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Workbook 2.5

Person Centred Practice Across Cultures

Building a diverse workforce –

practical strategies

June 2016



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About National Disability Services

National Disability Services is the peak body for non-government disability services. Its purpose is to promote quality service provision and life opportunities for people with disability. NDS's Australia-wide membership includes more than 1000 non-government organisations, which support people with all forms of disability. NDS provides information and networking opportunities to its members and policy advice to state, territory and federal governments.

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1 Preface

This workbook is part of a series of resources for the disability services sector designed by futures Upfront for NDS with funding provided by the NSW Department of Family and Community Services; Ageing, Disability and Home Care.

1. Individual Practices – working with people from CALD backgrounds with disability

1.1 Empathy – a practice to connect across cultures

1.2 Active listening – unconditional positive regard across cultures

1.3 Choice making – cross-cultural differences and what can we learn from them

1.4 Reflective Practice – why different points of view matter

1.5 Working effectively with interpreters

2. Organisational Practices – building a culturally responsive organisation

2.1 Terminology and data – a guide to understanding cultural diversity and disability

2.2 Making the business case – why diversity is good for business

2.3 A culturally responsive person centred organisation – key elements

2.4 Leading towards cultural responsiveness – a practical guide for managers, team leaders and coaches

2.5 Building a diverse workforce – practical strategies

2.6 Valuing bilingual workers – strategies to recruit, train and retain

3. Community Engagement – working alongside diverse communities

3.1 1 Community @ a time – culturally responsive community engagement principles and elements

3.2 Making Links – networking with CALD Communities

3.3 Cross-cultural story-based marketing – 1 story @a time

This workbook is part of “**Organisational practices - building a culturally responsive organisation**” series.

1.1 How to use this workbook?

This workbook can be used in many different ways, including:

- ▶ As a self-paced learning program by an individual



- ▶ As a self-paced learning program for a group
- ▶ As part of formal training organised by an organisation
- ▶ As part of coaching and mentoring.

This workbook includes exercises and opportunities for reflections (when working by yourself) or discussions (when working with others).

There is plenty of room in your workbook to take notes and make comments.

1.2 What is this workbook about?

This workbook is about giving you some practical strategies for recruiting and retaining a culturally and linguistically diverse work force¹.

This workbook provides an overview on how to recruit a culturally diverse workforce. It will help you identify things to consider when developing a recruitment strategy for your organisation.

This workbook can add value to your current recruitment strategies and to identify gaps in your policies and procedures.

This workbook contains links to resources. There is also plenty of room to take notes, reflect on your organisation's practices and make comments.

1.3 Outcomes:

At the end of the workbook you will:

- ▶ Understand the organisational benefits of recruiting people from culturally and linguistically diverse backgrounds
- ▶ Understand the benefits and value that a diverse workforce brings to your business
- ▶ Be able to identify practice strategies for recruiting disability support workers from CALD communities for your organisation

1.4 Who is this workbook for?

- ▶ Anyone involved in Human Resources or the recruitment practices of their organisation,
- ▶ Anyone who is interested in building a diverse workforce.

¹ This workbook is based partly on a factsheet developed by Maria Katrivesis for MDAA, *Recruiting for Diversity: A Practical Guide*.



1.5 How long will it take to complete?

This workbook should take you 60 minutes to complete. However work through all of the actions will take you significantly longer.



2 The Workbook

2.1 Why recruit people from CALD backgrounds?

Recruiting people from culturally and linguistically diverse backgrounds has many organisational benefits, including:

- ▶ Being more attractive as a provider of choice to people from CALD backgrounds with disability²
- ▶ Ability to attract and retain staff from a wider talent pool
- ▶ Meeting government standards and legislative requirements³
- ▶ Improving the quality of services by delivering better outcomes for everyone regardless of ethnicity, disability, age, gender, sexuality, religion,; and
- ▶ New ideas and fresh approaches being generated by people from different backgrounds, cultures, genders, ages and outlooks

An organisation that values and understands the benefits that a diverse workforce brings to its business is one that:

- ▶ Knows its community well and actively uses its community contacts and networks to maximise its recruitment strategies
- ▶ Understands that diversity and inclusion are cornerstone values that need to be embedded in all policies and practices
- ▶ Creates a culture of inclusion and can demonstrate inclusive practices in everything it does

The following section is designed to assist you in moving towards a more diverse workforce. It will help you develop practical approaches for recruiting workers from CALD communities. In addition it will provide you with some broader considerations that not only benefit the organisation because of the cultural and linguistic diversity focus, but an inclusion agenda that encompasses diversity in its broader sense.

