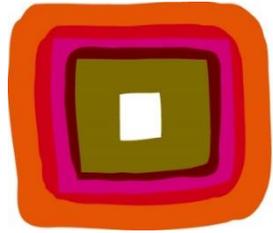


centre for  
culture, ethnicity & health

# The value and challenges of a diverse and inclusive workforce

21 June 2019

Spase Veljanovski



centre for  
culture,  
ethnicity  
& health

**CEH ... helps  
organisations  
work better with  
migrants and  
refugees**



**Health Translations**

Translated information about  
health and wellbeing

# 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

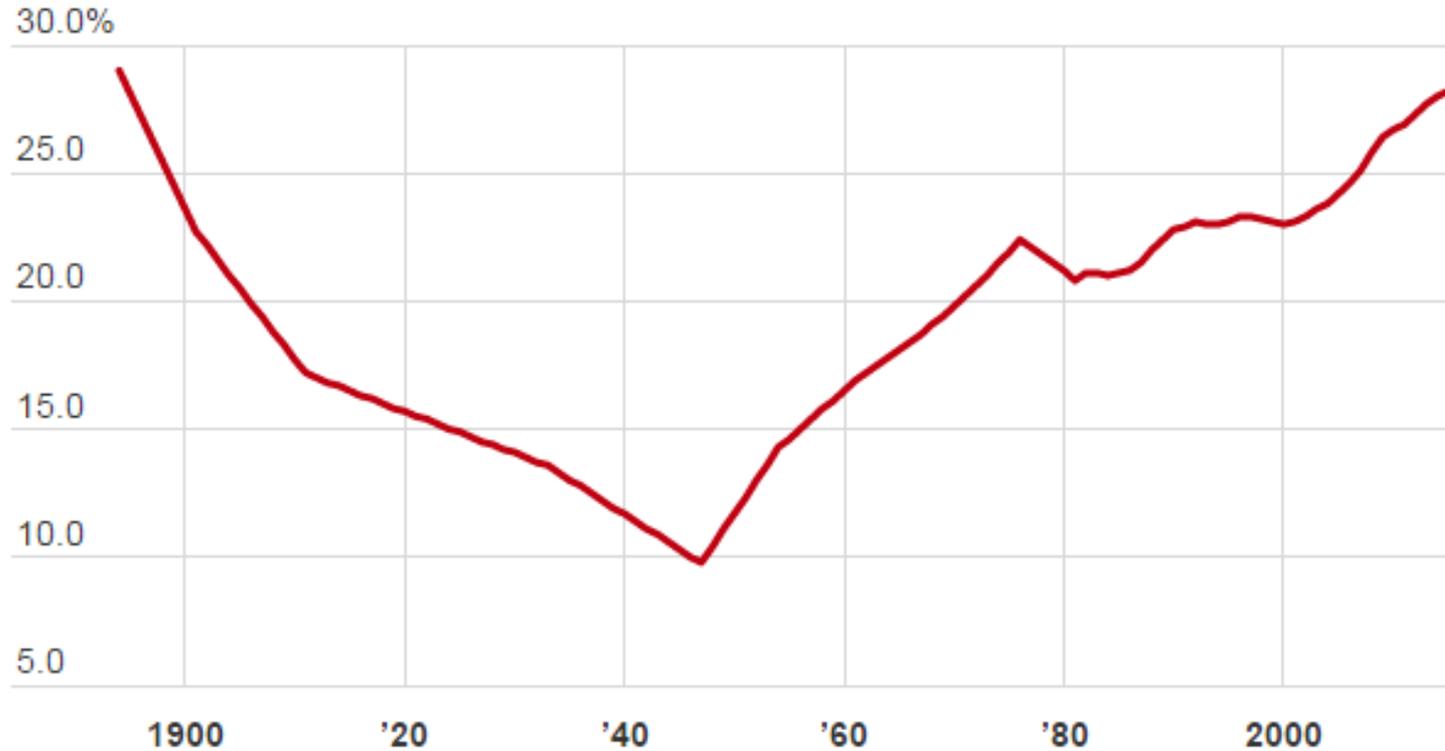
1788 First Fleet

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](http://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

October 11, 2018 5:43am AEDT

Peakin study found that too few of the stories about minority communities incorporated a viewpoint from that community. Shutterstock

122

303

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?



