



# A Cultural Inclusion Framework for South Australia

## Companion Document Three Cultural Inclusion Checklist

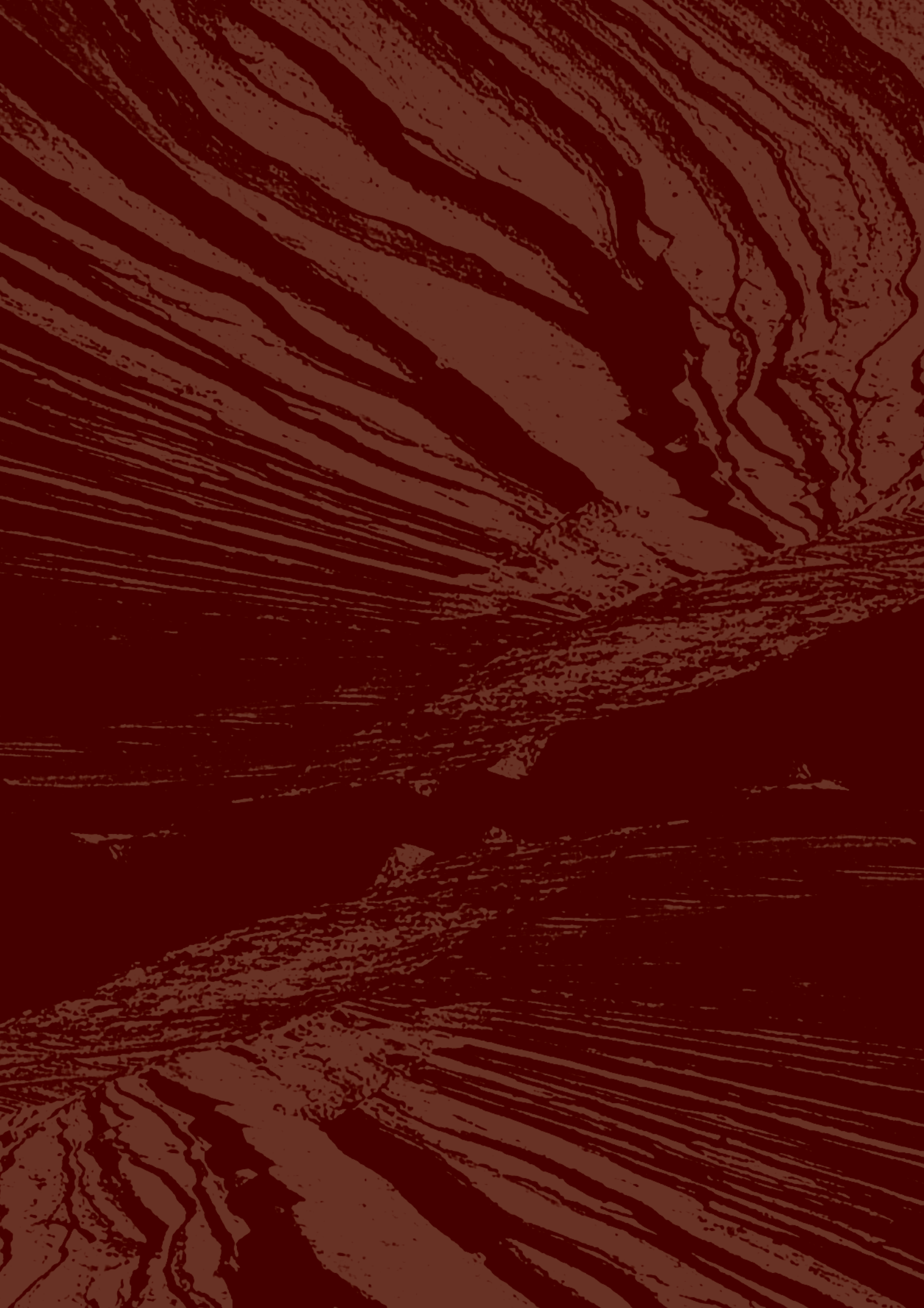
A guide to assist agencies in the public sector  
to deliver culturally inclusive programs  
to Aboriginal peoples in South Australia

When the term Aboriginal people is used it should  
be read as an inclusive term of Torres Strait Islander  
people's culture and language

January 2006



Government of South Australia  
Office of Public Employment



## contents

page

### the checklist



<b>1 Introduction</b>	<b>3</b>
<b>2 Valuing culture and diversity</b>	<b>3</b>
2.1 Adequacy of agency documents	4
2.2 Agency leadership and governing body	4
<b>3 Agency administration</b>	<b>4</b>
3.1 Leadership responsibilities	4
3.2 Community engagement/contributions	5
3.3 Laws and regulations	5
<b>4 Policy development and programs</b>	<b>5</b>
4.1 Program development	5
4.2 Agency policies and procedures	6
4.3 Workforce related topics – staff recruitment, retention, supervision	6
4.4 Public and community relations	6
4.5 Resources and materials	7
<b>5 Service delivery</b>	<b>7</b>
5.1 Staff training	7
5.2 Client services planning and assessment	7
5.3 Client service delivery	8
5.4 Service delivery evaluation	8
5.5 Advocacy	8





t h e c h e c k l i s t



## 1 Introduction

The Cultural Inclusion Checklist will assist agencies to consider the impact that newly developed policy, programs strategies and initiatives will have on different population groups.

