WORKFORCE MUTUALITY TOOLKIT

Examples of Good Practice Guide

Building workforces that reflect the diversity of the community

HealthWest Partnership

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This document forms part of the Workforce Mutuality Toolkit.

These documents are designed to be used together.

ONE

Standards for Workforce Mutuality

TWO

Examples of Good Practice Guide

THREE

Self-Assessment Tool

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Purpose of this Tool

The Examples of Good Practice Guide (the Guide) aims to help your organisation achieve workforce mutuality. The Guide has been designed to be used alongside the *Workforce Mutuality Toolkit Self-Assessment Tool*.

The Guide is divided into three parts.

Part I

Outlines the three steps we recommend for making improvements.

Part II

Lists the examples of good practice against the six Standards for Workforce Mutuality.

Part III

Is a list of Recommended Diversity and Inclusion Frameworks and Resources. These can be used to help you tailor actions to specific groups. The list also includes more general 'how-to' resources about collecting diversity data and unbiased recruitment practices.

PART I

Three steps for making improvements

We encourage you to take the following steps for making improvements:

STEP 1
Get started

- Decide who will lead the work
- Get commitment from leaders
- Collect baseline data

TOOLS

- Standards for Workforce Mutuality
- Examples of Good Practice Guide

STEP 2
Assess & plan

- Decide on your assessment approach
- Consult and engage the right people
- Conduct your self-assessment
- Prioritise and develop your action plan

TOOLS

- Self-Assessment Tool
- Examples of Good Practice Guide

STEP 3
Take Action

- Implement your action plan
- Monitor, review and evaluate your approaches
- Manage change

TOOLS

- Examples of Good Practice Guide
- Standards for Workforce Mutuality

REPEAT

Breaking down the steps

It's essential that you have a well-planned and prepared approach to improving workforce mutuality. This is not a one-off activity. It requires a commitment of financial and human resources. The following steps have been designed to help guide you in your planning.

STEP 1

Who will lead the work?

Meaningful changes to your organisation's workforce mutuality will require a group of individuals that have been empowered to do the work.

Ideally you will need a team of at least three people who can allocate regular time to undertake the self-assessments and improvement activities.

Some points to consider:

- Do you have a diversity and/or inclusion role or team who can drive the work?
- Does the organisation have 'champions' who are already interested in diversity and inclusion?
- Do you have an existing committee that is appropriate and has the time and resources to do the work?
- How will you ensure that women and men with diverse life experiences are represented on your team?

Get commitment from leaders

Having leaders that understand and support workforce mutuality is a critical factor to success.

Leaders can remove common barriers by making workforce mutuality a strategic priority. They can also allocate financial and human resources towards assessment and improvement activities.

- Organise a meeting with your executive staff and talk to them about the benefits of achieving workforce mutuality.
- Ask them to allocate staff and resources towards collecting baseline data, undertaking a self-assessment and making improvements.
- Discuss the best approach for conducting this self-assessment (e.g. entire organisation or a specific area).
- Use the *Standards for Workforce Mutuality* to guide these discussions.
- Keep leaders engaged by sending them regular progress reports and emphasise successes.

Collect baseline data

The end goal of improving workforce mutuality is for the diversity of the organisation's workforce to match the diversity of the community it serves. Collecting baseline data on the diversity of your staff will be crucial in determining if your efforts have been successful long-term.

Collecting this data is one of the indicators for Foundational Standard 2, but it makes a lot of sense to do this as a priority before starting any other improvement activities.

Collecting diversity data needs to be carefully considered. How will you do so safely and sensitively? Look at **indicator 2.8**, and the **information box** for Foundational Standard 2 in this Guide for ideas.

STEP 2

Decide on your assessment approach

- We strongly recommend that you begin this work by focusing on **Foundational Standards: 1 and 2**. Meeting these will make it easier to work on the others. When Foundational Standards 1 and 2 are met, everyone working within your organisation will understand the benefits of having a diverse workforce, and will be actively supporting, promoting and celebrating diversity, inclusion and workforce mutuality.
- Consider the timing of your self-assessment in the context of a broader organisational review. This may provide greater opportunity for structural and systems level change.
- You may need to liaise with or have representation from other workplace teams (e.g. leaders, human resources, workplace safety, communications, etc...).
- If so, consider breaking up the self-assessment by Standard so that you can invite the right people to join the conversations.

Consult and engage the right people

The best way of creating an inclusive workplace environment is to include staff or community members with the backgrounds the organisation is trying to recruit and support. They can tell you what is working well within your organisation, what needs to be improved and how the improvements would work best for them. Ideally your improvement team will include people from diverse backgrounds. However, this may not be possible if the workforce mutuality of your organisation is currently very low.

But be aware

It's important not to expect diverse staff to be experts in workforce mutuality and to assume that they will be tasked with making improvements. Improving workforce mutuality should be core business and thus everyone's responsibility. Take the time to think about how you can access the perspectives you need to guide your work.

- How will you make people feel safe enough to provide feedback?
- Do you need to consult with community groups outside your organisations to get the information you need?
- Do you need to consider inviting community members to join your self-assessment?

