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Executive summary

A key priority for Recruitable is to continue to build an inclusive culture with a particular focus on disability and accessibility. To achieve this, it is important first to understand the inclusiveness of the current culture to determine then where an organisation will need to focus its efforts to increase inclusivity.

Inclusive cultures are those that enable employees from all backgrounds and abilities to achieve their full potential. An inclusive culture values and views diversity as a strength and can harness this strength for the betterment of the organisation. An inclusive culture will increase the sense of belonging in the organisation which can result in an increase in the ability to innovate, higher retention rates and increased growth.

The organisation undertook the Inclusive Culture Health Check (ICHC) survey to understand cultural and workplace factors that impact positively or negatively towards inclusivity of the organisation's culture. The objective of the survey was to gather insights into the current workplace culture, and to understand areas to increase inclusivity, as well as increase the employment opportunities for people with disability and retention once hired.

The survey was delivered in two parts:

1. The first set of questions are designed to outline the demographics of the organisation's workforce who responded to the survey.
2. The second set of questions are designed to understand the organisation's culture as it relates to inclusiveness and accessibility.

Statistical Analysis

Affirming - A value is considered affirming when 'strongly agree' is over 50%

Trending Affirming - A value is considered trending affirming when the combined total of 'agree' and 50% of 'neither agree or disagree' is over 50%

Detracting - A value is considered detracting when the combined total of 50% of 'neither agree or disagree', 'disagree' and 'strongly disagree' is over 50%

The ICHC assessment results indicate that overall, the organisation has a culture that is predominantly trending towards an inclusive culture. The highest results were in the culture thumbprint reflecting the organisations commitment to inclusive culture. The highest Affirming value is Empathy, indicating that with some further work to understand the positive behaviours, The organisation can build on these to ensure they increase their Affirming behaviours to be the norm from all their leaders.

The assessment of systems and processes speaks to the organisation's success in implementing the policies and the training opportunities provided through development and mentoring through managers.

The areas of most concern lie in the beliefs of respondents. This indicates that the organisation could do some work to understand which beliefs may be limiting their inclusive culture and how they can impact these beliefs to increase their inclusive culture.

In summary, harnessing the positive elements of the organisation inclusive values is critical in the further development of an inclusive culture. Further details on strengths and areas to focus on are in the detailed report.

Overview

The following Inclusive Culture Health Check (ICHC) report forms part of the Recruitable pilot program designed to increase the inclusivity of the mainstream recruitment pathway for people with disability. The ICHC will raise awareness of the areas of your organisation that are working towards a highly inclusive culture and those where there is an opportunity to focus on making some changes.

The ICHC provides insights that will increase the efficacy of the training and development that forms the next stage of the Recruitable pilot program.

The ICHC is based on the seven values of inclusion which have been Identified by focus groups of people with disability and lived experience and extensive research into inclusive culture determinants.

This report outlines the behaviours, systems and processes, and beliefs that are present in the the organisations culture as identified by the respondents.

As part of the Recruitable program, the organisation will undergo another ICHC at the end of the pilot once they have employed several individuals with disability. Given this report has only 2% of respondents identifying as having disability it will be interesting to understand how they view inclusivity at the organisation.

Our Approach

How we measure an inclusive culture

Culture is formed by the messages people receive from the patterns of behaviours that are encouraged or discouraged by systems and people over time. These messages set the tone for what is valued in an organisation. The internal culture of an organisation will have a significant impact on the people within the organisation, the organisational results, how a service is delivered and therefore the experience of a client in receiving the service.

Inclusive cultures

Inclusive cultures are those that enable all employees from all backgrounds and abilities to achieve their full potential. An inclusive culture values and views diversity as a strength and can harness this strength for the betterment of the organisation. Research shows that an inclusive culture will increase the sense of belonging in the organisation which can result in an increase in the ability to innovate, higher retention rates and increased growth.

