



# Workplace Cultural Diversity Tool

Launched: 12 July 2022



Australian  
Human Rights  
Commission

**RACISM. IT STOPS WITH ME**

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The Workplace Cultural Diversity Tool is a free self-assessment tool based on international best practice. The Tool is designed to support employers, managers and human resources personnel as they work to promote cultural diversity and engage in anti-racism in the workplace.

The Tool is reviewed and updated regularly to align with good practice, the questions within this resource are therefore subject to change. The questions in this resource are valid as of July 2023.

You can find the Tool here: **<https://itstopswithme.humanrights.gov.au/workplace-cultural-diversity-tool>**

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<b>Good Practice Area #1:</b>	
Acknowledging the unique position of First Nations peoples and the contributions they bring to a workplace	4
<b>Good Practice Area #2:</b>	
Organisational learning: Understanding the need	7
<b>Good Practice Area #3:</b>	
Leadership and commitment	10
<b>Good Practice Area #4:</b>	
Strategy	14
<b>Good Practice Area #5:</b>	
Equitable hiring: Deploying an equity framework to find and select the best staff	16
<b>Good Practice Area #6:</b>	
Equitable retention: Deploying an equity framework to keep the best staff	21
<b>Good Practice Area #7:</b>	
Developing a strong culture	24
<b>Good Practice Area #8:</b>	
Embedding anti-racism in everyday practice	28
<b>Good Practice Area #9:</b>	
How the organisation responds to incidents of racism	30
<b>Good Practice Area #10:</b>	
Evaluation and monitoring: Ensuring that your strategies work	32



## GOOD PRACTICE AREA #1:

# Acknowledging the unique position of First Nations peoples and the contributions they bring to a workplace

## Good Practice Goal 1.1: Acknowledging First Nations sovereignty

Our organisation acknowledges and respects the sovereignty of First Nations peoples, and their historical and ongoing connection to land, in both internal and external communications. We strive to act in ways that promote First Nations knowledges and truth-telling.

- **Starting out:** do not actively acknowledge the sovereignty of First Nations peoples in internal and/or external communications.
- **Developing:** acknowledge and respect the sovereignty of First Nations peoples, and their historical and ongoing connection to land on an ad-hoc basis, such as via Acknowledgement of Country at certain meetings and events and the inclusion of an Acknowledgement of Country in email signatures.
- **Advanced:** acknowledge and respect the sovereignty of First Nations peoples, and their historical and ongoing connection to land, in all internal and external communications. We strive to act in ways that promote First Nations knowledges and promote truth-telling, and annually review how resources are allocated to this end.

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## Good Practice Goal 1.2: Working towards reconciliation

Our organisation is implementing a [Reconciliation Action Plan](#).

- **Starting out:** do not have a Reconciliation Action Plan.
  - **Developing:** have developed a Reconciliation Action Plan, but have not implemented it yet.
  - **Advanced:** are implementing a comprehensive Reconciliation Action Plan that includes annual reporting.
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## Good Practice Goal 1.3: Supporting First Nations-led businesses

Our organisation supports First Nations-led businesses.

- **Starting out:** do not have a plan in place to support First Nations-led business.
  - **Developing:** informally support First Nations-led businesses through purchasing decisions on an ad-hoc basis.
  - **Advanced:** have a formal policy for incorporating First Nations-led businesses into procurement processes. This policy includes an allocated annual budget target or KPI that is regularly reported on.
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## Good Practice Goal 1.4: Centering First Nations expertise

Our organisation ensures that Aboriginal and Torres Strait Islander-related work is First Nations led and informed, and that First Nations staff are remunerated for their contribution or have their workloads adjusted.

- **Starting out:** do not ensure that Aboriginal and Torres Strait Islander-related work is First Nations led and informed, or that First Nations staff are remunerated for their contribution or have their workloads adjusted.
  - **Developing:** ensure that Aboriginal and Torres Strait Islander-related work is First Nations led and informed, but First Nations staff must engage on a voluntary basis and maintain their regular workload.
  - **Advanced:** ensure that Aboriginal and Torres Strait Islander-related work is First Nations led and informed, and that First Nations staff or external consultants are remunerated for their contribution or have their workloads adjusted.
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## Good Practice Goal 1.5: Recognising cultural load

The cultural load carried by First Nations staff is recognised and remunerated. According to Mark Ragg and discussed in detail in the Gari Yala report, cultural load 'is the (often invisible) additional workload borne by Aboriginal and Torres Strait Islander people in the workplace, where they are either the only Indigenous person or one of a small number of Indigenous people.'<sup>1</sup> This might include expectations to educate non-Indigenous colleagues about Aboriginal and Torres Strait Islander people and culture, about racism, or to speak on behalf of Aboriginal and Torres Strait Islander peoples.