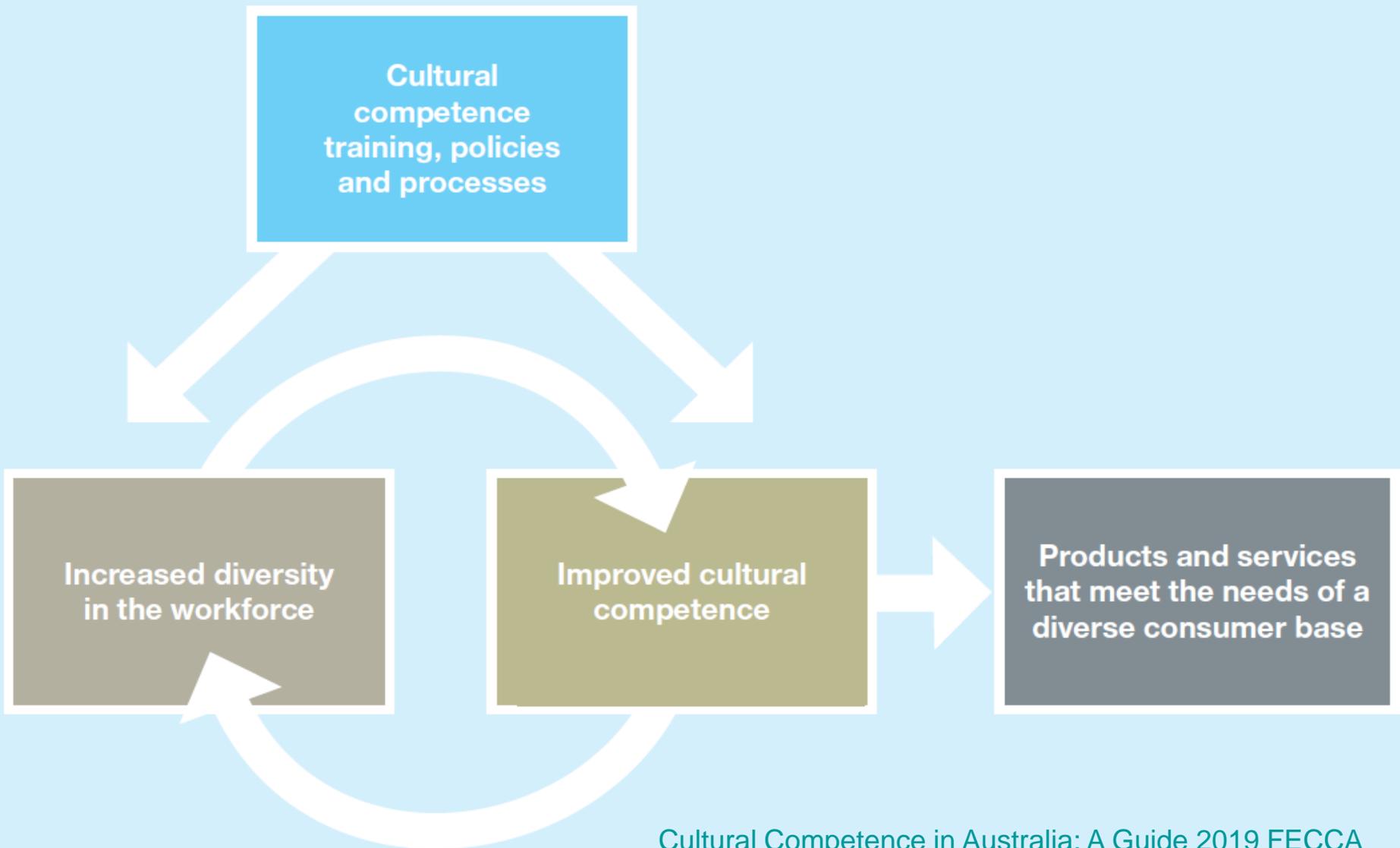
**49** in every **100** skilled migrants aren't using their skills or experience gained before arriving.

[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



# 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

RECRUIT AND RETAIN THE BEST TALENT AND ATTRACT A BROADER RANGE OF CLIENTS AND CUSTOMERS

HOME ASSESSMENT TOOL INSTRUCTIONS FAQs CONTACT US

START ASSESSMENT

## The HealthWest Partnership Standards for Workforce Mutuality

**Leading for Change**  
A blueprint for cultural diversity  
and inclusive leadership

July 2016



my organisation?

to effectively  
iverse workforce  
ess themselves  
of competence  
oint for those  
n cultural diversity  
ed to cultural  
ds best practice.

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



## Leading for Change

A blueprint for cultural diversity  
and inclusive leadership

July 2016

# The HealthWest Partnership Standards for Workforce Mutuality

2018:

6 standards

with 6 -11

indicators per

standard

[website](#)



## Workplace Cultural Diversity Tool Australian Human Rights Commission



WORKPLACE CULTURAL DIVERSITY TOOL

LOGIN

HOME

ASSESSMENT TOOL

INSTRUCTIONS

FAQS

CONTACT US

RECRUIT AND  
RETAIN THE  
BEST TALENT  
AND ATTRACT  
A BROADER  
RANGE OF  
CLIENTS AND  
CUSTOMERS



START ASSESSMENT

[Research by Deloitte and the Victorian Equal Opportunity and Human Rights Commission \(2012\)](#) has found that business performance improved when employees felt highly included and thought their workplace was strongly committed to supporting diversity.

### FAQs [MORE](#)

**How will this tool help my organisation?**

**The tool:**

- offers practical steps to effectively manage a culturally diverse workforce
- lets organisations assess themselves against 30 measures of competence
- provides a starting point for those considering a focus on cultural diversity
- helps those committed to cultural diversity move towards best practice.

### 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.

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

## Bi-cultural work

Professional standards



Bilingual Staff  
Research Project  
Report



# Bicultural brilliance

A toolkit for working with and as Bicultural Workers



Available from  
August 2019

Includes:

- Code of ethics
- Position description
- Employers guide

[Video](#)

[Website](#)

# Bi-cultural work

Professional standards

cohealth



2018  
Guide for  
managers and  
bicultural workers  
on:

- Recruitment
- Rights & Responsibilities
- Professional development

Includes case studies

[website](#)

# Bicultural brilliance

A toolkit for working with and as Bicultural Workers



# Bilingual Staff Research Project Report

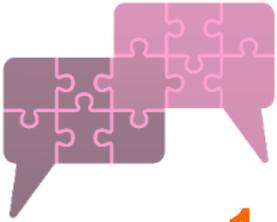
2008 by CEH

- 'Unpacks'  
bilingual staff
- Illustrative  
case  
examples

[report](#)



# 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

Structural discrimination

**White privilege**

**Racism**

*“Treating everyone equally will result in fair outcomes”*