STEP 3

Monitor, review and evaluate

Monitor, review and evaluate your approaches to ensure continuous adjustments and improvements can be made. Working on improving workforce mutuality should be an ongoing activity that engages with and responds to people's lived experiences of how interventions are being received. This may mean that the actions you're taking to address the issues will need to be adjusted and adapted over time in response to feedback.

Manage change

Achieving workforce mutuality will require that we change how we work, and sometimes how we think. This will take time and effort, and it's important to keep staff motivated during this transition.

The following ideas will help you make lasting changes:

- Develop a strong communication strategy that will:
  - Help you explain and keep explaining the benefits of workforce mutuality.
  - Communicate the risk of not changing.
  - Explain that this work is about making the organisation a more welcoming and inclusive place for everyone.
- Keep leaders engaged by sending them regular progress reports and emphasise successes.
- Listen to the concerns of your staff.
- Involve the affected staff when you make decisions. For example, if you want reception to change how they work, meet with them and discuss what you want to achieve and why. Ask them for their ideas about how these issues can be resolved.
- Celebrate shifts towards your desired goals publicly. This will help to raise the profile of your work, engage staff and leaders and motivate those working hard to create change.

PART II

This section of the Guide is divided into the six individual standards that make up the Standards for Workforce Mutuality:

Foundational Standard 1

Making workforce mutuality a priority

Foundational Standard 2

Creating an organisational culture that values diversity

Standard 3

Building job pathways for a diverse community

Standard 4

Employing a diverse workforce

Standard 5

Supporting a diverse workforce

Standard 6

Improving consumer experience for people from diverse backgrounds

Each Standard is further divided into its corresponding indicators. We have provided **examples of actions** that can be taken to achieve each indicator. It's important to note that these actions are not prescriptive, nor is the list exhaustive.

The examples are there to provide you with ideas for how to start your work. The action you decide to take will depend on your organisation and the resources available to you. Most importantly it should be guided by the people you are working to attract, include and support.

We've also included case studies and information boxes in the hope that these will provide context and assist you in thinking about the issues surrounding this work. These draw on work being done locally, nationally and internationally.

Where have the examples of good practice come from?

The actions listed in the Guide were developed to meet the requirements of a broad range of organisations, the actions you chose will depend on your organisation's resources and capabilities. Our hope is that the Guide helps each organisation begin their own unique pathway towards improving their workforce mutuality.

The ideas in this Guide are based on:

- The workplans from the four organisations that piloted the Standards for Workforce Mutuality in 2018.
- Consultations with professionals with expertise in diversity and inclusion and with community members with lived experience.
- Examples of similar work being undertaken in Australia and Internationally.

Foundational Standard 1 Making workforce mutuality a priority

All levels of leadership including board, executive and management understand and promote the principles and practices of workforce mutuality and actively seek opportunities to improve the mutuality of the organisation.

Indicator	Examples of Actions
1.1 Our leadership reflects the diversity of the community	• Establish mutuality targets for Board and senior management diversity, in line with the diversity of the organisation's service users. • Report Board and senior management diversity findings and targets back to the organisation. • Embed mutuality targets for senior management into organisational policies and processes.
1.2 Leaders in the organisation understand the benefits of workforce mutuality	• Train staff in the concept and benefits of workforce mutuality. • Include workforce mutuality training as part of induction processes. • Train managers in cultural safety and humility. • Provide opportunities for staff to explore the concept of unconscious bias and privilege. • Provide training in Aboriginal and Torres Strait Islander self-determination and the impacts of colonisation.
1.3 Leaders promote diversity and workforce mutuality	• Acknowledge diversity e.g. by giving an Acknowledgment of Country at the start of meetings. • Celebrate achievements in workforce mutuality internally and externally. • Promote diversity and workforce mutuality by contributing to relevant networks, forums and conferences.

Indicator	Examples of Actions
1.4 Leaders demonstrate a commitment to workforce mutuality through strategic workforce planning	• Allocate resources and staff time to establish an ongoing workforce mutuality working group. • Work with human resources to set workforce mutuality employment targets. • Embed workforce mutuality principles into the organisation's employment policies, processes, templates and forms.
1.5 Leaders foster and promote the involvement of staff from diverse backgrounds in organisational development	• Review the terms of reference for internal working groups to ensure they enable the involvement of staff from diverse backgrounds. • Establish a working group in which the insights and learnings of staff from diverse backgrounds can be shared with other staff members. • Invite staff from diverse backgrounds to be involved in workforce mutuality planning e.g. sitting on a Workforce Mutuality Working Group.
1.6 Leaders foster and promote the professional development of staff from diverse backgrounds in the organisation	• Work with diverse staff to understand the barriers preventing them from accessing professional development opportunities. • Work with staff to create more equitable opportunities to participate in professional development. • Conduct a skills audit in conjunction with performance appraisals to identify appropriate training and development planning at all levels of the organisation.

Information Box

The Importance of Leaders

Improving workforce mutuality is about creating an organisational culture that values and respects everyone. This is not simply a series of activities, but a way of thinking and working.

This way of thinking needs to begin somewhere. A recent research report on addressing race inequalities in the NHS found that when it begins with leaders, it's more likely to be successful.

Leaders who lead by example and actively engage in improvement activities, behaviours and practices they wanted to see in their organisations had a **powerful positive** effect on staff. These leaders were described as **inspiring** and **motivational** and gave the work a sense of importance.

