

Document 1.15



# **Diversity & Inclusion Learning Strategy**

**October 2020**

# Context

## MD's Diversity Forum (Aug – Sept 2020)

Calls for more diversity training to help address our ongoing diversity issues and create a more inclusive workplace culture.

## Our past approach

- Ad hoc / one-off D&I training interventions held in response to critical incidents within specific teams\*.
- “Off the shelves” UB training cancelled after 6 months due to poor reception\*\*.
- No systematic monitoring and evaluation plans in place for D&I training.
- Various D&I e-learning modules already available on People Hub.
- Various other tools and resources developed by different teams but not always consistent and often difficult to locate.



# — Research and best practice

- Not all D&I training are equally effective. Analyses in recent years show that UB/D&I trainings can backfire and result in more resistance to inclusive practices.
- Successful approaches to D&I learning include\*:
  1. **Perspective-taking** = learning interventions based on perspective-taking and sharing personal stories
  2. **Goal setting** = learning interventions that involve asking individuals to set personal goals that aim to improve D&I within their organisation
- A one-time diversity training course is less effective than a series of ones that take place over a longer period.
- D&I won't sit at the top of employees' priority list for learning options\*\*. People need to be reminded of how D&I can contribute to their professional development.



# Our D&I learning strategy

## **Our goal:**

We don't just aim for greater awareness. We aim to shape the attitudes and behaviours that foster diversity and inclusion in our workplace, our content and our services.

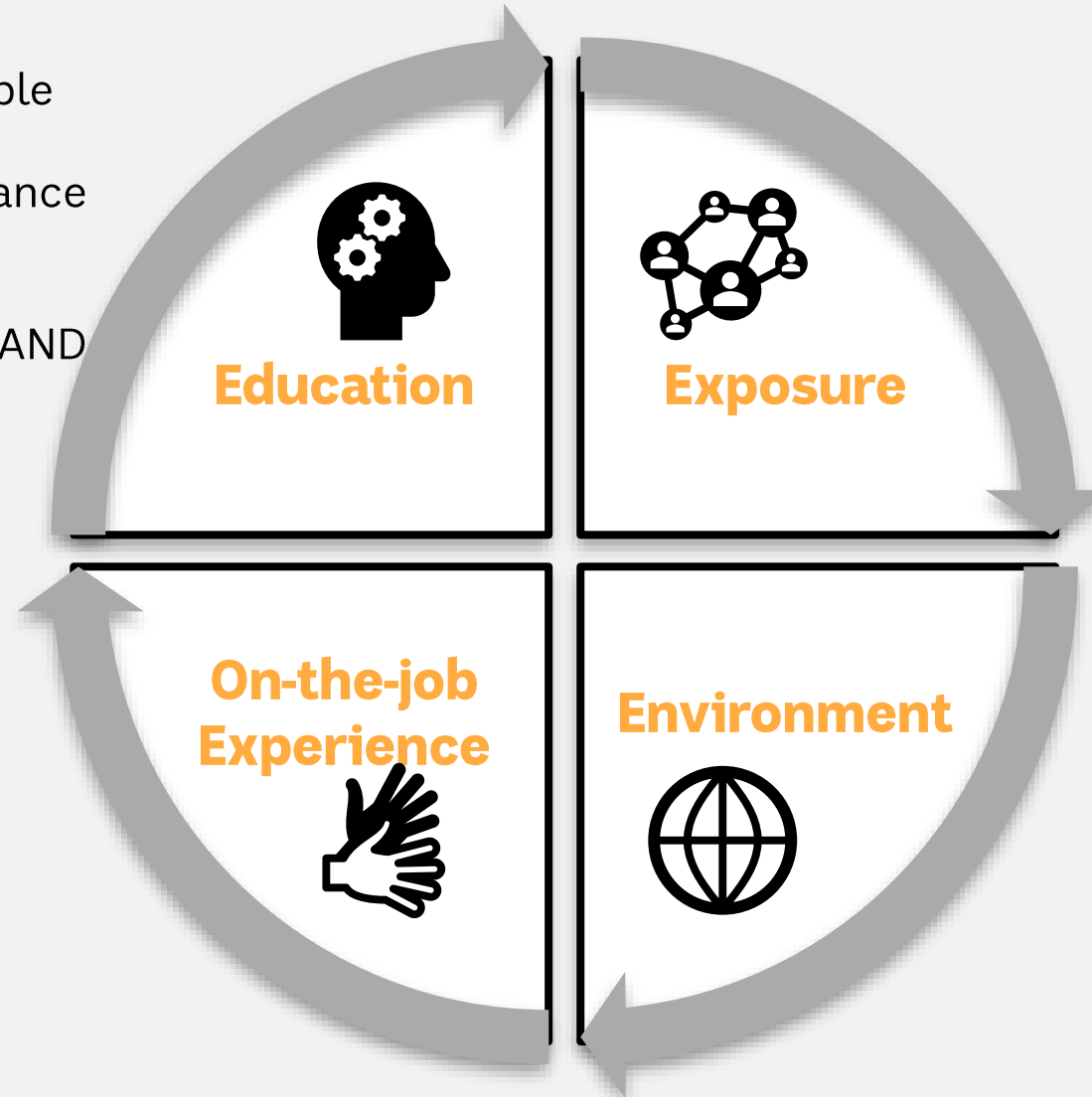
**How?** by building a diversity and inclusion learning environment with a combination of formal training, on-the-job collaborations and organisation-wide inclusion campaigns to make the learning sustainable.

