

**WHERE IS EVERYBODY?**

**FIND THE CANDIDATES  
YOU'RE LOOKING FOR**





QCOSS acknowledges Aboriginal and Torres Strait Islander peoples as the original inhabitants of Australia. I would like to acknowledge the Yuggera and Turribul peoples as traditional custodians of the land we are gathered upon. I pay respect to the Elders of this land; past and present.




# SESSION OUTLINE

## Recruitment

- Where to look for candidates?
- Getting candidates to apply
- Why should they work for you?

## Selection

- The myth of merit
  - Different selection techniques
  - Selection biases and how to mitigate them
  - Reasonable accommodations
  - Targeted positions
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# RECRUITMENT AND SELECTION

Effective recruitment and selection...

- Attracts a diverse range of talent reflective of the community and able to meet the community's needs
- Helps mitigate against skills shortages
- Reduces turnover and associated costs
- Increases service quality
- Helps foster an inclusive and positive workplace culture

# DIVERSITY, EQUITY, INCLUSION, AND BELONGING

## INCORPORATING DEIB

- Implement structured recruitment processes
- Value lived experience
- Develop DEIB policies
- Leadership training and development
- Foster a culture of inclusion and belonging
- Engage with the community

# 1 Recruitment



# WHERE TO LOOK FOR CANDIDATES...

What you write in your ad is just as important as where your ad is seen. Relying on employee referrals for your new hires means new employees will look the same as your existing ones.



# WHERE TO LOOK FOR CANDIDATES...

- Job boards, e.g. Seek, SmartJobs, Indeed, LinkedIn
- Employee referrals
- Recruiters
- SeekOut Recruit
- Grassroots organisations
- Specialist media
- Partner with support agencies and NFP organisations
- Offer student placements/entry-level roles/apprenticeships
- Referees



# GETTING CANDIDATES TO APPLY

The more hoops candidates need to jump through, the fewer candidates you will get. Extensive selection criteria, lengthy online assessments, and multiple rounds of interviews are turn offs.

- Are there multiple ways to apply?
- Can candidates apply using their phone?
- Can candidates talk to a real person if they need to?
- Can candidates identify themselves in your ad or on your website?

# WHY SHOULD CANDIDATES APPLY?

Employee Value Proposition (EVP) is a unique selling proposition on why candidates should work for you and how it aligns with your organisational culture and values.

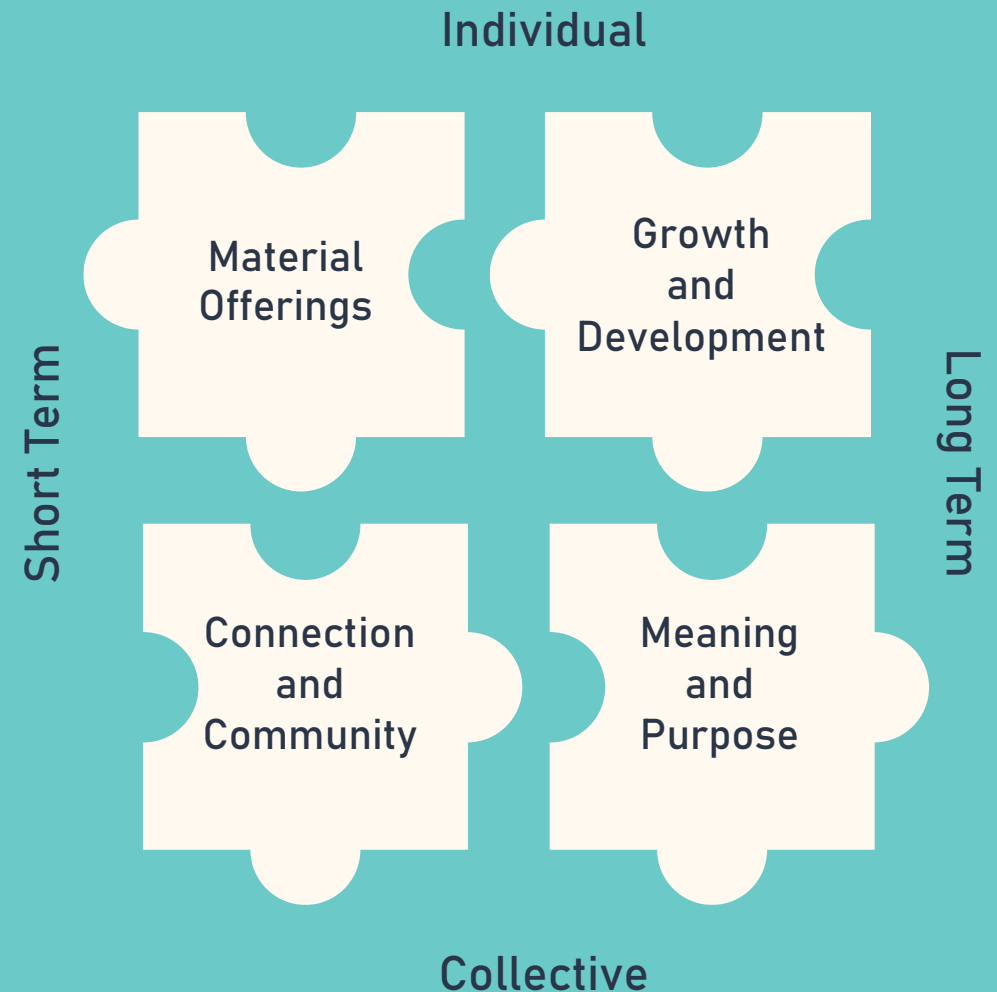
It involves more than just remuneration.

