



***Topic 4:
Managing
Workforce
Diversity***

Welcome to the iLead training for the leaders of small CHSP organisations

These modules will assist in preparing your organisation to demonstrate compliance with the Aged Care Quality Standards in relation to diversity.

It is intended to be an introduction to the following four topics:

Topic 1 – Cultural Safety and the Diversity Conceptual Model

Topic 2 – Provide culturally safe care

Topic 3 – Supporting health literacy

Topic 4 – Managing workforce diversity

Each topic is a PowerPoint presentation and can be completed in approx. 15 minutes making them useful for discussion team meetings or staff development and / or new staff orientation to your organisation.

It is recommended that they are done in numerical order and have been designed to cover key definitions and useful resources for CHSP providers.

It is accompanied by a User Guide on the [Diversity at Work](#) site

Topic 4 Learning objectives for managing workforce diversity

Learners will be able to:

1. Use 'Acknowledgement of Country' at the beginning of all internal/external meetings and events
2. Understand how diversity, identity, inclusion and cultural safety impacts the workforce
3. Provide examples of reasonable adjustments to the workplace
4. Access additional resources



There is additional information contained within the notes view of these slides to support your learning



Cultural Safety: What country are you on? **Acknowledgment of Country**

Acknowledging when you're on the land of Traditional Owners is a sign of respect. It acknowledges Aboriginal and Torres Strait Islander ownership and custodianship of the land, their ancestors, cultures and traditions.

Both Indigenous and non-Indigenous peoples can show this form of respect.

Map of Indigenous Australia

Go to the website - [Australian Institute of Aboriginal and Torres Strait Islander Studies](#) to:

- Purchase a printed copy of the map

'This map attempts to represent the language, social or nation groups of Aboriginal Australia. It serves as a reminder of the richness and diversity of Aboriginal and Torres Strait Islander Australia.'



Types - Acknowledgement of Country

Types	Wording
General/ Organisation-wide	<p><i>XXXX acknowledges all Aboriginal and Torres Strait Islander Traditional Owners of Country throughout Australia and recognises their connection to land, sea, culture and community.</i></p> <p><i>We pay our respect to Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander Peoples.</i></p>
Location-based	<p><i>XXXX acknowledges the <insert name of people/country here (e.g., Ngunnawal)> Peoples, who are the traditional owners of the land on which we are holding this meeting and recognise their connection to land, sea, culture and community.</i></p> <p><i>We pay our respect to their Elders past, present and emerging and extend that respect to all other Aboriginal and Torres Strait Islander Peoples.</i></p>
General/Online	<p><i>XXXX acknowledges the <insert name of people/country here (e.g., Ngunnawal)> Peoples who are the traditional owners of the lands from which I am hosting this meeting. We also acknowledge the traditional owners of all the lands throughout Australia on which meeting participants are located. We recognise their connection to land, sea, culture and community.</i></p> <p><i>We pay our respect to their Elders past, present and emerging and extend that respect to all other Aboriginal and Torres Strait Islander Peoples</i></p>

Recommended that both the Aboriginal and Torres Strait Islander flags be included wherever the written organization-wide Acknowledgement of Country appears e.g., email signatures and website



Diversity

Diversity refers to the mix of people in an organization – all the differences between people. How they identify to:

SOCIAL IDENTITY – Aboriginal and/or Torres Strait Islander background, cultural background, religious affiliation, age, disability status, gender identity, sexual orientation.

PROFESSIONAL IDENTITY – Profession, education, work experiences, division/department, location.

These come together in a unique way for each individual and shape the way they view and perceive their world and workplace – as well as how others view and treat them.

(Diversity Council of Australia, 2020)

WHAT IS DIVERSITY



Identity – workforce context

Identity is about who a person is, it's the qualities of the person or the group that makes them different from others, and what makes them unique.

- How they define who they are (their sense of identity)
- How others define them
- What brings them comfort and security
- What helps them to make decisions
- What tells them how to behave.

Your workforce is made up unique individuals and their self-identity plays a large and significant role in shaping how they contribute to the workplace.



Identity - Gender

Understanding how people self identify is an important part of ensuring that people feel welcome in the workplace.

Gender options – Male, Female, Intersex, Non-binary, Transgender, Other, Not stated

The term gender refers to the related identity, appearance or mannerisms and other gender-related characteristics of a person. This applies regardless of what sex a person was assigned at birth, regardless of whether a person has undergone any medical intervention and regardless of whether a person identifies as a woman or man or as another gender.

Workplaces should support workers by having non gender specific uniform options, implement all-gender toilets rather than gendered facilities.

Workforce inclusion

Diversity can generate disadvantage for employees.

Diversity and inclusion apply to all people practices, including but not limited to, recruitment, retention, performance management, promotions, training and development, and termination.

Leaders are responsible to encourage diversity and inclusion in their teams and to model appropriate behaviours to ensure a strong and diverse culture.

Reasonable adjustments of workplace practices

Reasonable support and adjustments are made to work environments to ensure that people can perform their roles and feel included in workplace activities.

Adjustments to workplace practices occur to ensure that:

- people feel included within workplace activities
- when hiring and promoting staff, management will consider diversity in the selection and appointment processes so there is no intended or unintended bias or discrimination.
- management decisions are made consistently, fairly and equitably

Reasonable adjustments of workplace practices continued..

- there is no intended or unintended discrimination towards or against people with diverse characteristics
- the organisation will invest in the physical, mental and emotional wellbeing of people through ongoing education around inclusion and diversity initiatives
- policies and processes support and encourage equal opportunity for all individuals and creates a culture of inclusion

Diversity is...

Inclusion is...

Identity

Cognitive

Empowered, engaged and enabled

Where we are from
Who we are

Diverse perspectives
How we think

Bringing your whole self to work

Being able to share your ideas
Having your voice heard





Other ways to support a culturally safe workplace

Managers could consider:

- planning workforce awareness campaigns e.g., Drop the Jargon day, NAIDOC week, Harmony Day or IDAHOBIT day
- Valuing diversity & bilingualism by including statements on job advertisements
- Developing the following procedures/guidelines i.e.,
 - Diversity and Inclusion policy
 - Code of Conduct
 - Workplace complaints
 - Equity, Diversity, Bullying, Harassment and Anti-Discrimination

Resources

- [Aged Care Quality Standards](#)
- [Australian Institute of Aboriginal and Torres Strait Islander Studies](#)
- [Diversity at Work](#) (Bolton Clarke Website)
- [Centre for Cultural Diversity in Ageing](#)
- [Diversity Council of Australia](#)
- [Partners in Culturally Appropriate Care](#) (Dept of Health)
- Video: [Innovative Approaches to Inclusive Practice by Leaders in the Aged Care Sector](#) (Centre for Cultural Diversity in Ageing 2021)
- [Workforce Diversity Stories](#) from Bolton Clarke Diversity Framework pages 28, 29 &30