Multicultural employment in Tasmania: Towards a cultural diversity-oriented recruitment and retention strategy

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October 2024

Summary

This study is the first phase of the Multicultural Employment Project 2023-2026. It aims to understand cultural diversity, equity and inclusion in Tasmanian workplaces, from the perspectives of employers, and employees from culturally and linguistically diverse (CALD) communities and non-CALD communities. Employers and staff participants in this study come largely from small and medium-sized enterprises (SMEs) and peak industry bodies in Tasmania. A SME is normally defined as a firm with 200 or less employees. Data were collected via surveys and focus group discussions.

The Multicultural Employment Project aims to provide SME employers with a toolkit to develop a cultural diversity and inclusion-oriented employment strategy to recruit and retain CALD employees. This discovery phase sets out the multicultural employment situation in Tasmania at the organisational level. The study offers insights on how employers, CALD employees and non-CALD employees view and experience multicultural employment, including what they agree and disagree on.

This report also contains lessons from organisations that have already developed culturally inclusive employment strategies, as well as from experiences of CALD and non-CALD employees across Tasmanian SMEs. These lessons form the basis for the proceeding phases of this project.

This project is conducted by researchers at the University of Tasmania (UTAS), in close collaboration with the Multicultural Council of Tasmania (MCoT), with the support of the Tasmanian Community Fund (TCF)

Background and Introduction

This report provides Tasmanian (SMEs) the research evidence to help inform their future multicultural employment plans and strategies. It is the **discovery** or first phase of the Multicultural Employment Project 2023-2026. The subsequent three phases are, briefly:

1) **Ideation** phase when relevant stakeholders are empowered to identify gaps and co-develop solutions to inform resource development based on the discovery phase;

2) **Implementation** phase when the solutions are implemented and tested via an education and consultation framework; and finally

3) **Connect** phase when the key findings and outcomes from this project are disseminated to relevant stakeholders and other interested parties, celebrating best practice.

In other words, this complete project aims to provide SME employers with a toolkit to develop a cultural diversity-oriented employment strategy to recruit and retain (CALD) employees. This first phase sets a baseline and a starting point for discussion in future co-design workshops and for the testing of the eventual multicultural employment toolkit.

Tasmania offers many opportunities for people from CALD backgrounds to find employment in SMEs. This report highlights some of the key cultural and lived experience gaps between employers, CALD employees and non-CALD employees, which can

CALD and non-CALD

CALD is a vague concept that can be contested.

We broadly base our definition of CALD communities on the Australian Statistical Bureau approach. Minimally, CALD members are usually not born in Australia, speak a main language other than English at home, usually have a lower level of proficiency in spoken English and/or do not have indigenous status.

For this study, we have used the survey question on “cultural identity” to identify CALD (i.e. African, Central and/or South American, Central Asian, East and/or South-East Asian, European, Middle Eastern, South Asian, Other) and non-CALD (i.e. Australian, NZ, English, Irish, Scottish and/or Welsh, North American) participants. This was the closest proxy we had.

inform the design of programs for employers to better collaborate and engage with CALD employees.

How data were collected

This study was conducted by UTAS researchers and approved by UTAS's Human Research Ethics Committee (Reference Number H0030622). Study participants included employers and employees from across Tasmanian SMEs and peak bodies. They were invited to participate in surveys and/or focus group discussions (FGDs). They were recruited by MCoT, which is the organisation managing the Multicultural Employment Project 2023-26. MCoT and its partners communicated with potential participants and organised for their participation in the survey and FGDs.

There were two versions of the survey:

(1) the *employee* version was designed to gain insights into the experiences of Tasmanian employees in their workplaces, particularly regarding cultural diversity, equity and inclusion (DEI) issues;

(2) the *employer/peak body* version was devised to capture the perceptions and beliefs of employers/peak bodies about the employee experience.

Comparing the two versions of the survey allows the identification of gaps between actual experiences (employee) and perceptions of those experiences (employer) that may inform the (lack of) progress towards cultural DEI in Tasmanian SMEs.

Both surveys were conducted online, via the Qualtrics platform, between 17th June to 28th July 2024. After removing responses which were less than 50% completed, we ended up with 37 responses for the employer/peak body survey and 68 for the employee survey (**Table 1**).

Table 1: Number of participants in the study

	Employees	Employers and peak body representatives
No. of survey responses	85	54
No. of *valid* survey responses	68	37
No. of FGD participants	10	17

Of the employees, 34.3 % were from non-CALD backgrounds (Australian, North American, English, Irish, Scottish and/or Welsh) and 65.7% were from CALD backgrounds (South and East Asians being the largest CALD groups at 42.2% and 17.8% respectively) (**Table 2**). Each survey provided an option at the end where participants could choose if they also wanted to participate in the FGDs.

Table 2: Proportions of CALD and non-CALD employee participants

	CALD	Non-CALD
No. of CALD and non-CALD employee participants	44	23
Percentage of CALD and non-CALD employee participants	65.7%	34.3%

The most prominent groups of employer/peak body respondents were from the early education and care (21.6%), professional services (18.9%), hospitality and tourism (13.5%) and disability and health services (13.5%) industries. The biggest group of employee respondents was from professional services (35.3%). See **Tables 3, 4 and 5**.

Table 3: Main industries of employer and peak body participants

	Number	Percentage
Early education and care	8	21.6%
Professional services	7	18.9%
Hospitality and tourism	5	13.5%
Disability and health services	5	13.5 %

Table 4: Main industries of CALD employee participants

	Number	Percentage
Professional services	12	27.3%
Hospitality and tourism	6	13.6%
Retail	5	11.4%

Table 5: Main industries of non-CALD employee participants

	Number	Percentage
Professional services	12	52.2%
1. Aged care 2. Early education and care 3. Building and construction	2 (for each listed industry)	9% (for each listed industry)

In the *employee* survey, 66.2% of participating employees work full-time in different SMEs, including professional services, aged care, and hospitality and tourism. Non-CALD employees were more significantly positioned in some departments, such as professional services (56.5%) and human resource management (21.7%), compared to CALD employees (approximately 30% and 16% respectively). In the *employer/peak body* survey, the largest group of employers (28.6%) had 1-15% of CALD employees

in their organisation. In terms of level, employers indicated that CALD employees were mainly at the entry (81.8%) and mid-levels (66.7%)[1].

