

# Case Study 1

**CONTEXT: CHRO of large multinational: How will you ensure that our international employees are integrated into the workplace and society?**

Challenges	Solutions / Considerations	Impact/Benefit
<ul style="list-style-type: none"> <li>• As a service provider who is accountable for the delivery of this program : How can we integrate and settle a group of individuals and families not only into Australia, but regionally and into the organisation?</li> <li>• Think holistically and creatively was key! We knew there would be:</li> <li>• Lack of understanding of Australian and organisation culture and doing business in Australia</li> <li>• Lack of understanding of Australian legal systems and compliance framework</li> <li>• Lack of knowledge of Occupational, Health and Safety regulations and its criticality in the organisation’s industry sector</li> <li>• Lack of understanding on gender diversity and equality in Australia</li> <li>• Language barriers and Australianisms</li> <li>• 17 source countries: Africa, Latin America, Russia, South-East Asia, with limited exposure to western culture and compliance structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a model that would encapsulate the business and social aspects of successful integration into the Australian workforce.</li> <li>• Developed and delivered a 5-day program that incorporated a 2-day organisation induction, 2-day Cultural Transition and 1-day Orientation of the city and settling-in services prior to moving regionally.</li> <li>• Used Cross-Cultural Adaptability instrument which helped to assess the individual’s adaptability to living in another culture and to interact effectively with people of other cultures.</li> <li>• In addition, delivered a 2-day program for HR and Line Managers to understand the Host location specific history, cultural comparisons, cultural transitions, mentoring and coaching across cultures.</li> <li>• Three monthly follow-ups with individuals, reporting and measuring ROI and feedback evaluations.</li> <li>• A journal with specific goals identified on day 1 with actions was also part of the follow-up</li> <li>• Support functions encouraged to have Mentors to enable discussion of career and work-related issues; buddy system to enable ongoing social interactions/net working; and support line 24/7 for any integration or settling-in issues (not EAP).</li> </ul>	<ul style="list-style-type: none"> <li>• This approach facilitated consistent workplace and neighbourhood integration measured over a three-year period.</li> <li>• Good understanding of Australia’s legal system resulting in a penalty-free driving record and zero-record to alcohol, drugs and gambling.</li> <li>• Understanding and adapting behaviour, communications and approaches to the local work and social cultures</li> <li>• Understanding the change process that has been undertaken, both in terms of culture and roles</li> <li>• Effectively managing the transition process through strategies which suit everyone’s approach to change.</li> <li>• Support functions helped to provide peace of mind and reduced anxiety for assistance 24/7.</li> <li>• Families’ involvement meant that they felt included and understood their partner’s role in an organisation and in a social context.</li> </ul>