





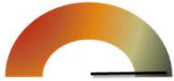

# SUPPORTING THE RECRUITMENT OF EMPLOYEES WITH DISABILITY

## EXECUTIVE SUMMARY OF THE COLLEGE OF SCIENCE PILOT

**AIM:** Provide an evidence base to develop a University based approach including relevant policies and procedures for the attraction and recruitment of employees with disability.

**METHOD:** To actively place all externally advertised positions between July and October 2022 into one of the following groups.

### HIGH LEVEL RESULTS:

1 Standard Process	2 A focus on advertising	3 Partner with providers	4 Multifaceted approach	3 candidates with disability employed	6% candidates identified with disability	6 DES providers engaged
<ul style="list-style-type: none"> <li>× No additional support or considerations provided.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Research advertising trends and ensure our advertisements are attractive &amp; inclusive.</li> <li>✓ Post roles on Toozy (largest job board in Australia for people with disability).</li> <li>✓ Provide selection committee &amp; CoS HR with awareness training &amp; coaching.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Seek Chief People Officer approval to use Disability Employment Services (DES) providers</li> <li>✓ Provide selection committee &amp; CoS HR with awareness training &amp; coaching.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The use of initiatives from groups 2 &amp; 3.</li> </ul>			
				<p>11 selection committees</p> <p>provided awareness &amp; unconscious bias information</p> 	<p>100% HR confidence</p> <p>to support adjustment requests</p>  <p>Average score 10/10</p>	<p>3 organisations reviewed process as 'best practice'</p> 



