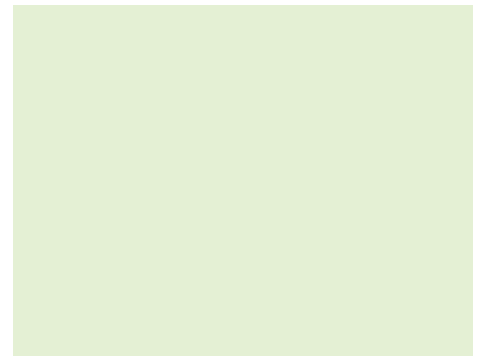
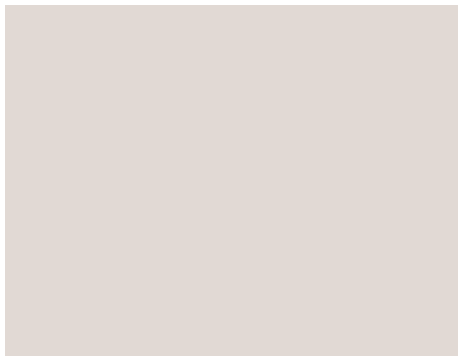
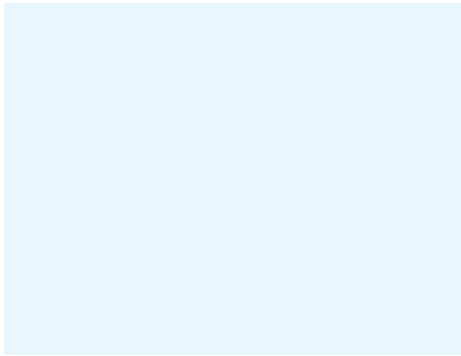
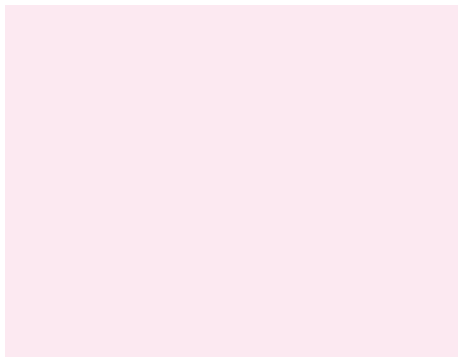


Cross-Cultural Training for Volunteer Involving Organisations

Supported by funding from the Australian Government - Department of Immigration and Citizenship under the Settlement Grants Program funding program.



Government of South Australia
Office for Volunteers



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Acknowledgements

This manual could not have been produced without the assistance and advice of representatives of:

- City of Charles Sturt
- Surf Life Saving
- Red Cross
- Children, Youth and Women’s Health Service
- South Australian Fire and Emergency Services Commission
- Multicultural Communities Council of South Australia

Disclaimer

This manual is intended for use by organisations and individuals in support of programs aimed at recruiting and supporting volunteers from culturally and linguistically diverse backgrounds. The training materials have been designed

to be delivered by competent training facilitators who are experienced in delivering interactive adult learning programs in such areas as communication, teamwork and program management but who are not necessarily experienced in cross-cultural training delivery. It is assumed that training facilitators of these workshops will have acquired an understanding of cultural diversity issues pertinent to the volunteering field and their organisation. The publishers and designers cannot be held responsible in any way for the efficacy or appropriateness of these materials. It is understood that facilitators may need to adapt some of the materials and approaches to suit their own methodologies and workplace situations.

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1. Introduction to the Workshops

This manual has been designed to enable trainers working in volunteer involving organisations to prepare and facilitate two 2-hour, introductory cross-cultural training workshops.

The Cultural Awareness in Volunteering workshop is for staff and volunteers within the organisation. The Volunteering in Australia workshop is for individuals and communities who are recent arrivals to Australia.

The main aim of the Cultural Awareness in Volunteering workshop is to increase participants' awareness and knowledge of cultural diversity in order to enhance their ability to engage with and serve recently arrived immigrant communities and to recruit, retain and reward volunteers from within those communities.

The main aim of the Volunteering in Australia workshop is to encourage individuals and communities who have recently arrived in Australia to become involved in volunteering in the organisation. The workshop is also designed to increase participants' knowledge of the purpose of the organisation and the services it provides with the help of volunteers and to increase their awareness of the cross-cultural aspects of working within an Australian organisation.

1.1 Cultural Awareness in Volunteering Workshop Objectives

There are three main learning objectives to be addressed in this workshop:

- **Engaging with Culturally Diverse Communities**

Understand the organisation's reasons for and the benefits of engaging with people from culturally and linguistically diverse communities

- **General cultural awareness**

Acquire cultural self-awareness and an understanding of the fundamental differences between cultures that are most likely to influence communication and relationships in the volunteering engagement process

- **Cross-cultural communication**

Learn about the key elements of cross-cultural communication and basic strategies to ensure effective and appropriate interactions between people from a wide range of diverse cultures

1.2 Volunteering in Australia Workshop Objectives

There are four main learning objectives to be addressed in this workshop:

- **Learning About Volunteer Involving Organisations and Opportunities for Volunteering**

Understand the aims and services of the volunteer involving organisation, the opportunities for volunteering in the organisation and the benefits of volunteering

- **General cultural awareness**

Acquire cultural self-awareness and an understanding of the fundamental differences between cultures that are most likely to influence communication and relationships in volunteering

- **Cross-cultural communication**

Learn about the key elements of cross-cultural communication and basic strategies to ensure effective and appropriate interactions between people from a wide range of diverse cultures

- **Volunteering and working in Australian organisations**

Learn about Australian organisational cultures and the ways that people within Australian organisations interact and view relationships



The main aim of the Volunteering in Australia workshop is to encourage individuals and communities who have recently arrived in Australia to become involved in volunteering in the organisation.

1. Introduction to the Workshops continued

1.3 Introduction to the Manual

Cross-cultural communication training is a complex field that encompasses many types and levels of training. Developing cross-cultural skills is a process of lifelong learning and continuous improvement. Training is only one part of this process, which also includes life experiences, intercultural relationships, language learning and work experience. These workshops are therefore introductions to the subject that are designed to not only facilitate the process of working across cultures in volunteering but also to engage participants in discovery and discussion and to stimulate interest in further training and development.