The benefits of fostering a diverse and inclusive workforce are well documented (see the Standards for Workforce Mutuality, 2020).

Even a small amount of commitment, time and resources can create a more efficient, innovative and rewarding workplace for everyone.

The most effective leaders let themselves **be guided** by staff from diverse backgrounds. This may involve a degree of discomfort but creates an environment where people can speak without fear of humiliation or punishment.

Leaders can set the tone and lead by example. This inclusive approach is regarded by staff as both **mutually respectful** and **empowering**.

The report also found that leaders play an important role when initiatives meet with backlash.

Some staff can feel that others are receiving preferential treatment. Leaders can address this with **openness** and **curiosity**. Understanding and acceptance comes when people are prepared to talk about their differences and experiences.

For more information please read the report, linked in **Part III** of this Guide, Workforce Race Inequalities and Inclusion in NHS Providers (2020).

Foundational Standard 2 Creating an organisational culture that values diversity

Diversity is recognised and supported as a core strength of the organisation.

Indicator	Examples of Actions
2.1 We promote diversity and inclusion as core values of our organisation	• Develop a 'Diversity Policy' which commits to building a workforce that reflects the diversity of service users. • Promote Aboriginal and Torres Strait Islander culture and self-determination. E.g. create a Reconciliation Action Plan. • Include diversity, inclusion and workforce mutuality into the organisation's values and mission statement. • Ensure that artwork and other displays demonstrate affirmation and celebration of cultural differences.
2.2 Workforce mutuality is included in strategic plans and policies	• Include a section in workplans about creating partnerships with diverse community organisations. • Review relevant human resource policies, such as recruitment policies, to ensure they contribute to workforce mutuality. • Make workforce mutuality a key priority area in the organisation's strategic plans.

Indicator	Examples of Actions
2.3 Adequate budget and resources are allocated for improving workforce mutuality	**Human resources** • Allocate the responsibility of progressing workforce mutuality to a member of senior management. • Incorporate 'progressing workforce mutuality work' into staff position descriptions and professional development programs. • Allocate time for staff to lead and participate in activities. E.g. staff diversity data collection. • Ensure staff have the time to attend community events and diversity and inclusion networking groups. • Create a dedicated diversity and inclusion coordinator role. • Build "mutuality management" responsibilities into human resource key performance indicators. **Budget** Allocate budget towards: • Funding the salary of a permanent diversity and inclusion position in the organisation (or similar). • Staff involved in recruitment to attend training in removing unconscious bias. • Upgrading the physical accessibility of the worksite. • Workplace adjustments to support staff with a disability. • Developing targeted recruitment strategies. E.g. to consulting with community groups and piloting new processes. • Investing in software that identifies biased and non-inclusive language. E.g. 'Applied' and 'Textio'. • Training newly migrated staff to support their transition into the Australian workplace. • Supporting staff with English as a second language to access English language training and provide study leave. • Adding a permanent budget line to fund diversity safety initiatives and training. • Celebrating cultural events that are important to staff and community. E.g. Harmony Week, NAIDOC, IDAHOBIT.

Indicator	Examples of Actions
2.4 Staff are provided with diversity training and resources that are appropriate for the diversity of the community	• Train staff that interact with community in cultural safety and humility and intersectionality. • Train staff that interact with community to ask consumers questions about their cultural background. E.g. "Ask the Question" training. • Add cultural safety and humility training to the roster of induction and annual mandatory training for staff. • Incorporate understanding of cultural safety into individual learning plans as a performance indicator, for example increased understanding of Aboriginal and Torres Strait Islander history and culture. • Collect evidence to demonstrate an increased understanding of cultural safety by staff. • Establish a 'buddy' system where new staff are supported by a co-worker to understand the organisation's culture of diversity and inclusion.
2.5 Staff from diverse backgrounds contribute to building an organisational culture that values diversity	• Include questions about diversity and mutuality into staff engagement surveys. E.g. "Do you feel the organisation values the contributions of all staff equally?" • Invite staff from diverse backgrounds to join relevant working groups. • Survey staff to determine their specific workplace needs. E.g. prayer rooms, quiet rooms, mother's rooms. • Survey staff about cultural dietary requirements when developing catering policies for workplace functions and canteens. E.g. kosher and halal.

Indicator	Examples of Actions
2.6 Diversity is valued in the workplace through celebrations and events	• Invite staff to contribute to a calendar of cultural events relevant to the diversity of the community and the organisation. E.g. NAIDOC Week, IDAHOBIT, Diwali, Eid al-Fitr. • Celebrate major events. E.g. NAIDOC Week morning tea, IDAHOBIT. • Invite speakers from diverse communities to present to staff on significant diversity-related dates. E.g. a local Aboriginal elder gives a talk during Reconciliation Week. • Acknowledge important cultural events via internal media. E.g. NAIDOC Week • Nominate representatives to participate in external diversity-themed events and celebrations. E.g. the Flag Raising Ceremony in NAIDOC Week or Midsumma.
2.7 Mutuality with the community is reflected in internal and external publications, communications and other promotional resources	• Include images of people that reflect the actual diversity of the community on visual branding, especially on the 'careers' page. • Review the language used in promotional materials and websites to ensure it is accessible to everyone. • Translate all publications intended for community use into the most commonly spoken languages of the community. • Develop a policy and process that ensures that promotional materials are reviewed by community members during development or before distribution. • Endorse and acknowledge linguistic capabilities of employees. E.g. staff nametags with "My name is:" in the non-English language they are fluent in. • Review website and other promotional materials to ensure they include positive messages about diversity and inclusion. E.g. inclusion of rainbow flag. • Provide staff with guidelines and resources for using inclusive language.