**I hear and I forget.  
I see and I remember.  
I do and I understand**  
Confucius c.450 BC

## D&I learning as a continuous process

- Formal D&I training (People Hub)
- Internal resources (guidance note, videos)
- External resources (eg memberships with DCA, AND PiD, etc.)

- Content collaborations
- Editorial task force
- Finding own solutions to D&I challenges and situations



- Employee Network Groups (ABC Belong, ABC Pride, ABC Inclusive)
- (Reverse) mentoring

- Days of Significance/inclusion campaigns
- Leadership / Internal Comms
- Overall learning environment



## D&I Learning as a continuous process

*What this means in practice:*

### **1. At a divisional level\***

Managers actively support and encourage their staff's participation in D&I activities, networking or events outside their area of expertise or comfort.

Managers facilitate collaboration between diverse groups in their everyday work (e.g. project/working group, brainstorming, editorial review/planning, etc.) and actively seek and value diverse ideas and opinions.

### **2. At an individual level**

Employees actively seek learning opportunities (both formal and informal) to broaden their understanding of the unique and various challenges experienced by diverse communities.

D&I is integrated within the performance management processes (KPIs).

## 3 streams of D&I training

### 1. Introduction to I,D&I at the ABC

Unlocking D&I (**in development**); Indigenous Cultural Awareness (Part 1)

### 2. Thematic (targeted) D&I training and resources

Indigenous Cultural Awareness (Part 2); Disability awareness; LGBTQI+ awareness; Cultural Competence (**in development**) etc.  
(see master list in appendix)

### 3. D&I principles embedded in other training

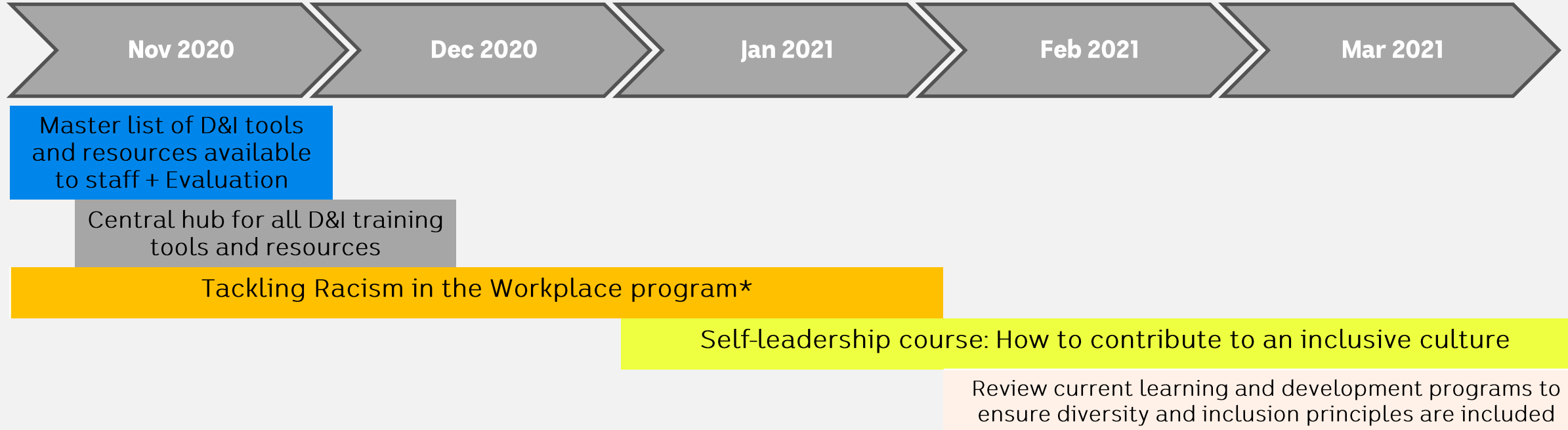
Review of existing learning programs for inclusion of D&I principles (**review underway starting with leadership training and recruitment training**)

