



# DIVERSITY & INCLUSION at work

**Presented by: Lisa Annese, CEO**

**LOCAL GOVERNMENT COUNCIL**

**August 2023**

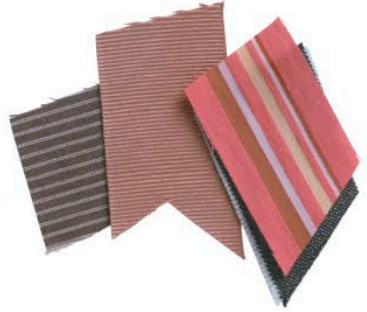


# ACKNOWLEDGEMENT OF COUNTRY

We acknowledge and pay our respect to the Custodians of this land, Elders, past present and emerging.

We acknowledge the many Aboriginal and Torres Strait Islander peoples who have made an important contribution to this land and community and continue to do so.

Artwork provided by Aboriginal artist from Goreng Goreng Country, Rachael Sarra.  
Please view DCA RAP for more information at <https://www.dca.org.au/about-dca/our-rap>.



DIVERSITY  
COUNCIL  
AUSTRALIA

# ABOUT DCA

**The independent not-for-profit peak body leading diversity and inclusion in the workplace.**

Research, events, resources and expert advice across all diversity dimensions to member organisations.

Over 1,200 members, estimated to employ nearly 2 million Australians, representing over 20% of Australian workforce.