The manual includes an introduction to cross-cultural training, the training workshop materials and detailed guidelines for facilitators.

The workshop is designed so that organisations can tailor the content to their contexts and objectives.

The manual has been designed on the assumption that the workshop will be conducted by training facilitators who are experienced in delivering interactive adult learning programs in such areas as communication, teamwork and program management but who are not necessarily experienced in cross-cultural training delivery.

It is also assumed that the users of these guidelines are familiar with their organisation's values, policies and processes regarding social inclusion and cultural diversity in volunteering and are able to contextualise the training workshop accordingly.

To help training facilitators to provide advice to the organisation on strategies for further development of cultural competence, the manual also lists other resources that have been designed specifically to help volunteer involving organisations to work with culturally and linguistically diverse individuals and communities.

2. Workshop Materials

2.1 Introduction

This section includes templates for workshop invitations and a workshop feedback and evaluation sheet. These can be adapted by organisations to include their logos, contact details and program details. Both documents are provided in Word and PDF formats in the disc accompanying this manual.

Handout versions of the workshop slide presentations are attached as appendices to the manual and are also provided in PowerPoint format in the accompanying disc.

The manual and all materials are also available on the website of the South Australian Government Office for Volunteers at www.ofv.sa.gov.au.

The slide presentations can be adapted by the organisation to include logos and relevant introductory material and content.

Organisations can produce their own cover sheets and any other information to accompany the handout.

Training facilitators should familiarise themselves with the workshop materials before preparing a workshop that is relevant to their organisation. A checklist for adapting the materials to specific volunteer involving organisations is provided in Section 4.

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2.2 Workshop Invitation Templates

The following templates need to be modified by the inviting organisation.

INVITATION

Cultural Awareness in Volunteering

Organisation Name

You are cordially invited to attend a free, interactive training workshop on working with people from different cultures in volunteering.

- Learn how engaging with culturally diverse communities benefits the communities and our organisation
- Develop your awareness and understanding of culture and cultural differences
- Improve your ability to communicate with people from different cultures in the community and the organisation

When:	Date
	Time

Where:	Location
	Directions

Who should attend:	All volunteers and volunteer coordinators and managers
---------------------------	--

Facilitator:	Name/s and Organisations
---------------------	--------------------------

Refreshments:	
----------------------	--

To Register:	Contact Details
---------------------	-----------------

INVITATION

Volunteering in Australia

Organisation Name

You are cordially invited to attend a free, interactive training workshop on opportunities for volunteering in Organisation Name and working as a volunteer in Australian organisations.

- Learn about our services and how you can help us, yourself and your community through volunteering
- Develop your awareness and understanding of Australian culture and working with cultural differences
- Improve your ability to communicate with people from different cultures in the community and the organisation

When:	Date
	Time

Where:	Location
	Directions

Who should attend:	All volunteers and volunteer coordinators and managers
---------------------------	--

Facilitator:	Name/s and Organisations
---------------------	--------------------------

Refreshments:	
----------------------	--

To Register:	Contact Details
---------------------	-----------------

2.3 Workshop Feedback and Evaluation Sheet

This feedback sheet is a simple and effective model that elicits quantitative and qualitative feedback. It needs to be expanded to a full page and to be modified by the providing organisation to include date, facilitator name and any other relevant information. Alternatively, organisations may wish to evaluate the workshops using their own standard formats.

WORKSHOP EVALUATION

Organisation Name

Date of Workshop:

Workshop: Cultural Awareness in Volunteering Volunteering in Australia

Facilitator:

Your Name: (Optional)

Your Phone or Email: (Optional)

1. How do you rate this learning event? Please circle a number:

Lowest Ratings

Highest Ratings

1 2 3 4 5 6 7 8 9 10

2. Please give one or two reasons for your rating. _____

3. Please suggest ways to improve this training program/learning event. _____

4. Would you recommend this training program to other volunteers and staff? **Yes** **No** **Don't know**

5. Would you like to do more cross-cultural training? **Yes** **No** **Don't know**
If Yes, please provide your telephone number and email address above.

6. Would you like to learn about any particular cultures? **Yes** **No** **Don't know**

If Yes, which cultures? _____

If Yes, please provide your telephone number and email address above.

7. Please add any other comments. _____

Thank you.



A culturally competent organisation is one that builds cultural competence into its operating principles and processes and attracts and supports culturally diverse employees and volunteers.

2. Workshop Materials continued

2.4 Workshop Slide Presentation Information

The workshop slide presentations are on the disc accompanying this manual and on the Office for Volunteers website at www.ofv.sa.gov.au.

It is suggested that you make two copies of each. One can be kept as the unmodified original. The other can be adapted to particular organisations and audiences.

The slide presentations are presented in a simple template style which facilitators can change to organisational or other templates of their choosing.

The slide presentations for the workshops are presented as handouts in the appendices to this manual.

If a handout of the slide presentation is to be provided to participants, it is recommended that the handout be printed from the PowerPoint file as 4 slides per page for improved readability.

Facilitators may also include in the handout any other information the organisation wants to add, such as a cover sheet, their diversity and inclusion policies, relevant brochures or flyers, and application forms.

When presenting the Volunteering in Australia workshop to people whose English speaking and writing skills are limited, it is recommended that additional time is allowed for helping individual applicants with their questions and forms.

3. Training Facilitation Guide

This guide is designed to assist experienced training facilitator to prepare for and conduct cross-cultural training workshops. It is not presented in minute detail as it is assumed that facilitators will present the materials and workshops in their own styles and make any changes necessary to adapt them to their organisation's needs and to different audiences.

3.1 Introduction to Cross-Cultural Training

The recommended process for preparing and facilitating these cross-cultural awareness workshops for the first time is as follows;

1. Read and familiarise yourself with the training materials
2. Read the training facilitation guidelines
3. Read your organisation's relevant policies and plans
4. Review the Volunteering Australia Training Manual and other key resources
5. Adapt the training materials to your organisation
6. Prepare for the training workshop
7. Conduct the workshop
8. Evaluate the workshop

In conducting cross-cultural training in the multicultural and multiethnic context of Australia, it is important to be aware of the general approach taken by experienced cross-cultural training facilitators.

