

Recruitment Standards: Victorian Building and Construction Industry

Towards gender mainstreaming building and construction roles

Introduction to the Victorian Building and Construction Recruitment Standards

The building and construction industry plays a significant role in Victoria's economic growth and is one of the largest employers of full-time workers. However, the industry has long grappled with attracting and retaining women employees across all employment levels. Less than 12% of all employees in the industry are women, and less than 2% of those women are in Trades occupations or operational roles. Few women enrol in or complete Trade apprenticeships. Women workers are more likely to be employed as traffic controllers or in other ancillary roles, rather than in more lucrative operational roles. The industry also finds it difficult to attract women to professional roles such as construction management or engineering.

There is a strong ethical and business case for women to have as equal access to roles and opportunities in the building and construction industry, as their male counterparts.

- Committing to gender diversity and inclusion practices and increasing and retaining women in the industry (across all levels and in all sectors of the building and construction industry) will positively affect organisational innovation and competitive advantage
 - An inclusive Victorian building and construction industry, collaborating and fully committed to attracting, recruiting and retaining a diverse, skilled and talented workforce will be more sustainable, more locally

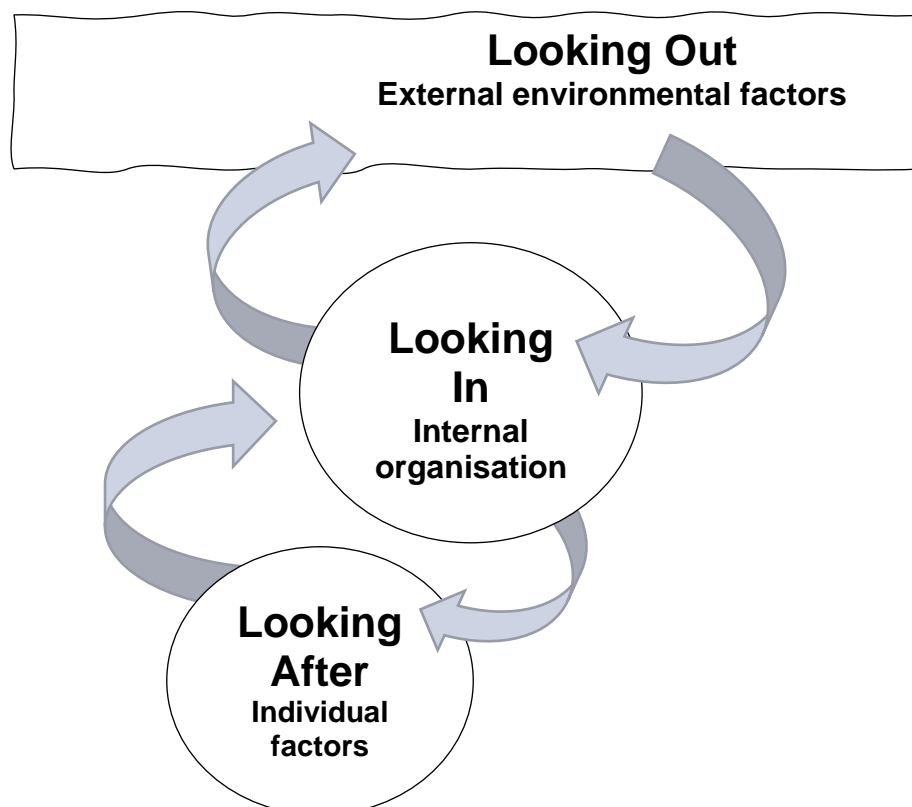
and globally competitive, more creative and innovative and will serve to greatly enhance the lives of all Victorians.

The following Victorian Building and Construction Recruitment Standards (VBCRS) have been developed as a ‘whole of industry’ intervention to increase the participation of women workers across all sectors, levels and roles within the building and construction industry.

Framework for the Victorian Construction Industry Recruitment Standards (VBCRS)

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 of women within the organisation



Summary of the Victorian Building and Construction Industry Recruitment Standards

Looking Out (Analysis)	Standard One	The organisation underpins strategic business planning and people capability decisions with ongoing industry and external analysis.
	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.
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‘Looking Out’ Standards (Industry Level)

Rationale for the ‘Looking Out’ standards

A strategic management mindset improves organisational clarity around long-term business viability and market competitiveness. 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 best possible talent. The ‘Looking Out’ standards acknowledge 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 analysis.
Standard Two	The organisation holds itself accountable for employing and developing a gender diverse workforce.

1. The organisation underpins strategic business planning and people capability decisions with ongoing industry and external analysis

- 1.1. Strategic management activities underpin organisational goals, objectives, and strategies
- 1.2. Environmental scanning research, industry trend analyses and reviews of business threats and opportunities are consistently undertaken

- 1.3. Knowledge of existing and future industry skill requirements and work patterns inform business capability analyses and hiring decisions
- 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
- 1.5. Integrated data management actions align strategic goals with operational processes

2. The organisation holds itself accountable for employing and developing a gender diverse workforce

- 2.1. Organisational leaders publicly support and enhance, at the industry and organisational level, gender mainstreaming in the Victorian building and construction industry
- 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
- 2.3. Strategic business goals include targets and accountability metrics for increasing the number and availability of skilled women workers
- 2.4. Organisational collaboration with industry stakeholders¹ to reduce structural barriers that hinder women from participating in the building and construction industry is a business priority, and includes actions such as:
 - 2.4.1. Developing, implementing, or participating in industry and organisational outreach programs that focus on attracting and recruiting women
 - 2.4.2. Assisting with provision of grants, scholarships, incentives, work placements and other ongoing opportunities to increase the recruitment and retention of women
 - 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

¹ Such as: Government, other industry businesses, Associations, Unions, GTOs, Educational Institutions, and supply chains

2.4.4. Actively contributing to industry conferences, seminars, portals and repositories around gender inclusivity best practices and successful recruitment strategies

‘Looking In’ Standards (Organisational Level)

Rationale 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 (KPIs) that hold all staff accountable for progress and success.

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

- 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
- 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
- 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
- 3.10. Targets have been developed for increasing the participation of women professional workers and actions implemented to achieve those targets
- 3.11. Suppliers and clients are conversant, accountable, and aligned with the organisation's gender diversity and inclusion strategy, policies, and practices
- 3.12. The organisation prioritises selecting and contracting sub-contractors and suppliers who have demonstrable gender equality practices and outcomes within their own businesses
- 3.13. Continuous improvement activities, accountability mechanisms, evaluation and performance metrics, progress monitoring and Board reporting underpin the gender diversity and inclusion strategy

'Looking After' Standards (Individual Level)

Rationale 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 across all occupational levels 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).
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.

4. The organisation promotes a strong employer brand and appropriate employee value propositions for all workers in the business (permanent and contractual)

- 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 supports 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

5. The organisation has implemented a formal hiring and retention strategy based on modern recruitment methods

- 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

6. The organisation has implemented effective governance including metrics, evaluation criteria and reporting mechanisms across all recruitment activities