



**Migrant Information Centre (Eastern Melbourne)**

# **Culturally Equitable Gateway Strategy**

## **Recruitment Project**



By Jill Exon  
December 2005



The CEGS Recruitment Project was produced by the Migrant Information Centre (Eastern Melbourne) and funded through Department of Human Services Regional Development Grant.

The authors, contributors and the Migrant Information Centre (Eastern Melbourne) can accept no liability for errors or omissions in this report.

For further information please contact:  
Migrant Information Centre (Eastern Melbourne)  
333 Mitcham Road  
Mitcham  
VIC 3132

Phone: 9873 1666  
Fax: 9873 2911  
Email: [jexon@miceastmelb.com.au](mailto:jexon@miceastmelb.com.au)  
Website: [www.miceastmelb.com.au](http://www.miceastmelb.com.au)  
ABN: 27 084 251 669

Design and Published by the  
Migrant Information Centre (Eastern Melbourne)  
ISBN: 1 876735 39 2

## Contents Page

Acknowledgements.....	ii
Glossary.....	iii
Executive Summary .....	iv
1. Introduction .....	1
2. Project Objectives .....	2
3. Methodology .....	3
4. A Literature Review.....	5
5. Current Practices .....	10
6. Framing Culture – Council attributes and worker assets.....	13
6.1 Overall Findings .....	13
7. Taking Stock: An analysis of worker characteristics & experiences.....	15
7.1 Employee Characteristics .....	15
7.2 Employment.....	16
7.3 Worker Experiences .....	18
7.4 Favourite and Least Favourite Job Aspects – A worker perspective.....	20
7.5 Overall Findings from Staff Survey .....	22
8. Finding Focus: A discussion of client & staff consultations.....	23
8.1 Client Focus Groups .....	23
8.2 CALD Staff Focus Groups – Direct Care Workers.....	26
8.3 CALD Interviews - ‘Other’ HACC Employment.....	31
8.4 Non-CALD Interviews .....	33
9. The Road Ahead: Implications for Recruitment and Retention .....	35
9.1 Recruitment .....	35
9.2 Retention Factors .....	36
10. Recommendations .....	39
Appendix 1. Survey for Home and Community Care Workers.....	40
Appendix 2. Council Data .....	42
A) City of Monash .....	42
B) City of Manningham .....	44
C) City of Whitehorse .....	46



## Acknowledgements

The CEGS Recruitment Project was made possible through the assistance and generous support of the project team, volunteers and the three councils involved. Special thanks are extended to the Migrant Information Centre, Department of Human Services and the City Councils of Monash, Manningham and Whitehorse.

Deepest appreciation is extended to Wina Kung and project team members for their guidance and support and most importantly, to the volunteers, staff and clients who contributed valuable time and feedback - thank you.

### **CEGS Recruitment Project Team Members:**

Jill Exon	Project Officer, Migrant Information Centre
Kay Dalrymple	CEGS Project Officer, City of Whitehorse
Lisa Dean	HACC Training Coordinator, Department of Human Services
Pauline Crameri	CALD HACC Liaison Officer, City of Monash
Venise Francise	Project Officer, City of Manningham
Wina Kung	Equity and Access Officer, Migrant Information Centre



## Glossary

CALD	Culturally and Linguistically Diverse
CEGS	Culturally Equitable Gateway Strategy
CLAS	Community Language Scheme
COB	Country of Birth
DHS	Department of Human Services – Eastern Metropolitan Region
EMR	Eastern Metropolitan Region
ESL	English as a Second Language
HACC	Home and Community Care
LGA	Local Government Area
MEP	Multicultural Education Program
MIC	Migrant Information Centre (Eastern Melbourne)
OHS	Occupational Health and Safety
RTO	Registered Training Organisation
WELL	Workplace English Language and Literacy Program



## Executive Summary

The capacity to deliver culturally responsive and equitable services has increasingly become a paramount issue to many organisations in Australia. With the projected increase in demand for aged and disability services, the challenge for many is how best to respond to this diversity. The main aim of the Culturally Equitable Gateway Strategy (CEGS) Recruitment Project was to explore a range of factors pertaining to effective recruitment and retention of Culturally and Linguistically Diverse (CALD) Home and Community Care (HACC) workers within the City Councils of Monash, Manningham and Whitehorse.

The project involved a review of relevant literature and an analysis of qualitative and quantitative data. Information was collected through a staff survey distributed to all HACC workers (across the three city councils), individual consultations, and staff and client focus groups. The main aim of the staff survey was to elicit general information about worker demographics, and collect further information about the experiences of CALD workers.

Survey findings demonstrate that across the three city councils, the vast majority of HACC workers are female (90%) falling in the 51-60 age category (44%) and working on a part-time basis (79%). Only 10% of all HACC workers surveyed were aged 40 years and under – illustrating stark concerns about the aging workforce. Despite variations in survey response rates per council (Monash 100%, Manningham 65%, Whitehorse 19%) almost one third (32%) of all Monash HACC workers identified as CALD, and 22% of Manningham workers. Of the 41 workers who responded to the staff survey from the City of Whitehorse, 14 staff identified as CALD.

### Recruitment

While team leaders felt that staff turnover was not considered a major concern, survey findings suggest that higher numbers of CALD - including Greek and Chinese speaking workers - are required to meet the diverse range of needs, particularly among higher need clients. Relevant literature suggests that factors such as pay, respect and image might explain some of the barriers to effective recruitment and retention.

It was suggested that the three city councils:

- Target their recruitment strategies to attract higher numbers of male, younger and CALD staff – in particular Chinese (Cantonese and Mandarin) and Greek speaking workers
- Enhance marketing strategies of HACC employment to prospective CALD workers



## Retention

Overall, CALD workers reported a high level of job satisfaction describing some of their 'favourite' job aspects to include; variety, flexibility, employment with council, regular opportunities for training and personal development, and other rewarding aspects such as "making a difference in the community". When workers were asked to comment on their 'least favourite' job aspects, one of the common themes that was raised, included concerns about professional boundary setting when working with clients of the same culture or language background.

While consultations highlighted the point that many clients and direct care workers do not necessarily prefer to be matched with a worker or client from the same culture or language background, 'matching' was identified as imperative among higher need (personal and respite care) clients who spoke little to no English. Other clients who spoke fluent or basic level English, emphasised the benefits of having different workers as they could learn more about Australian culture and language.

Although the suggested areas of support varied between councils, there was general consensus that communication between administrators/team leaders and direct care workers could be enhanced. Carers identified a number of areas where support could be improved, some of these include:

- A formal briefing on 'what to look for with new clients' (i.e. language/cultural barriers)
- Translated materials for clients that explain the limitations of a carer
- Compulsory Cultural Awareness Training for all HACC staff
- More specific training about the dominant culture groups
- Increased language study support for CALD workers

It was also suggested that councils demonstrate a greater awareness and recognition of bilingual skills and most importantly that clients and staff are consulted about their matching preferences.



## 1. Introduction

The Culturally Equitable Gateway Strategy (CEGS) Recruitment Project was a joint initiative between the Department of Human Services (DHS), Migrant Information Centre (Eastern Melbourne) (MIC) and three CEGS funded councils, including the City of Monash, Manningham and Whitehorse. The main focus of the project was to explore recruitment and retention of the Home and Community Care (HACC) Culturally and Linguistically Diverse (CALD) workforce within these three City Councils. More specifically, the project was to consider the composition of the current HACC workforce and explore different models of best practice regarding how the relevant councils might improve strategies to better recruit and retain CALD staff.

For the purposes of this project, the definition of CALD as decided by the project team includes a person:

**1. Born overseas who:**

- Speaks a second language at home, or
- Does not speak another language (not including people born in English speaking countries such as the US, England, New Zealand etc).

Or

**2. Australian born worker who:**

- Identifies with another culture (eg. second / third generation migrants / lived overseas for the majority of their lives).

### 1.1 Project Background

While the HACC program is targeted toward frail older people, younger people with disabilities and their carers, one of the five special need groups identified as experiencing difficulty in accessing core HACC services were people of CALD background. These 'core' services include assessment, home care, personal care, respite care, home maintenance and meals on wheels.

While there are various barriers that might explain these difficulties, popular belief suggests that clients are more likely to accept a HACC service if the intended care worker is from the relevant culture of the client.

Furthermore, previous consultations with the HACC CALD Network in 2003-04 and the Eastern Metropolitan Region (EMR) HACC Training Sector identified CALD recruitment and retention as a problem. This report will draw on relevant literature and discuss the experiences of CALD workers and clients in an attempt to better understand the extent to which these projected concerns are shared among the three Local Government Areas (LGA). Findings from the report will further support broader strategies for the EMR CEGS initiative.





## 2. Project Objectives

The objectives for the CEGS Recruitment Project were set out and endorsed by the project team comprising input from the three city councils, MIC and DHS as key stakeholders. The aim of the project was to enhance understanding of the current HACC CALD workforce to increase service providers' capacity to recruit and retain appropriately qualified CALD workers.

The project was to comprise 3 key objectives:

### Objective 1

Establish a profile of the existing CALD workforce with the three city councils of Monash, Manningham, and Whitehorse.

### Objective 2

Identify the triggers and/or barriers that affect the retention of HACC CALD workers and the factors that encourage CALD workers to remain in the HACC workforce.

### Objective 3

Develop recommendations to overcome the barriers to recruiting and retaining HACC CALD workers.

And to conduct the following:

- Collect data on the number of staff who identify as CALD and establish the various country and language groups represented
- To consider whether these individual HACC workforces are representative of the HACC eligible CALD community
- Conduct a comparative analysis of population data
- Explore the current practices across the three city councils
- Conduct a literature review of models of best practice
- Ascertain staff and client preferences about being matched to work with a client or carer of the same cultural/language background
- Examine staff satisfaction and the extent to which they feel valued and supported as a key indicator of worker retention
- To identify whether 'matching' bears additional workplace stress that may be linked to lower retention rates in the future
- Develop strategies and recommendations for how council can enhance their recruitment and retention of CALD workers based on the findings of this report



### 3. Methodology

This project utilised a range of methods for data collection including staff surveys, individual interviews, and focus groups held for CALD HACC staff and clients respectively (see Table 3.1).

	Monash	Manningham	Whitehorse	Total (3 Councils)
<b>HACC Staff Surveys Received</b>	130	118	41	289
Total No. of HACC Workers	130	181	220	531
Survey Response Rate	100%	65%	19%	54% Total Response
<b>Individual Staff Interviews</b>	5	4	3	12 Staff
<b>Staff Focus Groups</b>	9 Workers	5 Workers	6 Workers	20 Staff
<b>Client Focus Groups</b>	Sri Lankan 12 People	Greek 7 People	Chinese 4 People	23 Clients

Table 3.1

#### Staff Survey

The initial phase consisted of a general survey for all HACC workers (refer to Appendix 1). The aim of this survey was to gather general information - both qualitative and quantitative - about the current HACC workforce. Some of the areas explored included general worker demographics such as; age, gender, length of employment and how many people identified as 'CALD'. The survey was also designed to gain more specific feedback about the characteristics and experiences of CALD workers, some including; country of birth, languages spoken, level of job satisfaction, areas of support and what workers perceived as their favourite and least favourite aspects of their job.

To encourage open and honest responses, it was important for the completed surveys to be collected anonymously and thus, surveys were placed in a sealed box (one per council) which was later collected by the project worker.

#### Staff Focus Group

Staff surveys helped to identify key themes, which in part, formed the basis for topics to be explored in staff focus groups. People were contacted for further participation only if they had indicated a willingness (by a 'tick the box' option) to contribute to a focus group or interview. Participants were intentionally selected based on country of birth, employment length and gender to try to gain a sample of workers that was reflective of the broader workforce. Ultimately however, attendance was restricted by staff availability on the day. While the focus group sessions for Monash and Manningham were only extended to direct care workers, given the smaller response rate for Whitehorse, all direct care and social support workers who responded and agreed to participate further were invited to attend.



Focus groups were selected as the most appropriate method since collectively (across the 3 city councils) 96 people identified as CALD. This was seen as the most suitable means of gaining feedback from the maximum number of workers within a relatively limited time frame.

### **Client Focus Groups**

In addition to the staff survey and focus groups, CALD clients receiving HACC services were also invited to participate in a focus group and morning tea. Three separate focus groups were held - one per LGA. These included Greek and Chinese clients comprising two of the dominant CALD groups in the EMR together with the Sri Lankan community who were selected to represent a smaller CALD community. It was decided to engage a smaller community group to examine differences in client preferences or experiences.

