The value and challenges of a diverse and inclusive workforce

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Spase Veljanovski
CEH ... helps organisations work better with migrants and refugees
Presentation overview

Diverse population

Policy response – multiculturalism | value

Service response – cultural competence/responsiveness | value

Diversity and inclusion frameworks | value & challenges
  all staff inclusion
  specific to bilingual / bicultural staff

Having ‘the talk’ | challenges
Australia is ethnically and linguistically diverse

300+ Aboriginal languages
1788 First Fleet
1851-71 gold rushes
Post WWII immigration

Image: NSW Curriculum Authority
Australia: overseas born as a percentage by year

The Age 31 March 2016  goo.gl/kd1z6H
The effects of immigration

“From the earliest arrival of the English, Irish, Scottish, Malay, Chinese and Afghans, through the post war migration program… to more recent migrants, including refugees, from every continent of the world, immigration has been integral to Australia’s economic, social and cultural development.” p.vii

Inquiry into Migration and Multiculturalism in Australia, 2013
Joint Standing Committee on Migration, Commonwealth of Australia
The government response to immigration

Successive governments’ recognition of the benefits of immigration leads to non-discriminatory immigration policy in the 1970s

Successive governments have kept this policy

Introduction of multiculturalism (1970s-present)
Looking for diversity and inclusion in our broader society

New research shows how Australia’s newsrooms are failing minority communities

Australians from culturally diverse backgrounds often feel frustrated about media coverage of news events and issues that portray them in a negative light. A new study analysing media coverage of issues related to multicultural Australia found that more than a third of stories reflected a negative view of minority communities.
Workforce diversity and inclusion

image - Seizing the opportunity:
Making the most of the skills and experience of migrants and refugees
Multicultural Affairs Queensland 2018
Diversity ≠ Inclusion

**Diversity** *(descriptive)* refers to the differences that distinguish groups of people from one another.

**Inclusion** an active process of change and an emotional outcome.
In other words…

**Diversity** is sometimes about counting people

**Inclusion** is always about making people count

Steve L. Robbins 2009 *What if? Short stories to spark diversity dialogue*, Davies-Black
The costs from the lack of inclusivity

• Decreased productivity
• Higher level of staff turnover
• Higher level of staff absenteeism
• Reduced job satisfaction among staff

Racism as a Determinant of Health 2015
The costs from the lack of inclusivity

- Estimated 70% of workers exposed to racial and other discrimination take time off work (VicHealth 2012)
- Estimated average cost of an organisation responding to a discrimination grievance is about $55,000 per case (Victorian Public Sector Commission 2011)
How much migrant talent is not being utilised?

49 in every 100 skilled migrants aren’t using their skills or experience gained before arriving.

Seizing the opportunity:
Making the most of the skills and experience of migrants and refugees
Multicultural Affairs Queensland 2018
Workforce diversity: the causality dilemma and cultural competence training

Diverse organisations (perhaps)

- can better identify consumer need
- adapt, innovate and make decisions more effectively
- attract a larger, more varied and qualified pool of potential employees
- provide a happier, more harmonious workplace

Cultural Competence in Australia: A Guide 2019 FECCA
Cultural competence training, policies and processes

Increased diversity in the workforce

Improved cultural competence

Products and services that meet the needs of a diverse consumer base

Cultural Competence in Australia: A Guide 2019 FECCA
Many sins strengths in diversity training

- Intercultural awareness
- Cross-cultural awareness
- Cultural sensitivity
- Cultural diversity
- Diversity and inclusion
- Unconscious bias
- Intercultural communication
- Cultural intelligence
- Cultural capability
- [insert new name here]
Diversity and inclusion: making a start

1. What are you currently doing in your workplace around diversity and inclusion?

2. How do you talk about diversity and inclusion in your workplace?

3. What framework are you going to use?
D&I frameworks – general

The HealthWest Partnership
Standards for Workforce Mutuality

Leading for Change
A blueprint for cultural diversity and inclusive leadership
July 2016

Welcome to the Workplace Cultural Diversity Tool
Based on international best practice, this tool is a ‘how to’ guide to workplace cultural diversity, designed to help employers make the most of a culturally diverse workforce.
a) Leadership

b) Measuring cultural diversity

c) Accountability and targets

d) Dealing with bias and discrimination

e) Professional development

Australian Human Rights Commission 2016
2018:
6 standards
with 6 -11
indicators per
standard

[website]
The tool consists of 30 items across -

1. Leadership and commitment
2. Strategy
3. Finding the best staff
4. Selecting the best staff
5. Keeping the best staff
6. Developing a strong culture
7. Ensuring that your strategies work
D&I frameworks – bilingual / bicultural

Bicultural brilliance
A toolkit for working with and as Bicultural Workers

Bi-cultural work
Professional standards

Bilingual Staff Research Project Report
Available from August 2019

Includes:

- Code of ethics
- Position description
- Employers guide

Bi-cultural work

Professional standards
2018 Guide for managers and bicultural workers on:

- Recruitment
- Rights & Responsibilities
- Professional development

Includes case studies

website
Bilingual Staff Research Project

Report

2008 by CEH

- ‘Unpacks’ bilingual staff
- Illustrative case examples
Diversity and inclusion: making a start (reprise)

1. What are you currently doing in your workplace around diversity and inclusion?

2. How do you talk about diversity and inclusion in your workplace?

3. What framework are you going to use?
Challenge – having ‘the talk’

White fragility

Microaggression

Racism

Structural discrimination

White privilege

“There is no such thing as a microaggression. There is only an agression.”

“Treating everyone equally will result in fair outcomes”