



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 One:

Are you ready for the workforce of tomorrow?

Objective of this module

- To raise recruitment consultants'/practitioners' awareness of the changing nature of New Zealand's workforce.
- To encourage recruitment consultants/practitioners to reflect on what this might mean for their business and for their clients.
- To encourage recruitment consultants/practitioners to identify the benefits of responding to the increasing diversity of our workforce.

Equipment you will need for this module

- An overhead transparency of Cartoon One
or
copies of the cartoon for each of the participants.
- Copies of Exercises 1 and 2 for each participant.

Useful background preparation for the facilitator

It could also be useful to gather any information you currently have about the gender, ethnic or age profile of:

- the industry and/or the region you work in
- your current candidate pool, as well as
- your past EEO Trust Diversity Survey results, if your organisation participated.

If you want to know more about your specific market or your region, you may find it useful to look at:

- Statistics New Zealand Labour Force Survey
www.statistics.govt.nz
www.stats.govt.nz/products-and-services/info-releases/hlfs-info-releases.htm
- Statistics New Zealand 2001 Census
www.statistics.govt.nz/census/default.htm
- EEO Trust Diversity Survey
www.eeotrust.org.nz/research/report.cfm
- Education Statistics of New Zealand
www.education.govt.nz
www.stats.govt.nz/people/education/default.htm
- University Graduate Destinations (report available for purchase from New Zealand Vice-Chancellors' Committee, phone: 04 381 8500
www.nzvcc.ac.nz/default.aspx?l=2&p=14
- Skill New Zealand training statistics
www.stats.govt.nz/analytical-reports/school-leavers/skill-nz-training-programmes.htm

Relevant industry associations may also prove helpful. Some will have information on gender and ethnicity.

Useful tips for the facilitator

Encourage participants to come up with the answers rather than giving the answers to them.

Give people time to express alternative views. You can prompt this by asking, “Does anyone see it any differently?” or “Are there other ways of looking at this?”

Time required

Thirty minutes, although this may vary depending on how much discussion you wish to allow.

Facilitator's session guide

Introduction (10 minutes)

- Present Cartoon One (either as overhead or as a handout)
 - This cartoon illustrates several dangers that face anyone working in the recruitment industry.
- **Either** ask people what they think are the dangers the cartoon is referring to,
or
present the following:
 - It is easier to feel most comfortable with those who are like us, and to not fairly consider people who are different from us in some ways.
 - If we look where we have always looked, we are likely to get what we always got.
 - If we continue to look only at the pool of candidates we are most comfortable with, we may fail to notice how much our workforce is changing.
- Ask participants to work in pairs and take 60 seconds to:
 - Think about the particular sector or industry that they are recruiting for.
 - Identify the typical characteristics (age, gender, education, personality, ethnicity, etc) of the people they recruit.
- Ask participants:
 - ? “How easy was it to do that?”
 - The easier it is for us to do that, the greater the risk we may be missing out on talent.

The changing nature of our workforce (10 minutes)

- Distribute a copy of Exercise 1 to each participant.
- Ask participants to work in pairs or small groups, and take 5 minutes to identify whether they think the statements on the exercise are true or false.
- Once that is done, explain that all of the statements are true.

Ask them:

- ? What are some of the possible implications of these changes for our clients?

Prompts:

- o They may have to look at employing people who come from a different background from those they have employed before.
- o They may need to change the way they attract, manage and reward staff as their old ways of doing things may not always work for this more diverse group of staff.
- o They are going to need employees who understand and respond to the expectations of diverse customers.

- ? What are some of the possible implications for us?

Prompts:

- o We may have to think more broadly or openly about who they will employ or encourage clients to do so.
- o We may have to find ways of attracting candidates who are different from those we have attracted in the past.
- o We may need to check that the way we currently assess candidates is going to work effectively for more diverse candidates.
- o Our candidates may be wanting and/or expecting different things of employers.

Being proactive about diversity – what's in it for our organisation? (10 minutes)

- ▣ Distribute a copy of Exercise 2 to each participant.
- Ask participants to work in small groups for 5 minutes and consider whether your organisation is taking full advantage of the potential benefits of diversity in the workplace.
- To the full group, ask participants:
 - ? Are there any of the suggestions in Exercise 2 that are not relevant to your organisation? Why?
 - ? Are there any benefits your organisation could take better advantage of?

I KNOW JUST THE SORT OF
PERSON I NEED FOR THAT JOB!



Cartoon: Bob Kerr

Exercise 1

What is currently happening in New Zealand's labour market?

Are these statements True or False?

	True	False
1 The growth rate of the New Zealand labour force is slowing.		
2 There was a surge in New Zealanders returning from overseas because of 9/11.		
3 In 2006, 17% of people of working age (15 years and over) in New Zealand reported having a disability. That is close to 1 in 6.		
4 New Zealand's population is only growing because of migration.		
5 In 2016 and 2021 27% of 15-24 year olds in labour force projected to be Maori or Pacific.		
6 By 2016 it is predicted that 11% of our working population will be Asian.		
7 In 2007, 19% of our NZ resident tertiary students were Maori.		
8 In 2007, approximately 12% of our New Zealand resident tertiary students were Asian.		
9 Statistics indicate that women earned 87% of men's average hourly pay in 2007.		
10 New Zealand is getting browner		
11 Currently 22% of New Zealanders under 20 are Maori.		
12 New Zealand is losing its best and brightest people.		
13 Between 2011 and 2061 the number of 45-64 year olds in the labour force will rise 17% and the number of workers over 65 will more than double.		

