMMENDATIONS

After careful review of the survey results, the Women of Diversity Task Force with the Battered Lesbian Task Force offer the following recommendations:

Organizational Environment

- Conduct regular reviews of policies and procedures regarding recruitment of diverse staff, board and volunteers. These evaluations would assess for:
 - ✓ Recruitment practices that would increase the pool of qualified job applicants and volunteers of color
 - ✓ Internal policies regarding promotion to increase retention of staff, board and volunteers of color
 - ✓ Policies regarding complaints about promotions
 - ✓ Work environments that are welcoming of diversity
 - ✓ Policies and procedures that reflect a zero tolerance to homophobic/heterosexist behavior and attitudes

Program Management and Operation

- Conduct agency reviews which evaluate diversity competency based on demonstrated actions rather than intentions.
- Hire more employees from communities of color, and the LGBT community. Agencies should also increase participation from these communities on boards and volunteer groups.
- Provide staff opportunity to interact with diverse communities. This increased opportunity would deepen general knowledge about diverse communities as well as provide greater opportunities for members of diverse communities to view agencies as ones in which they would want to work as volunteers.

Service Delivery

- Client services may benefit from the use of domestic violence survivors to assist in the formulation of policy and procedure related to service delivery.
- Provide agency staff with exposure to holistic and other non-therapeutic approaches that may assist in the healing process. Include training and study regarding cultural and religious traditions of various groups.
- Increase outreach to underserved communities
- Increase services in languages other than English
- Hire more Spanish speaking staff

- Encourage the development of basic second language skills including American Sign Language
- Provide materials in shelter and outreach offices such as posters, magazines and various publications that are familiar to different cultures and in particular familiar to the lesbian and bisexual community.

Staff Development

- Training on issues related to diversity. Such training should begin with an anti-oppression focus as a baseline to develop the understanding required to work in a diverse environment. Training that uses an anti-oppression approach reduces the extent to which we perpetuate the concept of “the other”. It recognizes everyone’s cultural experiences as normal and legitimate.
- Multi-leveled training to accommodate the varied competency of staff and ensure agencies reach a higher degree of cultural competency. Those agencies that choose to move on to advanced levels of training would be able to create working environments that reflect higher levels of inclusiveness, ones that truly honor cultural difference.
- Training that focuses on the particular issues of certain groups, such as the LGBT community, persons with disabilities, Latinos and other marginalized groups.
- The need for diversity training was the most frequent need expressed statewide. This need could be examined from several venues:
 - ✓ Creating a statewide, standardized training would serve as a baseline for all domestic violence staff
 - ✓ Offering technical assistance from the Women of Diversity Task Force and Battered Lesbian Task Force on issues of training, policy and procedure evaluation and other issues related to diversity
 - ✓ Designate a point person to schedule training by the BLTF and WODTF
 - ✓ Send a staff member to participate in a Train-the-Trainer program to be designated as the BLTF program trainer
 - ✓ Send staff member to participate in anti-oppression training. Begin by training those who are designated as agency trainers and Community Educators for the program

Outreach and Community Involvement

- Designate board members (a minimum of 3) to work with the WODTF Quality Services working Group and BLTF to move the diversity agenda forward by developing a three-year strategic plan for institutional changes on diversity.
- Develop genuine collaborations with diverse community partners that allow equity in decision making and policy development concerning issues related to domestic violence.

Appendix A: Domestic Violence Program	County	Participation
Atlantic County Women's Center	Atlantic	Participated*
Alternatives to Domestic Violence	Bergen	Participated
Babyland Family Violence Program	Essex	Participated
Camden County Women's Center	Camden	Participated
CARA	Cape May	Participated
Cumberland County Women's Center	Cumberland	Did not participate
DARCC	Warren	Participated
DASI	Sussex	Participated
Gloucester County Women's Services	Gloucester	Participated
Jersey Battered Women's Services	Morris	Participated
MANAVI	Middlesex	Participated
180 Turning Lives Around	Monmouth	Participated*
Passaic County Women's Center	Passaic	Participated
Project Protect	Union	Participated
Provident House/Willingboro	Burlington	Participated
Provident House/Ocean	Ocean	Participated
Resource Center for Women and Their Families	Somerset	Did not participate
A Safe House	Essex	Participated
Salem County Women's Services	Salem	Did not participate
Shelter Our Sisters	Bergen	Participated
Woman Aware	Middlesex	Participated
Women's Crisis Center	Hunterdon	Participated
WOMENRISING	Hudson	Did not participate
Womanspace	Mercer	Participated

