

# Recruiting and Retaining a Diverse Workforce



## PREAMBLE

*Recruiting and retaining a diverse workforce* presents perspectives about attraction and retention issues for people from diverse backgrounds.

Drawing on research, articles and case studies, it is designed to help you to think about the needs of applicants who identify with a particular demographic. It also may assist with strategy development in this area.

### 1. CARERS<sup>1</sup>

What Are Prospective Employees Looking For?	Issues/Barriers for Employers	Possible Strategies	Resources
<p>Flexible work practices to balance demands between own needs/work needs and those of child/cared for person/s</p>	<p>Existing worklife balance/family friendly policies and services are primarily designed for parents of young children, not the needs of employees who care for older or disabled adults (which can be protracted and unpredictable).</p> <p>No existing worklife balance/family friendly policies in place.</p> <p>Inability to recognise skills and experience of this demographic group which have been developed outside the workforce.</p> <p>Stereotypical views of capabilities and attitudes of this workgroup</p>	<p><b><u>Attraction, Recruitment and Retention</u></b></p> <p>Identify carers within the organisation and ask them what they need. (E.g. via workplace audit and/or focus groups)</p> <p>Develop a worker profile/s within this demographic group to tailor and target appropriate recruitment and retention Strategies</p> <p>Use results of audit and focus groups to develop or review worklife balance provisions and consult carers on the design and implementation of specific policies and practices, which enable carers to combine paid employment with their caring responsibilities</p> <p>Review existing policies to identify barriers to meeting carer needs eg distinguish between needs of carers of older or disabled adults and parents</p> <p>Review and assess takeup/application of related policies in the</p>	<p>To find out more about the broad range of issues affecting carers' needs and issues, visit:</p> <p>Carers Queensland: <a href="http://www.carersqld.asn.au/">http://www.carersqld.asn.au/</a></p> <p>Queensland Carer Recognition Policy: <a href="http://www.disability.qld.gov.au/support-services/carers/support-initiatives/carer-recognition-policy.html">http://www.disability.qld.gov.au/support-services/carers/support-initiatives/carer-recognition-policy.html</a></p> <p>What are family friendly work arrangements?:</p>

<sup>1</sup> Carers include family members or friends who provide unpaid support to children or adults who have a disability, mental illness, chronic condition or who are frail aged. Carers can be parents, partners, grandparents, sisters, brothers, friends or children.

		<p>workplace to determine relevance to workforce needs</p> <p>Develop and implement flexible work practices to assist staff to combine caring and paid employment eg:</p> <ul style="list-style-type: none"> <li>▪ Time off for emergencies (paid if possible – unpaid leave helps some carers, and is welcomed by them, but its financial consequences can be a barrier to takeup)</li> <li>▪ Flexible working arrangements – the opportunity to reduce hours or to take a career break without financial penalties, phased retirement</li> <li>▪ Flexible working hours and leave arrangements (eg special responsibility, cultural, parental, study, and emergent leave)</li> <li>▪ Working from home, extended lunch breaks, evening or weekend working</li> <li>▪ Establishing trusting relationships between managers and employees enabling working carers to feel comfortable in asking for time off or help</li> <li>▪ Recognise and acknowledge the transferable skills and experience gained by carers in their community involvement in recruitment procedures</li> </ul>	<p><a href="http://www.deewr.gov.au/WorkplaceRelations/FreshIdeas/Pages/Whatfamilyfriendlyworkarrangementsandwork-lifebalance.aspx">http://www.deewr.gov.au/WorkplaceRelations/FreshIdeas/Pages/Whatfamilyfriendlyworkarrangementsandwork-lifebalance.aspx</a></p> <p><a href="http://www.deir.qld.gov.au/industrial/family/index.htm">http://www.deir.qld.gov.au/industrial/family/index.htm</a></p> <p><a href="http://www.women.qld.gov.au/?id=27">http://www.women.qld.gov.au/?id=27</a></p>
<p>Workplace support and structures to support emergent and/or ongoing demands</p>	<p>Gap between policy and practice eg organisation espouses support for family friendly practices through policy development but does not implement principles.</p> <p>Organisational culture and attitude does not support parental/carer needs</p>	<p>Identify carers within the organisation and ask them what they need</p> <p>Implement relevant flexible work practices</p> <ul style="list-style-type: none"> <li>▪ Offer: <ul style="list-style-type: none"> <li>- Child care/elder care referral services</li> <li>- Family friendly facilities (carers' room, breastfeeding and expressing facilities; telephone access)</li> <li>- Opportunities to work from home</li> <li>- Working from home facilities (eg telecommuting)</li> <li>- Running seminars/training on 'positive parenting' and 'balancing work and family'</li> </ul> </li> </ul> <p>Create a carer friendly organisational culture</p>	<p>See above</p>