Values, beliefs and behaviours

GSA approaches inclusive culture assessments through the lens that **organisations do not purposefully work against inclusivity for people with disability**. They are typically unaware of the behaviours, systems and symbols required to be purposefully inclusive. Within many organisations there may be highly inclusive behaviours, systems and symbols, and it is critical to recognise these as they will assist in the further development of purposeful inclusivity. It is equally important to understand where current practices are not working towards an inclusive culture. By doing this, the organisation can choose where they are best placed to focus and develop a long-term plan to increase inclusive practices and support more inclusive behaviours.

As part of an inclusive culture assessment, values and beliefs are evaluated in order to understand behaviours more comprehensively. As outlined in the graph below, values refer to the measure of worth or importance individuals attach to something, and beliefs refer to an internal feeling that something is true. Beliefs are challenging

to change as they are gathered throughout an individual's life experiences. Both values and beliefs inform behaviours, which in turn highlights the inclusivity of workplace culture.



Inclusive cultures are measured through both qualitative and quantitative assessments.

The quantitative measure is established through the Inclusive Culture Health Check (ICHC) survey designed to identify how focussed the organisation is on inclusivity through recognising the importance of an inclusive culture and living the values of inclusivity. The qualitative measure is established through free text responses, focus groups and interviews.

Seven essential values

Inclusive cultures have patterns of behaviours that we have identified through our research. These patterns are grouped into the seven essential values of inclusive cultures. The way we measure the current level of inclusivity within an organisational culture is by understanding the extent to which these values are lived by the individuals in the workforce. The ICHC survey is designed to assess the seven essential values, outlined as follows:

Empathy

“To understand or feel what another person is experiencing from within their frame of reference”

Fairness

“Impartial and just treatment or behaviour without favouritism or discrimination”

Accountability

“Do what you say you are going to do”

Curiosity

“A desire to know or learn about something. To be inspired and find new paths”

Trust

“The ability to be vulnerable, think well of others, believe they will deliver what’s required and develop systems and processes that ensure delivery”

Openness

“Personal capacity to be innovative and change one’s behaviour accordingly. Seeing a problem and solving it”

Respect

“A feeling of deep admiration for someone or something elicited by their abilities, qualities, or achievements. Due regard for the feeling, wishes, or rights of others”

Statistical Analysis

The survey uses a statistical analysis of the data to establish the organisational score across three measures of inclusive culture.

1. Affirming

A value is considered affirming when 'strongly agree' is over 50%

2. Trending Affirming

A value is considered trending affirming when the combined total of 'agree' and 50% of 'neither agree or disagree' is over 50%.

3. Detracting

A value is considered detracting when the combined total of 50% of 'neither agree or disagree', 'disagree' and 'strongly disagree' is over 50%.

Methodology

The inclusive culture survey was designed to better understand the current factors within the workplace culture in the organisation that enhance or potentially limit the inclusion of all employees. It is primarily comprised of quantitative data.

Data collection

Total staff invited to complete the online survey on Tuesday, August 31, 2021, was 750 participants across a cross-section of the organisations full-time workforce. The total responses were 192 giving a 25.6% completion rate.

The survey included gathering an overview of the demographics of the participants. Of the 192 total participants, 3 participants identified as having disability, 189 identified as not having disability and 1 opted 'prefer not to identify'.

The 15-minute survey encompassed 60 questions in three sections. These included:

Values and behaviours

This section established how the seven essential values of inclusion were experienced at the organisation. The question frame being;

- to what extent do you agree with the following statements...The organisation...

Systems and Processes

This section established what is impacting the level of workforce accessibility and inclusivity that is inherent in the systems and processes of the organisation. The question frame being:

- to what extent do you agree with the following statements...The organisation...

Beliefs assessment

This section established the organisations workforces' combined beliefs with regards to the branch. This also contained a subsection which established the workforces' combined beliefs with regards to the support The organisation provides for employees of all abilities. The question frame being:

- to what extent do you agree with the following statements...I believe that...

The survey was open from XXXX 20XX and closed on XXXX 20XX.