

## Cross-cultural training and workplace performance: Support document

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ROBERT BEAN CONSULTING

This document was produced by the author(s) based on their research for the report *Cross-cultural training and workplace performance*, and is an added resource for further information. The report is available on NCVER's website:  
<<http://www.ncver.edu.au>>

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# Primary Approach Letters

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## A. Letter of Invitation to VET Provider Organisations

### CALL FOR PARTICIPANTS

National Centre for Vocational Education Research 2007 Research Project: **The contribution of cross-cultural training to VET graduates' workplace performance**

#### Research Purpose

NCVER has commissioned Cultural Diversity Services Pty Ltd to conduct research to determine the contribution of cross-cultural training undertaken by Vocational Education and Training students to their subsequent workplace performance.

The research will review the current practice, status and scope of cross-cultural training provided by VET organisations, investigating the learning pathways in cultural competence from VET to the workplace.

The research findings will provide VET providers, industry bodies and employers with reliable quantitative and qualitative data on which to base decisions and actions regarding the planning, resource allocation, design, delivery and evaluation of cross cultural training in terms of employment applications and performance.

#### Research Questions

1. How has cross-cultural training undertaken by VET students contributed to their performance in the workplace and benefited their employers? (This includes working within a culturally diverse workplace and working with culturally diverse customers and clients.)
2. What is the current extent and range of practices for teaching VET students cultural understanding and developing their cultural competence for employment?
3. What approaches and models of cross-cultural training provision are most effective in particular occupational and industry domains and settings?
4. What strategies and processes will best enable VET providers to develop and offer vocational training leading to cultural competence?

#### Methodology

Stage 1: Literature Review of Cultural Diversity Training in the Australian VET Sector

Stage 2: VET Sector Consultations and Surveys of Current Practice in CCT

Stage 3: Surveys of VET Graduates and Their Employers

#### Call for Expressions of Interest in Participating in the Project

All interested VET provider organisations and individual professionals are invited to contact the project manager for further information about the project.

Robert Bean, Managing Director  
Cultural Diversity Services Pty Ltd  
PO Box 57, Delamere, SA 5204  
Phone (08) 8598-3088 Mobile 0428 645 142  
Fax (08) 8598-3099 Email [rsbean@bigpond.com](mailto:rsbean@bigpond.com)

### **How to Participate in the Project**

VET provider organisations and individual VET workers can contribute to the project by helping the research team in any of the following ways.

#### **Stage 1: Literature Review of Cultural Awareness and Cultural Diversity Training in the Australian VET Sector 2001-2006**

November 2006 – February 2007

- Provide the researchers with copies of or links to any relevant literature, including project reports, reviews of activity during the research period 2001-2006, case studies of programs and projects that involved cross-cultural training, training program and course outlines, policy documents and other publications.

#### **Stage 2: VET Sector Consultations and Surveys of Current Practice in CCT**

January – May 2007

- Provide contact details for units and individual staff who are or have been involved in designing and delivering education and training programs that included cross-cultural training, relating to - but not limited to - the following National Training Packages: Business Services, Community Recreation, Community Services, Conservation, Correctional Services, Entertainment, Health, Hospitality, Public Safety, Public Services, Training and Assessment
- Participate in a confidential, on-line survey of VET sector program managers, trainers and support staff.
- Provide contact details (e.g. email addresses, telephone numbers) of graduates who have completed a VET qualification involving cross-cultural training within the last 3 years and who are now employed. They will be sent an invitation to participate in a confidential, on-line survey of VET graduates.
- Provide contact details for these graduates' employers, identifying appropriate contact people within the organisations, particularly the managers of the graduates. Up to 50 employers will be selected through consultation for participation in an on-line and/or telephone employers evaluation survey.

#### **Stage 3: Surveys of VET Graduates and Their Employers**

March – June 2007

- Help to promote the on-line VET Graduates Survey and Employers Survey in any appropriate manner, e.g. newsletters, websites, industry liaison, networks

The VET Graduates Survey will focus on the effectiveness of cross-cultural training programs in developing cultural competence, the ways in which graduates have applied their learning, the benefits to themselves and their employers and recommendations for further development of cultural competence in the workplace.

The Employers Survey will focus on the importance of cultural competence and the perceived contribution of cross-cultural training to job performance, the benefits to the organisation, future demand for and recommendations regarding the development of cultural competence in VET programs related to the employer's industry.

## **B. Letter of Invitation from VET Organisation to Graduates**

### **INVITATION TO PARTICIPATE IN A NATIONAL EDUCATION SURVEY**

**The contribution of cross-cultural training to graduates' workplace performance** (NCVER Project NR6017)

Dear Graduate,

If your course of study included training in cross-cultural communication or working with cultural diversity, the National Centre for Vocational Education Research would like to invite you to respond to a confidential, on-line survey.

We encourage you to participate because this research will help us to improve our cross-cultural training for the benefit of future students.

The survey takes around 10 minutes to complete. You will then be in the prize draw for one of ten \$50 gift vouchers to a major retailer of your choice. (As the researchers are aiming for 150 - 200 responses, your chances of winning are pretty good!)

