



Quality Principle 9 People and Culture

Case Study #1 – Equity in Recruitment

[CBM Australia](#)'s approach

This short case study illustrates how CBM Australia is committed to workplace equity and diversity and recruits from Australian Residents with diverse cultural backgrounds and people with a disability.

The Code requires ACFID members to be fair, transparent and non-discriminatory in their management of staff and volunteers. In practice, our members need to have policies and procedures which address recruitment + selection as well as equity + diversity. Disability has been highlighted as an area of focus for the aid and development sector. Today we shine the light on CBM Australia, one of our members which is actively progressive in ensuring fairness and inclusion for those with a culturally diverse background and for those with a disability.

CBM Australia's approach to disability inclusive employment occurs at all stages in the recruitment process: firstly in the advertising phase, then the selection process, the interview stage, and ultimately in retention. This offers valuable insights for all. CBM's commitment statement is used in all advertising and is therefore plain for all to see right from the outset in the recruitment process. Advertising campaigns are consistently made through Disability Employment Networks (DEN).

In 2014 CBM Australia made a positive step in publishing an Inclusion and Diversity clause in its renewed enterprise agreements, publicly acknowledging the value that people with a lived experience of disability bring to their workplace. This acknowledgement clearly advances the rights and voice of people with a disability.

CBM Australia has strengthened its reliance on organisations such as Australian Disability Network and Job Access, whose main purpose is to drive disability inclusion in workplaces. In 2015, CBM Australia began using Job Access's job network connections in a bid to gain more diverse applications and strengthen its organisational performance and capacity by employees with disability.

"One of the additional benefits of embedding good practice in disability inclusive employment is not only that those with disabilities are actively welcomed, but also that our staff without disabilities now have an increased understanding of the potential barriers that are faced by many. Having this additional lens, along with practical steps to reducing these barriers, does ultimately contribute to a fairer and more equitable world."

- Jacqueline Ross, People and Culture, CBM Australia

CBM Australia’s disability employment statistics have increased positively from 10% in 2014 to over 16% in 2017. Employees with disability contribute to operations by fulfilling their roles and adding value to their teams. This daily engagement has increased CBM Australia’s knowledge and understanding of barriers faced by employees with a disability. Consequently changes to the physical environment and its business management systems ensure accessibility to employees with disability and they have an opportunity to reach the full potential that everyone hopes for at work.

Ultimately, CBM Australia takes comfort in knowing that their commitment to improving the quality of life of persons with disabilities in the poorest countries of the world is reflected also within their own organisation’s people and culture. Affecting positive change internally is within our power, and evidenced through our multi-stepped approach to equity and inclusivity in HR.

CBM Australia is excited to continue to rise to the challenge of inclusive disability recruitment. The organisation believes that policies and procedures address potential inequities faced by people with a disability. Not only that, they also serve to educate others giving a solid framework to practical principles in disability inclusive employment. You do not know what you do not know – until one looks through the world with a different kind of lens. Offering up simple steps along the journey helps all of us to reduce participation barriers for those with a disability.



Ultimately, CBM Australia takes comfort in knowing that their commitment to improving the quality of life of persons with disabilities in the poorest countries of the world is reflected within their own organisation. CBM’s approach to disability inclusive employment can be found in the [Good Practice Toolkit online](#).

CBM Australia is a valued member and Code Signatory – more information on what they do is found [here](#). Quality Principle 9 advocates for human resource policies and procedures which address equity and diversity ([9.3.1](#))



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ACFID unites Australia’s non-government aid and international development organisations to strengthen their collective impact against poverty

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Case Study #2 – Supporting people & culture

A unique approach by [CBM Australia](#)

This short case study illustrates how one of our members supports their staff and volunteers – particularly with regards to supporting work-life balance, which they do so through three mechanisms. Whilst the Code recognises the importance of people and their ability to work to enable good development outcomes, CBM Australia has some innovative approaches to nurturing their staff and volunteers.

Quality Principle 9 requires our members to protect, value and support our people (9.2), recognising the importance of our people and their ability to work to enable good development outcomes. Our members have established frameworks that clearly define and protect the rights and safety of staff and volunteers (9.2.3), and support their duty of care to all personnel. This is particularly necessary given the often insecure and stressful nature of development, humanitarian and emergency management activities. CBM Australia shares some of the ways in which they do this. We recognise that some are clearly above the standards set by the Code, and are not necessarily embedded as a Code requirement. It shows how one ACFID member endeavours to support its people.

CBM Australia identified early on that people's commitment and dedication to their work and the organisation's mission could lead to burnout in the workplace with staff generously giving their time and not striking healthy work-life balance. The challenge was to put into place solid People & Culture standards, which ensured staff and volunteers were supported in balancing their personal and professional lives. CBM Australia understood that for staff to achieve this, there needed to be a strong culture that promoted flexibility, managers leading by example along with standards, policies and practices that supported and enabled the right choices to achieve balance between work and home.

CBM responded through the following ways:

- (i) A personal and carer's leave standard, which incorporates unlimited sick leave, and also allows carer's leave to include a 'concerned' person, not necessarily a relation.
- (ii) Flexible working arrangements including working from home
- (ii) An Employee Assistance Program

Our methodology behind some of these generous provisions such as unlimited sick leave is to ensure our people achieve balance in their lives. We want to offer a working environment that provides a balance between employees personal and professional lives and allows everyone the opportunity to achieve their full potential, improve productivity and minimise excessive work hours”

- Janelle Richards Director of People and Culture, CBM Australia

CBM Australia’s extensive Employee Assistance Program, includes detailed and confidential employee plans and resources to accommodate diversity. This can be short term or long term. The provision of counselling services to the workplace participant and their families is a Good Practice Indicator in the Code and access to debriefing following overseas travel is another aspect of the programme.

There has been a positive uptake in applications for flexible work arrangements increasing by 8% in the last three years. The reduction in personal leave by 22% over the same period is indicative of increased wellbeing of employees. These policies and practices all contribute to a workplace where employees balance work, their passion for the rights of people with disability living in marginalised places reaching their full potential and maintain their own personal well-being.



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Quality Principle 9 requires our members to protect, value and support our people (9.2)



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