

## BSB60915 - ADVANCED DIPLOMA OF MANAGEMENT (HUMAN RESOURCE)

### Study Support materials for BSBDIV601 – Develop & Implement Diversity Policy



## STUDENT HANDOUT

This unit describes the performance outcomes, skills and knowledge required to research diversity, draft policy, plan for implementation, and implement diversity policy. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement

This unit covers the cycle of policy development with a specific focus on diversity and its importance to organisational activity. The policy takes a whole of organisation approach and sees diversity as an asset to the organisation.

### **Definition of Diversity**

The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

## Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Research diversity	1.1. Analyse existing practices and <b>information</b> in relation to <b>diversity</b> 1.2. Identify potential benefits of diversity and analyse in relation to <b>business objectives</b> 1.3. Consult <b>key stakeholders</b> about their requirements for a diversity policy 1.4. Access diversity policies from similar organisations and review for relevance to own organisation
2. Draft policy and plan for implementation	2.1. Draft <b>diversity policy</b> 2.2. Develop <b>action plans</b> for policy 2.3. Consult key stakeholders for feedback on draft policy and action plans 2.4. Determine relationships and links with other related policies 2.5. Revise policy for implementation
3. Implement diversity policy	3.1. Explain and interpret policy to key stakeholders 3.2. Promote policy across the organisation through a range of <b>communication channels</b> 3.3. Identify intended and unintended impacts of policy implementation 3.4. Develop tools, benchmarks and other indicators for planning and measuring impact of policy implementation 3.5. Monitor business activities, team plans and staff performance to ensure diversity policy is effectively implemented
4. Review diversity policy	4.1. Gather and analyse information about diversity, the policy and its implementation 4.2. Consult key stakeholders to provide feedback on the policy 4.3. Develop and approve recommendations for changes to the policy 4.4. Refine policy

Session 1 – What is diversity and why do we need this policy?

Session 2 – What is included in a Diversity Policy?

Session 3 – Now we have a policy, how do we implement it?

Session 4 – When do we review it and how do we make sure it is working effectively?

When we are talking in relation to diversity, we talk about the group who possess individual qualities that are diverse from our traits. Diversity is the uniqueness which every employee brings to the workplace in an organization or establishment. Examples of differences include nationality, belief, disabilities, physical appearance, race, gender, age, educational background, sexual orientation, and work experience, social and family status. At workplace, valuing diversity means creating a work environment that respects and includes variation individual by maximizing the potential of all employees or in which every employee feels included. It means acknowledging that other people, other races, other voices, and other cultures have an equal claim on the world. Valuing diversity is the recognition that there are many ways of viewing the world, solving problems, and working together

### What is diversity?

Workplace diversity refers to the variety of differences between people in an organisation. Diversity encompasses acceptance and respect. It is an understanding that each individual is unique, and a recognition of our individual differences. These differences can include ethnicity, gender, sexual orientation, age physical abilities, family status, religious beliefs, perspective, experience, or other ideologies.

### Why is diversity important?

Diversity is increasingly seen as an asset to organisations and linked to better economic performance. It is an integral part of how we do business and imperative to our commercial success. Many businesses now recognise that their staff need to reflect the difference customers and local communities. They understand that building a diverse and inclusive workforce will result in improved service for their customers and thus return for their shareholders.

Additionally, research shows that the most engaged employees are those working in an open, fair and diverse environment.

## Other Policies

A Diversity Policy should fit in with a number of other Policies such as:

- Workplace Conduct (Equal Employment Opportunity) Policy
- Appointment to Role Policy – how the organisation would ensure fair appointments for positions.
- Statement of Professional Practice – or a Code of Conduct
- Occupational Health and Safety Policy and Procedures
- Flexible working Arrangements Policy
- Leave Policies and others.

## The Changing Employee Mix

The range of people who make up the employment pool is changing. For example, more women are entering the workforce and most of them are in their 40's, whereas 10 years ago they were in their 20's. There will soon be more distinct generations in the workforce than ever before. There will also be more temporary and permanent migrants, many from other cultures with English as a second language, more employees from minority groups and more people with disabilities.

