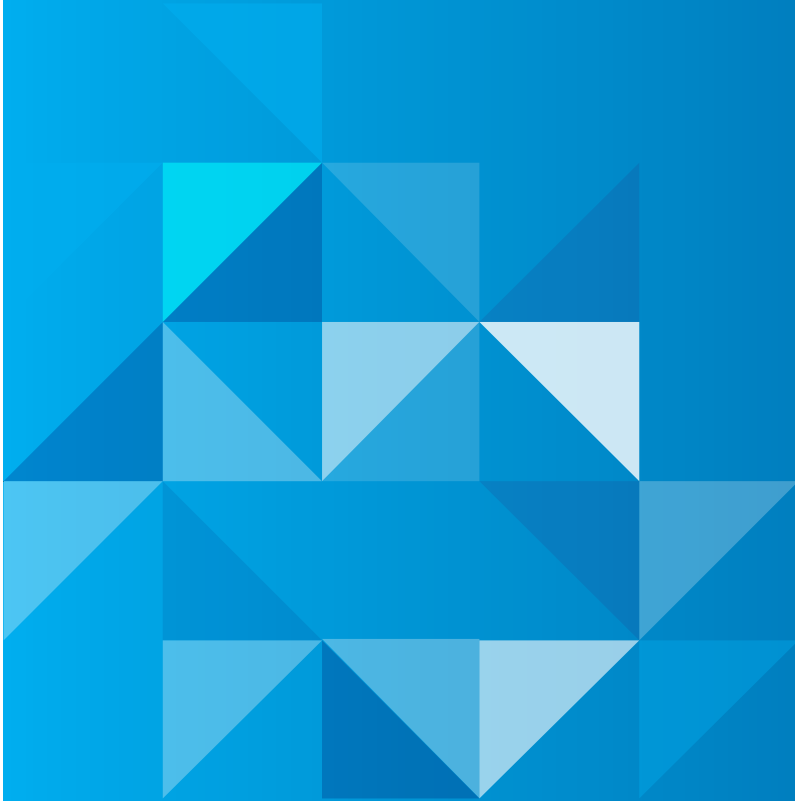




Cultural Competence in Australia
A Guide



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Australian Government
Department of Home Affairs

FECCA received funding from the Australian Government
Department of Home Affairs to produce this publication.

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Introduction

Cultural competence is the ability to understand, communicate and effectively interact across cultures. It is commonly defined as:

‘...a set of congruent behaviours, attitudes and policies that come together in a system, agency or among professionals and enable that system, agency or those professionals to work effectively in cross-cultural situations’.¹

There is an organisational and an individual aspect to cultural competence. At the individual level, developing cultural competence requires acknowledgment of one’s own cultural assumptions, values and beliefs. It involves understanding that culture shapes worldview, and that individuals view the world differently based on their cultural background and related experiences. Cultural competence includes an awareness that individuals have different needs because of their cultural and linguistic background. Improving cultural competence ensures better and more effective communication with individuals from a range of cultural and linguistic backgrounds.

Cultural competence at the organisational level involves developing systems, policies and processes that ensure cultural diversity and difference are considered in all aspects of an organisation’s work. Organisations with high levels of cultural competence foster successful, diverse workforces, using cultural difference as a strength for more effective decision-making, innovation and adaptability. They also understand the needs and preferences of a diverse range of consumers and provide products and services that are appropriate, accessible and inclusive.

As culture is a dynamic, complex and constantly changing construct, there is no point at which cultural competence is ‘achieved’. Developing individual or organisational cultural competence is an open-ended process of improving attributes, skills, degrees of knowledge, policies and strategies which

together enhance the ability to communicate across cultures. Cultural competence is developed on a spectrum, rather than through mastery of a skillset or practice. Developing cultural competence requires a commitment to ongoing learning, reflection and diverse and inclusive practices.

A workforce that reflects Australia’s diverse cultural and linguistic society leads to increased levels of cultural competency. However, organisations need to *improve* cultural competency to recruit and support a diverse workforce in the first instance. *Cultural competence training*, policies and processes are a means through which an organisation can improve its cultural competence and develop and support diversity in the workplace.

In 2006, the then named Commonwealth Department of Immigration and Multicultural Affairs funded Cultural Diversity Services² to undertake a year-long study of cultural competence through an examination of the effectiveness of cross-cultural training³ across a range of Australian organisations.⁴ The 2006 report found shortcomings in the development of cultural competence across organisations, inconsistent quality and oversight of the cross-cultural training industry, and challenges for organisations in identifying appropriate cross-cultural training providers.

Against the background of the 2006 research, this report examines how cultural competence has evolved over the last decade and its continuing relevance for Australian government, for-profit and community organisations.

This report, *Cultural Competence in Australia: A Guide*, explores:

- the importance and benefits of developing culturally and linguistically diverse workforces and its link with organisational cultural competence
- markers of organisational cultural competence
- cultural competence training.

¹ Cross TL et al, ‘Towards a Culturally Competent System of Care Vol. 1.’ 1989, Georgetown University Child Development Centre.

² <http://www.robertbeanconsulting.com.au/index.php>.

³ Since 2006 there have been shifts in preferred terminology from ‘cross-cultural’ to ‘cultural competence’.

⁴ Bean R Cultural Diversity Services Pty Ltd, ‘The Effectiveness of Cross-Cultural Training in the Australian Context’, 2009, available at <https://www.dss.gov.au/settlement-and-multicultural-affairs/programs-policy/a-multicultural-australia/programs-and-publications/community-information-summaries/the-effectiveness-of-cross-cultural-training-in-the-australian-context>.

Diversity and cultural competence in Australian organisations

Australia's cultural and linguistic diversity is increasing. According to the 2016 Census data, one third of Australians were born overseas and nearly 50 per cent of Australians have one or more parent born overseas. In 2016, there were over 300 separately identified languages spoken and more than one fifth (21 per cent) of Australians spoke a language other than English at home.⁵

The diversity of the Australian population is, however, not reflected in Australian organisations. In 2016, the Australian Human Rights Commission reported that:

- among the 201 Chief Executives of ASX 200 companies, 77% had an Anglo-Celtic background and 18% have a European background, and only 5% have non-European backgrounds
- in the Australian Parliament, 79% of elected members in the House of Representatives and the Senate had an Anglo-Celtic background. Less than 4% have a non-European background
- within the Federal Ministry, 86% have an Anglo-Celtic background, one Minister had an Indigenous background and none had a non-European background
- of the 124 heads of federal and state government departments, less than 2% of leaders had a non-European background.⁶

Research demonstrates that culturally and linguistically diverse (CALD) Australians experience many barriers, including racism and discrimination, in recruitment and promotion. For example, candidates with names linked to specific ethnicities need to apply for considerably more job vacancies before being short-listed for an interview. As compared with applicants with Anglo-Celtic names, Aboriginal and Torres Strait Islander people must submit 35 per cent more applications, those with Chinese names must submit 68 per cent more, Italian names require 12 per cent more and 'Middle Eastern' names 64 per cent more applications.⁷ Australians of migrant background are forced to use strategies that de-emphasise racial or cultural background, for example: Anglicising their name and omitting overseas work experience or qualifications — even if relevant to the application.⁸

These types of barriers are not confined to point of recruitment. Employees should have equal access to promotion and progression regardless of their cultural or linguistic background. In many industries, including financial services, hospitality and the Commonwealth Public Service, cultural and linguistic diversity is visible in entry and mid-level positions and technical specialities, but absent in senior management and executive roles. *A diverse organisation requires diversity to be visible at all levels of the organisation.*

Alongside equal opportunity in employment, Australia's multicultural society also requires organisations to deliver products and services that meet the needs of a culturally and linguistically diverse consumer base. FECCA's research and consultations undertaken for this report⁹ and other work on access, equity and inclusion, shows that service provision across government, for-profit and community sectors is not resulting in equitable outcomes for Australian consumers who identify as culturally and linguistically diverse (CALD).

⁵ Australian Bureau of Statistics, 'Census reveals a fast changing, culturally diverse nation', 27 July 2017, available at <http://www.abs.gov.au/ausstats/abs@.nsf/lookup/Media%20Release3>.

⁶ Australian Human Rights Commission, 'Leading for Change A blueprint for cultural diversity and inclusive leadership', 2016, available at https://www.humanrights.gov.au/sites/default/files/document/publication/2016_AHRC%20Leading%20for%20change.pdf.

⁷ Crawford School of Public Policy, 'Job hunt success is all in a name', 4 March 2013, available at <https://crawford.anu.edu.au/news-events/news/104/job-hunt-success-all-name> & Booth, A. L., Leigh, A., & Varganova, E. (2012). Does ethnic discrimination vary across minority groups? Evidence from a field experiment. *Oxford Bulletin of Economics and Statistics*, 74(4), 547–573.

⁸ Kosny, A., Santos, I. & Reid, A. *Int. Migration & Integration* (2017) 18: 483.

⁹ See Appendix 3: Methodology



Poorly designed services and products mean that CALD Australians may be prevented from accessing opportunities available to many other Australians because:

- individuals or communities do not know that the service exists or is available to them
- products and services do not consider needs of consumers with limited English proficiency
- products and services do not consider cultural needs
- products and services do not consider the needs of consumers with low digital proficiency or who cannot access digital services
- insufficient consideration is given to how the migration experience impacts CALD consumers (for example: a lack of trust of authority creating barriers to access; or difficulties for migrants in meeting documentation requirements meaning delayed or no access to services).

A commitment to improving cultural competence enables an organisation to develop workforce diversity and to ensure that services and products are designed to include all consumers, regardless of cultural or linguistic background.



Workforce diversity: the causality dilemma and cultural competence training

Research suggests that diverse organisations are more successful. McKinsey & Co have consistently found that diversity in corporate leadership teams positively correlates with financial performance. In 2018, McKinsey found that companies with the most ethnically/culturally diverse executive teams were 33% more likely to outperform their peers on profitability.¹⁰

It is difficult to identify the exact causal link between diversity and successful performance. However, there are some discernible advantages in diverse organisations that may explain the link, for example:

- **Diverse organisations can better identify consumer need.** Culturally and linguistically diverse organisations can design, develop and deliver products and services from a broad range of perspectives, that more accurately reflect the diversity of the Australian population.
- **Diverse organisations adapt, innovate and make decisions more effectively.** Teams with different qualifications, backgrounds and experiences may take a more innovative approach to problem-solving and introduce alternative ways of thinking resulting in more effective decision-making.
- **Diverse organisations attract a larger, more varied and qualified pool of potential employees.** Organisations that demonstrate a commitment to diversity and inclusion in their recruitment practices are more successful in attracting highly-skilled employees. Diverse teams provide links to diverse networks from which to attract talent. The greater the talent pool, the more likely organisations can find the most appropriately qualified and skilled employees.
- **Diverse organisations provide a happier, more harmonious workplace.** Diverse organisations can offer greater levels of employee satisfaction as perceptions of fairness and inclusion correlate with employee well-being.¹¹ This leads to improved employee retention and commitment to an employer.¹²

In other words, a diverse workforce leads to **increased levels of cultural competence.**



¹⁰ McKinsey & Company, 'Delivering through Diversity', 2018, available at https://www.mckinsey.com/~media/mckinsey/business%20functions/organization/our%20insights/delivering%20through%20diversity/delivering-through-diversity_full-report.ashx.

