

Guidance Notes for the Victorian Building and Construction Industry Recruitment Standards

Medium to Large Business Guidance

Rationale for the Victorian Building and Construction Industry Recruitment Standards (VBCRS)

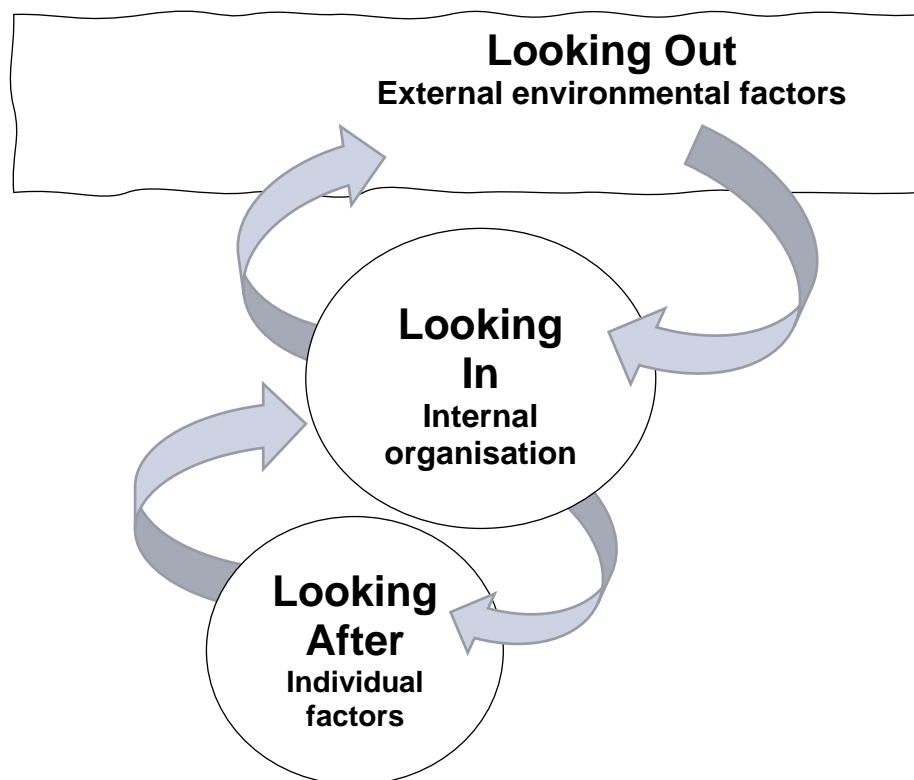
A gender diverse and inclusive building and construction industry will align Victorian businesses with their global counterparts in terms of innovation, customer satisfaction and business competitiveness. To increase the number of skilled women workers at all occupational levels, organisations need to attract and recruit differently. Increasing the participation and retention of women workers requires explicit support from organisational leaders and cultural change at the Industry as well as at the organisational level. The execution of recruitment and retention activities in a strategic context develops purposeful, inclusive behaviours and an environment conducive to industry change.

Summary of the Victorian Building and Construction Recruitment Standards

Looking Out (Analysis)	Standard One	The organisation underpins strategic business planning and people capability decisions with ongoing industry and external analyses.
	Standard Two	The organisation holds itself accountable for employing and developing a gender diverse workforce.
Looking In (Formulation)	Standard Three	The organisation has developed and implemented a gender diversity and inclusion strategy.
Looking After (Execution and Alignment)	Standard Four	The organisation has a strong employer brand and appropriate employee value propositions (EVP) for all workers in the business (permanent and contractual).
	Standard Five	The organisation has implemented a formal hiring and retention strategy based on modern recruitment methods.
	Standard Six	The organisation has implemented effective metrics, evaluation criteria and reporting mechanisms across all recruitment activities.

The VBCRS framework consists of three, interrelated levels:

- Looking Out Factors – these focus on strategic management activities and organisational future proofing
- Looking In Factors – these focus on organisational culture, systems infrastructure, and gender mainstreaming activities
- Looking After Factors – these focus on effective attraction, recruitment, and retention strategies



These guidance notes provide checklists of suggested best practice activities and tools for organisations to assist with implementing and maintaining each of the Victorian Building and Construction Recruitment Standards within a gender diverse and inclusive strategic context.

