

# CULTURAL AWARENESS Handbook

Building Cultural  
Awareness in the  
Toowoomba  
Business  
Community

**“Employ a  
cultural asset  
and watch your  
business grow.”**

*Georgie Carswell,  
Toowoomba Chamber's  
Business Connect Program*



TOOWOOMBA  
CHAMBER OF  
COMMERCE

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Queensland  
Government



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Toowoomba Chamber of Commerce respectfully acknowledges the Traditional Custodians of the lands; the Jagera, Giabal and Jarowair people. We extend that respect to the elders past, present and emerging for they hold the memories, the traditions, the cultures and the hopes of Australia's First Peoples.

**Firstly, we would like to thank...**

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**Business Connect  
Networking Event**  
Skilled Migrants  
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**Business Connect  
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Manufacturing at Tilly's  
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Services





# WHY WILL **EMPLOYERS** FIND THIS HANDBOOK USEFUL?

*There is a potential resource of skilled and unskilled labour already living here in Toowoomba in our migrant and refugee cohorts.*

Toowoomba Chamber has created this handbook to support more employers in gaining the advantages of a diverse and inclusive workforce and to increase employers' confidence in hiring persons with a migration or refugee background.

According to our research, more and more businesses are needing help integrating workers from different cultural backgrounds into the workforce, particularly when it comes to bridging the language gap. This handbook was developed after consultation with businesses and organisations that have experience recruiting migrants and refugees and have overcome any difficulties that may arise.

The handbook has been created with the utilisation of the local migrant and refugee community in mind. However, the tips can just as easily be applied to workers brought in on a Skilled Visa Program.

This handbook was developed through lived experience and advice from Toowoomba businesses that have employed migrant and refugee workers. Its aim is to increase awareness of cultural differences and provide a roadmap (or guide) for successful recruitment and onboarding of migrant and refugee workers.

- There is no requirement for businesses to change what is typically Australian about their workplace, although small tweaks to procedures or attitude may be necessary to promote an inclusive, diverse culture.
- Supporting cultural diversity shows that you value diversity as an asset and respect the various ways people choose to live their lives. This handbook is to be used as a resource for becoming more culturally aware and improving the workplace culture in your business.

- Diversity in your workforce raises the potential for greater productivity through a broader range of skills, experiences and perspectives. Employing migrants and refugees allows businesses to tap into a pool of resilient, keen, reliable and hard-working employees with a willingness to learn and work.

***“There can certainly be challenges, but there are also definitely benefits. We now have three refugee/migrant employees who give us a product that often exceeds our expectations. Our three guys have shown us a different side of what it is to be a community.”***

Lance Hinrichsen, General Manager Operations,  
Tilly's Crawler Parts





# SOME CULTURAL **DIFFER- ENCES**

## **Our culture influences our attitudes, values and behaviours.**

There are similarities and differences that exist across cultures. Any cultural difference can be addressed; all it requires is that it be taken into account.

Australian culture is typically laid back and flexible. We are easy going people but are quite direct and get the job done. We are also adaptive to change.

*Over the next few pages we will look at some of the cultural differences that may arise in the context of an Australian workplace and tips to educate culturally diverse employees in Australian culture.*

# SOME CULTURAL DIFFERENCES



## GREETINGS

In some cultures it is considered impolite to shake hands or hug – especially if it is between a man and a woman. In this situation, if a woman extends her hand to a man from this culture, he may decline the handshake. He is not being rude, he is being polite.

In some cultures, it is not common to give out or use first names; it is too informal. Whereas in other cultures the use of over-familiar language such as darling may be considered acceptable.

In Australia it doesn't necessarily matter who speaks first, whereas in some cultures it may be considered impolite to speak first to someone who is older or superior.

It is considered normal in some cultures to talk about yourself and family before getting down to business, however in Australia we are more direct and get down to business more quickly.

**Tip:** *Point out that in Australia we use first names when greeting someone and it is commonly accepted that both men and women shake hands in greeting another person.*

## EYE CONTACT

Eye contact can mean different things in different cultures. It is important to understand that in some cultures not using eye contact can be a sign of respect.

**Tip:** *Be aware that if an individual is not looking you in the eye when speaking, this may be deemed acceptable in their culture.*





## CROSS-CULTURAL COMMUNICATION

There are many different communication styles used throughout the world. Making yourself understood by others is a key component of cross-cultural communication.