The FGDs were conducted to develop a deeper understanding and provide further context to the survey data. In total, six (6) FGDs were conducted, two (2) with employees and four (4) with employers/peak bodies. Participants for the FGDs were recruited from diverse industries, including hospitality and tourism, construction and early education and care, along with peak body members from respective advocacy and policy organisations. The average group size was slightly above four for the employer/peak body FGDs and five for the employee FGDs. All FDGDs were conducted on the Zoom online meeting platform.

Notes on statistical tests. In our analyses of the quantitative survey data, we sought to identify differences or relationships between groups or variables. This involved comparing means for continuous variables using an analysis of variance (ANOVA) test and comparing categorical variables using the Chi-square test. The ANOVA *F*-statistic and Chi-square *X*2-statistic are the measures used in these statistical tests to determine if there are significant differences between groups. For example:

- $F_{(1,49)} = 5.91$, $p = 0.019$ indicates an ANOVA test result, where *F* represents the *F*-ratio, (1,49) are degrees of freedom (between and within groups), 5.91 is the calculated *F*-value, and $p = 0.019$ signifies a statistically significant result, as $p < 0.1$.
- $X^2_{(1,\ N = 80)} = 4.07$, $p = 0.044$ shows a Chi-square test result, indicating association between categorical variables. Here, X^2 is the test statistic, 1 represents degrees of freedom, 80 is the sample size, 4.07 is the Chi-square value, and $p < 0.1$ shows significance.

[1] Note that each respondent can pick more than one level, hence percentages add up to more than 100%.

Main Observations

- **Tasmanian SMEs are doing quite well in the CALD sphere**

As a starting point, we wanted to know about current workplaces experiences. **Figures 1** and **2** display the average scores for a range of questions on workplace experiences we asked in a survey. As shown in Figure 1, employees agree that their organisations exhibit integrity in terms of implementing fair and equal recruitment and promotion processes, treating all employees with respect, and addressing negative behaviours effectively (average score of 4 out of 5, where 5 = strongly agree). Perhaps not surprising, employers think their organisations are doing better in this area than employees do ($F_{(1,84)}$ = 9.88, p = 0.002). As shown in Figure 2, more non-CALD employees stated so, than CALD employees ($F_{(1,49)}$ = 5.91, p = 0.019). Employees also largely feel that their working conditions are good, particularly in terms of their work-life balance and career development paths (3.9 out of 5). Employers think so, more than employees ($F_{(1,100)}$ = 5.75, p = 0.018), but there is no difference between the experiences of CALD and non-CALD employees in this regard ($F_{(1,63)}$ = 1.93, p = 0.169).

Fair recruitment and promotion, respecting employees, addressing negative behaviour:
Employees: 4 / 5
Non-CALD employees are more positive than CALD employees

Work-life balance and career development:
Employees: 3.9 / 5
No difference between CALD and non-CALD employees

Employers think more highly about their organisations than employees

In terms of workgroup behaviours, the survey shows that employees feel safe to speak up without the fear of retribution (4.1 out of 5) and also feel valued and included (4.2 out of 5), with no significant differences between the views of employers and employers ($F_{(1,101)}$ = 2.83, p = 0.096 and $F_{(1,101)}$ = 0.46, p = 0.499 respectively) and between CALD and non-CALD employees ($F_{(1,64)}$ = 2.01, p = 0.161 and $F_{(1,64)}$ = 0.09, p = 0.760 respectively). Interestingly, non-CALD employees think their CALD colleagues interact well in the workplace more than CALD employees themselves do ($F_{(1,63)}$ = 3.87, p = 0.054). This is consistent with CALD employees feeling that their

workgroups are collaborative significantly more than non-CALD employees ($F_{(1,53)}$ = 5.36, p = 0.025).

In terms of leadership, employees agree that their leaders are committed to and are supportive of cultural DEI and that they manage it well (4 out of 5). They also agree that their organisation's policies and actions are aligned with cultural DEI (4 out of 5), for example, encouraging people from all backgrounds to apply for jobs and providing cultural DEI training. Employees and employers do not significantly differ on these views ($F_{(1,95)}$ = 2.47, p = 0.119 and $F_{(1,95)}$ = 0.30, p = 0.584 respectively), but employees from non-CALD backgrounds agree more strongly with these views than CALD employees ($F_{(1,58)}$ = 3.00, p = 0.089 and $F_{(1,59)}$ = 4.67, p = 0.034 respectively).

Employers, CALD and non-CALD employees agree that employees can speak up freely and are valued.

Non-CALD colleagues think that their CALD colleagues interact well in the workplace, but CALD colleagues think they are not doing that well.

Generally, employers and employers agree that their organisations are supportive of cultural DEI, in terms of policies and actions. But non-CALD employees think their organisations are doing better than CALD ones.