Each council distributed 60 letters of invitation to the selected client group. While letters to Greek and Chinese clients were translated, this was considered unnecessary for the Sri Lankan community of whom the vast majority identified as being fluent in English. To ensure that all willing clients could participate, interpreters and transport assistance was provided where necessary. While initial responses were slightly higher, some cancellations resulted in the total attendance for client focus groups (as expressed in table 3.1) being; 12 attendees for the Sri Lankan group, 7 for the Greek, and 4 for the Chinese focus group (total of 23 clients) plus interpreters for Chinese and Greek sessions.

### **Individual Interviews**

Individual interviews were carried out with all CALD staff who worked in positions other than direct care and who had agreed to participate in an interview. Other interviews included 2 non-CALD workers nominated from each council. It was suggested that the non-CALD workers include one direct care worker and one assessment, intake or social support officer. At a later stage of the project all CALD assessment officers were contacted and interviewed. This was to ensure a broader range of perspectives across the various HACC positions.

### **Study Limitations**

As seen in Table 3.1, out of 531 HACC workers across Monash, Manningham and Whitehorse, there were a total of 289 survey responses (54% response rate). This response varied between councils. While Monash imposed a 100% compliance policy, this was not enforced across the board and thus differences between council responses are evident (100%, 65% and 19%). The City of Whitehorse had the lowest response rate (19%) - a discrepancy which impacted on the level to which results could be generalised to all HACC workers in this city council.



## 4. A Literature Review

The capacity to deliver culturally responsive and equitable services to meet a diverse range of needs has increasingly become a paramount issue to many organisations in Australia. At present, more than 40% of Victorians were either born overseas or have at least one parent born overseas<sup>1</sup>. While it is estimated that the number of CALD elderly living in Australia includes 19.6% of the population aged 65+, concerns around Australia's aging population are said to generate a significant increase in demand for aged and community services over the next 10-20 years for both Anglo-Australians and also for a continually diversifying CALD population<sup>2</sup>. The current challenge for many aged and disability services, is how best to respond to this diversity. The main purpose of this review is to provide a brief outline of the current literature around CALD recruitment and retention practices and to present models of best practice. Given the limitations of the project, this review will focus on the findings most relevant to this report.

### Home and Community Care

The HACC program - targeted at frail older people, younger people with disabilities and their carers - aims to provide basic support and maintenance to people living at home whose capacity for independent living is at risk or who are at risk of premature or inappropriate admission to long term residential care. According to the Angley and Newman study<sup>3</sup> (comprising 159 participating organisations), the role of a 'carer' within the community care setting is typically comprised of female workers (90%), with more than 50% aged 45 and over working on a part-time or casual basis. The study also demonstrates that 43% of home care service providers reported difficulties recruiting suitable workers within the last 12 months, and more than half of personal and respite care service providers' sharing similar concerns – a problem less common among meals on wheels and home maintenance services. From this study, it was suggested that the pool of workers be expanded to include males and the younger population. While findings of this report were critical in highlighting key issues such as the aging workforce and strategies around the general recruitment and retention of community care staff, it neglects to address the recruitment of CALD workers as a means to relate to a more diverse client group.

<sup>1</sup> Department of Human Services, *Cultural Diversity Guide: Multicultural Strategy*, 2004.

<sup>2</sup> Ethnic Communities Council of NSW, *Submission to Senate Community Affairs References Committee Inquiry into Aged Care, NSW*, 2004.

<sup>3</sup> P Angley & B Newman, *Who will Care? The recruitment and retention of community care (aged and disability) workers*, Brotherhood of St Laurence, Victoria, November 2002.



## Recruitment

A report that specifically addresses this topic is Max Bini's report, 'A culturally diverse workplace'<sup>4</sup>. Bini relays the importance of culturally appropriate services as integral to accessible service delivery. Despite the benefits of a culturally diverse workforce, key findings suggest that few [disability] agencies had any strategies to recruit staff from CALD backgrounds. In fact, some suggested this to be discriminatory as they employed on the basis of merit. While Bini's report was based around the disability sector, its review of other literature is quite extensive, reflecting a broader range of strategies that can be utilised more generally. Suggestions for the recruitment of CALD staff can be seen in Table 4.1 below.

### **Suggested Marketing Strategies for the Recruitment of CALD Staff (in order of priority)**

- Advertise in local ethnic community language newspapers
- Provide information sessions to cultural groups and organisations
- Notify ethnic community groups and explore ways of working or liaising in partnership with them
- Post position vacancies with position descriptions on the organisation's website
- Explore word-of-mouth possibilities (specifying CALD background needs)
- Broadcast presentations on ethnic radio and television

Table 4.1 Marketing Strategies for the Recruitment of CALD Staff<sup>5</sup>

Table 4.1 provides a list of best practice marketing strategies for the recruitment of CALD staff in order of priority. The key strategies identified were the use of ethnic newspapers to advertise vacant job positions and the use of information sessions to target specific cultural groups. Least prioritised strategies include ethnic radio/television presentations and word-of-mouth. Other initiatives around the recruitment of CALD workers can be seen in the Multicultural Education Program (MEP) which is briefly discussed in Chapter 5, 'Current Practices'.

A successful example of an organisation attracting "a younger breed of home carers" can be seen in Victoria's City of Port Phillip<sup>6</sup>. With improved flexible employment practices the council have managed to attract workers not typically drawn to this area of employment. After functioning from what was referred to as an 'economy model' where there was inadequate staffing to match the level of service required, more recently this council has partnered with the Salvation Army's Employment Plus to attract younger people - in particular students and working parents who are

<sup>4</sup> Bini, M., *A Culturally Diverse Workforce*, Department of Human Services, Victoria, August 2003.

<sup>5</sup> Table 4.1 is sourced and adapted from Bini, 2003.

<sup>6</sup> 'A New Breed of Home Carers', *Local Government Focus*, April 2004.



attracted to the flexible work hours. Changes to council recruitment and employment practices feature clearer career structures, accredited training (in Certificate III in Community Services or Aged Care), and opportunities to move up the ladder. These changes have encouraged higher numbers of male and younger recruits.

#### The Brokerage Model - An alternate option

An alternative option for the recruitment of CALD staff is seen in the brokerage model. While little is documented about its success within Victoria, the brokerage model has provided alternate recruitment opportunities for some HACC organisations. On a local level, the model is currently operating within the City of Greater Dandenong through the South Eastern Region Migrant Resource Centre, however is more widely known and utilised across regions in the Queensland State.

This model would consist of a formal contract between mainstream HACC organisations and one agency responsible for recruiting and managing a pool of bilingual direct care workers. It is coordinated and administered by a single agency that also provide relevant training (such as Level III in HACC or Community Aged Care) and supported supervision to their CALD workers<sup>7</sup>. By working in partnership with a local TAFE organisation the function of this model is to train and equip workers with the appropriate skills, creating a pool of skilled CALD workers from which other HACC and community organisations can then purchase.

#### **Retention**

While the brokerage model relies on the assumption of one-to-one matching of clients and carers from the same cultural or language background, Bini emphasises the avoidance of matching rather highlighting the need to address workplace culture from the top down<sup>8</sup>. That is, respect for diversity needs to be incorporated into all policy and planning. This was seen as important given that some carers do not appreciate being targeted to work with clients from the same cultural background. Other suggestions for greater retention of staff can be seen in Table 4.2, which is followed by a discussion of 'best practice' initiatives more specific to CALD workers.

---

<sup>7</sup> Ethnic Communities Council of NSW, 2004.

<sup>8</sup> Bini, 2003.



### 6 Discussion Points for Greater Retention of CALD Staff

(First 5 points are true for achieving retention in general)

- More upfront and realistic information provision about what the job entails
- Flexible working arrangements - a balance between casual and permanent positions
- Promotion should be clearly based upon merit
- Organisations that provide more learning and development opportunities tend to have greater levels of staff retention
- Organisations that provide adequate supervision, regular staff meetings, involvement in decision-making and greater support tend to have higher levels of staff retention
- Staff from a specific cultural background may not appreciate being targeted to work specifically with clients from the same background, especially if this involves regular interpreting and translation duties

Table 4.2 Points for greater retention of CALD Staff<sup>9</sup>

#### Workplace English Language and Literacy (WELL) Program

Another option that Bini identifies as best practice is the WELL program<sup>10</sup>. This program aims to provide support to CALD staff with further English language, literacy and numeracy skills. While this government funded initiative can be integrated to provide additional support and training for current employees, alternatively it can act to broaden the pool of potential CALD workers from which to recruit. The WELL program is funded by the Commonwealth Government through the Department of Education, Science and Training to enterprises, representative bodies, local government and Registered Training Organisations (RTO).

#### Community Language Scheme (CLAS)

The Community Language Scheme (CLAS) implemented in NSW to State government workers, has been an effective way of increasing recognition of the diversity of skills as an organisational asset<sup>11</sup>. The CLAS promotes CALD worker recognition and incentive through a language allowance on community and residential employee awards. This meets an important gap by improving outcomes for clients due to improved communication, while reducing costs of traditional interpreting services. Nonetheless, it should be noted that the role of a bilingual worker should never replace that of a trained interpreter, particularly with regard to medical, legal and confidential matters.

<sup>9</sup> Table 4.2 is sourced and adapted from Bini, 2003.

<sup>10</sup> Bini, 2003.

<sup>11</sup> Ethnic Communities Council of NSW, 2004.



### **Difficulties with Recruitment and Retention**

While this review has sought to outline best practice strategies that enhance recruitment and support mechanisms for CALD staff, barriers to recruitment and retention have been attributed to a range of factors including; negative work image, low pay and a general lack of career structure<sup>12</sup>. Similarly, Agley and Newman<sup>13</sup> found that pay, respect and image had a major impact on recruitment and retention of direct care workers. It was suggested that more work is needed to address these barriers, however, particularly in marketing community care work as an attractive employment option<sup>14</sup>.

---

<sup>12</sup> Bini, 2003.

<sup>13</sup> Angley & Newman, 2002.

<sup>14</sup> Angley & Newman, 2002.





## 5. Current Practices

While from an organisational perspective many positive steps have been taken by the three councils to enhance CALD recruitment, Section 5 takes a closer look at the current practices of the three city councils in regard to recruitment procedures and worker support both generally and for CALD staff. This information was attained through the use of a survey for all three councils, a review of relevant literature and/or a consultation with the HACC Team Leader.

### General Recruitment

While research indicates general recruitment as an issue for HACC organisations, the three councils identified that over the past 12 months, staff turnover has not been a problem. One team leader believes that although in the past the recruitment of appropriately qualified and suitable workers has been an issue, this is less of a problem now. She attributes this to the compulsory Training of Certificate III (in Aged Care or HACC), which she believes, sorts the workers between those who are and are not suitable for the job.

Recruitment procedures vary between councils and also according to the particular job type. That is, there are differences between recruiting direct care workers opposed to other HACC positions. Recruitment for direct care workers in Manningham and Whitehorse generally takes place on a quarterly basis, however at present, Manningham are trialling twelve consecutive weeks of advertisements in an attempt to recruit more staff members with increased availability.

Monash on the other hand, recruit direct care workers through Macarthur Recruitment Agency and remain satisfied with this current model. This allows council to employ workers on a 3-month temporary contract and assess worker performance and job suitability prior to recruiting on a permanent basis.

For other HACC council positions, jobs are simply advertised when a vacant position arises. Most commonly, HACC positions are advertised in local and major newspapers, internal and external council websites and other avenues such as seek.com (Monash) and in local and surrounding school newsletters (Manningham) to broaden the scope of advertising.

### Recruitment of CALD HACC Workers

In recent years Monash, Manningham and Whitehorse City Councils have been actively involved in the MEP where a range of strategies were piloted in an attempt to promote HACC employment to specific CALD community groups.



MEP promotional strategies included:

- Information sessions targeting general or specific CALD community groups
- Presentations at Centrelink and at local TAFE Centres to students learning English as a Second Language (ESL)
- Ethnic media (radio and newspaper)
- Involvement in a working group with DHS and MIC responsible for producing information specifically targeting potential CALD HACC workers (Manningham).

A number of the information sessions targeted prospective Greek, Mandarin and Cantonese speaking candidates, as these population groups specifically, were considered underrepresented across the HACC workforce, despite comprising two of the largest CALD client groups in the three LGA's.