		<p>Setting up a 'keeping in touch' program for employees on parental leave</p> <p>Provide access to information and advice to employees with caring responsibilities</p> <p>Develop resources about local services and support to assist carers of disabled adults and older people</p> <p>Promote carers policies – many employees are not aware of employers' policies in respect of carers</p>	
<p>User friendly recruitment processes tailored to carer applicants who may not have been employed for a long time</p> <p>Ability and opportunity to identify with the skills and expertise required of the job</p>	<p>Job advertisements and recruitment processes may be discouraging. For example:</p> <ul style="list-style-type: none"> <li>▪ Your requirement for a resume or CV</li> <li>▪ Skills &amp; expertise required not readily identified or articulated in the job advertisement</li> <li>▪ Inappropriate use of media to attract carers</li> <li>▪ Insufficient marketing of flexible work practices available in organisation</li> </ul>	<p><b><u>Recruitment and Selection</u></b></p> <p>Evaluate existing recruitment criteria and implement alternative strategies e.g.:</p> <ul style="list-style-type: none"> <li>▪ open day at the workplace,</li> <li>▪ an informal or telephone application</li> </ul> <p>Advertise/promote availability of flexible work options, structures and facilities.</p> <p>Amend your current process so carers have alternative ways to demonstrate their competence or suitability. Eg:</p> <ul style="list-style-type: none"> <li>▪ If at interview, you are asking about a current or last job, it may be more effective to ask for relevant situations where someone has demonstrated certain skills</li> <li>▪ Check if your minimum criteria automatically excludes carers, such as a reference to current or similar work experience.</li> </ul> <p>If you are actively seeking to attract carers your advertising could include a direct reference to carers and be placed in specific media, which are applicable to carers or the local community. This will mean considering placing your adverts in media other than</p>	<p>The following link provides links to services and resources for the recruitment of specific workforce types in various regions:</p> <p><a href="http://jobsearch.gov.au/provider/default.aspx">http://jobsearch.gov.au/provider/default.aspx</a></p> <p><a href="http://jobsearch.gov.au/jobseekerinfo/pages/default.aspx">http://jobsearch.gov.au/jobseekerinfo/pages/default.aspx</a></p> <p><a href="http://www.diversityatwork.com.au/">http://www.diversityatwork.com.au/</a></p>

		<p>your standard recruitment papers or job sections, and look for alternatives such as:</p> <ul style="list-style-type: none"><li>▪ community centres</li><li>▪ surgeries</li><li>▪ nurseries</li><li>▪ hospitals</li><li>▪ Jobcentre Plus</li><li>▪ local carer centres</li></ul> <p>Adverts should include a reference to being an equal opportunity employer and may give some examples of the flexible opportunities your organisation offers.</p>	
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## 2. INDIGENOUS