Objectives	Explore opportunities to expand disability awareness and the confidence to support candidates with disability for: ✓ CoS Human Resources ✓ Selection Committees	Test recruitment approaches to expand our pool of candidates with disability by developing relationships with DES providers, posting jobs on Toozy and testing the breadth and quality of candidate pools.	Explore methods to improve the attraction of candidates selling the benefits of working at ANU	Explore methods to improve the candidate experience in a way that creates trust to enable disclosure and the provision of support or adjustments
Process	<p>HR team provided:</p> <ul style="list-style-type: none"> <li>✓ A workshop on disability awareness, reasonable adjustment, DES providers and methods to improve the candidate experience</li> <li>✓ Recruitment and induction process flowcharts</li> <li>✓ Template emails</li> <li>✓ Conversation guides and FAQs</li> <li>✓ Weekly Officer/Advisor discussions to workshop concerns and build confidence.</li> </ul> <p>Selection Committees provided:</p> <ul style="list-style-type: none"> <li>✓ Disability awareness information</li> <li>✓ Appropriate interviewing (for groups 2, 3 &amp; 4)</li> <li>✓ Methods to mitigate unconscious bias (groups 2, 3, &amp; 4)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Chief People Officer approval to engage 6 DES providers: <ul style="list-style-type: none"> <li>▪ Lead</li> <li>▪ Personnel Group</li> <li>▪ APM</li> <li>▪ Max</li> <li>▪ AtWork</li> <li>▪ Nexus</li> </ul> </li> <li>✓ Established a contact point for each provider and met to understand their services, candidate pools, and methods of sharing and filling vacancies with candidates</li> <li>✓ 12 month subscription to Toozy (largest job board for people with disability)</li> </ul>	<p>Extensive review of CoS advertisements:</p> <ul style="list-style-type: none"> <li>✓ Researched other organisations across various platforms including Seek</li> <li>✓ Viewed recruitment agency reports on market trends particularly regarding diversity</li> <li>✓ Collected feedback from hiring managers, candidates and HR staff</li> <li>✓ Designed a new template with the CoS Marketing and Communications team</li> <li>✓ Streamlined text, noted the benefits of working at ANU (e.g. parental leave, flexible work arrangements), moved diversity information to the top, outlined the selection process and included a HR contact for adjustment requests.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Reviewed every step of the recruitment and induction process.</li> <li>✓ Updated the following to improve accessibility and inclusion: <ul style="list-style-type: none"> <li>▪ Recruitment checklist</li> <li>▪ Recruitment timeline email</li> <li>▪ Advert live email</li> <li>▪ Checking candidate disclosure &amp; adjustment needs in each application</li> <li>▪ Interview invitation (verbally &amp; email)</li> <li>▪ Induction flowchart and conversation guide</li> <li>▪ Induction invitation and summary emails</li> </ul> </li> </ul>
Results	<p>HR before and after confidence survey showed:</p> <ul style="list-style-type: none"> <li>✓ Training and materials improved confidence with an average score of 9/10</li> <li>✓ Confidence scores improved in all areas including providing advice on reasonable adjustments (10/10), writing advertisements (8/10), unconscious bias and disability awareness (7/10)</li> </ul> <p>For Selection Committees:</p> <ul style="list-style-type: none"> <li>✓ 11 selection committees opted in to groups 2, 3 and 4 and were provided disability awareness and unconscious bias information.</li> <li>✓ All committee feedback noted the information was helpful and led to conversations on methods to manage bias.</li> <li>✓ Managers choosing group one noted assumptions regarding staff with disability such as high sick leave or case management needs as well as not approving of changes to advertisement text.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Two providers (LEAD and Personnel Group) were responsive to requests.</li> <li>✓ Only 5 candidates provided for 9 positions, 0 candidates shortlisted.</li> <li>✓ More CVs were provided for casual positions, 9 CVs for 4 positions. Candidates provided for Professional (Technical) roles were not suitable. Candidates provided for Professional (Administration) roles were suitable with 1 candidate receiving an offer.</li> <li>✓ Toozy platform flooded with NSW Government and Toyota jobs, difficult to build brand recognition with candidates in a 3 month pilot.</li> <li>✓ Despite this, positive number of views per day: <ul style="list-style-type: none"> <li>▪ 5.3 for Academic positions</li> <li>▪ 5.8 for Professional positions</li> </ul> </li> <li>✓ Unfortunately, 0 applications received through the Toozy platform.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase in the average number of candidates (applications) for jobs using the new advertisement template (up from 15 to 19 candidates).</li> <li>✓ No increase in the number of candidates seeking adjustments for positions using the new advertisement text. This number was skewed as the majority of internationally advertised positions used our standard advertisement text where there was a large number of applicants requesting interviews by zoom (this is recorded as support/adjustment).</li> </ul>	<ul style="list-style-type: none"> <li>✓ 3 organisations (UQ, Lead and AtWork) reviewed the recruitment process, advising it was 'best practice'</li> <li>✓ 2 candidates with disability provided an offer. Both candidates were identified through the recruitment form and provided adjustments during induction. Both candidates noted the process was positive, supportive and helped with the transition to working at ANU.</li> </ul> <p>Candidate survey:</p> <ul style="list-style-type: none"> <li>✓ 91% of candidates felt comfortable to ask, or did not need, adjustments or support.</li> <li>✓ 6% of candidates identified as a person with disability.</li> <li>✓ 75% of candidates advised nothing was required to improve our practices. Main suggestion was to move disability/adjustment questions to the start of the application.</li> </ul>
Recommended	<ul style="list-style-type: none"> <li>✓ All templates, conversation guides and flowcharts have been incorporated into ongoing practices and HR staff training.</li> <li>✓ Disability awareness information and methods to mitigate unconscious bias have been incorporated into standard advice to hiring managers.</li> <li>✓ The HR team will continue to provide education to hiring managers through national and international studies including that people with disability generally have fewer sick days and less workplace accidents.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Seek CPO approval to use DES providers for entry level professional and casual professional positions.</li> <li>✓ Consider open days, work experience placements and attendance at disability expos to build engagement and brand recognition.</li> <li>✓ Communicate these opportunities through DES providers to improve applicant numbers.</li> <li>✓ Consider developing an ANU pool of candidates with disability, refreshed every six months.</li> <li>✓ Continue using Toozy for both Academic and Professional positions and evaluate in 2023.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Use the new advertisement template for all positions, across all schools.</li> <li>✓ Undertake user testing in 2023 to further refine the promotion of certain benefits or entitlements to different candidate pools.</li> <li>✓ Explore opportunities to move supporting text on the CoS Diversity and Inclusion webpage to the external jobs page on ANU Recruit.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continue using the revised recruitment and induction process for all advertised positions to ensure candidates are supported and adjustment needs are met.</li> <li>✓ Communicate the process to all HR teams across campus at the next Community of Practice.</li> <li>✓ Work with HR Systems to move disability &amp; adjustment questions to the top of the application form, provide additional flags in ANU recruit to easily identify adjustment requests and include demographic information in recruitment reports and improve access for HR staff.</li> </ul>