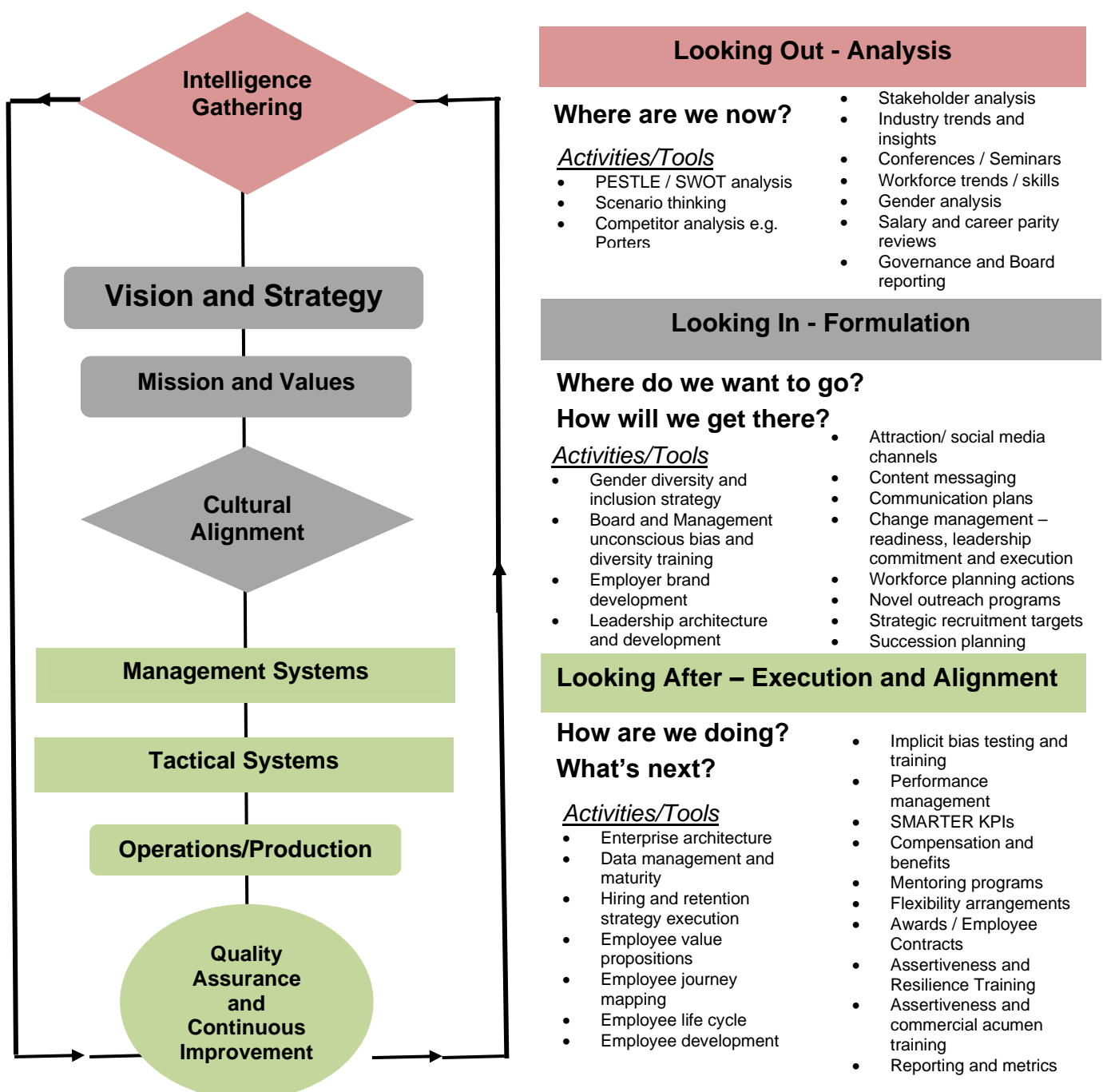
The interactions of environmental, organisational and individual factors outlined in the VCBRS are diagrammatically represented in Figure One and Figure Two in this document:

- Figure One – depicts the relationship between corporate strategy and goals, business intelligence, business systems and operational recruitment activities (page 4).

- Figure Two – illustrates the connection between a formal gender diversity and inclusion strategy, employer branding, recruitment activities and the retention of employees (page 14).

Further reading and resources to assist with developing a gender diversity and inclusion strategy can also be found towards the end of the guidance notes.

Figure One: Implementing a gender diverse and inclusive recruitment strategy within a strategic context.



‘Looking Out’ Standards - Checklist

(Analysis)

Preamble for the ‘Looking Out’ standards

A strategic management mindset improves organisational clarity around long-term business viability and market competitiveness. Therefore, organisations need to be informed and knowledgeable about local and global industry developments as well as political, socioeconomic, and technological trends, in order to attract and hire the most capable workforce. The ‘Looking Out’ standards recognise that business success is impacted as much by external factors as organisational internal practices and employee composition. These standards also recognise that all organisations, in every sector of the industry, are accountable for increasing the number of skilled women workers in the building and construction industry.

Standard One: The organisation underpins strategic business planning and people capability decisions with ongoing industry and external analyses.	
Components	
<p>1.1 Strategic management activities underpin organisational goals, objectives, and strategies</p> <p>1.2 Environmental scanning research, industry trend analyses and reviews of business threats and opportunities are consistently undertaken</p> <p>1.3 Knowledge of existing and future industry skill requirements and work patterns inform business capability analyses and hiring decisions</p> <p>1.4 Strategic workforce planning processes recognise the importance of all employees, and the broader supply chain, to organisational competitive advantage and provision of value to clients</p> <p>1.5 Integrated data management actions align strategic goals with operational processes</p>	
Suggested activities / tools	Tick if complete
<p>Strategy development is informed by activities, insights, and analytical tools such as:</p> <ul style="list-style-type: none"> • PESTLE, SWOT, Competitor, and data analysis 	