While attempts have been made in the past to actively recruit workers from CALD backgrounds, its direct impact on any new or prospective CALD employees as a result of these strategies remains uncertain. Since this time, Monash have continued to run regular half-yearly presentations to students studying Certificate III in Aged Care at a local TAFE Centre as a means of promoting HACC services to attract younger workers. While this has been an effective way of raising awareness of HACC as an employment possibility, the team leader understands that largely, students tend to favour employment with residential care where there are more regular shifts, regular clients and where they work within in a more supported team environment.

### **Council Support and Retention**

While general support is provided to all HACC staff, none of the three city councils provide any support that is specifically tailored for CALD workers and recognition of bilingual workers is not formally acknowledged across the three city councils. Within the Certificate III course however, Manningham have annual student recognition awards - one of which is for a student of a CALD background.

While slight discrepancies between councils may exist, general support for direct care workers includes:

- Compulsory Training
  - Induction Program / Buddy System
  - Traineeship in Certificate III (Aged Care / HACC)
  - Cultural Awareness Training
  - Occupational Health and Safety Training
  - General Training Opportunities (Dementia, Fire Awareness etc)



- Employee Assistance Program
  - Confidential and free counselling to workers and immediate family members
  
- Regular Meetings
  - Individual support (varies between councils)
  - Team meetings
  - Roster Pickup (informal catch-up)
  
- Annual Appraisals (Professional Development Program)
- Staff Newsletter
- Equipment
- Uniforms

General feedback points toward an 'open door' policy where direct care workers are expected to approach their team leader or administration staff with any problems or concerns as they arise.

While this chapter has presented the current practices of the three city councils with regard to the recruitment and retention of CALD workers, the following chapter will explore data around who comprises the HACC workforce – highlighting council attributes and worker assets.



## 6. Framing Culture – Council attributes and worker assets

### Cultural Attributes of the Eastern Metropolitan Region<sup>15</sup>

The EMR comprises seven local government areas: Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges. Across these seven LGA's, the area with the largest proportion of people born in a non-English speaking country is Monash City Council with 34% (52455 people) of its total population speaking a language other than English at home. This is followed by Manningham 35% (37633 people) and Whitehorse 22% (31276 people), while the Shire of Yarra Ranges has the lowest proportion 5% (7583 people). The main languages spoken across the EMR include Greek, Cantonese, Italian and Mandarin.

### 6.1 Overall Findings

Based on findings from the HACC Staff Survey, Table 6.1.1 below provides a summary of worker demographics including the number of workers who identify as CALD and the main language and cultural groups represented across the three councils. See Appendix 2 for a more comprehensive analysis of individual council data.

	City of Monash	City of Manningham	City of Whitehorse
<b>Total No. of HACC Workers</b>	130	181	220
<b>Workers who Identify as CALD</b>	42 (32%)	40 (22%)	14 workers (total of 41 responses)
<b>Main Countries Represented</b>	Italy and Poland	Italy, China and Malaysia	China
<b>Main Languages Represented</b>	Italian (8), Polish (6) and Chinese (5)	Chinese (11), Italian (7) and Greek (4)	Chinese (7) and Dutch (2)

Table 6.1.1 Summary of worker demographics for the three City Councils

Across the three city councils, 27 languages and 33 countries are represented, with the majority of workers who identified as CALD speaking their native language. Findings also suggest that the majority of CALD workers (89%) have either in the past, or are currently using their bilingual skills at work, and largely feel comfortable to do so (95%).

While Table 6.1.1 illustrates that a significant number of the HACC workforce identify as CALD, one of the main objectives was to consider the extent to which the three HACC organisations are reflective of community needs in their LGA and of those who access core HACC services. Table

<sup>15</sup> All figures are sourced from the ABS Census 2001 at MIC website.



6.1.2 below shows the number of CALD clients (according to 'language spoken at home') who accessed HACC services over the month of September 2005 in comparison to the number of bilingual workers per LGA.

Language Spoken	City of Monash		City of Manningham		City of Whitehorse		Total Clients	Total Workers
	Clients	Workers	Clients	Workers	Clients	Workers		
Arabic	7		9		4	1	20	1
Armenian	15						15	0
Chinese	31	5	68	12	44	8	143	25
Croatian		2	6	3			6	5
Dutch		1	8	1	5	2	13	4
French	12	4		1		1	12	6
German	13	3	14	2	9	1	36	6
Greek	115	3	159	4	72	1	346	8
Hungarian	13		4		10		27	0
Indian					4		4	0
Italian	156	8	257	7	87		500	15
Latvian			5				5	0
Macedonian			14	2			14	2
Polish	16	6		1	7	1	23	8
Russian	4			1			4	1
Vietnamese	5		1				6	0
Unspecified Language	30		14		5		49	0
Other	43	15	41	13	33	2	117	30

Table 6.1.2 Number of CALD clients that accessed core HACC services in September 2005 compared to the total number of CALD HACC staff

From the perspective of 'languages spoken' Table 6.1.2 demonstrates that across the three city councils most CALD workers speak Chinese (25) and Italian (15). Despite relatively low numbers, these figures appear somewhat reflective of the CALD community who access services, whilst highlighting general discrepancies and a lack of Greek speaking workers (8) across the board.

While some might attribute issues around recruitment to negative work image, low pay and job status, others would suggest that older CALD populations (comprising second / third generation migrants) are now engaged in 'skilled employment' and not attracted to this field of work – which can be perceived unfavourably. Nonetheless, it raises the question as to why greater success has been associated with attracting workers from some communities and not others.



## 7. Taking Stock: An analysis of worker characteristics & experiences

Chapter 7 takes closer look at information from the survey responses relating to specific worker characteristics, and experiences in the workplace. This section will analyse council data together, in order to compare and contrast any key differences. While this chapter reports the key findings from HACC staff survey around; employee characteristics, employment and worker experiences, key themes will be explored and discussed in greater detail in Chapter 8.

### 7.1 Employee Characteristics

Employee characteristics such as age and gender were examined to give a clearer picture of worker demographics across the three city councils. While direct care work in particular, is commonly associated with the perception of being a feminised profession, it was important to establish figures that were specific to these city councils.

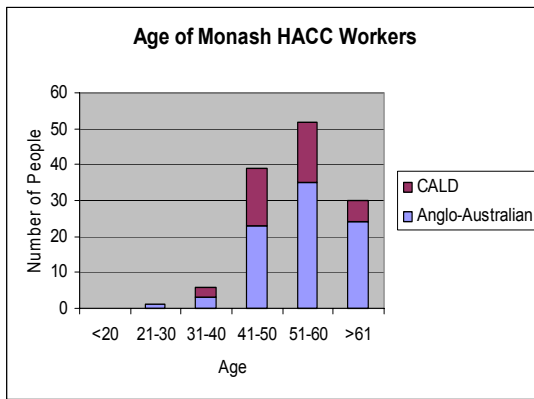


Figure 7.1.1 Age of Monash HACC workers

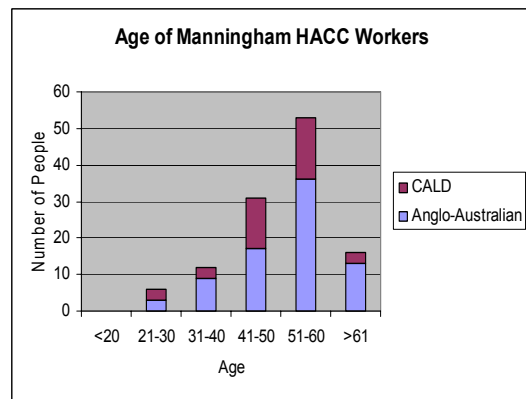


Figure 7.1.2 Age of Manningham HACC Workers

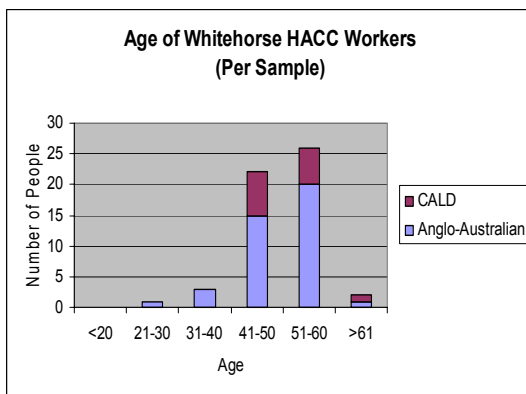


Figure 7.1.3 Age of Whitehorse HACC Workers

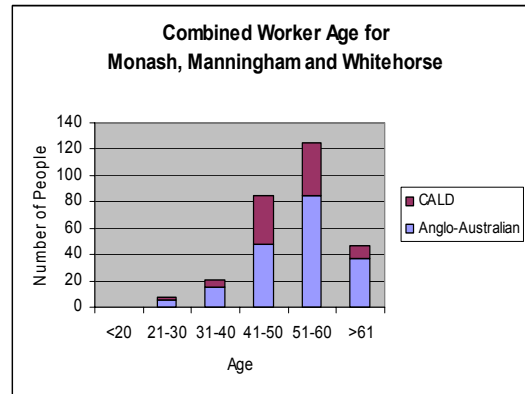


Figure 7.1.4 Age of HACC Workers for 3 City Councils

The data above gives a clear overview of the general age group of people working in HACC. It demonstrates that 90% of all HACC workers are aged 41 and over, while the most common age



bracket is 51-60 years (44%). Only 10% of all workers surveyed were aged 40 years and under – highlighting concerns about the aging workforce. In comparing council data, we observe that Manningham has a comparatively younger workforce while Monash has a higher proportion of older workers.

Another observation about worker demographics is around the stark gender imbalance. Of those who responded to this section of the survey across the three city councils (283 people), there were a total of 28 male workers (10%), while the remaining 90% comprise female workers. About one third of the total number of male workers were CALD (9) and employed as a direct care worker (8 out of 9 people), with only one CALD male employed in social support. Both Monash and Whitehorse City Council had the highest number of male workers (12 in total, 4 CALD respectively) and Manningham, the least (4 total, 1 CALD). Comparatively however, Whitehorse had the highest proportion of male workers (29% of total responses) given its lower overall response rate.

## 7.2 Employment

Survey questions around employment aimed to collect information about HACC employment positions for CALD and non-CALD workers, employment type (i.e. full-time/part-time), how long employees have worked with their city council and how they heard about their job.

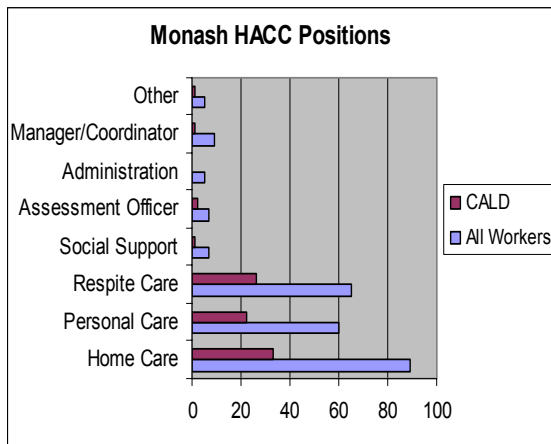


Figure 7.2.1 Monash Council Job Positions

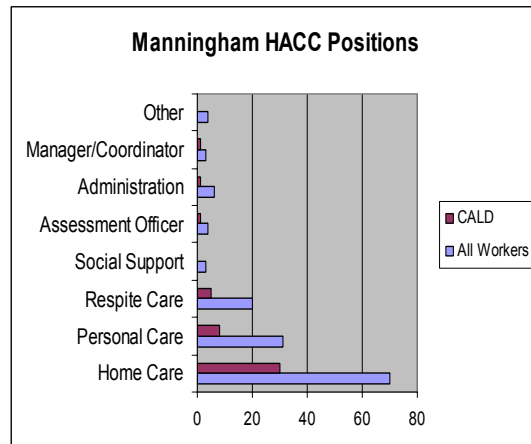


Figure 7.2.2 Manningham Council Job Positions

The majority of HACC workers – both CALD and non CALD - are employed in the area of direct care where the majority of HACC positions lie. Figures 7.2.1 and 7.2.2 demonstrate who comprises the various HACC positions in Monash and Manningham city councils. Although slight differences exist, data shows that CALD workers are also represented more broadly in positions such as; management and coordination, assessment, administration, social support and ‘other’



employment positions including; meals on wheels (Monash), project officer and holiday program worker (Manningham). Given the lower response rate for Whitehorse, a fair breakdown of HACC positions could not be ascertained.

