

TOOL: Training and capability development checklist

Support staff to develop the skills they need

Your organisation must support staff to develop the skills they need to service a culturally diverse community. Cultural capability comprises of many elements:

- knowing what culture is and why it matters
- the ability to find reliable information on the cultures of client groups
- the capacity to communicate clearly and succinctly with people from different cultural backgrounds.

Use the following checklist to identify your current state and identify any gaps. Then read the guidelines below for the next steps.

Are you supporting your staff in this area?

- ☐ capability frameworks include cultural competency
- ☐ organisational learning and development strategy includes programs which support effectively servicing a culturally diverse client base
- ☐ induction training includes cultural awareness and highlights the importance of cultural capability
- ☐ all staff have access to cultural competence training – at a bare minimum, frontline staff
- ☐ managers have access to cultural competence training and coaching
- ☐ leaders have access to cultural advisory services and masterclasses
- ☐ reliable information about key cultural client groups is provided internally
- ☐ the organisation gathers data on the experience of cultural participation and inclusion (such as through engagement surveys)
- ☐ targeted support is provided for new, challenging or high-risk areas of engagement.



Tips

- talk to Human Resources (HR), Learning and Development (L&D) and Workforce Planning
- to ensure cultural capability is integrated across the organisation, it needs to be embedded rather than just a one-off training event.

Fit-for-purpose training:

Good cultural capability development is not just about difference. It also focuses on:

- practical skills for communicating and engaging with people who are different to yourself
- managing potential conflict
- developing rapport and trust.

It should be

- aligned with your service
- relevant to your roles
- applying best-practice adult learning principles.

It should build

- self-awareness
- situational awareness
- interpersonal and communication skills.

Tips

- when procuring cultural capability training, ask providers to address the bullet points above
- look for providers who are willing to adapt programs to your organisational context and who have a track record of success for other clients.

Factors to consider

- design and delivery of cross-cultural training is a skill. Because of our multicultural society, training participants will probably have substantial cross-cultural experience. They will also have opinions on how cultures are, and should be represented, including their own
- just because someone comes from a certain cultural background does not mean they necessarily have the breadth of experience or right to speak on behalf of everyone from their community
- training design and delivery is a skill. Standing up and speaking in front of others is a daunting prospect for many people. Do not assume that training delivery can be the responsibility of internal staff without support, ability or expertise
- many elements support staff, not just training
- to support learning 'on the job', managers and supervisors need good coaching skills, and the understanding required to support culturally diverse service delivery
- many larger organisations develop staff 'affinity groups' for people with an interest or experience in cultural diversity. These groups coordinate events such as Harmony Day lunches, provide speakers, and often are a good reference point for engagement and feedback. They also provide ideal forums for staff from diverse cultural backgrounds to share their lived personal experience and provide real-life examples of service delivery and engagement.