Figure 1: Workplace experiences – comparing employee and employer views

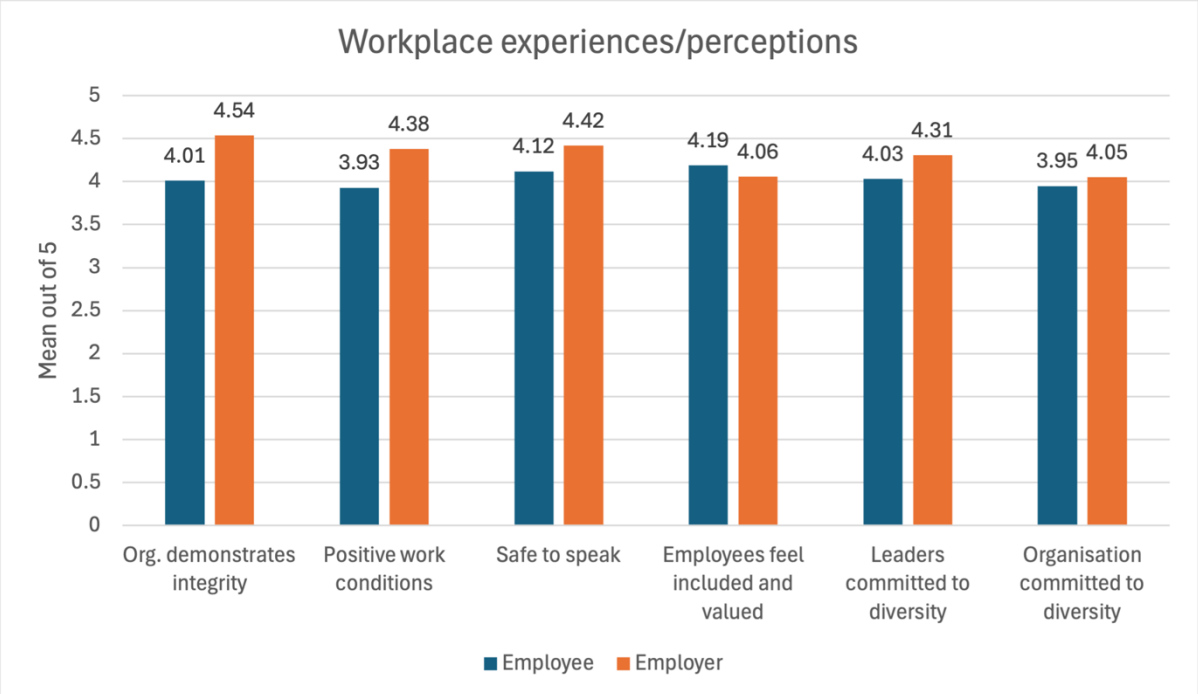
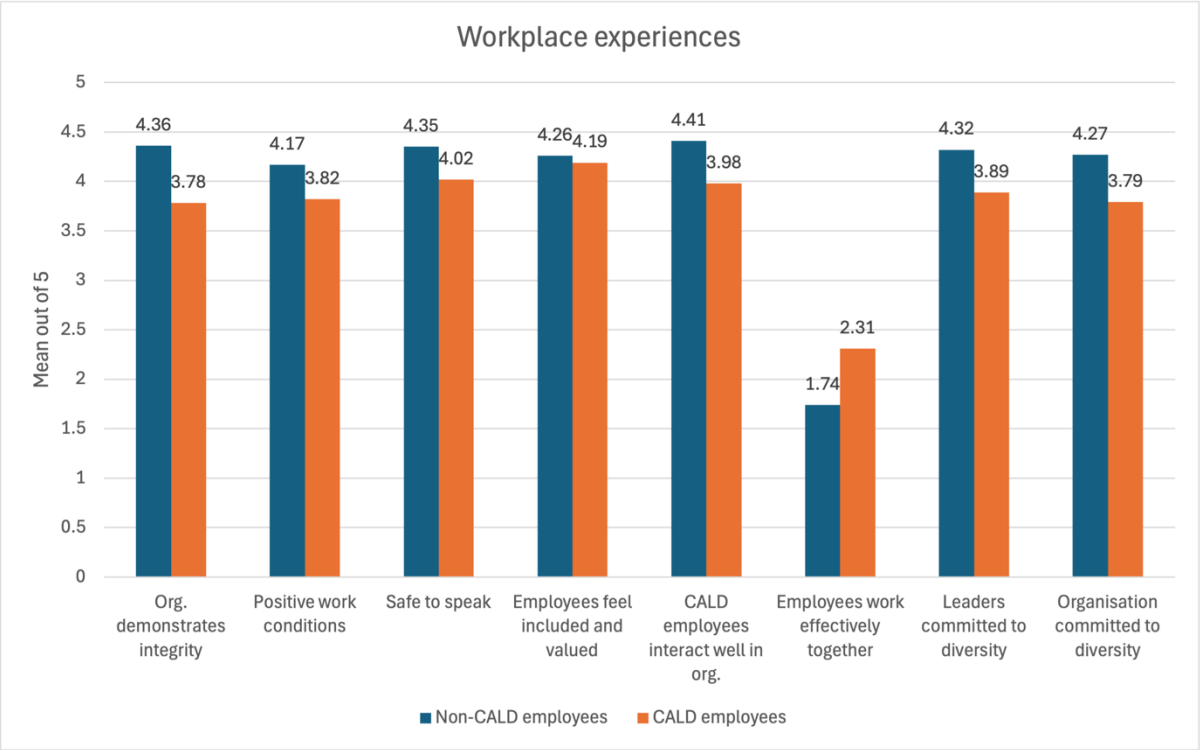


Figure 2: Workplace experiences – comparing non-CALD and CALD employees



These survey results are reflected in the detailed text response sections of the survey and in (FGDs). A substantial portion of employers and peak body members asserts that recognising and embracing cultural diversity is a vital element to creating productive and meaningful workplace relationships. Many CALD employees acknowledge that their organisations promote a general sense of inclusivity and respect cultural and linguistic differences.

In the FGDs, employers provide examples of how their organisations are doing well in the integration of CALD employees. For instance, organisations account for cultural diversity in events and activities such as open lunch spaces, group learning, and celebrations of cultural festivals (e.g., Lunar New Year and Diwali). Many workplaces also offer cultural awareness programs and opportunities for mentorship through buddy programs and peer support networks. One employer, for instance, says:

> *I just think as a community, whatever we can do to enable everybody to be accepting of and encouraging and welcoming people from other backgrounds and traditions. Because there are a lot of people who really don't value that and think that people from other countries or other backgrounds shouldn't be here.*

And it's really hard to hear people talk those things out and aloud. I think whatever we can do as a whole community, not just within our organisations but to help us all celebrate our beautiful diverse culture that we have in Tassie.