One of the key differences to note however is that Monash direct care workers are usually employed to work across all three areas of direct care including home, personal and respite care, while employees from Manningham and Whitehorse do not have to work across all three carer positions (depending on qualifications). This difference is reflected in the data above. While there is a more even spread of CALD workers across all three carer positions (home/personal and respite) in Monash, there are less personal and respite care workers (CALD and non-CALD) in Manningham.

Across the three city councils, the vast majority (79%) of workers work part-time, 17% full-time and 4% casually. While employment length varied between workers, the overall findings are consistent across the three city councils and between CALD and non-CALD workers. The majority of workers have worked between 1 and 5 years including 45 CALD workers (48%). A further 38% of CALD workers have worked with council for 6 or more years (see Figure 7.2.3 below). The data below shows that Manningham has the largest number of new employees with 11 people working less than one year.

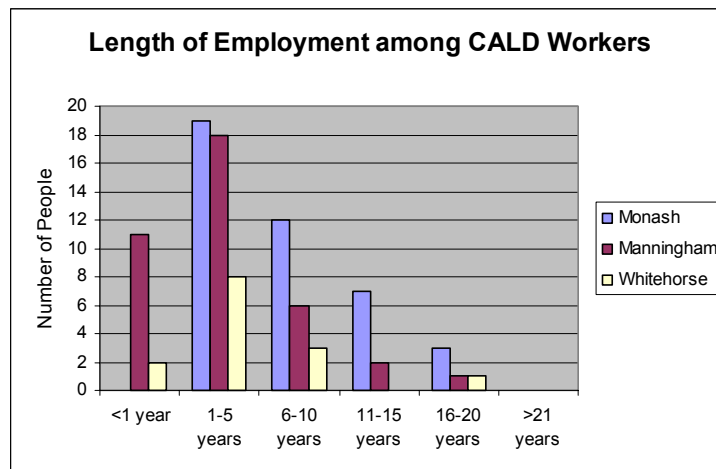


Figure 7.2.3 Length of employment (in years) among CALD HACC Workers





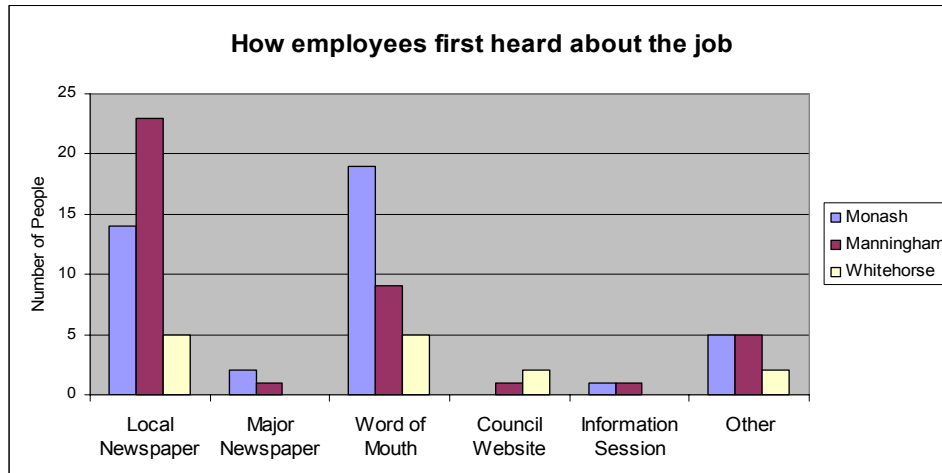


Figure 7.2.4 Where CALD HACC workers first heard about their job

Figure 7.2.4 demonstrates that the most common avenues that CALD workers first heard about employment in the HACC sector was through the local newspaper and word of mouth. Interestingly, the latter was most common among Monash workers while the local newspaper was most common for Manningham workers. 'Other' avenues where people heard about employment in HACC was through; the local school newsletter, directly approaching council about available work and through an employment agency. Few people reported major newspaper, council website and/or information sessions as the first means of hearing about their job.

### 7.3 Worker Experiences

The HACC staff survey asked CALD workers to report on particular areas of job satisfaction, the extent to which they felt that cultural diversity was valued in the workplace, and the areas that support could be improved. The following data precedes key themes that will be discussed within the context of staff focus groups (see chapter 8).

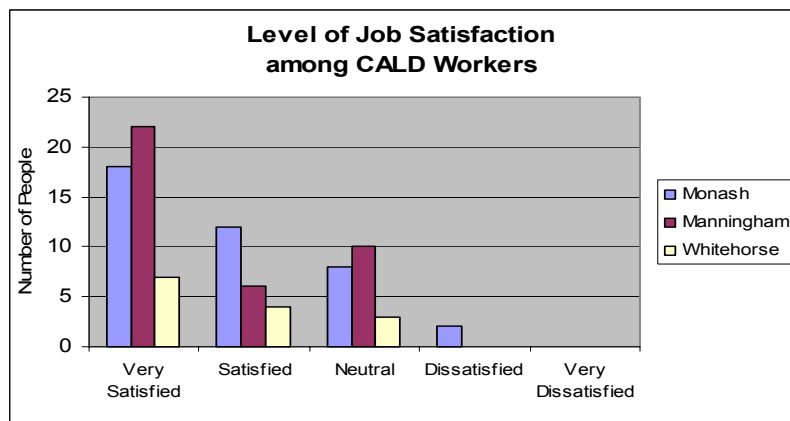


Figure 7.3.1 Level of job satisfaction reported among CALD workers



From the CALD workers who responded to this section of the survey, just over 50% of workers (47 people) said that they felt very satisfied and fulfilled in their jobs. A further 24% of workers were satisfied (22) and 23% neutral (21). Two workers from Monash reported feeling dissatisfied.

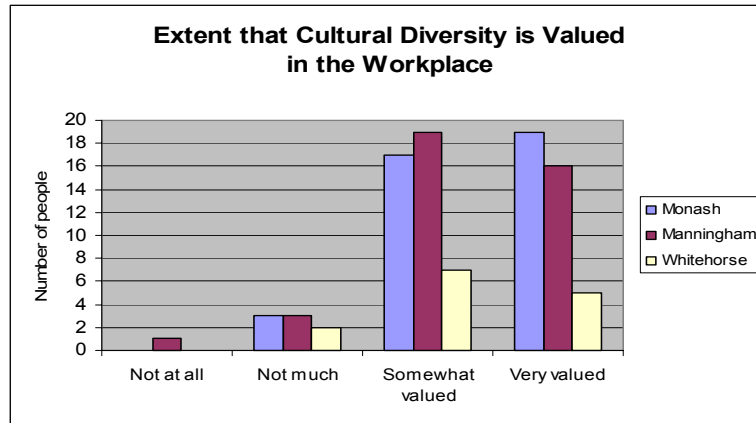


Figure 7.3.2 Extent that cultural diversity is valued in the workplace

Furthermore, when workers were asked to rank the extent that cultural diversity was valued in the workplace, the vast majority felt that cultural diversity was either 'very valued' or 'somewhat valued' (90%). A small proportion of workers overall (9%), felt that diversity was not greatly valued in the workplace and only one employee (Manningham) expressed 'not at all'. Nonetheless, this raised questions for direct care workers around 'what is considered the workplace' - client homes or their council organisation.

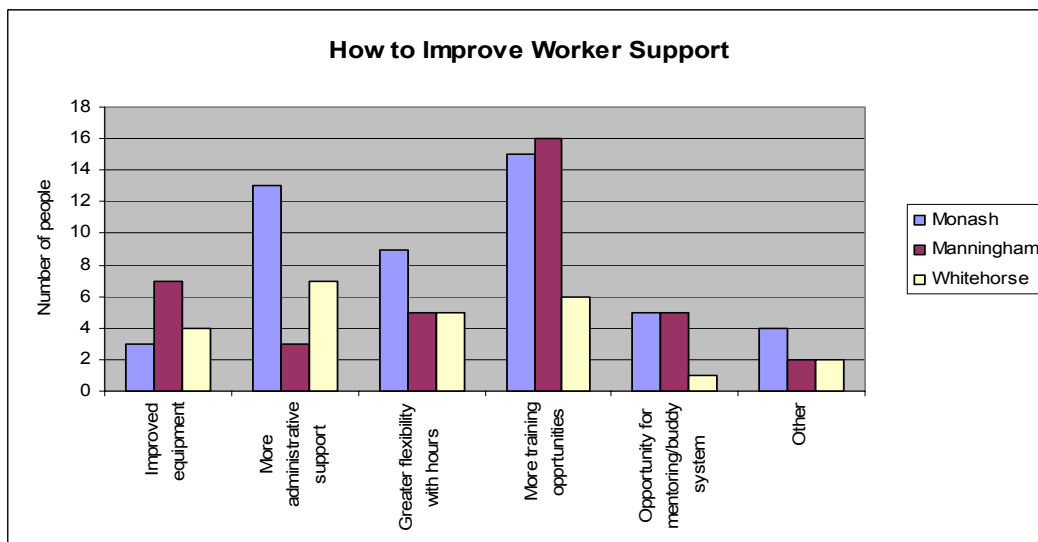


Figure 7.3.3 Frequency chart of areas that council can enhance worker support

Areas for improvement regarding council support varied between HACC organisations. Monash workers expressed greatest need in the area of wanting more training opportunities (16 people),



followed by more administrative support (13). Others felt that greater flexibility with hours would help to increase support (9).

Similarly Manningham workers also expressed the need for more training opportunities as first priority (16), however this was followed by the need for improved equipment (7). Other areas such as administrative support (3), flexibility with hours (5) and more opportunities for mentoring/buddy system (5) scored comparatively lower. Responses from Whitehorse showed need for greater administrative support (6) and more opportunities for mentoring/buddy system (5).

#### ***7.4 Favourite and Least Favourite Job Aspects – A worker perspective***

Another area that the staff survey explored was what CALD workers considered as their favourite and least favourite job aspects. The main premise of the two questions was to identify key themes (which may pose implications for retention) to be further explored in staff focus groups. A summary of staff responses are presented in Tables 7.4.1 and 7.4.2 below.

<b>Favourite Aspects of HACC Employment</b>	
Social Interaction	<ul style="list-style-type: none"> <li>▪ Building relationships</li> <li>▪ Improving social and English language skills</li> </ul>
Giving to the Community	<ul style="list-style-type: none"> <li>▪ Feeling of helping others and to know that you are making a difference in someone's life "Giving something back to the community"</li> <li>▪ Helping clients to maintain an environment that is healthy and secure</li> </ul>
Recognition and Appreciation	<ul style="list-style-type: none"> <li>▪ Self satisfaction / being appreciated "Seeing clients happy and smiling"</li> </ul>
Benefits of Working with Council	<ul style="list-style-type: none"> <li>▪ Working independently while being supported by the council "We have full support from council and are well looked after"</li> <li>▪ Flexibility with work hours</li> <li>▪ Council's commitment to training and information</li> </ul>
Job Variety	<ul style="list-style-type: none"> <li>▪ Meeting people from different cultures and backgrounds</li> <li>▪ Variety of tasks in different venues</li> </ul>

Table 7.4.1 CALD HACC workers favourite job aspects (Findings from staff survey)



<b>Least Favourite Aspects of HACCC Employment</b>	
<b>Professional Boundaries</b>	<ul style="list-style-type: none"> <li>▪ Dealing with the grief of the death of a client “Not knowing what has happened to clients who have gone off your roster”</li> <li>▪ Not having enough time to spend with lonely clients</li> <li>▪ Dealing with difficult clients</li> <li>▪ Being treated as the ‘cleaning lady’ or as a servant</li> <li>▪ When clients do not understand the limitations of a carer</li> </ul>
<b>Job Stress</b>	<ul style="list-style-type: none"> <li>▪ The job can be physically demanding “Lately the given time is hardly enough to finish assigned tasks properly and on time”</li> <li>▪ When clients do not have the correct equipment</li> <li>▪ Last minute cancellations</li> <li>▪ Travel aspect – being caught in traffic not getting to a job on time</li> <li>▪ Going to unfamiliar places, changing clients and getting accustomed to new clients</li> <li>▪ When hours are cut back</li> </ul>
<b>Cultural Aspect</b>	<ul style="list-style-type: none"> <li>▪ Balancing cultural differences</li> <li>▪ Language barriers</li> <li>▪ Maintaining professional boundaries with clients of the same cultural background.</li> </ul>
<b>Job structure</b>	<ul style="list-style-type: none"> <li>▪ The nature of the work can be isolating and lonely</li> <li>▪ The work can be monotonous and repetitive</li> <li>▪ Long breaks between jobs</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>▪ Limited information is divulged about clients</li> <li>▪ Poor communication between care workers and administration staff</li> </ul>
<b>Job Recognition</b>	<ul style="list-style-type: none"> <li>▪ Limited job recognition and scope for creativity</li> <li>▪ A few people wanted to see better wages, more hours and a better balance between home and personal care hours</li> </ul>

Table 7.4.2 HACCC workers least favourite job aspects (Findings from staff survey)

While staff had more to share about the positive aspects of their jobs, there was a broader scope of issues that arose from workers least favourite job aspects and this is demonstrated above. It is important to note also that the above responses are more reflective of a carer perspective given that they comprised the majority of survey responses.