Indicator	Examples of Actions
2.8 Staff data is collected in a safe and confidential way, compared to community data and used to set workforce mutuality targets	• Develop a strategy on how to best collect and store staff diversity data securely. E.g. staff survey. • Collect staff diversity data as part of the induction and orientation process for new staff. • Conduct an annual staff diversity survey. • Anonymise staff diversity data. • Develop an accurate diversity profile of the intended service users using reputable data (e.g. ABS). Ensure this profile includes all aspects of diversity (e.g. country of birth, languages, disability). • Set recruitment targets based on the profile of service users. • Set recruitment targets for under-represented groups from the community. • Monitor data annually as needed. • Using the diversity profile as a measure of staff diversity, set specific targets for cohorts of staff.

Information Box

Staff Diversity Data

The best way to monitor your progress towards achieving workforce mutuality is to collect staff diversity data early and regularly.

Diversity data:

- Provides you with a benchmark.
- Helps you set targets to work towards.
- Provides insights into who your organisation is attracting, retaining, and losing.
- Shows you if your improvement efforts are succeeding.
- Highlights areas requiring investigation.

When to ask

With careful planning, data can be collected routinely to provide an in-depth understand of your organisation. Possible collection points include:

- During the recruitment process.
- On new staff paperwork.
- During exit interviews.
- On promotion paperwork.

Staff surveys

Anonymous staff surveys are a good way of collecting baseline data which future data can be compared to. Surveys can also be used to collect information about staff experiences. This data can tell you whether staff with diverse backgrounds experience job satisfaction, enjoy the workplace culture, think promotion processes are fair, etc...

Make it safe

One of the most important things to remember when collecting diversity data is that you need to keep it safe once you have collected it. Develop clear governance, reporting and access guidelines for how this will be done.

Communicate

It's also very important to clearly explain to staff why the data is being collected, what it will be used for, and how it will be kept safe. Develop a clear communication strategy to explain the concept and benefits of workforce mutuality, and how collecting this data will help with this work.

Part III of this Guide contains a number of practical resources to guide your data collection and communication efforts.

Standard 3 Building job pathways for a diverse community

The organisation seeks out opportunities to build equitable employment pathways and networks with community and other organisations.

Indicator	Examples of Actions
3.1 The organisation seeks out opportunities to work together with community, other organisations and sectors to build accessible and sustainable job pathways for people from diverse backgrounds	• Conduct an organisational audit on the status of partnerships with diverse communities and representative organisations. • Build relationships with community and representative organisations. E.g. participate in NAIDOC events, Midsumma festival, Harmony day. • Work with diverse communities and representative organisations to identify ways to improve job pathways. • Partner with tertiary institutions to pilot employment pathways for students from diverse backgrounds. • Work with community organisations to improve access to Commonwealth job seeker employment pathways.
3.2 We share relevant diversity data with other organisations relating to both our staff and our community to foster a collaborative approach to building job pathways appropriate for our catchment area(s)	• Promote workforce mutuality progress, anonymised staff diversity data and targets on the organisation's website, social media and in annual reports. • Develop relationships with other organisations working to improve workforce mutuality and share feedback on diversity data and progress. • Set up an anonymised service user diversity data-sharing network with other organisations working in the sector and catchment area.

Indicator	Examples of Actions
3.3 We provide and seek out peer review and feedback from other organisations to strengthen workforce mutuality practice in our catchment area(s)	• Establish a community of practice with other organisations, including peer review of the members' current projects and practices. • Facilitate an annual information sharing forum with other organisations practicing workforce mutuality. • Join and contribute to existing community of practices relating to workforce mutuality, diversity, inclusion etc...
3.4 We seek out opportunities to work with and learn from peak organisations and recognised leaders in workforce mutuality	• Invite advocates working in diversity to give in house presentations to staff. • Send representatives to conferences and forums on diversity and workforce mutuality. • Invite senior staff members from peak community organisations to join the Board. • Consult with experts to inform specific workforce mutuality projects. E.g. work with a consultant to advise on developing diversity data collection practices. • Join and become active members of peak organisations. E.g. the Australian Network on Disability, Diversity Council of Australia.
3.5 We share outcome data among our networks and across sectors to promote the benefits of workforce mutuality	• Share consumer feedback assessing the organisation's cultural responsiveness. E.g. on the website, with community of practice forums. • Give a presentation on health outcome data relating to our workforce mutuality practices at conferences and forums. • Advocate to government based on the benefits of improved workforce mutuality.

Standard 4 Employing a diverse workforce

Recruitment processes are fair, accessible and equitable to all people from the community.

