



CREATIVE
VICTORIA



greenshoot
CONSULTING

First Peoples Cultural Competency Capability Development

Building cultural competency within Victoria's creative industries

Image: ACMI - The Story of the Moving Image. Credit Adam Gibson



Adapted from Victorian Aboriginal Corporation for Languages by the Torquay Museum Without Walls

We acknowledge the Traditional Owners of country throughout Victoria, and their ongoing connection to this land and water. We pay our respects to their culture and their Elders – past, present and future.

We recognise the deep connection of First Peoples to Country and value their contribution to caring for, and managing the land, water, natural and built landscapes and their profound knowledge systems.

We are committed to pursuing genuine and lasting partnerships with First Peoples to learn about and understand their culture and connections to Country in the way we plan for, and manage, the delivery of all projects.

We also extend our acknowledgement to all First Peoples and Torres Strait Islander communities and their rich culture, and pays respect to their Elders past, present and emerging.

INTRODUCTION

The material in this document is drawn from two pieces of work undertaken by Greenshoot Consulting on behalf of Creative Victoria.

In 2020, Greenshoot Consulting worked with a team of First Peoples associates to develop a *Cultural Competency Measurement Framework and Maturity Model* which could be used as a self-assessment tool for organisations within the creative sector.

Within the context of this engagement, cultural competency within a workplace was defined as the organisations efforts to establish a respectful and understanding relationship First Peoples and to create beneficial opportunities for First Peoples.

In 2021, Greenshoot Consulting was engaged to adapt this framework into a review process for applications to

Creative Victoria's Creative Enterprise Program. This process was once again led by First Peoples consultants as well as representatives from Creative Victoria's First Peoples Directions Circle and First Peoples team.

This document provides the measurement frameworks developed through these two pieces of work. These frameworks provide a series of indicators that organisations can use to assess their own levels of cultural competency and whether they are engaging with First Peoples in meaningful ways.

Importantly, these indicators also provide guidance to organisations on ways to increase their organisational cultural competence, as well as the type of evidence they can provide to demonstrate this.



2020 ORGANISATIONAL CULTURAL COMPETENCY FRAMEWORK AND MATURITY MODEL

CULTURAL COMPETENCY FRAMEWORK

In developing a robust organisational cultural competency framework within the creative industries, it was critical to understand the organisational domains in which activities take place which may impact cultural competency.

A scan of national and international models and frameworks that seek to either measure or assist organisations to develop cultural competency was undertaken, and these were further adapted to suit a creative industry context. The First Peoples team identified the following areas as most important.



ROLE MODELLING

- There is visible leadership that demonstrates a commitment and focus on creating culturally competent workplace cultures
- Leadership is a practice, not a position, and can be practiced at all levels
- Individual reflection on your awareness and understanding about First Peoples culture



RESOURCING

- Demonstrates a clear and meaningful commitment of funding and resourcing to support culturally competent workplaces, objectives and/or personnel



POLICY DEVELOPMENT

- Policies and procedures are embedded in the workplace
- Policies and procedures are regularly reviewed to ensure relevance and compliance with legislation



ORGANISATIONAL PROCEDURES

- By embedding cultural competence as a core value of the organisation, it can be incorporated into processes and procedures



PROMOTION + VISIBILITY

- A culturally competent workplace is built and maintained through regular and ongoing communications
- First Peoples knowledge systems are foregrounded in decision-making
- First Peoples knowledge and culture is communicated widely – not just to the organisation, but to the wider sector and the community



ENGAGEMENT + PARTNERSHIPS

- The importance of relationships is clearly articulated for all in the organisation
- There are Elders in Residence
- There is a First Peoples Advisory Group
- How you see the world, how you engage (eg it will impact what types of shows you'll put on). It will go into all aspects of how you do business



TRAINING

- There is regular, high-quality training in place to ensure that staff understand what constitutes a culturally respectful workplace
- If you're culturally competent, it should permeate into all aspects of the organisation, including training