# DIVERSITY & INCLUSION (IN MODERN AUSTRALIA)

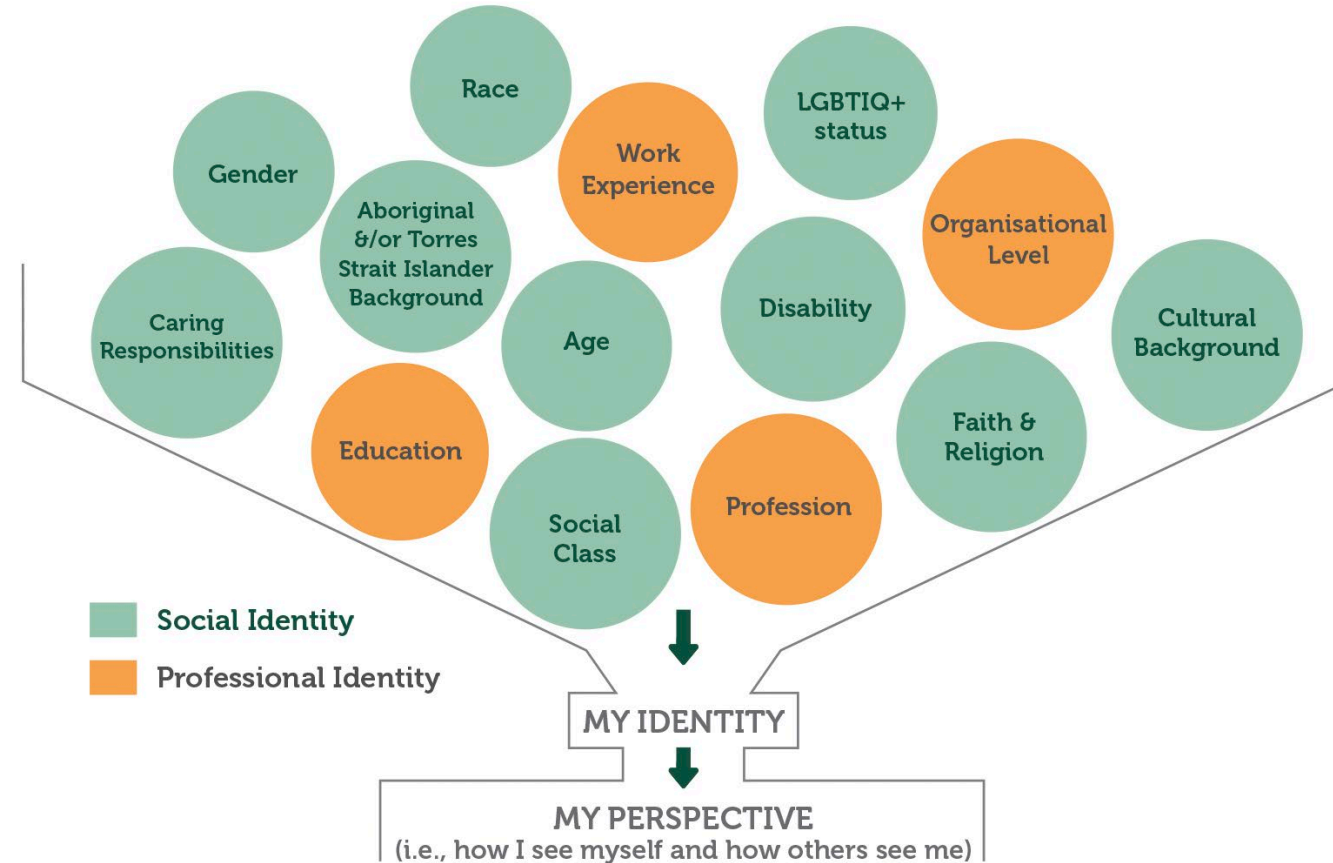


How would you  
define **'Diversity'**  
and **'Inclusion'**?



What do they  
**mean to you?**

# DCA DEFINITION OF DIVERSITY



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YOUR PARTNER IN  
**DIVERSITY & INCLUSION**





# WHAT IS INCLUSION?



Occurs when a diversity of people:



# WHY DOES INCLUSION MATTER?



MAPPING THE STATE OF INCLUSION  
IN THE AUSTRALIAN WORKFORCE

# INCLUSION IS GOOD FOR BUSINESS

Workers in INCLUSIVE ORGANISATIONS are:



**8 times more likely to innovate**



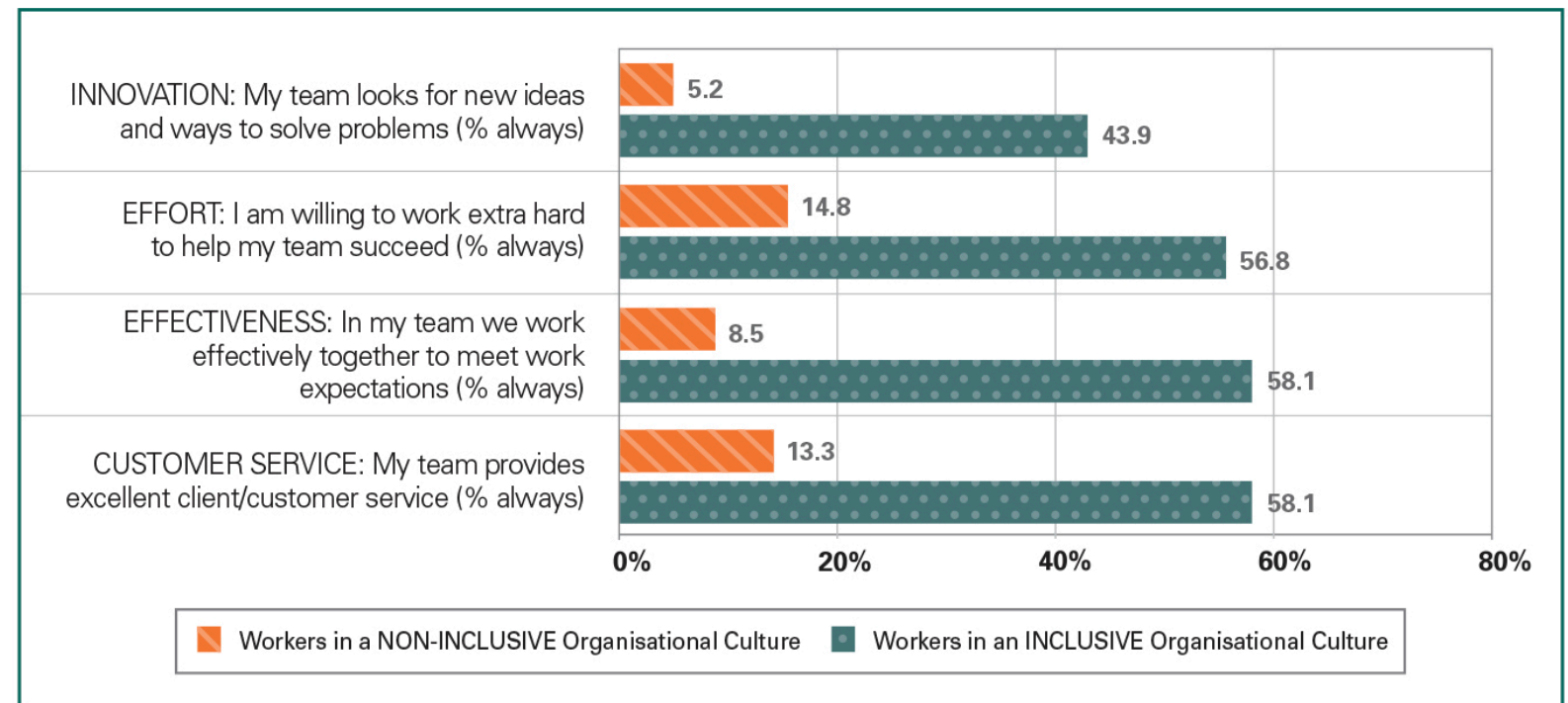
**7 times more likely to be highly effective**