*Some surveys were received after the cut off date, therefore could not be counted

Appendix B: Number of Participants per county

County	Frequency
Atlantic	28
Bergen	40
Burlington	10
Camden	13
Cape May	14
Essex	7
Gloucester	15
Hunterdon	12
Mercer	8
Middlesex	27
Monmouth	5
Morris	29
Not Designated	8
Ocean	16
Passaic	10
Sussex	17
Union	13
Warren	5
Total	277

Appendix C Actual Staff Responses to Statements 39 and 40

Statement #39 List other steps not mentioned that agency could take to enhance its cultural competence.
***Identifying information has been replaced with ***
<p>Not enough bilingual staff (language barriers) (52)</p> <ul style="list-style-type: none"> - communication is done through telephone interpretation - no Asian support staff - need more Spanish speaking support staff - no money to hire diverse staff - Asian, Hispanic men and women - not just Spanish bilingual - Korean and Arabic - Spanish speaking services/every service; no Spanish DV/SA counselor
<p>Not enough diverse staff:</p> <ul style="list-style-type: none"> - one woman of color on staff per diem - no male support staff - African American - non-documented clients - Gay and Lesbian clients
Board needs to be more diverse
<p>Handicapped access is not available:</p> <ul style="list-style-type: none"> - wheelchair accessibility - not accessible for most handicaps - equipment/signing for deaf at shelter
<p>Provide outreach to:</p> <ul style="list-style-type: none"> - ethnic groups alert them of our services - the Spanish and Indian SE Asian community in ***County. - mentally and physically challenged community - communities that have not been reached yet - religious places of worship to reach diverse populations - agencies of culture to align with them - underserved South Asian communities - undocumented - Latinos - Indian/Asian - LGBT communities
<p>Conduct training on cultural diversity topics:</p> <ul style="list-style-type: none"> - despite training, some people remain rigid, requiring individual supervision or termination - encourage attendance at conferences and programs - mandate attendance - LGBT issues and cultural issues - racism - homophobia - beliefs and customs of various ethnic groups - sensitivity and honor towards cultural backgrounds for Board to volunteers
<p>Funds :</p> <ul style="list-style-type: none"> - conduct long term planning and outreach education - for resources for undocumented immigrant services - resources for non-English/non-Spanish speaking individuals - for diversity-related programs - long waiting lists
Have educational materials in other languages and geared to cultural differences