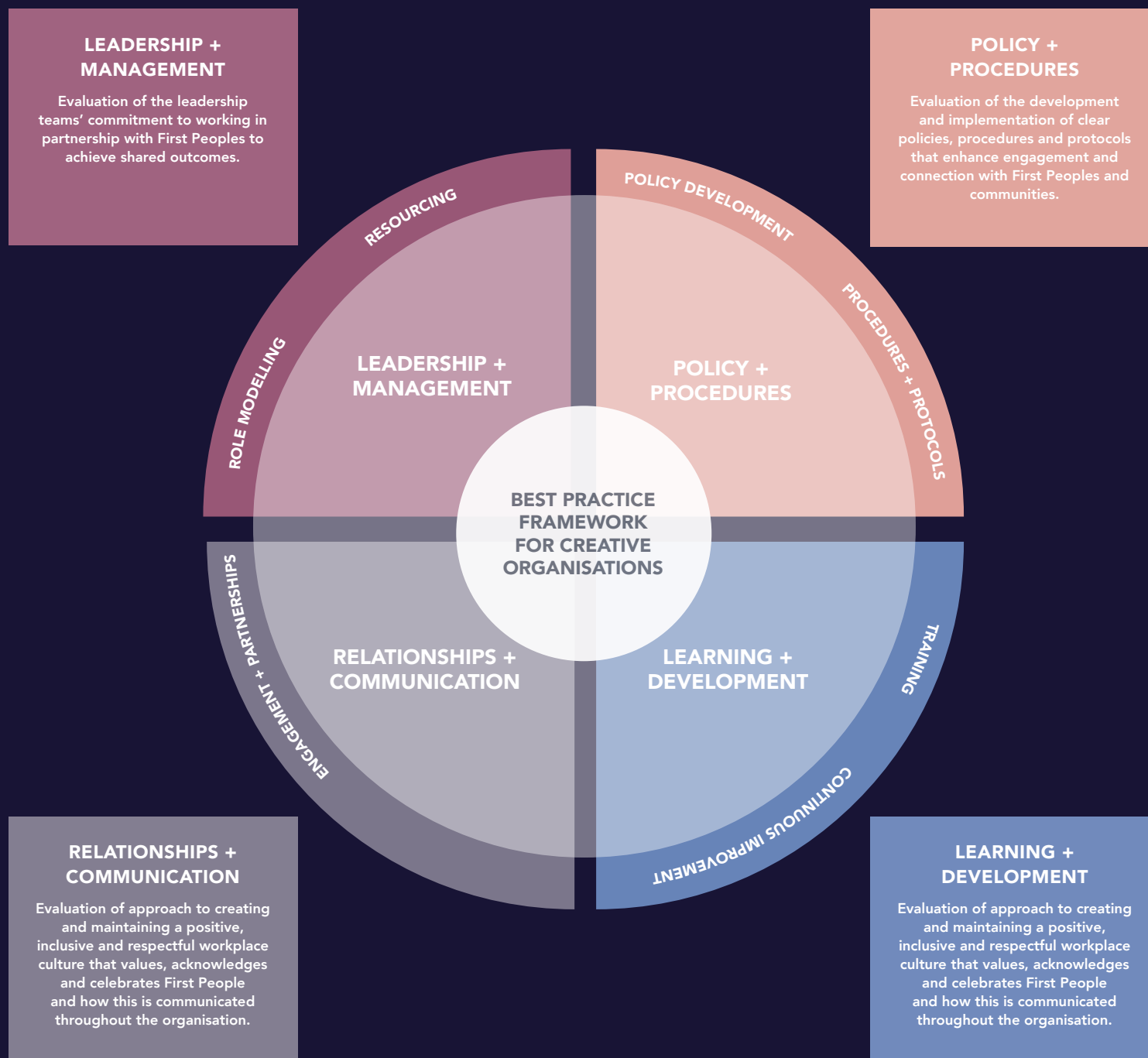
CONTINUOUS IMPROVEMENT

- Build accountability through regular reporting on impact
- The organisation increases its cultural capabilities by learning from other organisations and emerging third-party research

CULTURAL COMPETENCY FRAMEWORK

The organisational framework, shown on this page, features four key domains and eight sub-domains which can be used to assess organisational cultural competency.

