This journal article addresses the role of child protection managers in creating systemic change for enhanced cultural competency. The authors present three models for culturally competent management practice, describe the related planning and implementation strategies, and detail the costs, benefits, and challenges associated with this type of systemic change.

Racial disproportionality and disparity exists in child protection services and often there are insufficient staff and training resources to address these issues.

Integration of culturally competent practices requires a commitment of time and resources. Benefits include increased flexibility, sophistication, responsiveness to community needs, improved communication, and enhanced agency image. Costs include allocation of resources and staff, apprehension and concerns about new roles and partners, and a lack of comprehensive guidelines. Below are the three models for cultural competence discussed:

**Cultural Sensitivity Model**
- Develop understanding of values
- Modify existing services to better serve target population
- Focus groups, collaborative
- Re-train & empower staff
- Partner with community

**Self-Reflective Cultural Sensitivity Model**
- Ongoing personal self-inventory
- Openness about personal & organizational values
- Group inquiry in safe environment
- Work teams & planning

**Cultural Sensitivity Model**
- Undo institutional power/privilege
- Empower other groups
- Reexamine core mission
- Evaluation & feedback
- Create safe & supportive environments, not oppressive

The chart below shows the suggested steps for planning and implementing a cultural competence model:

<table>
<thead>
<tr>
<th>Strategic Plan Step</th>
<th>Specific Tasks/Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition of Culture</td>
<td>Create a common language and awareness of populations and issues to address; should be flexible.</td>
</tr>
<tr>
<td>Organizational Cultural Competence Self-Assessment</td>
<td>Identify strengths and areas that need to be improved, acknowledge lack of knowledge</td>
</tr>
<tr>
<td>Vision Process</td>
<td>Encourage ambitious and broad thinking about future goals (do not critique at this time)</td>
</tr>
<tr>
<td>Assessment of “Environmental Factors”</td>
<td>Generate a list of potential obstacles</td>
</tr>
<tr>
<td>Goal Setting &amp; Planning Process</td>
<td>Turn vision into concrete goals, and develop a detailed plan for resources, responsibilities and timelines</td>
</tr>
<tr>
<td>Implementation</td>
<td>Monitor timelines and progress, and make on-going revisions to goals/activities</td>
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</tbody>
</table>

Managers should take on greater leadership in relation to developing more culturally competent services.

Agencies should prioritize staff diversity, as it is a necessary building block for moving towards greater cultural competence. Organizations should develop and implement a strategic plan for increased cultural competence, as it can help them become more sophisticated in their work and gain greater public support.