- Printed materials for LGBT communities
Statement #40 List the three most important diversity-related issues currently facing the agency.
Our community is not very diverse.
VIP does not have a Spanish bilingual staff member.
Upper management is not culturally diverse. Large Hispanic and/or undocumented population in the *** area has such limited resources that assisting them is very difficult.
Understaffed; Doing jobs not of your job description; Manager not working with staff
Transitioning clients of minority backgrounds from safe house to outreach counseling; Interacting more fully with local agencies serving various ethnic groups for cross referrals.
Language barriers, increase communication with administrators and staff re: cultural issues
To include more services for the gay community.
The residential area of this agency should learn more about different cultures; when hiring new staff the various languages spoken should be taken into consideration; treating all equal and not judging others by race, culture or ethnicity.
The diversity of culture in metropolitan area; so many cultures to serve. Not enough cultural diversity in Board and management. Money for undocumented services.
The décor or lack of in the safe house; Having more variety in ethnic food choices; More training on ways to become familiar with different cultures and practices.
Staff's lack of interest; Staff inability to accept differences and to offer support and understanding that these differences effect how clients accept or work on current issues. Accepting and embracing all of our differences.
Staff not being educated enough about diversity-related issues; No action taken when a diversity-related issue becomes a problem or insults a race, etc...
Procedures in place that speak directly to various cultures
Some cultural groups not considered (Eastern Europeans) Lack of translation, ESL, and literacy resources.
Diverse language training/education (i.e. Bengali educators of DV) Sexual orientation/transgender sensitivity for whole agency.
Sexual orientation; religious affiliation; language barriers.
Reverse discrimination. Ethnic Differences based on background rather than race (i.e.: suburban pop vs. inner city). Gay/lesbian issues
Repairs, food choices.
Have more informed discussions on cultural diversity; Ensure direct service staff looks through a cultural lens.
Reaching the undocumented; Providing transportation to disabled victims; Upper management not culturally diverse.
More diversity in staff, board, volunteers
Providing services for gay/lesbian clients
Providing services and advocacy for non-documented women; Providing more information and outreach to lesbian women; Outreach and services to other underserved ethnicities such as Polish, Asian, Indian, and African women.
Population is not as diverse as other counties
People with good possibility of reaching higher positions are not supported with training to perform in a superior level. Lack of opportunities.
People not speaking every language is not necessary; people not getting along because of different ethnic backgrounds; women going back to their abusers and not understanding that it is a way of life in their culture.
Outreach; staff understanding of racism; employing a more diverse staff (we're working on this)
Accessibility; in-house communication re: client needs.
Our staff is unsure how to deal with immigrants; the only diversity I see in the shelter is African American, this is necessary but we need to include cultural appreciation for all ethnicity and races.
Lack of contact with cultural leaders in the community; Lack of funds to translate printed materials into a variety of languages.

Our community isn't bilingual, it is multilingual and that should be addressed.
Not enough outreach to African American culture/community; support and advocate for the growing Hispanic community; more training for staff to access culture and diversity.
Not enough attention paid to the recruitment of diverse staff and board members; acknowledge and develop leadership in minority staff; follow-up after discussing diversity related issues. As long as Board members are in place, I am not optimistic about change.
I do not think that cultural diversity is something thought of very often. When taking training we are made aware that DV knows no boundaries and that includes culture.
Needing stronger ties and collaborations with diverse organizations in order to recruit and hire people of different racial and ethnic backgrounds.
Incorporate cultural concerns into initial intake; add one week on cultural norms into 26 week curriculum
Prejudice of community; more written resources
More culturally diversified presenters who go into the community.
Money for translation; lack of survivor input on policy.
More resources and contacts for clients who don't speak English or Spanish. forms in more languages; trainings for staff on cultural differences.
More multicultural reflective environment for victims; basic multicultural training for staff and volunteers; exposure for staff to various cultures.
More in-service training on working with people who have disabilities; better outreach to communities with physical disabilities.
More help for Spanish speaking population; learn more about African women and problems they face when coming to this country and in their country; immigration issues.
Lack of diversity among administration.
Middle-age staff not offered training in new language and culture; teaching about Islam, not proselytizing but learning; teaching how to use religion and spirituality in work with clients.
Literature, brochures are not all in different languages; training staff on different cultures; practicing what we preach among staff members.
Limited community contact; limited training for cultural competencies in house.
The agency has taken measures to accommodate clients but unfortunately the need far outweighs the resources available. Limited services for those that don't speak English (or speak it well). We have a hard time referring clients to other places when this facility is not available or the best solution for a particular client; immigration: it's difficult to provide certain services for those who are not citizens/documented.
Need more culturally diverse brochures; need to reach all cultures through outreach programs.
Need for multi-lingual capabilities in staffing.
Large population of Spanish-speaking clients; need more Spanish literature.
Lack of community programs for various ethnic groups; relationships with other agencies to remedy the diversity problems in our community.
LGBT training and understanding, increased communication between administration and staff re: cultural issues.
Immigration concerns; clients understanding each other's cultural needs, beliefs once living together.
Lack of services for diverse populations; lack of staff for diverse populations; lack of décor for diverse populations.
Lack of money to get increased diverse people here; location of County; lack of transportation.
Lack of outreach to Spanish speaking population.
Lack of diversity in supervisory positions; cultural sensitivity in dealing with shelter residents; lack of inclusion of LGBT information and sensitivity training.
Victimized clients who take part in outreach services (non-mandated) lack diversity; lack of diversity training.
Placing too many demands/needs on existing bilingual staff. insufficient training on cultural diversity.