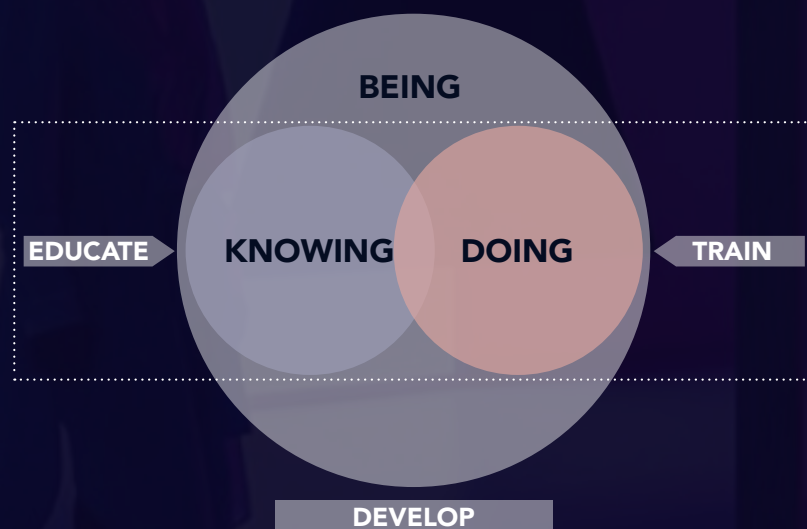
A range of indicators have been developed against each of the sub-domains to allow an accurate assessment of how organisations were performing within these domains.



DESIGNING THE CULTURAL COMPETENCE MATURITY MODEL

Greenshoot adapted a Knowing>Doing>Being framework from Snook et al (see below) to establish indicators which provide guidance for the development of future cultural competency. This enabled the design of a measurement framework with increasing levels of maturity based on actionable indicators designed to enhance cultural competency and engagement with First Peoples.

Cultural Competency Training and Learning Model



Adapted from Snook et al (2012) Knowing, Doing, Being Framework

KNOWING

Building knowledge of First Peoples culture, customs, histories and place-based circumstances across the organisation through consultation and deep listening.

DOING

Taking action in a culturally appropriate way that respects and celebrates First Peoples with the requisite cultural approval.

BEING

Demonstrating authentic respect for culture in all interactions. Being aware of personal values and biases and their impact on others. Having integrity and cultural sensitivity in decision-making. Championing First Peoples culture and 67000+ years of continuous culture.

CULTURAL COMPETENCE MEASUREMENT FRAMEWORK

This framework includes a series of indicators developed by Greenshoot Consulting's First Peoples consultants against the domains of organisational capability and levels of maturity on a knowing, doing, being scale. These indicators can be used to assess current levels of cultural competence and engagement with First Peoples, as well as providing guidance as to how they might develop these further.