Cross-cultural training facilitators:

- Recognise the cultural diversity of the training participants and the diversity within all cultures
- Acknowledge that the participants bring to the training a wide range of existing understanding, experience, knowledge, awareness and skills in living and working in a multicultural society
- Recognise that in any cross-cultural interaction, we need to remember that we are dealing with unique individuals, not 'cultures'
- Understand that participants who may hold negative, misinformed or stereotypical views of other cultures may feel anxious and threatened and will need acknowledgement and support
- Ensure that any investigation and discussion of culture and cross-cultural communication must be interactive, non-judgmental, conversational and open
- Understand that acquiring cultural awareness and cross-cultural skills is a lifelong learning process that begins with understanding one's own cultural mindset before attempting to understand those of people from other cultures

3. Training Facilitation Guide continued

“Fundamentally, intercultural trainers are concerned with human relations. Their goal is to promote more effective intercultural interaction between persons and groups by making learners aware of the impact of culture on their lives.”

Paige, R.M. ed. (1993). *Education for the Intercultural Experience*, Intercultural Press, Yarmouth

“[cross-cultural trainers] are most generally called Facilitators, indicating their role is to facilitate learning, not to pose as learned scholars who present their vast knowledge in eloquent lectures. The trainer functions more in the role of coach or guide than as leader.”

Kohls L.R. and Brussow, H.C. (1994). *Training Know-How for Cross-Cultural and Diversity Trainers*, Intercultural Press, Yarmouth, Maine

In addition to the demands that facilitating any kind of ‘people skills’ training makes on trainers, cross-cultural trainers face some unique challenges. While all trainers need to be sensitive to the needs of learners, cross-cultural trainers must be able to deal with the intensity of emotions that dealing with cultural differences or culturally inclusive policies can sometimes arouse in participants, including frustration, defensiveness or even anger.

Participants are typically faced with information and situations which may challenge their sense of cultural identity and personal beliefs. The trainer’s role is to help participants to understand and recognise other ways of seeing without sacrificing their own integrity and to function effectively in situations demanding accommodation of two or more cultural frames of reference.

This process can be confronting for some participants. If participants make negative comments or use inappropriate terms for people of different cultures, races, religions or customs, the best responses are those that are non-confrontational but which address the comments in terms of the key concepts of the workshop, such as repeating the distinction between generalising and stereotyping, or pointing out the impact such comments and words would have on the individuals referred to.

However, the majority of cross-cultural training participants in Australia have become increasingly open to cultural diversity and aware of the need to become more culturally competent in their work and their lives. For example, recent research showed that 9 in 10 people who had undertaken cross-cultural training at work thought that it was so beneficial that it should be mandatory for every employee in customer contact.

The cross-cultural trainer’s aim is to enhance participants’ cultural self-awareness and their cross-cultural communication skills. These qualities and abilities can be most effectively built on a foundation of openness, flexibility, tolerance of ambiguity, a sense of humour and the ability to relate well to other people – all of them common characteristics of people involved in volunteering!

Essentially, a culturally competent person is one who recognizes the importance of acknowledging the individuals in an encounter first and foremost, before applying any generalised knowledge of the cultural differences between their supposed groups. A culturally competent person will also be one who comprehends key cultural values but recognises the limits of their own knowledge and competence.

The facilitator must make it clear to participants in the Cultural Awareness in Volunteering workshop the organisation's reasons for the training program, which is why tailoring parts of the material to the organisational context is so important.

A culturally competent organisation is one that builds cultural competence into its operating principles and processes and attracts and supports culturally diverse employees and volunteers to deliver services and products to culturally diverse clients and customers. In this context, it should be emphasised that cross-cultural training is an important contributor to individual and organisational cultural competence.

When introducing the Volunteering in Australia workshop it is important to explain to the participants at the start why the organisation exists and why it has invited them to consider volunteering.

Facilitating cross-cultural training that follows the general approach described above is a demanding task that involves a wide range of skills and attitudes. If possible, discuss the facilitation process with other trainers in your organisation or in similar organisations who are more experienced in working and training across cultures. It is also worth considering co-facilitating with a colleague. If the focus of training is on a particular community, partnering with a presenter from that community is desirable, bearing in mind that the program may need to be adapted in some respects to include specific examples from the cultural background/s of the community.

3.2 Adapting the Training to Your Organisation

It is important that facilitators are well-informed of the organisational and community contexts in the which the training is being conducted. What are the organisation's policy, strategy and aims? What has already been done, locally or in other regions or states? What lessons have been learned? What resources are available? (See the Resources Section below).

For example, the Surf Life Saving Australia video 'Between the Flags' clearly sets out the organisation's reasons for engaging with culturally and linguistically diverse communities.

Volunteering Australia has produced several training and management resources which are freely available from their website: www.volunteeringaustralia.org. These materials go into much greater depth and detail than the materials in this manual. It is strongly recommended that you obtain and familiarise yourself with the *Practical Guide: Involving Volunteers from Diverse Cultural and Language Backgrounds in Your Organisation*. It is recommended that you also obtain, from the same source, the *Training Manual: Recruiting and Supporting Volunteers from Diverse Cultural and Language Backgrounds* as it contains a wealth of material and other training activities.

The additional information in these resources is potentially very useful in tailoring the workshops to volunteering in your organisation and in providing you with understanding and information that will help you answer questions from training participants.

The trainer's role is to help participants to understand and recognise other ways of seeing without sacrificing their own integrity and to function effectively in situations demanding accommodation of two or more cultural frames of reference.

Cultural Awareness in Volunteering Workshop Adaptation Checklist

The following checklist identifies the main items for adaptation. Each volunteer involving organisation will need to adapt some of the contents of the workshop to their own needs. All materials have been provided in Word and PowerPoint formats to allow training facilitators to do this. Over Head Transparency masters can be produced from the modified PowerPoint file in either black and white or colour.