² Have a look at Workbooks 2.1 Terminology and Data and 2.2 Making the Business case to fully understand your local business potential

³, including Federal Disability Discrimination Act 1992, Federal Racial Discrimination Act 1975, NSW Anti Discrimination Act 1977, Multicultural Amendment Act 2014, NSW Disability Inclusion Act 2014, and National and State Disability Service Standards;



2.1.1 Determine the reasons behind the recruitment:

Determining the reasons behind your recruitment will enable you to target your recruitment strategies. Some of the reasons we have heard from organisations include:

- ▶ We want more staff that are linguistically and culturally diverse
- ▶ We want a staff member from a particular cultural background for one of people we support
- ▶ We want someone who can speak a particular language/ from a particular culture because we want to engage with that community



Reflection:

What are the reasons you want to recruit staff from CALD backgrounds?

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Some considerations and actions are identified in the table below:

If:	Then:
You are looking to match staff to a person you are supporting	<ul style="list-style-type: none"> ▶ Work with the person you are supporting to Identify the attributes, qualities, interests and skills (including bilingual/bicultural skills) they are looking for ▶ Develop job description and selection criteria based on these attributes and skills – make them core competencies
You are looking for someone with specific language or cultural skills or attributes	<ul style="list-style-type: none"> ▶ Make those language /cultural skills a core competency in the job description (Please note, you may need to seek exemption under Section 9 of the NSW Anti Discrimination Act 1977)



<p>You are looking at diversifying your workforce so that it better reflects local community diversity</p>	<ul style="list-style-type: none"> ▶ Look at your current workforce and compare it to the local area demographics ▶ Encourage people with bilingual / bicultural skills to apply ▶ Include demonstrated ability to work effectively with community and cultural diversity as an essential criteria in all positions ▶ Include bilingual/bicultural skills as a desirable criteria in all positions
<p>You are looking at building stronger relationships with the CALD communities in your area and want to ensure that your workforce reflects that diversity</p>	<ul style="list-style-type: none"> ▶ Use demographics of catchment area to identify which CALD communities you want to target ▶ Develop a recruitment strategy to target people with the bilingual or bicultural skills you are targeting ▶ Use your community contacts and networks to advertise and promote position

2.2 Recruiting for Diversity:

Below is a 10 step guide to successfully recruit and retain staff from CALD backgrounds. It includes these questions:

- 1) What does your organisation know about the diversity of its workforce?
- 2) How well does your organisation know its catchment area and the diversity of the people that live there?
- 3) How are people you support involved in the recruitment process?
- 4) How do you ensure the workplace and organisation can support the diversity of its employees?
- 5) Consult with CALD community contacts and networks
- 6) Develop job descriptions that reflect linguistic/ cultural competency requirements
- 7) Advertise
- 8) Interview
- 9) Induction and orientation
- 10) How to retain staff from CALD communities



1. What does your organisation know about the diversity of its workforce?

How to do it:	Consider collecting the following information:
<p>a) Keep a record of the diversity represented in your workforce. language and bicultural skills, attributes and interests of your workforce</p> <p>b) Record the willingness to use these skills with people supported</p>	<ul style="list-style-type: none"> ▶ Language skills ▶ Ethnicity ▶ Cultural identity ▶ Attributes ▶ Interest areas ▶ Willingness to use these skills to benefit people supported

2. How well does your organisation know its catchment area and the diversity of the people that live there?

How to do it:	Resources to help you:
<p>c) Use demographics of catchment area to identify which CALD communities live in the your catchment area and to determine which communities / language groups you want to target</p>	<ul style="list-style-type: none"> ▶ .id has delivered suburb-based community profiles to councils across Australia and New Zealand. These are delivered in public websites, branded profile.id®, for anyone to access. Go to: http://home.id.com.au
<p>d) Talk to relevant ethnic and other community organisations to hear and learn about the issues in the community and start to tailor recruitment process accordingly (see below for more)</p>	<ul style="list-style-type: none"> ▶ Local Councils' Social and Community Plans (check relevant Council's website or contact Council's social planning / community development section to obtain a copy) ▶ Talk to people you know, make links with relevant ethnic and other organisations



Reflection:

Who in your organisation is currently involved in the recruitment process?

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3. How are people you support involved in the recruitment process?