	LEADERSHIP + MANAGEMENT		POLICIES + PROCEDURES		ORGANISATIONAL CULTURE + COMMUNICATION		LEARNING + DEVELOPMENT		
	ROLE MODELLING	RESOURCING	POLICY	PROCEDURES	PROMOTION + VISIBILITY	ENGAGEMENT + PARTNERSHIPS	TRAINING	CONTINUOUS IMPROVEMENT	
INACTIVE (0)	No role modelling	No resources	No policies	No procedures	No promotion or advocacy	No relationships or engagement.	No training is made available	Not evident	
AD-HOC (1)	Leadership only voice a commitment to increasing cultural competence in a reactive or ad hoc manner	The organisation only invests resources in response to issues or in an ad hoc manner	The organisation has a generic policy or is missing policies relating to First Peoples or cultural competence	There are ad hoc procedures in place that reflect some commitment to engaging in culturally appropriate ways	Information regarding cultural competence and First Peoples is made available in an ad hoc or reactive manner	Partnerships and engagement with First Peoples is ad hoc.	Training is only provided if an employee identifies a need or is on an ad hoc basis	Improvements are made in an ad hoc manner or only in response to incidents	
BUILDING (2)	Leaders understand their responsibilities and voice a commitment to building cultural competence within their organisation, specifically regarding First Peoples	The organisation understands its responsibilities and allocates financial resources to help achieve its plan or set of objectives.	There is an organisational policy that reflects a commitment toward cultural competence and the steps necessary to achieve it First Peoples cultural beliefs, customs and needs are clearly articulated in the policy	The organisation has protocols for engaging in culturally appropriate ways which are understood by all staff	The organisation communicates expectations in relation to cultural awareness in a structured and ongoing format	The organisation has recognised the importance of engagement and partnerships with First Peoples and has developed protocols to identify, develop, steward and sustain partnerships with First Peoples	Training programs are specifically designed to build cultural competence Internal programs are complemented by a list of local cultural competency training providers	Cultural competency policies and procedures review periods are clearly defined	KNOWING
EMBEDDED (3)	Leaders communicate expectations in relation to cultural awareness and diversity Boards and Partnership/Advisory committees are representative of First Peoples communities There is succession planning/mentoring for First Peoples to take on roles within the organisation (that are not just First Peoples specific)	The organisation has a budgetary allocation and investment in cultural competence activities, aligned with the organisation's strategic plan. The organisation has a dedicated First Peoples Partnership/Advisory Group	Cultural competence is included in policies on: • recruitment and retention, training and staff development, language access and communication, management of grievances and complaints, community and client input and participation Recognises and attributes the expertise and contributions of First Peoples in developing policy and plans	The organisation demonstrates respect and professionalism toward First Peoples and communities throughout the policy and procedure development process Allows adequate time for community members to consider issues and engage productively Performance appraisals of First Peoples Staff are undertaken in a culturally competent manner The organisation's orientation and induction programs includes information and training on cultural awareness	The organisation engages with, advocates for and promotes First Peoples cultural events, celebrations and commencements. As appropriate, the organisation advocates regard for the relevance of and importance of First Peoples culture, heritage, values and protocols There are publicly available materials that demonstrate the organisation's commitment to cultural competence	The organisation facilitates, encourages and values the involvement of First Peoples community members The organisation works within cultural and community protocols to deliver results Individuals within the organisation work in genuine partnership with First Peoples to achieve shared outcomes	Training in cultural competence for all staff and Board Members is regarded as a core competency and mandated During training, the organisation creates a safe interpersonal environment by listening and showing a respectful interest in culture, past experience, and personal circumstances	Opportunities to enhance cultural competency across the organisation are a part of the annual review cycle	DOING
EMBODIED (4)	The Leadership Team take measures to engage with First Peoples history as part of developing a culturally competent workplaces Leaders model inclusive behaviour and challenge and deal promptly with inappropriate behaviour The organisation works in genuine partnership with First Peoples to achieve shared outcomes and prioritise the transfer of decision-making power to First Peoples in areas that impact their communities.	The organisation shows an ongoing commitment to resourcing the work The staff base and board is diverse. Vacancies are advertised through First Peoples community channels and media, including word of mouth. First Peoples are explicitly encouraged to apply and the organisation seeks and encourages the involvement of First Peoples in the recruitment and selection processes. The organisation has a dedicated First Peoples Partnership/Advisory Group who are remunerated.	All policies are co-designed by First Peoples The organisation takes opportunities to connect and partner with First Peoples organisations on policy development that impacts Aboriginal and Torres Strait Islander peoples The organisation's policies acknowledge or reflect the cultural issues that First Peoples contend with Recognises the unique nature of First Peoples communities	There are established policies and processes for acknowledging First Peoples and the use of First Peoples cultural symbols and items The organisation is sensitive to the cultural and community responsibilities of First Peoples and includes specific management practices, support and employment entitlements to allow these responsibilities to be met. The organisation is aware of dates and events of significance to First Peoples' communities and with procedures to support participation in and recognition of them	Established mechanisms are in place to collect and disseminate information on cultural competence There are appropriate images displayed and information provided to make First Peoples feel welcome. This includes material visible from the street, in waiting areas and throughout the building/organisation There is a specific vision statement or reconciliation statement that documents the organisation's commitment to recognising First Peoples	The organisation has established relationships with, and seeks out guidance from, the First Peoples community around them There is a directory of First Peoples organisations and services, and this is available to all staff to access. The organisation builds trust with the community by listening and showing a genuine, respectful interest in the community's specific issues and opportunities	Staff are proactively encouraged to do immersion cultural exchange with the Traditional Owners of the land that they're working on. Training extends beyond just a course at the organisation	The organisation fosters a culture of learning from, and with First Peoples, and views reconciliation and cross-cultural learning as a dynamic and continuous process. The organisation improves cultural competence by learning from other organisations, peak bodies and emerging third party research The organisation mentors and shares resources with other organisations.	BEING