However, some CALD employees still question their value and contribution to their organisations and how their colleagues see them. For example, an employee oberves:

I struggled with a phase like imposter syndrome and communication skills. I wanted to feel totally confident, communicate with all the staff for meetings, and be able to explain all the ideas, but I feel like, you know, you're not enough.

Employers see laws and regulations as a workplace barrier, significantly more than employees.

Roughly a fifth of employees observe selective hiring and promotion and having CALD background as workplace barriers but only 3% of employers recognise these.

20% of employers see physical health as a barrier but that does not accord with 98% of employees.

Overall, we find that employers and employees of Tasmanian SMEs largely agree that cultural diversity is appreciated and welcomed in their workplaces, and these workplaces are respectful of cultural diversity, and there are efforts to engage CALD employees. Non-CALD employees do tend to view their workplaces as fair and equitable to their CALD colleagues, more so than how their CALD colleagues themselves perceive the situation.

- **There are differences between what employers perceive and what employees experience in the workplace**

A comparison of the *employer/peak body* and *employee* survey responses highlights two main areas of difference between the perceptions of employers and the actual experiences of employees in the workplace. These gaps may lead to actions in the wrong areas, leading to delaying improvements of the employee experience. They can also lead to misunderstanding and mistrust between employers and employees.

The first gaps relate to workplace barriers that prevent employees from working efficiently and effectively. **Figures 3** and **4** show the barriers as chosen by employees

and employers and by non-CALD and CALD employees respectively. Employers hold the view that laws and regulations, for example working visas for migrants, are a significant barrier to recruiting and retaining CALD staff. In the survey, 31.2% of employers picked this as a barrier but only 9.4% of (only CALD) employees experienced this barrier ($X^2_{(1,\ N = 85)} = 6.7$, $p = 0.011$). This may be because those who are in employment are those who are able to overcome the regulatory processes. Employers and employees also differ in their observations of discriminatory barriers in the workplace. Employees see selective hiring and promotion and having CALD background as barriers more significantly than employers do. The former is picked by 19.6% of employees compared to 3.4% of employers ($X^2_{(1,\ N = 80)} = 4.07$, $p = 0.044$) and the latter by 17.6% of employees compared to 3.4% of employers ($X^2_{(1,\ N = 80)} = 3.41$, $p = 0.065$). Employers on the other hand see physical health as a barrier (20.7%) more than employees do (2%) ($X^2_{(1,\ N = 80)} = 8.12$, $p = 0.004$). These differences may give rise to different priorities in addressing barriers to recruitment and retention of CALD staff.

Figure 3: Workplace barriers – comparing employee experiences and employer views

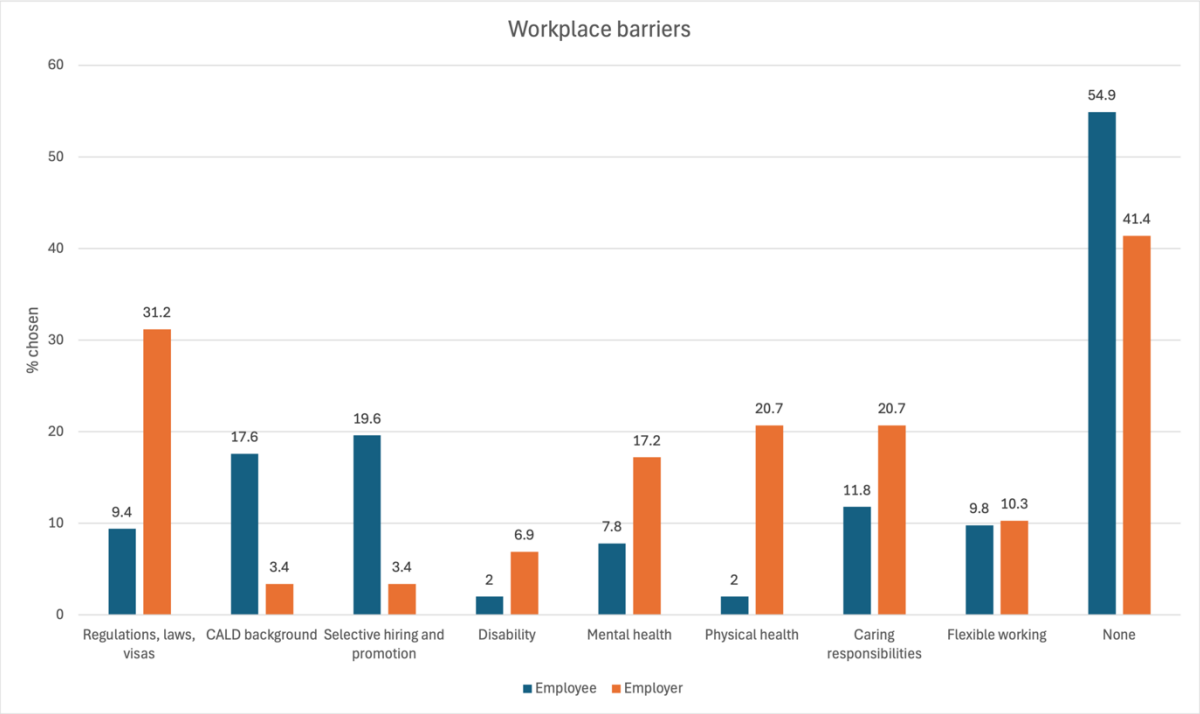
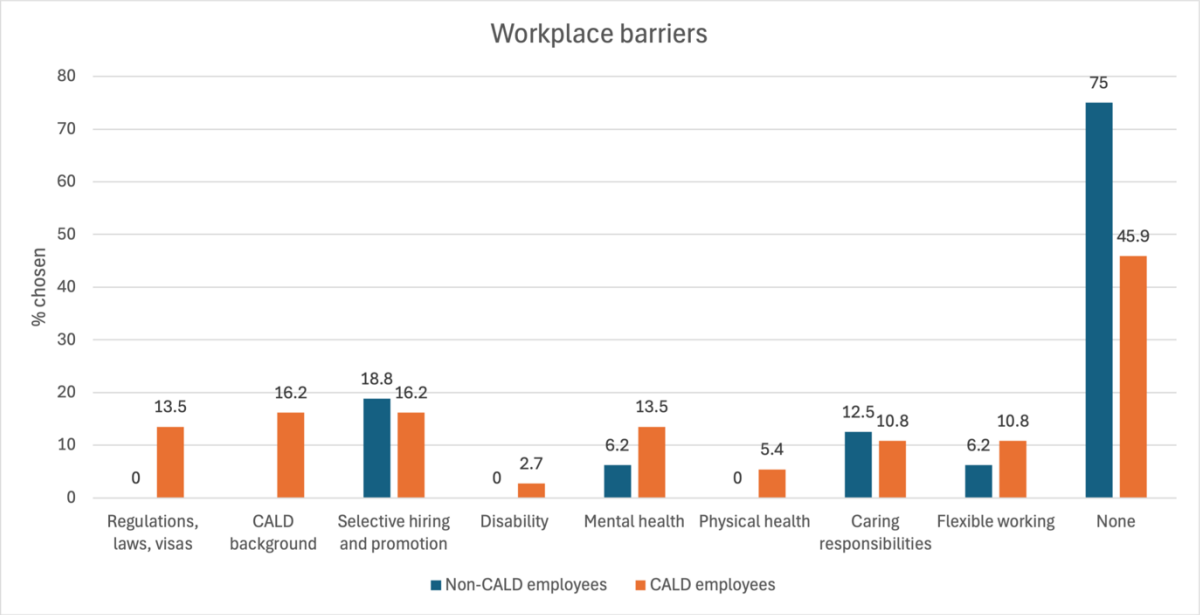


