

Inclusion in Action

The Carer-in-Residence Toolbox



"My experiences as a carer and Carer-in-Residence have taught me so much about myself. That I am pragmatic, articulate, patient when needed, and importantly I've learnt that I am not alone. I am certainly not about to fade into the background.

Without my time at UTS and the encouragement of a collaborative university environment I feel as though I would not be as equipped to deal with talking to a broad audience about carer issues. I feel that I have the ability, the power, and the knowledge to tap into which will give my

Tania Teague Carer-In-Residence 2019-2020

statements weight versus solely my opinion. UTS has provided me with the insight to not only source accurate information and sources but to hear real stories from other carers which highlight the fact that what I'm experiencing, and feeling is broader than my own experiences and whilst the journey is different the learning comes up as the same. My story is unique, but my experiences are not.

The experience has me feeling valued, supported and empowered as a carer and open to a greater diversity of career possibilities."

Acknowledgement of Country

UTS acknowledges the Gadigal People of the Eora Nation and the Boorooberongal People of the Dharug Nation upon whose ancestral lands our campuses stand. We would also like to pay our respect to Elders past and present, acknowledging them as traditional custodians of knowledge for these lands.

The Toolbox

This toolbox is for visionary employers who are interested in establishing a Carer-in-Residence) role within their workplace. This toolbox should be viewed as a guide to establishing a Carer-in-Residence in any organisation. We invite employers interested in establishing their own Carer-in-Residence position to innovate, adapt, and evolve the position to their industry/organisation so that they can effectively support, recognise, and celebrate carers in their workplace and in our communities.

Inside this toolbox, you will find resources such as:

- templates for the position description and advert;
- template for recruitment interview questions;
- outcomes and social impact from the UTS pilot;
- of the role; and
- an implementation checklist.

This toolbox, and the Carer-in-Residence role was developed with the funding support of NSW Department of Communities and Justice: Carer Investment Program (DCJ).

The toolbox is the culmination of learning from implementing the Carer-in-Residence program at UTS. Leila Frijat, UTS Carer-in-Residence 2020-21 is the primary author of this toolbox in collaboration with:

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- Tania Teague, UTS Carer-in-Residence 2019 - 20.

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Contents

Acknowledgement of Country	3
Contents	4
Background.....	5
What is the Carer-in-Residence?	5
What are the benefits of establishing a Carer-in-Residence?	6
Carer-in-Residence and the Carer + Employer Accreditation program.....	7
The Carer-in-Residence Pilot	7
Sample Activities	8
What is and <i>isn't</i> the Carer-In-Residence?	9
Tools and resources	11
Helpful Links	12
Sample Resources	13
Sample Position Description.....	13
Sample Position Advert	16
References	24



UTS Carers-in-Residence Tania Teague and Leila Frijat (left to right)

Background

Carers exist across all communities, cultural backgrounds, and age groups. The way that someone becomes a carer and how they undertake their caring responsibilities varies for each person. The most recent Survey of Disability, Ageing and Carers (SDAC) by the ABS in 2018 found that across NSW there were approximately 854,300 unpaid carers.

This package defines carers as those who provide ongoing support to people who need help because of disability, mental illness, chronic or terminal illness, dementia, and/or frail age (NSW Government, 2020). This group are also known as informal carers or as family & friends carers.

Considering that we will all provide and receive care in our lives, there is a strong business and social case made for building carer-friendly workplaces. The business case demonstrates the benefits from improved staff retention, reduced recruitment and training costs, reduced stress/sick leave and absenteeism, improved staff morale & engagement, and increased productivity (Carers NSW, 2020). By building more flexible, understanding, and respectful work environments, employers can assist carers in balancing the work of caring alongside employment. Workplaces that address the needs of carers are increasingly appealing to the broader workforce, establishing themselves as innovative and forward-thinking employers. The social case argues that as most of us will be carers, and/or need care in our life's trajectory, we all benefit from a society that values and supports caring.

What is the Carer-in-Residence?