In short, the Australian workforce of mostly full-time white male employees has become a part-time, casualised and decidedly heterogeneous workforce. Each of the distinct groups has different:

- Attitudes towards work
- Expectations from work
- Factors that motivate and engage them
- Reasons for working
- Reward and feedback expectations
- Values and beliefs
- Ways of working

Each group of employees needs a different style of management and they all need to find ways to work well together.

Managers need to help their diverse workers integrate into their workforce and assimilate into and feel part of their organisation's culture so that they can contribute fully. Managers also need to help their diverse workers develop the skills, knowledge and attributes organisations need their employees to have.

## Promoting a diverse workplace

In most work groups today, you can find men and women from four generations, many of whose first language is not English, who have a range of abilities and come from an array of cultural, religious and ethnic backgrounds.

Of course you must manage diversity effectively to reap its benefits. For example, diversity can lead to more and different points of view, which can result in longer discussions and lead to misunderstandings and conflict rather than creativity, insight and innovation. Members of diverse teams often think in different ways and express themselves differently, so everyone needs to be good at listening. The more diversity in a team, the more work you need to do to ensure that the team bonds and shares the same team and organisational vision and values and agrees on the essentials – what they are there to achieve and how to achieve it.

## What is the difference between equal opportunity and diversity?

While the equal opportunity approach concentrates on redressing barriers faced by specific groups recognised as historically disadvantaged, the diversity approach focuses on the benefits that organisations can reap from capitalising on all types of individual difference, such as age, background, education, family responsibilities, life and work experience perspective and skills. Work places filled with a range of people can better represent the customers and communities they serve.

## The benefits of diversity

Diversity makes teams and organisations more intelligent as people's distinctive strengths and weaknesses combine to make the whole greater than the sum of its parts. Given the right conditions, diverse teams can also perform more creatively and innovatively than teams of people with similar backgrounds.

When people react and think differently, approach challenges and solve problems differently, make suggestions and decisions differently, and see different opportunities, the organisation's flexibility and innovativeness increase. New

ways of working and finding new and better ways to serve customers and achieve goals can result, giving culturally complex organisations a competitive advantage and more business opportunities.

A wide range of employees that represents the community at large provides access to broader information and ideas about marketplace and a greater understanding of the organisation’s customers, suppliers and other stakeholders. Nine out of 10 of Australia’s fastest-growing export markets are now non-English speaking countries, so a multicultural workforce can provide access to new markets and help develop internationally successful products and services.

Open and fair employment policies and practices and recruitment from the total labour pool enhance the organisation’s image and reputation and help it compete for quality employees. A diverse workforce also helps organisations to identify and rectify indirect discrimination through appropriately flexible measures that accommodate the differences among the workforce. This builds an environment where everyone is valued, recognised and supported, increasing employee loyalty. When people know they are working for an employer who cares about them as a person, regardless of their sex, race, national origin or whatever, they are more likely to return this respect.

### Manage diverse employees

You can expect to lead employees from all age groups, including ‘retired’ full-time workers. Some will be contact and part-time workers with several contract and part-time jobs. Many will not be with you for more than a year. Yet you need to be able to encourage them to share your vision and the organisation’s vision and help them feel like important, contributing members of the organisation. Here are some ways to bring out the best from everyone in a diverse team:

- Accommodate differences. Learn about team members and try to accommodate their personal needs.
- Be aware of the characteristics of each generation, but think in terms of individuals and skills, not age.
- Create choices. Keep the focus on output, meeting customers’ needs and teamwork.
- Facilitate mentoring inside your team, for example, make it easy for older, more experienced employees to show younger employees ‘the ropes, and younger, techno-savvy employees to help Boomers and Traditionalists improve their skills.
- Help everyone learn and develop their skills.
- Stress people’s similarities, not their differences.
- Tailor your leadership approach to suit different individuals with different needs, expectations and task-readiness levels.
- When managing older employees, think about what it would be like to manage your mother or father and what it would be like for your parents to be managed by someone your age.