Your confidentiality is guaranteed. No identifiable information will be published. Only group data will be reported. Before deleting all email addresses, the researchers will email you a link to the final report and a list of prize winners (first initial and surname only) and will contact you if you have won a gift voucher.

If you would like to participate, just email the research project manager, Robert Bean, [rsbean@bigpond.com](mailto:rsbean@bigpond.com) with the word YES in the subject box. He will then send you an email containing a direct link to the on-line survey, which runs from 15 April to 30 June 2007.

If you have any questions, please contact Robert Bean, Cultural Diversity Services Pty Ltd, on Ph 08 8598 3088 or Email: [rsbean@bigpond.com](mailto:rsbean@bigpond.com)

## **C. Letter of Invitation from Researcher to Graduates**

### **INVITATION TO PARTICIPATE IN A NATIONAL EDUCATION SURVEY**

National Centre for Vocational Education Research Project NR6017

**The contribution of cross-cultural training to graduates' workplace performance**

Dear Graduate,

If your course of study included training in cross-cultural communication and working with cultural diversity, you are invited to respond to a confidential, online survey. The survey takes about 10 minutes to complete and you have the chance of winning one of ten \$50 gift vouchers to a major retailer of your choice.

We encourage you to participate because this research will help us to improve our cross-cultural training for the benefit of future students.

If you would like to participate, just email the lead researcher, Robert Bean, on [rsbean@bigpond.com](mailto:rsbean@bigpond.com) with YES in the message box. If you would like invitation to go to another email address than the one you are replying from, just write it in the message box after the YES. Robert will then email you the link. If you don't have internet access at work or at home, you could use a library's or a friend's computer.

Your confidentiality is guaranteed and you can withdraw your participation in the research project at any time. No identifiable information will be published. All data will be aggregated in project reports. Before deleting all email addresses, Robert will email you a link to the final report and contact you if you have won a gift voucher.

Thanks for considering this invitation and best wishes in your career.

Signed: Program manager/lecturer  
Research Project Manager  
Robert Bean  
Cultural Diversity Services Pty Ltd  
Ph 08 8598 3088 or 0428 645 142  
Email: [rsbean@bigpond.com](mailto:rsbean@bigpond.com)

# Tests for Statistical Significance

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	Mean	Std.Dv.	N	Diff.	Std.Dv. Diff.	t	df	p
Q 19	3.741667	0.921233						
Q 20	3.625000	<u>0.926387</u>	120	0.116667	0.746795	1.71134	119	0.089624
Q 19	3.741667	0.921233						
Q 21	3.758333	<u>0.943762</u>	120	0.016667	0.744541	0.24522	119	0.806711
Q 19	3.745763	0.926222						
Q 22	3.686441	<u>1.035268</u>	118	0.059322	0.754387	0.85421	117	0.394736
Q 19	3.743590	0.929904						
Q 23	3.632479	0.961306	117	0.111111	0.704392	1.70622	116	0.090643
Q 19	3.754237	0.923913						
Q 24	3.550847	1.050824	118	0.203390	0.734490	3.00805	117	0.003220
Q 19	3.747899	0.922584						
Q 25	4.327731	0.864647	119	0.579832	1.045538	6.04973	118	0.000000
Q 19	3.730435	0.920733						
Q 26	4.417391	0.837526	115	0.686957	1.079028	6.82724	114	0.000000
Q 19	3.745763	0.926222						
Q 27	4.516949	0.675999	118	0.771186	0.964418	8.68630	117	0.000000
Q 19	3.737288	0.919197						
Q 28	4.466102	0.758791	118	0.728814	1.034953	7.64956	117	0.000000
	Mean	Std.Dv.	N	Diff.	Std.Dv. Diff.	t	df	p
Q 20	3.625000	0.926387						
Q 19	3.741667	0.921233	120	0.116667	0.746795	1.71134	119	0.089624
Q 20	3.622951	0.921083						
Q 21	3.754098	0.938713	122	0.131148	0.667434	2.17036	121	0.031933
Q 20	3.616667	0.927483						
Q 22	3.666667	<u>1.039823</u>	120	0.050000	0.696329	0.78659	119	0.433088
Q 20	3.605042	0.913352						
Q 23	3.613445	<u>0.966465</u>	119	0.008403	0.753476	0.12166	118	0.903373
Q 20	3.625000	0.926387						
Q 24	3.541667	1.044359	120	0.083333	0.794766	1.14860	119	0.253023
Q 20	3.644628	0.893117						
Q 25	4.338843	0.861720	121	0.694215	1.063351	7.18141	120	0.000000
Q 20	3.641026	0.895020						
Q 26	4.427350	0.833731	117	0.786325	1.089361	7.80770	116	0.000000