ITEM	ADAPTATION	FORMAT	NOTES
Handout Title Page	Produce title page cover for handout of workshop slides	Word	
Slide 1 (or OHT 1) Presentation Title Page	Insert organisation name, logo, date, facilitator/s name/s	PowerPoint	Change PowerPoint style if desired
Slide 3 Why we need cultural awareness...	Modify to reflect organisational values and opportunities	PowerPoint	
Slide 4 Key statistics for South Australia	Optional: Add another slide after Slide 4 showing the diversity of cultural backgrounds of current volunteers in your organisation	PowerPoint	
Slide 28 Our values	Repeat the values listed on Slide 3. Optionally, expand on those values. Insert Mission/Vision if desired	PowerPoint	
Slides 52-55 Hints for Engaging with Culturally Diverse Communities	Optional; Add slides to provide information on initiatives already taken by the organisation in any of the areas listed. Add slides about what other organisations have done	PowerPoint	
Evaluation Sheet	Modify to include organisation name, workshop date/s, facilitator name/s	Word doc. See 2.3 above	
Supplementary Materials	Add related organisational materials, information and resources if desired		

3.3 Adapting the Training to Community Groups

The Volunteering in Australia workshop has been designed to be presented in English, using "Plain English" and avoiding complex grammatical structures, jargon, idiom, slang or technical terms. It is also important to note that humour tends not to travel very well between cultures. Any jokes need to be carefully considered.

The workshop design assumes that the audience members will have at the least a basic social proficiency in English. In this case, the workshop can be presented to groups comprising participants from one or several cultural backgrounds.

If audience members do not have this level of English and are of the same language group, the workshop should be presented in partnership with a speaker of the audience's language or with the help of a qualified interpreter. When planning a workshop for a specific ethnic community group it is important to discuss language proficiency issues with the community representatives. If an interpreter is to be engaged, determine the group's first language or dialect.

While in most cases it is not necessary to modify the Australian style of presenting and facilitation a workshop, it is important to check with the community to see if you need to observe any protocols, such as being welcomed or introduced by a community representative or seating arrangements. It is also advisable to discuss group expectations regarding teaching and learning styles, participation in interactive activities, asking questions and so on.

Volunteering in Australia Workshop Adaptation Checklist

In addition to adapting some of the contents of the workshop to the needs of the organisation conducting the workshops, as should be done for the other workshop, it may be necessary to adapt this workshop to audiences from specific ethnic groups in the community. Any adaptation should be based on consultation with representatives of the group.

Volunteering in Australia Workshop Adaptation Checklist

ITEM	ADAPTATION	FORMAT	NOTES
Handout Title Page	Produce title page cover for handout of workshop slides	Word	
Slide (or OHT) 1 Presentation Title Page	Insert organisation name, logo, date, facilitator/s name/s	PowerPoint	Change PowerPoint style if desired
Slide (or OHT) 1 Presentation Title Page	Insert organisation name, logo, date, facilitator/s name/s	PowerPoint	Change PowerPoint style if desired
Slide 2	Insert organisation name. Modify to insert purpose, activities, roles of volunteers. Add slides if necessary. Or; Presenter talks to dot points. (See workshop process notes)	PowerPoint	
Slide 9	Insert organisation name	PowerPoint	
Slide 10	Modify to include organisational values	PowerPoint	
Slide 12	Insert organisation values	PowerPoint	
Slide 15	Suggestion: add another slide to reflect cultural diversity of current volunteers in the organisation and/or the local community	PowerPoint	
Slide 56 How to become a volunteer	Insert organisation name. List volunteering opportunities. Add slides if required	PowerPoint	
Slide 57	Insert organisation name. Insert appropriate wording	PowerPoint	
Evaluation Sheet	Modify to include organisation name, workshop date/s, facilitator name/s	Word doc. See 2.3 above	
Supplementary Materials	Add related organisational materials, information and resources if desired. Add volunteer application forms. Provide material in community languages		

3. Training Facilitation Guide continued

3.4 Workshop Preparation

Confirm Participant Profile and Requirements

Confirm number of participants. It is desirable to confirm the general profile of the group, including age, gender, occupations and positions. If addressing community groups, confirm basic cultural backgrounds of participants and communication expectations, preferences and levels of English proficiency. Check for any specific disability or dietary requirements or preferences. If you are using an application form, it can include some or all of the above considerations.

Adapt Workshop Materials

Before producing workshop materials, make any changes necessary to tailor the materials to your organisation's context and strategic directions, as outlined above.

Prepare Slide Presentation

Download the PowerPoint slide presentation from the disc or website and make the appropriate changes to content and any other desired changes, such as style templates, animations or font sizes.

If you wish to use an overhead projector for the presentation, print the PowerPoint slides as 1-per-page handouts and produce transparencies. It is useful to make a set of transparencies for venues that may not have data projection equipment or for those times when the technology fails you!

Organise Equipment and Stationery

- Data Show or Overhead Projector: set up and test projection
- Whiteboard (large board preferred)

- Flipchart stand
- Whiteboard markers
- Flip chart paper
- Pins, clips or adhesive for attaching chart pages to walls
- Spare ballpoint pens for any participants who may not have one

Print Participant Workshop Handouts

If you wish to provide a handout of the PowerPoint presentation, it is recommended that it be printed in 4-slides per page format.

Adapt and print the workshop feedback and evaluation sheet separately to be handed out at the end of the workshop.

Venue, Room Set-up and Refreshments

A standard training room or large meeting room is suitable. Conducting cross-cultural training in an open space visible or audible to passers by or other onlookers is not advisable. A pleasant and comfortable environment conducive to conversations among groups of up to a maximum of 25 people is essential.

The training venue should be large enough for seating to be arranged cafe-style, tables of 4-6 people, with ample space at the front of the room for all participants to move in during the values comparison exercise. There needs to be a large white board or enough wall space to put up three flip chart pages side by side.

As there is only a 10-minute break in the workshop as designed, basic refreshments only are needed, unless the organisation wishes to make the break longer to provide other catering and extended socialising time.