How to do it:	Consider:
<p>a) Include people from the beginning of the process, i.e. when determining the attributes and skills required, developing the job description and selection criteria and participation on the selection panel</p> <p>b) Encourage people to participate as much or as little as they want</p>	<ul style="list-style-type: none"> ▶ The language skills, interests, cultural backgrounds, age, gender, religious affiliation, interests, likes, dislikes etc ▶ Using the Important to/Important for tool to separate the attributes or qualities sought in a potential worker from the skills required ▶ What support have you provided to the person to enable them to participate in the recruitment process

4. How do you ensure your workplace and organisation can support employees from all cultural backgrounds?

How:	Consider reviewing the following policies:
<p>a) Review organisational policies and procedures to ensure the content and language reflects principles of inclusion, diversity, person centred practice and cultural competence and to remove any barriers to participation of diverse groups (women, people with disability, CALD people, Indigenous people, age)</p>	<ul style="list-style-type: none"> ▶ Vision/purpose ▶ Code of conduct ▶ Any policies and procedures that identify how the organisation works and what principles, laws and ways of thinking the organisation follows
<p>b) Ensure that recruitment and selection processes are accessible and applicant friendly to people from diverse cultural and linguistic backgrounds</p>	<ul style="list-style-type: none"> ▶ Review all HR policies and procedures, including flexible work practices
<p>c) Provide staff with training on cultural competency and working effectively with cultural diversity.</p>	<ul style="list-style-type: none"> ▶ Look on NDS' website for training opportunities https://www.nds.org.au/events-and-training ▶ See also MDAA's cultural abilities training calendar available at: http://www.mdaa.org.au/training.html or contact them on: (02) 9891 6400



5. Consult with CALD community contacts and networks

How:	Resources to help you:
<p>a) Identify community leaders, key community organisations, community workers and religious leaders</p> <p>b) Make contact and discuss ideas for the advertising content and promotion, language of the job description, and interview process; and</p> <p>c) Gather cultural information and feedback on how to develop practical approaches to recruiting people from the local CALD communities.</p>	<ul style="list-style-type: none"> ▶ Local Information Network for Community Services- This database is used by Local Councils to create and update community information directories. It is available at: http://www.datadiction.com.au/li ncs/default.htm ▶ Directory of organisations working in your local government area (LGA). You can obtain a copy by contacting the relevant council or by downloading it from their website where available. ▶ Migrant Resource Centres: A list of MRCs is available at: https://sites.google.com/site/smcstestsite /links/nsw-migrant-resource-centres

6. Develop a job description that reflects cultural competence requirements

How:	Resources to help you:
<p>a) Keep job descriptions simple and specific and use plain language.</p>	<ul style="list-style-type: none"> ▶ The Law and Justice Foundation of NSW have a number of 'how to' guides for writing in plain language on their website. Go to: http://www.lawfoundation.net.au/infor mation/writing
<p>b) Selection criteria should include demonstrated skills and knowledge for respecting and working with the cultural and linguistic diversity of the community. This should include the following:</p> <ul style="list-style-type: none"> ▶ An expectation that staff will respect and promote cultural diversity; ▶ An expectation that the applicant has the capacity to work effectively with people of diverse cultural backgrounds. 	<ul style="list-style-type: none"> ▶ MDAA's Cultural Competence Works! A manual to put it into practice. To obtain a copy contact: Multicultural Disability Advocacy Association Ph: 02 9891 6400 E-mail: mdaa@mdaa.org.au





Reflection:

What are some of the selection criteria to increase cultural diversity that might be specific to your organisation?

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7. Advertise the position

How:	Resources to help you:
<p>a) Develop a contact/e-mail/ mailing list for advertisement distribution through ethno-specific newsletters, radio and/or organisations, Migrant Resource Centres and other local community organisations.</p>	<ul style="list-style-type: none"> ▶ Directory of organisations working in your local government area (LGA). You can obtain a copy by contacting the relevant council or by downloading it from their website where available. ▶ Migrant Resource Centres: For a list of Migrant Resource Centres in your area: https://sites.google.com/site/smcstestsites/inks/nsw-migrant-resource-centres ▶ National Ethnic and Multicultural Broadcasters Council’s website lists broadcasters by state and programs by language, available at: http://www.nembc.org.au
<p>b) Identify interagency networks and meetings that may be useful to advertise for recruitment.</p>	<ul style="list-style-type: none"> ▶ Ethnic Communities' Council (ECC) of NSW’s keeps a list of NSW wide multicultural interagencies. Click on the link below and download it: http://www.eccnsw.org.au/News/October-2013/GSMI-Interagency-Directory-Now-Available.aspx
<p>c) Get feedback from community workers re: other contacts, best ways to promote jobs to target communities.</p>	