Q 20	3.641667	0.896265						
Q 27	4.491667	0.744682	120	0.850000	1.017907	9.14748	119	0.000000
Q 20	3.641667	0.896265						
Q 28	4.475000	0.755512	120	0.833333	1.023533	8.91883	119	0.000000
	Mean	Std.Dv.	N	Diff.	Std.Dv. Diff.	t	df	p
Q 21	3.758333	0.943762						
Q 19	3.741667	0.921233	120	0.016667	0.744541	0.24522	119	0.806711
Q 21	3.754098	0.938713						
Q 20	3.622951	0.921083	122	0.131148	0.667434	2.17036	121	0.031933
Q 21	3.752066	0.942346						
Q 22	3.669421	1.035925	121	0.082645	0.702220	1.29460	120	0.197945
Q 21	3.733333	0.941422						
Q 23	3.608333	0.964024	120	0.125000	0.629292	2.17595	119	0.031535
Q 21	3.745902	0.940911						
Q 24	3.540984	1.037699	122	0.204918	0.770730	2.93669	121	0.003972
Q 21	3.756098	0.926314						
Q 25	4.349593	0.858742	123	0.593496	1.172341	5.61457	122	0.000000
Q 21	3.739496	0.933938						
Q 26	4.436975	0.829934	119	0.697479	1.204192	6.31843	118	0.000000
Q 21	3.745902	0.923177						
Q 27	4.500000	0.741341	122	0.754098	1.031019	8.07870	121	0.000000
Q 21	3.754098	0.929867						
Q 28	4.483607	0.752227	122	0.729508	1.052638	7.65475	121	0.000000
	Mean	Std.Dv.	N	Diff.	Std.Dv. Diff.	t	df	p
Q 22	3.686441	1.035268						
Q 19	3.745763	0.926222	118	0.059322	0.754387	0.85421	117	0.394736
Q 22	3.666667	1.039823						
Q 20	3.616667	0.927483	120	0.050000	0.696329	0.78659	119	0.433088
Q 22	3.669421	1.035925						
Q 21	3.752066	0.942346	121	0.082645	0.702220	1.29460	120	0.197945
Q 22	3.661017	1.047752						
Q 23	3.618644	0.968914	118	0.042373	0.618712	0.74394	117	0.458402
Q 22	3.680672	1.040964						
Q 24	3.554622	1.039047	119	0.126050	0.645120	2.13146	118	0.035126
Q 22	3.675000	1.038442						
Q 25	4.350000	0.856512	120	0.675000	1.153457	6.41052	119	0.000000
Q 22	3.655172	1.047593						
Q 26	4.431034	0.836391	116	0.775862	1.209284	6.91011	115	0.000000
Q 22	3.663866	1.035614						
Q 27	4.495798	0.746449	119	0.831933	1.099455	8.25437	118	0.000000



Q 22	3.672269	1.042400						
Q 28	4.487395	0.746353	119	0.815126	1.134710	7.83634	118	0.000000
	Mean	Std.Dv.	N	Diff.	Std.Dv. Diff.	t	df	p
Q 23	3.632479	0.961306						
Q 19	3.743590	0.929904	117	0.111111	0.704392	-1.7062	116	0.090643
Q 23	3.613445	0.966465						
Q 20	3.605042	0.913352	119	0.008403	0.753476	0.1217	118	0.903373
Q 23	3.608333	0.964024						
Q 21	3.733333	0.941422	120	0.125000	0.629292	-2.1759	119	0.031535
Q 23	3.618644	0.968914						
Q 22	3.661017	1.047752	118	0.042373	0.618712	-0.7439	117	0.458402
Q 23	3.610169	0.969923						
Q 24	3.516949	1.043769	118	0.093220	0.679206	1.4909	117	0.138678
Q 23	3.621849	0.956615						
Q 25	4.344538	0.867853	119	0.722689	1.141842	-6.9043	118	0.000000
Q 23	3.603448	0.958979						
Q 26	4.439655	0.837063	116	0.836207	1.179122	-7.6381	115	0.000000
Q 23	3.610169	0.952136						
Q 27	4.508475	0.748169	118	0.898305	0.973054	10.0283	117	0.000000
Q 23	3.618644	0.960052						
Q 28	4.483051	0.759364	118	0.864407	1.028776	-9.1272	117	0.000000
	Mean	Std.Dv.	N	Diff.	Std.Dv. Diff.	t	df	p
Q 24	3.550847	1.050824						
Q 19	3.754237	0.923913	118	0.203390	0.734490	3.00805	117	0.003220
Q 24	3.541667	1.044359						
Q 20	3.625000	0.926387	120	0.083333	0.794766	1.14860	119	0.253023
Q 24	3.540984	1.037699						
Q 21	3.745902	0.940911	122	0.204918	0.770730	2.93669	121	0.003972
Q 24	3.554622	1.039047						
Q 22	3.680672	1.040964	119	0.126050	0.645120	2.13146	118	0.035126
Q 24	3.516949	1.043769						
Q 23	3.610169	0.969923	118	0.093220	0.679206	1.49091	117	0.138678
Q 24	3.553719	1.032395						
Q 25	4.380165	0.829218	121	0.826446	1.092990	8.31746	120	0.000000
Q 24	3.529915	1.038672						
Q 26	4.435897	0.834438	117	0.905983	1.203321	8.14388	116	0.000000
Q 24	3.550000	1.035910						

Q 27	4.508333	0.733311	120	0.958333	1.118191	9.38840	119	0.000000
Q 24	3.550000	1.035910						
Q 28	4.483333	0.755744	120	0.933333	1.113201	9.18447	119	0.000000

T-test result of Q 19 to Q 24

There is a statistically significant difference between the average ratings at 95% confidence level for questions: 19 vs 24; 20 vs 21; 21 vs 23; 21 vs 24; 22 vs 24

There is no significant difference between the average ratings at 95% confidence level for the other 10 pairs of questions.