What Are Prospective Employees Looking For?	Issues/Barriers for Employers	Possible Strategies	Resources
<p>Flexible work practices - family issues and responsibilities are significant drivers for Indigenous employees</p>	<p>No existing work-life balance/family friendly policies</p> <p>Gap may exist between organisation's policies and practice</p> <p>If policies and practices exist, they may not be marketed adequately during the advertisement/recruitment process</p>	<p><b><u>Recruitment &amp; Attraction</u></b>            Ensure application processes are as applicant friendly as possible and culturally appropriate.</p> <p>Review role descriptions as vacancies arise to ensure jobs reflect actual requirements</p> <p>Utilise advertising strategies that will be effective at reaching Indigenous people including those in remote locations</p> <p>Utilise subsidised training/employment placements to recruit entry-level and/or other paraprofessional related roles</p> <p>Develop strategies to access local markets</p> <p>Include Indigenous people (either internal or external) in recruitment processes including devising selection criteria and on selection panels</p> <p>Create rapport/relationships with leaders in the local Indigenous communities to promote people in their communities to equip themselves with the skills, knowledge and abilities that are valued and required in the employment market where they want to work</p> <p>Establish Indigenous support networks</p> <p><b><u>Retention</u></b>            Educating other staff regarding an Indigenous person's responsibilities within the family and the community and the impact this may have on the person's work at various times</p>	<p>Resources for developing family friendly and work-life balance policies:</p> <p><a href="http://www.deewr.gov.au/WorkplaceRelations/FreshIdeas/Pages/default.aspx">http://www.deewr.gov.au/WorkplaceRelations/FreshIdeas/Pages/default.aspx</a></p> <p><a href="http://www.deir.qld.gov.au/industrial/family/index.htm">http://www.deir.qld.gov.au/industrial/family/index.htm</a></p> <p><a href="http://www.diversityatwork.com.au/">http://www.diversityatwork.com.au/</a></p>

		<p>Adopt practices which are supportive of Aboriginal and Torres Strait Islander peoples such as:</p> <ul style="list-style-type: none"> <li>▪ Culturally appropriate recruitment &amp; retention strategies (eg word of mouth contacts &amp; advertising in the Indigenous media) rather than relying on job advertisements in the mainstream media</li> <li>▪ Establishing mentoring or buddy schemes</li> </ul> <p>Involve Indigenous staff and non-staff participation in planning and employment which acknowledges Indigenous community obligations and uses traditional knowledge and skills</p>	
<p>Access to training and developmental opportunities including learning on-the-job at entry level</p> <p>Long term employment</p> <p>Promotional and career progression opportunities</p>	<p>Culturally insensitive workplace lack of cultural awareness for the purposes of identifying issues relevant to Indigenous recruits</p> <p>Pigeonholing of Indigenous occupants to positions that involve dealing with Indigenous policy and/or clients</p> <p>Lack of role models</p>	<p><b><u>Recruitment</u></b> Utilise apprenticeships, cadetships, and scholarships to target, employ, develop and grow both local and non-local Indigenous applicant pools</p> <p><b><u>Retention</u></b> Educate and train Indigenous employees including promoting their access to higher education and the use of such training in real terms for people on-the-job. (This is applicable to recruitment and as a part of any independent training plan developed with a supervisor)</p> <p>Ensure that real jobs are available at the conclusion of subsidised training/ employment placements</p> <p><b><u>Recruitment, Attraction &amp; Retention</u></b> Recruitment, training and performance management strategies to target Indigenous staff as part of a broader strategy to encourage career progression/promotion including into areas not related to Indigenous issues eg law &amp; economics</p>	<p>Indigenous Recruitment, Employment Related Services and Community Networks:</p> <p><a href="http://www.wal-meta.qld.gov.au/">http://www.wal-meta.qld.gov.au/</a></p> <p><a href="http://jobsearch.gov.au/provider/default.aspx">http://jobsearch.gov.au/provider/default.aspx</a></p>