### Objectives of a Workplace Diversity Policy (Sample DVA Policy)

The objectives of the Workplace Diversity Policy for 2011 - 2015 have been grouped under five Key Result Areas – Leadership, Recruitment, Selection and Retention, Working Environment, Communication and Education and Work/Life Balance. The objectives are as follows:

Key Result Area	Objective
Leadership	Leaders at all levels in DVA actively encourage and promote workplace diversity principles.
Recruitment, Selection and Retention	Employees and those seeking employment with DVA are treated fairly and equitably in accessing employment opportunities and in selection and promotion processes.  DVA increases the representation of Indigenous employees, employees with a disability, and younger workers in its workforce.
Working Environment	Workplace diversity principles are integrated into the performance management process.  Managers and staff have the skills and knowledge to prevent and deal with any harassment or bullying behaviours.
Communication and Education	The Workplace Diversity Policy is accessible and its principles are understood and supported by managers and staff.
Work/Life Balance	DVA provides a flexible employment framework which enables employees to effectively balance their work, family, caring, other responsibilities and interests.



Key result area	Objectives	Actions	Responsibility	Timeframe	Success measures
<b>Working Environment</b>	Workplace diversity principles are integrated into the performance management process.	<ul style="list-style-type: none"> <li>(a) Ensure DVA performance management scheme documentation and guidance material incorporate behaviours which support diversity principles.</li> <li>(b) Identify specific career development needs and support development opportunities for Indigenous employees and other diversity groups in their performance management meetings.</li> <li>(c) Support and encourage individual Indigenous employees to pursue career development through mainstream programs.</li> <li>(d) Encourage managers to be aware of issues for staff with disabilities when relocation is being considered.</li> </ul>	<p>Organisational Development and Planning</p> <p>Payroll, Recruitment and Workplace Relations / Organisational Development and Planning</p> <p>All DVA</p> <p>All DVA</p>	<p>Report: Annually</p> <p>Action: Ongoing</p>	<p>Performance management scheme documentation/ guidance incorporates behaviours that support diversity.</p> <p>Staff attitude surveys and other feedback mechanisms indicate that employees consider that the performance management processes incorporate workplace diversity principles</p>
	Managers and staff have the skills and knowledge to prevent and deal with harassment and bullying behaviours.	<ul style="list-style-type: none"> <li>(a) Provide tools for managers in training workshops to recognise and manage inappropriate behaviour.</li> <li>(b) Increase profile of and support for Workplace Harassment Contact Officers (WHCO).</li> <li>(c) Promote the availability of resources such as the WHCO group and the Employment Assistance Program for employees.</li> </ul>	<p>Working Environment and Consulting</p>	<p>Report: Annually</p>	<p>Staff attitude surveys and other feedback mechanisms indicate that employees have confidence in support processes.</p> <p>Decrease in number of harassment incidents reported.</p> <p>Time taken to resolve harassment issues.</p>
Key result area	Objectives	Actions	Responsibility	Timeframe	Success measures
<b>Communication and Education</b>	Workplace Diversity Policy is accessible and its principles are understood and supported by managers and staff.	<ul style="list-style-type: none"> <li>(a) Undertake consultation with all staff to review and update the policy and promote to managers and staff.</li> <li>(b) Distribute policy summary leaflet to all staff and include in induction packs.</li> <li>(c) Maintain the currency of the Equity and Diversity Intranet site and promote to all staff.</li> <li>(d) Include a disability module in training for selection advisory committees.</li> <li>(e) Support and publicise support networks for Indigenous employees and employees with a disability.</li> </ul>	<p>Working Environment and Consulting</p>	<p>Ongoing</p>	<p>Policy finalised and promoted.</p> <p>Policy summary leaflet distributed and included in induction packs.</p> <p>Intranet site updated and promoted.</p> <p>Disability module included in training for selection advisory committees.</p>