Figure 4: Workplace barriers – comparing non-CALD and CALD employee experiences



The other area of difference between employers and employees is on work-related stress. **Figures 5** and **6** show the frequency and level of stress as viewed by employers and as experienced by employees. Employees report that they experience work-related stress sometimes (average score of 2.8 out of 5, where 5 = very often) and that their stress level is moderate (2.7 out of 6, where 6 = severe). While these scores are not high, employers significantly underestimate the frequency ($F_{(1,93)} = 7.89$, $p = 0.006$) and severity ($F_{(1,93)} = 3.47$, $p = 0.066$) of employees' work-related stress, and as such may potentially appear unsympathetic and unhelpful.

Figure 5: Workplace stress – comparing employee experiences and employer views

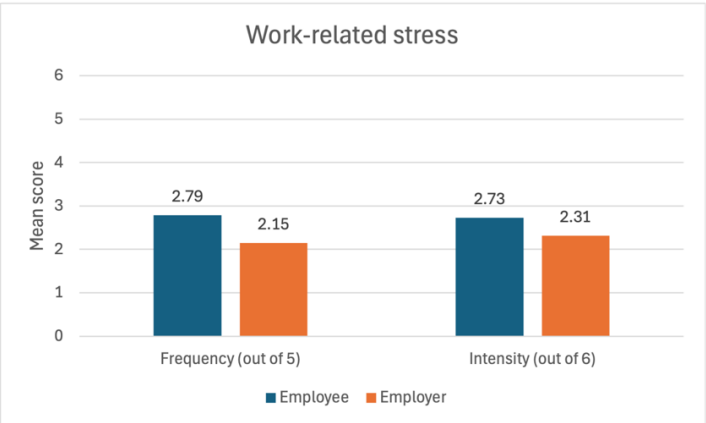
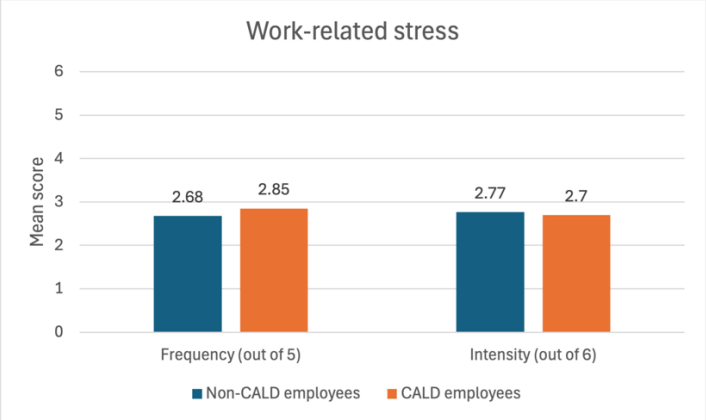


Figure 6: Workplace stress – comparing non-CALD and CALD employee experiences



Any attempts by employers to address work-related stress may be impeded by the fact that they perceive different stressors from those experienced by employees. **Figures 7** and **8** show the stressors as chosen by employees and employers and by non-CALD and CALD employees respectively. Employees are stressed by workload and time pressure significantly more than employers think. Workload is picked by 55% of employees compared to 34.5% of employers ($X^2_{(1, N = 89)} = 3.30$, $p = 0.069$) and time pressure by 40% of employees compared to 20.7% of employers ($X^2_{(1, N = 89)} = 3.26$, $p = 0.071$). Employers on the other hand perceive competing home and work responsibilities and technology or equipment as stressors more than are the case. Competing responsibilities is selected by 41.1% of employers compared to 23.3% of employees ($X^2_{(1, N = 89)} = 3.08$, $p = 0.079$) and technology and equipment by 13.8% of employers compared to 3.8% of employees ($X^2_{(1, N = 89)} = 3.40$, $p = 0.065$).