4. Cultural Awareness in Volunteering Workshop Facilitation Guide

4.1 Workshop Objectives

There are three main learning objectives to be addressed in this workshop:

• Engaging with Culturally Diverse Communities

Understand the organisation's reasons for and the benefits of engaging with people from culturally and linguistically diverse communities

• General cultural awareness

Acquire cultural self-awareness and an understanding of the fundamental differences between cultures that are most likely to influence communication and relationships in the volunteering engagement process

• Cross-cultural communication

Learn about the key elements of cross-cultural communication and basic strategies to ensure effective and appropriate interactions between people from a wide range of diverse cultures



The trainer's role is to help participants to understand and recognise other ways of seeing without sacrificing their own integrity and to function effectively in situations demanding accommodation of two or more cultural frames of reference.

4.2 Workshop Run Sheet

The following 2-hour workshop run sheet may be modified by the organisation to reallocate time to different sections and topics according to needs. The 10-minute discussion and feedback segment included at the end of the workshop can be reduced or extended according to needs and objectives.

Workshop Run Sheet: Cultural Awareness in Volunteering Programs

TIME	ACTIVITY	NOTES
9.00	Welcome. Introduction: Objectives and Outline Why we need cultural awareness. Cultural statistics Our Values, Opportunities. The Benefits.	5 minutes. Longer if required
9.05	Attracting and Supporting CALD Volunteers Knowledge & Skills, Motivations, Keys.	Presentation
9.10	Cultural Audit: Participants introduce selves, countries of birth, parents' countries of birth.	Draw Hi/Low Context Arc on Flipchart/whiteboard.
9.20	Understanding Culture: What is culture? Generalising and Stereotyping	Presentation
9.30	4 Elements of Cross-Cultural Communication: Verbal, Non-Verbal, Style and Values	Presentation/ Discussion
10.00	Break	10 minutes
10.10	Understanding Cross-Cultural Adaptation Immigrants and Refugees 5 Stages of Cultural Adaptation	Presentation. Ask group; personal experiences or know of others exp?
10.30	Cross-Cultural Bridge Building: Finding the 3rd Culture	Presentation
10.35	Hints for Engaging with Culturally Diverse Communities	Presentation. Discussion of current, planned activities
10.50	Questions, Discussion. Evaluation sheets	Group discussion
11.00	Close	

4.3 Cultural Awareness in Volunteering Workshop Facilitation Process

The following notes are provided as a guide that facilitators are free to modify according to their own styles and preferences.

Refer to the workshop materials and workshop run sheets as you familiarise yourself with this process. Make appropriate changes to reflect your organisation and the context of the workshops.

SLIDE NO/TITLE	FACILITATOR COMMENTS	NOTES
1. Title Page	Welcome. Self intro.	
2. Outline	We will be looking at three areas	
3. Why we need cultural awareness	[Organisation Name] is committed to being inclusive, etc. We need to be culturally aware because we engage with culturally diverse community members and volunteers at every stage of our operations; policy, engagement, recruitment, support and so on	Tailor comments and modify slide to your organisation context
4. Statistics for SA	Over 1-in-5 residents of SA were born overseas. Add or comment on the % of overseas born volunteers in your org.	
5 - 12. Benefits, Motivations, Stages of Settlement	Presentation	Tailor to organisational needs and experiences. Benefits already gained
13 -15. Steps Volunteer Orgs Can Take...	There are several steps that we and other volunteer involving organisations can take and have taken	Tailor to organisational needs and experiences. Steps already taken
16. Understanding Culture	We all have a culture, but how is culture defined? How would you define it?	
17-18. Cultural Profiles:	Let's start with a cultural 'audit' of the people in this room today.	Draw as large an arc as possible, either on big whiteboard or by putting up 3-4 flip chart sheets side by side.
	Please introduce yourself and say where you were born and where your parents were born.	Write participant's country of birth in black, with the youngest cultures on the right of the arc (see slide 15 as a guide) and oldest on the left. Write parents' countries of birth on the arc in blue or green.
	Which cultures are you currently working with?	List in red ink on the arc.
19. High and Low Context Cultures	(When process complete). What we have done here is to 'map' the cultures in the room according to the concept of high and low context cultures. It is one of the keys to understanding cultural differences and we will come back to it during the workshop.	
20-21. Generalising and Stereotyping	Present. Optional: Ask What stereotypes do people outside our organisation have about us and our organisation?	Elicit comments. Be prepared to provide stereotype comments
	For example (referring to arc), people in low context cultures tend not to need a lot of information about each other. When they meet new people they generally ask: "What do you do?" as a way of understanding them.	Write "What Do You DO?" inside the lower right of the arc.
	People in high context cultures have and need a lot of deep information about each other; ancestry, region, history and so on. They tend to ask new people "Who are You?"	Write "Who ARE you?" inside the lower left of the arc.

22. Understanding Culture	So to overcome the tendency to stereotype people from other cultures, we need to focus not on What they do, but Why.	Write "Why?" in the centre of the arc.
23-29. The 4 Basic Elements of Cross-Cultural Communication	Communication in any circumstances is very complex. When we add cultural differences we complicate it further. One way of investigating and understanding cross-cultural communication is to look at it in terms of 4 basic elements...	Presentation of content with optional questions at end of each of the 4 elements; "Have any of you experienced communication difficulties in this area?"
30-32. Values and Attitudes	Of all the 4 basic elements, Values and Attitudes are the most important - and the least visible. Our core values are;	Adapt slide to your organisation's values
33-35. Dimensions of cultural values	Of all the 4 basic elements, Values and Attitudes are the most important - and the least visible. Our core values are;	Adapt slide to your organisation's values
33-35. Dimensions of cultural values	This arc illustrates two ends of the spectrum of a set of dimensions of cultural values. Cultures on this side of the arc - (left) - tend to be what is called "High Context Cultures" (read definition.) Repeat for other side of arc.	Refer to High Context Low Context arc on board or flipcharts
36. Values and Attitudes	We are generalising very broadly now, but research shows us that these two broad types of cultures differ in the following ways. People in high context cultures tend to be very group oriented, or collectivist, while people at this end of the scale tend to be more individualistic. And so on.	Point to the appropriate ends of the arc as you
Break	Let's take a break and when we return, let's look into cross-cultural communication and adaptation in detail.	
36. Immigrants and Refugees	When dealing with culturally diverse communities we need to recognise some important differences between immigrants and refugees...	
37. Stages of Cross-Cultural Adaptation	Faced with all the cross-cultural complexities we've discussed, it is no wonder that the process of adapting to a new culture can be so daunting. And this process is different depending on whether you chose to go to the new culture or whether you had no choice. Most people (from slide)	
38. Common Fears	When we go into any new environment or situation we all worry about things like these....	
39. Understanding Australian Culture	People who are new to Australia typically find it hard to understand...	
40-45. Five Stages of Cross-Cultural Adaptation	Research shows that people tend to go through five distinct stages of adapting to a new culture.....	Ask participants if any have had similar experiences when living overseas or migrating to Australia.
46. Cross-cultural Adaptation; Questions for Organisations	If we are going to engage effectively with people and communities, it is important to understand how individuals and groups are feeling about coming to Australia. We need to understand....	
47-48. Cross-cultural Bridge Building	The third key to working effectively across cultures is to be able to build bridges of understanding between people. The challenge and difficulty arises because cultures are largely hidden from view. Like an iceberg, only 10% of a culture is visible, through the words and actions of its people.	Draw iceberg A first on board or flipchart. Then B. Show slide 47 after when both 'icebergs' have been drawn and explained.