- **Starting out:** do not recognise or remunerate First Nations staff for cultural load.
  - **Developing:** recognise and remunerate First Nations staff for cultural load on an ad-hoc basis.
  - **Advanced:** has a formal policy for ensuring that First Nations staff are recognised and remunerated for the cultural load they carry and the important tasks they undertake outside of their regular workload.
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<sup>1</sup> Diversity Council Australia and Jumbunna Institute, Gari Yala (Speak the Truth): Centring the Work Experiences of Aboriginal and/or Torres Strait Islander Australians (Report, Diversity Council Australian and Jumbunna Institute, 2020) 13 <[https://www.dca.org.au/sites/default/files/dca\\_synopsisreport\\_web\\_0.pdf](https://www.dca.org.au/sites/default/files/dca_synopsisreport_web_0.pdf)>.



## GOOD PRACTICE AREA #2:

# Organisational learning: Understanding the need

## Good Practice Goal 2.1: Collecting data

Our organisation collects data on cultural diversity in the workplace.

- **Starting out:** do not collect data on cultural diversity in the workplace.
  - **Developing:** have collected data on cultural diversity in the workplace at least once, capturing intersectionality and allowing staff to self-describe their cultural identity.
  - **Advanced:** regularly collect data on cultural diversity in the workplace, capturing intersectionality and allowing staff to self-describe their cultural identity. This data is analysed and reported on, noting diversity in attraction, recruitment, retention, and promotion.
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## Good Practice Goal 2.2: Listening to our staff

Our organisation seeks to understand the perspectives of staff about cultural diversity and inclusion and ways to improve our approach.

- **Starting out:** our organisation does not formally seek to understand the perspectives of staff about cultural diversity and inclusion.
  - **Developing:** our organisation formally seeks to understand the perspectives of staff about cultural diversity and inclusion, doing so in a way that is broadly accessible and protects the interests of staff by ensuring that submissions are confidential, anonymous, and responded to in a timely manner.
  - **Advanced:** our organisation formally seeks to understand the perspectives of staff about cultural diversity and inclusion, doing so in a way that is broadly accessible and protects the interests of staff by ensuring that submissions are confidential, anonymous, and responded to in a timely manner. Results are regularly reported on and shared with staff and used to inform organisational policies.
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## Good Practice Goal 2.3: Leading proactively

Senior leadership takes a proactive approach to identifying racism in the workplace.

- **Starting out:** senior leadership does not take a proactive approach to identifying racism in the workplace.
  - **Developing:** senior leadership takes a proactive approach to identifying racism in the workplace by reviewing organisational policies and infrastructure to identify where racism may occur. This is done in close consultation with First Nations people and people from culturally and linguistically diverse communities, who are appropriately remunerated or recognised for their input.
  - **Advanced:** senior leadership takes a proactive approach to identifying racism in the workplace by reviewing organisational policies and infrastructure to identify where racism may occur. This is done in close consultation with First Nations people and people from culturally and linguistically diverse communities, who are appropriately remunerated or recognised for their input. Results of these investigations are regularly reported on, with formal measures in place to ensure they are translated into meaningful policy and procedural responses.
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## Good Practice Goal 2.4: Assessing training needs

Our organisation regularly assesses cross-cultural competency and anti-racism training needs across the organisation.

- **Starting out:** have not conducted a training needs assessment within the organisation.
  - **Developing:** have conducted a training needs assessment within the organisation at least once.
  - **Advanced:** at a minimum, we conduct a training needs assessment every two years and have a budget allocated to meet these needs.
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## Good Practice Goal 2.5: Creating a safe workplace

As part of our commitment to Work Health and Safety, our organisation takes a proactive approach to identifying psychosocial hazards that may result from racism or racial discrimination. Worksafe Victoria defines psychosocial hazards as ‘factors in the design or management of work that increase the risk of work-related stress and can lead to psychological or physical harm.’<sup>2</sup>

- **Starting out:** have not attempted to identify psychosocial hazards that may result from racism or racial discrimination.
  - **Developing:** have informally identified psychosocial hazards that may result from racism or racial discrimination.
  - **Advanced:** take a proactive approach to identifying psychosocial hazards that may result from racism or racial discrimination. This approach centres the perspectives of people with lived experience of racism and is regularly reviewed and updated.
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2 'Worksafe Victoria', *Psychosocial Hazards Contributing to Work-related Stress*, 11 October 2021 <<https://www.worksafe.vic.gov.au/psychosocial-hazards-contributing-work-related-stress>>.



### GOOD PRACTICE AREA #3:

## Leadership and commitment

### Good Practice Goal 3.1: Communicating commitment to cultural diversity

A commitment to cultural diversity and inclusion is explicitly communicated through our organisation's mission and important documents, such as our strategies, policies, and job descriptions.