### 3. NON-ENGLISH SPEAKING BACKGROUND / CULTURAL AND LINGUISTICALLY DIVERSE BACKGROUNDS / MIGRANTS

What Are Prospective Employees Looking For?	Issues/Barriers for Employers	Possible Strategies	Resources
<p>Opportunities to obtain work experience in the Australian workforce</p> <p>Fair and equitable treatment in the workplace</p> <p>Protection at work (fair pay, health &amp; safety, job security)</p> <p>Recognition of previous Non-Australian work experience and qualifications</p>	<p>Lack of strategic commitment to diversity as part of an integrated workforce strategy</p> <p>Lack of work experience or entry-level programs</p> <p>Inability to locate and target applicants from this demographic group</p> <p>Cultural insensitivity</p>	<p><b><u>Attraction, Recruitment &amp; Retention</u></b></p> <p>Ensure that recruitment and selection processes are accessible and applicant-friendly to people from diverse cultural and linguistic backgrounds</p> <p>Include diversity and this demographic target group in strategic workforce planning processes and activities for workforce capacity development</p> <p>Analyse demographic representation in the geographic location/s of department to identify and match target group composition with organisational needs</p> <p>Develop strategies to access local markets and establish workforce representative of local/state-wide/national community</p> <p>Work with ethnic community groups to develop networking opportunities for employment</p> <p>Utilise apprenticeships and traineeship programs to recruit entry-level workers</p> <p>Partner with local schools and universities to provide work experience programs</p> <p>Co-host seminars and information sessions with other departments to develop profile and promote selves in community</p> <p>Include antidiscrimination policy information in the induction process</p> <p>Utilise new apprenticeship centres and diversity based</p>	<p>Professional and Qualification Recognition Services and Resources:</p> <p><a href="http://aei.dest.gov.au/AEI/QualificationsRecognition/Default.htm">http://aei.dest.gov.au/AEI/QualificationsRecognition/Default.htm</a></p> <p>Trades Recognition Australia:</p> <p><a href="http://www.deewr.gov.au/Skills/Programs/TRA/Pages/default.aspx">http://www.deewr.gov.au/Skills/Programs/TRA/Pages/default.aspx</a></p> <p>Migrant Research and Statistical Information:</p> <p><a href="http://www.immi.gov.au/media/factsheets/#research">http://www.immi.gov.au/media/factsheets/#research</a></p> <p>Queensland Ethnic Councils and Services and Departments:</p> <p><a href="http://www.multicultural.qld.gov.au/">http://www.multicultural.qld.gov.au/</a></p> <p><a href="http://www.fecca.org.au/">http://www.fecca.org.au/</a></p>

		<p>employment agencies to target this demographic group</p> <p>Set employment targets, undertake community consultation and develop appropriate partnerships, undertake cross-cultural awareness training, celebrate and value diversity; ongoing review of policies, and ensure full access to the benefits of training and career development.</p>	
Inclusive work environment	<p>Lack of support by staff for agency workforce diversity initiative/s</p> <p>Gap between espoused commitment and reality in terms of equitable treatment for people in this target group</p> <p>Lack of knowledge of good and fair practices and behaviours or unsupportive culture</p>	<p><b>Attraction &amp; Retention</b></p> <p>Multicultural awareness sessions for staff</p> <p>Information sessions to educate staff about strategic workforce plan and workforce diversity initiatives</p> <p>Antidiscrimination practices and code of conduct sessions for awareness of all staff</p> <p>Support services for supervisors and staff in target group eg community representative as 3 rd party, buddy system</p>	<p>Workplace Training Resources and Materials:</p> <p><a href="http://www.diversityaustralia.gov.au/training/index.htm">http://www.diversityaustralia.gov.au/training/index.htm</a></p> <p><a href="http://www.diversityatwork.com.au/">http://www.diversityatwork.com.au/</a></p> <p>Anti-Discrimination Resources:</p> <p><a href="http://www.humanrights.gov.au/info_for_employers/law/index.html">www.humanrights.gov.au/info_for_employers/law/index.html</a></p>
Flexible work practices to accommodate cultural and family commitments		See strategies under other demographic groups	

#### 4. LABOUR MARKET ENTRANTS - Youth<sup>2</sup>

What Are Prospective Employees Looking For?	Issues/Barriers for Employers	Possible Strategies	Resources
<p>Accessible pathways for entry into labour market</p> <p>Experience in the labour market</p> <p>Realistic job related information</p>	<p>Lack of understanding about the needs of this demographic group to influence recruitment and attraction decisions and exploring full potential of this demographic group as potential employees</p> <p>Misinformed perceptions of this demographic group regarding their attitude to employment</p> <p>Inadequate networks for linkages to this demographic group and marketing strategies for this market</p>	<p><b>Attraction &amp; Recruitment</b> Identify where this demographic group will match current and future resourcing business needs</p> <p>Utilise informal advertising networks – word-of-mouth Eg via parents, teachers, role models, existing employees to do this.</p> <p>Develop local networks for potential applicants through work placement programs, work experience opportunities and part-time work.</p> <p>Utilise local youth employment and Job Network agencies to recruit youth</p> <p>Utilise government programs and incentives available to employers for apprenticeships and traineeships</p> <p>Identify, grow and develop potential applicant pools through job design that enables entry-level applicants to progress via career pathway/s</p> <p>Develop partnerships with local schools, educational institutions, local government, church groups and youth groups to educate them about opportunities available and market workplace</p>	<p>Recruitment Services: <a href="http://jobsearch.gov.au/provider/default.aspx">http://jobsearch.gov.au/provider/default.aspx</a></p> <p>Employment Programs: <a href="http://www.trainandemploy.qld.gov.au">www.trainandemploy.qld.gov.au</a></p> <p>Group Training Australia: <a href="http://www.grouptraining.com.au">www.grouptraining.com.au</a></p> <p>Australian Apprenticeships: <a href="http://www.australianapprenticeships.gov.au/">http://www.australianapprenticeships.gov.au/</a></p>