<ul style="list-style-type: none"> • Scenario Planning • Business intelligence and data analytics • Attendance at industry conferences, seminars, and trade fairs • Observations of local and global trends in construction methodologies, technologies, and work patterns. 	
Strategies are developed and implemented for all business areas (e.g. operations and business systems (policies and procedures), production and innovation, people and culture, enterprise architecture and technology, customer service, contractor and stakeholder alliances and quality assurance).	
Business/departmental planning both informs and is aligned with strategic planning cycles and workforce capability analyses.	
Strategy development and implementation plans are integrated with all people and culture activities including attraction, recruiting, retention, leadership development, employee development and the employee lifecycle.	
Strategic, business, and operational plans are aligned with SMARTER-orientated (Specific, Measurable, Attainable, Relevant, Time-Bound, Explainable/Evaluated and Relative/Revised) key performance indicators (KPIs).	
Future skill requirements of the industry and the organisation are regularly analysed and mapped.	
Staff and contractor hiring is informed by existing and future business requirements and potential industry skills gaps and by the organisational gender diversity strategy.	
The organisation has self-assessed against a known data maturity model (for example Gartner or Deloitte's data maturity models) and created an action plan to move towards a predictive data framework.	
Data reporting has moved from siloed reporting to full integration across the business.	
The organisation has transitioned from data awareness and capture activities to proactive use of data as insights for strategic decisions.	
Organisational culture supports business intelligence and quality data analytics.	
Workforce capabilities and skills, enterprise architecture and business systems are fully integrated to pursue predictive data maturity.	
The organisational workforce and broader supply chain understands the links between data maturity, organisational goals, client satisfaction, supply chain quality, project success and employee recruitment and retention outcomes.	
Project and client data is regularly collected, analysed, and integrated into strategies, business systems and data repositories.	
Quality assurance, continuous improvement, compliance, data governance and security are an organisational priority.	

Standard Two: The organisation holds itself accountable for employing and developing a gender diverse workforce.	
Components	
<p>2.1 Organisational leaders publicly support and enhance - at the industry and organisational level - gender mainstreaming in the Victorian building and construction industry</p> <p>2.2 Organisational attraction and recruitment strategies focus on improving the image of the organisation (including gender mainstreaming organisational marketing materials, social media, and work sites) and the broader industry</p> <p>2.3 Strategic business goals include targets and accountability metrics for increasing the number and availability of skilled women workers</p> <p>2.4 Organisational collaboration with industry stakeholders to reduce structural barriers that hinder participation of women workers in the building and construction industry is a business priority and includes actions such as:</p> <p>2.4.1 Developing, implementing, or participating in industry and organisational outreach programs that focus on attracting and recruiting women</p> <p>2.4.2 Assisting with provision of grants, scholarships, incentives, work placements and other ongoing opportunities to increase the recruitment and retention of women</p> <p>2.4.3 Formalising existing career journeys and creating future careers, pathways and options that appeal to potential women workers at the operational and professional occupational levels</p> <p>2.4.4 Actively contributing to industry conferences, seminars, portals and repositories around gender inclusivity best practice and successful recruitment strategies</p>	
Suggested activities / tools	Tick if complete
The organisation has assigned an annual budget (monetary, time or in-kind) to support industry-led activities that improve the industry's image.	
<p>The organisation actively collaborates with and supports government, industry associations and other industry stakeholders to increase the number of skilled women construction workers including the development of:</p> <ul style="list-style-type: none"> • improved leadership in future proofing the industry in terms of new ideas, technologies, management techniques and talent management • aspirational advertising for national platforms (like the aspirational defence force advertisements) such as TV, radio, and other media forms, • novel outreach activities that challenge prevailing societal views of the construction industry 	

<ul style="list-style-type: none"> • a forward-thinking industry image that offers rewarding, diverse and challenging careers to a diverse workforce. 	
The organisation undertakes ongoing gender mainstreaming audits and reviews of branding and image materials such as the company website, client marketing materials, social media platforms, graduate and other staff training materials in order to normalise the likelihood of seeing women workers in all occupations and roles within the industry broadly and the company specifically.	
The strategic importance (namely, business competitiveness and sustainability) of gender diversity and inclusion initiatives are explained and communicated throughout the organisation.	
The organisation has committed to grassroots and vertical increase of women workers.	
The organisation has developed targets (short term and aspirational), strategies and implementation plans to significantly grow participation and retention of women workers within the business.	
The targets for increasing participation and retention of women workers are holistically aligned with organisational goals, leadership accountability, culture, and systems.	
Women worker participation and retention targets are identified across all people and culture areas including diversity and inclusion, communication, attraction, application, interviewing panels, recruitment, selection, retention, training and development, mentoring, peer support, promotion, pay equity and quality project/work exposure.	
The organisation has developed targets and plans for increasing representation by women at board and senior leadership level, with appropriate training and mentoring as a supportive mechanism.	
The organisation has an incentivised prospective women worker referral programme in place.	
Skills and capability gaps are met by recruiting externally as well as promoting and developing personnel internally rather than poaching talent.	
The organisation develops new jobs and roles that target and attract prospective women workers. Specific organisational programmes, roles and recruitment rounds are targeted towards women including apprenticeships and graduate places.	

