



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:

C

Create culturally inclusive environments

- 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

A

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

L

Learn everyday

- 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

D

Demonstrate transparency and responsiveness

- 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

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