# WHY SHOULD CANDIDATES APPLY?

Four elements:

1. Material offerings
2. Opportunities to grow and develop
3. Connection and community
4. Meaning and purpose

Use these four interconnected elements to craft your EVP



# 2

**Selection**



**YOU WON'T ALWAYS FIND THE RIGHT CANDIDATE WHO MEETS 100% OF YOUR CRITERIA, BUT THIS CAN PRESENT A GREAT OPPORTUNITY FOR GROWTH AND DEVELOPMENT. CONSIDER YOUR 'ESSENTIAL' VERSUS 'NICE TO HAVE' CRITERIA, AND YOUR CAPACITY FOR MENTORING AND SUPPORTING UPSKILLING.**





# THE MYTH OF MERIT

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“When older applicants submitted a paper application in-person they were subject to a visual screening based on their appearance...the job offer rate for older applicants was 68% lower than for younger applicants.”

# THE MYTH OF MERIT

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- **Criteria definition:** If criteria are based on qualities or experiences that are more accessible to certain groups due to socioeconomic or cultural factors
- **Assessment methods:** Can be influenced by the assessors' biases, consciously or unconsciously
- **Opportunity access:** Access to opportunities that enhance a candidate's merit, such as education, internships, and professional development, is not equally available to all
- **Cultural fit:** Prioritises candidates who align with the existing organisational culture, typically shaped by dominant groups
- **Networks and referrals:** Recruitment processes that rely heavily on networks and referrals perpetuate homogeneity

# 'MERIT' WHO GETS OVERLOOKED?

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- Aboriginal and Torres Strait Islander peoples – lack of recognition of unique cultural competencies or alternative career pathways
- Women – gender biases, particularly in male dominated industries/roles or leadership roles
- Older workers – ageist stereotypes
- Candidates with disabilities – assumptions about productivity, job requirements or requiring significant job accommodations





# 'MERIT' WHO GETS OVERLOOKED?

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- Culturally and Linguistically Diverse (CALD) candidates – biases around name, accent, cultural practices or residency status
- LGBTQIA+ individuals – personal prejudices and stereotypes
- Candidates with nontraditional career paths – career breaks, industry changes, volunteer work



# SELECTION TECHNIQUE

## CV SCREENING

- Use your selection criteria to assess CVs, rather than a 'general feel'
- Use a marking guide to identify each criteria identified in the CV
- De-identify CVs if possible
- Remember – you are not looking for a unicorn and a candidate who is an 100% match is probably overqualified

# SELECTION TECHNIQUE

## INTERVIEWS



Interviews are stressful! Encourage candidates to relax, take time and ask questions



Use structured interviews



Use panel interviews with a diverse panel



Bias awareness training



Interviewers use a marking guide for each question



Interviewers make their decision independent of each other



Use clear language – no euphemisms, sarcasm, or slang



A word about direct eye contact, handshakes and candidate questions...