Australians are very direct in our communication style. Other cultures, on the other hand, tend to be more tactful and aware of not offending the other person, preferring to avoid conflict.

In Australia we also expect people to use good manners in communication, expecting please and thank you to be added to sentences.

Other cultures also focus on how something is being said (the tone) along with what is being said.

**Tip:** Keep communication simple. It is a good idea for employers to speak at a slower pace and provide

clear instructions. Always check for understanding. Some employees may not feel comfortable telling you that they do not understand what you are saying.

## ARRANGING A MEETING

In some cultures, arranging an interview or meeting in a casual environment, such as a coffee shop, is frowned upon. This mainly applies to women.

In these same cultures, accompanying co-workers of the opposite sex to a café or restaurant for a coffee or lunch is considered unacceptable.

**Tip:** Provide options for the location of informal meetings or interviews. For example, would you like to meet for a coffee, or would you prefer to come to the office?



## TIME

Different cultures have different attitudes to time. Some cultures have flexible attitudes to time and lack punctuality, and it can be normal to arrive thirty minutes late. In these cultures, if you arrive at a business meeting on time this is not seen as good business etiquette.

Working late in Australia is often seen as a positive. However, in some cultures if you work back late, it means that you didn't achieve what you were meant to during your work hours and is therefore perceived as a negative.

**Tip:** *Point out that In Australia we value punctuality and expect people to be on time. A lack of punctuality may be considered rude. Set out the expectations around time in your workplace, including overtime hours etc.*

## TIME MANAGEMENT

In Australia if you say yes to taking on a task it also means that you commit to completing the task within a certain timeframe. Some cultures are not used to scheduling time or prioritising work activities.

Being aware of the different views on time management will help employers to better manage migrant and refugee employees.

**Tips:** *Set clear expectations on task completion and timeframes. Explain the reason why the task is to be prioritised. Follow-up may be required.*

*Point out that personal appointments are to be scheduled outside of work hours, if possible.*



## HIERARCHY IN THE WORKPLACE

There may be a reluctance to 'rock the boat' and challenge hierarchy due to cultural values. In many cultures it is disrespectful to say 'no' to an employer, employees would rather say 'yes' to please their employer even when they mean 'no'. In this instance, employees may tell you what you want to hear and may initially be reluctant to offer suggestions for improvement.

When employees have a high level of respect for their boss, they may not want to raise any issues.

**Tips:** *Make it known that in Australia, it is acceptable to speak up in the workplace if appropriate, especially around workplace, health and safety concerns.*

*You could provide employees with different avenues to speak up, for example have a whiteboard where people can write questions anonymously or utilise a trusted spokesperson within their group.*

## HIERARCHY OF ROLES

In some countries, manual labour is seen as the lowest level of work in society and people from these cultures are at first unwilling to explore manual labour roles.

Some cultures have a community expectation that there are certain jobs only done by women and the same for men. Australia expresses more of an individualist work culture.

**Tip:** *Make it known that manual jobs in Australia are an important part of our society and often get paid more than other jobs. Also point out that in Australia we all have an equal opportunity and employment is open to anyone who can do the job.*





## AUSSIE HUMOUR & SLANG

Individuals from other cultures may not understand that humour is integral to the Australian workplace so it is important to always explain when something is a “joke”. Similarly, our use of slang and colloquialism could get lost in translation. Here are some more tips on how to share our sense of humour and still get the job done:

**Tips:** *Explaining to the employee the unusual workplace practices that may arise – for example, there may be offensive things said in the workplace. Australians have a habit of ‘picking on’ people that we like, this needs to be explained so that offence isn’t taken.*

*Pointing out that in Australia, humour is a key part of our culture and is often used to diffuse situations which may otherwise be stressful or awkward.*

*Watch the Aussie slang, the sayings and the speed at which we speak. Explain the meaning of slang words and sayings so that people with English as their second language can learn and feel like they belong. Even in written communication watch the slang when communicating with people who have English as a second language.*

*These points do not only apply to those with English as a second language, your current employees who speak English may also miss the point when slang is used.*



## UNDERSTANDING AND CARRYING OUT INSTRUCTIONS

As previously mentioned, it is impolite in some cultures to question authority. Some employees may nod and say they understand an instruction but in actual fact they are trying to be polite.