The organisation works with stakeholders including schools, training institutions, GTOs, industry associations and universities to develop programs, cadetships and graduate courses in areas of new technologies such as 3D modelling and drones as well as skill gap areas such as building inspectors, to specifically attract and encourage prospective women workers.	
The organisation has broadened the depth and breadth of the outreach and attraction mechanisms it normally utilises, to attract and recruit skilled women workers.	
External recruitment agencies engaged by the organisation are held accountable for growing the number of women interviewed, selected, onboarded, and retained in the company.	
The organisation recognises that it may need to offer additional training and development to women workers to ensure that have equal access to roles and opportunities within the organisation.	
Organisational leaders acknowledge there is a gender inequity issue in the construction industry and commit to being part of the process to create change.	
Organisational leaders undertake training to explore their personal unconscious biases and improve their understanding of diversity and inclusion principles.	
Organisational leaders persistently raise and discuss gender diversity and inclusion issues at industry and organisational levels.	
Organisational leaders challenge their organisations to improve the overall attraction and retention of skilled women workers within the company.	
Organisational leaders publicly support industry awards and competitions that recognise and celebrate effective gender diversity and inclusion programs and outcomes in construction organisations.	
Organisational leaders recognise that growth needs to occur across the full gamut of opportunities and roles that construction can offer (not just operational and trades roles).	
Organisational leaders constructively add to discussions around structural barriers to women worker participation and retention in the industry (including legal instruments) that are inconsistent with modern working patterns and conditions, future ways of operating and gender inclusive cultures.	
A strategy and budget is assigned to organisational outreach activities that showcase the diversity of construction career opportunities to prospective women workers.	

<p>New outreach activities are piloted and evaluated such as:</p> <ul style="list-style-type: none"> • Women-only Open Days • Women role models visiting local sports, scout and girl guiding groups • Visiting and mentoring school and tertiary students • Offering Career Transitioning and Carers Return to Work programmes • STEM school engagement programmes as part of major construction projects such as the Crossrail Learning Legacy Programme https://learninglegacy.crossrail.co.uk/documents/young-crossrail-programme/ • Charity endeavours where participants learn entry level construction skills similar to 'Volunteer it Yourself' https://volunteerityourself.org/ • Competitions like the Gruen Transfer to create a marketing video encouraging women into construction 	
<p>The organisation proactively showcases the career pathways of existing women workers within its business.</p>	
<p>The organisation has raised the value and prestige of operational work and mapped clear pathways to successful careers within the organisation starting from entry-level operational roles.</p>	
<p>The organisation has mapped all other career journeys within its business from entry-level and clearly outlined how these career journeys are supported with mentoring, training, and development at each stage.</p>	
<p>The organisation has updated worksites, PPE, company websites, marketing materials and social media platforms to make them more appealing to existing and potential women workers.</p>	
<p>The organisation collaborates with other industry stakeholders to brainstorm and create new roles that are not entrenched with existing cultural mores.</p>	
<p>Organisational leaders collaborate with industry stakeholders to ensure VET and University level construction programs include gender diversity and inclusion principles as well as commercial and financial literacy as part of the core units.</p>	
<p>The organisation collaborates with industry stakeholders to develop standardised gender metric compliance forms for all new projects.</p>	
<p>The organisation actively shares best practice outcomes around recruitment and retention successes of women workers with other industry stakeholders.</p>	

‘Looking In’ Standard - Checklist

(Formulation)

Preamble for the ‘Looking In’ standard

The ‘Looking In’ standard recognises the need for innovative and transformational approaches to grow the participation and retention of women workers in the building and construction industry. A comprehensive gender diversity and inclusion strategy will enable organisations to understand how organisational systems impact on the lived experiences of women workers as well as analyse the structural barriers to their attraction, advancement, and retention. Providing a road map for change, the gender diversity and inclusion strategy needs to be aligned with organisational goals and strategies, championed by organisational leaders, and incorporate key performance indicators KPI’s that hold all staff accountable for progress and success.

Standard Three The organisation has developed and implemented a gender diversity and inclusion strategy.

Components

- 3.1 The gender diversity and inclusion strategy is aligned with organisational strategic management activities
- 3.2 The gender diversity and inclusion strategy is funded sufficiently
- 3.3 An aligned, company-wide systems infrastructure (technology, strategies, policies, procedures, and practices) underpinned by a continuous improvement and business excellence mindset supports the strategy
- 3.4 Organisational leaders are publicly committed to gender diversity and inclusion and have the necessary competencies to alter the status quo in organisational thinking and behaviours
- 3.5 The organisation has fostered effective change management skills and competencies to enable the organisation to adapt to the changing internal workplace environment
- 3.6 Organisational culture is founded on principles of equality, inclusivity, and mutual respect
- 3.7 Gender violence, harassment and discrimination workplace training programs are implemented and mandatory across all organisational occupational levels