Indicator	Examples of Actions
4.1 Workforce planning processes result in the development of position descriptions, role scope and selection criteria that facilitate diversity and inclusion	• Collect feedback from applicants and unsuccessful candidates to assess how inclusive the recruitment process was and how it could be improved. • Include clear statements about a commitment to diversity in selection criteria and position descriptions. • Include information about the organisation's flexible working arrangements in position descriptions.
4.2 Diversity-related skills that will add value to the organisation's business practices are identified and included in key selection criteria	• Apply special affirmative measures for targeted recruitment. E.g. 'Only Aboriginal and/or Torres Strait Islander candidates are eligible to apply for this position.' • Include the following key selection criteria in position descriptions if appropriate: – "Ability to speak a language other than English will be looked upon favourably" – "Demonstrated experience in working successfully with people from diverse backgrounds."

Indicator	Examples of Actions
4.3 Inclusive job advertisements and position descriptions are designed to eliminate barriers to people from diverse backgrounds applying for the role	• Ensure all job advertisements use gender neutral and plain English language. • Include inclusive statements such "Our organisation is committed to inclusion – all are welcome to apply" into job advertisements. • Ensure position descriptions encourage Aboriginal & Torres Strait Islander people and people from other diverse backgrounds to apply. • Make application processes more accessible. E.g. provide applicants the option to submit applications in alternate formats, such as video and audio files. • Could include statements like: "Applicants should not hesitate to contact us to discuss options for submitting applications". • Ensure the application process is clear, streamline the amount of documentation required and avoid duplication. E.g. Asking to address key selection criteria in the application letter and elsewhere. • Translate job advertisements and position descriptions into community languages when appropriate.
4.4 Jobs are promoted in formats and platforms that will reach diverse communities	• Consult with target community groups to determine what their preferred formats and platforms are. • Advertise jobs in identified platforms in addition to generic jobseeker websites. E.g. community language radio and Aboriginal & Torres Strait Islander newspaper. • Measure how successful platforms have been in reaching target communities. • Ensure the timeframe for applying for positions is sufficiently long.
4.5 Recruitment processes are transparent and unbiased	• Ensure interviewing and reviewing panels are made up of staff from a variety of diverse backgrounds. • Establish a system in the recruitment process that ensures the removal of unconscious bias. E.g. removing name, age, gender, place of birth from job applications. • Request feedback from interviewees about the transparency of the recruitment process.

Information Box

cohealth - Reviewing Recruitment Practices

cohealth is a not-for-profit community health service based in Melbourne's north and western suburbs. It employs over 900 staff and provides a range of health, wellbeing and social support services. The organisation has been involved in implementing a range of initiatives to improve workforce mutuality.

The work

Part of this work has been reviewing our recruitment practices with the goal of making them more inclusive. The first step we took was to form an 'inclusive recruitment working group' by inviting staff from the Diversity Team, Refugee Health and Prevention Team and People Operations (human resources). We also contracted workers from refugee backgrounds to conduct community consultations with the aim of identifying issues with our recruitment practices. The team met fortnightly to discuss, plan and drive the work. Our main areas of focus were on making improvements to cohealth's:

- online recruitment page,
- job advertisements,
- position descriptions, and
- interviewing practices.

Some of the improvements we've made to-date include:

- Developing an online resource to support recruitment managers to use inclusive recruitment strategies and practice.
- Our 'Employment Pathways' workers developed a tip sheet for recruitment managers.
- Job advertisement templates to encourage the use of plain language and reduce jargon.
- Simplifying job application processes.
- Emphasising cohealth's commitment to achieving workforce mutuality (e.g. on recruitment pages).

What helped?

Prioritising 'workplace mutuality' as an organisational strategic goal

cohealth committed to improving workforce mutuality by making it one of the 2019-2023 Strategic Plan goals. This meant that funds and staff were allocated towards making improvements, and staff had the capacity to attend meetings and engage in improvement activities.

Inviting the right people with the right perspectives

Staff from People Operations gave us advice about cohealth's operational processes and the practicalities of recruitment. The Diversity and Refugee Health and Prevention staff provided their experience and expertise in diversity and inclusion practices. They also linked the improvement team to diverse community members. Community members provided critical feedback about barriers and how to make improvements. Solutions were tailored to take each perspective into account and find a workable compromise.

Part III of this Guide contains a number of practical resources to support you in developing unbiased recruitment practices.

Standard 5 Supporting a diverse workforce

Staff from diverse backgrounds are provided with equitable support relevant to their individual needs and the requirements of their role.

Indicator	Examples of Actions
5.1 Managers actively support staff to understand and engage safely with the workplace culture	• Allocate time during supervision for staff to discuss the workplace culture. • Provide orientation on workplace culture during induction. • Source resources to help managers support diverse staff. • Include 'building an inclusive workplace culture' into manager development plans. • Train management in myths and realities of diverse cultures and lifestyles.
5.2 The safety and wellbeing of a diverse workforce is ensured through identifying and managing potential risks and harms	• Develop a risk register and incident reporting system that identifies possible threats to staff cultural safety. Allocate responsibility of this to a committee such as the OHS committee. • Place guidelines on the intranet to help staff identify and manage potential risks. • Include a question in the annual staff survey about the experience of feeling valued and treated equitably by the organisation. • Amend Staff Exit Interview to include cultural safety/inclusion questions and analyse feedback. • Include processes for discussing cultural safety during staff supervision. • Request feedback from diversity working groups (e.g. Aboriginal, LGBTIQA+) about their experiences and potential risks. • Set up a system for collecting anonymous feedback on risks to diversity and inclusion. • Plan and implement systemic improvements to strengthen supports for staff from diverse backgrounds (based on outcomes and feedback).