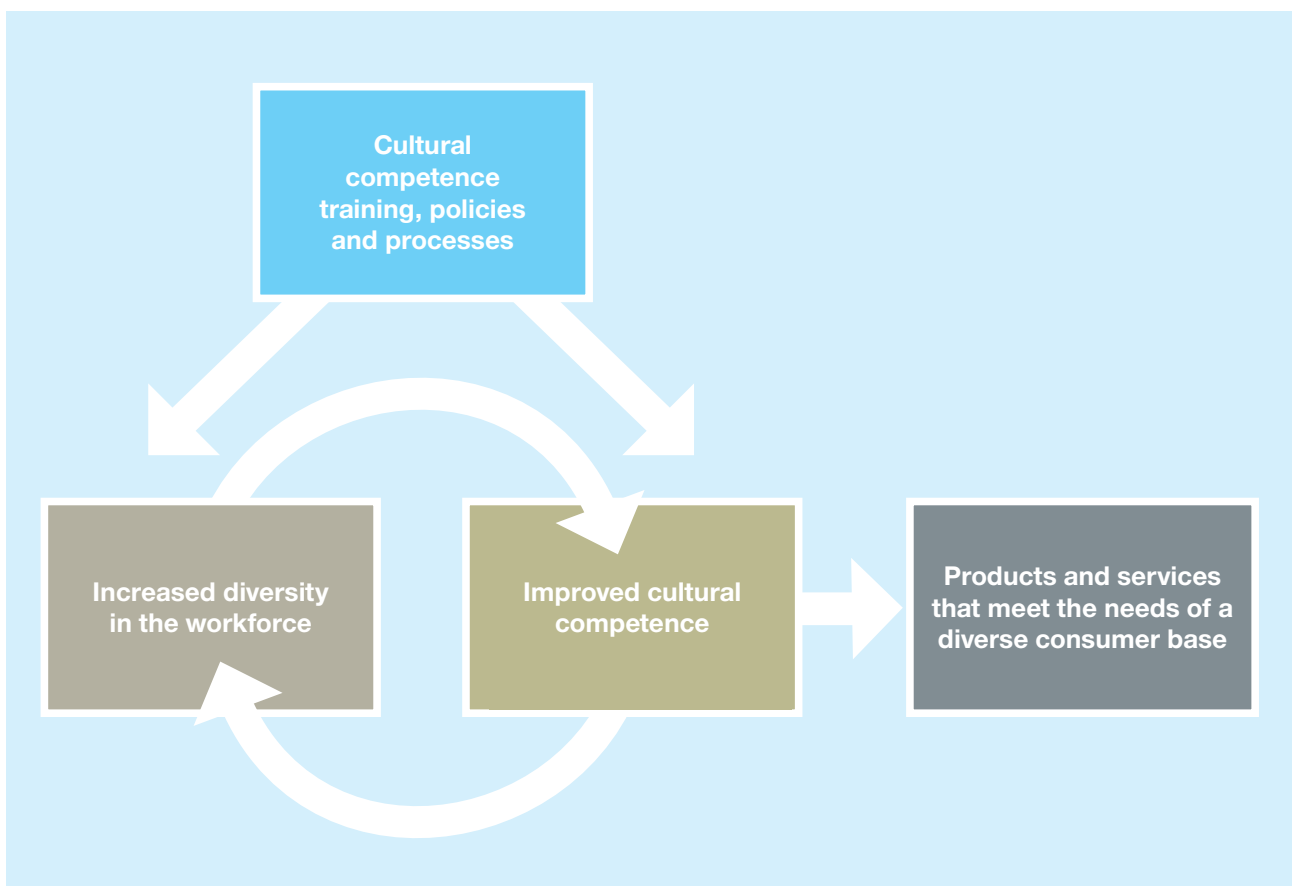
¹¹ Liora Findler PhD, Leslie H. Wind PhD & Micháille E Mor Barak PhD, 2007, The Challenge of Workforce Management in a Global Society, *Administration in Social Work*, 31:3, 63-94, DOI: 10.1300/J147v31n03_05.

¹² Martin, J. (2013). Seven imperatives for diverse and inclusive organizations. *Strategic HR Review*, 12(3), 151-152.

Diversity increases the capacity of an organisation to come together to work effectively in cross-cultural situations – for example: in designing products and services for a multicultural consumer base; and in striving to create a fair and inclusive workplace for all employees.

However, this presents a *causality dilemma*: if diverse organisations help to develop cultural competence within organisations, organisations need to improve culturally competence to recruit and support a diverse workforce in the first instance.

Cultural competence training, policies and processes are a means through which an organisation can improve its cultural competence, develop and support diversity in the workforce and better ensure that products and services meet the needs of consumers regardless of background.



Improving organisational cultural competence

Developing cultural competence at the organisational level requires clear and practical policies and procedures and commitment to implementation and evaluation to develop a workplace that values and responds to cultural and linguistic diversity. For example, organisations with high levels of cultural competence have recruitment strategies that identify inherent biases; and have processes that help them to understand the cultural profiles of the communities they serve.

Alongside policies and strategy, it is also important to develop the cultural competence of individual employees. Individuals with high levels of cultural competence value diversity and can work well in different cultural contexts.

An organisation can assess current levels of cultural competence through an analysis of existing policy, staffing and service delivery. The following can assist in identifying gaps and risks, and provides pathways for improvement.

1 POLICIES, PLANS AND STRATEGIES

Organisations that value cultural diversity and cultural competence:

- have updated, measurable and visible policies that promote workforce cultural diversity and inclusive service provision
- actively implement, monitor and evaluate diversity and inclusion policies
- ensure organisational leaders are accountable for diversity and inclusion-related outcomes
- appoint senior cultural and linguistic diversity champions to explain and support policies driving diversity, inclusion and cultural change.

Policies relating to cultural and linguistic diversity may be included across a number of documents, or combined into a single plan, such as a Multicultural Access and Equity Plan. While the format may vary across different organisations, good cultural and linguistic diversity policies should include an overarching goal or objective and be supported by actions, initiatives or deliverables. They should also stipulate a timeline and assign a responsible unit or senior staff member.

Policies should include a **vision or mission statement about cultural and linguistic diversity**. It can be a short statement that outlines why the organisation has decided to create a plan and what they envisage the plan will achieve.

Organisations should articulate and address **cultural and linguistic diversity in staffing and recruitment policies**. They should outline how CALD employees will be attracted, retained and promoted. Recruitment policies should also outline how cultural competence skills will be developed and incorporated into job selection criteria and performance reviews. If organisations require bilingual workers and interpreters, recruitment policies may also require the inclusion of these skills in job selection criteria including details of how these additional skills will be recognised and remunerated.

Strong cultural diversity policies should also be used to **outline how services are designed, developed and delivered to respond to culturally and linguistically diverse community needs**. Organisations with high levels of cultural competence clearly articulate how the services they provide are inclusive, accessible and deliver equitable outcomes. They may detail how community engagement, surveying, feedback or research will be utilised to include the perspectives of CALD consumers in product and service design and in reducing barriers to access.

Strong cultural diversity policies articulate **how and when monitoring and evaluation will occur**. This includes who is responsible and how findings will be used to improve services.

Strong cultural diversity policies include **other supporting initiatives that foster cultural and linguistic diversity and inclusion**. These can include special events, mentorship programs, networks, scholarships or internal communications that promote a culture of diversity and inclusion.

Importantly, strong cultural diversity policies are **developed collaboratively** with investment from all levels of the workforce including senior leadership. Senior leaders must demonstrate commitment to cultural and linguistic diversity through action and accountability.

2 STAFFING AND RECRUITMENT

Organisations that value cultural diversity and cultural competence:

- reflect cultural and linguistic diversity at all levels of the organisation, including in senior leadership
- collect and track data on the cultural and linguistic diversity of the workforce
- Monitor the retention and progression of culturally and linguistically diverse staff
- have recruitment strategies that ensure equal access to employment opportunities, address racism, discrimination and unconscious bias and ensure teams are culturally and linguistically diverse
- regularly review recruitment strategies
- provide opportunities for professional development, mentoring and role models for staff who identify as culturally and linguistically diverse
- ensure that cultural and linguistic competence skills are a valued (and remunerated) component of professional development or performance.

Improving organisational cultural competence is key to fostering workforces that reflect and represent the cultural and linguistic diversity of the Australian population. Diverse teams are more innovative, creative and effective at decision-making.¹³

Organisations can employ strategies to recruit CALD employees, including advertising positions more broadly. Advertising employment opportunities through settlement service agencies, community groups, local community centres and ethnic media outlets can help to attract a more diverse pool of potential employees. Under-representation of CALD applicants should be examined and addressed.

Organisations should be aware of racism and discrimination in hiring practices and employ relevant mitigation strategies. This may include removing names and other information that identifies cultural background from resumes and instead assigning a number. Organisations should ensure that interviews are structured according to assessment against objective criteria, rather than building rapport based on shared interests or experiences. If selection panels are used during the hiring process, they should include culturally and linguistically diverse panel members. Experience and qualifications gained overseas should be appropriately considered, and

interviews used as an opportunity to better understand the relevance of an applicant's overseas work and educational background. Finally, conscious effort may be needed by organisations to actively seek out and hire culturally and linguistically diverse staff, to ensure the workforce accurately reflects and represents the Australian population.

CALD employees must be supported to reach senior leadership positions. Organisations should ensure equal opportunities for training, professional development and pathways to leadership for CALD employees. Without role models, employees from diverse backgrounds may not recognise their potential to move up the career ladder.

Retaining and developing CALD employees should form part of organisational strategy. Mentoring opportunities and career planning are key to retention. If the organisation employs bilingual and bicultural workers, they should be offered appropriate pathways to training, accreditation and professional development, and remuneration should reflect these skillsets. Bilingual and bicultural workers should not become 'stuck' in roles because the organisation needs their language skills in frontline service delivery.

The collection of data on **workforce cultural and linguistic diversity** is a key step in identifying gaps and creating strategies to address them. It allows organisations to build a clear picture of the current workforce and focus attention on areas of concern. It establishes a baseline for organisations to create action plans and measure future progress. Once data has been collected, it becomes easier to devise improvement strategies for which leadership can be accountable.

¹³ McKinsey & Company, 'Delivering through Diversity'

3 CONSUMERS AND STAKEHOLDERS

Organisations that value cultural diversity and cultural competence:

- understand and monitor the cultural and linguistic profile of the community they serve
- compare the cultural and linguistic profile of the community to profiles of the organisation's consumers and relative outcomes for different cohorts of consumers
- seek input from CALD consumers and stakeholders in service and product design to identify barriers to equitable access
- use feedback mechanisms to improve service delivery to CALD consumers.

Research and data collection can assist organisations to better understand barriers to access for under-represented consumer groups, and create targeted strategies to address gaps in service delivery.

Organisations with high levels of cultural competence collect data **on consumer and community diversity** to provide tailored services that are equally accessible to all. Delivering well-targeted services tailored to different needs and preferences, is dependent on having a good understanding of cultural and linguistic background. Data collection helps organisations to identify community members that are under-represented in-service delivery and investigate and address barriers to access.

Data collection also assists accountability. Leaders should be held accountable for improving diversity and inclusion outcomes in the same way they are held accountable for other aspects of organisational operation.

Organisations with high levels of cultural competence **frequently consult with consumers**, consumer representatives and the community to co-design products and services. They have feedback and complaints mechanisms that are inclusive and able to identify service failures that are disproportionately impacting CALD consumers.¹⁴

¹⁴ see FECCA report on Access and Equity to Feedback and Complaints Mechanisms for Multicultural Communities: <http://fecca.org.au/wp-content/uploads/2017/12/FECCA-Access-and-Equity-Report-Final.pdf>



4 PROVIDING CULTURAL COMPETENCE TRAINING OPPORTUNITIES FOR ALL STAFF

Cultural competence training for all staff, including senior leadership, forms a key part of improving organisational cultural competence. Training programs aim to develop skills and provide tools for improving cross-cultural communication, promote self-reflection, address racism, discrimination and bias, and highlight the benefits of cultural diversity.

It is particularly important that all staff undertake cultural competence training, not just those at entry or middle management level. Participation of senior leaders in training signals to all staff that there is a serious and genuine commitment to cultural diversity, and that cultural competence is a valued skill within the organisation. Commitment from senior leaders is necessary to ensure that cultural competence training is allocated sufficient staff time and resources amidst competing priorities.

Cultural Competence Training

'Cultural competence training' is defined as the 'modes of training and education aimed at developing cultural competence'.¹⁵ It can include:

- creating awareness of one's own cultural worldview, stereotypes and bias
- deepening knowledge of different cultural practices and views
- awareness and understanding that cultural and linguistic differences may impact on communication
- understanding why and how communication and behaviours should be adapted in different cross-cultural situations
- how to work effectively, and respectfully with people of different cultural and linguistic backgrounds
- highlighting the benefits of diversity, whether in the workplace or society more broadly
- creating plans and strategies to foster organisational cultural competence such as Multicultural Access and Equity plans or recruitment policies.

Cultural competence training programs assist individuals and organisations to develop the skills and tools needed to foster, manage and contribute to diverse teams and are a key aspect of diverse and inclusive practice.



¹⁵ Bean R Cultural Diversity Services Pty Ltd, 'The Effectiveness of Cross-Cultural Training in the Australian Context' (2009) 9, available at <https://www.dss.gov.au/settlement-and-multicultural-affairs/programs-policy/a-multicultural-australia/programs-and-publications/community-information-summaries/the-effectiveness-of-cross-cultural-training-in-the-australian-context>.