- **Starting out:** whilst we recognise the need to address barriers to cultural diversity in the workplace, we have not yet developed policies, strategies and other important documents that actively promote cultural diversity and inclusion in the workplace.
  - **Developing:** demonstrate an explicit commitment to cultural diversity in our mission and other important documents. We are explicitly committed to promoting cultural diversity and inclusion and this is clearly articulated in our policies, strategies, and other important documents, including external communications.
  - **Advanced:** demonstrate an explicit commitment to cultural diversity in our mission and other important documents. We are explicitly committed to promoting cultural diversity and inclusion and this is clearly articulated in our policies, strategies, and other important documents, including external communications. These include specific metrics that are regularly reported against.
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### Good Practice Goal 3.2: Communicating commitment to anti-racism

A commitment to anti-racism is explicitly communicated through our organisation's mission and important documents, such as our strategies, policies, and job descriptions, and in external communications.

- **Starting out:** whilst we recognise the need to engage in anti-racism in the workplace, we have not yet developed policies, strategies and other important documents that actively promote cultural diversity and inclusion in the workplace.

- **Developing:** we are explicitly committed to promoting anti-racism and challenging racism at the interpersonal and institutional level, and this is clearly articulated in our mission, organisational policies, strategies, job descriptions and other important documents, including external communications.
  - **Advanced:** we are explicitly committed to promoting anti-racism and challenging racism at the interpersonal and institutional level, and this is clearly articulated in our mission, organisational policies, strategies, job descriptions and other important documents, including external communications. These include specific metrics that are regularly reported against.
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## Good Practice Goal 3.3: Supporting through leadership

Support for cultural diversity and anti-racism is provided at the senior leadership level. This includes at least one executive position (or equivalent) directly accountable for our organisation's cultural diversity and anti-racism strategy and policies.

- **Starting out:** do not have cultural diversity and anti-racism strategies and policies.
  - **Developing:** delegate responsibility for cultural diversity and anti-racism strategies and policies to the non-executive level, or informally at the executive level (or equivalent).
  - **Advanced:** provide support for cultural diversity and anti-racism at the senior leadership level, including at least one executive position (or equivalent) directly accountable for cultural diversity and anti-racism strategies and policies. This duty is formally stated in their position description(s) or is otherwise specified as a KPI.
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## Good Practice Goal 3.4: Consulting knowledge-holders

There is a reference group or similar body made up of key leaders and staff and relevant external stakeholders to provide input into the development and implementation of our organisation's cultural diversity and anti-racism strategy and policies. This group includes multiple First Nations people or people from culturally and linguistically diverse backgrounds, whose voices are centred in decision-making processes.

- **Starting out:** do not have cultural diversity or anti-racism strategies and policies.
  - **Developing:** have an internal reference group or similar body made up of key leaders and staff that provides input into our cultural diversity and anti-racism strategies and policies. This group may include First Nations people or people from culturally and linguistically diverse communities, but does not formally ensure that their perspectives are centred in decision-making processes.
  - **Advanced:** have a reference group or similar body made up of key internal leaders and staff and external stakeholders that provides input into our cultural diversity and anti-racism strategies and policies. This group includes multiple First Nations people or people from culturally and linguistically diverse communities, whose perspectives are centred in decision-making processes.
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## Good Practice Goal 3.5: Embracing challenging conversations

Challenging conversations about racism within the organisation, in particular at the institutional level, are embraced by leadership and meaningfully engaged with when they are initiated.

- **Starting out:** our organisation does not embrace challenging conversations about racism within the organisation.
  - **Developing:** certain members of the leadership team are open to challenging conversations about racism within the organisation.
  - **Advanced:** leadership embraces challenging conversations about racism within the organisation, including racism at the institutional level, and has a formal policy for engaging with these conversations and actioning change where necessary.
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## Good Practice Goal 3.6: Promoting cultural diversity in leadership

Our organisation actively promotes cultural diversity in leadership.

- **Starting out:** we have not yet considered the importance of cultural diversity in leadership.
  - **Developing:** leadership within our organisation reflects some cultural diversity, but we do not have a policy for safeguarding or improving this.
  - **Advanced:** our organisation has a policy in place that ensures we have, or are working towards, a leadership team that reflects the cultural and linguistic diversity of our community. This includes specific objectives, which may include targets or quotas, that are regularly measured and reported on.
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## GOOD PRACTICE AREA #4:

### Strategy

#### Good Practice Goal 4.1: Creating a Diversity Strategy

Our organisation implements a comprehensive, clearly articulated cultural diversity strategy that includes measurable performance indicators.