# Survey of Current Cross-Cultural Training Practice

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Thank you for participating in the first Australian national study of the contribution of cross-cultural training to vocational education and training graduates' workplace performance.

"Cross-cultural training" is any training that aims to increase a person's "cultural competence", which comprises the awareness, knowledge and skills to function effectively in situations characterised by cultural diversity.

The survey is confidential. After we have sent you a thank you and a link to the final report we will delete all email addresses.

Part A: Current Cross-cultural Training Practice in VET Organisations 2001-2006 comprises 29 questions and takes about 15 minutes to complete. If you don't have complete records for the research period, please provide your best estimates or recollections or confer with colleagues. You may skip questions by scrolling down to the next question.

Please complete Part B: Cross-Cultural Trainers if you are or have been directly involved in cross-cultural teaching or curriculum design. It comprises 18 questions and takes 5 to 10 minutes to complete. If you need to leave the survey, click "Exit this survey" after a page break, marked NEXT>. When you resume, your previous answers up to the page break will still be there.

The survey will be open until 30 June 2007. Reminder invitations will be sent. If colleagues would like to complete a survey please ask them to email me. If you would like to discuss the project or provide relevant reports or papers, please contact me.

Thank you.

Robert Bean  
Project Manager  
Cultural Diversity Services Pty Ltd  
Ph (08) 8598-3099 or 0428 645 142  
Email: rsbean@bigpond.com  
April 2007

## 1. What type of VET provider is the organisation you work for?

- TAFE
- Private sector Registered Training Organisation
- Private sector non-Registered Training Organisation
- Commonwealth government
- State or Territory government
- Local government
- Other (please specify)

## 2. Where is the head office of your organisation? (Select one).

- ACT      NSW      NT      QLD
- SA      TAS      VIC      WA
- Overseas



- Less than 1 year  
   1-2 years       3-5 years       6-10 years  
   11-15 years       16 or more years

**9. If your organisation provides any of the following units of competency, please indicate the number of contact hours that are devoted to cross-cultural training and whether the unit is a core or elective unit. If you don't have records, please provide estimates.**

**If not applicable, please go to Question 10.**

Contact Hours Status

Work in a socially diverse environment (Cert II)

Work in a public sector environment (Cert II)

Work effectively with diversity/equity and diversity (Cert III)

Promote workplace diversity (Cert III)

Promote access and equity in community recreation (Cert III)

Work effectively with culturally diverse clients and coworkers (Cert IV)

Develop approaches to include cultural and human diversity (Cert IV)

Supervise equity and diversity in the workplace (Cert IV)

Foster and promote inclusive learning culture (Cert IV)

Value diversity (Cert IV)

Manage diversity/workplace diversity/equity and diversity (Dip)

Promote diversity (Dip)

Develop and implement diversity policy (Adv Dip)

Influence and shape diversity management (Adv Dip)

**10. If you provide other units of competency or training programs that include cross-cultural training please provide the unit or program title, contact hours and core or elective status.**

**11. In the last 5 years, where did your organisation source cross-cultural trainers?**

- Internal providers      External providers      Both  
  Don't know

**12. If your organisation used external cross-cultural trainers, which type/s of organisations did they come from? (Select as many as appropriate)**

- University  
  TAFE  
  Other Registered Training Organisation  
  Non-Registered Training ORganisation  
  Government department  
  Individual training consultant  
  Community organisation  
  Other (please specify)

**13. Which modes of teaching are used to deliver your cross-cultural training? (Select as many as appropriate)**

- Classroom teaching  
  Special training workshops  
  Distance/On-line learning  
  Coaching  
  Mentoring  
  External projects e.g. field work  
  Other (please specify)

**14. What are the learning objectives of the cross-cultural training you deliver? (Select as many as appropriate)**

- To improve communication and relationships in the workplace
- To improve service to culturally diverse clients/customers
- To improve compliance with equal opportunity and/or discrimination laws

- To improve capacity to work internationally
- To improve marketing and promotion to culturally diverse clients/customers

- To improve community relations
- Other (please specify)

**15. What types of cross-cultural training are included in the units of competency or other programs your organisation provides? (Select as many as appropriate)**

- General cultural awareness and communication
- Specialised training e.g.health care, policing
- Culture-specific: Multicultural e.g. African, Chinese, Arabic culture
- Culture-specific: Indigenous e.g. Aboriginal and Torres Strait Islander cultures