**3.5 times more likely to work extra hard**



**4 times more likely to provide excellent customer/client service**





# INCLUSION IS GOOD FOR PEOPLE

Workers in INCLUSIVE ORGANISATIONS are:



**5 times more likely**  
to be **very satisfied**



**2 times more likely** to have  
been given **constructive**  
**performance feedback**



**4 times more likely** to remain  
**with their current employer**

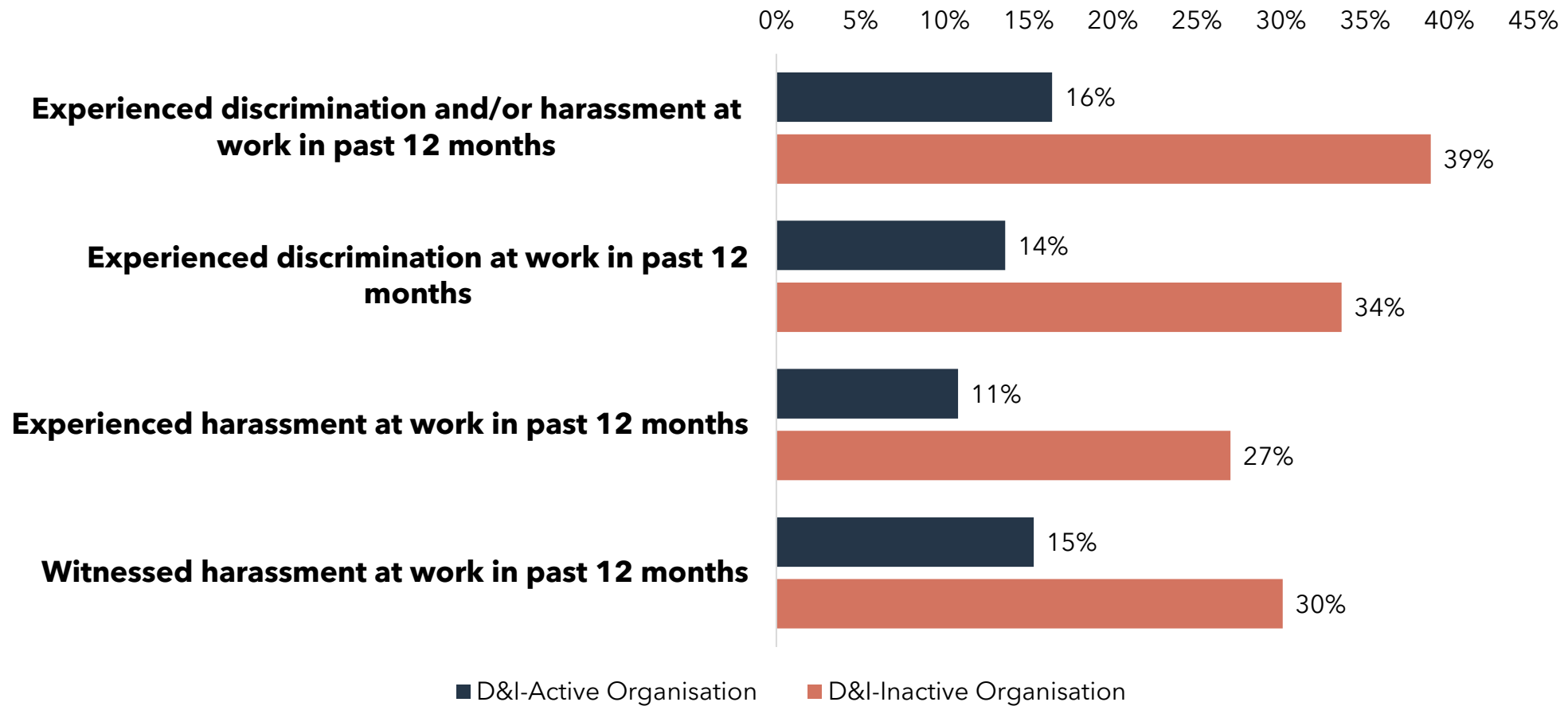


**3 times less likely** to feel  
work has a **negative impact**  
**on mental health**



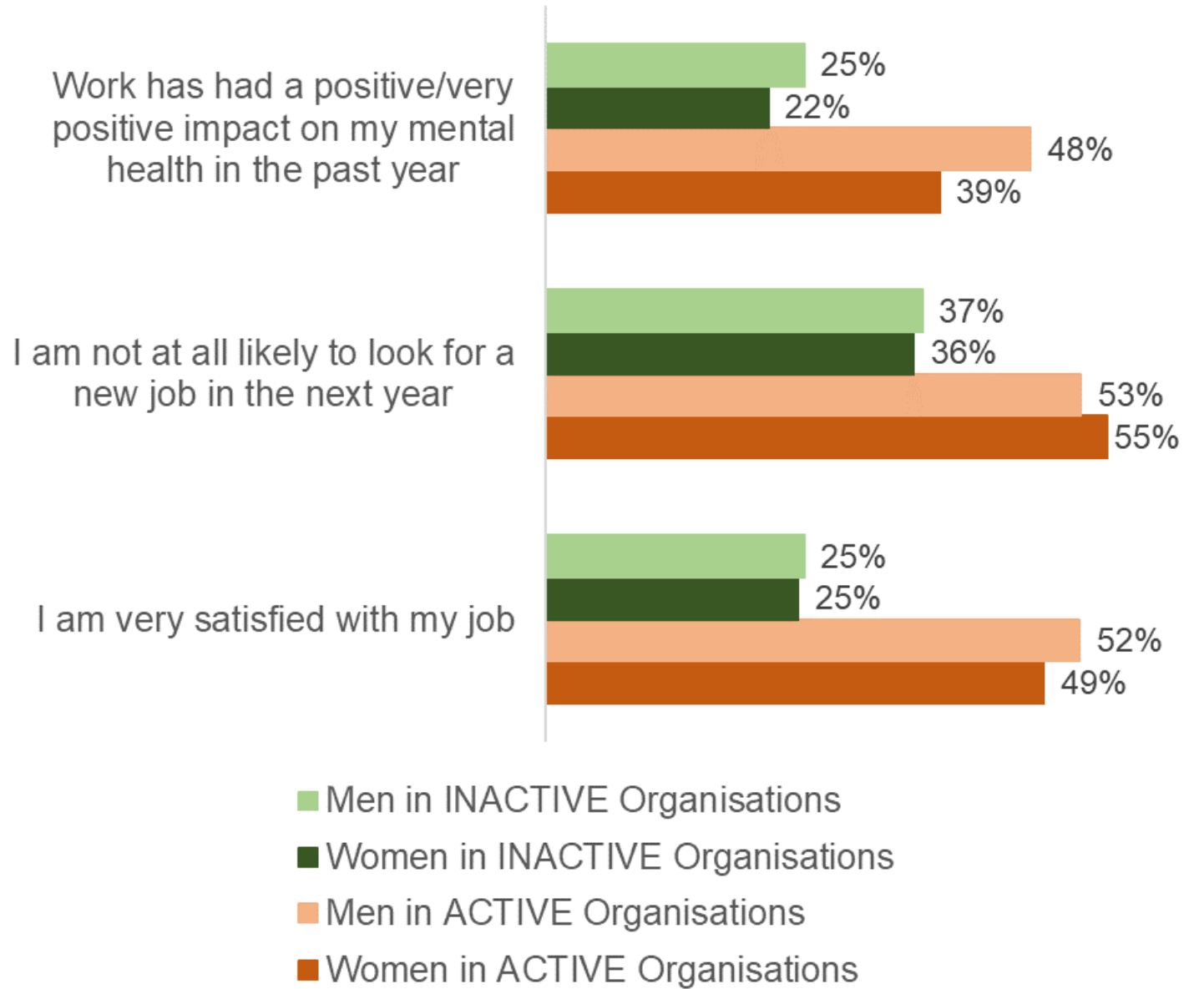
# INCLUSION & EQUALITY REDUCES RISK

## Experience of discrimination and harassment x D&I Activity



# INCLUSION & EQUALITY BENEFIT EVERYONE

Not just 'target groups.'





# INCLUSIVE RECRUITMENT AT WORK



DIVERSITY  
COUNCIL  
AUSTRALIA

PROJECT SPONSOR:

Jobsbank

## HOW TO TAP INTO AUSTRALIA'S OVERLOOKED AND UNDERLEVERAGED TALENT



# Why this project?

## We are in uncommon times

- Record low unemployment rate in almost 50 years (3.5%)
- Record high proportion of vacant jobs in 40 years (3.4%)
- Record high proportion of Australians employed in 20 years (64.4%)

## Employers are struggling to fill positions but...



Source: ABS July 2022, Apr 2023; Borland, 2022; Cassells et al., 2021; DCA Consultation Survey, 2022



# Why this project?

## 3.3 million working age Australians looking for work or wanting more work



unemployed  
underemployed  
discouraged job seekers  
marginally attached



Aboriginal and/or Torres Strait Islander people  
Culturally or racially marginalised people  
Carers  
People with disability  
People from lower SES  
Transgender people  
People over 55  
People under 25

Source: ABS Feb 2022



# INCLUSIVE RECRUITMENT OCCURS WHEN HIRING PROCESSES AND PRACTICES:



value diversity



are bias free, and



enable a diversity of talent  
to be sourced, assessed,  
selected, and appointed.