- **Starting out:** have not developed a cultural diversity and inclusion strategy.
  - **Developing:** recognise the need for improving cultural diversity and inclusion and have trialed a few initiatives but do not have a comprehensive, clearly articulated cultural diversity and inclusion strategy that includes measurable performance indicators.
  - **Advanced:** are implementing a comprehensive, clearly articulated cultural diversity and inclusion strategy that includes measurable performance indicators.
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#### Good Practice Goal 4.2: Implementing an Anti-Racism Strategy

Our organisation implements a comprehensive, clearly articulated anti-racism strategy for reducing interpersonal, institutional, and systemic racism that includes measurable performance indicators.

- **Starting out:** have not developed an anti-racism strategy.
  - **Developing:** recognise the need for improving our approach to anti-racism and have trialed a few initiatives but do not have a comprehensive, clearly articulated anti-racism strategy that includes measurable performance indicators.
  - **Advanced:** are implementing a comprehensive, clearly articulated anti-racism strategy for reducing interpersonal, institutional, and systemic racism that includes measurable performance indicators.
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## Good Practice Goal 4.3: Centering lived experience

Our organisation's strategies and initiatives to promote cultural diversity and anti-racism in the workplace are developed in direct consultation with First Nations and culturally diverse staff, or external consultants where necessary.

- **Starting out:** do not ensure that the development of cultural diversity and anti-racism strategies and initiatives is guided by the expertise of First Nations people and people from culturally and linguistically diverse communities.
  - **Developing:** ensure that the development of cultural diversity and anti-racism strategies and initiatives is guided by the expertise of First Nations people and people from culturally and linguistically diverse communities on an ad-hoc basis.
  - **Advanced:** ensure that the development of cultural diversity and anti-racism strategies and initiatives is guided by the expertise of First Nations staff or staff from culturally and linguistically diverse communities, or external consultants where necessary, at all times.
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## Good Practice Goal 4.4: Remunerating expertise

Our organisation ensures that First Nations staff and staff from culturally and linguistically diverse communities are appropriately remunerated for their contributions to the development of culturally safe strategies, policies, and initiatives, or have their workloads adjusted.

- **Starting out:** do not remunerate or otherwise adjust the workload of First Nations staff and staff from culturally and linguistically diverse communities for their contributions to the development of culturally safe strategies, policies, and initiatives.
  - **Developing:** remunerate or otherwise adjust the workload of First Nations staff and staff from culturally and linguistically diverse communities for their contributions to the development of strategies, policies and initiatives that relate directly to cultural diversity and anti-racism.
  - **Advanced:** remunerate or otherwise adjust the workload of First Nations staff and staff from culturally and linguistically diverse communities for their contributions to the development of culturally safe strategies, policies, and initiatives, regardless of their focus.
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## GOOD PRACTICE AREA #5:

# Equitable hiring: Deploying an equity framework to find and select the best staff

## Good Practice Goal 5.1: Ensuring accessible advertising

Our organisation's job advertisements, position descriptions and selection criteria are written in language that is appropriate for candidates whose first language is a language other than English (EAL/D).

- **Starting out:** do not assess whether these documents are written in language appropriate for EAL/D candidates.
  - **Developing:** have individual staff members who consider whether these documents are written in language appropriate for EAL/D candidates.
  - **Advanced:** employ a systematic method of checking whether these documents are written in language appropriate for EAL/D candidates.
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## Good Practice Goal 5.2: Distributing advertising equitably

Our organisation's jobs are advertised through First Nations and culturally diverse media outlets such as Indigenous and culturally and linguistically diverse community newspapers, community organisations and networks.

- **Starting out:** advertise jobs through mainstream media outlets, community organisations and networks only.
  - **Developing:** advertise specific jobs through First Nations and culturally diverse media outlets, community organisations or networks.
  - **Advanced:** advertise all our jobs through a broad range of First Nations and culturally diverse media outlets, community organisations and networks.
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## Good Practice Goal 5.3: Reflecting diversity through images

Our organisation ensures that images included in our promotional and recruitment resources reflect the cultural and linguistic diversity of the workforce in Australia.

- **Starting out:** do not consider the diversity of the workforce in Australia in selecting images for promotional and recruitment resources.
  - **Developing:** consider the diversity of the workforce in Australia in promotional and recruitment resources for targeted or identified roles only.
  - **Advanced:** ensure that all promotional and recruitment resources reflect the diversity of the workforce in Australia.
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## Good Practice Goal 5.4: Working with employment agencies

Where employment agencies and other third parties are involved in recruitment, our organisation prioritises agencies that actively engage First Nations and culturally and linguistically diverse communities.

- **Starting out:** do not prioritise third parties that actively engage First Nations and culturally and linguistically diverse communities.
  - **Developing:** prioritise third parties that engage First Nations and culturally and linguistically diverse communities.
  - **Advanced:** have a formal process for prioritising third parties that actively engage First Nations and culturally and linguistically diverse communities.
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## Good Practice Goal 5.5: Reviewing structural barriers

A dedicated internal mechanism regularly reviews structural barriers to First Nations and culturally diverse recruitment and implements measures to address these. The body centres the expertise of First Nations staff and staff from culturally and linguistically diverse communities, or external consultants where necessary.