	<p>The invisible parts of culture -values and attitudes - are hidden except when they manifest in words and actions.</p> <p>Complicating this is the fact that we judge other cultures' words and actions from the basis of our values and attitudes. And vice versa. A person from Culture A sees a person from Culture B as aggressive and rude because he looks people in the eye and talks loudly. The Culture B person sees the Culture A person as evasive and weak because he avoids eye contact and speaks softly and indirectly. What neither of them knows is that the other's behaviour is a way of reflecting universal human values.</p> <p>So there is a gap between cultures that prevents mutual understanding.</p>	Show Slide 48
49. Cross-Cultural Bridge Building	<p>The best way to build a bridge between A and B people is for them to communicate with each other. We can talk at the level of two individuals or at the level of our organisation's representatives and those a particular community.</p> <p>Talk about.... (slide)</p> <p>One of our strategies is to provide workshops like these for people who are new to Australia and from different cultural backgrounds. The workshops explain what volunteering is about and the opportunities and also explain how the majority of Australians communicate and work together.</p>	Draw a two-way arrow between the bottoms of both icebergs
50. Key Factors for Cross-Cultural Bridge Building	<p>So bridging cultural gaps all comes back to the key factors we introduced at the beginning of the workshop....</p> <p>Slide: Three factors, ending with "Find the Third Culture"</p>	
51. Finding the 3rd Culture (Diagram)	<p>The idea of the 3rd Culture is that when two people from different cultures meet to achieve something, the one from the 1st culture - Australian culture in this instance - doesn't have to be the dominant partner. And the one from the 2nd culture doesn't have to be submissive.</p> <p>In this simple model - because it's a simple idea - the people from the 1st and the 2nd cultures use their cultural awareness to talk about any significant differences or expectations they may have about working together. They find and agree on ways of doing things that create a genuine partnership.</p>	
52. Finding the 3rd Culture	<p>Read slide. Comment: This doesn't mean that either culture is undermined or its values are not considered. What it does mean is that both partners are enriched by the knowledge and understanding they have gained.</p>	
53-58. Hints for Engaging with Culturally Diverse Communities	<p>Go through each slide. Comment if the organisation is doing or planning to do any of the things listed in the hints.</p>	Ask group if they have done any of these things or if they have suggestions. Adapt slides if necessary
59. Close	<p>Read slide and thank participants for coming to and contributing to the workshop</p>	
60.	<p>Invite questions and comments. Where to from here? Feedback and evaluation.</p>	<p>Ask for suggestions. Tell participants of any current or planned actions or initiatives by the organisation</p> <p>Distribute feedback sheet. Stress importance of their feedback to the organisation.</p>

5. Volunteering in Australia Workshop Facilitation Guide

5.1 Volunteering in Australia Workshop Objectives

There are four main learning objectives to be addressed in this workshop:

- **Learning About Volunteer Involving Organisations and Opportunities for Volunteering**

Understand the aims and services of the volunteer involving organisation, the opportunities for volunteering in the organisation and the benefits of volunteering

- **General cultural awareness**

Acquire cultural self-awareness and an understanding of the fundamental differences between cultures that are most likely to influence communication and relationships in volunteering

- **Cross-cultural communication**

Learn about the key elements of cross-cultural communication and basic strategies to ensure effective and appropriate interactions between people from a wide range of diverse cultures

- **Volunteering and working in Australian organisations**

Learn about Australian organisational cultures and the ways that people within Australian organisations interact and view relationships

5.2 Workshop Run Sheet

The following 2-hour workshop run sheet may be modified by the organisation to reallocate time to different sections and topics according to needs. The discussion and feedback segment included at the end of the workshop can be reduced or extended according to needs and objectives.

Additional time may need to be allocated to allow for interpreting, for longer group discussions or for completing application forms.

...self-awareness and an understanding of the fundamental differences between cultures that are most likely to influence communication.

Workshop Run Sheet: Volunteering in Australia Workshop

TIME	ACTIVITY	NOTES
9.00	Welcome. Introduction. Introduction to Our Organisation Workshop Outline	Optional introduction by organisation and/or community representative
9.05	What is Volunteering. Who Volunteers and why. Why we want newcomers to Australia to join us.	Presentation
9.10	Understanding and Working w/ Cultural Diversity in Australia Cultural Audit: own & parents countries of birth.	Draw Hi/Low Context Arc on Flipchart/whiteboard.
9.15	Understanding Culture: Generalising and Stereotyping	Presentation
9.20	3 Keys to Working with Cultural Diversity in Volunteering	Presentation
9.25	Understanding Culture: What's different about Australia.	Flipchart.
9.35	4 Elements of Cross-Cultural Communication: Intro Verbal, Non-Verbal and Style	Presentation and discussion
10.00	Break	10 minutes
10.10	4 Elements of Cross-Cultural Communication: Australian Organisational Values and Attitudes	Group exercise.
10.25	Understanding Cross-Cultural Adaptation Immigrants and Refugees 5 Stages of Cultural Adaptation	Presentation. Ask group; personal experiences?
10.40	Cross-Cultural Bridge Building: Finding the 3rd Culture	Presentation
10.55	Volunteering Opportunities and How to Volunteer. Evaluation sheets	Questions
11.00	Close	

5.3 Volunteering in Australia Workshop Facilitation Process

The following notes are provided as a guide that facilitators are free to modify according to their own styles and preferences.

