



DIVERSITY POLICY & STRATEGY CHECKLIST

A. Developing a strategy:

1. Strategy:

- cultivate a “vision” of how you believe diversity could be manifest in your organisation and what it would mean in practical terms
- include employees, service/commercial-providers and customers in that vision so that it is relevant to each group
- develop language that will facilitate effective communication of ideas and practical issues to these groups
- identify where business objectives and deliverables can be improved by diversity
- mainstream diversity (i.e. ensure diversity principles/practicalities are incorporated into all aspects of business life).

2. Leadership and staff involvement:

- make all managers responsible for supporting diversity and acting as leaders on diversity. Managers should be accountable for diversity (and equality) outcomes
- build diversity targets into their performance objectives
- top management support should be tangible and high profile
- help encourage those who wish to act as diversity “champions” throughout your organisation. [Employees who are very familiar with principles of diversity and understand your diversity/business strategy. They can act as experts on the subject and can advise managers where appropriate]
- involve your staff in identifying a meaningful definition of diversity, and in developing ideas on the promotion and management of a diversity strategy. Don’t limit involvement to a few focus groups. An emphasis on “partnership” with staff in drawing up the strategy/policy has greater chance of success
- communicate and consult regularly on progress in developing the strategy. Use all methods and media available
- develop a diversity policy.

3. Implementation:

- set equality & diversity “achievement milestones” (i.e. key objectives) that can be monitored and evaluated
- use “hard” and “soft” measurement tools
- communicate results on a regular basis. Encourage the sharing of information and results, e.g., improvements in customer satisfaction
- begin to develop an informed perspective of those objectives that are becoming difficult to achieve, and identify remedial action
- incorporate broader “equality” measures, e.g. flexible working, homeworking, community

links and talent management in building the strategy and an informed picture of progress.
Assess level of internal conflict, e.g. cases of harassment and bullying

- produce six monthly, and then annual evaluations of success.

B. Policy formulation checklist:

1. Incorporate steps 1 – 3 of strategy development.
2. Establish a working group to develop/write policy. Use information indicated in A. above, particularly section 3.
3. In terms of changing behaviours at work indicate acceptable behaviours and those which are unacceptable, using practical behavioural examples. These will range from bullying and harassment to customer service behaviours.
4. If a procedure does not already exist (e.g. in a equal opportunities, discipline or complaints policy) draw up a complaints procedure for dealing with complaints of harassment, bullying and inappropriate behaviours that would be contrary to the diversity policy.
5. Place “dignity at work” as the central theme of the policy. This recognises that all employees, customers and others within the purview of the policy are to be treated with dignity and their individual differences acknowledged as being equally valued. Examples: a gay employee should be treated with the same dignity afforded to a heterosexual employee, and a black customer of Afro-Caribbean origin should be treated with equal dignity afforded to a white customer.
6. Give discretion and power to all managers to promote and manage equality & diversity within policy parameters. Appoint those with staff responsibilities as diversity leaders especially responsible for achieving diversity success.
7. Regularly communicate progress on policy formulation to all employees.
8. Plan, deliver and evaluate/measure diversity briefings/training.
- 9a Build in diversity to all business objectives and practices by “mainstreaming”.
- 9b. Build in diversity to all people/HR management systems/processes.

Examples:

- review recruitment material to ensure it is effective in attracting people from different racial, ethnic, cultural and religious backgrounds, as well as people from both gender groups, of different sexual orientation and ages
- ensure there is a good balance of men and women at all levels of seniority
- provide full and transparent career opportunities for both young and older employees encourage and facilitate those with disabilities to make a full contribution to the organisation’s success
- encourage and promote a culture that welcomes and encourages those with different social and ethnic backgrounds, as well as those with different religious/belief systems and sexual

orientation to contribute fully to the organisation's success

- include equality & diversity issues as part of performance management/appraisal review objectives/feedback

- ensure that harassment and bullying which is based wholly or partly on a person's gender, religion/belief, race or ethnicity, disability, age, size or class origins or sexual orientation is a disciplinary offence amounting to gross misconduct
- provide training and development opportunities that take account of diversity objectives
- provide a grievance/complaints procedure that deals with allegations that involve equality or diversity issues to be dealt with fairly, promptly and in a confidential way
- ask questions relating to equality & diversity in exit analysis and staff surveys.

10. Establish monitoring, evaluation and recording/reporting processes for policy and strategy implementation.

11. Assess the cost-effectiveness of diversity against strategic business outcomes.

12. Develop a continuous feedback process through performance review/appraisal systems, staff surveys, exit analysis, focus groups, and through customers/service-providers.