**Tip:** *Give instructions with clarity; explain things simply and give examples. Also, explain why a task is being done a particular way or why it needs to be completed within the scheduled timeframe. Have the employee repeat the instruction back in their own words to confirm understanding of the task.*



## RULES AND REGULATIONS

Some cultures haven't experienced well-defined rules and regulations in the workplace. They may be unaware of workplace policies for Discrimination, Bullying, Harassment, Smoking, Stress, Safety, Psychosocial Hazards (psychological health risk at work) etc.

Restrictions around smoking and vaping in the workplace may be something employees may be unfamiliar with due to lack of restrictions around this in their country of origin. The same applies for mobile phone use.

Our workplace, health and safety practices can be perceived as over the top due to differing perceptions of risk which means the perceptions of health and safety regulations will be different.

**Tips:** *Educate migrant and refugee employees on workplace issues that can arise and the policies in place to deal with these. Provide clear guidelines and training on workplace policies, especially around safety, to avoid misunderstandings. Also, explain why wearing all of their PPE is a safety requirement.*

*Point out the designated smoking areas and explain that smoking and vaping is restricted to break times only.*

Depending on the language, Toowoomba Chamber may be able to help with language assistance. Please feel free to ask us.









## CULTURALLY SIGNIFICANT DAYS

Culturally significant days can be a great opportunity for building understanding and team spirit, especially around food.

**Tip:** Find out about culturally significant days and build awareness amongst staff about these. Encourage your employees to explain the significance of these days and share stories, food etc.

*“Employing migrants and refugees can be both challenging and rewarding for employers. One of the major challenges is understanding the cultural beliefs and working through the language barriers. They all have diverse backgrounds and unique skill sets and experiences. It is important to be patient and nurturing.*

*Overcoming these challenges can lead to loyal employees with strong work ethics and help with fostering them into the community.”*

*Rob McGrath, CEO, Catering People*







## **WHAT EMPLOYERS SAY** ABOUT HIRING MIGRANTS AND REFUGEES

According to local employers, by stepping outside of your comfort zone, you may meet the person who is totally the right fit for your business. Hear what else the employers say about hiring migrants and refugees.

*“Our migrant and refugee employees have high integrity, honesty and loyalty to the organisation and the brand. They are reliable and have higher tenure which has led to a lower staff turnover and reduced training costs.”*

*Joshua Bamford, Human Resources Director,  
McDonalds Toowoomba*







## SHOWING RESPECT

It is important to show sensitivity and respect to an individual's cultural background and the possibility that they may think, communicate, or act in ways that differ from your own.

Be open-minded and willing to learn about other cultures. Most people will be happy to share stories about their culture if asked.

*“By fostering open communication and mutual understanding, employers can create a supportive and inclusive workplace environment for everyone. Ultimately, this can lead to improved productivity, job satisfaction and success for both the employer and employee.”*

*Jinhee Yi, Happy Too Deliveries*

## THE EFFECT ON OUR WORKPLACE

### **A few thoughts from Toowoomba businesses:**

- ‘Diversity has made us a happier workplace.’
- ‘Migrant employment has broken down so many barriers within our staff.’
- ‘Since onboarding migrants and refugees there is a well-developed and deeper sense of team; we learn so much from each other.’
- ‘Once you earn the trust of a migrant or refugee community, you will always be able to source additional workers.’
- ‘Once they get into the swing of their role, they start to feel more comfortable, and you will start to see them using their initiative and communicating with other staff more.’

*“I have learned that as an organisation we need to be inclusive ready. Once we open these doors, we are going to have stronger relationships that benefit individuals and the organisation as a whole.”*

*Sharma Haller, Area Branch Manager, Heritage Bank*

# OVERCOMING THE LANGUAGE / COMMUNICATION BARRIER

Any language barriers can be accommodated, they just need to be taken into consideration.

## *What level of English does the employee have?*

Advanced – these individuals should have no issues communicating in English. They are able to fully participate in meetings and discussions, they can express their ideas clearly and understand complex information.

Intermediate – these individuals may have some limitations in terms of words, expression and understanding, particularly in complex situations. They may struggle to fully understand some discussions or have difficulty expressing themselves clearly in some situations.

