



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.

This toolkit provides ideas, exercises and discussion starters that you and your staff can use to ensure you employ the best people. It is based on the experience of New Zealand recruitment consultancies and their staff.

Although the tool was initially developed for recruitment consultants, many organisations have found it a useful training tool for anyone involved in recruitment.

It will help you feel confident that you operate within the requirements of the Human Rights Act. It also includes a section for recruitment consultants to help them effectively manage clients who want to discriminate.

It will also enable you to:

- tap into the full pool of diverse talent
- work effectively with diverse candidates.

Recruitment and discrimination

Recruiting Talent, a survey of recruitment professionals undertaken by the EEO Trust, told us that discrimination is a common occurrence for some groups of people seeking employment. Many recruitment professionals reported that they have been compromised or embarrassed either by managers who require them to behave illegally, unfairly or unethically, or by their clients' discriminatory briefs.

In response the EEO Trust developed these training resources, in conjunction with the Recruitment and Consulting Services Association (RCSA), to assist recruitment consultants to:

- have access to a wider pool of talent
- reduce the time it takes to fill jobs through the diverse available talent pool
- be effective in recruiting and assessing diverse staff
- give sound advice to their clients about recruiting diverse staff
- be clear about their legal responsibilities and liability.

Everyone involved in recruitment needs to be able to tap into the talent of the full labour market, regardless of people's gender, ethnicity, age, culture, religion, sexual orientation, or disability.

Background

This toolkit is a result of:

- market research with a range of recruitment consultants
- information on the experiences of recruitment consultants
- exercises and activities during workshops for recruitment consultants
- discussion, suggestions and queries from workshop participants.
- Since this toolkit was initially released, it has been one of the EEO Trust's most consistently used resources. While progress has been achieved in terms of access to employment for all, there is evidence that discrimination continues to exist.¹

¹*A rose by any other name: the effect of ethnicity and name on access to employment.*
University of Auckland Business Review. www.uabr.auckland.ac.nz

Outline of the toolkit

The toolkit is made up of six modules, which include questions, suggested solutions, assessments and scenarios relevant to recruitment.

Module One:

Are you ready for the workforce of tomorrow?

This module will help your team reflect on some of the changes that are occurring in New Zealand's labour market, and the implications for your work. It also helps you identify some of the potential benefits of diversity.

Module Two:

Keeping you and your clients on the right side of the law

This module provides a summary of the key parts of the Human Rights Act. Scenarios encourage you to think about a range of relevant recruitment situations from both a common-sense and a legal perspective.

Module Three:

Managing clients who want to discriminate

This module suggests a range of strategies that consultants can use in responding to clients who want to take actions that will discriminate (either intentionally or unintentionally). This is followed by a series of scenarios that have been drawn from actual situations, so that your consultants can think about how they might use these strategies in practice.

Module Four:

Tapping into the wider talent pool

This module is for organisations that are interested in tapping into the wider pool of talent. It will help you assess what you currently do, and identify strategies that might help you do it better. It will also help your team check that their attitudes are not creating an unnecessary barrier. New Zealand currently has one of the lowest unemployment rates in the OECD, an ageing workforce and an immigration deficit, so it is important that the right person for the job is given a fair chance to meet recruitment criteria.

Module Five:

Giving candidates useful feedback

This module explores some of the strategies that you can use to give helpful feedback to diverse candidates. It includes a range of scenarios or discussion-starters.

Module Six:

Are we open to diversity?

Are your organisation's processes and ways of operating open and accessible to diverse candidates? This module will help you assess how well you are doing.

Using this toolkit in your workplace

The toolkit has been designed to be flexible so you can use it in a way that suits the needs of your organisation. You can select a particular module to deal with a specific situation you have had to deal with, go through the guide chronologically, use it for workshops or as a basis for a facilitated training session.

Lead it yourself, or get in an external facilitator

One of your team can lead the discussions or you can get an external facilitator to help you with the training.

Select the modules that are most relevant to your staff

Although the modules have been designed to fit together as a package, you may want to select the modules that are most relevant to your staff. These areas may not have been covered in other training and they may address issues you are currently facing.