Refer to the workshop materials and workshop run sheets as you familiarise yourself with this process. Make appropriate changes to reflect your organisation and the context of the workshops.

SLIDE NO/TITLE	FACILITATOR COMMENTS	NOTES
1. Title Page	Welcome. Self intro.	
2. Introduction	We exist to [insert] We do this by [insert] Our volunteers help us in these ways [insert] We help the community and we would like to invite you to help us. You can help us by volunteering in [insert] We have invited you to this workshop to talk about volunteering in Australia and to talk about working with the people from many different cultures that make up our community	Add slides covering these topics if desired. Modify content to suit audience.

3. Outline	<p>We will be looking at three areas...</p> <p>Volunteering in Australia; what do we mean by volunteering and how you and we can benefit from volunteering</p> <p>Cultural awareness; because our volunteers come from different cultures and help people from different cultures, we need to improve our understanding of culture and how it influences working together. We'll also look at some of the ways Australians do things that may be different to the ways of doing things in your countries.</p> <p>How to Volunteer; finally, we'll talk about how you can get involved in volunteering with us.</p>	
4 & 5. What is Volunteering	Presentation	
6. Who Volunteers in Australia?	Over 1-in-5 residents of Australia were born overseas. Many of them are involved in volunteering, formally and informally.	Add or comment on % of overseas born volunteers in your org.
7-8. The Benefits of Volunteering Motivations	Presentation	Tailor to organisational needs and experiences. Benefits already gained
9. Why we want newcomers to volunteer	Presentation	
10. Why we want newcomers to volunteer: our values	<p>Attracting newcomers to volunteering is also a part of our values as [Organisation]</p> <p>Our values include [list core values</p>	Modify slide to match org values.
11. The importance of values	Read	
12. All cultures share core human values	Read	
13. Linking personal and organisational values	Read	
14. Cultural Diversity in Australia: Group Profile	<p>Let's talk about culture. In Australia we will always come into contact with people from many different cultures, in the community, in the workplace and of course, in volunteering. This means that we need to understand culture and improve our skills in communicating across cultures. Let's discuss this and the experiences that people have in adapting to a new culture.</p> <p>Let's start with a cultural 'audit' of the people in this room today. (draw arc)</p> <p>Please introduce yourself and say where you were born and where your parents were born.</p>	<p>Draw as large an arc as possible, either on big whiteboard or by putting up 3-4 flip chart sheets side by side.</p> <p>Write participant's country of birth in black, with the youngest cultures on the right of the arc (see slide 15 as a guide) and oldest on the left.</p> <p>Write parents' countries of birth on the arc in blue or green.</p>

<p>15. High/Low Context Cultures (Arc)</p>	<p>(When above process is complete). What we have done here is to 'map' the cultures in the room according to the concept of high and low context cultures. It is one of the keys to understanding cultural differences and we will come back to it during the workshop.</p> <p>All of these cultures, including the cultures in the room can be placed on this arc according to the concept of high and low context cultures. Generally, people from low context cultures don't have, and don't need, as much information about each other to live and work together as people from high context cultures. When people in low context cultures meet, one of the first questions they ask is "What do you do?"</p> <p>When people in high context cultures they are more interested in where each other comes from, their region, their ancestors.</p> <p>They generally ask "Who are you?"</p> <p>This is one of the keys to understanding cultural differences and we will come back to it during the workshop</p>	<p>Write "What do you DO?" inside lower right of arc</p> <p>Write "Who ARE you?" inside lower left of arc</p>
<p>16. Cultural Diversity in South Australia: Stats</p>	<p>Over 1 in 5 residents of SA were born overseas</p>	<p>Add or comment on the % of overseas born volunteers in your org.</p>
<p>17-18. Generalising and Stereotyping</p>	<p>Present.</p> <p>It is easy to stereotype people, including "Australians" but people within a culture are so different that it is wrong to stereotype them and difficult to generalise about them without knowing them well. There are so many cultures that make up Australian society that it is even more difficult to generalise about Australian society. You can generalise about how South Australians are but you can't say they're all the same. Later on, we will try to present some general observations about Australian culture.</p>	
<p>19. Understanding Culture</p>	<p>We all have a culture, but how is culture defined? It has been defined in several ways. Read</p>	<p>Option. Ask before presenting definitions: "How would you define culture?"</p>
<p>20. What's different about Australian culture?</p>	<p>People in Australia are not that much different to people anywhere, but there are some things that newcomers find strange - or even rude.</p> <p>Present from slide.</p> <p>Let's look at our custom of asking guests to a BBQ or other casual get together to bring food and drink - "Bring a plate" - is seen as extremely rude and inhospitable by people from most other cultures. Not everyone in Australia practices this custom but it can puzzle and annoy newcomers.</p> <p>What do people from your culture think of this custom?</p> <p>Why do you think the majority of Australians do this?</p> <p>These are all good results of the BYO custom but they don't explain WHY it is practiced in Australia.</p> <p>In the early years of European settlement, most people were very poor. They had a problem: too poor to be hospitable in the acceptable way.</p> <p>So they decided to each bring something. This solved the problem so they did it again, and again, until it became the 'norm', the normal way of holding social gatherings. This norm led to Australian values of informality, casualness, sharing and so on.</p>	<p>New flip chart</p> <p>On a flip chart, write in big letters at the top, B.Y.O.</p> <p>Write responses on flip chart.</p> <p>Ask participants for reasons and write under BYO heading, e.g. "share the cost/work" "informal"</p> <p>If no one provides the historical reason for BYO, write beside BYO, "1788+"</p>
<p>21. Understanding culture</p>	<p>So the central question different cultural views and actions is not What people do, but Why?</p>	<p>Write the word WHY? on the whiteboard inside the arc of cultures.</p>