Key result area	Objectives	Actions	Responsibility	Timeframe	Success measures
<b>Work/Life balance</b>	DVA provides a flexible employment framework which enables employees to effectively balance their work, family, caring, other responsibilities and interests.	(a) Promote awareness of flexible employment provisions including leave, part-time work, home based work, the Employee Assistance Program, and the Work/Life Links service. (b) Ensure all workers with a disability have the necessary equipment and ergonomic items to actively participate in the workplace.	PSB / All DVA  PSB	Report: Annually Action: Ongoing	An information pack is available to all employees via the Intranet  Staff attitude surveys and other feedback mechanisms indicate that employees are aware of and able to access flexible employment provisions.  Workers have necessary equipment.

## Department of Veterans Affairs Workplace Diversity Policy

EXAMPLE FROM ADMINISTRATIVE APPEALS TRIBUNAL – AN AUSTRALIA GOVERNMENT DEPARTMENT.

### What is Workplace Diversity?

The principles of workplace diversity, consistent with the Tribunal's [Service Charter](#), are to:

- treat each other with respect and dignity
- provide a safe, secure and healthy workplace
- make decisions genuinely based on equity and fairness
- value the diversity of people; and
- take appropriate action to eliminate discrimination.

Workplace diversity relates to gender, age, language, ethnicity, cultural background, disability, sexual orientation and religious belief. Diversity also refers to the myriad ways we are different in other respects such as educational level, job function, socio-economic background, personality profile, geographic location, marital status and whether or not one has family or other carer responsibilities.

Diversity is the quality of being different and unique. The Tribunal values diversity by recognising and respecting each individual's unique attributes. The Tribunal will manage diversity by creating and sustaining an environment where everyone can achieve his or her potential.

Workplace diversity maintains the basic principles of Equal Employment Opportunity (EEO) in the Australian Public Service (APS). To that end, Workplace Diversity Plans include measures to address employment-related disadvantages of women, Aboriginal and Torres Strait Islander people, people of non-English speaking background and people with disabilities. The APS has been concerned with procedural fairness and legal compliance with a resulting emphasis on redress and correction, largely through recruitment and promotion actions. Workplace diversity policies now aim to go beyond actions such as rectifying disadvantage and correcting the past.

### Key Objectives

The key objectives of the Workplace Diversity Plan are to:

- promote awareness of workplace diversity within the Tribunal
- develop and maintain a highly skilled, diverse and effective workforce, where all employees and members are valued, encouraged and provided with opportunities to develop their potential
- develop a supportive workplace culture which allows employees and members to balance their work and personal life
- provide a discrimination and harassment free workplace; and
- embrace workplace diversity principles in recruitment and selection processes.



## Legislative Framework

The legislative and policy framework underpinning the AAT Workplace Diversity Plan includes:

- *Public Service Act 1999*
- *Public Service Commissioner's Directions 1999 (consolidated version dated 7 July 2010)*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*
- *Australian Human Rights Commission Act 1986*
- *Disability Discrimination Act 1992*
- *Age Discrimination Act 2004*
- *Fair Work Act 2009*
- *Occupational Health and Safety Act 1991*

<http://www.aat.gov.au/AboutTheAAT/OurCommitmentToYou/WorkplaceDiversityPlan.htm>

## How to enforce policies consistently at work

Consistent application and enforcement of workplace policies is the responsibility of human resources, department supervisors and managers. The consequences of applying workplace policies inconsistently can jeopardize business success. Companies that pick and choose which policies to enforce when are setting themselves up for failure, not to mention exposing themselves to potential liability for employee complaints about unfair treatment. Employers who selectively apply workplace policies eventually risk losing employees to substantial turnover based on low employee morale and overall dissatisfaction.

### Step 1

Publish workplace policies within your employee handbook and revise your handbook as necessary, at least once each year. Distribute copies of revised handbooks to employees and require a signed acknowledgment form from employees indicating receipt and understanding of the policies contained in the handbook.