## IN THE PIPELINE: Challenging racism in the workplace in 5 steps

	Brief description	Timeline
<b>1. Cultural Competence training</b> <i>(in partnership with SBS)</i>	An online training program to explore topics including cross-cultural communication, addressing stereotypes, implicit bias and the benefits of multiculturalism in the workplace. Available to all staff	Q1 2021
<b>2. Toolkit for managers on building inclusive teams and tackling racism</b>	Part 1: Fostering inclusion in your team: a checklist of recommendations Part 2: Tackling racism in your team <ul style="list-style-type: none"> <li>- Identifying negative/racist behaviours</li> <li>- Dealing with inappropriate/racist behaviours (steps by steps)</li> </ul>	Q1 2021
<b>3. Workshops for managers</b>	On the back of the release of the toolkit, managers will be invited to take part in facilitated workshops on how to have conversations about racism and allyship in the workplace	TBC
<b>4. Support for Indigenous and CALD staff</b>	- Launch of the new diversity advocates component within the current peer support program. - Ongoing promotion of ABC-sponsored employee groups as safe and open space for staff to discuss racism/share experiences	Q1 2021
<b>5. Ongoing communications</b>	D&I comms plan includes timely reminders of the ABC's zero-tolerance policy when it comes to casual racism together with reminders of training/resources and support available.	Ongoing / Days of Significance



# D&I learning: timeline and milestones



## Key milestones

**Nov:** Release of D&I Learning Strategy

**Mid-Dec:** Online D&I Learning Hub (intranet/sharepoint)

**Jan-Feb:** Cultural Competence training (Jan 2021)

Toolkit for managers (Jan 2021)

Self-leadership course: How to contribute to an inclusive culture

# Appendix

**A List of Existing D&I learning tools and resources**

**B D&I learning themes identified at the MD's Diversity Forums**



## • Existing D&I learning tools and resources

	Title	Description	Format & Home	Target Group	Owner
1	Indigenous Cultural Awareness (part1)	Online module that provides an introduction to Indigenous Culture including its history, the contemporary challenges faced by Indigenous people, and what you can do to support Indigenous co-workers. Length: 30 min Note: bespoke face-to-face training also available	e-Learning (People Hub)	All staff (mandatory)	ID&I
2	Indigenous Cultural Awareness (part 2)	A comprehensive e-learning resource rich with information, links and stories. It contains precious archival footage, panel discussions and up to date information on ABC policies and activities. (length 30 min.)	e-Learning (People Hub)	Content makers	ID&I
3	ABC Indigenous Content	Guidance note which provides practical advice and information on working with Australia's Aboriginal and Torres Strait Islander people, culture and heritage in ABC content making	<a href="#">Guidance note (Ed Pol external portal)</a>	Content makers	Ed Pol
4	Indigenous Cultural Protocol at ABC events	Policy with practical guide on cultural protocols to be observed at ABC Events	<a href="#">Guidance note / policy statement (Intranet)</a>	All staff	Corporate Affairs
5	Working with First Nations' media organisations	An internal tipsheet or starting guide on how you can reach out to your local First Nations media organisations with ideas on how to develop a mutually beneficial relationship	<a href="#">Guidance note (R&amp;L D&amp;I sharepoint / intranet)</a>	Content makers	R&L
6	Disability Awareness	With accessibility front and centre, this online module walks staff through personal and professional experiences people with disabilities face every day. It also provides content makers with practical skills and knowledge to use when approaching stories about disability.	e-learning (People Hub)	All staff	ID&I / ABC Inclusive