Basic – these individuals may have significant difficulty communicating in English. They may struggle to understand discussions and will have difficulty expressing themselves clearly in almost all situations. They may require additional support to improve their communication skills and there may be a need for an interpreter.

**Keep in mind a person's English will improve over time once they are in a work environment.**



## **Some things for staff to consider:**

- Slow down speech, provide clear instructions and pause when getting a point across.
- If required, physically point out the allocated tasks to the employee.
- Listen carefully and account for accents.
- Be mindful that migrants and refugees may be slower to respond to questions. Non-English speakers have to translate into their own language, think the question through and then translate it into English.
- Encourage your employees to keep learning and practicing their English skills.
- Consider developing picture books or create signs with pictorial messaging to help understand core rules and instructions.

*“Don’t dismiss the process out of hand because you have some trouble with communication. The barriers with communication are overcome a million-fold by the benefits you get to your business with added productivity, the hard work and the attitude you get from those employees.....you’ll never look back.”*

*Harry Sillett, General Manager Social Enterprise & Operations, Vanguard Laundry*





## **EMPLOYER INSIGHTS / KEY LEARNINGS**

### FROM EMPLOYING MIGRANTS OR REFUGEES

The following 'learnings' have helped local employers to interview, recruit and onboard migrant and refugee employees. Some of these lessons may assist other employers with the recruitment of migrant and refugee employees.



## JOB ADS

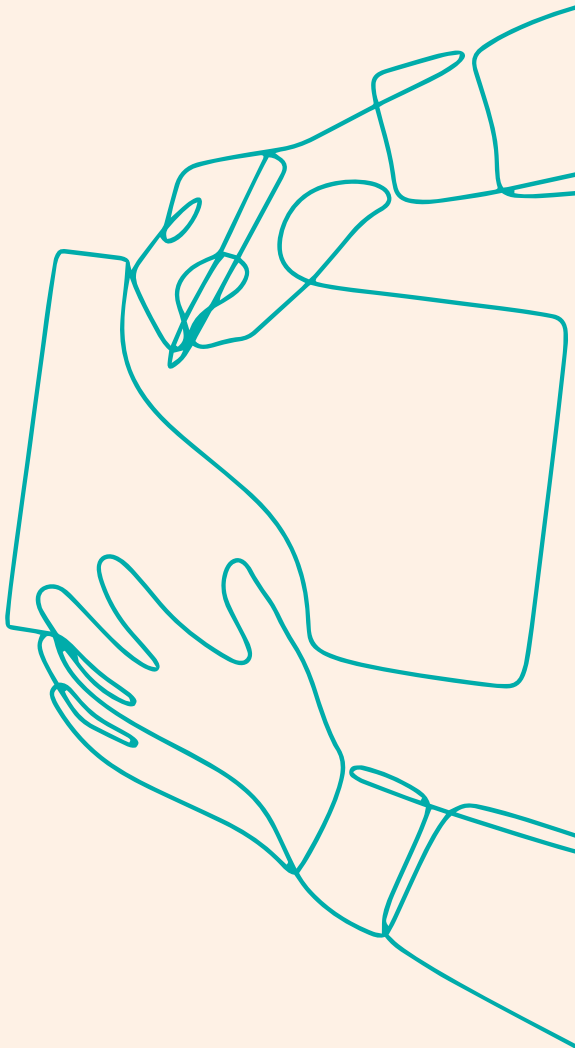
- Ensure job advertisements are fair and accessible to people from diverse cultural backgrounds.
- Use simple language and positive workplace photos in your ads.

## EVALUATING RESUMES

- Try not to stereotype a person according to their cultural background.
- Don't put a resume aside purely because of an ethnic name or background.
- There seems to be a common misconception that training, and qualifications from other countries aren't as regulated or as intensive as Australian practices. When in fact, various countries have very rigorous qualifications processes.
- Don't discount a candidate because they may be overqualified for a position. Most people will appreciate an opportunity to work in their given industry, even if it is at a lower entry level.
- Keep in mind that migrant and refugee employees appreciate the chance to work in Australia and are grateful for any opportunity. This is repaid with their loyalty and lack of absenteeism.
- When assessing resumes, you may need to look past the qualifications and look at the transferable skills.