The Carer-in-Residence (CiR) is an innovative part-time salaried role that sees the dedicated appointment of a carer over a one-year residency. It has been successfully developed and piloted at the University of Technology Sydney (UTS) by the Centre for Carers Research (Centre) with significant social and institutional impact. After its successful two-year pilot program, the Carer-in-Residence is now ready to be replicated and adapted into other organisations.

The part-time paid role is designed to be both fluid and flexible, to reflect the dynamic and episodic nature of caring responsibilities. It provides multi-dimensional flexibility combining access to leave, working outside of standard office hours, and working from home arrangements with self-directed options for work tasks and capacity building. The role celebrates and embraces the unique skill-set carers offer to workplaces and consults them to develop and deliver inclusive policies and practices. The Carer-in-Residence should be part of the overall inclusion and diversity strategy of the organisation. The Carer-in-Residence can help senior staff and managers understand carer-specific challenges and issues in the workplace by contextualising these problems through their lived experience.

What are the benefits of establishing a Carer-in-Residence?

Cost-effective and meaningful impact.

The Carer-in-Residence offers a cost-effective way to action institutional carer-inclusive commitments and generate meaningful impact in the lives of carers. As an annually rotating position, the residency captures an array of diverse caring experiences, each of which is valuable in developing comprehensive policies and practices that support carers.

Carers are a passionate community, who often take on advocacy and champion roles to bring about greater change and support for the community. As a paid role, the Carer-in-Residence embodies your organisation's commitment to inclusion and demonstrates a sensitivity to the strengths and challenges that carers face in searching for respectful and meaningful work.

What is different about the residency model?

Below is a non-exhaustive list of the benefits of adopting the residency model to support carer-inclusion in your organisation:

Flexibility

The Carer-in-Residence position hovers above the usual employee/employer hierarchies, allowing for greater flexibility in how and when the resident can work and who they collaborate with. This flexibility allows for Residents to fluidly move between staff and upper management to find gaps and opportunities to better support staff. Ensuring that the voice of carers is heard at all levels of the organisation. Furthermore, this can contribute to an organisation's reputation as an 'employer of choice' for the growing numbers of skilled job seekers who want greater flexibility at work.

Diversity

As a fixed term, annually rotating contract, the position captures a greater diversity of experiences, backgrounds, knowledge, and carer journeys. With a greater diversity of carers is a greater opportunity for effective and impactful critical reflection that can build more robust policies and practices to support a wider array of staff.

Functioning outside of typical work structures, the residency model has the added benefit of being easily scaled. For larger organisations employing the residency model enables them to invite multiple carers to contribute to their inclusion projects, policies, and practices.

Growth

As a residency, there is a strong focus on the professional development of the incumbent by extending the organisations resources to support the resident and by offering capacity-building opportunities such as skills training, networking opportunities, and legacy projects. Attracting a greater range of talented applicants to the role.

By funding and supporting self-directed legacy project's, the Carer-in-Residence can produce outcomes and artefacts that contribute to an organisation's overall commitment to carer inclusion.

Carer-in-Residence and the Carer + Employer Accreditation program

Establishing a Carer-in-Residence in your workplace demonstrates your organisation's commitment to carer-inclusion. A Carer-in-Residence could assist workplaces that are working towards applying or progressing their accreditation level with the [Carer + Employment program by Carer's NSW](#). The Carers + Employers program defines best practice standards for supporting staff with caring responsibilities and provides three levels of accreditation; Level 1: Activate, Level 2: Commit, Level 3: Excel. ¹

The Carer-in-Residence Pilot

As the Carer-in-Residence was piloted at a higher education institution, the role was focused on supporting the professional development of carers interested in research and policy. To develop their experience as a researcher, the residents were invited and encouraged to access capacity-building opportunities and resources offered to UTS staff including; research-training workshops, short courses, media training, mentorships, and networking events. Alongside this, as a UTS staff member, the resident was offered access to other UTS resources and services including health and wellbeing support services such as counselling services.

It is important to note that the academic focus is not a fixed trait of the role. Instead, we invite other organisations and institutions to tailor the Carer-in-Residence to industry-specific opportunities and skills training.