### Step 2

Post policies related to fair employment practices and workplace safety throughout the workplace in common areas such as employee break rooms, locker rooms and at employee entrances and exits. Insert policy reminders in employee communications such as open enrollment packets and paychecks when you need to inform employees of immediate changes to policies.

### Step 3

Provide training to supervisors and managers on workplace policies and designate mandatory training on policies regarding equal employment opportunity to avoid potential supervisor liability for allegations of unfair employment practices. Check with the U.S. Equal Employment Opportunity Commission concerning recommended policies and guidance on supervisor liability.

### Step 4

Construct disciplinary review and corrective action forms that contain a comprehensive list of policies and consequences for violations. Ensure that supervisors and managers understand when to issue disciplinary reviews or corrective action. Instruct company leadership to seek the assistance of human resources staff whenever they are unsure about how or when to administer employee discipline. Establish guidelines for human resources staff in assisting supervisors and managers. For example, ensure that human resources staff knows the importance and correct application of workplace policies.

### Step 5

Train supervisors and managers how to apply workplace policies in a fair and consistent manner, without regard to non-job-related characteristics such as race, color, national origin, sex and religion. Make sure they understand subjective interpretation of workplace policies and how to avoid improper application of policies. For example, steer managers away from inconsistent practices such as issuing corrective action for employees with borderline

performance ratings who are late to work and not issuing corrective action for employees who otherwise have high performance ratings when they are tardy.

### Step 6

Explain workplace policies to every group of new hires during orientation. Encourage employee questions to clarify any questions about the policies or the application of policies. Describe the process employees should follow when they witness inconsistent application of workplace policies. Discourage employees from reporting mere presumption of inconsistent application of workplace policies and instead require them to have concrete evidence that supports any complaint about the incorrect interpretation of the employer's policies

<http://smallbusiness.chron.com/enforce-policies-consistently-work-10970.html>

### **How to enforce company policy**

A company policy consists of rules and guidelines for employees to follow. There might be several policies, such as acceptable use policies (AUPs) for computer use and information security, corporate governance policies and customer support policies. Without effective enforcement, a company could be vulnerable to security breaches, loss of customers and possibly legal action. The human resources department is usually in charge of coordinating the development and enforcement of company policies.

1. Specify the consequences of violating company policies in the policy document itself. Make sure that the policies are written down -- for example, in an employee handbook, or posted on company notice boards and on the corporate intranet. All employees should sign forms stating that they have read and understood the policies. This can be done during new employee orientation. Prepare a separate set of guidelines for human resources and senior management on how to interpret and enforce the policies.
2. Set policies that you intend to enforce. If you create general-purpose, feel-good policies that are never enforced but look good in corporate brochures, then employees might start ignoring all policies because you have sent conflicting signals
3. Apply policies equally. Do not exempt employees from certain policies except for specific reasons. For example, certain senior managers might be permitted to take copies of internal data files for meetings with clients. For public companies, senior management officers (such as the chief financial officer and the investor relations manager) are normally allowed to talk about financial data in public forums to meet regulatory disclosure requirements.
4. Use an escalated system of enforcement because policy violations vary in severity. For example, an AUP typically limits the ways that company computers and email systems can be used. If an employee posts a comment on the internal corporate blog that uses intemperate language, you might issue a warning. However, if the company's computers are used to download offensive material, then the consequences would be more severe, including possibly dismissal.
5. Meet with the employee who has violated a policy in the presence of a third party, such as a human resources professional. Depending upon the severity, you might need to review the details of the policy or explain why certain disciplinary actions are necessary.
6. Enforce company policies using information technology. This includes software that can scan networks for unauthorized data access and provide password protection to prevent unauthorized duplication of proprietary data.
7. Review the policy document periodically and make changes in content and enforcement guidelines. Business conditions, regulations and technologies change, and so should your policies. If the change is substantial in nature, arrange additional training to acquaint your employees with the new policies.