### ***7.5 Overall Findings from Staff Survey***

Overall we can see that the vast majority of HACC workers are female falling in the 51- 60 age category and working on a part-time basis. Only 10% of the total population of HACC workers across the three city councils are male, with the majority of CALD men working in the area of direct care. These findings are consistent across the three councils and are reflective of the key findings from the literature review.

The most common employment length among all workers who participated in the staff survey was between 1 to 5 years. Comparatively, Manningham had the largest proportion of new workers (worked <1 year) and the largest number of younger workers. While Whitehorse had the largest proportion of male workers, data representing 'length of employment' shows that Monash has the highest number of workers who have worked for more than 5 years.

#### Noteworthy Points:

- Overall there was a relatively high level of job satisfaction
- Employees generally felt that cultural diversity was well valued in the workplace
- Most CALD workers heard about their job through word of mouth and through the local newspaper

In addition to this, we note:

- An aging workforce (90% of all HACC workers are aged 41 and above)
- The vast majority of workers are employed on a part-time basis
- Various areas are identified for improving worker support

The surveys also identified many of the positive aspects of HACC employment together with those more challenging aspects. While all points raised are important to consider within a holistic view, themes that are specifically relevant to this report will be discussed in greater detail in the following chapter 'Finding Focus'.



## **8. Finding Focus: A discussion of client & staff consultations**

This section is based on the findings of client and staff focus groups and interviews. As presented in the methodology (Table 3.1), there were a total of 6 focus groups (3 client and 3 staff), comprising a total of 43 people in addition to 12 individual staff interviews from across the three city councils. Overall, these focus groups and interviews aimed to assess client and worker experiences with the HACC Program either as a recipient or provider of the services, and to establish how people feel about being matched with a client or carer of the same cultural background. Findings will be discussed separately including key themes from client (8.1), and staff consultations (8.2 - 8.3).

### **8.1 Client Focus Groups**

HACC client focus groups were held with two large CALD groups including the Chinese and Greek community groups, together with one smaller CALD group – the Sri Lankan community. While the Sri Lankan client group were all fluent in English, the Chinese and Greek focus groups comprised a mix between those fluent in English and those with very limited English. This was important in order to hear a range of perspectives and to assess whether responses varied between clients when language was a barrier. The key findings will be discussed together according to the key themes except where differences are noted.

#### **Overall HACC Service Satisfaction**

In general, clients were very satisfied with services they received from council and expressed their gratitude. The majority of clients also felt that consistency with the same worker was more preferable than having different workers each time. While most clients were able to identify regular care workers, some Greek and Chinese clients did not understand the processes of how to feed information back to council to request a particular worker to return, or considered it too much trouble to communicate worker preferences due to language difficulties.

While general satisfaction was expressed with regard to service delivery, clients were also satisfied with the performance and professionalism of carers. When asked 'how they saw their carers', most described them as: 'friend', 'helper' and 'listener' - with all groups distinguishing their role as professional. This not only indicates the emphasis that clients place on workers completing their assigned tasks within a hands-on capacity, but also implies the importance that clients place on the relational aspect that appears such an integral part of their role.



While this relational aspect of a carer was largely perceived as important, others felt it necessary to maintain a professional relationship and therefore, as long as the carer was respectful and a good worker, then the culture of that worker was seen as irrelevant.

### Language

Across the three client groups, most people felt that personality, respect and empathy was more important than speaking the same language - this varied however for clients with limited English. Some Chinese and Greek clients who spoke little or no English felt that it was imperative to have a carer who spoke the same language otherwise they were unable to effectively communicate. For these few clients, language was identified as a significant barrier to communication and ultimately this compromised their overall satisfaction with the service delivery.

The desire for the same language or culture carers was emphasised as more important for clients with higher needs, including personal and respite care services and less so for clients of home care who were often happy to get by with hand signals and basic level English. An example of this can be seen from the perspective of a family carer and daughter of a Greek client who expressed concern regarding current respite service delivery. While an understanding of the general lack of Greek speaking workers was demonstrated, this family carer felt that when council sent a worker who was unable to communicate (in Greek) with her mother, then 'respite' came to resemble a "babysitting" service given the lack of mental and social stimulation. In this case, language was identified as a basic requirement since it was important to understand and meet the specific needs of that client.

Issues with language were not shared among the Sri Lankan clients of whom all were fluent in English. While communication was not an issue among this group, one client mentioned a time when she was allocated a carer from a different cultural background who spoke very little English. On this occasion, the client expressed difficulty understanding the carer and suggested that it was important for council workers to have a certain level of English fluency.

### Matching Preferences

Clients were asked a number of questions to establish their attitudes toward being matched with carers of the same language or cultural background. While a number of clients had experienced working with carers of their own cultural background, this was less common among the Greek clients. Among those who were fluent or held basic level English skills, it was found that clients did not necessarily want to be matched with carers from the same cultural background. In fact most clients enjoyed the benefits of learning more about Australian culture and language through these interactions. As discussed earlier, this was not the case for clients with limited English since



communication was considered most important for service satisfaction and thus, matching by language was highly desirable.

Among the Sri Lankan clients who participated in the focus group, clients unanimously expressed that it was better for both clients and carers if they were not matched with workers from the same cultural background. For this community, it was important to understand the cultural setting from which they came and the defined class structure that exists within Sri Lanka. The group shared about their country and how it was common to employ servants from a 'lower' caste. While clients recognised that this class structure does not exist in Australia, they felt that when they had been matched by COB in the past, it was particularly awkward and perhaps embarrassing for the carer who in their eyes, still felt the stigma associated with this field of work.

Among those fluent in English, some re-emphasised the purpose of an in-home visit was to provide a service and that "they do not come to socialise". This highlights the importance of professional service delivery regardless of cultural background. Others however, were unable to appreciate the full extent of the services as they felt limited in their capacity to communicate their needs.

When clients were asked about the perceived benefits of being matched with a carer by culture or language, some commented on aspects such as improved communication however interestingly, one client simply stated, "We ask them to do more". This supports apprehensions expressed in the staff survey findings about same-culture clients expecting additional favours. Clients were also asked if they had ever been concerned about a carer from the same cultural background talking about them in their own community. While all groups generally recognised this as a potential concern even among the larger communities, clients mostly felt that there was nothing to talk about.

### **Understanding of HACC Policy**

Since a number of clients expressed the desire for their carers to do "a little bit more" such as pick up mats and clean spare rooms, questions soon focused around the client's level of understanding of the role and limitations of a carer. Some clients identified that important aspects such as what a carer can and cannot do were discussed and interpreted by a council worker prior to services commencing. Among the clients who spoke fluent English, they felt that although they were able to understand the policy document, it was so extensive that they had never attempted to read it in detail. Some clients also felt that the document should be translated into various languages.





Other comments highlighted a general misunderstanding of HACC policy. One client expressed that she once continued a service (after recovery) because she was concerned that a service cancellation might result in her not being able to “get back into the system” at a later point in time when she might require assistance. It is important to note that findings from the consultation process cannot be generalised to reflect the opinions of all Chinese, Sri Lankan and Greek clients.

## ***8.2 CALD Staff Focus Groups – Direct Care Workers***

In addition to client focus groups, staff focus groups were held with each of the three city councils including direct care workers together with social support workers for Whitehorse City Council given the lower response rate. The selection processes for staff focus groups are described in the methodology (Chapter 3). Key themes that were identified include; the role of a carer, working with diversity, matching by culture/language, traineeships, training and areas of council support.

### **The Role of a Carer**

Carers were asked a number of questions around what first attracted them to this position, how they saw their role, and how they would promote their job to attract more CALD workers. It was found that carers were attracted to their job for varying reasons. The most common response was that it was an opportunity to “give back to the community” and care for the elderly. Others commented on the job flexibility and the opportunity for social interaction, which for some also meant the opportunity to improve their English language skills. A few others simply reported the desire for a change of career.

Workers expressed positive feedback about their role as carers – seeing their role as a service provider, professional and one of responsibility. Other important job traits that were mentioned included that of a ‘companion’ and ‘listener’. A few people remarked that in the past, the role of a carer was associated with being a ‘house cleaner’, however nowadays this role involves so much more.

In this light, carers commented on the importance of adequate training so that workers were equipped to pick up cues and detect the warning signs of declining health such as dementia or depression. By effectively monitoring and reporting changes, workers are able to play a critical role in allowing council to better meet the needs of clients by either linking them into appropriate services or make referrals where necessary. While workers recognised the importance of assisting clients in a practical sense to remain independent, the role of observing and monitoring



client needs was also seen as crucial. Carers recognised that although their jobs were at times challenging, there were many rewarding aspects to their job.

Carers thought that the best avenues to promote their job and attract more CALD workers were through the use of ethnic media, promotion through Centrelink and providing information at the point of migration. Workers considered that the key points to be emphasised in marketing for CALD workers was to highlight the job's professionalism, council training and support, and job flexibility and variety. Another person felt that it was necessary to reassure people that the job does not require a high level of English as support is provided.

### **Working with Diversity**

Workers from the three city councils agreed that it was very important to understand different cultures and religions - particularly with emerging communities where there is often a lack of knowledge about their customs. Some people stated this was important to break down cultural barriers and to ensure that a client feels at ease and comfortable with their worker. Understanding culture was also seen as important because it helps a carer to negotiate how they might best relate to and communicate with a client in a manner that is culturally appropriate.

Despite the importance of understanding cultural diversity, workers reported that little information is divulged about a client with regard to culture, languages spoken or whether a new client speaks English. This was identified as a concern. While workers were aware of privacy laws that limited the amount of information shared or written about a client, they felt they could certainly benefit from basic client information (which could be verbally communicated) prior to meeting a new client.

Clear discrepancies were highlighted between the information given to personal and respite carers, and home care workers. While personal care and respite staff receive a care plan with specific client information, home care workers reported that client information rarely comprised more than a name and address on a duty roster sheet, which might only occasionally specify "no English". Carers considered this an area for improvement, stating that it should be the responsibility of council to inform workers of important client details and not the other way around where the emphasis lies on the worker to contact council administration staff with any questions about a particular client. It was suggested that council implement a policy to provide particular information about a client prior to a first visit. Improved communication was suggested across the board, with most carers wanting improved communication from their team leader and/or administrator about what to look for before the first visit.



A small number of people felt that limited client information was not entirely negative because it means that as a worker, you treat everyone equal, regardless of culture or language. Others felt that languages spoken and culture were important factors to be aware of. From a female perspective, one worker commented “as a female carer, it is scary to visit a family or client without knowing how they treat women in their culture”. From a male worker perspective, no problems were identified with gender and cultural clashes.

### Matching

Across the board, workers were generally uncertain about whether or not they were matched with clients from the same cultural/language background. Some workers thought “no” and others felt that they were matched. Most workers had at some stage experienced working with clients from their own cultural background.

One Chinese carer from Whitehorse council recognised that although he is often matched with Chinese clients, they are usually Cantonese speaking while he only speaks Mandarin. This indicates a lack of awareness about the languages and dialects spoken among carers. Similarly, another worker from Manningham council felt that team leaders were generally unaware of the different languages spoken by workers. She felt that greater awareness and recognition of workers bilingual skills would benefit carers and clients alike.

While carers generally recognised the prime benefit of ‘matching’ as improved communication outcomes, the most common feedback from workers from the three city councils was that when a carer is matched with a same-culture/language client it was significantly more difficult to maintain professional boundaries. Some carers felt that same-culture clients expected more from them and it was more difficult to say ‘no’ or to assert their rights. Other workers also commented on privacy issues, stating that “clients want know everything” about a worker’s personal life - placing the carer in an awkward position when ‘boundary setting’ is often interpreted as rude or offensive. Workers also reported the tendency for clients to treat them like a family member as opposed to a professional worker. While few considered this a benefit, most others did not.