- Working with interpreters and translators
- Working with cultural diversity
- Managing cultural diversity
- Other (please specify)

**16. How does your organisation evaluate the cross-cultural training it provides? (Select as many as appropriate)**

- Don't know
- No evaluation
- Pre-training surveys of students
- Post-training feedback and evaluation questionnaires from students
- Formal written feedback from students e.g. reflection papers, letters
- Informal verbal feedback from students
- Written feedback from employers
- Verbal feedback from employers
- Other (please specify)

**17. How would you rate the overall levels of student satisfaction with the types of cross-cultural training you provide?**

**Rating scale: 1 = lowest, very negative to 5 = highest, very positive**

Ratings

General cultural awareness and communication

Specialised training e.g.health care, policing

Culture-specific: Multicultural e.g. African, Chinese, Arabic culture

Culture-specific: Indigenous e.g. Aboriginal and Torres Strait Islander cultures

cultures

Working with interpreters and translators

Working with cultural diversity

Managing cultural diversity

**18. If you receive informal feedback from students who have completed cross cultural training, either during or after the training, what do they typically say?**

**19. Cultural competence comprises the awareness, knowledge and skills to function effectively in situations characterised by cultural diversity. How important do you think cultural competence in working with culturally diverse clients/customers is to the following groups?**

**Rating Scale: 1 = lowest, not at all important -to- 5 = highest, very important**

**Select Not Applicable if you do not know.**

Rating

Students



27. Do you think there should be an accreditation or other formal recognition process for cross-cultural trainers?

- No  
  Don't know  
  Yes. What standards or qualifications should be included?

28. Do you have any other comments on current practice in the provision of cross-cultural training in the vocational education and training system?

29. In the last 5 years, have you been directly involved in teaching or designing cross-cultural training?

If NO, you may exit the survey by clicking NEXT>> scrolling to the end of Part B and clicking NEXT>> again. Then click on DONE>> Thank you for your contribution.

If YES, please complete Part B.

- No   Yes

30. What is your sex?

- Female   Male

31. What is your age?

- 18-24   25-35   36-45   46-55  
  56-65   66 or older

32. What is your country of birth?

- Australia  
  Other (please specify)

33. What is your first language?

- English   Other

34. In which areas of teaching/training related to cultural competence do you work?  
(Select as many as appropriate)

- General cross-cultural training  
  Specialised cross-cultural training e.g. health, policing  
  Culture specific: Multicultural  
  Culture specific: Indigenous  
  Working with interpreters and translators  
  Managing cultural diversity  
  Managing diversity/working with diversity  
  International business management and communication  
  Living and working overseas/Expatriation-Repatriation  
  English language training  
  Languages other than English training  
  Other (please specify)

35. How many years have you worked as a cross-cultural trainer?

- 1-2   3-5   6-10   11-15  
  16-20   21-25   26-30   31+

36. What is your highest level of qualification?

- Less than Year 12  
  Year 12  
  Certificate I  
  Certificate II  
  Certificate III  
  Certificate IV  
  Diploma  
  Advanced Diploma  
  Bachelors Degree





- Mainly field work or project work
- Balance of field work and classroom learning
- Other (please specify)

**43. Which tools do you commonly use in your cross-cultural training work and how do you rate their effectiveness for your training. Select as many as appropriate.**

**Rating Scale: 1 = least effective -to- 5 = most effective**

Ratings

Models for understanding culture

Instruments that profile groups or individuals

Assessments of cultural competence

Simulation exercises

Role plays

Case studies

Cultural assimilator exercises

Checklists and tipsheets

Intensive group exercises

Other

**44. What kinds of cross-cultural training tools and resources do you think should be developed for cross-cultural trainers to use? Who should develop these resources?**

**45. In which of the following areas of the cross-cultural training field do you think more research and development should occur? (Select as many as appropriate)**

- Models for understanding culture in the Australian context
- Working in multicultural settings
- The organisational value of cross-cultural training
- The personal value of cross-cultural training for employability, confidence and competence
- Cultural competence in team building and leadership
- Cultural diversity in the contexts of power, privilege, politics and policy
- Other (please specify)

We will send you a link to final report when it is available on the NCVET website, probably in October. Please click on DONE, below. This will automatically register your response. The Survey Monkey home page will then appear. Just close this home page to leave the website.

**46. What do you believe are the main challenges facing the cross-cultural training field and cross-cultural trainers in Australia?**

**47. Why do you do cross-cultural training work?**

**48. Do you have any other comments or recommendations for the future development of the cross-cultural training field in Australia?**

# Survey of VET Graduates

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Thank you for participating in this important national research project. This survey asks you to describe and evaluate the cross-cultural training you received in your course/s.

Cross cultural training is any training that provides understanding and skills to function effectively in situations where people from different cultures interact. It includes training in cultural awareness, indigenous and other cultures and working with cultural diversity.

There are 43 questions, which take about 10 to 15 minutes to complete. If you wish, you may skip questions by scrolling down to the next question. If you need to leave the survey, click "Exit this survey" after a page break, marked NEXT>. When you resume, your previous answers up to the page break will still be there.