Cultural competence training programs in Australia

The cultural competence training available in Australia varies widely in terms of content, delivery format, duration and price. Some training programs are specific to a particular sector or professional role or focus on specific cultural or linguistic communities.

Cultural competence training programs may be advertised or promoted as:

- Intercultural awareness training
- Cross-cultural awareness training
- Cultural sensitivity training
- Cultural diversity training
- Diversity and inclusion training
- Unconscious bias training
- Intercultural communication
- Cultural intelligence training
- Cultural capability training

Without a formal standard or accreditation, terminology around cultural competence has developed disparately. While training programs are promoted under a number of different titles, cultural competence is the most widely used among Australian and international professionals.

Content varies across programs depending on the needs of the organisation and the entity delivering the training. Cultural competence training content that focuses on communication across cultures commonly draws on two academic frameworks: Hofstede's 'Cultural Dimensions Theory'¹⁶ and Trompenaars' 'Seven Dimensions of Culture'.¹⁷ Each of these theories uses 'dimensions' — for example, the importance of individualism versus communitarianism or the influence of uncertainty avoidance (the tendency to avoid a situation that might cause discomfort) — to analyse, categorise, and understand a particular culture. In doing this, these theories help frame communications so that the intended message is correctly understood by interlocutors from different cultures.

Hofstede's theory categorises culture into six dimensions that impact the values and behaviour of its members. The six dimensions include 'power distance index', 'masculinity vs. femininity', 'individualism vs. collectivism', 'uncertainty avoidance index', 'long-term orientation vs. short-term orientation' and 'indulgence vs. restraint'.

Trompenaars' theory views culture as a spectrum and maps individual and group behaviour across seven dimensions. These include 'universalism vs. particularism', 'individualism vs. communitarianism', 'specific vs. diffuse', 'neutral vs. affective', 'achievement vs. ascription', 'past, present and future' and 'internal vs. external'.

Some cultural competence training programs utilise these theoretical frameworks to explain cultural difference and encourage personal self-reflection. Although these approaches are used widely across the cultural competence training sector and academia, they are not the only approaches. Some practitioners in Australia have developed their own frameworks over many years of experience and training.

Cultural competence training programs are often tailored for specific audiences. Some are appropriate for staff at all levels of an organisation, while others target senior leadership. Generalised training for all organisational levels might emphasise personal reflection and skills development while training programs for leadership focus on building and managing diverse teams. Similarly, cultural competence training can be tailored for employees working in specific sectors such as healthcare, social work or education.

Some training programs focus generally on cultural and linguistic diversity, while others concentrate on particular cultural or linguistic community, such as South-Sudanese women or Arabic-speaking communities.

¹⁶ Available at <http://www.hofstede-insights.com/models/national-cultural/>.

¹⁷ Available at <http://www.thtconsulting.com/Website/OurTools/IAPreview.asp>.





Some training programs approach diversity more broadly, recognising that elements of diversity, such as gender, culture or sexual orientation can intersect to create complex barriers and discrimination.¹⁸ This concept is commonly referred to intersectionality, which is described as a theory, approach or framework for seeing and analysing the dynamics of power and social inequality.¹⁹ In its own work, FECCA recognises the additional barriers that result from intersectionality including gender and its intersection with cultural background; older CALD Australians; CALD carers; CALD Australians living with disability and Australians of CALD background who identify as lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ).

Some training programs are delivered 'off the shelf', while others are tailored programs that are designed in collaboration with the receiving organisation, based on its specific needs and objectives.

Considering the conceptual complexity and breadth of cultural diversity and cultural competence training programs, content may be designed to focus on a set of outcomes. Some are designed as introductory training programs, explaining key concepts and theories. Other programs may provide guidance on creating a cultural and linguistic diversity policy and action plan, and how best to implement, monitor and evaluate it.

Cultural competence programs vary in delivery format and duration. Training programs that are delivered face-to-face require participants to attend in person. This may involve participants travelling away from the organisation to a training venue or trainers travelling onsite. Face-to-face programs generally involve high levels of interaction between trainers and participants, as there is an opportunity for group work and a live forum for discussion. Face-face training ranges in duration from 1-2 hours to multi-day programs.

Online cultural competence training programs can be completed in the workplace or remotely. Online programs are often self-paced and completed autonomously. Depending on the nature of the content, online programs may take 1-2 hours or multiple days to complete. Online programs vary in their levels of interactivity and engagement, with some requiring minimal self-reflection, interaction with case studies or evaluation.

Blended learning programs incorporate a combination of delivery styles. Blended learning programs offer accessibility to some content for independent study followed by face-to-face or group learning where participants can share information and engage in dialogue.

¹⁸ Griffin G, 'A Dictionary of Gender Studies', 2017, Oxford University Press, DOI: 10.1093/acref/9780191834837.001.0001.

¹⁹ Multicultural Centre for Women's Health, Intersectionality Matters: A guide to engaging immigrant and refugee communities to prevent violence against women, 2017, available at <http://mcwh.com.au/downloads/Intersectionality-Matters-Guide-2017.pdf>.

Australian cultural competence training programs vary greatly in price. Cost varies depending on the duration of the program and delivery method. Face-to-face programs can incur higher costs to cover payment of facilitators, use of training facilities (unless occurring in-house), catering, printed materials and pre and post training evaluation. Tailored programs are often more expensive than ‘off the shelf’ programs, as they require collaborative design between trainers and organisations in addition to time spent delivering training. Programs delivered partly or fully online may not incur as many overhead costs (payment of trainer, venue hire etc.) and may be cheaper than face-to-face training programs, particularly if they are off the shelf. A range of organisations offer cultural competency programs including ethnic and multicultural community councils, media groups including SBS, community organisations, for-profit companies and settlement service providers.²⁰

Some academic institutions and Registered Training Organisations (RTOs) offer cultural competence training. There are currently 17 units of competence related to ‘diversity’ delivered by RTOs as part of vocational and educational training programs.²¹ There are also a number of Technical and Further Education institutions (TAFE) and universities that offer training units related to cultural competence. Cultural competence training units delivered by RTOs and academic institutions generally form part of a larger program of study such as a bachelor’s degree, master’s degree, diploma or certificate and are generally less viable options for organisations offering cultural competence training opportunities for employees.

Cost can also vary depending on whether the training is provided by a not-for-profit (NFP) or for profit entity. Cultural competence training developed and delivered by NFP entities is usually one aspect of the work of the organisation, in addition to other community and support services provided. For-profit organisations developing and delivering training generally specialise in cultural competence training, which forms a core part of business and revenue. There are high quality NFP and for-profit programs available in Australia.

The cost of a training program is not indicative of quality. There are a number of high quality, low cost programs delivered, and more expensive programs do not necessarily equate to better training or outcomes.

There are currently no cohesive standards of accreditation for cultural competence trainers in Australia. **Therefore, the style and quality of trainer will vary across programs.** In the absence of a formal standard or accreditation, cultural competence trainers do not have a prescribed study program or profile. Cultural competence trainers may have a background in a relevant academic discipline such as anthropology, sociology or teaching. Trainers who have not undertaken tertiary education may develop expertise through lived-experience, or working internationally or extensively across cultures. They may have personally faced racism and discrimination in the workplace and can speak directly to the benefits of cultural competence training.

²⁰ See Appendix 5 for a list of training opportunities across Australia.

²¹ Available at <https://training.gov.au/Home/Tga>.



What does good cultural competence training look like?

There is no standard model of cultural competence training, and different programs will be suited to different organisations based on existing levels of cultural competence, workforce needs and general operations. There are a number of high quality programs and trainers that offer different approaches, content, delivery format and duration. While good cultural competence training programs can look different, they share a number of common features.

Good cultural competence training:

Is based on evidence, research and experience.

Not all training programs include the same academic theory, but good programs contain content that has been developed using evidence and a coherent theoretical framework. They are based on relevant and up to date evidence and research from wide ranging and credible sources. Good cultural competence training programs clearly articulate structure, theories and concepts to be covered, outcomes to be achieved, projected benefits for individuals and organisations, and resources included.

Emphasises the benefits of cultural diversity

and does not identify particular groups for negative stereotyping, or use divisive language. Good cultural competence training encourages participants to be aware of making assumptions about cultural influences or generalisations. It encourages the development of positive attitudes towards cultural and linguistic differences, ideas of equity and inclusion and the removal of barriers by exploring areas of similarity. Good training promotes sensitive and respectful communication at all times, and emphasises personal reflection as a key aspect of developing cultural competence.

Is fit for purpose. Organisations that have undertaken an honest assessment of their cultural competence should be able to articulate training aims and objectives. Some organisations may require an introductory program to familiarise staff with broad themes and concepts, while others require tangible tools and strategies to develop workforce diversity or improve outcomes for CALD consumers. Good cultural competence training programs articulate how they will meet the needs of the organisation or individuals they are training. They clearly outline the outcomes that organisations and individuals can expect.

Contains interactive elements. Regardless of delivery method, good training programs provide participants with the opportunity to interact with theories and concepts, and engage in self-reflection. They also include setting goals for personal or organisational change and suggestions for follow up or evaluation.

There are high quality online training programs that provide the opportunity for interaction and self-reflection, although online programs are ideally accompanied by face-to-face training. Online programs can introduce concepts of cultural and linguistic diversity to a large number of staff and signal that the organisation values diversity. However, as articulated by the Australian Human Rights Commission Race Discrimination Commissioner, 'the best approach seems to be one that transforms people's experience'.²² Face-to-face to engagement is more likely to transform experience, as there is an opportunity to participate in dialogue, ask questions and practise self-reflection.

Is presented in a format that is professional, engaging and accessible. Cultural competence training can include dense theoretical content and complex concepts. To communicate effectively, good cultural competence training programs present material in a way that is engaging and enjoyable for participants.

Includes pre-training and post-training evaluation.

A baseline assessment that allows training providers to gauge existing levels of cultural competence means that training content can be tailored accordingly. Good survey and evaluation processes also provide both qualitative and quantitative data to measure training effectiveness.

²² Australian Human Rights Commission, 'Cultural diversity in leadership', 8 September 2016, available at <https://www.humanrights.gov.au/news/speeches/cultural-diversity-leadership>.

Is delivered by skilled trainers. While there is no prescribed profile for qualified cultural competence trainers, they possess a number of common skills and attributes. Skilled trainers are able to create an environment in which participants feel safe to engage in dialogue and ask questions, understanding that complex, challenging or uncomfortable issues can arise. They are able to navigate sensitive issues, and ensure that discussion remains respectful.

Skilled trainers are also subject matter experts, although not all trainers acquire expertise in the same way. Some may have an extensive academic background, and others may have lived-experience

as a CALD employee. They may have faced discrimination, racism or exclusion firsthand and incorporate their own experience into training. They may have extensive experience working internationally or engaging with a cross section of cultures. Skilled trainers engage with a wide range of materials and sources and demonstrate a commitment to ongoing personal and professional development.

Importantly, skilled trainers demonstrate a genuine interest in other cultures. They are truly committed to cultural and linguistic diversity and inclusion and believe in the benefits of cultural competence training.



Organisational uptake of cultural competence training in Australia

A range of issues can influence the likelihood of an organisation taking up cultural competence training. An organisation may not consider cultural competence training because its leadership does not recognise its value or lacks commitment to improving cultural competence when faced with competing priorities. Organisations who do wish to undertake cultural competence training may be unable to find quality resources and information, are uncertain how to find or identify an appropriate cultural competence trainer or do not know how to verify the quality of a potential provider.

ORGANISATIONAL CHALLENGES

Leaders without lived experience often undervalue the need to engage in cultural competence training. They commonly believe that they already possess the necessary skills and behaviours or fail to see how cultural competence training will improve the functioning of the organisation. Even leaders who acknowledge the benefits of cultural and linguistic diversity often fail to see how cultural competence directly relates to their organisation.

In fast paced and demanding workplaces, **cultural competence is often considered an issue of second importance** amongst other competing priorities. Without commitment from the organisation to provide and promote cultural competence training opportunities for staff at all levels, appropriate time or financial resources will not be allocated to training.

While pre and post training surveys to provide insights around satisfaction levels, engagement and knowledge acquisition are relatively straightforward to implement and administer, **frameworks to monitor and evaluate longer term organisational benefits require complex strategies.** More research, projects and reports – like the McKinsey & Company's *Delivering through Diversity* – are needed to convince organisations of the tangible benefits and value of cultural competence training in the long-term.