*For example, the effects of some policies and programs differ for men and women, for older and younger adults, from people from other cultural groupings, or rural/remote in comparison to urban regions.*

The development, implementation and evaluation of policies and programs that affect Aboriginal people must take into account such differences for programs and policies to be successful.

The format and sequence developed derives from the Cultural Competence Agency Self–Assessment Instrument that forms part of your agency's appraisal of its cultural competence. The topics listed are intended to act as a series of prompts, queries and checks covering a wide range of areas within your agency.

The reader will observe that some questions or checklist items appear to exist in several places in this document. Although this is true, each major sub–section is aimed at different functional areas within your agency. The questions or topics could form a useful basis for conducting focus groups or workshops within the agency. The collected outcomes of any such activities would then form useful input in the agency's program to achieve and maintain cultural competency and this inclusive practice.

The Aboriginal Consultancy Unit gratefully acknowledges NSW Aboriginal Health who have developed an Aboriginal Health Impact Statement and have provided permission for the Aboriginal Consultancy Unit to reproduce the NSW Health Aboriginal Health Impact Statement in this revised format.

For more information about the NSW Aboriginal Health Impact Statement please refer to the following website: [http://www.health.nsw.gov.au/pubs/a/pdf/ab\\_impact\\_state\\_book.pdf](http://www.health.nsw.gov.au/pubs/a/pdf/ab_impact_state_book.pdf)

## 2 Valuing culture and diversity

This is a checklist relating mainly to an agency's overall sense of how it values culture and diversity. The topics listed below derive from Sections 1 to 4 of the Cultural Competence Agency Self–Assessment Instrument and are best considered by the agency's governing body and senior executive.

**As a governing body, how do you satisfy yourselves that your agency adequately values culture and diversity? Consider this question in terms of:**

- The integral role of culture in the well–being of Aboriginal people.
- Recognising the importance of culture in designing programs and services.
- Respecting the cultures of Aboriginal clients served by the agency.
- Respecting the cultures of Aboriginal staff employed by the agency.
- Responsiveness of your agency's programs to the needs of Aboriginal clients.



## 2.1 Adequacy of agency documents

- a As a governing body, how do you satisfy yourselves that your agency's critical and key documents adequately reflect your agency's values relating to culture and diversity?
- b How often does the governing body receive a copy of the results of client surveys that address agency cultural competence? Is this frequency adequate?
- c What are the mechanisms available to the governing body to act on issues arising from the client surveys? How confident are you as a governing body that you adequately measure cultural competency through client surveys or similar?

## 2.2 Agency leadership and governing body

- a What is the basis for the composition of your governing body? Does your agency have an explicit policy and practice with regard to representation that reflects the diversity of client populations?
- b Does your agency require evidence that it analyses Aboriginal population data for services planning? Is your agency bound by any laws, agreements etc to enumerate service usage by Aboriginal status, CALD status etc? How compliant is your agency with any such commitments?
- c How do you satisfy yourselves that your agency's resource allocation methods are adequate in order to address the needs of Aboriginal clients? Does your methodology include a checklist to ensure that services for culturally diverse client groups are adequately funded?
- d What is the process that your agency has adopted to involve Aboriginal communities in services planning?
- e What training has been provided to governing body members and senior managerial staff to build cultural competency at the highest level? How often is this training provided? What happens when new governing body members and executives are appointed?
- f As a governing body, what evidence exists within your agency (eg through policies, mission statement, programs, services, inter-agency protocols, pamphlets, other documents and media) that your agency supports services that are culturally and linguistically appropriate? How satisfied are you that this support is reflected in the materials and messages broadcast by your agency?
- g How does the governing body articulate its support for the recruitment of Aboriginal staff? How does the governing body monitor agency performance in this area?
- h How does the governing body support staff cultural competency training? How does the governing body monitor agency performance in this area?

