

# Good Practice Guide in Employment of Under-represented Groups

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This guide draws on **Good Practice** case studies and examples of Workforce Participation in the **Under-represented Groups**. This includes Aboriginal people, people whom English is their second language, people with disabilities, people who have been long term unemployed and females in non-traditional roles.

The following documentation has some very clear messages and areas of focus to concentrate on to ensure the best possible outcome is achieved in regards to employment and retention of people within the "Under-represented Groups".

The challenge that many organisations face is the ability to create an inclusive workplace. An inclusive workplace is one where fairness, respect, equality and dignity are promoted and are part of the organisation's values and goals.

To achieve diversity in a workplace, it is important to create an environment that celebrates and builds on differences and one that is productive, rewarding, enjoyable and healthy for all.

There are many roles within the **Waste Industry** that could be offered to Aboriginal people, people with disabilities, people who have been long term unemployed and people for whom English is their second language.

Acknowledgement is given that it does require suitable resources, allowance and time for implementation, a review and evaluation process together with a strong commitment from all levels of the organisation. **Honestly and transparency** together with **open communication** are three main ingredients in creating employment opportunities for people within the "Under-represented Groups".

The following case studies are a small sample of some great strategies and initiatives that have been implemented and are adding value and showing great results across our broad and diverse community.

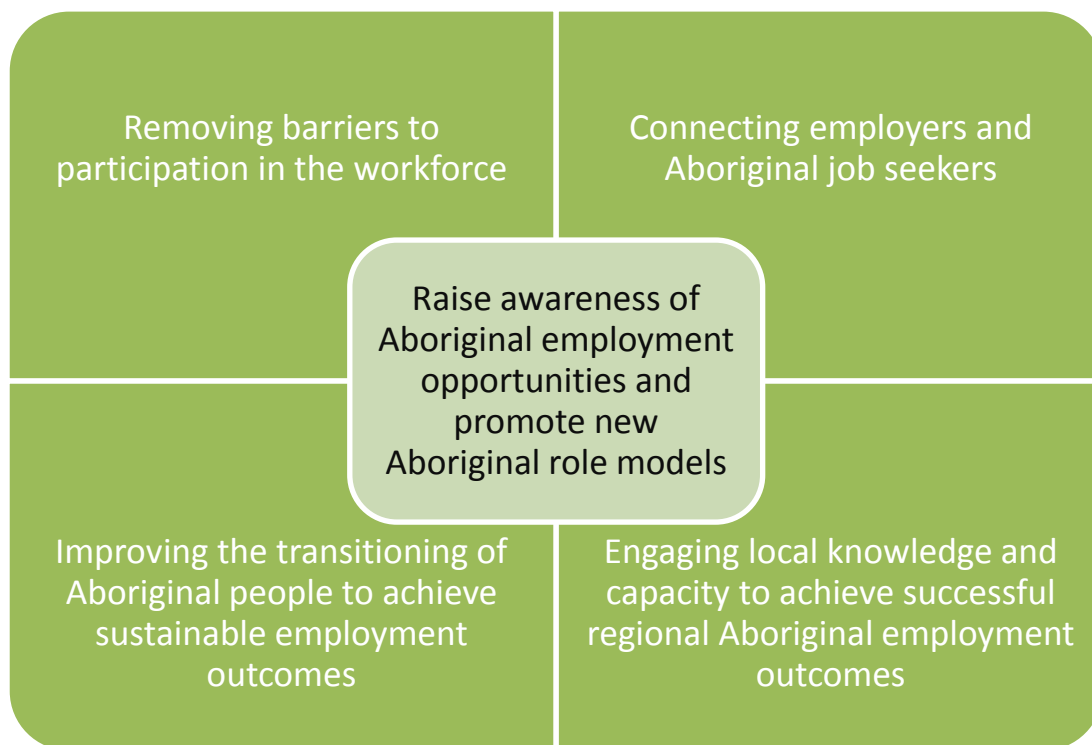
For the purposes of this Resource Guide, and in recognition of this diversity, we have used the term "Aboriginal" as a way of acknowledging all Australian Aboriginal and Torres Strait Islander groups.

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# Strategies for Employing Aboriginal People

Acknowledgement is made of the numerous strategies that have been developed by organisations and government agencies in the area of Aboriginal employment. The "Training Together – working together" Aboriginal workforce development strategy is aimed at assisting Aboriginal people to participate effectively in the workforce and to ensure that the development and application of their skill is within a workplace context. This strategy has been developed through the State Training Board (Western Australia) for industry, community and government.