CULTURAL COMPETENCE TRAINING SECTOR CHALLENGES

The differing approaches to Australian cultural competence training in relation to terminology, concepts, content and delivery has made it **difficult to establish standards, uniformity or accreditation.**

There are currently no benchmarks for training or quality assurances. This has meant that there is no oversight or accreditation required to ensure that programs are of a high quality or evidence based.

Similarly, there is **no process of accreditation for trainers** delivering cultural competence training. There are no mechanisms to prevent the operation of unqualified or poor-quality trainers. Poor quality training can entrench stereotyping and difference. Organisations and individuals that have negative experiences with poor quality trainers are less likely to engage in further training.

Without a formal system of accreditation for cultural competence training programs or trainers, **there are limited quality resources and text books from major publishers** based on diversity and cultural competence in the Australian context.

In the absence of a central location to house information on cultural competence training, it is difficult for organisations to locate high quality guidance and resources developed in the Australian context.

For cultural competence trainers wanting to undertake professional development or new trainers looking for a pathway into the sector, **there are very few professional development opportunities.** There are few formal avenues for new trainers to enter the sector and few opportunities to network with other professionals. There are also limited opportunities or platforms for professionals to share resources and information.

RECOMMENDATIONS

FECCA RECOMMENDS THAT GOVERNMENTS, PEAK BODIES AND FOR-PROFIT AND NOT-FOR-PROFIT ORGANISATIONS DEMONSTRATE THEIR COMMITMENT TO CULTURAL AND LINGUISTIC DIVERSITY BY:

- ▶ Embedding cultural and linguistic diversity across policies and practices
- ▶ Recruiting, retaining and promoting CALD staff
- ▶ Collecting data on workforce cultural and linguistic diversity to identify challenges in recruitment, retention and promotion of CALD employees and to create measurable, targeted strategies for improvement
- ▶ Collecting data on the cultural and linguistic diversity of consumers to identify challenges and to help design products and services that are equally accessible to all Australians
- ▶ Ensuring that leaders are accountable for specified outcomes relating to workforce diversity and inclusion, and equitable outcomes for all consumers
- ▶ Prioritising and resourcing cultural competence training as an integral part of workforce development
- ▶ Offering face-to-face cultural competence training opportunities for all staff
- ▶ Ensuring that leaders reflect commitment through behaviour – including participating in training, accountability for outcomes and driving cultural change.

RECOMMENDATIONS

FECCA RECOMMENDS THAT IN ORDER TO INCREASE PROFESSIONALISATION OF THE CULTURAL COMPETENCE TRAINING SECTOR, THE COMMONWEALTH GOVERNMENT:

- ▶ Adequately resources initiatives that foster the professionalisation of the sector including:
 - Establishment of a peak body
 - Development of industry standards
 - Accreditation of cultural competence training professionals
 - Creation of a central online platform for cultural competence training resources and information
- ▶ Facilitate research and development of cultural competence best practice and resources
- ▶ Facilitate research partnerships with business and academia to develop long term cultural competence training monitoring and evaluating frameworks
- ▶ Promote the awareness and value of diversity and cultural competence training across the government, for-profit and community sector
- ▶ Improve data collection around workforce diversity.



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Appendix 2: Glossary

CULTURAL COMPETENCE

Although the concept of cultural competence is not conclusive, the definition from Cross et. al. is widely cited across academic literature and program materials as:

'...a set of congruent behaviours, attitudes and policies that come together in a system, agency or among professionals and enable that system, agency or those professionals to work effectively in cross-cultural situations'.²³

More recently, the concept of cultural competence has been tailored to apply to specific professional contexts. In the health sector, cultural competence has been described as requiring:

'an awareness of cultural diversity and the ability to function effectively, and respectfully, when working with and treating people of different cultural backgrounds. Being culturally competent means a medical practitioner has the professional qualities, skills and knowledge needed to achieve this'.²⁴

In the context of the Australian judiciary working with victims of domestic violence, cultural competence has been described as involving:

'...having an awareness of one's own cultural worldview, knowledge of different cultural practices and views, and an understanding that linguistic and cultural differences may affect communication. Further, it involves the ability to recognise one's own cultural assumptions and stereotypes and avoid letting them negatively influence perceptions. For judicial officers this means awareness of 'forms of

violence that are more likely to be or, in some cases, may only be, experienced by migrant and refugee women; specific issues relating to marriage and divorce; and different communication styles'.²⁵

CULTURAL COMPETENCE TRAINING

The term 'cultural competence training' is used to refer to 'modes of training and education aimed at developing cultural competence'.²⁶ Over the last decade, the term cultural competence training has been more commonly adopted in place of cross-cultural training or intercultural training, although the terms are often used interchangeably.²⁷

CROSS-CULTURAL

At the time of the publication of *The Effectiveness of Cross-Cultural Training in the Australian Context*, the term 'cross-cultural' was often used interchangeably with 'intercultural', used to describe 'interactions and situations involving members of two or more cultures'.²⁸

The term 'cross-cultural training' was used to refer to 'modes of training and education aimed at developing cultural competence'.²⁹

CULTURAL AWARENESS

While cultural awareness is closely linked and often used interchangeably with cultural competence, cultural awareness can be more narrowly defined as an acknowledgement of the diversity amongst peoples various beliefs, values and approaches. Developing

23 Cross TL et al (1989), 'Towards a Culturally Competent System of Care Vol. 1.', Georgetown University Child Development Centre.

24 Migrant & Refugee Women's Health Partnership, 'Overview of Cultural Competence in Professional Education, (2017) Training and Standard Setting for Clinicians'.

25 Nedim U (2015), 'Diversity of Australian Magistrates and Judges'.

26 Bean R Cultural Diversity Services Pty Ltd, 'The Effectiveness of Cross-Cultural Training in the Australian Context' (2006) 9, available at <https://www.dss.gov.au/settlement-and-multicultural-affairs/programs-policy/a-multicultural-australia/programs-and-publications/community-information-summaries/the-effectiveness-of-cross-cultural-training-in-the-australian-context>.

27 Interview with cultural competence trainer 7 11/05/18.

28 Bean R Cultural Diversity Services Pty Ltd, 'The Effectiveness of Cross-Cultural Training in the Australian Context', (2006) 9, available at <https://www.dss.gov.au/settlement-and-multicultural-affairs/programs-policy/a-multicultural-australia/programs-and-publications/community-information-summaries/the-effectiveness-of-cross-cultural-training-in-the-australian-context>.

29 Ibid.

cultural competence takes this awareness to another level by adding practical strategies to enable individuals or organisations to work effectively in cross-cultural situations.³⁰

CULTURAL SAFETY

Cultural safety, often used in the context of healthcare provision, emphasises professional empathy and reflective practice rather than awareness of culturally specific beliefs.³¹ Cultural safety may also focus on understanding processes of identity and culture, and how power imbalances or relationships can be culturally unsafe.³² The NSW Government Health Education and Training described cultural safety as involving:

‘... actions that recognise, respect and nurture the unique cultural identity of a person and safely meet their needs, expectations and rights. It means working from the cultural perspective of the other person, not from your own perspective.’³³

CULTURAL INTELLIGENCE

Within some literature and training programs, cultural intelligence has emerged as a trait required for effective staff management, particularly relevant for leaders and managers. Cultural intelligence is often described in this context as:

‘...the ability to function effectively across cross-cultural situations is about more than just having a mental map of different customs and norms. It includes understanding how a leader’s own culture impacts their worldview, how cultural assumptions and stereotypes influence their expectations of others and how communication and behaviours should be adapted in different cross-cultural situations’.³⁴

DIVERSITY AND INCLUSION

Diversity is closely linked with cultural competence, particularly in the context of diverse workforces and diversity management. Internally, managers and staff must be equipped with the skills to manage and cooperate with diverse teams, while externally, workforces must be equipped with the skills to interact with a diverse range of clients, customers and stakeholders.

In the context of managing employees and serving customers, diversity has been defined as:

‘...all of the significant differences between people, including perceptions of differences that need to be considered in particular situation and circumstances. Often the most significant differences are the least obvious, such as our thinking styles or beliefs and values. There are multiple dimensions of diversity which may be more or less significant in different business function and relationships – literacy, gender, religion, communication style, carer roles and management style’.³⁵

In this context, diversity management emphasises the recognition of difference and the impact this has on business functions:

‘The ongoing process of incorporating the recognition of workforce and customer differences into all core business management functions, communication, processes and services to create a fair, harmonious, inclusive, creative and effective organisation’.³⁶

Inclusion occurs when diversity (i.e. from different ages, cultural backgrounds, genders) is respected, and contributes to organisational success.³⁷ The use of ‘Diversity and inclusion’ in relation to organisational policies and strategies often refers to diversity in a number of forms including consideration of culture, disability, gender and sexual orientation.

³⁰ Ethnic Communities Council of Queensland and Diversicare Training (2016), ‘Cultural Awareness in the Workplace’.

³¹ Australian Institute of Health and Welfare & Australian Institute of Family Studies, ‘Closing the Gap Clearinghouse’ (2015) 23, available at <https://www.aihw.gov.au/getmedia/4f8276f5-e467-442e-a9ef-80b8c010c690/ctgc-ip13.pdf.aspx?inline=true>.

³² Ibid.

³³ NSW Government Health Education and Training, ‘Cultural Awareness’, available at <http://www.heti.nsw.gov.au/International-medical-graduate/Cultural-Awareness/>.

³⁴ Chartered Accountants Australia New Zealand, ‘Fast forward: Leading in a brave new world of diversity’ (2015) 31, available at <https://www.charteredaccountantsanz.com/news-and-analysis/insights/future-inc/fast-forward-leading-in-a-brave-new-world-of-diversity>.

³⁵ Bean R Cultural Diversity Services Pty Ltd (2011), ‘Supplementary Information to Cultural Diversity Services Pty Ltd Submission to the Joint Standing Committee on Migration Inquiry into Multiculturalism: A Systemic Approach to Cultural Competence Development’.

³⁶ Australian Multicultural Foundation and Robert Bean Consulting (2010), ‘Managing cultural diversity, training program resource manual’, p. 10.

³⁷ Diversity Council Australia, ‘Inclusion@Work Index’, available at <https://www.dca.org.au/research/project/inclusion-index>.

INTERSECTIONALITY

Some training programs approach diversity more broadly, recognising that while elements of diversity, such as gender, culture or sexual orientation are often treated separately, these factors can intersect to create complex situations of oppression.³⁸ This concept is commonly referred to intersectionality, which is described as a theory, approach or framework for seeing and analysing the dynamics of power and social inequality.³⁹

³⁸ Griffin G, 'A Dictionary of Gender Studies', 2017, Oxford University Press, DOI: 10.1093/acref/9780191834837.001.0001.

³⁹ Multicultural Centre for Women's Health, Intersectionality Matters: A guide to engaging immigrant and refugee communities to prevent violence against women, 2017, available at <http://mcwh.com.au/downloads/Intersectionality-Matters-Guide-2017.pdf>.

Appendix 3: Methodology

The project methodology consisted of five stages involving:

- Literature review
- Cultural competence training program research
- Consultations
- Summary of findings
- Final report

Literature review

The first stage of the project was to undertake a literature review on cultural competence as a theoretical and academic concept. Literature included in the review explored cultural competence as a concept or theory, development of terminology and diversity and inclusion in the Australian context. A range of materials were identified that provide relevant discussion about cultural competence and are listed in the references.

Cultural competence training program research

Following the conceptual and theoretical literature review, the project involved researching cultural competence training programs currently offered in Australia. This phase included developing a table that lists and compares courses based on training name, price, duration, delivery format, learning outcomes, and accreditation where relevant.

Consultations

Consultations were undertaken with academics, trainers, and organisations developing their own cultural competence training programs. FECCA consulted with 13 stakeholders who were sent preliminary questionnaires to guide discussions.

Discussion points for cultural competence training participants:

1. What is the nature of the training in relation to:
 - Frequency
 - Duration of programs
 - Delivery method
 - Breadth of delivery across all staff levels (junior staff to senior leadership)
- 2 How is cultural competence measured within your organisation?
- 3 Is cultural competence linked to staff performance indicators?
- 4 Is cultural competence linked to organisational performance indicators or other organisational documents (e.g. corporate plan)?
- 5 Do you work with any specific training providers?
- 6 If so, what is the selection process for choosing training providers?