## PRINCIPLE 1:

Focus on fair treatment, not same treatment

## WHY FOCUS ON FAIR (NOT SAME) TREATMENT?

- A very common misunderstanding: “The best way to be inclusive or equitable is to treat everyone the same”
- But this assumes a level playing field...
- Sometimes to be fair – to give everyone the same opportunity – need to treat people differently



Image Source: Deloitte Review, Issue 22, 2018

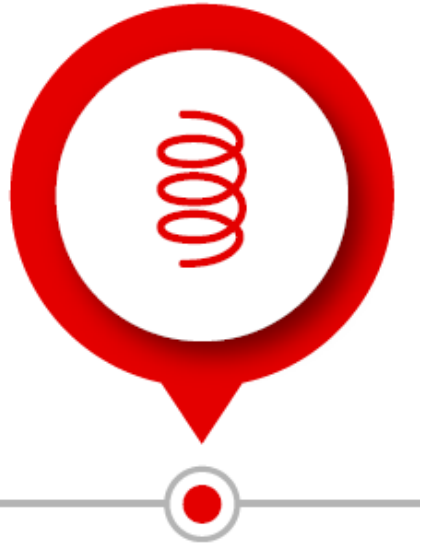


### PRINCIPLE 1:

Focus on fair treatment, not same treatment

## SO HOW CAN WE TREAT PEOPLE MORE FAIRLY?

- **Identified positions/special measures.** Sometimes employers are allowed by law as a “special measure” to fill a position only by someone:
  - of Aboriginal and/or Torres Strait Islander descent,
  - with disability, or
  - of a particular sex or age.
- **Try to ‘balance the scales’.** Address longstanding systemic discrimination and create equal access to employment.



## **PRINCIPLE 2:**

Be flexible – not everyone has the same resources or support

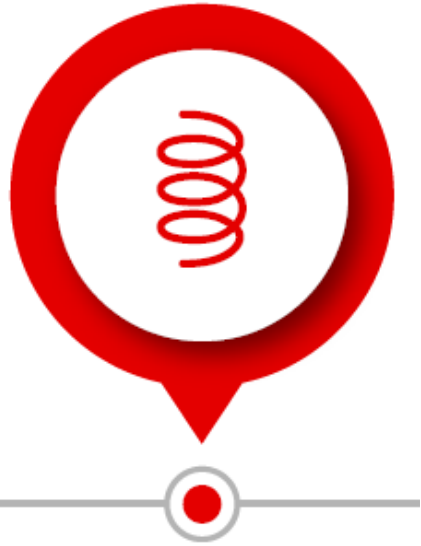
## **WHY FOCUS ON BEING FLEXIBLE?**

**“I recently supported someone from an asylum seeker background to apply for a role. The role was low-paid and part-time, but she was required to submit a CV, cover letter, and respond to about 8 selection criteria.**

**She was volunteering during the day and caring for her kids after work so the only time she had to do this was about 10 pm each night, meaning she could not access a public computer so was having to do it on her phone.**

**She was over-qualified for the role but just not skilled at applying for jobs and struggled to access the means to do so.”**





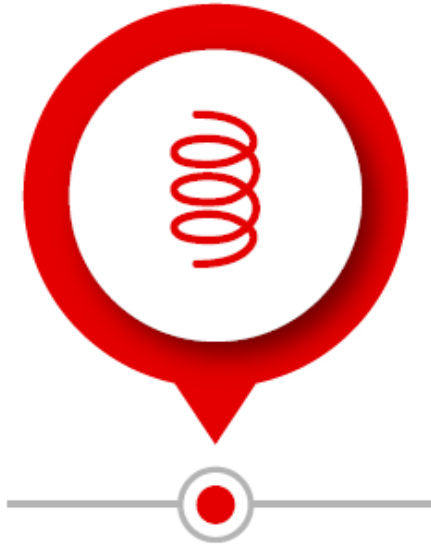
## **PRINCIPLE 2:**

Be flexible – not everyone has the same resources or support

## **A PRACTICAL EXAMPLE...**

**Requiring all job applicants to use the same online application processes makes it much harder for people ...**

- without reliable internet access
  - from low-income households
  - from regional households
  - who are recently arrived migrants and refugees
- who need accommodations for vision and/or hearing
- who have difficulty using a keyboard or mouse



## PRINCIPLE 2:

Be flexible – not everyone has the same resources or support

## SO HOW CAN WE BE MORE FLEXIBLE (AND FAIR)?

- **Consider providing access to computers** to complete online applications and testing
- **Consider removing online component** (e.g. video screening) that may be harder for your target talent pool
- **Challenge assumptions that onerous processes reveal the most committed talent.** Explain that these only benefit socially advantaged job seekers with the time, resources and support.