¹ (Carers NSW, 2020)

Sample Activities

The two Carer-in-Residences in the pilot program have contributed insights from their lived experience to enrich the work and practices of the entire UTS community. Below are a few examples of the range of projects and the impactful contributions the residents have achieved with 7-hours a week over two years:

Carer-in-Residence Blog Posts

Connecting lived experiences to the carer community through [critically reflective blogs](#)

Contributing to Research

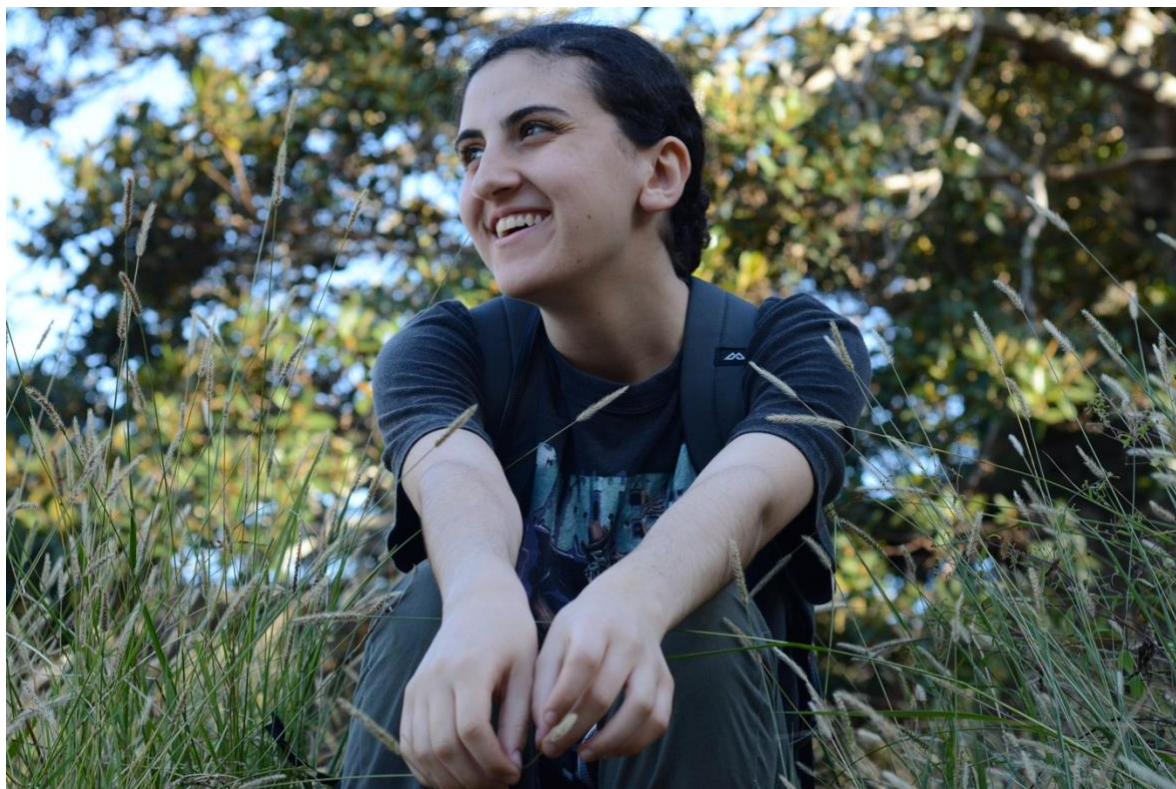
Grounding research with lived experience and providing project assistance.

Advocacy and Media Interactions

Video, Radio and Podcast interviews, Social Media engagement, and interacting with staff and student bodies

Legacy Projects

Including:
Self-directed Projects;
Website Content Management;
Carer Inclusion Action Plan (CIAP);
Research Workshops



Leila Frijat, UTS Carer-in-Residence 2020-2021

What is and *isn't* the Carer-in-Residence?