Figure 7: Stressors – comparing employee experiences and employer views

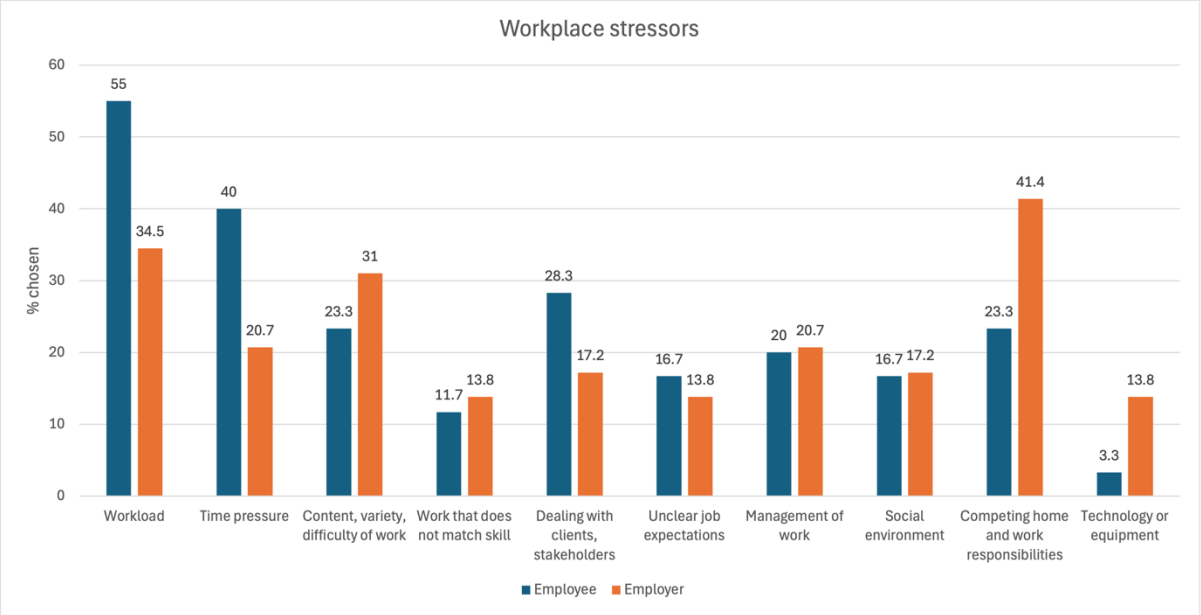
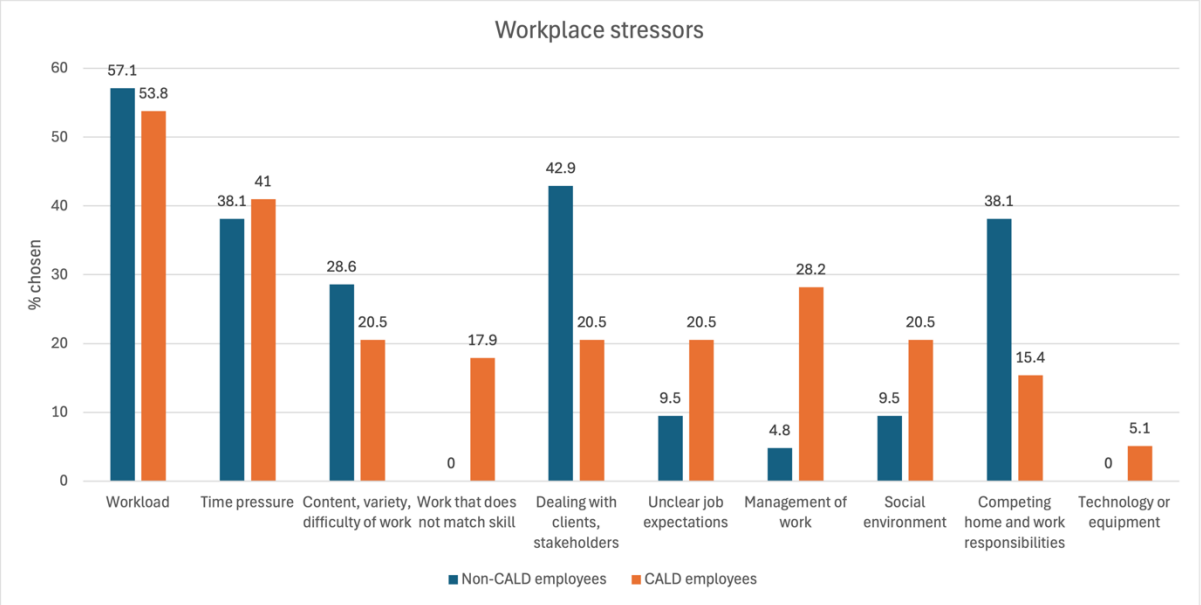


Figure 8: Stressors – comparing non-CALD and CALD employee experiences



From the FGDs, employees and employers emphasise different cultural issues facing CALD staff members. For employees, cultural tolerance levels on social safety issues are seen as challenges facing CALD employees in Tasmanian SMEs. Many employees – both CALD and non-CALD – acknowledge discrimination in the form of racial profiling and microaggression against CALD colleagues. CALD colleagues are

also seen to be more reluctant to report workplace issues due to fear of retribution, their lack of confidence and their feeling that they are somehow to be blamed. For employers, they tend to emphasise communication styles of CALD staff. Diverse accents and different fluency in English may stop employers, clients and colleagues from recognising the strengths, skills and expertise of the CALD workforce. An employee, for example, writes:

> *I am not sure that our organisational goals always translate directly to hiring practices. Our senior roles in particular are lacking cultural diversity. I don't think this is the result of direct decisions to not hire culturally diverse people, I think it's reflective of underlying biases and assumptions. We turned this around in our organisation relating to gender diversity particularly in senior and leadership roles. So, I think we can have the same outcomes with cultural diversity through education, awareness and supporting people to identify and correct these biases.*

In sum, there are differences in perception between employers and employees. Both CALD and non-CALD employees find that their workload more stressful than what their employers perceive. They do not face as many issues with managing technology or equipment or to find work-home balance as employers seem to think they do. From the in-depth discussions, employees agree that those with CALD backgrounds may be less likely to