*“Like any business we are always on the lookout for great team members. I was attending a Business Connect Networking event recently when it occurred to me that we have people in our community with the ability to work and learn with us – and we may have overlooked them in the past. We may even have felt they were over-qualified for a position and so they were not being given any opportunities to utilise their skills and put them into practical application.”*

*Amanda Kenafake, CEO & Executive Director,  
Power Tynan*







## INTERVIEWING MIGRANT OR REFUGEE CANDIDATES:

- It is important for the business owner or manager to be involved in the recruitment process from the beginning to lead by example and create a culture of inclusion.
- When it comes to recruitment, include people from different cultures in the shortlist. It is honestly worth meeting them.
- Put aside any preconceived ideas about cultures and just enjoy hearing a little of each candidate's story.
- Be mindful that behaviour you think is different to ours ...could be a good thing!
- All candidates bring a unique set of skills. Take the time to find similarities and common ground. Be open to new ways of doing things.

- When interviewing candidates from different cultures, break the ice by asking what their culture is famous for.
- Don't assume that refugees and migrants lack education because their English isn't developed yet. Some are highly educated and speak several other languages fluently.
- Ask yourself how you could utilise the skills of a refugee or migrant worker in a "related" role until they build confidence and gain work experience.

**With a little patience, you might grow the best asset for your business.**

- Be clear on your expectations around business standards and be sure to ask candidates how they feel about it.

***"Twenty minutes is a small investment to see if someone is a right fit for your business."***

*Sarah McKim, Head of PT Ignite, Power Tynan*





## RIGHT TO WORK IN AUSTRALIA

Check the applicants right to work in Australia. Employers are able to check a candidate's work rights via Visa Entitlement Verification Online (VEVO) which is a free online service. In order to do this, you will need the person's Passport or Immicard. VEVO will provide the current visa status and any conditions attached to the visa. Where there are no visa conditions attached, there are no restrictions, and the candidate can work in Australia as long as they continue to hold their visa.

### **Workplace considerations when hiring a migrant or refugee:**

- It is important to create an understanding within the team about the importance of inclusion and diversity.
- Point out the need for acceptance and tolerance where other staff may have different beliefs to our own.
- Having buy-in from all key stakeholders such as training and recruitment teams and management. It needs to be a collaborative team effort from across the business, with all team members working towards the same inclusion and diversity goals and objectives.
- Provide opportunities for the team to take actions and initiatives to build an inclusive organisation and community.
- Create policies and procedures for responding to race-based discrimination.
- Communicate to existing employees that this new employee is filling a legitimate vacancy; they are the right person for the job.
- Match new team members with leaders who possess the skills that reflect the needs of the new team member/s.
- Have patience and understand that each person's learning style and pace is different and that this is okay. This should be a consideration for all employees.
- Refugees can be embarrassed about being a refugee – their whole life has been displaced and their identity has been altered (not belonging anymore and not having the same identity or recognition they may have experienced in their home country). Try and make them feel welcome.
- Don't ask refugees about their past. If they want to share something from their past let them bring it up.

*“Diversity makes business sense; you get employees who speak other languages which could open doors to more business. Depending on the country they have come from, they might bring a whole pool of new clients to you.”*

*Tanja Miljevic, Regional Employment Coordinator,  
Multicultural Australia*

## CULTURAL FIT

When considering candidates, cultural fit is normally part of the assessment. A common definition of 'cultural fit' is that it refers to how well an employee matches with the culture of an organisation and how well an organisation matches with the culture of the employee. This does not relate to the cultural background of an individual in terms of their country of origin, religion, age, gender etc.

Culture in this instance, comprises values, attitudes and behaviours that shape how employees and employers do things at work. If you have good 'cultural fit' there are shared and common values, attitudes and behaviours between the employer and employee.

To characterise your organisation's culture, you could consider a myriad of factors including:

- Customer interactions
- Work ethic
- Approach to collaboration
- Approach to professional development
- Equity, diversity and inclusion policies

*“Employing the right people who can inspire others is a great investment, the effort is more than worthwhile. A key to successful placement is putting the right people with the right team, where there is a good-fit mentor to lean on when needed.”*

*Sharma Haller, Area Branch Manager, Heritage Bank*

# ONBOARDING & INDUCTION

It is imperative that new employees fully understand the safety aspects of the role and the workplace. It is a good idea to explain the how and why behind safety regulations. When explaining things to migrant and refugee employees, there is no such thing as 'too specific.'