# 3 Agency administration

## 3.1 Leadership responsibilities

- a Does the CE's performance agreement or contract include explicit reference to any requirement in implementing cultural competency processes across the agency?
- b What internal agency recruitment policies and practice exist that ensure that staff at all levels are recruited from communities reflecting Aboriginal client base? How is this managed and monitored by the CE/Executive?
- c What internal agency recruitment policies and practices exist that implement the SA Public Sector Indigenous Employment Strategy. How is this managed and monitored by the CE/Executive?



- d What are your agency policies and practices to ensure that staff possess knowledge and experience to work effectively with Aboriginal clients?
- e Do you possess sufficient staff within your agency that can provide adequate language (written, oral) support for clients with these needs?
- f What key examples exist that can demonstrate or showcase your agency's involvement with Aboriginal communities in special projects/activities?

### 3.2 Community engagement/contributions

- a What are the processes within your agency that allows for two-way communication with Aboriginal communities? (in relation to informing communities and seeking support from communities)
- b What use is made of culturally diverse media and advertising, community organisations or networks, for the purposes of communicating with particular population groups including Aboriginal people?
- c What mechanisms are used by your agency to understand the needs of Aboriginal clients?

### 3.3 Laws and regulations

- a As an agency, do you analyse Aboriginal population data for services planning? Is your agency bound by any laws, agreements etc to enumerate service usage by Aboriginal status, CALD status etc? How compliant is your agency with any such commitments?
- b What examples can your agency provide that can demonstrate a preparedness to advise government of the impact of government laws and actions on Aboriginal and Torres Strait Islander communities?

## 4 Policy development and programs

The topics listed below derive from Section 5 of the Cultural Competence Agency Self-Assessment Instrument. The topics are best considered by the agency's senior staff and supervisors.

### 4.1 Program development

- a Develop a list of the various laws, regulations relating to Aboriginal people that are relevant to the business of your agency. After compiling the list, identify areas that may have been previously unknown to the agency or where the agency may need to review policies, procedures and practice.
- b What mechanisms are used by your agency to understand the needs of Aboriginal clients? Do these mechanisms extend to involvement in your agency's policies?
- c Describe your agency's advocacy role on behalf of clients generally and for Aboriginal clients in particular.
- d Describe how your agency generally (and programs in particular) analyse Aboriginal population data for services planning. Is your agency bound by any laws, agreements etc to enumerate service usage by Aboriginal status, CALD status etc? How compliant is your agency with any such commitments?
- e Describe how your agency's evaluation methodologies explicitly address programs and services provided to Aboriginal clients. Where these evaluation methodologies are not explicit with regard to Aboriginal clients, consider/reflect on the adequacy of these evaluation methods.
- f What mechanisms are used by your agency to engage with Aboriginal communities in relation to the effectiveness of your programs and services? List examples where you consider that this consultation has been both adequate and inadequate.



## 4.2 Agency policies and procedures

- a Do your policies explicitly describe how they affect Aboriginal communities served by the agency? It may be helpful to examine your key written policies.
- b Identify those agency policies that have incorporated the views or policy statements of Aboriginal organisations. Is it evident (ie via referencing) in the policy documents?
- c Describe your agency's methods for seeking the input of Aboriginal staff (from within the agency), and from communities in relation to the development of policies and procedures. Are these methods adequate?
- d Do your policies and procedures explicitly reflect a respect for and responsiveness to the service needs of the Aboriginal communities served by the agency?

## 4.3 Workforce related topics – staff recruitment, retention, supervision

- a When advertising staff vacancies, which newspapers and other media are used? Have you, or do you advertise in the Aboriginal media?
- b What is the nature and extent of any cultural competency criteria included in job descriptions within your agency? Where have you sourced the criteria from? Does your agency include these criteria when advertising job vacancies?
- c Does your agency actively seek individuals from Aboriginal and Torres Strait Islander communities when recruiting new staff?
- d Describe your agency's approach to the provision of cultural competency training to staff. Is the training provided on a continuous basis? Restricted to new staff only? Limited to 'front-line' staff only?
- e How is cultural competency valued within your agency? Does it figure in your reward and advancement system for staff?
- f List your agency's written non-discrimination policies. Is your agency compliant with all relevant laws? Do you have a distinct anti-racism policy? How is this managed? Is it satisfactory? Do you record this information and share it with the organisation.
- g How does your agency manage non-compliance with non-discrimination laws and policies that relate to cultural competence?
- h List the key ways in which your agency shows its commitment to creating and maintaining a respectful atmosphere with regard to cultural diversity. How does this show or reflect in your agency's programs and activities?
- i Describe the role of agency management in supporting staff to implement programs and policies in a non-discriminating manner.
- j Describe the role of supervisors in supporting staff to implement programs and policies in a non-discriminating manner.
- k How do you assess staff cultural competency in the workplace? Has your agency adopted any of the VET sector competency standards for 'cultural diversity'?