Select the case studies and exercises that are most relevant to your work and your clients

Recruitment consultants in New Zealand work in a wide range of industries, and with a wide range of clients and candidates. The case studies and exercises in this kit reflect variety so focus on the situations that are most relevant to your organisation. Feel free to add others that reflect the scenarios that your employees encounter.

Set your own timetable

Each of the six modules is designed to take approximately 30 minutes.

The training can be done as:

- a half-day workshop
- three separate one-hour modules spread over a month
- part of your regular staff meetings.

If your group likes to discuss issues in depth, you may need to allow more time.

We have used the following icons to make it easier for you to use this toolkit:

- 🗨 Talking point – these are the key ideas we want you to get across. We suggest you do not just read them to the group. Use your own words to get the message across. You will be more convincing.
- ❓ Discussion question – these are questions we suggest you put to the group to get them thinking. Encourage them to come up with the answers rather than telling them what they are meant to be thinking.
- 📄 Exercises that require a worksheet. The relevant worksheets are included in each module, after the “Facilitator’s guide”.

Help us keep this toolkit up-to-date

The EEO Trust wants to keep this resource up-to-date and as useful as possible. We have deliberately chosen to put this on our website, rather than publish a hard copy, so we can keep updating and adding to the toolkit.

Please help us by:

- letting us know what other issues you would like information or training strategies on
- sharing your recruitment experiences, both positive and negative (while protecting the identity of the people involved)
- letting us know what strategies you have found useful.

If you or the workshop participants want to know more:

You can refer to the EEO Trust's Library catalogue for full listings of books, articles and publications on topics such as recruitment, EEO, diversity etc. See www.eeotrust.org.nz/library/index.cfm for more details. We have included a small selection of publications below.

Recruitment

EEO Trust, 2005, *Employing Disabled People*

Available from the EEO Trust's website

www.eeotrust.org.nz/toolkits/disability.cfm

This toolkit provides information on a range of employment issues relating to disabled people.

Human Rights Commission, *Pre-employment Guidelines*

Available from the Human Rights Commission

www.hrc.co.nz/home/default.php

This publication has a useful description of how the Human Rights Act applies to the advertising and interviewing process, including what you can and can't ask applicants.

Communication

Mor Barak, M, 2005, *Managing diversity: Toward a globally inclusive workplace*,

Sage Publications.

The importance of understanding cross-cultural communications, together with the numerous case studies and procedural suggestions defined in this book, aim to assist businesses in setting up and implementing inclusive workplace procedures.

O'Sullivan, Kerry, 1994, *Understanding Ways: Communicating Between Culture*,

Hale & Iremonger, Sydney.

An excellent book on exploring cross-cultural communication. The emphasis is on relevant skills rather than rules. It would be particularly useful for consultants working a lot with immigrants or multi-national companies.

Tannen, Deborah, 1994, *Talking from 9 to 5*, Virago Press, London.

A useful exploration of differences in communication styles between men and women in the workplace.

Metge, Joan and Patricia Kinloch, 1978, *Talking Past Each Other – Problems of Cross Cultural Communication*, Victoria University Press.

Even though it is not a recent publication, this is still a very useful discussion of cross-cultural communication in New Zealand.

Diversity

Bell, D, 2004, *New to New Zealand: A Guide to ethnic groups in New Zealand*, Reed

This publication outlines various backgrounds and cultures immigrants to New Zealand come from. It includes descriptions of a few of the basic religions in New Zealand.

Thomas, D and Inkson, K, 2004, *Cultural Intelligence, people skills for global business*, Berrett-Koehler Publishers Inc.

This book explains how one can develop skills to read cultural clues, thereby being better equipped to manage diverse groups.

EEO Trust Resources

Information toolkits and research reports are available on the EEO Trust website

www.eeotrust.org.nz

The website also has an EEO Library, www.eeotrust.org.nz/library/index.cfm with an on-line catalogue of over 6000 publications, articles and books.

For more information contact 09 525 3023.