Research indicates that Aboriginal people are generally unaware of the job opportunities in their region, particularly those jobs that require pre-training and development of ready work skills. Aboriginal people feel they are often overlooked in the forward planning and skill development required to take up these opportunities and they feel that they are more likely to be directed towards the less sustainable positions.



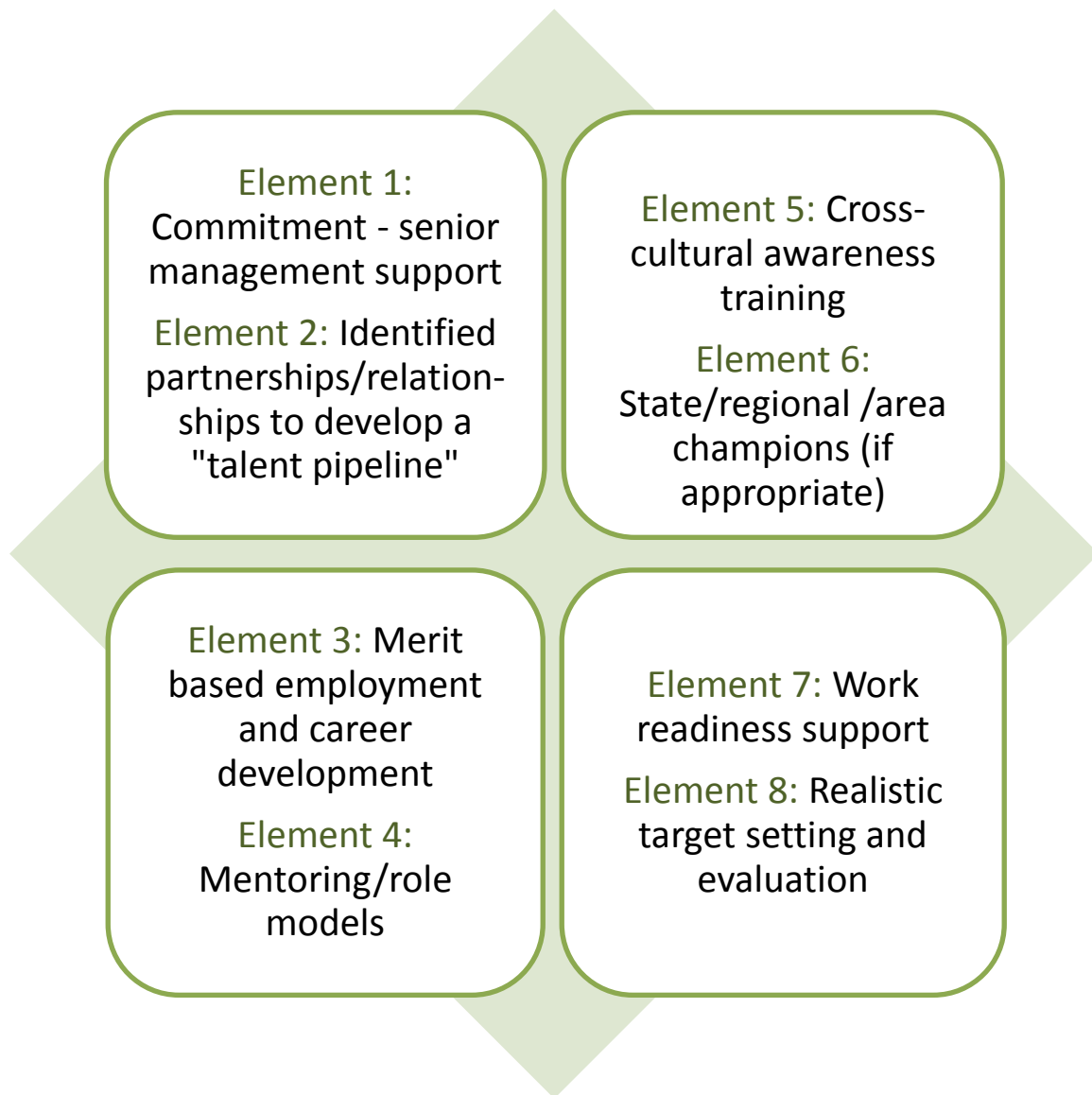
The information above was sourced from:

<http://www.dtwd.wa.gov.au/employeesandstudents/aboriginalworkforcedevelopmentcentre/trainingtogether-workingtogether>

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# Strategies for Employing Aboriginal People

The model below identifies with steps that would form a sound process to follow when implementing employment for Aboriginal people.



