

Audit tool

Continuum: Individual

Unaware	Emerging	Capable	Continuing
<p>Unconsciously Incompetent</p> <p>learning stage</p> <p>This level reflects someone who has not yet or chooses not to engage with culturally responsive practice.</p>	<p>Consciously beginning</p> <p>learning stage</p> <p>This level reflects an awareness and understanding of culturally responsive practice but still needs more development.</p>	<p>Conscious and competent</p> <p>learning stage</p> <p>This level reflects someone who has developed strategies, skills and knowledge to create sustained culturally responsive practice.</p>	<p>This is where</p> <p>culturally responsive practice</p> <p>is at the core of the work.</p>

How to use this audit tool:

Tick in the columns ✓

Score :

1 point for columns Capable and Continuing;

0 for columns Emerging and Unaware.



Aboriginal and Torres Strait Islander engagement Individual

	Unaware	Emerging	Capable	Continuing
Do you know how to access appropriate protocols for the community that you live in?				
Do you know who your local Elders, individuals or organisations are that you could approach and speak to if you needed guidance?				
Do you use a critical reflective model that guides your engagement with Aboriginal and Torres Strait Islander people?				
Do you form strong partnerships with Aboriginal service users, families and communities with a view to identifying and meeting their goals, needs and aspirations				

Self-awareness Individual

	Unaware	Emerging	Capable	Continuing
Have you been able to clarify your own values, attitudes and expectations as a social worker?				
Do you know what your strengths, skills and knowledge are in this space and what your learning needs are?				
Do you use supervision/ mentoring/ peer discussions to explore your own assumptions, biases and preconceived ideas that may be impacting on your practice?				
Have you read the AASW documents on working with Aboriginal and Torres Strait Islander peoples or the IAHA Cultural Responsiveness In Action Framework and are you planning to incorporate goals for your work from these documents?				

Maintaining accountability Individual

	Unaware	Emerging	Capable	Continuing
Are you committing to regular training, refresher courses, seminars, forums, webinars around cultural responsiveness?				
Do you or your team have newsletters or other forms of reporting to the community and staff advising of cultural audit findings and cultural adaptation measures being undertaken.				
Are you attending mentoring, training or supervision from Aboriginal or Torres Strait Islander peoples at least once a year?				
Do you recognise or address any personal or institutional racism that occurs around you?				
Do you take the opportunity to change practices and processes that are not culturally responsive?				
Are you implementing a plan for you to deliver a culturally responsive practice with performance indicators?				

Reflexive and critical practice **Individual**

	Unaware	Emerging	Capable	Continuing
Do you reflect on your own knowledge, skills and beliefs about Aboriginal and Torres Strait Islander people?				
Do you set targets , goals (measurement) and evaluations around your work with Aboriginal and Torres Strait Islander individuals, families, communities and organisations?				
Do you take a holistic approach to health and wellbeing with an appreciation for cultural values and cultural difference?				

Theories and frameworks **Individual**

	Unaware	Emerging	Capable	Continuing
Are you aware of documented systems for proactive supervision and mentoring of clinicians and Allied health staff which include a focus on transforming towards cultural responsiveness?				
Are you committed to regular training, refresher courses, seminars, forums, webinars around cultural responsiveness?				
Are you identifying and critically reflecting on personal and professional ethical principles and values as outlined in the AASW Code of Ethics (2020) to make you more culturally responsive?				
Are you aware of relevant theories and frameworks that critically analyse the structure of society with respect to power, control, privilege, oppression, racism and disadvantage?				

Leadership Individual

	Unaware	Emerging	Capable	Continuing
Do you have any mechanisms and processes that enable reporting back to local Aboriginal and Torres Strait Islander community members?				
Do you involve Aboriginal and Torres Strait Islander peoples by seeking their views, listening to what they have to say and representing their views honestly?				
Have you acknowledged and promoted success for Aboriginal and Torres Strait islander communities, families and individuals?				
Do you place Aboriginal and Torres Strait Islander culture and people at the centre of their care and your practice in the context of their family?				
Do you support or mentor Aboriginal and Torres Strait Islander communities by providing opportunities and support for their personal growth as future leaders?				

Cultural communication Individual

	Unaware	Emerging	Capable	Continuing
Do you know how to use cultural communications such as silence, yarning and dadirri?				
Do you use clear language being mindful of jargon, acronyms, technical terms and being aware of people who may not speak English as a first language?				
Are you aware of any culturally specific elements that need to be considered for your practice (eg: gender, age, status)?				
Do you tailor your communication to meet the needs of each individual including tone, rate of delivery, clarity and volume?				
Do you consider your body language in conjunction with cultural protocols for example eye contact, physical distancing and general body contact?				
Do you allow time for people to think about ideas, have informal discussions and wait to speak your turn?				