### PRINCIPLE 3:

Approach  
“merit” with  
caution, because  
it is subjective

## WHY APPROACH MERIT WITH CAUTION?

### Emphasising merit in your organisation can create **GREATER** bias

- When managers are told their company emphasises merit, they give bigger bonuses to white employees over (equally qualified) employees of colour
- Employees of colour must demonstrate greater performance for same bonus
- Same trend for gender (unconscious preference for men employees)

### We assume we're objective as

- ‘we work in a meritocracy’
- we all overestimate how bias free we are – only 1 person out of 661 believes they are more biased than the average person...

### So we don't examine our own decisions for biases

Sources: Castilla & Benard, 2010; Castilla, 2008; Scopelliti et al., 2015

## A PRACTICAL EXAMPLE...



### PRINCIPLE 3:

Approach  
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### “The best applicants have uninterrupted employment”

- **50% surveyed companies** screen out applications from job seekers with career breaks longer than 6 months
- **much harder (less fair) for** job seekers who are women, primary carers, people with disability, refugees
- **not the best predictor of performance.** A study of 20,000 employees found NO DIFFERENCE in the performance of employees who’d held a job within the 5 years leading up to the study and those who had not

SOURCE: Fuller et al., 2021; Housman, 2014



### PRINCIPLE 3:

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## SO HOW CAN WE APPROACH MERIT CAUTIOUSLY?

- **Don't discard the idea of merit** – just challenge how you define and assess it.
- **Workshop the ideal candidate.** Ask yourself why you consider particular education, experience and behaviours to be a sign of competence. Are your requirements relevant and realistic?
- **Challenge overplayed ideals** like local experience, cultural fit, elite education, postcode discrimination, industry experience, full-time/face-time





#### **PRINCIPLE 4:**

Listen to and learn from people with lived experiences of bias and marginalisation

## **WHY FOCUS ON PEOPLE WITH LIVED EXPERIENCE?**

**“In a position that I was successful for, one of the interviewers stated that they were glad that I had called them in advance of the application because with ‘a name like mine’ they were not sure I would be able to speak English properly.”**

**“Questions such as: What school did you go to? Why did you go to X university, not Melbourne Uni? What do your parents do? How do I know I can trust you if I don’t know anyone you know? Are you smart if you went to a public school? Where do you live? These questions were asked of me in an interview for CFO roles.”**



#### **PRINCIPLE 4:**

Listen to and learn from people with lived experiences of bias and marginalisation

## WHY FOCUS ON PEOPLE WITH LIVED EXPERIENCE?

**People who have been on the receiving end of bias are more likely to know what exclusion looks like**

- **43%** of racially marginalised workers said that racism in their workplace was very common or common vs just **18%** of racially privileged workers
- **60%** of Australian women said men were treated better than women at work, vs just **28%** of surveyed men

SOURCE: DCA, 2022; ANROWS, 2018



#### **PRINCIPLE 4:**

Listen to and learn from people with lived experiences of bias and marginalisation

## **SO HOW CAN WE LEARN FROM LIVED EXPERIENCE?**

- **Connect** with your employee resource groups (ERGs) and local communities
- **Involve** in inclusion audits and interview panels
- **Avoid tokenism.** “Don’t worry, I check with Shorna and they said it was ok.”
- **Recognise cultural load.** “Don’t worry, Shorna can do it.”



### PRINCIPLE 5:

Remember today's dream employee may have been last month's "imperfect" candidate

## SO HOW CAN WE ACT ON THIS?

- **Have an open mindset.** Candidates may simply come in a different shape or work in a different way from what we are used to.
- **Recruit for values.** Assess for strong work ethic, having a growth mindset, being an inclusive or collaborative colleague.
- **Trial** an "imperfect candidate."
- **For example...**



### PRINCIPLE 5:

Remember today's dream employee may have been last month's "imperfect" candidate

"I didn't know I was dyslexic until I was 35 and I taught myself to read and write when I was 29. Over the last 10 years in business, I noticed how much of a strength dyslexia is."

