



TOOLS FOR TAPPING INTO TALENT

A recruitment training resource



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Developed by Top Drawer Consultants in 2002, and updated in January 2006 with assistance from Jacqui Barratt, RCSA.

Cartoon by Bob Kerr

We would like to thank the numerous recruitment consultants who have shared their ideas, experiences and suggestions through our market research and through participating in workshops.

Module Six: Are we open to diversity?

Objective of this module:

- To encourage participants to reflect on how open their organisation is to diversity and how this is reflected in its processes and ways of operating.
- To encourage people to identify how they could make any changes.

Equipment you will need for this module

- Copies of Exercise 10 for each participant.
- **Either** a whiteboard and pens, **or** a large sheet of paper, pens, masking tape or Blu-tack.

Useful background preparation for the facilitator

If you think it may be relevant to your team, you may want to borrow a copy of the video *Interviews Involving Whanau Support and Support People*, available from the EEO Trust's Library. The video is 20 minutes long, so viewing and discussion of the video would take approximately 30 minutes. This could be run as a separate session either prior to or after this module, or it could be added to this module.

You could also participate in a Diversity Game session or buy a copy for your office. See our website for more details on this interactive board game. www.eeotrust.org.nz/faq.cfm

Useful tips for the facilitator

This is not about judging people. Keep the focus on "What are other possible ways of doing this?", rather than "What they are doing wrong?".

When people are planning for action, encourage them to be quite specific. If possible, get people to identify what needs to happen, who will do it, when will it be done, and how it will be reported back to the group.

Time required

Thirty minutes. People may want to take longer discussing the answers if you have more time available. If you want to include the video on whanau and support interviews in this module, 60 minutes will be needed.

Facilitator's session guide

Introduction (1 minute)

- Present the following:
 - It is easy to say that you are open to diversity. It is harder actually to do it. Being open to diversity means having to look again at the way you ordinarily do things

How well are we doing? (15 minutes)

- Give each participant a copy of Exercise 10.
- In small groups, ask people to take 10 minutes to complete the assessment sheet. If they do not know the answer, suggest that they just leave it blank.
- Ask the full group:
 - ? Using this assessment tool, how well do you think we are doing?
 - ? What could we do better?

Write the suggestions for what you could do better on a whiteboard or large sheet of paper. Put up all suggestions. Discourage people from discussing the suggestions at this stage.

Preparing for action (12 minutes, or longer if you have time)

- Ask each participant to read the whiteboard list of suggestions and personally identify *up to three* of the suggestions that they think would be of most value.
- As a full group, go through the list one item at a time, and ask how many people had the same suggestion as one of their three most important ones. When you have finished doing a tally, summarise which suggestions stand out as the most important to the group.
- **Either:** As a full group, start with the suggestion that most people felt would be of most value to the organisation and discuss ways you could make this happen. Encourage people to be specific and practical. Try to reach consensus. When you have reached agreement, write up any actions that were agreed, on the whiteboard or on a large sheet of paper.
- **Or:** Ask for volunteers who would be interested in doing some thinking about the priority issues and bringing back some ideas to the next staff meeting. It is useful to have two or three people, rather than just one, working on an issue.

Conclusion (2 minutes)

- Thank people for participating in the modules. Thank them for their questions, sharing of experiences, ideas and suggestions.
- Encourage them to continue the discussions, and to ask others for ideas when they come up against situations like the ones you have discussed during the modules.
- If you are using an evaluation form, encourage people to fill them out immediately after the workshop and return them to you.

Exercise 10

How open is your organisation to diversity?

	Yes, we do this well	We could do this better	No, we do not do this	Not relevant
<p>Clear statement of values</p> <ul style="list-style-type: none"> o We have a clear statement of values that includes an openness to, and valuing of, diversity. o We make sure our staff know our values. o We make sure our clients know our values. o We make sure our candidates know our values. o We are a member of the EEO Employers Group. 				
<p>Selection of staff</p> <ul style="list-style-type: none"> o We select staff who have the skills and knowledge to work effectively with diverse clients. o We employ a diverse range of staff. o We value and utilise the skills, e.g. language, cultural knowledge, networks that these diverse staff bring. o We employ at least some staff who know how to actively tap into different parts of the talent pool, e.g. Maori, Asian. 				
<p>Training of staff</p> <ul style="list-style-type: none"> o All of our staff are familiar with how to communicate effectively with people from other cultures. o All of our staff are familiar with how to communicate effectively with people who have hearing or sight impairments. o All of our staff involved in recruitment are familiar with how to minimise the risk of bias in the selection process. 				
<p>Advertising and promotional materials</p> <ul style="list-style-type: none"> o We include in our materials visual images and messages that signal that diverse candidates are welcome. o As we develop advertising and promotional materials we check how it is received by diverse people. 				

	Yes, we do this well	We could do this better	No, we do not do this	Not relevant
<p>Office environment</p> <ul style="list-style-type: none"> o Our offices and the rooms we use for meeting candidates are accessible to people using wheelchairs. o Our offices and the rooms we use for meeting candidates are furnished in a way that is welcoming to people of different cultures. o We have sufficient space for people who want to bring support people or whanau to interviews. 				
<p>Prevention of harassment</p> <ul style="list-style-type: none"> o We have a clear policy on and procedures for the prevention of harassment that covers employees and candidates/contractors. o Our staff know what to do if they are harassed. o Our candidates/contractors know what to do if they are harassed. o Our managers are equipped to respond appropriately to complaints of harassment. 				
<p>Assessment of candidates</p> <ul style="list-style-type: none"> o All of our staff involved in working with candidates are familiar with the principles and practice of whanau or support interviews. o Any psychological or assessment tests we use have been checked for their appropriateness for people of other cultures and for people with different types of impairments. o All of our staff working with candidates know which questions they can and cannot legally ask in interviews. o We are able to provide all information or tests for candidates in alternative formats, e.g. large print or other languages, if required by candidates or clients. 				
<p>Advice for clients</p> <ul style="list-style-type: none"> o All our staff involved in working with clients can advise them on the basic issues involved in complying with the Human Rights Act. o All of our staff who work with clients have been equipped with strategies for managing clients who want to discriminate. o Our staff know that the organisation will back them if they say no to clients who want to discriminate. o We are familiar with the ethnic and gender composition of our customers or our client's customers so we can identify the skills needed. 				