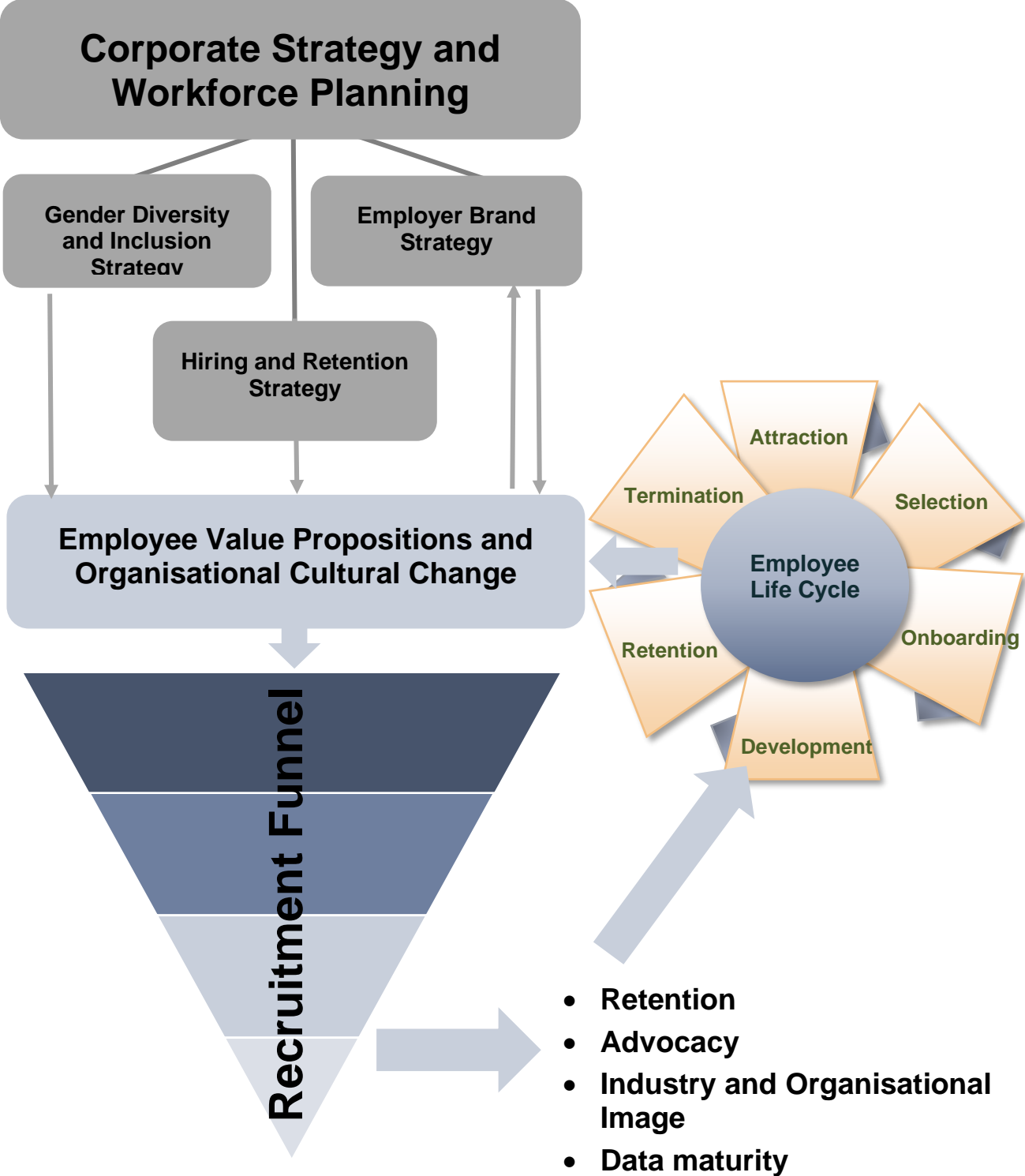
<p>3.8 The organisation has prioritised and implemented targeted actions to increase the attraction, recruitment, and retention of women into trades and semi-skilled roles</p> <p>3.9 The organisation had prioritised meaningful career development and progression of existing women workers who are labourers, cleaners, traffic controllers or working in other ancillary operational positions</p> <p>3.10 Targets have been developed for increasing the participation of women professional workers and actions implemented to achieve those targets</p> <p>3.11 Suppliers and clients are conversant, accountable, and aligned with the organisation's gender diversity and inclusion strategy, policies, and practices</p> <p>3.12 The organisation prioritises selecting and contracting sub-contractors and suppliers who have demonstrable gender equality practices and outcomes within their own businesses</p> <p>3.13 Continuous improvement activities, accountability mechanisms, evaluation and performance metrics, progress monitoring and Board reporting underpin the gender diversity and inclusion strategy</p>	
Actions and/or Tools	Tick if complete
The organisation recognises the correlation between lack of prospective women candidates (at all levels in the industry) and entrenched organisational perceptions of the physical capabilities of women, male career models and gendered culture, values, and behaviours.	
<p>The organisation has developed and implemented a gender diversity and inclusion strategy that includes at least the following components from the Workplace Gender Equality Agency (WGEA) Gender Strategy Guide:</p> <ul style="list-style-type: none"> • Company goals for achieving gender diversity and inclusion • Business case for gender diversity and inclusion • Goals, objective, and actions for increasing participation and retention of women workers • Systems infrastructure and alignment with organisational strategies, procedures, policies, and functions (Policies and supporting procedures) • Company training requirements to develop gender diversity and inclusion capabilities • Committed and trained leadership • Implementation and communication plan • Evaluation, metrics, and reporting plan. 	
The gender diversity and inclusion strategy is supported by an appropriate budget.	