## 4.4 Public and community relations

- a List the main Aboriginal organisations that you deal with, as well as Aboriginal organisations in your respective region. Is this list available to those who need to know throughout the agency?
- b What is your agency's history of advertising in non-mainstream media such as Aboriginal media, networks, organisations? How do you plan to advertise in the future?





- c Describe the array of print and graphical approaches that your agency uses to reach its diverse client base? Are you satisfied with the adequacy of your approach? Are you able to adapt and change?
- d Do you consider that the photographic and other images used by your agency adequately reflect the staff and client diversity of the agency?
- e Describe the processes used by your agency to ensure that any cultural competency issues raised by Aboriginal clients are adequately heard and acted upon by the agency?
- f Describe your agency's methods for informing the broader public and other agencies of cultural issues that impact on programs and services.

#### 4.5 Resources and materials

- a Describe your agency's approach to the use of media that addresses cultural competency in programs/services specifically designed to reach Aboriginal communities.
- b Describe the approach used by your agency to ensure input by Aboriginal clients in services planning and delivery.
- c How do you ensure that the right input from Aboriginal communities occurs – for example, do you include the opinions of Elders?

## 5 Service delivery

The topics listed below derive from Section 6 of the Cultural Competence Agency Self-Assessment Instrument. The topics are best considered by the agency's supervisors and service delivery staff.

### 5.1 Staff training

- a Describe your agency's approach to the provision of cultural competency training to staff. Is the training provided on a continuous basis? Restricted to new staff only? Limited to 'front-line' staff only?
- b Does your agency encourage further development of cultural competency through mechanisms such as professional development? Is this limited to senior or professional staff?
- c In what ways does your agency provide opportunities for staff to become knowledgeable about laws and regulations regarding Aboriginal people?

### 5.2 Client services planning and assessment

- a In what ways does your agency provide opportunities for staff to become knowledgeable in relation to the cultures of Aboriginal people that comprise your client base?
- b How has your agency incorporated cultural competency into key work activities such as client assessment, development of case plans etc? Is this based on practice shown to work elsewhere?
- c Describe how you involve Aboriginal clients in development of case plans/goals.
- d Describe how you use community resources and community groups in development of case plans/goals.
- e What are the major settings in which you work with Aboriginal clients? Are you satisfied (and how do you know) that these settings are comfortable for Aboriginal clients?



### 5.3 Client service delivery

- a When working with Aboriginal clients, describe the processes used by the agency to develop/maintain cultural supports.
- b When working with Aboriginal clients, describe the approaches used by the agency to empower clients – for example through using cultural strengths and informal support networks in service delivery.
- c What are the main factors (eg acculturation, colonisation, assimilation) that impact on the Aboriginal communities that your agency serves? How does the agency reflect these factors in the design and delivery of client services?
- d Do you consider that line supervisors and workers sufficiently understand Aboriginal cultures from the perspective of those cultures? How does your agency strive to achieve this in the service delivery and supervisory workforce?
- e Assess the adequacy of support provided by supervisors to staff in applying cultural competence knowledge to decisions regarding service delivery. What are the markers or indicators that you might use to make this assessment?
- f Describe how your outreach and information services are designed to meet the needs of Aboriginal communities.
- g What are the major settings in which you work with Aboriginal clients? Are you satisfied (and how do you know) that these settings are comfortable for Aboriginal clients?
- h Does your agency currently provide services within Aboriginal community settings? If not, has your agency explored this option? Would your agency consider providing outreach services within already Aboriginal established agencies?
- i Are you able to provide bilingual services available when requested/required? What factors limit the availability of these services?
- j How does your agency ensure that the impact of culture is taken into account in any intervention decisions? Via assessment and case management protocols? Use of culturally competent staff only?

### 5.4 Service delivery evaluation

- a Describe how your agency's evaluation methodologies explicitly address programs and services provided to Aboriginal clients. Where these evaluation methodologies are not explicit with regard to Aboriginal clients, consider/reflect on the adequacy of these evaluation methods.
- b Describe your agency's methods for seeking the input of Aboriginal communities in relation to the assessment and review of cultural competency in service delivery. Do you have any plans to change current practice? How do you currently utilise Aboriginal staff in this role.

### 5.5 Advocacy

- a List and describe your agency's clearly written strategies for conducting culturally competent advocacy and how your agency assigns responsibility for implementing the strategies to designated staff.
- b List Aboriginal agencies that your agency currently works in partnerships with and local Aboriginal agencies within your region and identify how their advocacy role can assist your clients.
- c Does your agency employ Aboriginal staff for the purpose of providing support and advocacy for Aboriginal staff/Aboriginal clients?