- **Starting out:** structural barriers to First Nations and culturally diverse recruitment have not yet been considered by our organisation.
  - **Developing:** structural barriers to First Nations and culturally diverse recruitment have been informally considered.
  - **Advanced:** structural barriers to First Nations and culturally diverse recruitment are regularly considered by a dedicated internal body who is empowered to implement measures to address these and systematically does so. This body centres the expertise of First Nations staff and staff from culturally and linguistically diverse communities, or external consultants where necessary.
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## Good Practice Goal 5.6: Addressing bias

Shortlisting and interviewing procedures include measures designed to reduce bias towards applicants from First Nations and culturally and linguistically diverse backgrounds. These measures are developed in consultation with First Nations staff and staff from culturally and linguistically diverse communities, or external consultants where necessary.

- **Starting out:** do not include any measures in our shortlisting and interviewing procedures to reduce bias towards applicants from First Nations and culturally and linguistically diverse backgrounds.
  - **Developing:** Are conscientious about not discriminating against applicants from First Nations and culturally and linguistically diverse backgrounds, but do not include formal measures to reduce bias in our shortlisting and interviewing procedures.
  - **Advanced:** always implement measures in our shortlisting and interviewing procedures designed to reduce bias towards applicants from First Nations and culturally and linguistically diverse backgrounds. These measures are developed in consultation with First Nations staff and staff from culturally and linguistically diverse communities, or external consultants where necessary.
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## Good Practice Goal 5.7: Committing to diversity on panels

Our interview panels include people from First Nations and culturally and linguistically diverse communities. Where these are not available internally, external services are recruited to ensure that panel reflects cultural diversity.

- **Starting out:** do not include people from First Nations and culturally and linguistically diverse backgrounds on our interview panels.
  - **Developing:** include people from First Nations and culturally and linguistically diverse backgrounds on our interview panels, pending the availability of relevant staff.
  - **Advanced:** include people from First Nations and culturally and linguistically diverse backgrounds on our interview panels across all types of jobs at all levels. Where these are not available, external services are recruited to ensure that panel reflects cultural diversity.
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## Good Practice Goal 5.8: Recognising diverse skills

Throughout an application process, skills that may be culturally subjective, such as language and communication skills, are assessed via an equity framework. Where possible, tools are put in place to support applicants to increase skills in these areas on the job, rather than considering them as a necessary qualification.

- **Starting out:** do not consider the culturally subjective nature of certain skills.
  - **Developing:** consider the culturally subjective nature of certain skills but do not have a process in place to ensure that these are evaluated via an equity framework.
  - **Advanced:** consider the culturally subjective nature of certain skills and have a formal process for ensuring that these skills are assessed via an equity framework. Where possible, tools are put in place to support applicants increasing skills in these areas on the job, rather than considering them as a necessary qualification.
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## Good Practice Goal 5.9: Recognising diverse experience

Where possible, our organisation provides opportunities for candidates without domestic qualifications with the opportunity to demonstrate relevant/comparable experience.

- **Starting out:** do not provide opportunities for candidates without domestic qualifications with the opportunity to demonstrate relevant/comparable experience.
  - **Developing:** provide opportunities for candidates without domestic qualifications with the opportunity to demonstrate relevant/comparable experience on an ad-hoc basis.
  - **Advanced:** have a formal policy for providing candidates without domestic qualifications with the opportunity to demonstrate relevant/comparable experience.
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## Good Practice Goal 5.10: Recognising cultural competency

Our organisation actively values cultural experience, cross-cultural capabilities and diverse language skills as assets when hiring staff.

- **Starting out:** do not value cultural experience, cross-cultural capabilities and diverse language skills as assets when hiring staff.
  - **Developing:** value cultural experience, cross-cultural capabilities and diverse language skills as assets when hiring staff for specific roles.
  - **Advanced:** have a formal policy for valuing cultural experience, cross-cultural capabilities and diverse language skills as assets when hiring staff for all roles.
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## GOOD PRACTICE AREA #6:

# Equitable retention: Deploying an equity framework to keep the best staff

## Good Practice Goal 6.1: Ensuring equitable opportunities

Senior leadership and managers are accountable for supporting and creating opportunities. First Nations staff and staff from culturally and linguistically diverse communities to develop new skills, access employment pathways and work experience opportunities.

- **Starting out:** do not actively support First Nations staff and staff from culturally and linguistically diverse communities to develop new skills, access employment pathways and work experience opportunities.
  - **Developing:** support First Nations staff and staff from culturally and linguistically diverse communities to develop new skills, access employment pathways and gain work experience although no senior leaders or managers are held accountable if this does not happen.
  - **Advanced:** have senior leaders and managers accountable for this responsibility and empowered to regularly review the accessibility and efficacy of these pathways and opportunities.
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## Good Practice Goal 6.2: Supporting our people

Our organisation implements strategies to support the retention and promotion of people from First Nations and culturally diverse communities, such as mentoring, peer coaching, networking groups and other professional development initiatives.