Indicator	Examples of Actions
5.3 Retention and support strategies for staff from diverse backgrounds are developed and implemented	• Develop peer support networks. • Collect feedback from staff about how workplace support options could be improved. E.g. "what adjustments could be made in the workplace environment to provide equitable access for a staff with a disability". • Ask whether the "diversity safety" or inclusiveness of the organisation was a factor in leaving the organisation during exit interviews; collect this data and use to plan for more effective retention
5.4 Leave entitlements reflect the needs of a diverse workforce	• Research inclusive leave entitlements relevant to staff demographic and include these. E.g. cultural leave for Aboriginal and Torres Strait Islander staff to attend ceremony and sorry business. • Include the line "Flexible leave entitlements are possible where these can be reasonably accommodated" into employment contracts. • Include a leave category to celebrate events relevant to staff members' cultural affiliations or allow staff to substitute a public holiday with a nominated religious holiday. • Set up a working group of staff and managers to review appropriate leave entitlements regularly.
5.5 Internal pathways for promotion and career progression are inclusive and supportive of all staff	• Promote equity and inclusion in internal promotion policies and procedures. • Set targets for promotion to ensure diverse representation of staff at all levels. • Use data to track diverse staff advancement. • Identify and implement advancement strategies, such as: mentoring, scholarships, education pathways, secondment opportunities.

Indicator	Examples of Actions
5.6 Staff are given the opportunity to use their personal cultural capital and expertise in their role	• Consult with staff from diverse backgrounds on how they think they could best and most appropriately use their personal cultural capital. • Offer staff with a lived experience the opportunity to sit on working groups. • Support staff to contribute their cultural or linguistic skills to projects. • Co-design a resource/ guide for staff and managers on: – Working within your own community – Opportunities to use cultural expertise – Importance of self-determination • Develop a policy outlining when bilingual staff can contribute their language skills at work, and the supports available to them to do so.
5.7 Staff are supported to work with consumers from communities different to their own	• Ask staff to conduct a personal skills gap analysis and support them to develop these. E.g. Working effectively with interpreters. • Establish and integrate a network of support structures and mechanisms to help staff improve on these skills. • Include measures of capability in working with diverse communities into staff competency assessment/performance management. • Identify internal 'mentors' with knowledge of specific cultures who are willing to provide advice and information when needed.
5.8 Assistive technology and other relevant supports are provided to meet the needs of our workforce	• Develop a workplace adjustment policy for staff living with a disability. • Independently assess the accessibility of all sites and make site adjustments to improve accessibility. E.g. ramps, braille and tactile indicators. • Develop a process for staff to apply for assistive technology. • Ensure that assistive technology options are a standard part of the employment package for all staff.

Information Box

Brotherhood of St Laurence

Engaging safely with workplace culture and fostering inclusion

About the Brotherhood of St Laurence

The Brotherhood of St. Laurence (BSL) is a social justice organisation that works to prevent and alleviate poverty across Australia. The Multicultural Communities Team offers programs to refugees, migrants and asylum seekers.

Bicultural workers

BSL employs bicultural workers, people who work specifically with people or communities with whom they share similar cultural experiences and understandings. The bicultural workers use their cultural skills and knowledge to create a connection between the community and BSL services with the aim of improving client outcomes.

The work

Our bicultural workers come from a range of cultures, and each culture has differing expectations about the attributes and behaviours appropriate to women or men and about the relations between women and men. We wanted to explore how gender norms and power dynamics might be affecting our bicultural workers. And if they were, what we could do to address them with the aim of creating a more inclusive working environment. Bi-cultural workers were invited to have open conversations about the issues of gender and power, and how these issues affected them in the course of their work. The conversations also provided an opportunity for self-reflection and helped to raise awareness amongst bicultural workers about Australian workplace culture, and cultural differences in gender norms. The findings of these conversations were incorporated into a report along with a series of recommendations for management teams and team leaders. These will be used to inform the development of policies aimed at improving inclusion in the workplace.

What helped?

A culture of inclusion

BSL's commits to creating an inclusive, efficient and agile organisation in their 5-year strategic plan.

Creating Safe spaces

The project was initiated and guided by bi-cultural workers, which meant they could shape the direction of the conversations. The project also ensured that participating bi-cultural workers provided informed consent. Information was de-identified and participants were given the opportunity to see the report and provide input before it was finalised.

Part III of this Guide contains practical resources to guide you in thinking about how to make space for having conversations about inequalities in the workplace. See in particular *Workforce Race Inequalities and Inclusion in NHS Providers* (2020).

Standard 6 Improving consumer experience for people from diverse backgrounds

Consumers from diverse backgrounds experience improved outcomes and satisfaction when engaging with the organisation.