Clearly set out the workplace and job expectations, including clarity around start and finish times. Include even the most basic expectations:

- Punctuality
- Attend work every rostered day
- Break times
- Speak English at work
- Treat everyone with respect
- Good personal hygiene
- If something is wrong, speak to your supervisor
- Timesheets, pay day etc
- Sick leave notification process and timing
- Annual leave application approval and timing
- PPE
- First Aid
- Emergency procedures
- Appropriate behaviour
- Grievances

Remember, this might be the first time the employee has been in an Australian workplace.

If required, it is a good idea to have the Workplace, Health and Safety instructions and employment policies translated. Alternatively, engage the services of an interpreter to assist with Onboarding and Induction Manuals.

There may be a need to get creative with the onboarding & induction manuals. Some businesses have created Workplace Health and Safety documents with pictures rather than words.

***“The only thing we have changed in our employment process is our communication. We use clear and straight forward communication; we developed easy to read dot-point job descriptions and we have now documented our workplace expectations.”***

*Joshua Bamford, Human Resources Director,  
McDonalds*





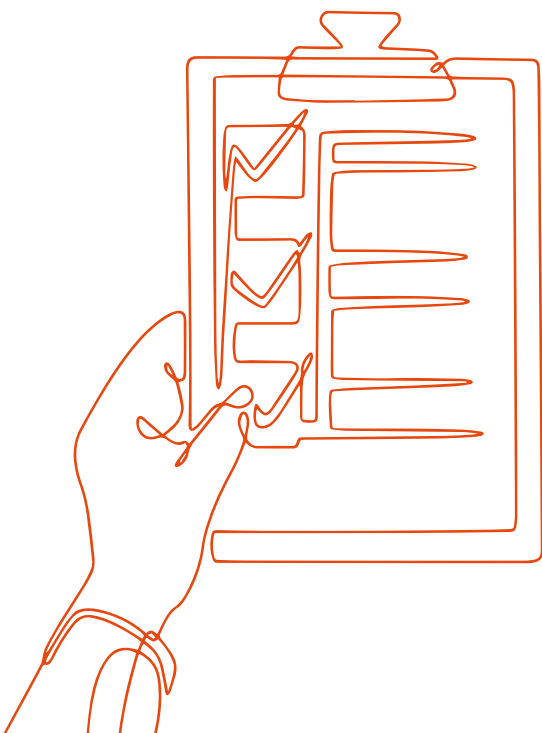
## ADDITIONAL SUPPORT MAY BE REQUIRED:

It is important to keep in mind that each person's situation is unique, and employers should take the time to communicate with their employees to understand their specific needs and concerns.

- Utilising an interpreter can be a good idea to ensure the WH&S aspects are properly explained and understood.
- Offer access to counselling and mental health services and also opportunities for skill-building and career progression.
- Depending on the language, Toowoomba Chamber may be able to help with language assistance. Please feel free to ask us.

*"It is very important that the employees understand the safety aspects of the role and how to stay safe on site. We have found it is a good idea to ask them to repeat the rules back to us to ensure that the rules are well understood. Knowing the full implications of the dangers associated with misunderstood safety instructions is key."*

*Mat O'Shannessy, Director, SWQ Training*





## INTEGRATING THE NEW EMPLOYEE

- Take cultural diversity in the workplace to another level by having a sign made up displaying some cultural considerations.
- From a supervisors' point of view, think about what adjustments might need to be made; how to train the new employee and what tasks would be best to start with.
- New employees don't walk through the door with all of the knowledge they need, so employers have to plan for that.
- Allocate a well-suited mentor or trainer who has the patience to work through the process of providing the employee with the platform to gain confidence in the working environment.
- Make an effort to lead by example in welcoming the new employee by greeting them each time you see them and acknowledging their presence. This will have a flow on effect with the other staff.
- Ensure the new employee has their breaks with at least one other employee so they do not feel isolated.
- Check-in with the new employee on a weekly basis to see how they are going and offer an open-door policy if any issue arises that the employee wants to address or discuss.
- Make it known that the learning is a two-way street, like an information exchange, we are teaching you and you are teaching us. You want to make your new employees feel like they can come to you with new ideas etc.
- In an administration position, provide the employee with enough time to settle in and familiarise themselves with the workplace and the business and to feel comfortable with the information they would need to provide before expecting them to answer the phone.