- **Starting out:** do not have these strategies.
  - **Developing:** implement some of these strategies as the individual need arises.
  - **Advanced:** implement a coordinated range of strategies to support the retention and promotion of people from First Nations and culturally diverse communities. These include specific metrics that are regularly reviewed and reported on.
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## Good Practice Goal 6.3: Championing a flexible workplace

Our organisation regularly reviews workplace entitlement policies to ensure they meet the needs of a culturally diverse workforce (e.g., flexible work arrangements to allow time off for religious holidays and cultural commitments) and are promoted to all staff in a way that fosters inclusion.

- **Starting out:** do not have workplace entitlement policies that meets the needs of a culturally diverse workforce.
  - **Developing:** consider the needs of a culturally diverse workforce as individual situations present themselves.
  - **Advanced:** regularly review our workplace entitlements policies to ensure they meet the needs of a culturally diverse workforce and promote these policies to all staff in a way that fosters inclusion.
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## Good Practice Goal 6.4: Promoting equitably

Our organisation values cultural experience, cross-cultural capabilities and diverse language skills as assets when promoting staff.

- **Starting out:** do not consider cultural experience, cultural capabilities and language skills as assets when promoting staff.
  - **Developing:** consider cultural experience, cross-cultural capabilities and diverse language skills as assets when promoting staff on an ad-hoc basis.
  - **Advanced:** have a formal policy for considering cultural experience, cross-cultural capabilities and diverse language skills as assets when promoting staff.
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## Good Practice Goal 6.5: Recognising expertise

The unique contributions and cultural knowledge brought to the workplace by staff from culturally and linguistically diverse communities are recognised and remunerated. This might include expectations to educate colleagues about cultural competency, racism, or to speak on behalf of various communities.

- **Starting out:** do not recognise or remunerate staff from culturally and linguistically diverse communities for the unique contributions and cultural knowledge they bring to the workplace.
  - **Developing:** recognise or remunerate staff from culturally and linguistically diverse communities for the unique contributions and cultural knowledge they bring to the workplace on an ad-hoc basis.
  - **Advanced:** have a formal policy for recognising or remunerating staff from culturally and linguistically diverse communities for the unique contributions and cultural knowledge they bring to the workplace.
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## GOOD PRACTICE AREA #7:

# Developing a strong culture

## Good Practice Goal 7.1: Promoting the business case for diversity

Staff across the organisation are provided with information regarding the business case for cultural diversity and why changes are needed to ensure equitable access and a level playing field. For more information on the business case for cultural diversity, see the DCA report *Cracking the Glass-Cultural Ceiling*.<sup>3</sup>

- **Starting out:** do not have a plan in place for ensuring staff across the organisation are provided with this information.
  - **Developing:** provide information on the business case for cultural diversity and why changes are needed to ensure equitable access and a level playing field when complaints or division occur.
  - **Advanced:** have a plan in place to regularly and systematically brief staff across the organisation on the business case for cultural diversity and why changes are needed to ensure equitable access and a level playing field. Staff are appropriately briefed on policy changes and are provided with appropriate avenues to provide feedback and have questions answered by management.
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3 Jane O'Leary, Dimitria Groutsis and Rode D'Almada-Remedios, *Cracking the Glass-Cultural Ceiling: Future Proofing Your Business in the 21st Century* (Report, Diversity Council Australia, 2017) <[https://www.dca.org.au/sites/default/files/synopsis\\_-\\_cracking\\_the\\_glass-cultural\\_ceiling\\_available\\_to\\_public.pdf](https://www.dca.org.au/sites/default/files/synopsis_-_cracking_the_glass-cultural_ceiling_available_to_public.pdf)>.



## Good Practice Goal 7.2: Creating an inclusive corporate calendar

Our organisation takes into account significant cultural/religious days or periods other than Easter and Christmas when planning and arranging our key business events.

- **Starting out:** do not consider significant cultural/religious days or periods when planning our key business events.
  - **Developing:** consider significant cultural/religious days or periods when raised by staff, but this is not standard practice.
  - **Advanced:** always consider significant cultural/religious days or periods when planning our key business events. Staff are regularly invited to provide feedback on this, and there is a formal process for ensuring that staff feedback is adequately considered and incorporated.
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## Good Practice Goal 7.3: Upskilling our people

Our organisation provides comprehensive information and training on cultural diversity and anti-racism to all employees, which covers topics such as:

- anti-discrimination legislation, complaints processes and related organisational policies and procedures
- communicating across cultures, such as understanding cultural approaches to body language, using appropriate language, and guidelines for working with interpreters
- cross-cultural competency training
- explicit anti-racism training that empowers staff at all levels to identify and challenge racism at the interpersonal, institutional, and systemic level
- racial bias training and how to identify and challenge barriers to employment
- managing diverse teams.