The information above was sourced from:

<http://www.dtwd.wa.gov.au/employeesandstudents/aboriginalworkforcedevelopmentcentre/trainingtogether-workingtogether>

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# Strategies for Employing People with a Disability

Below is a range of strategies that can be incorporated into the organisation's policy and procedures when working towards providing a disability-friendly workplace culture and employment of people with a disability.

- To provide Disability Awareness training to all employees
- To ensure the recruitment process is accessible to all people with a disability
- To incorporate diversity messages into training and human resource processes and procedures
- To encourage the option of flexible working conditions
- To provide education and training to human resource people and hiring managers on how to adapt and apply the merit selection process
- Promote a workplace culture that is inclusive of diversity, understands the needs of employees with disability and values their contribution
- Develop training and development opportunities that enable employees with a disability to maximise their skills and experience in the workplace
- Create a mentoring system in the workplace and or/a buddy system
- Ensure that all workplace events are accessible for people with a disability

## Best Practices in Aboriginal Employment

In December 2010, City of Fremantle council proposed five employment values, along with a sixth principle. The sixth principle was to create an Indigenous employment target of 4% to be achieved by 2015/16. At that time 0.5% of the City's workforce was Indigenous. The first building blocks were laid in 2011:

Indigenous Employment Policy and Employment Action Plan was developed  
Signed up to the Australian Employment Covenant and received grant funding  
Identified positions across the organisation for growing Indigenous employment  
Appointed part-time Human Resources Officer to cover Indigenous employment

Additional steps in the process included:

- Directors, managers and staff completed Aboriginal Cultural Awareness training
- Local partnerships were developed with recruitment agencies, universities and schools within the area of Fremantle
- Processes were developed to specifically recruit and engage Indigenous staff and trainees
- Strategies on "what's required in the candidates" were implemented between City of Fremantle, recruitment agencies and other key stakeholders
- It was required that any Indigenous recruitment process has to have an Indigenous person on the interviewing panel
- Regular meetings between the placed candidates and agency are held. These meetings provide a forum to celebrate success and address any issues that have arisen.

In conclusion City of Fremantle has found their workforce to be accepting and committed to be part of an inclusive workplace. The employees of City of Fremantle have indicated that their knowledge and acceptance of others has grown and they have enjoyed celebrating the national days of other cultures.

**Note:** information above and references relate to: presentation given by Cr. Josh Wilson, City of Fremantle at Indigenous Employment Local Government National Roundtable July 2014 and meeting with Vanda Duru, HR Advisor City of Fremantle.

In 2011 the City of Cockburn was the 1<sup>st</sup> Perth Metro Local government to develop a Reconciliation Action Plan (RAP). This was a great achievement and one they believed in and committed to as a Council. Their 2<sup>nd</sup> RAP was developed in 2013 covering 2013-2016. The RAP is about putting down a solid and firm foundation and indicates to the Aboriginal community the strong commitment the City of Cockburn has in providing an inclusive workforce. A RAP steering committee was developed comprising of Aboriginal and Non-Aboriginal people from the community and existing staff.

### Employment Strategies

Improve employment outcomes for Aboriginal people  
Offer traineeships attached to positions to Aboriginal people  
Train Human Resource staff so they can adapt or apply recruitment procedures in a culturally sensitive manner  
Ensure an Aboriginal employee is included in the recruitment of other Aboriginal candidates  
Advertise vacancies in Aboriginal specific media and other outlets  
Cultural awareness training on Aboriginal knowledge and cultural to all staff

Actions and events that have worked and produced valuable outcomes:

- An Aboriginal Cultural Development position has been created
  - Dedicated Aboriginal Traineeship position(s)
  - Mentoring support for new Aboriginal staff with existing Aboriginal staff
  - Developed an Aboriginal reference group - elders, community members. Monthly meetings are held, minutes are taken and any issues/concerns or initiatives are taken to Council meetings for support and consideration
  - Set about developing strong positive working relationships with local Aboriginal groups and Elders
  - A total of 12 Aboriginal people are employees of City of Cockburn
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## Best Practices in Employment of People with Disabilities

The City of Cockburn has a DAIP (Disability Access Inclusive Plan) in place. The current CEO has indicated a strong belief and commitment to creating employment opportunities for people with disabilities. The City has a dedicated Disability Access and Inclusion Officer who provides advice and Disability Awareness and Mental Health training to all staff. The Manager of Human Services within the City of Cockburn is responsible for all Human services including Disability Access and Inclusion.