Materials on Spanish language; training.
Judges lack of training in cultural competence.
It's hard to speak all languages, but as many as we can cover.
Issues of Asian populations; reaching out to affluent populations
Insufficient agencies within the county to address different cultural needs for the population we serve. Limited cultural awareness and sensitivity by law enforcement agencies. Greater collaboration between the agencies that were our target population is needed.
Better ways to recruit more diverse staff.; finding more ways to reach victims from disabled population.
Improve sensitivity to diverse groups throughout the agency especially at the direct service work end; needs to work on "pre-conceived notions" even when there are no immediate issues.
I feel that since we are faith-based in the *** church, non-*** may hesitate to seek services, not understanding that we service all.
I don't believe our agency has problems related to issues of diversity; I'm not clear what types of cultural concerns should be addressed during intakes of perhaps that.
I am aware of specific diversity related issues agency wide; the office that I am familiar with is off-site and has a staff that is very diverse; we serve a wide range of clients.
How to recruit and maintain staff of different cultural and racial backgrounds; the ongoing nature of conflict resolution and cultural diversity sensitivity.
Housing; lack of services for undocumented women and children; language barrier (more affordable ESL classes).
Hiring Spanish speaking direct service staff; ensuring that the ethnicities of board members reflects the diversity of those we serve; Serving physically disabled clients.
More in-house training on cultural sensitivity and sexual orientation, more minority clinicians.
Heterosexism on hotline; no safe house advocate is Spanish-speaking; assuming able-bodiedness.
Having shelter facilities in each county for different races; getting those communities to be more open to DV and donate in line with those persons needs (food, hair care products, clothing, etc.)
Have more workshops on cultural diversity.
Growing Latino population in the area; high number of African American clients with very few African American staff.
Getting the word out that our doors are open to all; offer transportation to services; offer babysitting for those who take advantage of our services.
Getting funding to reach out to undocumented individuals in the county; finding innovative ways to provide transportation for victims who are disabled.(funding would help)
Translating; when certain staff are not present, have to use language line; decrease male staff
Finding local agencies to help our diverse clients; working or having connections w/local agencies to better help clients; having more help for diverse victims in our local police departments and court houses
More volunteers and more board from diverse ethnic backgrounds.
Name of agency does not reflect gender diversity
Celebration of cultural events; access for disabled; Bilingual information.
Identify the areas in which populations from diverse culture are hesitant to access services (language, religious barriers, etc.); make a stronger presence to the LGBT populations.
Not enough training for current staff in LGBT issues; second generation South Asians (born in US or raised in US) do not call in often.
Our contract with PRAC offers us translation services whenever needed.
Bilingual college graduate counselors; demands on personal time; Fear to express opposing view.
An outside perception that we are all only for women.
Difficulty referring clients to services because there are not many bilingual services available; many clients (Latin) come to the shelter w/out legal status in this country and because of that it is difficult to refer them to needed services.

Agency does great job of addressing needs pertaining to *** county's population. We have terrific Hispanic SW's but perhaps could do more outreach with other populations and quarterly or biannual staff trainings on various groups conducted by agency staff themselves as opposed to outside experts. This is used in volunteer training.

Accommodating needs of mental health consumers; addressing needs of physically disabled (shelter, housing, for handicapped).

The percentage of minority vs. non-minority staff appears to mirror community at large. However, neither one is reflective of % of clients who are minority vs. non-minority; Ability to prepare minority clients for life in a rural non-minority majority community; Differing child-rearing philosophies.

ⁱ Attala, J.M.; Warmington, M., "Clients' Evaluation of Health Care Services in a Battered Women's Shelter", Public Health Nursing, Volume 13(4) August 1996, p271.

ⁱⁱ Senturia, K., Sullivan, M. Ciske, M., Shiu-Thornton, S. Executive Summary: Cultural Issues Affecting Domestic Violence Services Utilization in Ethnic and Hard to Reach Populations. November 1, 2000. A report from research supported by the U.S. Department of Justice, Office of Justice Programs award #98-WT-VX-0025 and 98-WE-VX- 0028.