CALD and non-CALD employees experience different barriers in the workplace:

No barriers:
CALD 46%
Non-CALD 75%

Employment integrity of the organisation:
CALD 3.78 / 5
Non-CALD 4.36 / 5

Policies and actions are supportive of culture DEI
CALD 3.79 / 5
Non-CALD 4.67 / 5

They experience different stressors at work:

Skill match:
CALD 18%
Non-CALD 0%

How work is managed:
CALD 28%
Non-CALD 5%

Interaction with clients:
CALD 21%
Non-CALD 43%

Competing work and home responsibilities:
CALD 15%
Non-CALD 38%

Also different job satisfaction:

Supported in learning and development:
CALD 2.7 / 5
Non-CALD 2.1 / 5

Work expectations met:
CALD 2.2 / 5
Non-CALD 1.7 / 5

Appropriate workload:
CALD 2.6 / 5
Non-CALD 2.1 / 5

voice their concerns. Employers, on the other hand, tend to focus on communication and fluency, and many admit that English skills may not reflect the work competence of CALD staff members.

- **CALD and non-CALD employees have different experiences in the workplace**

Our comparison of the survey responses between CALD and non-CALD employees reveals disparities in workplace treatment and barriers and stressors faced. It also highlights differences in culture and expectations, which affect workplace dynamics, and variations in job satisfaction and engagement. These insights serve as a measure of the effectiveness of cultural DEI initiatives, indicating areas needing improvement.

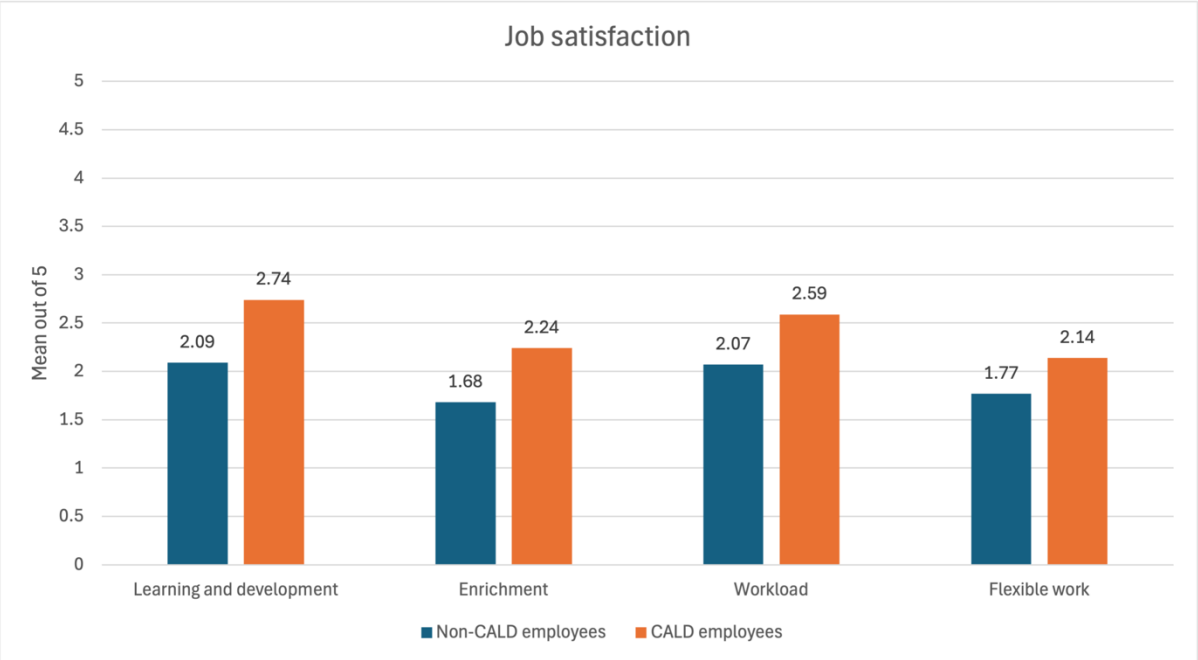
In terms of whether they experience barriers that prevent them from working efficiently and effectively, significantly more non-CALD employees (75%) report facing no barriers compared to CALD employees (45.9%) ($X^2_{(1,\ N\ =\ 53)}$ = 3.81, p = 0.051) (see Figure 4). This is consistent with our findings discussed earlier, that having a CALD background is a significant workplace barrier (see Figure 3). It is also consistent with the fact that non-CALD employees view the organisation as having integrity (e.g. fairness in recruitment and promotion) more than CALD employees (see Figure 2). The former scores integrity at 4.36 out of 5 while the latter 3.78 ($F_{(1,49)}$ = 5.91, p = 0.019). It also aligns with non-CALD employees (4.27 out of 5) agreeing more than CALD employees (3.79 out of 5) that their organisation's policies and actions are supportive of cultural DEI ($F_{(1,59)}$ = 4.67, p = 0.034) (see Figure 2). While it must be acknowledged that these scores are at the high end and are positive, there is still some work that needs to be done to close the disparities.

While they do not differ in terms of frequency and severity of work-related stress (see Figure 6), CALD employees face different stressors from those faced by non-CALD employees (see Figure 8). CALD employees are stressed by work that does not match their skills or experience (17.9% of CALD employees chose this compared to 0% of non-CALD employees) and how that work is managed (28.2% compared to 4.8%) more than non-CALD employees ($(X^2_{\ (1,\ N\ =\ 60)}$ = 4.27, p = 0.039 and $X^2_{\ (1,\ N\ =\ 60)}$ = 4.69, p = 0.030 respectively). Non-CALD employees on the other hand are stressed by

interactions with clients (42.9% compared to 20.5%) and competing work and home responsibilities (38.1% compared to 15.4%) more than CALD employees ($X^2_{(1, N = 60)}$ = 3.36, p = 0.067 and $X^2_{(1, N = 60)}$ = 3.94, p = 0.047 respectively). The stressors faced by non-CALD employees are more aligned with those typically perceived as stressors by employers and potentially more efforts are made to address them.