One initiative of City of Cockburn is to offer a Traineeship each year to a person with a Disability. The study area of the Traineeship may change each year depending on the needs of the organisation. The City of Cockburn makes every effort to plan and identify any suitable positions for future employment to be offered to the trainee on completion of the Traineeship.

Currently City of Cockburn is working with Rocky Bay through a funded project called "Supported Wage Teams". This project is where a supervisor is in attendance and is responsible for 4 people with disabilities. The 4 working people are classified as City of Cockburn employees and are independently assessed and paid according to their level of capability. Teams are currently working in the gardens and parks area and also in hospitality and cleaning of the council's facilities.

An initiative moving forward is to explore the opportunity for this project to be implemented into the Waste Facility within the City of Cockburn.

**Note:** information above and references relate to: presentation given by Gail Bowman, Manager Human Services, City of Cockburn at Indigenous Employment Local Government National Roundtable July 2014 and a meeting with Gail.

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In 2011 Total Green Recycling joined with Rocky Bay Employment Services in supporting their work scheme to employ people with disabilities. James Coghill, Technical Director, was acknowledged for the great work Total Green Recycling had achieved by being invited to give a presentation regarding his work with Rocky Bay at a sponsored breakfast at Burswood. James spoke about the terrific working relationship developing with Rocky Bay and indicated that further work in the processing of circuit boards and dismantling e-waste is being completed by the Rocky Bay employees.

Total Green Recycling currently employ 2 people with disabilities, this being 5% of their workforce. The partnership with Rocky Bay continues and on a daily basis a dedicated person from Rocky Bay is at the workplace supervising the 2 employees. This person also covers any transport arrangements of to and from work for the employees.

Total Green Recycling is committed to this partnership and believes their flexibility in working arrangements and conditions together with understanding of the employees situations provides the opportunity for this partnership to work successfully.

**Note:** information above was sourced on Total Green Recycling website and in speaking with James and Peter Coghill.



In summary when researching case studies across a wide span of industries, there were some core steps that needed to be part of the process when employing people with disabilities.

- Workplaces are identifying the necessity to provide an inclusive and accessible environment
- The recruitment process and selection is based on the opportunity the workplace can offer to the candidate rather than focussing on the disability or injury
- The focus is on the ability of the people rather than the disability
- Providing employment for people with disabilities address the company's strategy of inclusive in the workforce and simultaneously builds mutual respect and understanding within the existing workforce and this behaviour is mirrored when dealing with clients
- Having a very multicultural and diverse workforce is a great benefit for all and encourages acceptance and understanding within the workplace
- When developing relationships it is essential that everyone works cooperatively in building a meaningful and mutually respectful situation.

Below is a range of links to websites that provide information, support and services to the "Under-represented groups" in regards to working towards and securing employment.

<a href="http://www.crsaaustralia.gov.au/">http://www.crsaaustralia.gov.au/</a>	CRS Australia provide employment and assessment services to people with a disability, injury or health condition
<a href="http://www.humanservices.gov.au/">http://www.humanservices.gov.au/</a>	Australian Government Department Human Services covering People with Disability and Indigenous Australians
<a href="http://www.dpmc.gov.au/indigenous_affairs/vtec/">http://www.dpmc.gov.au/indigenous_affairs/vtec/</a>	Department of the Prime Minister and Cabinet
<a href="http://generationone.org.au/vtec/what-is-a-vtec">http://generationone.org.au/vtec/what-is-a-vtec</a>	Generation One
<a href="http://www.ncoa.gov.au">http://www.ncoa.gov.au</a>	National employment Services Association delivers the Remote Job and Communities Program (RJCP) in remote Australia
<a href="http://www.cciwa.com/vtec/about">http://www.cciwa.com/vtec/about</a>	CCI VTEC is one of a nation-wide network of vocational training and employment centres funded by the Australian Government to deliver up to 5,000 guaranteed jobs for Aboriginal and Torres Strait
<a href="http://www.awd-4-all.org.au/">http://www.awd-4-all.org.au/</a>	Community Services, Health and Education Training Council Inc. developed <i>A Guide and Resources to support Aboriginal Workforce Engagement</i>
<a href="http://www.dtwd.wa.gov.au/employeesandstudents/aboriginalworkforcedevelopmentcentre/Pages/default.aspx">http://www.dtwd.wa.gov.au/employeesandstudents/aboriginalworkforcedevelopmentcentre/Pages/default.aspx</a>	Aboriginal Workforce Development Centre