"One of them was definitely a kid who can't read or write but he is on time every day. Both of them have been really polite, they've asked me to do apprenticeships, and you can't fault them for their attitude."



### SEMI EXPERIENCED ROOFER REQUIRED

Roofing Hub is a locally owned company in Queenstown and Wai with a slightly different approach. We are roofers with a passion for only roofing but also by trying to improve the roofing trade, from trickiest of houses to the fun three beddie jobs.

"We do it with pride and passion"

Ideally, we are looking for someone wanting to learn and push their set and with a bit of effort, get ahead. Nothing comes easily in life effort is the key.

#### Good things to have:

- Dyslexia
- Sense of humour
- NZ Drivers Licence
- Some roofing experience
- NZ residency or a valid NZ work visa
- Built stuff as a kid
- Love tools
- Respect for others
- Wanting to learn

#### What we offer:

- Latest workshop
- Coffee machine
- Social club
- Great Roofers to learn from
- Competitive payrates
- Signing 1 year bonus
- Nice friendly staff
- Cool projects to work on

# GUIDING PRINCIPLES FOR INCLUSIVE RECRUITMENT



## PRINCIPLE 1:

Focus on fair treatment, not same treatment



## PRINCIPLE 2:

Be flexible – not everyone has the same resources or support



## PRINCIPLE 3:

Approach “merit” with caution, because it is subjective



## PRINCIPLE 4:

Listen to and learn from people with lived experiences of bias and marginalisation



## PRINCIPLE 5:

Remember today’s dream employee may have been last month’s “imperfect” candidate















**INCLUSIVE  
RECRUITMENT  
ORGANISATIONAL  
FRAMEWORK  
FOR ACTION**

**YOUR PARTNER IN  
DIVERSITY & INCLUSION**



# INCLUSIVE RECRUITMENT ORGANISATIONAL FRAMEWORK FOR ACTION

 <b>LOCK 1: ASPIRING FOR EFFICIENCY</b>	<b>How efficiency amplifies bias and locks out diversity</b> <b>How to disrupt bias for effective recruitment</b>	 <b>KEY 1: ACHIEVE EFFECTIVENESS</b>
 <b>LOCK 2: VALUING OUTDATED IDEALS</b>	<b>How valuing outdated ideals locks out diversity</b> <b>How to redesign the “ideal candidate”</b>	 <b>KEY 2: REDESIGN THE IDEAL CANDIDATE</b>
 <b>LOCK 3: ATTRACTING THE USUAL SUSPECTS</b>	<b>How mainstream sourcing locks out diversity</b> <b>How to attract diversity when sourcing</b>	 <b>KEY 3: ATTRACT DIVERSITY</b>
 <b>LOCK 4: USING BIASED APPLICATION TOOLS</b>	<b>How application tools can be biased and inaccessible</b> <b>How to use inclusive application tools</b>	 <b>KEY 4: USE INCLUSIVE APPLICATION TOOLS</b>
 <b>LOCK 5: USING BIASED ASSESSMENT TOOLS</b>	<b>How assessment tools can be biased and inaccessible</b> <b>How to assess inclusively</b>	 <b>KEY 5: ASSESS INCLUSIVELY</b>
 <b>LOCK 6: LACKING EXPERTISE</b>	<b>How lack of expertise locks out diversity</b> <b>How to build expertise in inclusive recruitment</b>	 <b>KEY 6: BUILD EXPERTISE</b>

# REMEMBER:

## Diversity and Inclusion Work is complex:

- Don't underestimate complexity
- Focus on building your capability
- Resource appropriately
- Follow the evidence



# QUESTIONS







**THANK YOU**