### **What is business activity monitoring?**

The concept of Business Activity Monitoring encompasses measuring business performance, monitoring real-time and completed processes, and detecting problems in the execution of business processes, diagnosing their root cause, and reporting on business operations to enable cyclical improvements. It helps you to identify business problems, correct exceptions, and change processes to increase business competitiveness by improving process efficiencies. Unlike IT or infrastructure monitoring that focuses on how your computers are running, Business Activity Monitoring focuses on how your business is performing.

The aim of Business Activity Monitoring is to ensure that business goals related to revenue, such as expenses, profit, and customer satisfaction are met. It involves ensuring that your business is focused on what is most important, for example, tracking human tasks to ensure that customer orders are processed quickly for your "gold" customers (the business side of service level agreements). Business Activity Monitoring can reactively alert you when any of your business goals are not being met or proactively alert you when they are in danger of not being met.

Key concepts for modeling, monitoring, analyzing, and improving the performance of your business include monitor models, monitoring contexts, KPI contexts, business measures (which include metrics and key performance indicators (KPIs)), and triggers. These terms are explained in the following paragraphs:

### **Monitor model**

A monitor model is a container that holds information about the business performance management aspects of a business model, including the business measures that are required for monitoring. The WebSphere® Business Monitor user decides which processes to monitor, whether to monitor their subprocesses, and what business measures to use. The user creates a monitor model, generates a J2EE application, and deploys the model to WebSphere Business Monitor. The model contains all the defined business measures (metrics, KPIs, counters, and stopwatches) in the process and its subprocesses.

### **Contexts**

Monitor models contain contexts, which define the information to be collected at run time. Each monitor model contains at least one monitoring context. The monitoring context defines all of the information that should be collected about an entity (such as a specific process, the state of a specific customer order, or the stock level of an item in a warehouse) as the system is running. The monitoring context also contains the metrics, counters, and stopwatches for holding the information. KPI contexts are optional. The KPI context defines all of the data that should be collected about a KPI or set of related KPIs. You can nest monitoring contexts, but you cannot nest KPI contexts.

### **Business measures**

Business measures describe the performance management aspects of your business that are required for real-time business monitoring. When you want to monitor a certain area of your business to assess its efficiency, identify problems, and improve performance, you must first determine the performance indicators that will give you the information you need. These performance indicators include metrics, KPIs, counters, and stopwatches.

Evaluating the business measures of your processes is crucial for achieving your business objectives. The values of these business measures can provide extensive information about performance.

### **KPIs**

Key performance indicators (KPIs) are quantifiable measurements of the improvement or deterioration in the performance of an activity critical to the success of a business. They enable you to measure essential activities of your business so that you can see how these activities influence business results. For example, in a call center, the timely answering of customer calls is a key business activity. A KPI could be Average time for response to a customer call for the last 30 days. This KPI could have a target of less than one minute.

KPIs are usually aggregations of values across many instances, where the aggregation function can be average, maximum, minimum, sum, count (number of occurrences), or standard deviation. KPIs can also be based on expressions; for example, a Profit KPI could be a Revenue KPI minus an Expenses KPI.

### **Metrics**

A metric is a holder for information, usually a business performance measurement, in a monitoring context. A metric can be used to define the calculation for a key performance indicator (KPI), which measures performance against a business objective. Examples of metrics are the working duration of a process, the name of the user assigned to a task, a supplier's response time, and the cost of the risk assessment step in an insurance process.

<http://publib.boulder.ibm.com/infocenter/dmndhelp/v6r2mx/index.jsp?topic=/com.ibm.btools.help.monitor.install.doc/intro/keyconcepts.html>

### **What is gender and diversity analysis?**

Gender and diversity analysis takes into account cultural, social and economic differences between men and women and between diversity groups to ensure that:

- Potential impacts of policies, programs, and legislation on men and women and on diversity groups are identified;
- Existing and proposed policies, programs, and legislation have intended and fair results for men and women and on diverse groups.