Confidentiality is guaranteed. Only group data, not individual data, is reported. No identifiable information will be published or made available to any third parties, including your educational institution/s or employer/s. You may withdraw your participation at any time before the end of the survey.

The survey closes on 30 June 2007. Ten respondents will be selected at random to receive a \$50 gift voucher from a major retailer of their choice and will be notified by email by 15 July. We will send all respondents a link to the final report and a list of prize winners (first initial and surname). Then all email addresses will be deleted.

We will send occasional reminder invitations. Any interested colleagues can email me and I will send them a separate invitation and link.

If you have any problems or questions or want to send any additional information, please contact me;

Robert Bean  
VET CT Project Manager  
Cultural Diversity Services Pty Ltd  
Ph (08) 8598-3088 or 0428 645 142  
Email rsbean@bigpond.com

When you have finished the survey, just click DONE>>. This automatically registers your response and takes you to the Survey Monkey home page. Just close this page to exit.

Thank you.

April 2007

## 1. What is your sex?

Female  Male

## 2. What is your age?

18-24  25-35  36-45  46-55  
 56-65  66+

## 3. Where were you born?

Australia  
 Other (please specify country)

## 4. What is your first language?

- English
  Other
5. What type of organisation do you work for?
- Private enterprise (less than 100 employees)
  - Private enterprise (over 100 employees)
  - Commonwealth government
  - State or territory government
  - Local government
  - Community organisation
  - Self-employed
  - Other (please specify)
6. What is your position in the organisation?
- Staff
  - Supervisor/team leader
  - Middle manager
  - Senior manager
  - Chief executive
  - Owner operator
  - Volunteer
  - Other (please specify)
7. Do you work with co-workers from different cultural backgrounds?
- Yes  No
8. Do you work with customers or clients from different cultural backgrounds?
- Yes  No
9. In which category or categories of vocational education and training did you undertake cross-cultural training? (Select as many as appropriate)
- Business services
  - Community recreation
  - Community services
  - Conservation
  - Correctional services
  - Entertainment
  - Health
  - Hospitality
  - Tourism
  - Public safety
  - Public services/government
  - Training and assessment
  - International business
  - Other (please specify)
10. What is the highest vocational education and training qualification you have achieved that included cross-cultural training?
- Certificate I
  - Certificate II
  - Certificate III
  - Certificate IV
  - Diploma
  - Advanced Diploma
  - Other (please specify)

11. How many units or modules that included cross-cultural training have you completed?

- None  1  2  3  4  
 5 or more

12. How long ago did you complete your most recent cross-cultural training?

- Less than 1 year ago  
 1-2 years ago  3 years ago  4 years ago  
 5 or more years ago

13. Which subject areas were covered in the cross cultural training unit/s or program/s you completed? (Select as many as appropriate)

- General cultural awareness and communication  
 Specialised training e.g. health care, policing, customer service  
 Culture specific: Multicultural e.g. African, Chinese, Arabic cultures  
 Culture specific: Indigenous e.g. Aboriginal or Torres Strait Islander cultures  
 Working with interpreters and translators  
 Working with cultural diversity  
 Managing cultural diversity  
 Other (please specify)

14. Please indicate the main subject area (from the descriptions above) for each cross-cultural training unit or module you completed and estimate the total contact hours for each unit.

Subject Area Contact Hours

- Unit 1  
Unit 2  
Unit 3  
Unit 4  
Unit 5  
Unit 6

15. Over all, how would you rate the duration of the cross-cultural training you attended?

- Too short  Appropriate length  Too long

16. How was your cross-cultural training organised? (Select as many as appropriate)

- Core unit or module of the course  
 Part of a core unit or module  
 Elective unit or module  
 Part of an elective unit or module  
 Special workshop or seminar  
 Individual or small group project  
 Work experience assignment/s  
 Other (please specify)

17. How would you describe the style of your cross-cultural training? (Select as many as appropriate)

- Classroom lecturing  
 Classroom interactive discussions and exercises  
 Combination of lecturing and interactive discussions and exercises  
 Field work and/or project work  
 Combination of field/project work and classroom learning  
 Other (please specify)

18. What were the best aspects of your cross-cultural training? (Select as many as appropriate)

- Content, information gained
- Interaction and discussion
- The trainer: style, knowledge, enthusiasm
- Guest speakers/panelists
- Other (please specify)

19. Over all, how would you rate the effectiveness of the trainer/s in teaching cross-cultural training?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

20. How much did the training improve your understanding of workplace policies and issues regarding cultural diversity?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

21. How much did the training increase your awareness and knowledge of the ways in which your own culture influences your thoughts and behaviours?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

22. How much did the training increase your knowledge and understanding of cross-cultural communication skills?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

23. How much did the training increase your knowledge and understanding of the customs, values and beliefs of other cultures?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

24. How much did the training increase your confidence in dealing with people from different cultures?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

25. How important is it in your work to be able to work effectively with coworkers from different cultures?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