# DIVERSIFYING YOUR INTERVIEW PANEL

- Leverage community networks and partnerships
- Volunteer panel members
- Staff rotation and training
- Internships and mentoring programs
- Community advisory boards
- Redefine expertise
- Simplify panel requirements
- Utilise digital platforms and social media
- Get feedback!



# DIFFERENT SELECTION TECHNIQUES

- Aptitude assessments
- Personality profiling (e.g. Myers Briggs)
- Work sample
- Phone screening
- Group interviews
- Reference checks



# SELECTION BIASES

Confirmation bias

Affinity bias

Conformity bias

Gender bias

Ageism

Overqualification bias

Halo effect

Horns effect

Cultural bias

Name bias

Beauty bias

# SELECTION BIASES

## COMMON TYPES OF BIAS AGAINST WOMEN AT WORK



### Likeability bias

Likeability bias is rooted in age-old expectations. We expect men to be assertive, so when they lead, it feels natural. We expect women to be kind and communal, so when they assert themselves, we like them less.<sup>11</sup>



### Performance bias

Performance bias is based on deep-rooted—and incorrect—assumptions about women's and men's abilities. We tend to underestimate women's performance and overestimate men's.<sup>9</sup>



### Maternal bias

Motherhood triggers false assumptions that women are less committed to their careers—and even less competent.<sup>12</sup>



### Attribution bias

Attribution bias is closely linked to performance bias. Because we see women as less competent than men, we tend to give them less credit for accomplishments and blame them more for mistakes.<sup>10</sup>



### Affinity bias

Affinity bias is what it sounds like: we gravitate toward people like ourselves in appearance, beliefs, and background. And we may avoid or even dislike people who are different from us.<sup>13</sup>



### Intersectionality

Bias isn't limited to gender. Women can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.

# DEFINING THE 'SEEDS' MODEL OF BIAS

- Similarity: "People like me are better than others"
- Expedience: "If it feels right, it must be true"
- Experience: "My perceptions are accurate"
- Distance: "Closer is better than distant"
- Safety: "Bad is stronger than good"





**“AGEISM AFFECTS PEOPLE ACROSS THE ADULT LIFESPAN, MAKING IT THE MOST PERVASIVE FORM OF PREJUDICE, YET IT REMAINS THE LEAST RESEARCHED AND THE MOST SOCIALLY ACCEPTABLE.”**

Australian Human Rights Commission, 2021



# A KEY BARRIER IS UNCONSCIOUS BIAS

Unconscious biases are judgements and assessments formed outside our conscious awareness, based on our beliefs and past experiences, and those of the community or culture in which we live.





Research has shown that speakers with foreign accents are often perceived more negatively: they are rated as less pleasant to listen to, less intelligent, less competent, and as being of lower social status than individuals who speak the majority language with a standard accent.

Such negative evaluations impact ratings of job suitability, assessments of job-relevant attributes, hiring recommendations and decisions, and the likelihood of promotion.



M Schmaus & C Kristen 2021



# **JOBSEEKERS FROM DIVERSE BACKGROUNDS FACE BARRIERS IN FINDING WORK**

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This leads to underemployment and unemployment which makes our economy less productive and affects community wellbeing.

The Australian Muslim population experiences almost **2x** the average national unemployment rate, despite equivalent or higher education and qualifications.

The unemployment rate for Australians with a disability is **31%** higher than for the average population.

Over **30%** of veterans are unemployed compared to the national average of **5.7%**.