- **Starting out:** do not provide this information or training.
  - **Developing:** provide information and ad-hoc training on these topics to staff.
  - **Advanced:** a proportion of our organisation's budget is allocated to facilitate regular information and/or training on each of these areas to all employees. Staff are encouraged to provide feedback on the information, training, and resources available, which are regularly reviewed and amended.
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## Good Practice Goal 7.4: Measuring our progress

Systemic factors such as retention rates, promotion rates and discrimination complaints are regularly assessed and reported on, with measures in place to ensure leadership is accountable for pursuing progress in these areas.

- **Starting out:** do not collect or review this data.
  - **Developing:** investigate this data when a complaint has been lodged or on an ad-hoc basis.
  - **Advanced:** regularly and systematically review and report on this data, with at least one executive staff member directly accountable for pursuing progress in these areas and regularly reporting on this progress.
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## Good Practice Goal 7.5: Managing talent

Our organisation has a talent management strategy which actively identifies First Nations staff and staff from culturally and linguistically diverse communities for leadership roles. These staff are supported through professional development opportunities to access leadership roles.

- **Starting out:** do not have a talent management strategy.
  - **Developing:** have a talent management strategy but it does not specifically identify and equip First Nations staff and staff from culturally and linguistically diverse communities for leadership roles.
  - **Advanced:** have a talent management strategy that identifies and equips First Nations staff and staff from culturally and linguistically diverse communities for leadership roles. This is regularly reviewed, with input sought from First Nations staff and staff from culturally linguistically diverse communities or external consultants where necessary.
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## Good Practice Goal 7.6: Providing adequate amenities

Our organisation has invested in specific amenities that support the cultural needs of staff such as prayer rooms and appropriate catering options.

- **Starting out:** do not consider specific amenities required to meet the cultural needs of staff.
  - **Developing:** provide for the special cultural needs of some staff when requested.
  - **Advanced:** have established activities and amenities that provide for the cultural needs of staff. An executive staff member is responsible for ensuring these are regularly reviewed and amended.
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## Good Practice Goal 7.7: Using inclusive language

Our policies and publications are regularly reviewed to ensure inclusive language.

- **Starting out:** have not reviewed our policies and publications to ensure inclusive language.
  - **Developing:** have reviewed our policies and publications to ensure inclusive language at least once.
  - **Advanced:** at a minimum, we review policies and publications every two years to ensure inclusive language.
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## GOOD PRACTICE AREA #8:

# Embedding anti-racism in everyday practice

## Good Practice Goal 8.1: Encouraging allyship

Our organisation encourages allyship and bystander intervention by providing anti-racism training opportunities and resources to staff.

- **Starting out:** do not have a plan for providing staff with anti-racism training opportunities and resources that foster meaningful allyship and bystander intervention.
- **Developing:** anti-racism training opportunities and resources that foster meaningful allyship and bystander intervention are provided on an informal/ad-hoc basis.
- **Advanced:** a proportion of our organisation's budget is allocated to facilitate anti-racism training opportunities and resources that foster meaningful allyship and bystander intervention. Training and resources are regularly reviewed, ensuring that staff feel adequately supported and resourced to engage in allyship and bystander intervention at work.

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## Good Practice Goal 8.2: Building literacy and competency

Staff are provided with opportunities to develop their racial literacy and cross-cultural competency skills.

- **Starting out:** do not provide opportunities for staff to develop their skills and understanding in these areas.
  - **Developing:** acknowledge the need for staff to develop their skills and understanding in these areas and incorporate this into workplans, but do not actively seek and provide opportunities for staff.
  - **Advanced:** a proportion of our organisation's budget is allocated to facilitate opportunities for staff to develop their racial literacy and cross-cultural competency skills.
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## Good Practice Goal 8.3: Supporting anti-racism

Practices and behaviors that demonstrate an active approach to addressing racism, at the interpersonal, institutional, and systemic level, are acknowledged and encouraged by our organisation, for example, through acknowledgement at meetings or formal recognition.

- **Starting out:** do not provide opportunities to acknowledge and encourage practices and behaviors that demonstrate an active approach to addressing racism at the interpersonal, institutional, and systemic level.
  - **Developing:** informally acknowledge and encourage practices and behaviors that demonstrate an active approach to addressing racism at the interpersonal, institutional, and systemic level.
  - **Advanced:** Have a range of activities that formally acknowledge and encourage practices and behaviors that demonstrate an active approach to addressing racism at the interpersonal, institutional, and systemic level.
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## GOOD PRACTICE AREA #9:

# How the organisation responds to incidents of racism

## Good Practice Goal 9.1: Having a fair complaints process

Consistent, effective, and accessible complaints processes are clearly communicated throughout the organisation, including what to do when an incident of racism occurs and how complaints will be handled. The complaints process is regularly reviewed and reported on internally.