Indicator	Examples of Actions
6.1 We consult and collaborate with consumers to identify what we can do to make our organisation more responsive to the needs of a diverse community	• Involve consumers in the development and implementation of feedback processes. • Create consumer feedback mechanisms to understand consumer's cultural safety. • Engage consumers in planning and evaluating initiatives that impact their care. • Hold consumer forums to gather community feedback on projects and services. • Establish a consumer advisory group that reflects the diversity of the community. • Support consumers from diverse backgrounds to participate in service design and review processes. • Allocate consumer positions on internal working groups and committees. • Promote available avenues of advocacy and support for consumers (and staff).
6.2 Consumer feedback demonstrates that services and programs are accessible to all members of the community	• Analyse consumer feedback to identify opportunities for improvements. • Plan and implement improvements to address identified deficits. • Ensure that existing consumer feedback and complaints systems are accessible. • Seek feedback from consumers from diverse communities about the accessibility and appropriateness of services.

Indicator	Examples of Actions
6.3 Consumer feedback demonstrates that services are delivered in ways that meet the needs of a diverse community	• Develop consumer feedback mechanisms that ask specific questions about cultural affiliations and quality of care to meet identified needs. • Identify and implement specific initiatives that will improve the quality of service delivery to better meet specific communities' needs. • Provide feedback to specific communities about tailored services improvements. • Benchmark feedback against performance against other like services.
6.4 Consumer feedback demonstrates that consumers from diverse backgrounds feel they are treated with respect and equality	• Participate in the yearly 'Victorian Health Experience Survey' which collects and analyses client feedback. • Collect feedback from consumers about feeling respected by staff with whom they have contact. • Analyse consumer complaints to identify issues and areas for improvement relating to respectful relationships between staff and consumers.
6.5 Consumer feedback demonstrates that consumers from diverse backgrounds are likely to recommend the organisation to others in their community	• Collect feedback on consumer experiences and investigate when feedback is negative. • Benchmark performance against other organisations, across communities. • Collect data to determine if there has been an increased uptake of service. • Analyse community census data to determine which community groups are accessing service, and which aren't. • Use these findings and conduct consultations with relevant communities to develop strategies to attract under-represented communities.

Indicator	Examples of Actions
6.6 Consumer experience surveys use platforms and formats that are relevant and accessible for diverse communities	• Consult with diverse community members to determine what formats surveys should take. • Trial these with with a range of community members and evaluate accessibility. • Consult with diverse community members to determine which platforms each group uses. • Trial these platforms and evaluate reach and impact.
6.7 We report back to our diverse consumers about consumer experience findings and the resulting planned improvements, using platforms and formats that are relevant and accessible for diverse communities	• Develop feedback loops so that improvements are communicated back to consumers.

Information Box

IPC Health

Culturally appropriate services and community connections

IPC Health provides community health services in Victoria. It's services range from General Medical and Dental Services, Home-based Aged Care, Family Services case management, Alcohol and Drug counselling, Gambler's Help counselling, Generalist counselling, Financial Counselling, Allied health therapy services and Health Promotion.

The Elders Lounge

In 2017 IPC opened an elders lounge for the Aboriginal and Torres Strait Islander community at the IPC Health in Wyndham Vale. The lounge is a culturally-dedicated safe 'drop-in' space where Aboriginal community members can seek support and assistance.

The aim of the project is to support strong cultural community connection and the development of key partnerships between community and services providers, to better meet the needs of the community.

The Elders Community Lounge makes it easier for Aboriginal and Torres Strait Islander people and their families to access health and social services and services that are culturally appropriate. It also helps Aboriginal and Torres Strait Islander people and their families to better connect with one another and with health professionals and allied health workers.

The work

The lounge was co-designed with members of our Aboriginal and Torres Strait Islander community. IPC:

- Partnered with Aboriginal and Torres Strait Islander people to understand their health needs and how to address them best.
- The lounge was then co-designed with Aboriginal and Torres Strait Islander people and other stakeholders.
- The project was funded in partnership with the Department of Human and Health Services.
- IPC's Aboriginal outreach worker, care coordinator and Aboriginal access worker were relocated to work from the Lounge.
- After the launch of the Lounge, 'meet and greet' lunches were held between health service providers and community.
- Health education workshops were held for community, with pathways for direct service referrals.
- The lounge is used to celebrate cultural events (such as NAIDOC and Reconciliation), and IPC Health services providers are invited to these events to strengthen their cultural competencies and build rapport with community.

Part III of this Guide contains practical resources to guide in engaging community members. See in particular *Meaningful Engagement for Social Inclusion* (2019).

PART III

Recommended Diversity and Inclusion Frameworks and Resources

There are many frameworks and resources which can be used in conjunction with the Standards for Workforce Mutuality. The following list is a sample only. Other frameworks and resources may be better suited to your organisation and the resources available to you.