Discussion points for cultural competence training providers:

- 1 What do you see as the main barriers to the successful delivery of Cultural Competence Training (CCT)?
- 2 What are the strengths of CCT delivery?
- 3 What are the weaknesses of CCT delivery?
- 4 How would you characterise the quality of CCT?
- 5 What do you think about the delivery of CCT in online format?
- 6 What do you see as the key trends in CCT?
- 7 How would you characterise the governance and regulation around CCT (accreditation processes)?
- 8 How is the success of training monitored and evaluated?
- 9 Do you collaborate with any other CCT providers?
- 10 How do you promote your training services?

Appendix 4: Example assessment checklist

	Reviewing	Can Improve	Achieved	Comments
Policies, plans and strategies				
Have updated, measurable and visible policies that promote workforce cultural diversity				
Have updated, measurable and visible policies that promote inclusive service provision				
Are actively implementing, monitoring and evaluating diversity and inclusion policies listed above				
Identified organisational leaders are accountable for diversity and inclusion-related outcomes				
Senior diversity champions have been appointed to explain and support policies driving diversity, inclusion and cultural change				
Staffing and Recruitment				
Reflect cultural and linguistic diversity at all levels of the organisation, including in senior leadership				
Collect and track data on the cultural and linguistic diversity of the workforce				
Monitor the retention and progression of CALD staff				

	Reviewing	Can Improve	Achieved	Comments
Have recruitment strategies that ensure equal access to employment opportunities, address racism, discrimination and unconscious bias and ensure teams are culturally and linguistically diverse				
Regularly review recruitment strategies				
Provide opportunities for professional development, mentoring and role models for CALD staff				
Ensure that cultural competence and language skills are a valued (and remunerated) component of professional development or performance				
Consumers and Stakeholders				
Understand and monitor the cultural and linguistic profile of the community served				
Compare the cultural and linguistic profile of the community to profiles of the organisation's consumers to identify and address service delivery gaps				
Seek input from CALD consumers and stakeholders in service and product design to identify barriers to equitable access				
Use feedback mechanisms to improve service delivery to CALD consumers				

Appendix 5: Cultural competence training in Australia

FECCA does not endorse, recommend or guarantee any of the services listed below.

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Australian Institute of Management	Workplace Diversity	Open to public (individuals and businesses)	<ul style="list-style-type: none"> Encourage staff to see that working effectively with difference is a strength that can improve your organisation's products, services and customer relations Capture ideas and information from the diversity within your workforce to enhance products and services while contributing to competitive advantage Draft a diversity policy and develop action plans before consulting key stakeholders for feedback and revising the policy for implementation Monitor business activities, team plans and staff performance to ensure the diversity policy is effectively implemented 	1-day course Face-to-face OR 6 Months Continuous Access Online	\$795.00	AIM facilitators are experienced practitioners with a robust mix of academic and practical expertise. We believe the education of the future managers of Australia to be a highly important task. Who is better placed to teach the art and science of management than those with current, daily real-world experience?	RTO Australian Institute of Management Education and Training (RTO code 0049)
	People Matters Extension – Inclusion and Diversity Matters	Open to public (individuals and businesses)	<ul style="list-style-type: none"> Identify unconscious biases in yourself and others Create an action plan to build an inclusive and diverse team Identify where service delivery practices can be adapted to make them more inclusive Understand the public sector inclusion and diversity focus, key principles and aspirations, and the diversity dividend Understand managers' legislative responsibilities in relation to inclusion and diversity 	1-day course (QLD Only) Face-to-face	\$330.00		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
AMES	Leading Diversity	Leadership teams	Achieving a higher level of cultural diversity in your organisation starts with the development of a cultural diversity strategic plan. Our team will work with you to identify the current levels of cultural diversity within your organisation to set appropriate benchmarks. Your organisation's policies and procedures will be assessed and changes will be recommended to achieve more inclusive behaviours and reduce unconscious bias. If you already have a strategic plan for cultural diversity, AMES Australia will work with you to ensure your plan is enhanced, realistic and authentic to the values of your organisation.	Courses can be delivered at your site, at one of our learning centres or online	Not listed		N/A
	Making Diversity Work	Leadership teams	AMES Australia has an extensive suite of services that can be tailored to your organisation to gain from cultural diversity and inclusion. These services include: <ul style="list-style-type: none"> • Training courses such as in English language proficiency, skills training, workplace cultural diversity and prevention of violence against women awareness training • OHS support including training with English language support and audits and production of appropriate site signage • Developing and implementing HR practices that support cultural diversity and inclusion • Leadership programs for staff • Settlement support services for 457 visa holders including help with housing and schools • Specialist recruitment opportunities to match jobseekers or work placement students with prospective workplaces 	Courses can be delivered at your site, at one of our learning centres or online	Not listed		N/A
Australian Multicultural Foundation	Managing Cultural Diversity Training Program	Aimed at organisations/ groups	<ul style="list-style-type: none"> • Learn about cultural diversity in the workforce and the business case for managing cultural diversity • Identify and consider for your business the actual and potential impacts and benefits of cultural diversity • Increase your understanding of culture and cross-cultural interactions • Develop your cultural awareness and cross-cultural communication skills • Conduct a diversity analysis of your business strategies and operations • Develop an action plan for managing cultural diversity in your business • Learn about available resources and support services 	Materials are available for download and AMF can be contacted for advice or initial in-house workshops	Materials free, specialised advice fees not listed	<p>Program has been produced by The Australian Multicultural Foundation and Robert Bean Consulting</p> <p>Ms Lynn Cain, Training and Project Manager at the AMF on (03) 9347 6622 lynn.cain@amf.net.au</p>	N/A

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Beasley Intercultural	Cultural Capability Training	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Develop an awareness of your own and other cultural contexts • Discover how to work with people from diverse backgrounds • Successfully navigate different cultures in the workplace. • Communicate and collaborate effectively with diverse stakeholders – and achieve business outcomes 	Online, face-to-face or blended program	Not listed	Clients include United Nations, PWC, NSW Government, Diversity Council Australia, DFAT	N/A
	Unconscious Bias Training	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Develop an understanding of unconscious bias. • Identify and address bias 'hot spots' • Identify strategies to minimise its impact 	Online, face-to-face or blended program	Not listed		
	Inclusive Leadership Training	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Strategies to enhance team performance • How your leadership style impacts performance • How to role model leadership with inclusive communication 	Online, face-to-face or blended program	Not listed		
	Working With... Asian and Australian workplace cultures	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • How people in different countries communicate at work • Australian workplace culture, or country-specific cultures • Attitudes towards respect and hierarchy • Navigate cultural differences for success • See how English is used in the workplace 	Online, face-to-face or blended program	Not listed		
	Cross-Cultural Business Relationship Management Training	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Develop an understanding of Asian and Australian cultures – and how they differ • Learn how culture influences decision-making, project management, and client relationships • Get practical strategies to reduce stress and costly misunderstandings 	Online, face-to-face or blended program	Not listed		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Centre for Culture, Ethnicity and Health	Foundations of Culturally Competent Practice	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Explore personal cultural understandings • Recognise the impact of culture on service provision • Analyse successful strategies for working with people from refugee and migrant backgrounds 	3-hour workshop	Not listed	Clients include City of Greater Dandenong, FamilyCare	N/A
	Introduction to Cultural Competence	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Define the concepts of culture and cultural competence • Demonstrate the importance of cultural competence in your work • Identify the impact of cultural interpretations and bias • Develop strategies to improve your cultural competence 	Online	\$45.00		
	Building Organisational Cultural Competence	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Implement strategies to improve cultural inclusion in programs and services • Incorporate the cultural competence framework in organisational structures and policies 	Not listed	Not listed		
	Strengthening Workplace Diversity	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Recognise the organisational advantages of having a diverse workforce • Implement recruitment and retention practices that will improve workplace diversity • Identify good practice to support employees who use their community language in service provision • Implement strategies to encourage workplace harmony 	Not listed	Not listed		
	Improving Cross-Cultural Communication	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Identify key principles in effective cross-cultural communication • Identify when an interpreter is needed and the process to engage an interpreter • Implement strategies for effective communication with CALD clients 	Not listed	Not listed		
	Cultural Competence in counselling	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Understand cultural influences on client worldviews. • Identify the principles and tools associated with cultural competence • Implement strategies to improve counselling services provided to clients from refugee and migrant backgrounds. 	Not listed	Not listed		
	Cultural Competence & Reflective Practice	Open to public (individuals and businesses)	<ul style="list-style-type: none"> • Understand cultural influences on client worldviews. • Identify the principles and tools associated with cultural competence • Implement strategies to improve counselling services provided to clients from refugee and migrant backgrounds 	Not listed	Not listed		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Centre for Multicultural Youth	Culturally Competent Youth Practice	Tailored for particular group: Case managers, youth workers, social workers, volunteers and other front line staff as well as managers	<ul style="list-style-type: none"> • Explore concepts of culture and identity • Explore the cultural competency framework. • Reflect on cross-cultural interactions and communication skills • Identify and apply cultural competency practice strategies to support effective work with young people • Case studies, activities, small group discussions, and more 	Face-to-Face	Corporate and Government: Both Modules (1 and 2) \$1600 + GST Single Module only (1 or 2) \$800 + GST per module		N/A
	Young People and Settlement	Tailored for particular group: Case managers, youth workers, social workers, volunteers and other front line staff as well as managers	<ul style="list-style-type: none"> • Identify key pre-settlement experiences for young people, particular those with a refugee background • Explore factors which impact on good settlement for young people • Identify and apply strategies for supporting good settlement. • Case studies, activities, small group discussions, and more 	Face-to-Face	Nor-for-profit (NFP) with >50 staff or >\$1million revenue: \$1200 + GST \$600 + GST per module		
	National Youth Settlement Framework	Tailored for particular group: Case managers, youth workers, social workers, volunteers and other front line staff as well as managers	<ul style="list-style-type: none"> • The NYSF is designed to support a targeted and consistent approach to addressing needs of newly arrived young people • The NYSF provides conceptual and practical information as well as additional resources • This training enables practitioners to assist young people to reach their potential as active citizens in Australian society 	Face-to-Face	NFP with <50 staff or <\$1million revenue: \$800 + GST \$400 + GST per module		
CQ Cultural Consulting Melbourne City Mission	Consulting and Research services listed	Aimed at organisations/ groups	<p>Consulting Our consulting services can support your organisation at every stage of your project. We offer tailored solutions based on your needs including:</p> <ul style="list-style-type: none"> • training packages to build cultural intelligence and awareness of unconscious bias • cultural diversity strategy including the development of plans, policies and procedures • content development for online learning, communications, marketing and campaigns • community, staff and stakeholder engagement and consultation through surveys, workshops and forums • Independent evaluation of programs <p>Research With our research partners, we can support your organisation to better understand issues relating to cultural diversity. Our research can focus on a range of organisational priorities and projects such as:</p> <ul style="list-style-type: none"> • the business case for cultural diversity initiatives • an analysis of diversity data, metrics and indicators • a review of issues of local, national and international significance 	Not listed	Not listed	CQ Cultural Consulting can support your organisation to improve cultural intelligence and engagement through tailored consultancy and research.	N/A

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Cultural Perspectives	DiverseWerks	Aimed at organisations/ groups	<ul style="list-style-type: none"> • We work in partnership with our clients to formulate and implement programs of strategic multicultural community engagement. This includes: • Market analysis, data collection and segmentation based on ethnicity and migration patterns • Organisational change: strategic planning, governance review and change management • Building organisational competence: developing diversity responsiveness frameworks and community engagement strategies, programs and services • Facilitated education and training • Developing and enhancing cultural competency: training design and delivery • Ongoing organisational capacity building: modelling for sustainability • Community capacity building • Community and stakeholder engagement services (e.g. open stakeholder forums, community workshops) 	Not listed	Not listed	<p>DiverseWerks is a specialist consultancy offered by diversity expert, Director Cecilia Anthony. We develop tailored solutions that enable organisations to harness the benefits of cultural diversity to increase their strength and responsiveness.</p> <p>Clients include: Uber, Department of Communications and the Arts, PHN central and Eastern Sydney, SSI</p>	N/A