<p>Resources such as the Workplace Gender Equality Agency (WGEA) documents and tools listed below informed the gender diversity and inclusion strategic development and planning process:</p> <ul style="list-style-type: none"> • WGEA - Gender strategy toolkit • WGEA - Gender strategy guide • WGEA - Gender strategy diagnostic tool 	
<p>Business managers and human resources personnel have developed knowledge and capabilities in gender analysis.</p>	
<p>The following components (from the WGEA gender strategy diagnostic tool) informed the gender analysis process:</p> <ul style="list-style-type: none"> • Level of stakeholder engagement - (e.g. Board members, CEO, Executive team, management, HR team, clients, suppliers, employees, and industry stakeholders), • Degree of leadership accountability • Breadth of organisational strategy • Quality of gender measurement and reporting processes • Alignment of organisational policies and processes • Informed and committed supply chain • Knowledge of gender composition • Knowledge of gender pay equity • Policies and lived experiences around flexibility • Talent attraction, pipeline, and career development • Leader and manager capability • Gender inclusive culture • Recruitment and selection outcomes 	
<p>The organisation has self-assessed where it falls on the gender diversity and inclusion continuum. (Note: An example of a gender equity road map can be found in the WGEA gender strategy toolkit document).</p>	
<p>The organisation has engaged with women workers to understand their lived experiences in the company and to engage them in the development of the gender diversity and inclusion strategy.</p>	
<p>Organisational leaders publicly champion a gender diverse and inclusive culture and challenge the company to move towards the highest levels of the gender diversity and inclusion continuum.</p>	
<p>The organisation has engaged with all staff, contractors, and the supply chain to surface ideas for improving gender diversity and inclusion.</p>	

Gender discrimination and unconscious bias issues have been surfaced and acknowledged within the business using tools such as Harvard Implicit Association Testing.	
Gender diversity and inclusion training has been implemented and attended by the Board, senior leadership, supervisors, staff, supply chain and contractors.	
A leadership development architecture incorporating gender diversity and inclusion, organisational leadership, and personal leadership competencies across all levels of the business has been developed and implemented.	
Managers at all levels are trained in conflict resolution and communication techniques.	
Managers model inclusive behaviours.	
The organisation has instigated a zero-tolerance approach to inappropriate behaviours, including providing mechanisms for: <ul style="list-style-type: none"> • Empowering employees to ‘call out’ and report inappropriate behaviours • Enforcing adherence to the zero-tolerance approach at all organisational levels and within the broader supply chain. 	
The organisation has enhanced its current and future capacity for change.	
The organisation has developed and implemented a structured and purposeful change strategy to improve gender diversity and inclusion in the business: <ul style="list-style-type: none"> • The organisation has been well-prepared in readiness for change • Change impact assessments have been performed • Senior leaders understand the need for change and are motivated towards change success • Key stakeholders, leaders and staff have been engaged with and informed as part of the change process • Dedicated diversity champions have been appointed to implement and oversee the strategy • Change management activities have been tested in smaller initiatives and pilots before rolling out across the business • A well-developed action plan supports the change process and is regularly assessed and updated • Performance management KPIs underpin change outcomes • The effectiveness of the change program is assessed and evaluated 	
Leaders, managers, and site supervisors are held accountable through performance management for gender diversity and inclusion outcomes across the business.	
The organisation has developed the ability to pivot around new ideas, opportunities, abilities, and ways of thinking.	

<p>The organisation has committed to ongoing and reasonable organisational targets in terms of women worker participation and retention and engaged all staff in the business to find ways to achieve those targets.</p>	
<p>The organisation has analysed reasons why women workers are not advancing to senior management or Board roles within the business and implemented actions to mitigate this issue.</p>	
<p>The broader supply chain has been engaged to brainstorm and discuss ways to attract, recruit and retain women workers in the industry.</p>	
<p>Gender targets are formalised for specific recruitment activities such as the number of applicants who are women, how many CV's from women are screened, inclusion of women on interview panels, and numbers of women promoted, and retained in the business.</p>	
<p>Leaders, managers, site supervisors and staff are held accountable through performance management for gender diversity and inclusion outcomes across the business.</p>	

Figure Two: Integration of business strategies and recruitment activities and processes



‘Looking After’ Standards (Individual Level)

Preamble for the ‘Looking After’ standards

The ‘Looking After’ standards aim to assist organisations to employ from a broader pool of talent, increase the attraction and retention of women workers and improve overall organisational productivity and performance. Highly successful organisations critically review the breadth of employee journeys throughout their business and reflect on the outcomes of those journeys. They understand why their organisational vision and goals attract quality candidates. Successful organisations also provide employment conditions that best nurture and retain talented and skilled workers in their business.

Standard Four: The organisation has a strong employer brand and appropriate employee value propositions (EVP) for all workers in the business (permanent and contractual).

Components

- 4.1 A gender inclusive employer brand attracts women to consider working in the building and construction industry
- 4.2 Gender inclusive employee value propositions appeal to potential women workers and support the retention of existing workers
- 4.3 Employee value propositions include at least the following components: Remuneration (pay parity), benefits and rewards, career development (technical and leadership training, mentoring, networking, coaching, career guidance, other work placements or quality project opportunities), working conditions (amenities, flexibility and carers leave, teams, recognition) and culture
- 4.4 Employee value propositions are segmented for different roles and levels
- 4.5 Proactive and innovative recruitment marketing approaches are employed to attract as diverse a candidate pool as possible for all roles in the organisation
- 4.6 Specific training plans and learning programs are developed for all women employees that include technical and skills training as well as employability, financial acumen, communication, and assertiveness skills instruction
- 4.7 Enrichment training and supervision programs are developed and implemented to assist women workers with limited site experience to rapidly advance their onsite knowledge and experience