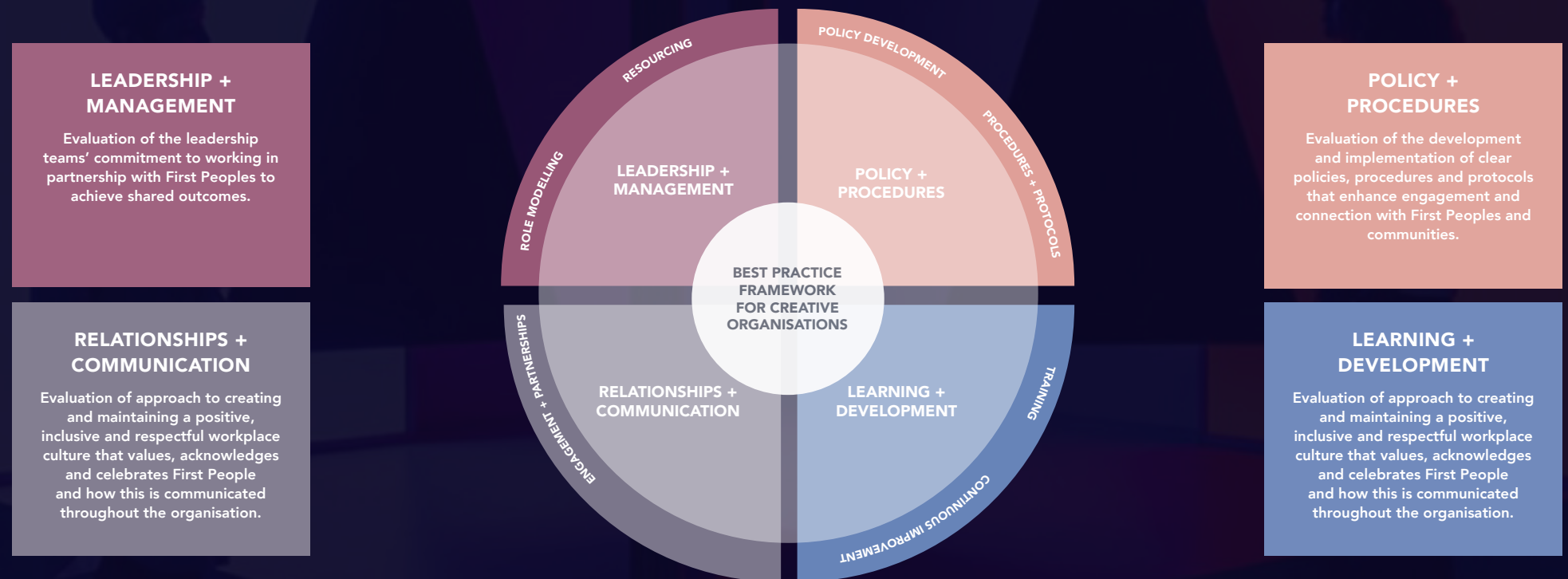
The background image shows an art installation in a gallery. Two large, dark triangles are suspended from the ceiling by thin wires. A man in a suit stands on the left, looking at the left triangle. A woman in a light blue shirt and dark pants stands on the right, looking at the right triangle. The walls are white, and the floor is a light color. The overall lighting is soft and even.