26. If you are an employee, how important do you think it is to your manager/s that you are able to work effectively with co-workers from different cultural backgrounds?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

27. How important is it in your work to be able to deal effectively with customers/clients from different cultures?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

28. If you are an employee, how important do you think it is to your manager/s that you are able to work effectively with customers/clients from different cultures?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

1  2  3  4  5

29. Has your cross-cultural training helped you in any of the following ways? (Select as many as appropriate)

- Improved service to customers/clients from different cultural backgrounds
- Improved workplace communication and relationships
- Improved compliance with equal opportunity, discrimination and equity policies
- Improved community relationships

- Improved ability to work internationally
- Improved ability to assist overseas customers or partners to adapt and communicate
- Improved marketing and promotion of services to customers from different cultural backgrounds
- Improved understanding and interactions in personal life
- Increased cultural self-awareness
- Other (please specify)

30. Over all, how satisfied are you with the cross-cultural training you have received?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

- 1    2    3    4    5

31. How could the cross-cultural training program/s you completed as part of your vocational education and training course/s be improved? (Select as many as appropriate)

- Increased time
- Decreased time
- More content
- Less content
- Different content
- More interaction
- Less interaction
- Better trainer/s
- Different training style/approach
- Different course structure
- Other or further comments (please specify)

32. Over all, how much do you think the cross-cultural training has contributed to your ability to do your job effectively?

Rating Scale: 1 = lowest (not at all, very poor) to 5 = highest (very, very much, excellent)

- 1    2    3    4    5

33. If you have performance reviews, is your ability to work effectively with people from different cultural backgrounds considered as a performance indicator?

- Not applicable     Yes     No     Don't know

34. To what extent have you been able to share what you have learned in your cross-cultural training with your co-workers?

Rating Scale: 1 = lowest(not at all, very poor) to 5 = highest(very, very much, excellent)

- 1    2    3    4    5

35. Have you completed any other cross-cultural training programs, outside of the vocational education and training system?

- No
- Yes. Please state the location (at work, university etc) and type of training

36. What other experiences that you have had do you think have contributed to your understanding of cultural differences? (Select as many as appropriate)

- Learned another language
- Worked in Australia with people from different cultures
- Migrated to another country (including Australia)
- Lived overseas in different culture/s
- Worked overseas in different culture/s]
- Family members who come from different culture/s
- Friends who come from different culture/s
- Other (please specify)

37. What would you say are the most important things you learned from your cross-cultural training?

38. Would you like to have further cross-cultural training?

Yes  No  Don't know

39. If you would like further cross-cultural training, what type of training would you like? (Select as many as appropriate)

- General cultural awareness and communication
- Specialised training e.g. health, international business
- Culture specific: Multicultural e.g. African, Chinese, Arabic cultures
- Culture specific: Indigenous e.g. Aboriginal and Torres Strait Islander cultures
- Working with interpreters and translators
- Working or managing cultural diversity
- Other (please specify)

40. Would you recommend the cross-cultural training you undertook to others?

Yes  No  Don't know

41. Should cross-cultural training be compulsory for all employees in your organisation?

Yes  No  Don't know

42. Should cross-cultural training be compulsory for all employees in your organisation who are in customer/client service positions?

Yes  No  Don't know

43. Do you have any other comments you would like to make about cross cultural training, regarding yourself, your educational institution or your employer/s?

We will contact you on 16 July 2007 if you have won a prize. We'll send everyone a link to the final report in October. To finish, just click on DONE>> This automatically registers your response and takes you to the Survey Monkey home page. Just close the Survey Monkey home page to exit.



# Survey of Employers

VET CT Survey of Employers

3/11/2007

1

National Centre for Vocational Education Research Project NR 6017:

The contribution of cross-cultural training to VET graduates' workplace performance

## **Survey of Employers July-August 2007**

Thank you for participating in the first Australian national study of the contribution of cross-cultural training to VET graduates' workplace performance.

"Cross-cultural training" is any training and education program that aims to increase a person's "cultural competence", which comprises the awareness, knowledge and skills to live and work effectively in situations characterised by cultural diversity.

This survey is confidential. No identifiable information will be published. Only the names of participating organisations will be listed in an appendix to the project report.

If you wish to complete this confidential survey by telephone with the researcher, or if you have any questions, please telephone Robert Bean on (08) 8598-3088 or 0428 645 142 or email him at [rsbean@bigpond.com](mailto:rsbean@bigpond.com) to nominate a convenient time for him to call you.