Answers to Exercise 1

1. True. Labour Market Statistics 2007, Statistics New Zealand; Labour market overview – labour force p.7
2. Partly false. There was an increase in permanent and long-term (PLT) arrivals of New Zealand citizens between 2001 and 2003 – but was this a result of the terrorist attacks in the US on 11 September 2001? PLT arrivals of New Zealand citizens from countries other than the UK and US had in fact been increasing since early 2001. This followed an increase in PLT departures of New Zealand citizens several years earlier. PLT migration data for the last three decades shows increases or decreases in New Zealand citizen arrivals a few years after a similar trend in departures. PLT arrivals of New Zealand citizens from the UK and the US did begin to increase during or soon after September 2001. While the timing supports the 9/11 theory, PLT departures of New Zealand citizens to these countries had also increased a few years earlier and are likely to have contributed to the increase in arrivals.
www.population.govt.nz/myth-busters/default.htm
3. True. Disability And The Labour Market in New Zealand 2006, Statistics New Zealand.
4. False. For migration to be the sole contributor to population growth there would have to be more deaths each year than births. New Zealand's natural increase has been around 30,000 people per annum since the late 1980s. Migration's contribution to population growth varies depending on inflows and outflows of people each year. In recent times, net migration reached a peak of 43,000 in 2003, while in 1999 there was a negative net migration of 11,000, meaning that more people left New Zealand than arrived. So, while migration does contribute to New Zealand's population, the main contribution is from natural increase.
www.population.govt.nz/myth-busters/default.htm
5. True. Labour Force Projections By Five Year Age Groups And Ethnic Group, customised table produced for EEO Trust January 2009, using Series 6M assumptions.
6. True. Labour Force Projections By Ethnic Group, customised table produced for EEO Trust January 2009, using Series 6M assumptions.
7. True. Ministry of Education, Education Counts, Provider Based Enrolments, Table 4 Domestic students enrolled by ethnic group 2007.
www.educationcounts/statistics/tertiary_education/participation.
8. True. Ministry of Education, Education Counts, Provider Based Enrolments, Table 4 Domestic students enrolled by ethnic group 2007.
www.educationcounts/statistics/tertiary_education/participation.
9. True. Labour Market Statistics 2007, Statistics New Zealand, Table 9.01, Average hourly earnings.
10. False. According to Statistics New Zealand's population projections, in 2021 Maori will comprise 17% of the population, 9% will identify with a Pacific ethnicity and 15% with an Asian ethnicity. This adds up to 41% but population projections suggest that 70% of the population will identify with a European ethnicity in 2021, making European the largest ethnic group. These percentages don't add up to 100 because people can and do identify with more than one ethnic group. For example, a significant part of the Pacific population is also part of the Maori population. Almost half of the Maori population also affiliate with other ethnic groups. For this reason, it is incorrect to add any of the ethnic groups together.
www.population.govt.nz/myth-busters/default.htm
11. True. Statistics New Zealand Table of Ethnic Groups (grouped total responses) by age group provided to EEO Trust, 18 March, 2009.
12. False. Over the past 15 years, net permanent and long-term (PLT) migration (arrivals minus departures) has averaged an inflow of 12,800 people a year. But are these new arrivals less skilled, less educated and less qualified than the corresponding departures? Looking at the annual average over the past 15 years, New Zealand had net PLT outflows amongst occupations such as service and sales workers, labourers, machine operators and assemblers and agricultural and fishery workers. However, there was a large inflow of professionals. This illustrates a loss of people in less skilled occupations and a gain in more skilled occupations. Even though we do lose some highly skilled people, New Zealand has a net gain of skilled people. The concept of a 'brain exchange' seems to be a better fit to the figures. How these 'brains' are used once in New Zealand (e.g. doctors driving taxis) could be debated.
www.population.govt.nz/myth-busters/default.htm
13. True. Labour Force Projections 1991-2061 (2006 base), Statistics New Zealand,
www.statistics.govt.nz

Exercise 2

Being proactive about diversity – what's in it for our organisation?

If we actively consider a diverse range of candidates it ...	We already take advantage of this	We could take more advantage of this	This is not relevant to our organisation
Extends our pool and ensures we can put forward the best person for the job.			
Helps us find good candidates whom others may have overlooked.			
Helps us gain credibility with a wide range of candidates.			
Encourages successful candidates to tell others about how great we are.			
Helps us find candidates in a candidate-short market.			
Helps us gain credibility with our clients.			
Helps us demonstrate that we are a vibrant and open place to work.			
Helps us win contracts with firms or organisations that care about these diversity issues.			
Helps us reflect our diverse customer base.			
Keeps us on the right side of the law and avoids complaints and legal action.			
Creates positive publicity, which sends a message that we are fair to candidates.			
Provides positive opportunity to promote our organisation and obtain positive media and PR attention.			
May help us tap into new markets.			