What is the Carer-in-Residence	What is <u>not</u> the Carer-in-Residence
<p>The Carer-in-Residence is a <u>dedicated, paid</u> part-time role to action carer-inclusion by valuing the knowledge of lived experience in developing inclusive policies and practices in the organisation.</p> <p>The Carer-in-Residence should be compensated at a respectful level that is commensurate with their skills and tasks.</p> <p>At UTS the Carer-in-Residence was remunerated at a casual HEW level 5/6.</p>	<p>The Carer-in-Residence position cannot be absorbed into the responsibilities of another role or viewed as an unpaid/voluntary position akin to a Carer Champion role.²</p>
<p>Carer-in-Residence shares knowledge and skills gained from their lived experience to advise on policies and practices that may impact staff carers at your organisation.</p>	<p>Carer-in-Residence is not responsible for managing and supporting other staff carers in the organisation.</p>
	<p>A role that absolves an organisations responsibility to continue actioning inclusive work practices or of any comments or criticism that staff may have towards a lack of diversity and inclusion in the organisation.</p>
<p>The Carer-in-Residence is a point of reference drawing from an individual lived experience of caring for research, policy, and the development of carer-friendly initiatives.</p>	<p>The Carer-in-Residence cannot speak on behalf of all carers, especially in the diverse challenges and barriers that they may face.</p>

² A carer champion is a volunteer role that sits alongside an employee's paid position. The champion may or may not be a carer but is dedicated to helping the organisation raise awareness and build support for carers (Carers + Employers, 2020).

<p>An annually rotating contracted position with a focus on employing carers with differing experiences, backgrounds, and carer journeys.</p>	<p>The Carer-in-Residence is not an ongoing position that expects the resident to be an expert in all aspects of caring.</p>
<p>The position focuses on supporting carers by supports carers by integrating capacity-building opportunities and industry-specific training to carers. These opportunities can include external training programs such as the Carers NSW Carer Representative Program.</p>	<p>The Carer-in-Residence is not expected to be highly trained in advocacy and other industry-specific skills.</p>
<p>Understanding that many carers may have gaps in their employment, the Carer-in-Residence offers carers the opportunity to re-enter the workforce with flexible working arrangements.</p>	
<p>The Carer-in-Residence works in collaboration with multiple departments, allowing for greater creativity in approaching problems.</p>	<p>The Carer-in-Residence does not work within one single department e.g., HR, R&D, etc.</p>

Tools and resources

How do you support the Carer-in-Residence?

As lived experience as a carer is integral to the Carer-in-Residence role, it's important to consider the barriers and challenges that carers face when balancing paid employment with the work of caring.

Carers often experience spontaneous and unplanned events that require their immediate attention which can interrupt typical work structures. Flexible work arrangements such as working outside office hours enable carers to work around these interruptions without it impacting their work. More than just being understanding or sympathetic to a carers difficult situation, managers who trust in the staff carers such as the Carer-in-Residence ability to work flexibly to meet deadlines drastically reduce the strain of balancing care and work. This requires consistent and transparent communication between supervisors and the Carer-in-Residence about how the resident is managing the workload and disclosing any potential interruptions to their work schedule.

A Checklist to establish a Carer-in-Residence

Preparing for a Carer-in-Residence

- Establish a carer inclusion resource group to lead the process of transformation to a carer inclusive organisation.
- Establish contact with the Carers+Employers to find out more about the benefits of being a carer inclusive employer.
- Consider establishing a Carer Inclusion Action Plan (CIAP) - by adapting the sample CIAP attached.
- Gather and collate data on how many carers work in your organisation and try including a few questions about caring roles on your next employee survey
- Consider holding an event during Carers Week, to raise recognition of carers in your employee cohort.

Recruiting a Carer-in-Residence

- In advertising the role ensure you reach out to non-traditional employment sites for your industry such as Ethical Jobs; Mabel and Hire-Up
- The advertisement should be clear that current and former experience as a carer is essential. A sample advertisement is attached.
- Adapt the sample position description to your organisational context. Sample attached
- On selection of candidates ensure that they are given the option of flexibility in interview times to accommodate for their caring responsibilities
- Adapt the sample interview guide.