<sup>2</sup> The 'youth' demographic group is defined in age by being between 15-24 years of age. Specific attraction, retention & recruitment strategies can be tailored to specific characteristics of this demographic group eg high school graduates, disadvantaged, previously employed, etc. It does not include tertiary graduates.

		<p>Information during recruitment regarding accurate wages, conditions of work and identify expectations of potential worker</p> <p>Develop strategies to access local markets and establish workforce representative of local/statewide/national community</p>	
<p>Opportunities and processes to learn, be trained and developed regarding job and organisational information</p> <p>Open communication channels and regular communication</p> <p>Accessible workplace locations due to transportation limitations</p>	<p>Insufficient understanding of young people's needs when first entering the labour force</p> <p>Lack of structure to support new entrants to understand the business, employment conditions, and structures</p> <p>Workplaces are hierarchical and inflexible with outdated practices and management styles that discourage two-way communication and dynamics</p>	<p><b>Retention</b></p> <p>Implement formal and thorough induction programs and provide a clear understanding about how the organisation functions and all the practices and systems that are particular to that business</p> <p>Manage and anticipate new workers' expectations by dealing with job related information including wages, training, employment conditions upfront and clearly</p> <p>Implement workshops regarding workplace and employment practices</p> <p>Train existing managers in courses that focus on developing rapport, time management, and understanding generational gaps and expectations</p> <p>Develop and implement youth mentoring and leadership programs to cultivate champions and role models in local area for disadvantaged and at risk youths</p>	

## 5. LABOUR MARKET ENTRANTS - New Graduates

What Are Prospective Employees Looking For?	Issues/Barriers for Employers	Possible Strategies	Resources
<p>Challenging work, lifestyle, work-life balance, flexibility</p> <p>Managers who are knowledgeable coaches and mentors who help them achieve their goals (personal leadership)</p> <p>Meaningful rewards and career pathways</p> <p>Opportunities for training and development through internal and external job training</p> <p>Ongoing informal feedback</p>	<p>Lack of understanding about the needs of this demographic group to influence recruitment and attraction decisions and exploring full potential of this demographic group as potential employees</p> <p>Supervisors and management indifferent to generational differences and the implications of this on workforce management strategies</p> <p>Lack of work-life balance ethos and policy</p> <p>Expecting new graduates/ generations to conform to 'old' styles of management/recruiting etc</p> <p>A focus on dollars and not cultural and workforce environment factors eg management style, work-life balance, learning &amp; development</p>	<p><b>Attraction, Recruitment &amp; Retention</b> Educate and develop existing managers to identify and utilise generational differences to inform strategy and leadership styles</p> <p>Develop structures that support ongoing mentoring and education of graduates</p> <p>Implement open, ongoing, clear and regular communication including allowing adequate time to train and teach new employees</p> <p>Focus on rapport building and take time to explain processes</p> <p>Provide job-related training including a comprehensive formal induction</p> <p>Adopt strategies that will attract graduates to want to work for your organisation</p> <p>Become more aware of graduate behaviours and perceptions of their future roles and tailor strategies accordingly</p> <p>Graduate development programs are useful given the declining graduate tenure</p> <p>Consider beyond salary packages – round life balance (encourage work from home, non clock watching culture)</p>	<p>The following websites may be useful in recruiting and retaining young workers:</p> <p>Australian Network for Practice Firms: <a href="http://www.workplace.gov.au">www.workplace.gov.au</a></p> <p>Equal Opportunity for Women in the Workplace Agency: <a href="http://www.eowa.gov.au">www.eowa.gov.au</a></p> <p>VET Portal (vocational education &amp; training): <a href="http://www.training.com.au">www.training.com.au</a></p>