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Culture Resource Centre	Cultural Capability and Competencies	Aimed at organisations/ groups – in-house	<ul style="list-style-type: none"> • Break down cultural barriers and ceilings by finding and emphasising areas of similarity, whilst appreciating cultural sensitivity and relevant cultural differences • Understanding how cultural value orientations impact one's behaviour • Developing a 'global' mindset and function more effectively with people from different cultural backgrounds: being able to interact, manage and lead effectively, both within the organisation as with (international) clients and partners • Developing strategies for dealing with cultural challenges • Action Planning for intercultural competence for sensitivity, commitment, communication and managing uncertain situations 	Face-to-face (listed as 'in-house')	Not listed	Lead by experienced trainers Joost Thissen and Kees Hoefsloot Clients include Santos, IBM, SaraLee, HP, UTS, Department of Defence, Parramatta City Council, AFP	N/A
	Applying Intercultural Communication	Aimed at organisations/ groups – in-house	<ul style="list-style-type: none"> • Break down cultural barriers by finding and emphasising areas of similarity, whilst appreciating cultural sensitivity and relevant cultural differences • Enhance intercultural communication in a manner conducive to achieving strong working relationships and delivering on business outcome • Analyse the effectiveness of current communication techniques (emails, phone, tele and videoconference) and identify any issues in communication methods • Intercultural communication skills Competencies to relay messages and ideas effectively • Explore and reconcile the current communication issues that are being faced directly 	Face-to-face (listed as 'in-house')	Not listed		
	Dispersed Team And Shared Goals	Aimed at organisations/ groups – in-house	<ul style="list-style-type: none"> • Break down cultural barriers by finding and emphasising areas of similarity, whilst appreciating cultural sensitivity and relevant cultural differences • Analyse the effectiveness of current communication technologies (emails, phone, teleconference, and videoconference), and identify any issues in current communication methods • Explore current communication issues that are being directly faced by the team • Develop action plans for improving team communication and team management to Influence outcomes, drive commitment and results from remote team and/or colleagues • Develop work practices for working in and managing multicultural teams focussing on shared accountability for timeframes, deliverables and quality • Clarify the responsibilities and accountabilities of team members in different locations, and their contribution to making the virtual team successful 	Face-to-face (listed as 'in-house')	Not listed		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Culture Resource Centre	Doing Business Across Cultures	Aimed at organisations/ groups – in- house	<ul style="list-style-type: none"> • Break down cultural barriers by finding and emphasising areas of similarity, whilst appreciating cultural sensitivity and relevant cultural differences • Ability to interact, work, manage and lead effectively both within the organisation as with partners and clients: influence outcomes, drive commitment and results partners and colleagues in other countries • Analyse the effectiveness of current communication technologies (emails, phone, teleconference, and video conference), and identify any issues in current communication methods. Explore the current communication issues that are being directly faced by sales and partner managers • Developing work and communication practices for sales team communication, sales team and partner management, business development, negotiations, and closing the deal • Clarify the responsibilities and accountabilities of team members in different locations, and their contribution to the overall performance of the international operation 	Face-to-face (listed as 'in- house')	Not listed		
	Leadership Across Cultures	Aimed at organisations/ groups – in- house	<ul style="list-style-type: none"> • Break down cultural barriers by finding and emphasising areas of similarity, whilst appreciating cultural sensitivity and relevant cultural differences • Ability to interact, work, manage and lead effectively both within the organisation as with partners and clients: influence outcomes, drive commitment and results partners and colleagues in other countries • Analyse the effectiveness of current communication technologies (emails, phone, teleconference, and video conference), and identify any issues in current communication methods. Explore the current communication issues that are being directly faced by sales and partner managers • Developing work and communication practices for sales team communication, sales team and partner management, business development, negotiations, and closing the deal • Clarify the responsibilities and accountabilities of team members in different locations, and their contribution to the overall performance of the international operation 	Face-to-face (listed as 'in- house')	Not listed		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Culture Resource Centre	Outsourcing and OffShoring	Aimed at organisations/ groups – in-house	<ul style="list-style-type: none"> • Break down cultural barriers by finding and emphasising areas of similarity, whilst appreciating cultural sensitivity and relevant cultural differences • Understand the impact of cultural value orientations on the effectiveness of collaboration and team work • Ability to interact, work, manage and lead effectively within a multicultural environment. Create a collaborative environment that influences outcomes, drive commitment and results • Develop workplace practices for communication, collaboration and engagement • Analyse the effectiveness of current communication technologies (emails, phone, teleconference, and videoconference), and identify any issues in current communication methods • Setting single, achievable goals, building formal networks, and enabling employees to create informal networks 	Face-to-face (listed as 'in-house')	Not listed		
	Work Practices for the Global Workplace	Open Courses for Business and the Corporate Sector	<ul style="list-style-type: none"> • Measure and develop your intercultural competence (Personal Profile and Action plan included) • Cultural Awareness Fundamentals • Identify and deal with specific situations where conflicts or challenges may occur • Impact of culture on managing people and leadership styles • Mapping: understand the implications of actions through cultural mapping • Bridging: practice Intercultural communication skills • Integrate: develop a reconciliation process to effectively deal with cultural challenges • Management Practices to enhance communication and collaboration • Action planning to develop the Intercultural Competence for leading across cultures 	Face-to-Face Full day	\$645.00		
	Applying Effective Intercultural Communication	Open Course for Government and Non Profit Sector	<ul style="list-style-type: none"> • Cultural Awareness Fundamentals • Identify and deal with specific situations where conflicts or challenges may occur • Measure participants personal communication preferences; • Mapping: understand the implications of communication through cultural mapping • Bridging: practice Intercultural communication skills (verbal /non-verbal behaviour) • Integrate: develop communication practices to interact with multicultural colleagues, customers and communities 	Face-to-Face Full day	\$395.00		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Culture Resource Centre	Developing Cultural Intelligence (CQ)	Masterclass for Professionals	<p>Day 1 (Mapping)</p> <ul style="list-style-type: none"> Positioning CQ and developing intercultural competence Understanding multiple perspective taking and applying critical thinking skills Cultural awareness fundamentals Identify specific situations where conflicts or challenges may occur training techniques: interactive presentation, experiments, video footage, group discussion, simulation, exercises self-assessments: cultural value orientations (benchmark across cultures) cultural challenges, experiences and expectations <p>Day two (Bridging)</p> <ul style="list-style-type: none"> Building on cultural know-how to understand differences in behaviour and styles (Mapping) Practicing skills to improve the intercultural and interpersonal communication (Bridging) training techniques: interactive presentation, assessments, benchmarking, video footage, group discussion, exercises self-assessments: cultural preferences for eight different work practices (benchmark across cultures) communication style preference (benchmark across cultures) <p>Day three (Integrating)</p> <ul style="list-style-type: none"> Developing strategies to reconcile cultural differences Explore work and management practices to enhance communication and collaboration. Action Planning to develop Intercultural competences for effective intercultural interactions. training techniques: interactive presentation, assessment, action planning, workshop, group discussion, exercises self-assessment: intercultural competences (personal profile) 	Face-to-Face 3 days	\$1250.00		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Culture Resource Centre	Intercultural Competence Coaching	Tailored for particular group: CEO's and Managing Directors, Executive team members, Senior Managers, High potentials, Expatriates – Secondees, and Difficult people	<ul style="list-style-type: none"> In close consultation with the participant we decide about the aim of the intercultural coaching and the development areas to be included: <ul style="list-style-type: none"> Cultural know-how and country specific briefing Intercultural competence building Performance enhancing And/or behaviour change 	Half-day or one-day session Three two-hour sessions Follow-up, monitoring Or in-country sessions Face-to-face Virtual Phone Or mix of the above	Not listed		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Diversicare / PICAC QLD (Division of ECCQ)	Cultural Awareness in the Workplace	Open to public (individuals and businesses)	This engaging and interactive training program addresses the specific cultural needs of professional organisations. Focussing on both employees and your cliental, this workshop will ensure staff walk away with practical strategies to help your workplace become more culturally competent.	In your workplace and can be flexible in our delivery timeframes as we offer both a full day and half day format	Not listed		N/A
	Cultural Awareness	Aged care service providers	Not listed	1.5 to 2 hrs	Not listed		
	Cross Cultural Communication	Aged care service providers	Not listed	1.5 to 2 hrs	Not listed		
	Working with Interpreters	Aged care service providers	Not listed	2 to 3 hrs	Not listed		
	Culture and Health Beliefs	Aged care service providers	Not listed	2 to 3 hrs	Not listed		
	Culture and End of Life	Aged care service providers	Not listed	1.5 to 2.5 hrs	Not listed		
	Cultural Competence	Aged care service providers	Not listed	2 to 3 hrs	Not listed		
	Working Effectively in Diverse Teams	Aged care service providers	Not listed	1.5 to 2 hrs	Not listed		
	Culture, Leisure and Lifestyle	Aged care service providers	Not listed	2 to 3 hrs	Not listed		
	Culturally Inclusive Services	Aged care service providers	Not listed	1.5 to 2 hrs	Not listed		
	Supporting CALD Older People who have experienced Torture & Trauma	Aged care service providers	Not listed	3 to 4 hrs	Not listed		
	Dementia Behaviour Management from a CALD perspective	Aged care service providers	Not listed	3 to 4 hrs	Not listed		
	Palliative Care from a CALD perspective	Aged care service providers	Not listed	3 to 4 hrs	Not listed		
	Continenence Issues from a CALD perspective	Aged care service providers	Not listed	3 to 4 hrs	Not listed		
RUDAS Multicultural Dementia Assessment	Aged care service providers	Not listed	2.5 to 3 hrs	Not listed			

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Diversity Arts Australia	Diversity & Inclusion Training & Capacity Building	Not listed	<p>Identify needs – DARTS uses evidence-based tools to assist organisations in determining their strengths and potential areas of improvement. Tools range from an online Self-Assessment Checklist to a full-scale organisational diversity audit.</p> <p>Design a Diversity Action Plan – DARTS supports organisations to design Diversity Action Plans tailored to their specific needs.</p> <p>Tailored Training – DARTS works with organisations to develop tailored training to fit specific identified needs, such as addressing unconscious bias, implementing diversity targets or marketing to diverse communities.</p> <p>Comprehensive Capacity Building Program – DARTS offers comprehensive one- and two-year capacity building programs that enable organisations to address diversity and inclusion at the individual, institutional and structural levels.</p> <p>Resources and Networks – DARTS' extensive range of free resources, tools and training materials are available on our website. Our resources include our podcast The Colour Cycle, a wide range of videos, reports, interviews and links to other useful resources.</p>	Not listed	Not listed	Our workshops and training sessions are interactive and imaginative, using role plays, digital resources, creative responses, discussion groups and hands-on activities to give participants an engaging, memorable and well-rounded understanding of issues, pitfalls and best practice.	N/A