Induction of Carer-in-Residence

- Identify a mentor to buddy with the Carer-in-Residence. The mentor could be from an area of the organisation where the Carer-in-Residence has an interest or capacity they would like to develop.
- Establish a work schedule that supports the resident's caring responsibilities.
- Introduce the Carer-in-Residence to the relevant equity and diversity committees and stakeholders who would be partnering with the Carer-in-Residence to take forward the Carer Inclusion Action Plan

Helpful Links

To learn more about the Carer-in-Residence, below are some previous samples of Carer-in-Residence work as well as some other useful tools & resources that are helpful in committing to becoming a carer-inclusive organisation.

- [Carer-in-Residence Blogs](#)
- [Carers+Employers program](#)
- Carers NSW [Carer Representative Program](#)
- ['Supporting staff Carers in higher education: A case for reform'](#) report – Centre for Carers Research and Centre for Social Justice and Inclusion
- UTS Carer Inclusion Action Plan
- ['The business case for a carer-friendly workplace'](#) – Carers + Employers
- [SkillsLink2Work](#) - a free toolkit that shows carers how the skills, knowledge and experience they have built up can be used to gain employment.
- [Department of Communities and Justice](#)
- [Centre for Carers Research](#)
- Carers Knowledge Exchange
- [Centre for Social Justice and Inclusion](#)
- [Carers NSW](#)
- [Carers Australia](#)

There are already visionary organisations that are working to establish their own Carer-in-Residence's, we encourage any organisation interested in beginning this process to engage and collaborate with the Carer-in-Residence network.

Please direct any questions or queries about the Carer-in-Residence or any other work of the Centre for Carers Research to the contact details below.

Carer.inresidence@uts.edu.au

Carers.research@uts.edu.au

Sample Resources

In this section, you can find sample resources that have been used for the pilot program. We invite you to adapt and build upon these templates to expand the possibilities of the Residency position and to better address the needs of your organisation & industry.

Sample Position Description

Position purpose:

The Carer-in-Residence will work solely in policies and practices that affect carers. The role will serve two key functions:

1. In an advisory capacity as a Carer Representative to ground the development and implementation of policies & practices in their lived experience of being a carer; and
2. To contribute to and support the organisations projects by assisting with tasks that are specific to your industry.

Remuneration & Benefits:

Base Salary Range: \$68,973 to \$78,906 pa (HEW 5/6)

This role attracts 17% superannuation (pension) **in addition** to the base salary.

This position is **part-time (one day per week, flexible on days and location)** and appointment will be made on a fixed term basis for **12 months**.

The role comes with dedicated laptop and software to enable flexible working from any location.

The role also gives access to training resources.

Organisation staff also benefit from a wide range of Employee Benefits include flexible work practices, child care centres, generous parental leave and salary packaging opportunities.

Authority & Relationships:

The resident works under general supervision, guided by their supervisor and other staff. Advice on more complex matters is generally available but the resident is responsible for understanding policy and procedures and choosing appropriate work methods for projects in collaboration with the senior researchers. There are no direct reports for the position.

Major Responsibilities:

Major Functions	Outcome
To provide critical reflections and perspectives to staff and management and upon the work of the organisation from the perspective of a carer.	Embedding critically reflective practices in all aspects of policies and practices
Undertaking assigned administrative and industry-specific tasks. <ul style="list-style-type: none">List some of the tasks expected of the resident	Under the supervision and instruction of senior staff, use appropriate methods to contribute to high quality and innovative work.
Maintain relationships with key internal and external stakeholders.	Successful stakeholder relationships are established and maintained.
Attend meetings, particularly diversity and inclusion team meetings and events led by the organisation	Contributes as both a carer representative and as part of the team to strategic directions and projects of the organisation.

Position challenges:

The Carer-in-Residence position is a new role within our organisation. It has been designed to be both fluid and flexible, to reflect the dynamic and episodic nature of caring responsibilities. The Carer-in-Residence together with their supervisor will nominate which day(s) per week they would like to work and draft fortnightly work plans. At least one hour per week of the Carer-in-Residence's time will be assigned to critical reflection of their work, which can contribute towards blog posts.

The major challenge the Carer-in-Residence is to be self-motivated and proactive, with guidance from the organisation and their supervisors, as well as the Carer Inclusion resource group. The Carer-in-Residence will be required to assist with a wide body of work and varying projects with competing deadlines.