22. The 4 Basic Elements of Cross-Cultural Communication	<p>Communication in any circumstances is very complex. When we add cultural differences we complicate it further.</p> <p>One way of investigating and understanding cross-cultural communication is to look at it in terms of 4 basic elements.....</p> <p>Present</p> <p>Let's look at how Australians communicate in terms of these 4 elements</p>	
23-32.	Present Verbal Behaviour, Non-Verbal Behaviour, Communication Style	Talk to each slide in general terms. Add anecdotes or personal observations of how Australian customs and behaviours can be seen by newcomers.
Break: Optional		
33. Dimensions of Cultural Values	Of all the 4 basic elements, Values and Attitudes are the most important - and the least visible. This arc illustrates two ends of the spectrum of a set of dimensions of cultural values.	
34. Dimensions of Cultural Values High Context/Low Context Cultures	As I said earlier, cultures on this side of the arc - (left) - tend to be what is called "High Context Cultures" (read definition.) Repeat for other side of arc	
35. Values and Attitudes	<p>We are generalising very broadly now, but research shows us that these two broad types of cultures differ in the following ways.</p> <p>Read line by line, contrasting the values</p>	
36-37. Australian organisations; values and attitudes	<p>In Australia, the ways people interact in social encounters and in the workplace are reflections of cultural values.</p> <p>Present from slides.</p> <p>In these lists we can see reflections of individualism, equality, informality and so on.</p>	
38. Understanding Cross-Cultural Adaptation: Immigrants/ Refugees	<p>Faced with all these complexities, it is no wonder that the process of adapting to a new culture can be so daunting.</p> <p>And this process is different depending on whether you chose to go to the new culture or whether you had no choice</p>	
39. Common Intercultural Fears	<p>Whatever the circumstances of coming in to a new culture, most people worry about the same things....</p> <p>Present</p> <p>Dealing with these fears and learning how to operate in a new culture is demanding. For many people it results in what is called Culture Shock, a term which is really an over-simplification of the process of adapting to a new culture over time.</p>	
40. Stages of Cross-Cultural Adaptation	<p>People generally go through five stages when adapting to a new culture.</p> <p>Present</p>	
41-45. The 5 Stages of Cross-Cultural Adaptation	Present the 5 Stages	Ask participants if any have had similar experiences when living overseas or migrating to Australia.
46. Intensity of Cross-cultural Adaptation	Some people go through the first three stages quite easily. Others find it very difficult and intense. The intensity increases when the person experiences any of these conditions and situations	

47. Cultural Adaptation Summary	Present	
48. Cross-cultural Bridge Building - Learning to work as equals	In Australia Present	
49. Bridging intercultural gaps: the iceberg metaphor	Do not show slide first. The challenge and difficulty arises because cultures are largely hidden from view. Like an iceberg, only 10% of a culture is visible, through the words and actions of its people. The invisible parts of culture -values and attitudes - are hidden except when they manifest in words and actions. When people from two cultures meet, they judge other cultures' words and actions from the basis of their values and attitudes. And vice versa. So there is a gap between cultures that prevents mutual understanding.	First draw iceberg A first on board or flipchart. Draw iceberg B. Draw arrow from bottom of A to top of B, then B to A. Show slide 49 when both 'icebergs' have been drawn and explained.
50. Iceberg Metaphor slide 2	For example, a person from Culture A sees a person from Culture B as aggressive and rude because he looks people in the eye and talks loudly. The Culture B person sees the Culture A person as evasive and weak because he avoids eye contact and speaks softly and indirectly. What neither of them knows is that the other's behaviour is a way of reflecting universal human values.	
51. Bridging Intercultural Gaps: Building the Bridge	The best ways to build a bridge between A and B people is for them to communicate with each other. We can talk at the level of two individuals or at the level of our organisation's representatives and those of a particular community.	Draw a two-way arrow between the bottoms of both icebergs on the board or flip chart
52. Key Factors for Bridging Intercultural Gaps	So bridging cultural gaps all comes back to the key factors we introduced at the beginning of the workshop.....(three factors, then) ... Find the 3rd Culture. The idea of the 3rd Culture is that when two people from different cultures meet to achieve something, the one from the 1st culture - Australian culture in this instance - doesn't have to be the dominant partner. And the one from the 2nd culture doesn't have to be submissive.	
53. Finding the 3rd Culture (Diagram)	In this simple model - because it's a simple idea - the people from the 1st and the 2nd cultures use their cultural awareness to talk about any significant differences or expectations they may have about working together. They find and agree on ways of doing things that create a genuine partnership.	
54. Finding the 3rd Culture	Read. Comment: This doesn't mean that either culture is undermined or its values are not considered. What it does mean is that both partners are enriched by the knowledge and understanding they have gained.	
55. Close	I would like to close this presentation with this thought and this welcome. Read Thank participants for coming to and contributing to the workshop	Adapt concluding comment to organisation as required.
56. How to Become a Volunteer in Our Organisation	And now we'd like to explain how you can get involved in volunteering with us. Create and present appropriate slides to cover Opportunities, Expectations, Support, Application.	Distribute information, application forms, etc. Invite questions and comments.
57. Our Organisation Welcomes You	Closing comment Feedback and evaluation.	Distribute feedback sheet if desired. Stress importance of their feedback to the organisation.

6. Other Resources and Support Services

Volunteering Australia Resources

Practical Guide: Involving Volunteers from Diverse Cultural and Linguistic Backgrounds in Your Organisation; Australian Multicultural Foundation and Volunteering Australia, © Commonwealth of Australia 2007. Published by Volunteering Australia. Available in PDF format from www.volunteeringaustralia.org

Training Manual: Recruiting and Supporting Volunteers from Diverse Cultural and Language Backgrounds. Australian Multicultural Foundation and Volunteering Australia, © Commonwealth of Australia 2007. Published by Volunteering Australia. Available in PDF format from www.volunteeringaustralia.org

Appendices

Appendix A:

Cultural Awareness in Volunteering Slide Presentation Handout

Appendix B:

Volunteering in Australia Slide Presentation Handout

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