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Diversity Australia	Diversity and Inclusion Program	Aimed at organisations/groups	<ul style="list-style-type: none"> Evaluate and explain equity and diversity across an organisation Understand the legislation, government policies and case law which relates to anti-discrimination, harassment, Equal Employment Opportunity, affirmative action, pay equity claims and privacy Discuss and evaluate diversity management both strengths and weaknesses of a business and the impacts Understand the design and key elements of an organisation's diversity strategy incorporating best practice examples and technical or process skills for managing diversity (awareness, personal values, team building, communication and supervisory interventions) Evaluate organisational-level data to critically analyse the success of the organisation's diversity and inclusion activities Identify, analyse, evaluate and communicate information reflective of professional practical formats and contexts across an organisation 	Short Program – 1.5 to 2.0 Hours of delivery Face-to face Long Program – 3.0 to 3.5 Hours of delivery Face-to face	\$2,500.00 \$3,500.00	Clients include Arrow, Veolia, BP, Target, Coca-Cola Amatil	N/A
	Unconscious bias in succession management	Aimed at organisations/groups	<ul style="list-style-type: none"> This workshop either encompasses the core of unconscious bias, and then focuses on this critical decision process, or can be a targeted workshop. Offering this just prior to succession management reviews has been shown to be a powerful impetus for unexpected decisions. The workshop will identify how to look for code words, interrupt patterns in process, garner the support of one's colleagues to mitigate bias, and provides a platform to practice those skills. 	Short Program – 1.5 to 2.0 Hours of delivery Face-to face Long Program – 3.0 to 3.5 Hours of delivery Face-to face	\$2,500.00 \$3,500.00		
	Unconscious bias in talent management	Aimed at organisations/groups	Some of the most effective diversity and inclusion interventions take place in the intersectionality of unconscious bias and talent management. Assessing each structure and system, identifying where institutional biases exist, and where people make decisions can open the organization to talent it already has but is blocked by biases on who looks like a good performer, who is perceived to have potential, and who appears to be ready for the next level.	Short Program – 1.5 to 2.0 Hours of delivery Face-to face Long Program – 3.0 to 3.5 Hours of delivery Face-to face	\$2,500.00 \$3,500.00		
	Managing Unconscious Bias at Work	Aimed at organisations/groups	<ul style="list-style-type: none"> Understand the link between diversity, productivity and business benefits Develop an enhanced appreciation of the nature and prevalence of bias Become familiar with frameworks for identifying, addressing and reducing bias 	Short Program – 1.5 to 2.0 Hours of delivery Face-to face Long Program – 3.0 to 3.5 Hours of delivery Face-to face	\$2,500.00 \$3,500.00		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Diversity Australia	Cognitive biases in decision making	Aimed at organisations/ groups	<ul style="list-style-type: none"> This engaging workshop builds on the foundational unconscious bias workshop, and asks participants to reflect on recent decisions, analyse them for cognitive biases, and create a strategy for making more grounded decisions moving forward. 	Short Program – 1.5 to 2.0 Hours of delivery Face-to face	\$2,500.00		
				Long Program – 3.0 to 3.5 Hours of delivery Face-to face	\$3,500.00		
	Cultural Sensitivity and Awareness Training	Aimed at organisations/ groups	<ul style="list-style-type: none"> Be aware of your own cultural influences Be aware of judging other people's behaviour and beliefs according to the standards of your own culture Be aware of making assumptions about cultural influences and applying generalisations to individuals Understand that the behaviour and beliefs of people within each culture can vary considerably Understand that the extent to which people adopt practices of their new country and retain those from their cultural background can vary within communities, even within families. Understand that not all people identify with their cultural or religious background Understand that culture itself is a fluid entity, undergoing transformations as a result of globalisation, migration and the diaspora influence Increase your knowledge about different cultural practices and issues through cultural background information sessions and/or resources and cultural awareness training Understand the importance of appropriate communication 	Short Program – 1.5 to 2.0 Hours of delivery Face-to face	\$2,500.00		
				Long Program – 3.0 to 3.5 Hours of delivery Face-to face	\$3,500.00		
	Equal employment opportunity (EEO) and anti-discrimination program	Aimed at organisations/ groups	<ul style="list-style-type: none"> Explain why workplace decisions and actions should be based on merit, and not any protected attribute Describe their rights and responsibilities in relation to equal opportunity in the workplace list what are and what are not protected attributes in relation to unlawful discrimination in the workplace Distinguish between direct and indirect discrimination in the workplace Identify the benefits of equal opportunity in the workplace 	Short Program – 1.5 to 2.0 Hours of delivery Face-to face	\$2,500.00		
				Long Program – 3.0 to 3.5 Hours of delivery Face-to face	\$3,500.00		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Diversity Council Australia	Diversity 101 - Engaging Your Workforce, Activating Your Organisation	Diversity and HR practitioners, senior business leaders and line managers	<ul style="list-style-type: none"> A comprehensive understanding of: <ul style="list-style-type: none"> the business case for diversity and inclusion workplace obligations and responsibilities different dimensions of diversity and inclusion key research and latest thinking How to develop a tailored and effective diversity and inclusion strategy Tips for leaders and managers 	Delivered over one hour at your organisation by experienced DCA representatives	Fees (incl. GST) \$1,870 per session for DCA members \$2,700 per session for non-members. Each session can accommodate up to 15 participants.	DCA also offers strategic advice and consulting to meet individual organisational needs	N/A
	Unconscious Bias Unplugged	Diversity and HR practitioners, senior business leaders and line managers	<ul style="list-style-type: none"> An understanding of what unconscious bias is and what it isn't An appreciation of the science behind measuring an individual's cognitive responses that denote bias Exploring the investment an organisation would need to make to support individuals to identify their biases, and work on personal development to minimise them A healthy level of scepticism at viewing the implementation of an unconscious bias program as a 'silver bullet' How unconscious bias fits into a broader diversity and inclusion agenda Take-away suggestions to support individuals to minimise negative biases 	Delivered over one hour at your organisation by experienced DCA representatives	Fees (incl. GST) \$1,870 per session for DCA members. \$2,700 per session for non-members. Each session can accommodate up to 15 participants.		
	Inclusive Leadership - What is it and why does it matter?	Diversity and HR practitioners, senior business leaders and line managers	<ul style="list-style-type: none"> Understanding of inclusive leadership and why it is business critical Understanding of the critical role of mindsets in shaping approaches to inclusive leadership practice Awareness and understanding of our own inclusive leadership mindsets Motivation and the will to actively engage as an inclusive leader, including skills to communicate the learning outcomes from this module to direct reports 	Delivered over two hours at your organisation by experienced DCA representatives	Fees (incl. GST) \$2,500 per session for DCA members. \$3,600 per session for non-members. Each session can accommodate up to 15 participants.		
	#WordsAtWork	Diversity and HR practitioners, senior business leaders and line managers	<ul style="list-style-type: none"> Explain why #WordsAtWork matter in your workplace. Identify what Inclusive Language is Describe how to address Non Inclusive-Language Demonstrate how to locate and use #WordsAtWork Resources 	Delivered over two hours at your organisation by experienced DCA representatives	Fees (incl. GST) \$2,500 per session for DCA members. \$3,600 per session for non-members. All prices are inclusive of a 10% administration fee. Each session can accommodate up to 15 participants.		
	Cracking the Glass-Cultural Ceiling	Diversity and HR practitioners, senior business leaders and line managers	<ul style="list-style-type: none"> Review of the current state of play for culturally diverse women Outline of the business case for cracking the glass-cultural ceiling Assessment of culturally diverse female talent in Australia Exploration of why culturally diverse women are "locked" out of leadership positions Keys to "unlock" these leadership positions 	Delivered over two hours at your organisation by experienced DCA representatives	Fees (incl. GST) \$2,995 per session for DCA members. \$3,600 per session for non-members. Each session can accommodate up to 15 participants.		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Diversity Partners	Inclusive leadership workshop: challenging unconscious bias Building understanding	Leadership teams	By the end of the session, participants will be able to: <ul style="list-style-type: none"> • Recognise ways in which unconscious bias affects decision-making • Develop or modify existing processes and practices to reduce unconscious biases in recruitment and talent management generally • Challenge their own biases and behaviours and identify opportunities for workplace change 	Not listed	Not listed	Diversity Partners is a highly respected consulting firm helping businesses develop a more diverse workforce, and more inclusive and flexible workplace. We have worked with thousands of leaders in more than 100 firms in recent years to support their diversity and inclusion progress.	N/A
	Inclusive leadership workshop: challenging unconscious bias Practical skills and actions	Leadership teams	By the end of the session, participants will be able to: <ul style="list-style-type: none"> • Challenge their own biases and behaviours and identify opportunities to apply their learning in everyday situations • Develop or modify existing processes and practices to reduce unconscious biases in talent management and business processes generally • Share challenges and ideas with peers to create sustainable change across the organisation • Coach others to demonstrate inclusive leadership behaviours 	Not listed	Not listed		
Judith Miralles and Associates	Culture Mate	Open to public (individuals and businesses)	Not listed	Online tool + face-to-face training if requested	Individual – from \$7.50 p/month Individual – \$4,000 Individual – \$7,000 Individual – \$10,000		N/A
	Training	Aimed at organisations/ groups	We work with you to create interactive and thought provoking cross cultural training & cultural competence training – including	Online, self paced learning and face-to-face options	Not listed		
	Communication and Design	Aimed at organisations/ groups	Whatever the brief, we can work with you to tailor a design solution that excites, motivates and inspires. From website & desktop design through to business & presentation design – we do it all.	Not listed	Not listed		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Migrant Resource Centre South Australia	Cultural Competence Training		MRC Works provides cultural competence training for business and community service providers through accredited and non-accredited options. Trainers from diverse backgrounds present and explore models of best practice for your workplace or sector.				N/A

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Multicultural Development Australia	Working With Refugees	Anyone whose work brings them into contact with people from refugee backgrounds.	After completing this training program, you will be able to: <ul style="list-style-type: none"> • Understand the experiences of clients from refugee backgrounds • Understand Australia's resettlement program and how it fits within the nation's response to refugees • Define "settlement" and identify the key objectives of settlement service delivery • Understand the impact of the refugee journey on people's capacity to adapt to life in Australia • Demonstrate knowledge, skills, experience and attitudes needed to work successfully with refugees. This includes: <ul style="list-style-type: none"> - Understanding culture and its impact on our work - Requirements for successful cross-cultural interactions - Strategies for cross-cultural communication - How to conduct an effective needs assessment - Culturally sensitive approaches to conflict management • Demonstrate an understanding of self awareness and support 	1 x full day training session, 9:30am to 4:30pm	\$250 per participant	Gail Hyslop has over 25 years of experience working in the refugee and multicultural sectors in various capacities including: <ul style="list-style-type: none"> • Training • management of refugee settlement programs • community development • refugee settlement work. <p>This course can be customised and delivered in-house for a highly tailored and cost-effective training program.</p>	N/A
	Working Effectively With People From CALD Backgrounds	Any service provider whose work brings them into contact with customers or clients from a multicultural background Council	After completing this training program, you will be able to: <ul style="list-style-type: none"> • Understand Cultural Diversity in Queensland • Understand the challenges of settlement • Understand Culture and its impact on communication • Apply skills needed in Cross Cultural Communication • Develop skills needed to manage Cultural Diversity 	1 x full day training session, 9:30am to 4:30pm	\$250 per participant	This course can be customised and delivered in-house for a highly tailored and cost-effective training program	
	Engaging With Young People From Refugee Backgrounds	Professionals responsible for policy or program development Anyone whose work brings them into contact with young people from a refugee background	After completing this training program, you will be able to: <ul style="list-style-type: none"> • Understand the refugee journey and the settlement journey, particularly for young people • Demonstrate good practice and core skills when working with young people from refugee backgrounds • Recognise the vulnerability issues for both the young person and the worker 	1 x full day training session, 9:30am to 4:30pm	\$250 per participant (catering provided)	This course can be customised and delivered in-house for a highly tailored and cost-effective training program	