Another issue that appeared more prominent among certain community groups was the concern that some clients took advantage of carers and treated them like servants. This was noted more among communities where it was common to have servants in their country (e.g. Chinese).

While preferences differed between individuals, the findings from the staff focus groups generally supported ‘best practice’ outlined in the literature review. That is, carers do not necessarily wish to be matched with clients of the same cultural background. The majority of workers preferred that they were not matched because they enjoyed working with different cultural groups and saw



great benefit in learning more about Australian culture and language - particularly among those born in a non-English speaking country. While carers were able to identify clear benefits for the clients in being matched, few noted benefits for themselves with some highlighting personality as more important than culture.

### **Traineeships in Certificate III Aged Care or HACC**

The vast majority of carers who participated in staff focus groups had either completed, or were in the process of completing their Certificate III in Aged Care or HACC. Among the workers where English was not their first language, some identified having problems with the course but felt that both the teachers and council were very supportive. These carers were also impressed by course flexibility that allowed workers to present an assessment verbally rather than in written format. Out of the three focus groups, a small number of people expressed difficulty with completing the course. Some stated that they were able to receive help from family members, however one worker who had only been in the country for a short period, found that comprehension (listening) was more difficult than reading which he could spend more time with. This worker remarked that additional assistance to improve his English language skills would be highly beneficial.

### **Training - Cultural Awareness Training & General**

While most workers had completed some form of cultural awareness training, some workers from the City Councils of Whitehorse and Manningham had not completed this training. Staff from Whitehorse commented that they may have covered aspects of cultural diversity in Certificate III training however did not think it was compulsory to complete the MIC training. General feedback from workers who had completed the one-day training thought that although the information presented was useful, they would also like to see more specific training around the main cultural groups in the EMR including Chinese, Italian and Greek and other emerging communities such as Afghani and South Sudanese communities. Workers suggested that it would be interesting to hear from community leaders themselves or speakers from that country.

In regard to more general training, some workers felt that more training around workers rights and how to be assertive would be valuable. Other workers commented that in addition to this, an information sheet or a short booklet be devised to outline workers limitations of what they can and cannot do. This would be a resource that workers could carry with them and refer to when dealing with clients who might expect additional work to be completed. While carers recognised the importance and effectiveness of calling council staff to confirm roster duties, it was suggested that an official resource such as this would assist carers to better assert their professional boundaries.



## Support

While workers agreed that council support and training was excellent, some discrepancies were evident between councils. While Monash and Manningham direct care workers expressed that their team leader and administration staff were always approachable and available when help was needed, staff from Whitehorse council felt that support and communication by senior workers could be improved. This reinforces survey findings where workers from Whitehorse City Council prioritised 'more administration support' as the main area that support could be enhanced.

Some workers (Whitehorse) expressed that when changes were made in council they felt "left out of the loop" and suggested that communication be improved so that workers were aware of any changes and felt included in decisions making. Some workers also felt that there was inadequate supervision or catch-up time with their team leader and as a result, there was little opportunity for workers to voice concerns about clients or raise any problems. While the need to raise concerns was seen as important, some questioned whether there was enough staff to deal with problems that might arise. One worker suggested a more structured meeting format similar to that of previous times. This worker described a previous meeting structure when carers regularly met with their team leader who would have a list of clients. This was an opportunity to discuss client progress and for carers to raise any concerns. Ultimately, it helped to facilitate a more effective two-way communication channel. A few workers echoed the notion that a more structured meeting system would be beneficial.

Employees (Whitehorse) also felt that they often received mixed messages from different council workers suggesting that the advice provided by administration staff needs to be consistent and perhaps more training was required for council staff about current HACCC policies. This was also illustrated when some workers expressed confusion about certain policies and which tasks carers were or were not allowed to perform due to Occupational Health and Safety (OHS).

The need for improved communication was also highlighted among other city councils who felt that although administration support was good, increasing expectations and client needs meant that greater communication was needed between team leader/administration staff and carers.

In addition to some of the common themes around training and support, other concerns that were raised include the following:

- One worker from Monash felt that there were not enough Chinese-speaking workers to meet the needs.
- There were also concerns that a replacement was not always arranged if a carer was on leave (Monash). It was suggested that duty of care requires that a carer be replaced.



- Carers reported that some clients had complained about the English level of some council based staff stating that they had experienced difficulty in understanding and communicating with these staff (Whitehorse).
- Some workers expressed that when they first started their job they did not feel well informed about what the job would actually entail. Some expressed that the buddy system could be better utilised to provide a broader scope of training rather than simple cleaning techniques (Whitehorse).

### **8.3 CALD Interviews - 'Other' HACC Employment**

Additional interviews were conducted with five CALD staff from 'other' HACC positions including; assessment, social support, intake, and project work (not including team leaders). Among these, five nationality types were represented. Interview findings will be discussed collectively.

#### **Cultural Diversity**

When staff were asked about the importance of understanding different cultures and/or religions, workers from across the board specified that this was very important. From the perspective of an assessment officer, this was considered crucial to how they might conduct an assessment, the allocation of appropriate carers and broaching issues around disability, when for some cultures, this is considered a 'taboo' issue.

Other workers said that understanding culture helped them to "put things in context". While some expressed how easily one can feel offended by what appears aggressive or arrogant behaviour, it was important to understand and contextualise cultural differences. This included the fact that some cultures simply communicate in a more direct manner.

#### **Professional Boundaries**

Despite different roles within HACC, CALD workers generally reported similar issues to those expressed in staff focus groups. Similarly, the key issues highlighted were around professional boundaries and greater service expectations by same-culture clients. While administration and intake workers felt that the use of their bilingual skills helped to facilitate better communication with same-culture clients, the extent of their client contact was relatively minimal and thus, no significant cultural differences were reported.

In similarity to direct care workers, most assessment officers reported that clients from the same culture or language background have higher expectations. One worker suggested that same-culture clients were more persistent and more likely to push boundaries. Some assessment



officers commented that professional boundaries were difficult to maintain when clients “get too personal”. One worker felt that clients from the same language background would often ask personal questions around family background and marital status. Another worker said that clients expect to receive her personal telephone number where clients often contact her on particular cultural celebration days. In instances like this, professional boundaries were reported as being difficult because workers understood that from a client’s perspective, they are only trying to be a friend. Among the different HACC positions, this was highlighted most profoundly among assessment officers who were particularly aware of not offending clients and shutting them off, given their crucial role in connecting prospective clients into the system.

While workers were able to identify various challenges working with same culture-clients, they also felt that there were many positive outcomes. Overall assessment workers expressed a high level of enthusiasm about using their bilingual skills to ensure that clients felt greater comfort and were more likely to receive equitable access to services.

### **Matching**

While assessment officers are not in charge of rostering duties, they are able to recommend matching whether by sex, language or nationality according to a client’s needs. When workers were asked whether they tried to match carers with clients according to cultural or language background, most said that where possible they do try to match same-culture or language carers (unless a client states otherwise). Only one CALD assessment officer stated she only suggested matching when it was considered necessary. Otherwise, if a client was able to speak basic level English then she tried not to match because she was aware of dynamics where some clients ask carers to do more for them. She considered that matching was more appropriate for higher need clients where clear communication and client ease were necessary.

### **Use of Interpreting Services**

All assessment officers reported feeling comfortable using interpreting services utilised these services on a regular basis. Workers saw great value in interpreting services as it meant improved outcomes for CALD clients with a greater understanding and awareness of the services provided. While workers were comfortable using interpreting services, most bilingual workers were happy to interpret and converse with clients in their native language. Workers felt that being able to speak the same language as a client was generally well appreciated, as clients felt more comfortable when they are able to articulate themselves in their first language. While interpreting services were utilised more among assessment and intake workers, this was less common among administration staff who reported that it was rare to use interpreting services (Monash).



### **Cultural Awareness Training**

One method that council provides worker support is through the Cultural Awareness Training through the MIC. While most workers had participated in this training, one intake worker from Manningham council had not, and was uncertain whether this training was required for intake staff.

Among the workers who had attended the training most felt that this was beneficial and increased their understanding of different cultures while some also felt that the course could be broadened. One worker felt that while the training “touched on the basics”, she wanted to see more specific information around different peoples understanding of HACC services, various cultural attitudes toward disability and the elderly, and as mentioned by care workers - hearing people from specific CALD groups share about their own culture. Others also reiterated the need for ongoing training regarding specific cultures.

### **8.4 Non-CALD Interviews**

The study was broadened to include non-CALD workers to gain a broader perspective and to analyse differences and similarities between CALD and non-CALD worker experiences in dealing with culturally diverse clients. Within this category, five interviews were conducted. The various HACC positions represented were home, personal and respite care, social support, assessment and training positions.

Overall interviews with non-CALD works reinforced the generic findings highlighted through CALD staff focus groups and consultations. Some similarities include:

- Workers generally felt that understanding different cultures and religions was important to their role in HACC
- Carers identified that some culture groups had higher expectations of a carer
- One carer identified that language barriers were most awkward when dealing with personal care clients which included showering and toileting duties
- Workers expressed concern that some clients had a limited understanding of HACC policy and thus, unrealistic expectations of carers. Some felt this may be associated with difficulties reading the policy document (printed in English)
- Assessment officers were comfortable using interpreting services and valued these services as crucial
- Where possible, assessment officers recommended the matching of clients with carers from the same culture/language background





While many similarities are evident, some differences are noted among direct care workers. Carers stated that when working with some cultural groups it was more important to maintain boundaries and to be assertive. Overall non-CALD workers appeared more comfortable to “treat everyone the same” regardless of culture or language, and likewise, they were also more confident in asserting their rights with CALD clients. Key findings from this report suggest that it is perhaps easier for Anglo-Australian or CALD workers who are not working with clients of same cultural background to maintain professional boundaries than it is for carers who are matched.

Another interesting point noted by an assessment officer from Whitehorse City Council was that since the introduction of staff traineeships, council has attracted a more diverse range of staff, including higher numbers of CALD and male workers.



## 9. The Road Ahead: Implications for Recruitment and Retention

While previous chapters have presented project findings in an effort to enhance the general understanding of the HACC workforce, and identify triggers and/or barriers that impact on CALD recruitment and retention, this chapter will seek to draw together the key themes - looking at the implications (and recommendations) for recruitment and retention for the road ahead.

### 9.1 Recruitment

While staff traineeships are perceived to have attracted a more diverse workforce, including higher numbers of CALD and male workers, findings demonstrate that more Chinese and Greek speaking workers are required to meet the diverse range of needs. Consultations illustrate the need for bilingual workers as most crucial among higher need clients including personal and respite care clients (refer to Chapter 8). While Monash workers are trained to work across all three areas of direct care, this is not the case for Manningham and Whitehorse staff.

Findings from the literature review highlight barriers to recruitment and retention to include factors such as pay, respect and image. It is suggested:

- That a proactive approach is taken to combat these barriers, and avenues to enhance the marketing of HACC employment are explored
- That Manningham and Whitehorse City Councils encourage the promotion of CALD home care workers to work in personal and respite care services
- That councils target recruitment strategies to attract higher numbers of male, younger and CALD staff - in particular Chinese (Cantonese and Mandarin) and Greek speaking workers (Refer to Table 4.1 for marketing strategies)

Relevant literature from the three city councils demonstrates that previous marketing strategies such as the use of ethnic radio, TAFE presentations to ESL students and information sessions espoused little interest from CALD communities. Referrals from word of mouth on the other hand, appear a more successful method in attracting suitable staff. This is illustrated most clearly among Monash staff.



## 9.2 Retention Factors

Overall, the three city councils expressed staff turnover as low and thus, worker retention was not considered a major concern. This was reflected in survey findings where most workers reported a relatively high level of job satisfaction describing the positive aspects of their job (or retention factors) to include; job variety, employment with council, regular opportunities for training and personal development, and other rewarding aspects such as the sense of 'making a difference' in the community. Workers placed significant emphasis on the benefits of council training which supports best practice findings that organisations that provide more learning and development opportunities tend to have greater levels of staff retention.

While best practice suggestions are recommended for general staff retention (refer to Chapter 4), based on the project findings, it is suggested that the following points on cultural diversity, matching and support be taken into account when considering factors that may impact on CALD worker retention at an organisational and individual level.

