

Developing Trainees Chart: Better Recruitment, Retention of Māori, Migrant, Pacific and Women Trainees

Theme 1 - Whanau / family culture in the workplace

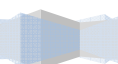
Examples	Benefits	Risks	Management strategies
<i>BBQs, sports days, family days and team building activities, pastoral care, being supportive</i>	Contributes to team work, supports safety culture, builds company loyalty, celebrates success, may contribute to settling in of migrants	<p>Approach may exclude those who don't fit in with some social and team-building activities, eg, people who don't drink alcohol or who have different religious or cultural beliefs or those with parenting responsibilities</p> <p>Boundaries can be overstepped and relationships become too casual, particularly if too much alcohol is involved, and affect the clarity of roles and responsibilities in workplace</p>	<p>Vary team building events and celebrations to suit the diversity of people, ie, have softdrinks /juice readily available for those who don't drink alcohol, halal sausages at BBQs for muslims, hold fun sports activities, gather for family days sharing home made Māori, Pacific or Asian foods.</p> <p>Maintain respectful relationships and boundaries during social and team building activities to keep relationships friendly but ultimately about the work to be done.</p>

Theme 2 - Open communication

Examples	Benefits	Risks	Management strategies
<i>Managers actively engage trainees in day-to-day conversation to check how things are, having an 'open door' policy; staff consultation on major workplace changes (eg, restructuring, new initiatives)</i>	Provides routine opportunities to raise issues and share information in a constructive, day-to-day way, for example, reinforcing a safety culture, ideas on improving team arrangements. Helps managers gauge attitudes and gives staff confidence that their views are being taken on board.	<p>Informality could compromise matters that should be discussed confidentially (ie, personnel issues, personal matters).</p> <p>Timewasting and gossip may occur if the workplace is perceived as too casual</p>	<p>Confidential matters should be discussed privately in a separate office or meeting room and not in open plan areas or hall ways.</p> <p>Use common sense to ensure in-person communications are appropriate and layered for the different purposes of the organisation.</p>

Theme 3 - Mentoring, support, role modelling

Examples	Benefits	Risks	Management strategies
<p><i>Māori, women, Pacific migrants are in team leader, supervisor, trade coaches roles and are senior managers</i></p> <p><i>Senior managers encourage skilled Māori line mechanics to step up to take on leadership roles (eg, team leader, trade coach, supervisor)</i></p>	Allows diverse groups of line mechanic trainees and recent graduates to see they, too, have a realistic chance to gain a trade and to advance their career	Organisations with less diversity among managers and supervisors may find they struggle to understand the unique needs of diverse teams, tending to treat people the same	<p>Ask staff in constructive, safe ways if they have specific workplace needs that will help them to be more productive.</p> <p>Brainstorm ideas in smaller groups, ie, Māori, Pacific, Migrants, Women.</p> <p>Do training to improve cross-cultural understanding. Check out tools for managing a diverse workforce. Talk to the EEO Trust.</p>



Theme 4 - Investing in training			
Examples	Benefits	Risks	Management strategies
<p><i>Appoint training coordinators, trade coaches to drive training programmes and motivate trainees, provide targeted training to meet identified needs, eg, literacy and numeracy, ESOL for migrants</i></p>	<p>Improve staff productivity, build company loyalty, investment that adds value to the company</p> <p>Gain the most value from high costings associated with recruiting skilled migrants</p>	<p>Profit margin too low to invest in training</p> <p>Lose skilled staff to other companies with more competitive packages</p> <p>Short-term workforce needs still may not be met</p>	<p>Build into workforce planning, ie, recruitment and assessing upskilling needs.</p> <p>Part of routine compliance management processes, ie, HR and Health and Safety obligations</p>
Theme 5 - High quality work			
Examples	Benefits	Risks	Management strategies
<p><i>Sufficient range of work experiences and opportunities to broaden skills through planning of work teams or company exchanges</i></p>	<p>Gain the most from training opportunities in the workplace, allow your most experienced staff to share their skills with newer staff, cross-fertilise ideas with other companies and even create new business opportunities</p> <p>Trainees stay motivated, eager to keep learning more skills and refreshed by new ideas</p>	<p>Generational 'talking past each other', clash of teaching and learning styles (hierarchical vs collegial)</p> <p>Good trainees get 'poached'</p>	<p>Training for supervisors, team leaders on teaching and coaching techniques and tips for working with younger people.</p> <p>Forward planning of crew arrangements to maximise opportunities for trainees.</p> <p>Maintain competitive remuneration packages for staff. Be realistic if staff move to another company, and view it as a gain to the wider industry.</p>
Theme 6 - Recognition of achievement			
Examples	Benefits	Risks	Management strategies
<p><i>Celebrating successful completion of contracts, work excellence, training completions.</i></p> <p><i>Career progression through internal promotions</i></p>	<p>Staff feel valued, builds loyalty.</p> <p>Celebrations provides opportunities to profile company successes to the wider community through newsletters or media.</p> <p>Internal promotions reward loyal staff and retains valuable skills in the company.</p>	<p>Could be time consuming, costly if poorly managed</p>	<p>Build into business planning processes and budgets, including, for example, team leader KPIs, communications plans, recruitment and succession plans.</p>