A Guide to Trans and Non-Binary Inclusion

Lloyds and Global Butterflies, 2019

A guide for making your organisation trans/non-binary inclusive
inclusionatlloyds.com//srv/htdocs/wp-content/uploads/Lloyds_trans-and-non-binary_guide_Final_101219.pdf

A Step-by-Step Guide to Preventing Discrimination in Recruitment

Australian Human Rights Commission, 2014
humanrights.gov.au/our-work/employers/step-step-guide-preventing-discrimination-recruitment

Counting Culture

Diversity Council Australia, 2019

Six principles providing guidance on how organisations can map the cultural diversity of their workforce in a way that is respectful, accurate, inclusive, and well suited to the multiculturalism in Australia.
www.dca.org.au/research/project/counting-culture

Creating Inclusive Multi-Faith Workplaces

Diversity Council of Australia, 2019

A guide to help workplaces move away from simply 'accommodating' the needs of their multi-faith employees, towards making workplaces inclusive for everyone in Australia's increasingly religiously diverse workplaces.
www.dca.org.au/research/project/creating-inclusive-multi-faith-workplaces

Data Collection Toolkit

Lloyds, 2019

A guide that looks at the why, what and how of collecting and interpreting diversity data with a clear understanding of the business imperatives and how insights can help shape the wider culture.
inclusionatlloyds.com/wp-content/uploads/Lloyds_Data-Collection-report-FINAL.pdf

Demographic Questions
Lloyds, 2019
A list of example demographic questions that can be used to collect data.
inclusionatlloyds.com/wp-content/uploads/Data-collection-form.pdf

Disability Employment Strategy
Victorian Department of Health & Human Services, 2018
A resource to guide organisations to improve their disability confidence, designed for the Victorian Department of Health and Human Services.
www.dhhs.vic.gov.au/sites/default/files/documents/201805/disability-employment-strategy-2018020-1803045.pdf

Do Ask Do Tell: Capturing Data on Sexual Orientation and Gender Identity Globally
Pasterny, L., 2016
Practical advice on how to collect LGBT data.
www.stonewall.org.uk/sites/default/files/do_ask_do_tell_guide_2016.pdf

Family Friendly and Flexible Workplaces: Best Practice Guide for Employers
Working Families and Lloyd, 2018
www.inclusionatlloyds.com//srv/htdocs/wp-content/uploads/2019/01/Lloyds_family-guidance_best-practice.pdf

From Symbols to Systems
Inner North West Primary Care Partnership, 2019
A framework for strengthening Aboriginal and Torres Strait Islander cultural security in mainstream organisations.
inwpcp.org.au/wp-content/uploads/2020/03/FS2S_webvsn_110320.pdf

Generating Equality & Respect: Tools and Resources
VicHealth, 2016
A suite of tools and resources to support workplaces to improve gender equity and prevent violence against women.
www.vichealth.vic.gov.au/GEAR-tools

Inclusion: The DNA and Leadership of Change
Bolden A., Adelaine A., Warren S., Gulati A., Conley H. & Jarvis C., 2019
A review of theory, evidence and practice on leadership, equality, diversity and inclusion in the National Health Service.
www.leadershipacademy.nhs.uk/wp-content/uploads/dlm_uploads/2019/06/BLFI-Literature-review-Clear-Print-Version.pdf

Investing in Experience: Managing an Older Workforce Practical action for employers
Australian Government - Comcare, 2013
www.comcare.gov.au/static/invest_in_experience/files/assets/common/downloads/02387_RS_Invest%20in%20exp%20for%20the%20APS_v6.pdf

Meaningful Engagement for Social Inclusion

HealthWest Partnership, 2019

A guide on how to create or improve your social inclusion work. It provides a compass to useful documents, resources, frameworks and tools to improve your practice, whether that is externally with individuals and communities or internally within your organisation.

healthwest.org.au/wp-content/uploads/2019/08/Practice-Guide-FINAL.pdf

Rainbow Tick Standards

Rainbow Health Victoria, 2016

A national accreditation program for organisations that are committed to safe and inclusive practice, and service delivery for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people.

www.rainbowhealthvic.org.au/rainbow-tick

Recruit Smarter

Government of Victoria, 2019

A report on the findings of a project to develop inclusive recruitment practices and address unconscious bias in recruitment.

Technical Report

www.vic.gov.au/sites/default/files/2019-01/Recruit-Smarter-Technical-Report.pdf

Report of Findings

www.vic.gov.au/sites/default/files/2019-01/Recruit-Smarter-Report-of-Findings.pdf

National Best Practice Guidelines for Collecting Indigenous Status in Health Data Sets

AIHW, 2017

These guidelines have been developed to ensure the standard Indigenous status question is asked correctly.

www.aihw.gov.au/reports/indigenous-australians/national-guidelines-collecting-health-data-sets/contents/table-of-contents

Targeted recruitment of Aboriginal and Torres Strait Islander people: A Guideline for Employers

Australian Human Rights Commission, 2015

humanrights.gov.au/sites/default/files/document/publication/AHRC_Targeted_recruitment_ATSI_people_guideline2015.pdf

Wasted Potential: Recommendations to Support Mature-Aged Workers

Australian Human Rights Commission, 2015

humanrights.gov.au/sites/default/files/Submission%20No%20251%20-%20Professionals%20Australia%20-%20organisation%20%28age%29.pdf

Workforce Race Inequalities and Inclusion in NHS Providers

Ross S., Jabbal J., Chauchan K., Maguire D., Randhawa M. and Dahir S., 2020

A research report about racial inequalities in the NHS and strategies for addressing them. The report contains case studies, recommendations and lessons.

www.kingsfund.org.uk/sites/default/files/2020-07/workforce-race-inequalities-inclusion-nhs-providers-july2020.pdf

Notes