### Cultural Diversity

Key findings expressed in this report demonstrate the general understanding of cultural diversity as important to all HACC workers – both CALD and non-CALD – with increasing numbers of culturally diverse and emerging communities accessing services. Overall, workers felt that empathy and a general respect for diversity was more important than the cultural or language identity of a carer. While most clients supported this notion, findings emphasise that cultural awareness or respect for diversity should be incorporated into areas of policy and planning to ensure that all workers are equipped in providing culturally competent care. It is suggested:

- That a compulsory Cultural Awareness Training component be provided to all HACC staff as part of the staff orientation program
- That Cultural Awareness Training be broadened to incorporate local speakers from dominant and emerging CALD communities
- That the workplace continues to foster and build an organisational culture where policies and practices support the importance of workplace diversity

### Matching

Challenging popular notions around 'matching' preferences, findings from staff and client focus groups demonstrate that the majority of direct care workers and clients do not wish to be matched with same-culture clients/carers. While the majority of CALD staff reported significant pressures and unrealistic expectations by clients when matched, it would seem that regardless of worker



preferences, CALD workers are generally matched, while their bilingual skills largely go unrecognised and unrewarded.

While changing workplace culture from the top-down to integrate respect for diversity into all areas of organisational culture remains paramount, organisations also need to address the gap in equitable services. This gap is more evident among a minority of clients who speak little to no English. Consultations with carers and assessment officers both emphasised the importance of assigning the relevant CALD worker to higher need (personal and respite care) clients with limited English. This was seen as critical to ensure more effective communication, client ease and an improvement in the quality of care.

While findings from the literature review suggest the avoidance of one-to-one matching, rather emphasising the need to change workplace culture from the top down, there is a clear need for more CALD workers to interact and communicate in the relevant languages with higher need clients. In addition to CALD recruitment strategies, it is suggested that the three city councils:

- Collect and maintain up-to-date figures on the CALD workforce including languages and dialects spoken, and the matching preferences of carers
- Implement matching procedure according to client and carer preferences
- Explore opportunities to provide worker incentives that reward and encourage the use of bilingual skills among same-culture/language clients
- Devise a reward system/strategy that formally recognises the contributions of bilingual staff in meeting a more diverse range of client needs

### Support

While workers should be consulted on their preferences about working with clients of the same cultural or language background, it is also important that CALD staff are adequately trained to set appropriate boundaries and equipped to deal with additional challenges linked to study difficulties.

The following areas of support are suggested for consideration:

- That councils devise a protocol to allow for a formal briefing on new clients
- That adequate and formal supervision is provided with team leaders and/or administration staff so carers have the opportunity to raise any concerns and discuss client progress (Whitehorse)
- Some care workers expressed the desire for greater consistency in the advice provided by council based workers regarding HACC Policy (Whitehorse)



- It is suggested that the three city councils explore the possibility of implementing the WELL program to provide additional English language and literacy support for current staff, or alternatively, to broaden the pool of workers from which to recruit (refer to Chapter 4)

As discussed, the WELL program is suggested as a means of providing additional support to CALD workers. The program can benefit organisations by either broadening the pool of workers from which to recruit (to include people with lower English literacy skills), or assist those engaged in work-related study. This was identified as important since a number of direct care workers who had either completed or were in the process of completing their Certificate III Training reported difficulties specifically linked to English language or literacy problems, given that English was not their first language. While some were able to seek help from family members, others had limited study support. While the course offers some flexibility for ESL students, the WELL Program would provide greater study support and ensure that workers are more confident about the relevant language and literacy required in their profession. Such support might encourage other CALD applicants to apply - strengthening word of mouth possibilities with the potential to attract higher numbers of younger and CALD recruits.

While matching is recommended among higher need clients with limited English, this method should be relied on less heavily among lower need clients (home care), and where clients either speak fluent or basic level English. Furthermore, communication between administration staff, team leaders and direct care workers should be more systematic in order that carers are better informed of potential language/cultural barriers prior to meeting with a new client. A number of carers also mentioned the benefits of a resource such as a short information guide or booklet which clearly outlines the limitations of a worker. This resource could be translated to target specific population groups.

Individual and organisational retention factors in this chapter have sought to address the key issues raised by HACC CALD workers in the City Councils of Monash, Manningham and Whitehorse. The issues were more prominent among direct care and assessment workers who work more intensively with client.



## 10. Recommendations

Recommendations of the report are underpinned by the findings of the project, the opinions of those consulted and the analysis undertaken by the project worker. The following points are suggested for the City Councils of Monash, Manningham and Whitehorse.

### Organisational

1. That the workplace continues to foster and build an organisational culture where policies and practices support the importance of workplace diversity
2. That up-to-date information is collected and maintained on the relevant catchment areas and workforce demographics (including the language skills of HACC workers)
3. That a compulsory Cultural Awareness Training component is provided to all HACC employees as part of the staff orientation program
4. That Cultural Awareness Training be broadened to include speakers from dominant and emerging CALD communities
5. That a policy document and/or short information brochure (explaining the role and limitations of a carer) be translated to target specific population groups
6. That councils implement a matching procedure that takes consideration of client and carer preferences

### Recruitment

7. That councils target recruitment strategies to attract higher numbers of male, younger and CALD staff - in particular Chinese (Cantonese and Mandarin) and Greek speaking workers

### Retention

8. That workers are consulted on preferences about working with same-culture clients
9. That worker incentives are provided to encourage the use of bilingual skills among same-culture or language clients
10. That councils devise a protocol to allow for a formal briefing on new clients
11. That the three city councils explore the possibility of implementing the WELL program to provide additional English language and literacy support for current staff
12. That training is provided to specifically address; professional boundary setting, workers rights and assertiveness skills

### Council-specific

13. That Manningham and Whitehorse City Councils encourage CALD home care workers to work in personal and respite care services
14. That Whitehorse City Council review its current communication and supervision structures to address the identified needs of direct care workers.



## Appendix 1. Survey for Home and Community Care Workers

### Section 1 (All workers to complete)

Name: \_\_\_\_\_ Contact Phone No. \_\_\_\_\_

Please indicate your sex: Male / Female

1. Tick the box/es that best describe your current position:

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Home Care Worker     | <input type="checkbox"/> Social Support         | <input type="checkbox"/> Manager, team leader<br>or coordinator position |
| <input type="checkbox"/> Personal Care Worker | <input type="checkbox"/> Assessment Officer     | <input type="checkbox"/> Other _____                                     |
| <input type="checkbox"/> Respite Care Worker  | <input type="checkbox"/> Administration Officer |  |

2. Do you work on a casual, part-time or full-time basis?

- Casual                       Part-time                       Full-time

3. How many years/months have you worked with this city council?

\_\_\_\_\_ Years \_\_\_\_\_ Months

4. Tick the box that best describes your age.

- |                                       |                                      |
|---------------------------------------|--------------------------------------|
| <input type="checkbox"/> 20 and under | <input type="checkbox"/> 41 – 50     |
| <input type="checkbox"/> 21 – 30      | <input type="checkbox"/> 51 – 60     |
| <input type="checkbox"/> 31 – 40      | <input type="checkbox"/> 61 and over |

5. According to the definition in the box below, do you identify as being Culturally and/or Linguistically Diverse? Yes / No\*

For the purpose of this survey, CALD is defined as a person:

**1. Born overseas who:**

- Speaks a second language at home.
- Does not speak another language (not including people born in English speaking countries such as the US, England, New Zealand etc).

Or

**2. Australian born workers who:**

- Identify with another culture (eg. Second / third generation migrants / lived overseas for the majority of their lives).  
(This group may or may not speak another language at home).

\* If you answered 'No' to this question, please ensure that you have completed all of the above questions and return your survey at your earliest convenience. Thankyou for your participation. If you answered 'Yes' please continue with Section 2 of the survey.

### Section 2 (CALD workers to complete)

#### Nationality and Language

6. What is your country of birth? \_\_\_\_\_

7. With which country do you best identify, or how would you define your nationality?  
(eg. Italian born Australian, Australian born Italian, Australian, Italian) \_\_\_\_\_

8. Do you speak a language/s other than English? Yes / No  
(If no, please go to Question 13)

9. Which language/s (other than English) do you speak? Please list below.

First language: \_\_\_\_\_

Second language: \_\_\_\_\_

Other: \_\_\_\_\_

**Please Turn Over**



10. Is this the language of your origin or a learnt language?  
 Native language                       Learnt language
11. Would you feel comfortable using this language with clients?                      Yes / No
12. Do you currently, or have in the past, used your bilingual language skills with clients?  
 Yes / No

Your Experience in the Workplace

13. Where did you first hear about the job?  
 Local Newspaper                       Council Website  
 Major Newspaper                       Information Session  
 Word of Mouth                       Other \_\_\_\_\_
14. On a scale of 1 – 5, how would you rate your level of satisfaction in your current position?  
    1                      2                      3                      4                      5  
 Satisfying/Fulfilling                      Neutral                      Dissatisfying/Unfulfilling

15. What are your 3 favourite/best aspects of your job?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

16. What are your 3 least favourite aspects of your job?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

17. Is cultural diversity valued in your workplace?  
                          Not at all                      Not much                      Somewhat valued                      Very valued

18. To what extent do you feel supported in the workplace?  
 (Support could include opportunities for training, personal development, meeting with staff, working flexibility and the provision of adequate information / equipment etc.)  
                          Not at all                      Not much                      Somewhat supported                      Very supported

19. In what ways could this support be improved? (Tick the relevant boxes)  
 Improved equipment                       More training opportunities  
 More administrative support                       Opportunity for mentoring / buddy system  
 Greater flexibility with hours                       Other \_\_\_\_\_

20. Would you be interested in participating in an interview or focus group to provide further information?                      Yes / No

21. Do you have any other comments?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Thankyou for your time.**





## Appendix 2. Council Data

### A) City of Monash

Monash HACC Workers	
Total no. of HACC workers:	130
Workers who identify as CALD:	42 (32%)
Main countries represented:	Italy, Poland and China
Main languages represented:	Italian, Polish and Chinese*

The City of Monash has 130 HACC workers, of which 42 people (32%) identify as CALD. Among these, 36 workers were born overseas while the remaining 6 identify as second or third generation migrants. All respondents who were born in Australia spoke their 'native' language. Second or third generation migrants include people who identified with the following countries; Italy (1 person), Greece (3), Germany (1) and Poland (1), together with one New Zealand-born worker who identifies his nationality as Chinese.

Overall there are 18 different languages represented across the Monash HACC workforce. The three most spoken languages include Italian (8 people), Polish (6) and Chinese (5). Following these, were French and Spanish languages (4 workers respectively). \*Among Chinese-speaking workers, the various dialects that were identified include; Cantonese, Hokkien and Teochew.

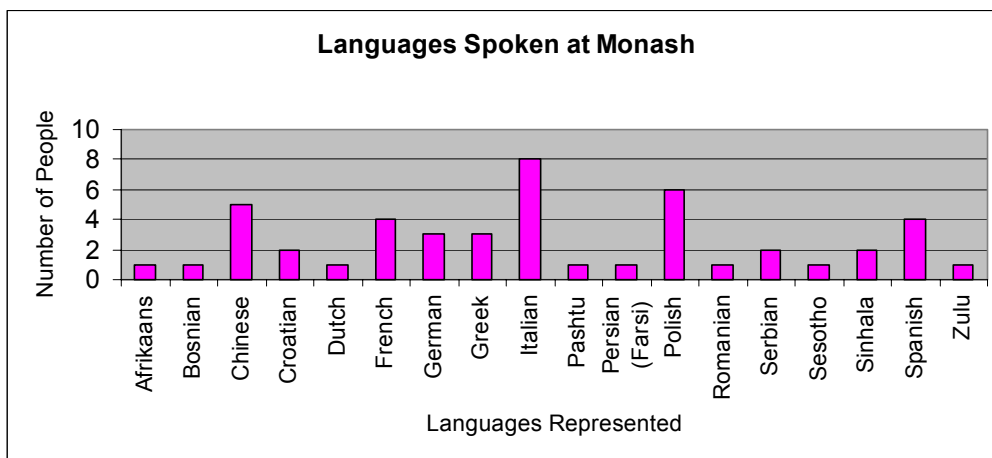


Figure A.1 Languages spoken at Monash City Council (in HACC)

Figure A.1 represents Country of Birth (COB) for CALD workers born overseas, and for the CALD Australian-born workers (6); their identified nationality or native language is presented. It should be noted however that a person's COB was not necessarily reflective of their identified 'nationality' type.