The Carer-in-Residence is responsible for taking a professional approach that adheres to the organisations protocols and policies, when working with external stakeholders such as interviews on behalf of the organisation. The Carer-in-Residence, at times, may work off site and should understand equity principles and workplace health and safety procedures.

Key Selection Criteria:

Skills & Attributes

- Capacity to contribute to the preparation and delivery of projects
- Sound analytical skills
- Accuracy and attention to detail
- Good communication skills, including strong written communication skills
- Good time management, ability to multitask, prioritise competing tasks and meet deadlines
- Ability to work with limited supervision, as well as cooperatively and flexibly in a small team
- Excellent interpersonal skills and ability to establish and maintain collaborative networks

Knowledge

- Direct lived experience of caring responsibilities such as providing ongoing support to one or more people that need help because of disability, mental illness, chronic or terminal illness, dementia, addiction, and/or frail age.
- Some knowledge of policy development processes and techniques
- Some understanding of project management

Qualifications

- Holding or undertaking an appropriate qualification, or equivalent work experience

Experience

The following experience will be highly regarded:

- Engagement with carer sector or representative roles with Carers NSW
- Experience in undertaking projects with a focus on social research, social planning, and/or social impact assessment
- Experience in community consultation and engagement
- Experience in writing project reports

To learn more how to translate your caring experience for this job application feel free to use resources such as the [SkillsLink2Work](#); a free toolkit that shows carers how the skills, knowledge and experience they have built up can be used to gain employment.

Sample Position Advert

Carer in Residence

Job Summary

Brief outline of your organisational vision and aspiration.

We are recruiting a Carer- in-Residence to play a key role in making our organisation a carer inclusive employer, by valuing the lived experience and wisdom of a carer.

Detailed Description

The Carer-in-Residence will work with the inclusion and equity team in both an advisory capacity as a Carer Representative and to contribute to the organisation's policies and practices by assisting with organisational planning and policy making, as well as participating in the monitoring and evaluation of the organisational Carer Inclusion Action Plan.

The purpose of this role is to centre carer voice in our organisational policies and practices. Also, to provide flexible, respectful work to a promising employee who is also a carer and to provide a capacity building opportunity to a carer who is aspiring to be part of our industry.

If successful in applying for this role, you will be responsible for:

- Critically reflecting upon the policies and practices work of the Organisation from the perspective of a carer
- Undertaking assigned work tasks
- Maintain relationships with key internal and external stakeholders
- Attend Equity and Diversity meetings, particularly convening the Carer Inclusion Working group and monitoring/evaluation activities.

With examples, please outline in a separate document how you meet the following five key selection criteria points below:

- Direct lived experience of caring responsibilities
- Capacity to assist with the preparation and delivery of strategies or policies and community engagement activities as part of projects
- Good communication skills, including strong written communication skills
- Excellent interpersonal skills and ability to establish and maintain collaborative networks
- Some understanding of policy topics including those that relate to carers and social policy and application within a government setting

Please address the above Selection Criteria in your cover letter when applying for this role – candidates who do not submit a cover letter and resume will not be considered.

Remuneration & Benefits

Base Salary Range: \$68,973 to \$78,906 pa (HEW 5/6)

This role attracts 17% superannuation (pension) **in addition** to the base salary.

Organisation staff also benefit from a wide range of Employee Benefits include flexible work practices, childcare centres, generous parental leave and salary packaging opportunities.

This position is **part-time (one day per week, flexible on days and location)** and appointment will be made on a fixed term basis for **12 months**.

The role comes with dedicated laptop and software to enable flexible working from any location.

The role also gives access to training resources.

How To Apply

To apply, please click the link to apply

You are required to address the selection criteria in your submission in a separate document.

Specific enquiries or issues with your application may be directed to the Recruitment Team at:

Closing Date:

Applicants must have current and valid work rights in Australia.

Please note: If you have a disability that requires adjustment to the recruitment process or an alternative application pathway, please contact us for assistance.