- **Starting out:** do not have a consistent, effective, and accessible complaints process.
  - **Developing:** have a consistent, effective, and accessible complaints process, but this is not yet clearly communicated throughout the organisation, reviewed, and reported on internally.
  - **Advanced:** have a consistent, effective, and accessible complaints process that is clearly communicated throughout the organisation, reviewed, and reported on internally.
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## Good Practice Goal 9.2: Ensuring avenues for redress

When incidents of racism occur, a procedure is followed that ensures adequate steps are taken to prevent the occurrence of similar incidents in the future.

- **Starting out:** do not have a formal policy or procedure for dealing with incidents of racism.
  - **Developing:** have a formal policy or procedure for dealing with incidents of racism, however this remains limited in scope.
  - **Advanced:** have a formal policy or procedure for dealing with incidents of racism that ensures procedural fairness and provides those who have been negatively impacted with avenues for redress. Perpetrators face appropriate consequences and actions are taken to ensure that similar incidents do not occur again in the future.
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## Good Practice Goal 9.3: Centering lived experience

When incidents of racism occur, responses centre the experience of those who have been negatively impacted, who are also provided with opportunities for ongoing support.

- **Starting out:** do not have a plan for responding to incidents of racism in a way that centres the experience of and supports those who have been negatively impacted.
  - **Developing:** incidents of racism are responded to in a way that centres the experience of those who have been negatively impacted, but do not have a plan in place for providing ongoing support.
  - **Advanced:** when incidents of racism occur, responses centre the experience of those who have been negatively impacted, who are provided with ongoing opportunities for support. This might include access to support services (such as trauma-informed counselling) during work hours.
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## GOOD PRACTICE AREA #10:

# Evaluation and monitoring: Ensuring that your strategies work

## Good Practice Goal 10.1: Embedding exit processes

Exit processes are appropriate and accessible for people of all cultural backgrounds, such as conduct of an interview rather than a survey, and actively collect information about experiences of racism and discrimination in the workplace.

- **Starting out:** do not have exit processes to actively collect information about experiences of racism and discrimination in the workplace.
  - **Developing:** have an exit process to actively collect information about experiences of racism and discrimination in the workplace, but it has not been designed to be appropriate and accessible for people of all cultural backgrounds.
  - **Advanced:** have an exit process to actively collect information about experiences of racism and discrimination in the workplace. This has been designed to be appropriate and accessible for people of all cultural backgrounds and is regularly reviewed and updated.
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## Good Practice Goal 10.2: Evaluating our efforts

Our organisation formally evaluates its progress against its cultural diversity and anti-racism strategies at agreed milestones to track progress, reports on the results and uses them to inform our planning and policies.

- **Starting out:** do not have a cultural diversity or anti-racism strategy.
  - **Developing:** have strategies to support cultural diversity and anti-racism in the workplace but do not formally evaluate our progress against agreed milestones, report these results or use this information for planning and policy development.
  - **Advanced:** formally evaluate the progress of these strategies against agreed milestones, report on the results and use this information for planning and policy development.
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## Good Practice Goal 10.3: Monitoring and reporting

Our organisation collects quantitative and qualitative data from a variety of sources to analyse our progress towards our cultural diversity goals and the reduction of racism in the workplace, such as human resources and business management systems, audits, regulatory reporting, employee surveys and third-party research. The perspectives of First Nations people and people from culturally and linguistically diverse communities are centred in this process.

- **Starting out:** do not collect this data.
  - **Developing:** Collect this data informally or on an ad-hoc basis, ensuring that the perspectives of First Nations people and people from culturally and linguistically diverse communities are centred.
  - **Advanced:** Collect and analyse this data from a diversity of sources, ensuring that the perspectives of First Nations people and people from culturally and linguistically diverse communities are centred. Results are regularly reported on and used to inform future strategies.
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## Good Practice Goal 10.4: Addressing areas of concern

Where data indicates a significant gap between our cultural diversity and anti-racism goals and our reality, strategies to address this gap are developed and implemented. These strategies are regularly reviewed, and staff are provided with opportunities for regular consultation and feedback.

- **Starting out:** do not collect this data, or collect this data but do not have formal strategies to address identified gaps.
  - **Developing:** collect this data and have strategies in place where gaps between our internal goals and reality are identified.
  - **Advanced:** our internal goals and reality are regularly measured against each other, and against external standards, such as industry benchmarks. Where gaps are identified, strategies to address them are developed and implemented. These strategies are regularly reviewed, and staff are provided with opportunities for regular consultation and feedback.
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