While the majority of CALD workers (34) were born overseas some identified their nationality as being 'Australian' opposed to, for example an 'Italian born Australian', this illustrates the difficulties with labelling a persons ethnic identity. For the purposes of this project it was decided to prioritise COB first, followed by identified nationality then native language (if nationality was not stated) for Australian-born workers. This is consistent throughout all data presented in this report.

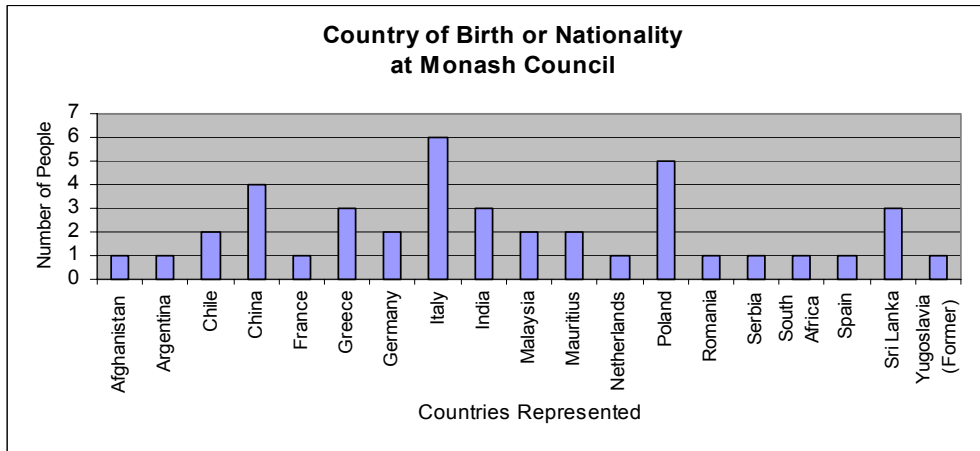


Figure A.2 Countries of birth and nationalities represented at Monash City Council (HACC)

Data shown in Figure A.2 illustrates the 19 different countries of birth or nationalities represented among Monash workers. Italy (6), Poland (5) and China (4) are the main COB or nationality type for Monash workers. All other countries represent 3 or less people.

While Monash has a diverse workforce - of whom 32% of workers identify as CALD - their current workforce is not entirely reflective of their HACC eligible community within Monash. Rather, the dominant CALD communities who speak a language other than English include Greek, Cantonese, Italian and Mandarin speaking communities, with Greek and Italian comprising the largest CALD population aged 60 years and over (from non-English speaking backgrounds). Although Monash have a significant number of Italian workers, there are relatively small numbers of Chinese and Greek speaking workers.



## B) City of Manningham

<b>Manningham HACC Workers</b>	
Total No. of HACC workers:	181
Workers who identify as CALD:	40 (22% of total workforce)
Main Countries represented:	Italy, China and Malaysia
Main languages represented:	Chinese*, Italian and Greek

City of Manningham has 181 workers in their HACC workforce. Of these workers, 118 people responded to the HACC survey (65% responses rate). The number of workers who identify as CALD include 40 people (22% of the total workforce) representing 22 different countries and 19 different languages. While Manningham did not receive a 100% response rate, they were confident that of their workers, most, if not all CALD workers did complete the survey.

Of those who identified as CALD, 7 people identified as second or third generation migrants. Among these Australian born workers the following countries were represented: Italy (4 people), Croatia (2), and Macedonia (1) - all of whom spoke their native language. Overall however, the three main countries represented by COB or nationality in Manningham City Council include; Italy (7), China (5) and Malaysia (4).

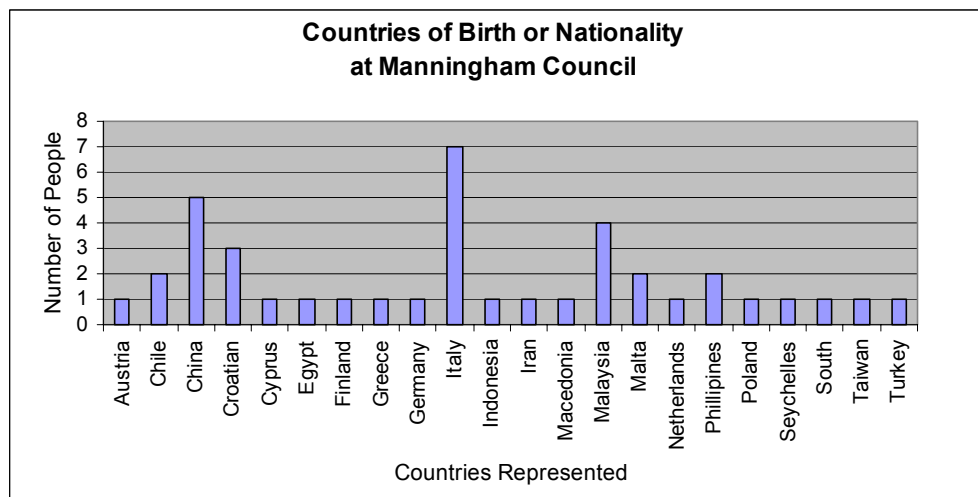


Figure B.1 Countries of birth and nationalities represented at Manningham City Council (HACC)



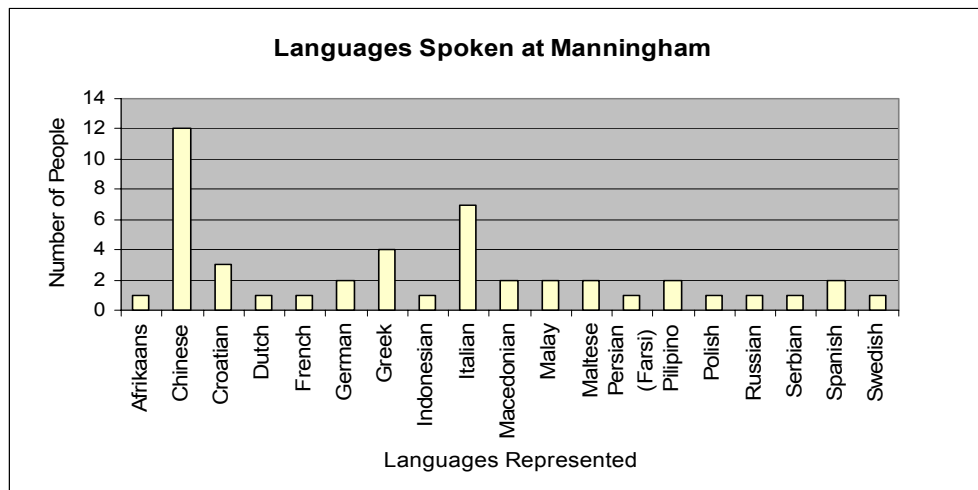


Figure B.2 Languages spoken at Manningham City Council (HACC)

The main languages spoken include Chinese (12) and Italian (7), followed by Greek (4). \*Just under one third of all CALD workers who responded (30%) spoke a Chinese dialect including Mandarin, Cantonese, Hokkien and Taiwanese.

Although only 5 people identified as Chinese, some workers from Indonesia, Malaysia, Philippines and Taiwan spoke at least one of the Chinese dialects - making 'Chinese' the most spoken of the languages represented at Manningham Council (see Figure B.2). Similarly, while only one person identified as Greek (COB or nationality), we note that in fact 4 people speak the Greek language. This includes some individuals who were born in Egypt, Cyprus and Turkey. Such data highlights the discrepancy where data that isolates COB (as a sole indicator of ethnic identity) can be misleading. Additional information regarding nationality and languages spoken broadens the scope of cultural diversity and language skills.

With consideration to 'languages spoken', Manningham appears quite representative of its local CALD community with relatively high numbers of Chinese and Italian speaking workers and a significant, but slightly smaller number of Greek speaking workers. Similarly to the Monash LGA, the largest CALD communities who speak a language other than English include Greek, Cantonese, Italian and Mandarin speaking communities with Greek and Italian populations representing the largest non-English speaking background community over 60. This correlates with Manningham data given that the main languages spoken are Chinese, Italian and Greek.



### C) City of Whitehorse

Whitehorse HACC Workers	
Total No. of HACC workers:	220
Workers who identify as CALD:	14 workers (total of 41 responses)
Main Countries represented:	China
Main languages represented:	Chinese* and Dutch

Of the 3 councils that participated in this project, the City of Whitehorse had the lowest response with only 19% of the total number of HACC workers responding (41 out of 220 workers).

Despite a significantly lower response, the former team leader estimated that 25% of their workforce was CALD - representing a wide range of multilingual skills. It was also considered by the team leader that the workforce was in fact reflective of their CALD clientele who comprise Greek, Cantonese, Italian and Mandarin speaking. Nonetheless, this information could not be ascertained through the limited data collected.

Among the 41 survey responses from Whitehorse City Council, 14 workers identified as CALD. Among these workers, 7 countries and 9 different languages were represented. The main country represented was China (6 people), and the dominant language group was \*Chinese (8) including dialects such as Mandarin, Cantonese, See Yup and Taiwanese. Refer to Figures C.1 and C.2.

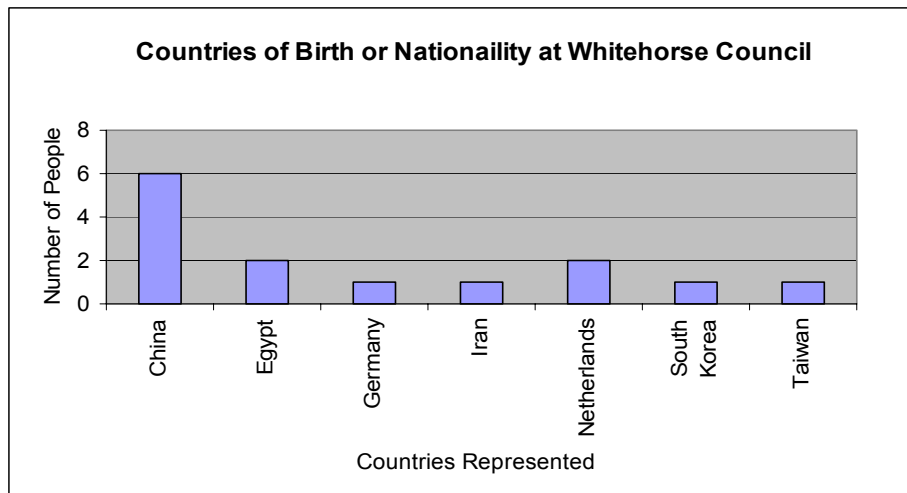


Figure C.1 Countries of birth/nationalities represented at Whitehorse City Council (HACC)



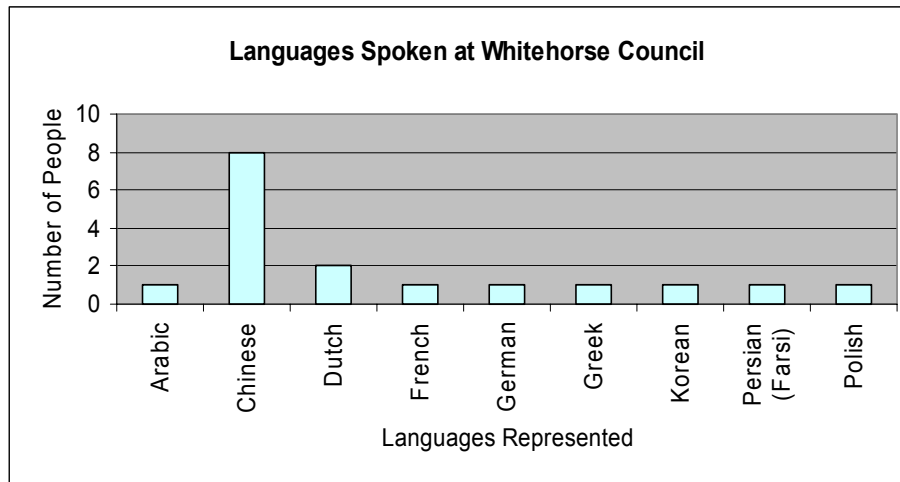


Figure C.2 Languages spoken at Whitehorse City Council (HACC)

Despite the small number of responses, a high number of Chinese speaking workers are evident from this sample. No other correlations can be made from this data.