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Multicultural Centre for Women's Health	Multicultural Women's Health Education for Bilingual Health Educators	Tailored for particular group: Community bilingual educators working with immigrant and refugee women	<ul style="list-style-type: none"> To develop an understanding of the wide range of factors that impact upon immigrant and refugee women's health and wellbeing To establish a solid understanding of the unique woman-to-woman approach as the model used by MCWH in health promotion To develop/enhance knowledge, skills and confidence in public speaking and effective communication. To support/upskill bilingual health educators' and community workers' expertise To equip participants with life-long skills in facilitation and communication 	3 days Face-to-face	\$1320.00	May no longer be running	The Multicultural Centre for Women's Health has partnered with The Benchmark Group to develop a nationally accredited course in Multicultural Women's Health Education for Bilingual Community Educators (Course code 10374NAT). The course is the first of its kind in Australia, and offers community bilingual educators practical knowledge and skills required to prepare and effectively communicate and facilitate health education sessions with immigrant and refugee women.
	Navigating the health system	Tailored for particular group: Community and bicultural workers who might be assisting newly-arrived immigrant and refugee women to navigate the Australian health system	Immigrant and refugee women, particularly those who are newly-arrived, often find navigation of the Australian health system intimidating, confusing and overwhelming. Furthermore, due to the gendered nature of vulnerability and health, women often demonstrate particular health access behaviours	Workshop consists of 6 modules that are best delivered in a 2-hour session, however it can be modified or tailored to accommodate organisation's needs	Not listed		
	Common Threads	Tailored for particular group: Health professionals and community workers who work with immigrant and refugee women	<p>Common threads: gendered cross-cultural training is a challenging new course that explores linkages between individual and broader structural issues, between theory, policy and practice and the complexities that are embedded in every day work with immigrant and refugee women, particularly in the area of sexual and reproductive health.</p> <p>MCWH's cross-cultural workshop is an approach, rather than a toolkit.</p>	The course consists of three modules that usually takes place over 2 days, however modules can be tailored and modified to suit your organisation's needs.	Not listed		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Migrant Resource Centre (PICAC TAS)	Cultural awareness training	Anyone working with, or intending to work with, people from a Culturally and Linguistically Diverse (CALD) background. Appropriate for people working within education, health, youth or community sectors	<p>Cultural Awareness Training provides the foundational knowledge and understanding needed to work effectively with people from diverse cultural and linguistic backgrounds. This 3 hour workshop will cover:</p> <ul style="list-style-type: none"> • the broad concepts of 'culture' and cultural awareness • definitions and terms used in migration contexts • immigration to Australia and Tasmania • Tasmania's current demographics, including diversity in languages and religions • experiences of people subject to forced migration • common refugee experiences prior to arrival in Australia • basic definitions regarding trauma • cross-cultural communication skills • communication variations across cultures • awareness about working with interpreters, and • the Migrant Resource Centre Tasmania and Phoenix Centre services 	3 hour workshop	Half day training (up to 4 hours on the same day) is \$120 (full fee) or \$100 (concession) Full day training (up to 8 hours on the same day) is \$220 (full fee) or \$180 (concession)	Each module is delivered by an experienced mental health professional and educator, a bicultural worker with a lived experience of migration to Tasmania, or a Phoenix Centre counsellor with experience working with adults and children who have experienced torture and/or trauma.	N/A
	Incidental Counselling	This training is suitable for those who work with people from a refugee or asylum seeker background and are in a position where counselling is an incidental part of the role e.g in settlement, youth work, case work, housing, employment, welfare, health, or community services.	<p>This workshop will provide participants with incidental counselling and other skills for handling difficult and distressing situations. This workshop provides an approach to working with people from a refugee and asylum seeker background in a range of settings. This 3 hour workshop will cover:</p> <ul style="list-style-type: none"> • Further examination of the impact of past trauma and current trauma • Incidental counselling skills for a range of potential situations • Emotional responses of workers and indications for practice • Building good working relationships with traumatised clients • Cross-cultural considerations, and • The Migrant Resource Centre Tasmania and Phoenix Centre services 	3 hour workshop	Half day training (up to 4 hours on the same day) is \$120 (full fee) or \$100 (concession) Full day training (up to 8 hours on the same day) is \$220 (full fee) or \$180 (concession)		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Migrant Resource Centre (PICAC TAS)	Working with Interpreters	This is a workshop for anyone providing direct service to, or working with, people from CALD backgrounds. Appropriate for people working within education, housing, health, recreation, government services, justice, youth or community sectors.	<p>The Working with Interpreters workshop will provide participants with greater understanding, knowledge and skills required to work with interpreters when providing services to people who do not speak English well or at all. This 2 hour workshop will cover:</p> <ul style="list-style-type: none"> • Overview of legislation and policy • Resources and practice guides available • Role of interpreters • Role of clinician or service provider • Accessing interpreter services • Strategies for communication • Case scenarios and role plays • Culturally appropriate assessment and interview resources, and • The Migrant Resource Centre and Phoenix Centre services 	2 hour workshop	Half day training (up to 4 hours on the same day) is \$120 (full fee) or \$100 (concession) Full day training (up to 8 hours on the same day) is \$220 (full fee) or \$180 (concession)		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Migrant Resource Centre (PICAC TAS)	Working with people from a Refugee Background	This is an in-depth workshop for anyone providing direct service to, or working with, people from a refugee, asylum seeker or refugee-like background. Appropriate for people working within education, health, youth or community sectors.	<p>The Working with people from a Refugee background workshop will provide participants with greater in-depth knowledge and understanding needed to work effectively with people from a refugee like or asylum seeker background.</p> <p>This 4 hour workshop will cover:</p> <ul style="list-style-type: none"> • Australia's part in the international refugee settlement programme • A framework for understanding work with refugees and asylum seekers • Experiences of people from a refugee background, both prior to arrival in Tasmania and during resettlement • The link between what people have been through, the sorts of issues and behaviours they may present with, and how to work in a way that fosters feelings of trust, safety and control, while minimising the risk of re-traumatisation • Awareness and strategies to identify torture and trauma experience signs and symptoms • Referral pathways to appropriate services • Culturally appropriate assessment and interview resources • An appropriate model of recovery used to work with people from a refugee background, and • The Migrant Resource Centre and Phoenix Centre services 	4 hour workshop	Half day training (up to 4 hours on the same day) is \$120 (full fee) or \$100 (concession) Full day training (up to 8 hours on the same day) is \$220 (full fee) or \$180 (concession)		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Migrant Resource Centre (PICAC TAS)	Working with children from a Refugee Background	This is an in-depth workshop for anyone providing direct service to, or working with, children from a refugee, asylum seeker or refugee-like background. Appropriate for people working within education, health, youth or community sectors.	<p>This Working with children from a Refugee Background workshop will provide participants with greater in-depth knowledge and understanding needed to work effectively with children and young people from a refugee like or asylum seeker background, or whose family members have lived experience of a refugee like background.</p> <p>This 4 hour workshop will cover:</p> <ul style="list-style-type: none"> • Australia's part in the international refugee settlement programme • experiences of children from a refugee background, both prior to arrival in Tasmania and during resettlement • educational experiences prior to arrival in Tasmania • effect of trauma on children, individuals and families • impact of trauma on children's learning and wellbeing • the link between what children have been through, the sorts of issues and behaviours they may present with, and how to work in a way that fosters feelings of trust, safety and control, while minimising the risk of re-traumatisation • awareness and strategies to identify torture and trauma experience signs and symptoms • referral pathways to appropriate services • culturally appropriate assessment and interview resources • strategies that support the recovery process (adaptable for use in classrooms) • an appropriate model of recovery and a framework used to work with children from a refugee background, and • the Migrant Resource Centre Tasmania and Phoenix Centre services 	4 hour workshop	Half day training (up to 4 hours on the same day) is \$120 (full fee) or \$100 (concession) Full day training (up to 8 hours on the same day) is \$220 (full fee) or \$180 (concession)		

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Migrant Resource Centre (PICAC TAS)	Working with CALD Youth	People working with young people from a refugee or migrant background, including asylum seekers. Appropriate for people working within an education, health or community setting, youth sector and sports and recreation sector.	<p>Hosting this workshop is MYAN TAS. This workshop is guided by the National Youth Settlement Framework (NYSF) (the first of its kind in Australia), and will enable participants to respond more effectively to specific needs of young people from refugee and migrant backgrounds. The workshop will:</p> <ul style="list-style-type: none"> • Cover the demographics of CALD youth in Tasmania • Discuss the humanitarian settlement program in Tasmania • Explore cultural identity • Introduce the National Youth Settlement Framework • Explore experiences of young people in the settlement journey • Identify common challenges faced by all young people • Improve understanding to facilitate good youth settlement through active citizenship • Apply good practice capabilities • Provide information on services and resources available in the Tasmanian youth sector 	4-8 hour workshop	<p>Half day training (up to 4 hours on the same day) is \$120 (full fee) or \$100 (concession)</p> <p>Full day training (up to 8 hours on the same day) is \$220 (full fee) or \$180 (concession)</p>		

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PICAC NSW & ACT	Cultural awareness	Tailored for particular group: Workers in aged care	Utilising our own cultural expertise derived from accurate and current sources.	Face to face – seminars, workshops, forums and conferences in-house training in residential care settings and community care settings multimedia resources	Not listed		N/A
	Cultural and dementia		In collaboration with Dementia Behaviour Management Advisory Service (DBMAS).		Not listed		
	Culture and continence		In collaboration with Continence Foundation of Australia.		Not listed		
	Culture and palliative care		In collaboration with Program of Experience in the Palliative Approach (PEPA).		Not listed		
Professional Development Training	Workplace Diversity Training Course	Open to public or private group raining available on request	<ul style="list-style-type: none"> • Learn about stereotypes & biases, how they develop, and gain insights into one's own perspectives • Gain effective strategies for removing barriers to diversity in the workplace • Communicate more effectively in a diverse population • Learn the importance of non-verbal communication • Master ways of encouraging diversity in the workplace while discouraging and preventing discrimination • Learn how to respond to personal complaints & develop a support system to manage this resolution process • Gain a professional approach to record, analyse and resolve situations involving diversity • Learn how to create a mechanism of prevention to reduce negative or discriminating situations and to keep them from repeating 	Face-to-face 9:00 AM - 4:30 PM	\$660.00		N/A

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
Rape and Domestic Violence Services Australia	Understanding domestic and family violence in Culturally and Linguistically Diverse Communities	Not listed	<p>Rape & Domestic Violence Services Australia's training in Understanding domestic and family violence in Culturally and Linguistically Diverse Communities is designed to equip professionals to deepen their understanding about the impacts of domestic and family violence for women who are from CaLD backgrounds.</p> <p>Participants will engage in constructive debates around culture, religion and patriarchy and explore how or if they cause or contribute to domestic and family violence in CaLD communities.</p> <ul style="list-style-type: none"> • Exploring culture and cultural diversity • Domestic and family violence in CaLD communities • Legal rights and CaLD communities • Culture, religion and domestic and family violence • Domestic and family violence service accessibility • Working in alignment with the National Plan to Reduce Violence against Women and their Children 2010-2022 	1-day	Not listed	N/A	
Robert Bean Consulting	Managing Cultural Diversity and Developing Cultural Competence	Individuals and organisations	Not listed	Not listed	Not listed	<p>Cultural Intelligence (CQ) Specialist Benefit from 38 years' experience in Consulting, Training, Research and Development</p> <ul style="list-style-type: none"> • Intercultural Communication and Management Training • Culture-specific Training • Coaching and Mentoring • Training Resource Development • Research • Document Analysis and Editing <p>Clients include: SBS Television, Cricket Australia, Attorney-General's Department, Department of Health, state government, academia and not-for-profit</p>	N/A
Working with Culturally Diverse Teams	Not listed						
Engaging With Culturally Diverse Clients and Communities	Not listed						
Developing Cultural Intelligence and Intercultural Communication Skills	Not listed						
Cultural Aspects of International Business	Not listed						
Country-Specific Workshops: The Cultural Detective Series	Not listed						
Australian Workplace Orientation for Overseas Qualified Professionals	Not listed						

Provider	Program Title	Sector/ Clientele	Content/Outcomes	Delivery Method	Cost	Comments	Accreditation
SBS Cultural Competence Program	Cultural Competence Program	Open to public (individuals and businesses)	<p>The CCP explores topics including cross-cultural communication, addressing stereotypes, unconscious bias, diversity and the benefits of multiculturalism in the workplace. There are over 60 animations and films, including real people telling real stories. Also included are fun, interactive activities, plus options for further reading.</p> <p>The CCP provides a solid foundation in understanding what culture, diversity, inclusion and cultural competence mean, and how this contributes to competitive advantage.</p>	Online	Pricing is dependent on user numbers. License for one individual to access program: \$39.99		N/A
Approximately 17 Units related to 'diversity' delivered by RTOs as part of Certificates, Graduate Certificates, Diplomas and Advanced Diplomas	<p>BSBDIV801 - Conduct strategic diversity workforce planning</p> <p>BSBDIV802 - Conduct strategic planning for diversity learning practices (Release 1)</p> <p>BSBDIV601 - Develop and implement diversity policy (Release 1)</p> <p>AHCCCF411 - Develop approaches to include cultural and human diversity (Release 1)</p> <p>BSBLDR804 - Influence and shape diversity management (Release 1)</p> <p>BSBDIV801 - Conduct strategic diversity workforce planning</p> <p>BSBDIV802 - Conduct strategic planning for diversity learning practices (Release 1)</p> <p>BSBDIV601 - Develop and implement diversity policy (Release 1)</p> <p>AHCCCF411 - Develop approaches to include cultural and human diversity (Release 1)</p> <p>BSBLDR804 - Influence and shape diversity management (Release 1)</p>	Individuals	Various	<p>Face to face training In-person training delivered at the RTO's site. Also known as 'on-campus', 'in-class', 'traditional face-to-face', 'on-RTO-site' delivery.</p> <p>Offsite training The RTO can deliver in-person training using facilities at-or-near a client's workplace, or else in a mobile manner (eg. delivery at a regional/remote location for a specific period or for a specific training course). Also known as 'workplace', 'mobile', 'on-client-site' delivery.</p> <p>Flexible learning Includes online courses and courses by correspondence. Also known as 'external studies'.</p> <p>Online (training available online or via email submission) Distance (training available via correspondence) Self-paced (training has no set class times of set submission dates) Mixed mode training</p>	Average (across 6 providers) \$3498		RTOs Via training.gov.au

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TO THE COMMUNITY!



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