In terms of job satisfaction, overall employees return scores indicating disagreement that they are satisfied (an average of 2.2 out of 5, where 5 = strongly agree). **Figure 9** shows the average scores for a range of job satisfaction indicators between non-CALD and CALD employees.CALD employees appear more satisfied than non-CALD employees. They feel more supported in their learning and development, scoring 2.7 out of 5 compared to 2.1 by no-CALD employees ($F_{(1,57)}$ = 5.30, p = 0.025). As far as the enrichment level of a job is concerned, they feel their work expectations are better met than non-CALD employees, scoring 2.2 compared to 1.7 ($F_{(1,57)}$ = 4.90, p = 0.031). They also feel their workload is appropriate and they have time to do their job more than non-CALD employees, scoring 2.6 compared to 2.1 ($F_{(1,53)}$ = 3.25, p = 0.077). In general, given the overall low scores on job satisfaction, this is an area of improvement for all employees, regardless of background.

Figure 9: Job satisfaction – comparing non-CALD and CALD employee experiences



In the FGDs, some differences in CALD and non-CALD staff experiences are highlighted. First, both groups observe and agree that their experiences are different from each other. CALD employees point to issues such as a lack of formal programs and initiatives to promote inclusivity and diversity within the workplace. They observe that there are no targeted initiatives to support their career progression. Additionally, everyday experiences of racial profiling and microaggression negatively impact their confidence in raising issues and pursuing higher positions. For example, a CALD employee says:

> *I haven't really seen anyone complain so that they could take action. So, what happens with a lot of culturally diverse people is that they go through many things, but they don't complain. They don't say anything to their managers because they're scared. I've seen that happen a lot in culturally diverse people, but I haven't really seen any actions taken. That's the main issue. Things happen, but they don't complain.*

Non-CALD employees do not think about cultural diversity programs, and have different experiences from CALD colleagues. They however note challenges faced by CALD employees, and point out some ludicrous consequences. For instance, some observe the mismatch between the job and the educational background of CALD employees, e.g. a non-CALD staff member states:

> *What really breaks my heart is that one of the Colombians (in the organisation) is actually a doctor in his own country. So, a doctor comes to Tasmania, and he's working in the processing plant in a labouring role.*

Overall, the data show that CALD and non-CALD employees experience the workplace differently in certain aspects. As identified earlier, employers generally do want to treat their staff members equally, and that may require creating spaces for different styles of communication, and adopting communication approaches to ensure their CALD workforce can contribute meaningfully to the organisation.

- **Insights from FGDs and survey text responses**

The FGDs and the survey text responses provide further context and specifics. Below are interlinked observations that would provide further guidance in developing a multicultural employment strategy toolkit for Tasmanian SMEs.

Focus on relevant competence and skills. Some organisations are doing well in maintaining diversity and inclusion through their flexible and open recruitment processes; an employer and member of a peak body group says: *We aim for right person for the right jo*b. However identifying persons of the right competence and skills is complicated by unconscious biases, distraction from linguistic competence, and the anxiety of employing a person with a different cultural background. A peak body member states: *We've got such great talent available. But sometimes, the employers are not as willing to engage that great talent because they're not Tasmanian or connected*. Similarly, for instance, relevant overseas education qualifications and experiences are not adequately recognised and appreciated. An important step is to rea focus on the relevant competence and skills that the organisation needs and what CALD employees have. Ignoring extraneous concerns, it is thus recommended that organisations sketch out outcome-driven goals, and stay focus on those.

Shared values. Perceptions between employers and CALD and non-CALD employees differ. Discussions on discrimination and perceptions of discrimination is often emotive in the workplace. Nonetheless, there are many shared values, and a confluence of views and perceptions. Identifying shared values to acknowledge and address discrimination, perceived or otherwise, might be a good starting point

Managing different types of discrimination and perceptions of discrimination. There are different ways of discriminating (e.g. racial profiling and microaggressions), and victims may feel vulnerable in various ways (e.g. as an outsider, feeling like an imposter, lacking in confidence and anxious of losing the job). Victims may experience work disparities (e.g. not recognised for skills and work, mismatch between job expectation and qualifications), cultural and communication barriers (e.g. cultural misinterpretation, language). Explicitly identifying and devising tactics to target discrimination, the feelings of discrimination and perception gaps between employers, CALD and non-CALD employees will build collective understanding and camaraderie.

Safe space and dialogue. It is unrealistic to require organisations to remove language barriers in internal systems and communications. But a constant dialogue about potential perception gaps, and to assure that the workplace offers safe spaces for staff to address their concerns will reduce misunderstanding and cultivate trust.

Information dissemination. Using jargon-free and simple language that aims not to marginalise any employee will create a more inclusive atmosphere. Getting information about the workplace reduces anxiety for staff members. Everyday settings and activities that promote informal exchanges of information will give employees a stronger sense of belonging and certainty.

Quota and affirmative actions. In realising the potential of the CALD community, some organisations consider using quotas and “affirmative” actions to recruit and retain CALD staff members. A softer alternative to a quota approach is for managers to be mindful of having cultural diversity during promotion rounds and when recruiting.

Embracing inclusion: Recruitment advertisements that explicitly state that people from all background are welcomed, and that ethnicity does not define skills will draw more CALD applicants. Similarly, a workplace that accepts and even embraces diverse cultural expressions through personalised workplaces (e.g., personal CALD art in a workspace) and activities (e.g., celebration of festivals) indicate their respect and willingness to embrace differences.

Support communities. Many CALD employees lament of being discriminated (perceived or otherwise), and they would like to be included, feel safe and be respected in the wider Tasmanian community. They may be overly focused on these concerns, and feel that non-CALD colleagues will not understand their plight. Employers may not want to engage in the personal, social life of employees but can try cultivating an organisational culture that allows CALD and non-CALD colleagues to find camaraderie and friendship, which will offer a bedrock of social stability for these employees.