## • Existing D&I learning tools and resources (cont.)

	Title	Description	Format & Home	Target Group	Owner
7	Accessibility (incl. creating accessible content and creating accessible documents)	Practical toolkit with tipsheets, guidance notes and policies and videos produced by Gerry Neustatl. Includes recording of training on "how to make documents (PDF/Word) accessible". Also looks at the ABC's obligations, challenges and opportunities.	<a href="#">Intranet (under Content Making)</a>	Content makers	Audiences / Accessibility Lead
8	Reporting and Portraying Disability	Editorial guidance note that provides practical tips for content makers on appropriate behaviours and language, imagery and conducting interviews with people of all abilities.	<a href="#">Guidance note (Ed Pol external portal)</a>	Content makers	Ed Pol
9	Creating content for radio, tv and online that look and sound like Australia	Short recorded zoom session in which experienced TV producers, radio presenters and producers, features reporters and digital producers from across R&L share what strategies and approaches are helping them create diverse rich content.	<a href="#">Videos (R&amp;L content hub on sharepoint)</a>	Content makers	R&L
10	Regional diversity snapshot	Demographic snapshots' of each region and capital cities created, as an initiative of ABC Regional's Diversity Group. They outline the size of the communities, age and gender splits, along with languages spoken and representation of Aboriginal and Torres Strait Islander peoples. The latest snapshots are based on the 2016 Census data.	<a href="#">Intranet - R&amp;L</a>	Content makers	R&L
11	Arabic & Islamic Primer	A helpful style and language guide to a range of commonly used words and symbols in the Muslim and Arab worlds.	<a href="#">Guidance note (Intranet – under other ed pol guidance notes )</a>	Content makers	Ed Pol

## • Existing D&I learning tools and resources (cont.)

	Title	Description	Format & Home	Target Group	Owner
12	Reporting and portraying sexual orientation, gender identity and intersex status in ABC content	Editorial guidance note with information and advice around language considerations for staff covering LGBTQI+ stories for all ABC platforms and third-party platforms, including social media.	<a href="#">Guidance note (Intranet – under other ed pol guidance notes)</a>	Content makers	Ed Pol
13	LGBTQI + Awareness for HR professionals	Recording of Chris Nelson's (Pride in Diversity) talk to HR staff at Ultimo - 29 October 2019 Note: hard to find online as not listed under Diversity	Video recording (People Hub + Intranet)	P&C / All Staff (TBC)	ID&I
14	ABC Style Guide – Inclusive Language	The ABC Style Guide has a section called "inclusive language" which covers inclusive treatment of the sexes, references to people with a disability, references to mental illness, references to ethnic groups.	<a href="#">ABC Style Guide (ABC Ed Pol external portal)</a>	All staff	Ed Pol
15	Workplace behaviours	This online course covers the ABC's Discrimination, Bullying and other Workplace Behaviours Policy; The definitions for discrimination, bullying and harassment; and how to resolve workplace complaints at the ABC.	e-Learning (People Hub)	All staff	P&C (ER)

## • D&I learning themes identified as priority at the Diversity Forums

- ✓ Indigenous Cultural Awareness
  - Cultural Competence
  - Dealing with racism in the workplace (for managers)
- ✓ LGBTQI+ awareness
- ✓ Gender diversity
- ✓ Disability awareness
  - Workplace Accessibility
  - Mental Health awareness
- ✓ Awareness of ABC D&I goals, targets and strategy
  - Inclusive / Fair recruitment
  - Unconscious Bias Awareness
  - Inclusive language
  - Preventing discrimination, bullying and harassment
  - Empathy in the workplace / leading with empathy
  - Inclusive leadership