Audit tool

Scoring

Record the scores from each Ngurra in the table below:

Scoring Tally

- 0-9** You still need to think about what you might do to start to take small steps
- 10-19** You have made a start and have the potential to do more
- 20-29** The work is happening, coordination and consolidation are the next steps
- 30** You are doing well and now may have the potential to lead and mentor others.



Audit tool

Continuum: Organisational

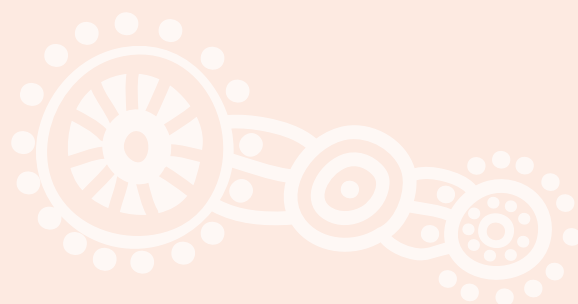
How to use this audit tool:

Tick in the columns ✓

Score :

1 point for columns Yes and Work in Progress;

0 for columns No and Unknown.



Aboriginal and Torres Strait Islander engagement **Organisational**

	Yes	Work in Progress	No	Unknown
Actively engages with Aboriginal and Torres Strait Islander stakeholders as partners in service model performance measurement and evaluation in accordance with documented protocols for cultural validation, and formally records and acts on outcomes				
Acknowledges Aboriginal and Torres Strait Islander culture through, for example, displaying Aboriginal and Torres Strait Islander health posters, works by Aboriginal and Torres Strait Islander artists and/or using appropriate words from local Aboriginal and Torres Strait Islander language(s) for naming spaces and programmes				

Self-awareness Organisational

	Yes	Work in Progress	No	Unknown
Ensures that Aboriginal and Torres Strait Islander people feel their culture is central to their care they receive and that they are partners in their therapeutic relationship				
Is a strengths- based approach undertaken when making decisions and actions with individuals/families?				

Maintaining accountability Organisational

	Yes	Work in Progress	No	Unknown
Are strategic and actions plans set to development and delivery of the range of culturally responsive services to meet needs identified by communities?				
Are policies and procedures for engagement of Aboriginal and Torres Strait Islander people (staff, service users, partner organisations and other stakeholders) in design of models of care and service planning and delivery?				

Reflexive and critical practice Organisational

	Yes	Work in Progress	No	Unknown
Engages with partners in regular and ongoing internal and external inter-agency meetings and trainings engagement and intervention for to support integrated care for Aboriginal and Torres Strait Islander people				
Routinely evaluates outcomes from models of care, relates outcomes to the characteristics of the models and makes adjustments where appropriate				

Theories and frameworks **Organisational**

	Yes	Work in Progress	No	Unknown
Does the organisation tailor therapeutic approaches when working with Aboriginal and Torres Strait Islander service users, including through co-ordinated, multidisciplinary care?				
Has put in place a framework for cultural mentoring of front-line workers				

Leadership **Organisational**

	Yes	Work in Progress	No	Unknown
Actively fosters Aboriginal and Torres Strait Islander community ownership of the service through governance, leadership and engagement structures and processes				
Supports Aboriginal and Torres Strait Islander personnel to undertake increasingly higher level qualifications to build a career path in the sector and transition to leadership roles				

Cultural communication **Organisational**

	Yes	Work in Progress	No	Unknown
Has processes in place to minimise communication barriers between clinicians, allied health staff, service providers, workers and Aboriginal and Torres Strait Islander people				
Routinely observes Aboriginal and Torres Strait Islander cultural protocols specific to the community or communities served				
Supports Aboriginal and Torres Strait Islander staff to meet their cultural and community obligations				

Audit tool

Scoring

Record the scores from each Ngurra in the table below:

Scoring Tally

- 0-9** Your organisation may still need to think about what you might do to start to take small steps
- 10-19** Your organisation have made a start and may have the potential to do more
- 20-29** The work is happening, coordination and consolidation are the next steps
- 30** Your organisation is doing well and may have the potential to lead and mentor others.