**“AN IMPORTANT RULE OF BIAS  
MITIGATION IS TO ALWAYS  
ASSUME AND ACCEPT THAT WE’RE  
BIASED AND HOLD OURSELVES  
ACCOUNTABLE.”**

Arthur Chan



# HOW TO MITIGATE USING 'SEEDS'

- **Similarity:** create a list of commonalities you have with each potential candidate
- **Expedience:** interviewers write down their scoring and decisions before sharing with each other
- **Experience:** use a diverse interview panel so different perspectives are used; complete inclusive recruitment training
- **Distance:** one interview on video, all on video
- **Safety:** approach decisions like you are an advisor to the group

# HOW TO MITIGATE

- Actively challenge your HR team if you're only seeing CVs from certain demographics or only certain demographics are represented on your website.
- Instead of assuming someone is overqualified, ask all applicants "where does this position fall along your career path?"
- Adopt anti-racist recruitment practices or other employment practices. For example, recognising relevant qualifications or experience gained overseas and not discounting someone because of their accent



## HOW TO MITIGATE

- Use a diverse interview panel
- There is no legal obligation for a job applicant to disclose a disability, unless it is likely to affect their job performance or ability to work safely.

# REASONABLE ACCOMMODATIONS

Offer 'reasonable accommodations' as part of your standard recruitment practices.

- Flexible interview scheduling, e.g. bookings, Calendly
- Provide clear instructions on the process, location, interviewers etc.
- Accessible website, job ad and online processes
- Use accessible venues for face-to-face interviews

# REASONABLE ACCOMMODATIONS

Offer 'reasonable accommodations' as part of your standard recruitment practices.

- Provide interview questions in advance
- Untimed assessments
- Offer a range of ways to apply
- Adjustment of assessment methods
- Communication support (e.g. arrange for an interpreter if required)





# TARGETED POSITIONS

- **Research needs and preferences:** Understand the characteristics, needs and communication preferences of the target demographic group (e.g. preferred platforms for job searching, language sensitivities, and cultural considerations)
- **Community engagement:** Engage with community leaders and organisations that represent or work closely with the target demographic. Their insights can guide your advertising strategy to be more inclusive and appealing.



# TARGETED POSITIONS

- Targeted advertising: Utilise advertising channels that effectively reach the demographic group (e.g. niche job boards, community newsletters and social media)
- Partnerships for promotion: Collaborate with community organisations, educational institutes, and social groups to promote the job ad.

# TARGETED RECRUITMENT

## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

Targeted recruitment strategies may include:

- Reserving certain positions for Aboriginal and Torres Strait Islander applicants
- Guaranteed interview schemes
- Work placements, traineeships or mentoring programs
- Engaging an Indigenous Recruitment Service to hire trainees, graduates and fill other roles

*'Targeted recruitment of Aboriginal and Torres Strait Islander people guideline'*



# TARGETED RECRUITMENT

## ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

- **Special Measure:** an action taken to address disadvantage experienced by a particular racial group.
  - Example: an action taken to support groups of people who face, or have faced, entrenched discrimination, so they can have similar access to opportunities as others.
- **Genuine Occupational Requirement:** refers to situations where being of a particular race is a genuine occupational qualification or requirement for a particular job.
  - Example: roles that involve developing or implementing policies, programs, or services targeting Aboriginal and/or Torres Strait Islander communities.





# AMPLIFYING BIASES

Amplifying biases due to grant funding and philanthropic criteria:

- Prioritising traditional qualifications
- Shaping job descriptions to suit funders' expectations
- Funding criteria can shape organisational priorities and structures



# STRATEGIES TO TACKLE FUNDING AMPLIFIED BIASES

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- Advocate for inclusive funding criteria and flexible funding
- Diverse representation in proposal development
- Transparent communication with funders
- Flexible recruitment strategies
- Build partnerships
- Build strong community relations
- Diversify funding sources
- Engage in strategic planning



# WHERE ARE THE CANDIDATES?

## FIND THE CANDIDATES YOU'RE LOOKING FOR.



**Gerard Atkinson**

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CX Coordinator &  
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**Christine Castley**

Chief Executive Officer  
Multicultural Australia

# CREATE A HEALTHY, CONFIDENT AND STABLE TEAM THROUGH LEADERSHIP

Thursday, 30 May 2024: 10:00am – 11:30am



# THANK YOU

Join us at upcoming sessions in our series

“Supporting Diverse Workforces”

Supporting Diverse Workforces is proudly funded by the Queensland Government through its Growing Workforce Participation Fund.

# QCOSS COMMUNITY SECTOR SURVEY 2024

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Help make our sector  
more sustainable.