4.8 The organisation provides appropriate gender-separated amenities onsite, at all times, for all projects	
Suggested activities / tools	Tick if complete
A gender inclusive employer brand strategy, aligned with organisational strategy, mission and goals has been developed and implemented.	
The organisation has a clear understanding of how its employer brand impacts business performance and competitiveness as well as the attraction, recruitment, and retention of staff.	
The organisation utilises empathy mapping and design thinking principles to understand the values, influences, motivations, and career goals of targeted groups of prospective women workers and what would attract them to work for the organisation.	
Content marketing and communication strategies are developed to reach those targeted groups including through online communication, websites, social media, marketing materials, training materials and outreach activities.	
Evaluation and progress criteria are established to report on the success of the employer brand strategy.	
An organisational Code of Practice is developed and implemented. The code outlines expectations of organisational behaviour in terms of professionalism, worksite appearance and organisation, organisational image, workforce wellbeing, client and public consideration and safety. For an example of a Code of Considerate Practice refer to the Considerate Constructors Scheme at https://www.ccscheme.org.uk/	
Internal communication, policies, procedures, and performance management KPIs are aligned with the employer brand strategic objectives and the Code of Practice.	
Gender mainstreamed employee value propositions (EVPs) are developed across the business and aligned with the main occupational roles (including operational roles).	
Employee value propositions clearly outline the compensation, benefits, cultural expectations, career progression and development, wellbeing, and work enrichment opportunities that the organisation can provide to employees.	
Gender mainstreamed employee value propositions are easily found by prospective candidates.	
Employees have been consulted as part of the employee value proposition creation process and engaged in the content and implementation.	
Employee value propositions are regularly updated.	
The organisation undertakes regular analysis of pay and career progression between men and women within the company and undertaken steps to rectify gaps.	

The organisation has examined ways to provide flexibility to workers with carer responsibilities.	
Strategies are in place to ensure that flexible work does not hamper career progression.	
The organisation has implemented training for office and site teams around flexibility and appropriate behaviours towards those working part time.	
The organisation commits to ongoing people and culture training for managerial staff to improve managerial understanding of the links between employee well-being, retention, and productivity.	
The organisation provides onsite amenities that are clean and conducive to the needs of women workers.	
Networking, coaching, and performance management are business activities regularly provided or performed across all occupational levels of the business.	
The capability of senior women to champion and support professional and operational women workers has been developed.	
Job enrichment, training and career development is offered to all employees, including those in entry-level operational roles.	
The organisation has developed and implemented a recruitment marketing strategy.	
Frameworks such as the 'recruitment attraction funnel' underpin the recruitment marketing strategy as well as the channels and approaches the organisation utilises to reach targeted groups.	
The organisation consistently looks for new ways to raise awareness of the company (and industry) in order to increase its access to a broader pool of candidates.	
The organisation's website and promotional collateral are aspirational in nature rather than transactional.	
Promotional materials and recruitment marketing collateral map to the values, influences, motivations, and career goals of targeted candidate groups.	
Employee stories and career pages are accessible and easily found.	
Successful career journeys of existing women workers are showcased.	
All vacant roles (operational and professional) have a formal application process.	
Organisational business systems, leadership and culture support the recruitment marketing strategy.	
The recruitment marketing strategy is measured and improvements to recruitment marketing processes are implemented.	

Candidate experience throughout all aspects of the recruitment marketing process is measured and quickly improved where gaps are identified.	
Candidate CVs captured through the recruitment marketing process are archived and regularly reviewed as a source of possible talent for other positions and roles.	
The organisation has targeted specific roles, employee levels or business units to increase participation of women workers within the business.	
Where specific job openings have been identified, the skills, capabilities and experience required to perform the role/s have been analysed and confirmed and captured in realistic position descriptions.	
Where the organisation is hiring multiple groups of cohorts such as apprentices, graduates, or labourers, across the course of a year, ways to attract and hire a cohort of prospective women workers have been investigated.	
Business systems, managerial expertise and culture support this affirmative action recruitment strategy.	
Specific and targeted training and development programmes are developed and implemented to upskill and empower women workers in areas such as assertiveness, commercial acumen, and career planning.	
Women workers are encouraged to join internal and external mentoring programmes, support groups and networking events.	
Regular career planning discussions are held with employees.	
Managers and workers are held accountable for the actions and tasks on employee career plans.	
Standard Five: The organisation has implemented a formal hiring and retention strategy based on modern recruitment methods.	
Components	
5.1 Human Resource and people management best practices are valued and prioritised in the organisation	
5.2 Managers and personnel involved in recruiting processes are trained in modern recruitment methods, gender inclusive principles and performance management	
5.3 A gender mainstreamed and formalised hiring and retention strategy (incorporating policies, procedures, templates, matrices, and guidance material) has been implemented	
5.4 The hiring and retention strategy reflects the employee lifecycle of workers and is aligned with the gender diversity and inclusion strategy as well as organisational goals, objectives, strategies, and policies	
5.5 Continuous capability analyses are performed as part of the strategic workforce planning process	

- 5.6 Realistic and meaningful position descriptions are developed and revised for all professional and operational roles
- 5.7 Managers at all levels are trained in conflict resolution, communication techniques and in surfacing unconscious bias and underlying assumptions

Actions/Tools	Tick if complete
People management best practices are valued and prioritised in the organisation.	
The organisation has reviewed existing hiring and retention strategies, policies, processes, and outcomes.	
Existing employees, and where possible, previous candidates, have been consulted in terms of their personal experiences with the recruitment process and their ongoing employee journey.	
Human resource personnel, business managers, front line managers and other personnel involved in recruitment processes are trained in modern recruitment methods.	
Hiring personnel recognise that unconscious biases can affect hiring decisions and impact the retention of women workers. HR personnel and/or managers involved in recruitment have undergone training in surfacing unconscious bias along all key recruitment stages.	
The organisation has developed and implemented a gender mainstreamed hiring and retention strategy aligned to the following elements of the employee life cycle: Attraction, Selection, Onboarding, Development, Retention and Exiting (termination).	