Ways to track your progress:

Core knowledge and practice	Enablers	Performance indicators	Monitoring and evaluation
Aboriginal and Torres Strait Islander engagement			
A demonstrated knowledge of how to actively engage with local communities.	Programs and processes are designed to create an enhanced level of knowledge and skills in regards to engagement with Aboriginal and Torres Strait Islander communities.	Skill and engagement modules are developed in collaboration with local communities.	The establishment of a local cultural monitoring and evaluation panel that includes local community representatives, managers and supervisors.
Self-awareness			
The design and introduction of policies and programs that foster individual and organisational reflection.	Organisations are engaged in the processes of reflection, recognition and commitment to working on self awareness including training and supervision.	Increased performance by staff at all levels through the introduction of mindfulness based self- reflection, information sharing processes and programs and through cultural protocols.	Use of workplace audit tools, surveys and monitoring and evaluating systems for self -reflection procedures and programs at the organisational level.
Maintaining accountability			
Commitment to expand Aboriginal and Torres Strait Islander voices, and participation in practice.	Service and program aims align with Aboriginal and Torres Strait Islander needs and priorities.	Mechanisms to measure feedback that show Aboriginal and Torres Strait Islander communities are satisfied with programs, services, progress and outcomes.	An annual review of mechanisms incorporating the feedback from Aboriginal and Torres Strait Islander communities.
Theories and frameworks			
Mandatory training in culturally responsive theories and practice at all levels with a clear implementation plan supported by organisation policy.	Plan necessary professional development and training on an ongoing basis.	Staff are provided with the knowledge and skills to implement, monitor and evaluate their own culturally responsive practice and service.	Workplace surveys, staff meetings and consultation with community members to develop ongoing professional development.



Ways to track your progress:

Core knowledge and practice	Enablers	Performance indicators	Monitoring and evaluation
Reflexive and critical practice			
A demonstrated commitment to social and restorative justice	Ongoing plan of improvement with monitoring and evaluation of practice	Development of key performance measures around reflexive and critical practice to enable ongoing improvements in systems, services and programs	Staff performance plans and interviews are recorded, monitored and analysed to inform on levels of reflexive and critical practice moving to culturally responsive practice.
Leadership			
Leaders and managers establish processes and mechanisms to ensure the delivery of culturally responsive services and practices	Duty statements with clear structures that recognise and reflect the development and mentoring of leadership	The inclusion of Aboriginal and Torres Strait Islander voices at all levels of service design and delivery	Local community leaders and other critical friends are engaged in all aspects of the organisation including professional development of all staff.
Cultural communication			
Relationships with Aboriginal and Torres Strait Islander communities are improved and enhanced. Ensure that Aboriginal and Torres Strait Islander service users have access to accredited interpreters.	Workplace signage and symbols that depict and confirm the organisation and individual commitment to culturally responsive practices and policies.	An enhanced level of true relationships and communication is evident between Aboriginal and Torres Strait Islander peoples and the individuals and organisations.	Mandatory systemic processes to evaluate and monitor are implemented.
<p>Reflect on your answers in the audit tool and use these questions to create a Personal Action Plan (PAP) and/or Organisational Action Plan</p> <ol style="list-style-type: none"> 1. Identify any important issues to address from each Ngurra 2. Identify those actions you or the organisation needs to work on in the next 6 months 3. What will success look like? 4. Identify long term goals and how you will know if you have succeeded or that the organisation has succeeded. 			

Acknowledgments

Stage 1:

We would like to acknowledge the 30 Aboriginal and Torres Strait Islander stakeholders that partook in the survey and interviews to discuss what cultural responsiveness was to them and what was required of social workers. We would like to thank the Aboriginal stakeholder for the gift of utilising the word Ngurras.

Stage 2:

We would like to acknowledge and thank the 100 social workers across Australia who partook of the survey to ask about their culturally responsive practice. We would like to thank the 10 social workers who allowed us to interview them on their practice and to thank the 5 social workers who then spoke to us further in relation to examples of their culturally responsive practice.

Stage 3:

We would like to thank the cultural liaison social workers for consulting with a further 30 Aboriginal and Torres Strait Islander stakeholders on the drafts of the tools in this stage.

We would like to thank these Aboriginal and Torres Strait Islander stakeholders for giving their views on the tools.

We would like to thank Helen Redfern for her assistance with the critical reflection section.

We would like to thank the AASW for its continued support of the project and involvement.

We would like to thank UTS and USC for all of their support in the project.

We would like to thank the 13 social workers who took a survey to help us shape the look of the booklet. These social workers interviewed their peers, discussed the graphic design and did small runs of the tools with colleagues as well as give their considered opinions to the project. Due to some social workers not giving permission to be named, all names were withheld.

We would like to thank the research assistants Claire Morse, Krystal Evans, Nathan West and Tania Cusack for all their hard work.

We thank everyone that was involved in this project either in a small or large way for your views, thoughts, energy and support.

Funded by: The Australian Research Council Indigenous Discoveries Grant.

Research team: Dr Bindi Bennett (Gamilaraay) and Professor Gawain Bodkin Andrews (D'harawal).

Citation: Bennett, B. and Bodkin-Andrews, G. 2021. Continuous Improvement Cultural Responsiveness Measurement tools. Retrieval from Indigenous and Transcultural Research Centre: <https://www.usc.edu.au/research/indigenous-and-transcultural-research-centre/building-knowledge-systems>