To learn more how to translate your caring experience for this job application feel free to use resources such as the SkillsLink2Work; a free toolkit that shows carers how the skills, knowledge and experience they have built up can be used to gain employment.

Carer-in-Residence

Interviewer Name:		Candidate Name:		Hiring Manager Name:	
Interview Date:		Position Title:	Carer in Residence	Positions Team:	

Introductions/ Set the stage and review the position on offer

Take time during **this section to make the applicant feel comfortable; describe the position in detail and the organisational structure.**

Allow the candidate to ask questions as needed however keep the interview on track as you only have a certain amount of time with each applicant before the next person arrives. If the applicant starts to ask a number of questions during this stage, please let them know there will be a time at the end of the interview where they will be able to ask questions.

What should be covered during this section	Notes on Candidate Response
<ul style="list-style-type: none"> • Greet the candidate and introduce selection panel members • Provide the structure/ flow of the interview, so they know what to expect through the next 40 minutes • Provide a brief summary of the role and how it fits into the organisation • Outline the aspirations of the organisation 	Empty space for notes

Behavioural Based Interview Questions and Competencies

Behavioural based interview questions tend to reveal the applicant's attitude, experience levels or ability to demonstrate desired skill in question. Before starting to ask the questions it's important to inform the applicant you would like their answers in the STAR principle format.

- **Situation** – The candidate should outline the situation and background which will set up the scene.
- **Tasks** – The candidate should outline the specific tasks required to achieve the desired outcome.
- **Actions** – The candidate should provide specific actions they took and why they took those actions to achieve the desired outcome.
- **Results** – The candidate should explain the outcome, what their actions achieved and did they meet the objectives set. They may also talk about what they learnt from this experience.

Active Listening: It's important to practice active listening. This involves listening to the verbal, non-verbal and other aspects of the interviewee's message. To be seen as listening actively, we must adopt an alert posture and expression, and react with appropriate nods, facial expressions and occasional brief statements e.g. "I see" and "Go on".

Note Taking: The nearer our notes can be to what is actually said, the better. We should try and write down the candidate's answers which demonstrate the skills required. If the answer doesn't meet the criteria, it is important to write a brief note stating why and what was missing from the candidates answer.

Scoring: Please score from 5 – 1, with 5 being a maximum; 4 being above average; 3 being average; 2 being below average; 1 being unacceptable

Behavioural Competency	Interview Question	Notes on Candidate Response	Scoring (1 -5)
Introduction	Tell us about yourself and why you are interested in this role.		
Research skills	Tell us about a time when you participated in a research project. What were your key learnings from this experience?		
Project and event coordination	Tell us about a time when you managed multiple time-sensitive, important activities at the same time. How did you manage this? What are you most proud of?		
Critical Reflection	An important part of this role is to critically reflect upon the Centre's research activities through your experience of caring. Can you tell us about a time or situation where you have voiced your reflections on caring with an audience who are not familiar with the caring role?		

<p>Maintaining respectful relationships</p>	<p>Tell us about your secret weapon in creating and sustaining respectful relationships with multiple stakeholders.</p>		
<p>Social media comfort</p>	<p>A part of the Carer in Residence role we are hoping to embed an ethnographic research activity to evaluate the role. This entails documenting what you have learned at regular intervals, such as a blog and posting to social media. How do you feel about this?</p>		

Give candidates a chance to ask questions and close the interview

Applicants should be given the chance both to answer your questions and to ask questions of their own to determine if the job is right for them. Their questions can help you assess whether candidates have adequately prepared for the interview and are genuinely interested in the job.

Provide an indication as to when candidates might expect to hear back from you regarding the final outcome or explain the next step in the recruitment process. During this stage you may want to ask what notice period the candidate has, if they have any upcoming planned leave, and for referees.

Questions

Notes on Panel Member Response

Questions	Notes on Panel Member Response

Interview Summary

In this section please document:

- Brief summary of how the applicant performed in their interview.
- Questions outstanding which weren't able to be addressed in the interview time space.
- Concerns off the back of any comments made by the applicant.
- Questions which weren't answered well enough to determine if the applicant is skilled or proficient in the area of that competency.

Final Recommendation:

Final Points Total:

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