<p>The hiring and retention strategy includes policies, procedures, and guidance in at least the following areas:</p> <ul style="list-style-type: none"> • Diversity and inclusion principles, policy, and practice • Employee legislation • IR requirements including Enterprise Agreements, Awards and Employment Contracts • Employer branding • Employee value propositions • Recruitment marketing techniques • Recruitment touchpoints and the employee life cycle • Pipeline and workforce planning • Capability analysis (realistic experience and performance requirements for roles) and position description development • Interview and feedback techniques • Decision making and recognising unconscious bias • Employee consultation • Tracking of candidate experience • Performance management • Employee development • Employee engagement • HR technology (where appropriate) • Recruitment metrics • Governance, and reporting 	
<p>The hiring and retention strategy is regularly reviewed and updated.</p>	
<p>Current and future business needs have been mapped including project pipelines and workforce skill and competency requirements.</p>	
<p>Career maps and career journeys have been developed for professional and operational roles.</p>	
<p>The organisation has identified the capabilities, skills, attitudes, and experience of professional and operational star performers and utilised this information to inform position descriptions and interview collateral.</p>	
<p>Position descriptions have been revised, updated, or developed for all professional and operational roles.</p>	
<p>All position descriptions:</p> <ul style="list-style-type: none"> • Are linked to the organisational vision, mission, and goals • Portray realistic capability requirements, skills and aptitudes required for a role • Include meaningful productivity objectives • Outline the performance expectations for the role. 	

Interview questions reflect an understanding that candidate capabilities, skills and experience can be transferred from other industries and roles.		
Standard Six: The organisation has implemented effective governance including targets, evaluation criteria, metrics, and reporting mechanisms across all recruitment activities.		
Actions/Tools		Tick if complete
As part of the data maturity plan, the organisation has moved recruitment metrics reporting from a compliance activity to a continuous improvement activity, fully integrated with business systems, culture and business strategy.		
Candidate experience is measured and tracked across all parts of the recruitment process and the employee life cycle.		
Below are suggested hiring and retention strategy metrics:		
<u>Sourcing/Attraction</u> <ul style="list-style-type: none"> Recruitment funnel effectiveness Sourcing channel effectiveness Breadth and depth of applicants Advertisement or recruiter performance Applications per job Application completions Applications per channel Hires per channel 	<u>Recruitment process</u> <ul style="list-style-type: none"> Time to screen candidates, Time to screen CVs Time to contact Interview rates per offer of job Time to offer Time to hire Time to accept Time to start Time to inform outcomes Submission to acceptance rate Candidates per hire 	
<u>Business/performance metrics</u> <ul style="list-style-type: none"> Cost per hire Number of employee referrals Time to productivity Talent pool growth Strategic vs urgent hiring rates Candidate profile vs performance rate Employee net promoter score Revenue per employee Profit per employee 	<u>Employee experience</u> <ul style="list-style-type: none"> Employee satisfaction Employee satisfaction of women workers Absenteeism rate Leave totals (parental, holiday, sickness) Promotion rates and time from hiring to promotion for women workers Training sessions per occupational role Candidate job satisfaction 	

<p><u>Recruitment process satisfaction</u></p> <ul style="list-style-type: none"> • Candidate experience • Hiring manager experience 	<p><u>Retention</u></p> <ul style="list-style-type: none"> • Total employee retention rate • Retention rate of women workers • Employee turnover – reasons to leave and time to turnover from hiring • Voluntary vs involuntary turnover rate • Retention rate per manager • Turnover vs business profits, age, diversity group, functional level, department, locations, tenure, performance level, business profits 	
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Further reading and resources

Australia

Incolink Women’s Recruitment Platform

Workplace Gender Equality Authority (WGEA)
<https://www.wgea.gov.au/>

Australian Human Rights Commission Gender Equality
<https://www.humanrights.gov.au/quick-guide/12038>

Diversity Council Australia
<https://www.dca.org.au/>

Victorian Government: Recruit Smarter
<https://www.vic.gov.au/recruit-smarter>

Australian Human Resources Institute (AHRI)
<https://www.ahri.com.au/resources/diversity-inclusion-resources/>

Male Champions of Change
<https://malechampionsofchange.com/>

Queensland Government Office for Women (Gender Analysis Toolkit)
<https://www.csyw.qld.gov.au/women/gender-analysis-toolkit>

International

Women in Construction

World Economic Forum

http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

Organisation for Economic Co-operation and Development (OECD)

<https://www.oecd.org/gender/>

International Labour Organisation (ILO)

<https://www.ilo.org/global/lang--en/index.htm>