Implement reward and recognition structures and processes

## 6. PEOPLE WITH DISABILITIES

What Are Prospective Employees Looking For?	Issues/Barriers for Employers	Possible Strategies	Resources
<p>Equal access and opportunity to demonstrate skills and competencies</p> <p>Reasonable adjustment/s made during recruitment, selection, workplace design, job design to enable equity of access to jobs and performance and developmental improvements</p> <p>Opportunities to provide specific advice when needed or to contribute to policies that affect them</p> <p>Access to formal and informal support networks</p>	<p>Undue consideration to factors that exclude people with diverse abilities from consideration or applying for a specific job</p>	<p><b><u>Recruitment and Attraction</u></b></p> <ul style="list-style-type: none"> <li>▪ Refer vacancies to specialist recruitment agencies, utilise specialist and/or local newspapers or other media</li> <li>▪ Consider risk of unlawful indirect discrimination by insisting on particular requirements (eg manual driver's licence when job can be done via taxis or teleconferencing)</li> <li>▪ Include the agency's diversity objectives in the advertisement or job description</li> <li>▪ Use non-discriminatory language in your advertisements and role descriptions</li> </ul> <p><b><u>Selection</u></b></p> <p>Ensure the role description allows people with diverse abilities to demonstrate that they can achieve the outcomes of the job</p> <p>Provide an opportunity for applicants to express any specific requirements or requests for reasonable adjustment.</p> <p>Apply reasonable adjustment/s to the choice of selection processes, so that people with diverse abilities can demonstrate their skills and competencies equitably (eg allowing phone interviews instead of written applications) and to ensure that decisions are based on merit</p> <p>Make adjustments to the selection process eg:</p> <ul style="list-style-type: none"> <li>▪ Applicants can access the interview room</li> <li>▪ Interview times take account of applicant's family</li> </ul>	

		<p>and caring responsibilities or medical needs</p> <ul style="list-style-type: none"> <li>▪ Arrange a deaf/sign interpreter</li> <li>▪ Allow a support person or advocate to be present</li> <li>▪ Ensure materials are available in different formats or allow the applicant to submit information in an alternative way (eg replacing a written application with a telephone interview)</li> <li>▪ Include panel members with diverse abilities, who have experience of diversity or attended diversity training</li> <li>▪ Include a support person in the selection process to prompt an applicant's memory or talk up an applicant's achievements</li> </ul> <p><b><u>Retention</u></b></p> <p>Adopt good performance management practice including:</p> <ul style="list-style-type: none"> <li>▪ Employee and supervisors working together to decide performance management, training and development and improvement strategies</li> <li>▪ Consistent processes across teams so one person is not singled out</li> <li>▪ Empower and facilitate team members to support and respect each other, accept differences and diversity and be understanding</li> <li>▪ Consideration of a wide range of learning and development options</li> <li>▪ Designing jobs and tasks around the abilities of individuals in the team</li> <li>▪ Seeking expert advice when required and with the consent of the employee eg from specialist associations, human resources or medical practitioners</li> </ul> <p>Establish workplaces that appropriately support people with diverse abilities eg:</p> <ul style="list-style-type: none"> <li>▪ Use of appropriate language in the workforce</li> <li>▪ Before a job is advertised, ensure a proper job</li> </ul>	
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		<p>analysis is performed to define the core outcomes and real requirements of the job, including physical requirements.</p> <ul style="list-style-type: none"><li>▪ Provide access to formal and informal support networks</li><li>▪ Ensure that workplace health and safety processes (including emergency procedures) reasonably accommodate people with a disability</li><li>▪ Participate in employment programs for people with a disability (eg work trials, scholarship schemes)</li><li>▪ Identify where job outcomes can be performed in alternative ways</li></ul>	
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