<p>d) Adapt your recruitment procedures to ensure applicants of CALD backgrounds are not disadvantaged and are encouraged to apply. This could be done by:</p> <ul style="list-style-type: none"> ▶ Providing information to potential applicants on how to answer selection criteria; and ▶ Providing assistance to applicants throughout the recruitment procedure. 	
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8. Conduct the Interview

How:	Resources to help you:
<p>a) Ensure that all selection panel members reflect the diversity of those receiving services and the community in which these services operate.</p>	
<p>b) Check that all the selection panel members are trained in culturally competent recruitment and selection processes, including their roles and responsibilities as selection panel members.</p>	<ul style="list-style-type: none"> ▶ MDAA’s RTO cultural abilities can assist you with training in culturally responsive recruitment practices. Check out the web page below or contact : (02) 9891 6400 or mdaa@mdaa.org.au http://www.mdaa.org.au/training2/84-cultural-abilities
<p>c) Ensure that all interview processes include questions aimed at determining applicants’ understanding of working effectively with people from culturally diverse backgrounds.</p>	<ul style="list-style-type: none"> ▶ MDAA’s Cultural Competence Works! A manual to put it into practice. To obtain a copy contact: Multicultural Disability Advocacy Association PO Box 884 Granville NSW 2142 Ph: (02) 9891 6400 Email: mdaa@mdaa.org.au
<p>d) Identify the cultural backgrounds of potential staff.</p>	

Once you have been through the recruitment process, you will also need to think about what’s next. The next two steps provide some tips to help you train and retain staff.



9 Provide staff with induction and orientation

How:	Resources to help you:
<p>a) Provide new staff with orientation training and induction manual written in Plain English. This should include:</p> <ul style="list-style-type: none"> ▶ Organisational policy, procedures and structure; ▶ Relevant governing bodies and legislation; ▶ A list of external organisational networks, services and programs used by your service (including CALD specific networks and services); and ▶ demographics of local catchment area and client profile. 	<p>The Law and Justice Foundation of NSW have a number of 'how to' guides for writing in plain language on their website. Go to: http://www.lawfoundation.net.au/information/writing</p>
<p>b) Include training on working with interpreters and cultural competency as part of the induction process for all staff members.</p>	<ul style="list-style-type: none"> ▶ See Workbook 1.5: Working effectively with Interpreters
<p>c) Provide new staff members with opportunities for ongoing skills development and skills-sharing, including opportunities for new staff to share existing skills and knowledge of working with cultural, linguistic and religious diversity.</p>	

10 Retaining employees from CALD communities

How:	Resources to help you:
<p>a) Provide all staff with training on cultural competency and working effectively with cultural diversity.</p>	<ul style="list-style-type: none"> ▶ See MDAA's cultural abilities training calendar, which is available at: http://www.mdaa.org.au/training2/84-cultural-abilities
<p>b) Obtain feedback from CALD employees about the effectiveness of organisational policies and procedures in responding to cultural diversity and seek their input regarding suggestions for improvement.</p>	



<p>c) Provide employees with opportunities to use existing knowledge, skills and experience of cultural, linguistic and religious diversity in organisational development.</p>	
<p>d) Facilitate an inclusive working environment by learning about and supporting the cultural and/or religious customs, beliefs and practices of all staff members. This may include:</p> <ul style="list-style-type: none"> • Allowing staff to have time off on culturally and/or religiously significant events or holy days; • Providing a quiet place for prayer or meditation. 	<ul style="list-style-type: none"> ▶ A calendar of significant religious and cultural events is available from DSS website: https://www.dss.gov.au/our-responsibilities/settlement-and-multicultural-affairs/programs-policy/a-multicultural-australia/government-building-social-cohesion/calendar-of-cultural-and-religious-dates
<p>e) Support individual professional development requirements of employees. This may include training to develop English language and/or literacy skills.</p>	
<p>f) Network with other organisations which have diverse workforces to share best practice</p>	<p>To access a database of services in your local area go to http://www.datadiction.com.au/lincs/default.htm</p> <p>Local directories are also available from:</p> <ul style="list-style-type: none"> ▶ Local libraries ▶ Local councils ▶ Migrant Resource Centres ▶ Ethnic Communities Council (Directory of Ethnic Organisations)



3 Conclusion

The issues identified above will assist you in building a more diverse workforce. We have provided you with a 10 Steps guide to assist your recruitment processes. We are also very interested in the last point about retaining staff from CALD communities and we strongly recommend that you have a look at some of the other workbooks, especially those in the This workbook is part of “Organisational practices - building a culturally responsive organisation” series



Reflection

The next steps I need to take in my organisation are:

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The barriers are:

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The people I need to include/consider are:

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