If completing this survey electronically, please place an 'X' after the box for your selected answer. Email the survey as an attachment to [rsbean@bigpond.com](mailto:rsbean@bigpond.com)

If completing manually, please tick or 'x' the selected boxes. Send completed survey to Robert Bean, PO Box 57, Delamere, SA 5204 or Fax (08) 8598 3099

### **Profile**

1. In which ANZSIC (Australia New Zealand Standard Industrial Classification) category is your organisation?

- A. Agriculture, Forestry and Fishing
- B. Mining
- C. Manufacturing
- D. Electricity, Gas and Water Supply
- E. Construction
- F. Wholesale Trade
- G. Retail Trade
- H. Accommodation, Cafes and Restaurants
- I. Transport and Storage
- J. Communication Services
- K. Finance and Insurance
- L. Property and Business Services
- M. Government Administration and Defence
- N. Education
- O. Health and Community Services
- P. Cultural and Recreational Services
- Q. Personal and Other Services

2. In which sector is your organisation?

- Public sector
- Non-government organisation
- Private sector

3. Where is the head office of your organisation? (Select one.)

- ACT
- NSW
- NT
- QLD
- SA
- TAS
- VIC
- WA
- Overseas (Please specify country)

4. What is the total number of employees, including contractors, in your organisation?

- 1-25             26-100             101-500             501-1000
- 1001-5000     5001-10000     10001-20000     20001 or more

5. What is your position in your organisation?

- CEO/Senior Executive
- Department/Division manager
- Middle manager
- Line manager/ supervisor
- Training manager/coordinator
- Other

#### **Cross-Cultural Training, Cultural Competence and Your Organisation**

Notes on terminology:

"Cross-cultural training" is any training and education program that aims to increase a person's "cultural competence".

"Cultural competence" comprises the awareness, knowledge and skills to live and work effectively in situations characterised by cultural diversity. This includes situations within the workforce and those involving customers and clients.

6. How important is it to your organisation that employees have adequate cultural competence for working with clients and customers from different cultural backgrounds?

(1 = lowest, not at all important 5 = highest, very important)  1  2  3  4  5

7. How important is it to your organisation that employees have adequate cultural competence for working with co-workers from different cultural backgrounds?

(1 = lowest, not at all important 5 = highest, very important)  1  2  3  4  5

8. Does your organisation include cultural competence in its recruitment specifications?

- No
- Don't know
- Yes If Yes, for which types of positions?

9. Does your organisation include any aspects of cultural competence in its career development strategies?

- No
- Don't know
- Yes If Yes, for which types of positions?

10. Does your organisation include any aspects of cultural competence in its performance appraisals?

- No
- Don't know
- Yes If Yes, for which types of positions?

11. Some of your employees have received cross-cultural training as part of their vocational education and training qualification. Have you observed or been informed by other managers any of the following benefits that could be attributed to the cultural competence of these graduates?

- Improved workplace communication and relationships
- Improved service to culturally diverse customers
- Improved compliance with equal opportunity and discrimination laws
- Improved compliance with access and equity policies
- Improved skills to work internationally
- Improved marketing and promotion to culturally diverse customers
- Improved community relationships
- Increased cultural self-awareness
- Other (Please specify)
- Other comments

12. Does your organisation conduct any cross-cultural training to help employees develop their cultural competence?

- No
- Don't know
- Yes If Yes, which types of training?

- General cultural awareness and communication
- Specialised training, e.g. for customer service, health care, policing
- Culture-Specific: Multicultural, e.g. African, Chinese, Arabic cultures
- Culture-Specific: Indigenous, e.g. Aboriginal & Torres Strait Islander cultures
- Working with Interpreters and Translators
- Working With or Managing Cultural Diversity
- Other (please specify)

13. Do you receive any feedback from employees who have completed cross-cultural training units, prior to or during their employment?

- No
- Don't know
- Yes If Yes, what do they typically say about their training?

14. Do you think the demand for job applicants and existing employees to be able to demonstrate cultural competence will increase or decrease over the next 5 years?

- Greatly decrease
- Decrease
- Stay the same
- Increase
- Greatly increase

15. What are the main reasons for your response to the last question?

16. Do you think your organisation will be likely to provide cross-cultural training to employees over the next 5 years?

- No
- Don't know
- Yes. If yes, which types of training? (Select as many as appropriate.)
  - General cultural awareness and communication
  - Specialised training, e.g. for customer service, health care, policing
  - Culture-Specific: Multicultural, e.g. African, Chinese, Arabic cultures
  - Culture-Specific: Indigenous, e.g. Aboriginal & Torres Strait Islander cultures
  - Working with Interpreters and Translators
  - Working With or Managing Cultural Diversity
  - Other (please specify)

17. Do you think your organisation will be likely to introduce any other strategies or activities to address cultural diversity over the next 5 years?

- No
- Don't know
- Yes. If yes, which types of strategies or activities? (Select as many as appropriate.)
  - building cultural awareness into other training
  - providing mentoring or coaching in cultural competence
  - recruiting more culturally diverse staff
  - developing policies and procedures for culturally inclusive work practices
  - other

18. Do you think cross-cultural training should be a core component of vocational education and training programs relating to your industry?

- No
- Don't know
- Yes.

19. Do you think cross-cultural training should be mandatory for all employees in your organisation?

- No
- Don't know
- Yes

20. Do you think cross-cultural training should be mandatory for all employees in your organisation who are in customer contact roles?

- No
- Don't know
- Yes

21. Do you have any other comments or recommendations regarding the development of cultural competence in vocational education and training programs related to your industry?

Thank you.