2021 CULTURAL COMPETENCY REVIEW FRAMEWORK

CULTURAL COMPETENCY FRAMEWORK

While the 2020 cultural competency framework was developed to support an organisation's self-assessment of performance, its domains remain relevant for reviewing how organisations approach the engagement with, and programming of, First Peoples' creative content, as well as the structures and supports organisations have in place to support their engagement and programming efforts.

In 2021, this earlier measurement framework was adapted to focus on whether applications to the Creative Enterprise Program provided evidence against the key areas of Knowing and Doing, i.e., that organisations could demonstrate a level of intentionality in their engagement with First People and/or demonstrate through their actions that they were engaging in meaningful ways.



CULTURAL COMPETENCE EVIDENCE FRAMEWORK

The following framework includes a series of evidence indicators developed by Greenshoot Consulting's First Peoples consultants, First Peoples Directions Circle members and members of Creative Victoria's First Peoples team against the domains of organisational capability and evidence areas of Knowing and Doing.

EVIDENCE INDICATORS <i>(bolded + ticked indicators signify evidence has been identified within application materials)</i>							
LEADERSHIP + MANAGEMENT (ROLE MODELLING + RESOURCING)		POLICIES + PROCEDURES (POLICY DEVELOPMENT + PROCEDURES + PROTOCOLS)		LEARNING + DEVELOPMENT (TRAINING + CONTINUOUS IMPROVEMENT)		RELATIONSHIPS + COMMUNICATION (PROMOTION + VISIBILITY + ENGAGEMENT + PARTNERSHIPS)	
KNOWING	DOING	KNOWING	DOING	KNOWING	DOING	KNOWING	DOING
The application recognises the importance of First Peoples leadership within the organisation via a statement or other evidence	<p>The organisation has First Peoples represented at a Board level</p> <p>The organisation has First Peoples represented at senior leadership level</p> <p>The organisation has First Peoples representatives as part of their core team (non-project based)</p> <p>The organisation has a First Peoples advisory/partnership group which provides input into organisational decisions</p>	<p>The organisation has a Cultural Safety Plan or similar First Peoples engagement policy/framework in place</p> <p>The application documents identify relevant Traditional Owner group(s) and/or local First Peoples community organisations, businesses and community stakeholders the organisation should engage with</p> <p>The Cultural Safety or similar Plan includes protocols for acknowledging First Peoples and the use of First Peoples cultural IP</p>	<p>There is evidence that the organisation is applying and/or delivering against the organisations Cultural Safety Plan or similar First Peoples engagement policy/framework</p> <p>There is evidence that the organisation is actively engaging with the groups identified in the policy/framework</p> <p>The organisation's Cultural Safety Plan or similar First Peoples engagement policy/framework has been designed by or co-designed with First Peoples</p>	<p>The organisation demonstrates an understanding of the importance of cultural awareness training, specific to their location</p> <p>The organisation recognises the importance of providing learning and development opportunities for First Peoples employees</p>	<p>There is evidence that the organisation has implemented and provides ongoing Cultural Awareness Training for all employees</p> <p>There is evidence that First Peoples staff are provided adequate learning and development opportunities</p> <p>Learning and development programs for First Peoples employees are designed by or co-designed with First Peoples</p>	<p>The application contains a statement which outlines the importance and value of engaging with First Peoples</p> <p>The application includes recognition of local Traditional Owners</p> <p>There is evidence that the organisation demonstrates an understanding of the importance of consulting with First Peoples stakeholders and/or community</p>	<p>There is evidence that the organisation actively engages with First Peoples through reciprocal relationships that are of benefit to First Peoples</p> <p>The application provides evidence of a relationship with local Traditional Owners.</p> <p>There is evidence that the organisation demonstrates long-term commitment to involving First Peoples</p>
The application provides evidence of a measurement framework which includes First Peoples targets, this may include engagement, procurement, leadership or employment for First Peoples	The application budget has identified the expenditure against First Peoples activities.	Cultural Safety Plan or First Peoples policies include an acknowledgment that community involvement positively affects First Peoples performance indicators	The Cultural Safety Plan (or similar) includes culturally appropriate mechanisms for First Peoples staff to fulfill cultural and community obligations		Cultural Awareness Training is provided by, or in consultation with, appropriate Traditional Owner groups		There is evidence that consultation with First Peoples stakeholders and/or community has occurred in the development of projects
The application shows an understanding of the cultural diversity and/or governance systems of First Peoples communities	The application provides evidence of meeting targets as outlined in the framework	The organisation's Cultural Safety Plan or First Peoples policies includes specific support mechanisms for First Peoples staff	There is evidence that the organisation has procurement strategies in place to support First Peoples businesses.		The application provides evidence of ongoing relations with First Peoples groups outside the organisation to enable staff to engage with and understand First Peoples outside of formal training programs.		There is evidence that the organisation works in genuine partnership with First Peoples to achieve shared outcomes
The application documentation speaks to the importance of self determination	There is evidence that the activities and/or projects proposed have been designed by or co-design with First Peoples	The organisation's First Peoples policies recognise the importance of participation in the First Peoples economy	The organisation identifies gaps in cultural capabilities through the subcontracting of First Peoples consultants				
	Proposed First Peoples activities are First Peoples led, e.g. by a First Peoples staff member, subcontracted to a First Peoples business or overseen by a First Peoples body with decision making powers.	The Cultural Safety Plan or similar policy/framework is specific to the organisation/creative sector					
	Where the organisation has a regional remit, the application evidences opportunities for First Peoples from the region						