Diversity refers to those who self-identify their membership based on a collective experience. It is possible to belong to several diversity groups, for example to be a member of a visible minority and to have a disability. Diversity groups can include, but are not limited to, persons with disabilities, members of visible minorities, Aboriginal peoples, and groups identified by sexual orientation.

Gender and diversity analysis is an ongoing process that analyzes new information, considers how gender roles and diversity groups are changing or remaining the same. This approach considers how gender and diversity intersect with other socio-economic factors such as poverty, education levels, cultural traditions, language, rural or urban location, etc

[http://www.gov.pe.ca/photos/original/iws\\_gda\\_discuss.pdf](http://www.gov.pe.ca/photos/original/iws_gda_discuss.pdf)

## DIVERSITY POLICY TEMPLATE

Below is a sample diversity policy. Firms wishing to establish a diversity policy are invited to use the ideas contained in this template and modify them to suit the individual character of the firm Diversity vision

[ ] recognises its talented and diverse workforce as a key competitive advantage.

Our business success is a reflection of the quality and skill of our people. [ ] is committed to seeking out and retaining the finest human talent to ensure top business growth and performance.

Diversity management benefits individuals, teams, our company as a whole, and our customers. We recognise that each employee brings their own unique capabilities, experiences and characteristics to their work. We value such diversity at all levels of the company in all that we do.

[ ] believes in treating all people with respect and dignity. We strive to create and foster a supportive and understanding environment in which all individuals realise their maximum potential within the company, regardless of their differences. We are committed to employing the best people to do the best job possible. We recognise the importance of reflecting the diversity of our customers and markets in our workforce. The diverse capabilities that reside within our talented workforce, positions [ ] to anticipate and fulfil the needs of our diverse customers, both domestically and internationally, providing high quality products/services.

[ ] is diverse along many dimensions. Our diversity encompasses differences in ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education.

We believe that the wide array of perspectives that results from such diversity promotes innovation and business success. Managing diversity makes us more creative, flexible, productive and competitive.

### Recruitment

As a global player, [ ] recruits people from all around the globe. We believe that our employees from many different cultural, linguistic and national backgrounds provide us with valuable knowledge for understanding complex international markets. We have established outreach programmes to identify talented women and individuals from under-represented backgrounds for recruitment. We provide 2 scholarships for promising young women and under-represented status students with the potential to become high achieving professionals in [ ].

### Career development and promotion

[ ] rewards excellence and all employees are promoted on the basis of their performance. All managers are trained in managing diversity to ensure that employees are treated fairly and evaluated objectively.

### Community programmes

[ ] recognises that there are distinct demographic groups that have long been disadvantaged. We recognise that racism, ageism, sexism and other forms of discrimination are problems both for our organisation and society as a whole. [ ] is committed to tackling cultural stereotypes both within and outside our organisation. We have clear reporting procedures for any type of discrimination or harassment combined with follow-up procedures to prevent future incidents.

[ ] combats discrimination in the wider community through partnerships with community based groups. We work closely with [.....].

### Diversity bodies

Our commitment to diversity is led by our diversity champions who come from all levels of the company, from top management to the shop floor. The diversity champions make up a diversity committee, which is responsible for ensuring that our diversity policy is articulated in the day to day running and the strategic direction of the company.

### Diversity practices

All employees undergo diversity training. Diversity training encompasses raising awareness about issues surrounding diversity and developing diversitymanagement skills.

[ ] provides a safe and pleasant environment for our employees. We offer:

- Flexible working time arrangements
- Employee education assistance
- Employee network and support groups
- Open communications
- Childcare assistance
- Mentor programmes

[http://fbe.unimelb.edu.au/\\_data/assets/pdf\\_file/0003/772023/Diversity\\_policy\\_template.pdf](http://fbe.unimelb.edu.au/_data/assets/pdf_file/0003/772023/Diversity_policy_template.pdf)