***“We sought out an interpreter to assist right through the employment process which helped immensely. We found that a site visit and a group interview with an interpreter worked really well rather than individual interviews. We planned ahead for onboarding and had our induction booklets translated into Arabic. We also had an interpreter attend induction for additional support. We now employ 15 people from the same community.”***

***Harshani Fonseka, People and Culture Officer, Wagners***



## POST-PLACEMENT MENTORING

Post-placement mentoring is a valuable component of the settling in process. With the language barriers and limited migrant and refugee knowledge of Australian workplace practices, it is important to have workplace support to onboard new workers and settle new employees into the job. Having this support for both the employer and the employee is key.

Toowoomba Chamber's Business Connect Program provides workplace mentoring support for both the employer and the employee in the months post-placement.

## GOING THE EXTRA MILE

There are employers who have gone the extra mile to help migrant or refugee employees settle in.

- Send a welcome email outlining the expectations for the first day, including the time to start on the first day, who to report to, any uniform requirements, where to park, lunch facilities. Personalise this to suit the requirements of the role.
- Provide workplace language support. Employers have spent time after work teaching work 'language' to their migrant and refugee employees. Especially in a trade related role, there will be a lot of workplace language to learn (names of tools, machinery parts etc)

***"I highly recommend any business in Toowoomba hire refugee staff. They will strengthen the capacity of your business to produce whatever it is it produces, because they really are excellent staff, and I can't recommend them highly enough."***

***Harry Sillett, General Manager Social Enterprise & Operations, Vanguard Laundry***





## A ROADMAP FOR EMPLOYING MIGRANTS AND REFUGEES

The cultural differences and key learnings from employers and community organisations have informed the creation of a roadmap for employing migrants and refugees in the Toowoomba business community.

This roadmap is predominantly for situations where language is a barrier and additional assistance may be required. In other instances, the process will be similar to hiring any other employee in the business.

This roadmap aims to break down the employment process in easy-to-follow steps and can also be utilised as a checklist.

Further resources to assist with employing migrants and refugees:

- Multicultural Australia offers cultural capability training for employers and organisations which can be tailored to the workplace - [https://www.multiculturalaustralia.org.au/cultural\\_training](https://www.multiculturalaustralia.org.au/cultural_training)
- To learn about other cultures, go to SBS Cultural Atlas - <https://culturalatlas.sbs.com.au/>
- Australian Employers' Refugee Hiring Guide - <https://www.tent.org/resources/australian-employers-guide-hiring-refugees/>

Please contact Toowoomba Chamber of Commerce's Business Connect Program for assistance in accessing migrant and refugee staff, or assistance with language support throughout the employment process including mentoring in the workplace.

***“Thank you so much to Toowoomba Chamber’s Business Connect Program. You make it so easy for us to employ and onboard refugees. We will contact you if we need any more workers.”***

*Kialla Pure Foods*



# GUIDE TO HIRING MIGRANTS & REFUGEES

## INTERVIEWS

- Bring an open mind
- Don't be put off by behaviour that is different to yours
- Have a conversation & hear their story
  - Look past the qualifications or lack thereof and look at transferable skills, along with attitude & a willingness to work

## POST-PLACEMENT

- Build a mutually respectful relationship
- Check-in regularly with new employee (weekly to begin with)
- Workplace mentoring - Toowoomba Chamber's Business Connect Program provides in the workplace support for both the employer and the employee

## PRE-OFFER OF EMPLOYMENT

- Check applicants right to work in Australia
- Check Referees

## ONBOARDING & INDUCTION

- Engage the services of an interpreter, if required
- Simplify employment documents, if required
- Translate induction booklets, if required
- Clearly outline workplace expectations

## EMPLOYMENT OFFER

- Provide a simple offer of employment clearly explaining the role and setting out the terms of employment
- Offer interpreting services to go through employment contract, if required

## BEFORE FIRST DAY

- Revisit team culture; create a culture of acceptance
- Send a 'welcome' email outlining some important points about the first day (time to be there, who to report to, where to park, lunch facilities etc.)



# **BUILDING CULTURAL AWARENESS** IN THE TOOWOOMBA BUSINESS COMMUNITY



TOOWOOMBA  
**CHAMBER OF  
COMMERCE**

**BUSINESS  
CONNECT**



**Queensland  
Government**