CONCLUSION

This document presents two measurement frameworks developed by Greenshoot Consulting on behalf of Creative Victoria, and are for guidance only.

The frameworks are useful tools for organisations to assist them in assessing and improving their levels of cultural competency and engagement with First Peoples.

It's important to remember that cultural competency and meaningful engagement with First Peoples is an ongoing journey. Organisations are encouraged to consider which measures may have the most impact on their organisational and program development. It's advised that organisations consider their capacity to deliver on the measures.

This document includes a list of resources which organisations can use to further explore and enhance their cultural competence, as well as their engagement with First Peoples and First Peoples' creative and cultural content.

The maturity model and measurement frameworks provide valuable insights for organisations committed to increasing their own cultural competency, and the steps they can take to establish respectful and understanding relationships with First Peoples now, and into the future.

RESOURCES

The following are a list of resources which organisations may find useful in developing their understanding of approaches to cultural competency and engaging with First Peoples. While to no extent exhaustive, they provide a starting point for organisations seeking to further their knowledge regarding respectful engagement, effective practices, and meaningful relationships with First Peoples.

CULTURAL COMPETENCY RESOURCES

Cultural Competency Framework
Department of Human Services, Victorian Government
https://deadlystory.com/icms_docs/275944_aboriginal-cultural-competence-framework.pdf

Aboriginal and Torres Strait Islander Cultural Capability Framework
Australian Public Service Commission
<https://www.apsc.gov.au/working-aps/diversity-and-inclusion/aboriginal-and-torres-strait-islander-workforce/cultural-capability-framework>

Aboriginal and Torres Strait Islander Cultural Capability Framework
Department of Education, Queensland Government
<https://education.qld.gov.au/initiativesstrategies/equityexcellence/Documents/cultural-capability-framework.pdf>

A Framework for Cultural Competence
Centre for Culture Ethnicity & Health
https://www.ceh.org.au/wp-content/uploads/2015/12/CC1_A-framework-for-cultural-competence.pdf

OTHER USEFUL RESOURCES

Working with First Peoples – a Creative Industries Overview
Creative Victoria
<https://creative.vic.gov.au/resources/creative-exchange>

Creative Workplaces – First Nations Relations
Creative Australia
https://www.creativeworkplaces.gov.au/?utm_

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