

CALD Inclusive

**Leadership Guidance**

**The expectations of SES leaders are expressed in legislation and frameworks which articulate the values, behaviours and capabilities.**

**The CALD inclusive guidance supports SES leaders to be more CALD capable and inclusive:**

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# Create culturally inclusive environments

**Developing CALD inclusive leadership is inextricably linked to the current frameworks and expectations of SES leadership, notably:**

**Secretaries Charter of Leadership Behaviours DRIVE**

Dynamic, Respectful, Integrity,

Value others and Empower

**APS Leadership Capability Framework VICEED**

Visionary,

Influential, Collaborative, Delivers,

Enabling, Entrepreneurial

**APS values**

**as set out in the *Public Service Act 1999*** Impartial,

Committed to Service, Accountable, Respectful,

Ethical and Stewardship

* **Lead and foster positive relationships**
* **Develop a psychological safety skillset and cultural awareness**
* **Enable a culture of psychological safety and stewardship**
* **Celebrate diverse cultures by sponsoring workplace events**
* **Embrace reverse mentoring from CALD people**
* **Seek out opportunities for structured immersive cultural** **experiences**

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# Advocate the value of difference

* **Invite and encourage different perspectives**
* **Model and supporting others to challenging the status quo**
* **Engage with curiosity and humility**
* **Listen and get to know diverse team members**

# Learn everyday

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* **SBS Inclusion Program**
* **MOSAIC Part 1 & 2**
* **Anti-racism and unconscious bias training**
* **CORE Cultural Capability program**
* **Bystander /Up-stander training**
* **Reading widely**
* **Embrace immersive opportunities**
* **Australian Human Rights Commission Anti-Racism training**

# Demonstrate transparency and responsiveness

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* **Support transparent and safe reporting**
* **Training Contact Officers, advertising who they are, reporting trends and usage while protecting privacy**
* **Partnering with CALD people to co-design policies and processes**
* **Providing trauma-informed Grievance Processes**
* **Investing in and promoting CALD Networks**
* **Encouraging and supporting CALD staff to self-report both their status and any concerns**