

### iii. How is my organisation managing diversity?

**T**o find out how your organisation is currently managing diversity in the workplace, take the Diversity Management Assessment. The assessment does NOT measure the effectiveness of diversity management in your workplace. Rather, it serves as a means to review your organisation's existing practices and to highlight gaps and opportunities for improvement.

### iii. How is my organisation managing diversity?

#### **Who should complete the Diversity Management Assessment?**

Business owners, Human Resources Managers and/or Managers in charge of your organisation's diversity management.

#### **What does the Diversity Management Assessment measure?**

The Diversity Management Assessment areas assesses whether your organisation has put in place diversity management practices in the following areas:

- ➔ Strategic importance of diversity management in an organisation, and the extent of leadership commitment and support
- ➔ Practices/policies in staff recruitment, development and performance management
- ➔ Practices/policies to create an inclusive and harmonious workplace
- ➔ Tracking and monitoring of effectiveness

You can take the Diversity Management Assessment online at <http://www.fairemployment.sg/DMA/>, or offline using the hardcopy provided at Appendix I

After taking the self assessment, use the results to help you identify gaps and areas of improvement in diversity management within in your organisation.

Select the relevant areas in Section 4 for possible practices which you can put in place to address the areas of improvement identified.

## Appendix I - Diversity Management Assessment

The Diversity Management Assessment assesses whether your organisation has put in place diversity management practises in the following areas:

- ➔ Strategic importance of workplace inclusiveness and harmony in an organisation, and the extent of leadership commitment and support
- ➔ Practices/policies in staff recruitment, development and performance management
- ➔ Practices/policies to create an inclusive and harmonious workplace culture and environment
- ➔ Tracking and monitoring of effectiveness

The assessment does NOT measure the effectiveness of diversity management in your workplace. Rather, it serves as a means to review the existing practices your organisation has put in place, to highlight gaps and opportunities for improvement.

### **Who should complete the Assessment?**

Business owners, Human Resources Managers and/or Managers in charge of organisation's diversity and inclusiveness management.

### **How should I complete the Assessment?**

If you have access to the internet, complete the Assessment online at <http://www.fairemployment.sg/DMA/>. The results will be auto-generated and a series of recommendations will be provided based on your answers. Rest assured that the results will be confidential and accessible only to you. Results of individual companies will not be retained or recorded.

If you do not have access to the internet or prefer to complete the Assessment offline, you can use the hard copy provided in this Appendix on the next page.

There are two sections in the assessment. For each section, check all statements which apply to your organisation, and tabulate the scores at the end of each section.

The first section measures the extent to which your organisation has put in place foundational practices. These are essential workplace practices that organisations should adopt to promote an inclusive and harmonious workplace.

Organisations which have scored well in the first section can then proceed to the second section, which is a more comprehensive assessment of the extent to which your organisation has put in place practices to manage diversity.

### **What should I do after I complete the Assessment?**

The results will help you identify gaps and areas of improvement in diversity management within your organisation. Use the results to prioritise the areas which you would like to focus on. Read Section 4 of the Toolkit, "How do I build an Inclusive and Harmonious Workplace?" for some ideas on practices and policies that your organisation can implement.

### Section 1: Foundational practices

Complete this section first to assess whether your organisation has put in place all the foundational practices essential to build an inclusive and harmonious workplace.

Foundational practices		Check all statements that apply to my firm
<b>Leadership and Commitment</b>		
1	We have defined and communicated the strategic link between workplace inclusiveness and harmony, and business success	
2	Our senior management models and articulates their commitment to workplace inclusiveness and harmony through their actions and communications	
<b>Staff recruitment, retention and development</b>		
3	We recruit employees which have the most appropriate qualifications and experience for the job, regardless of their age, gender or nationality	
4	In our recruitment process, we take into consideration the ability of candidates to work with or lead diverse teams	
5	All employees are assessed based on their ability to perform their tasks, regardless of age, nationality or gender	
6	All employees are required to set developmental goals and monitor results tied to workplace inclusiveness and harmony. This could include their ability to work with employees of different backgrounds.	
7	All line managers are required to set developmental goals and monitor results tied to the effectiveness with which they manage and promote workplace inclusiveness and harmony within their teams.	
<b>Workplace culture</b>		
8	We organise regular workplace activities (e.g. team building, family day) that provide opportunities for employees to interact with one another	
<b>Please add up the number of checks in this section</b>		<b>/8</b>

### What do my scores mean?

Please tabulate your scores.

**If you received a score of 6 and more**, do proceed to the next section.

If you did not receive a score between 0 and 5, identify the questions which you did not place a check against, and read the following table for suggestions for improvement.

Foundational practices	
Identify the question you did not check	What does this mean?
1	It is important to define how diversity management will impact your business outcomes. Refer to Page 4 of the toolkit to find out how diversity management benefits organisations, and Page 12 of the toolkit which helps you identify the business case for diversity management within your organisation.
2	Senior management plays a key role in building an inclusive and harmonious culture. Refer to Page 14 of the toolkit for more ideas on key roles which senior management can play.
3	It is important to have a fair recruitment system which is fair and objective. <b>Refer to the Fair Recruitment &amp; Selection Handbook</b> published by the Tripartite Alliance for Fair Employment Practices for more resources and tools.
4	To build an inclusive workforce, the recruitment appraisal process needs to take into account candidates' ability to work with or lead diverse teams. Refer to Page 20 of the toolkit for some ideas on how your recruitment process can incorporate this.
5	It is important for the performance management system to be fair and objective. Refer to Page 25 of the toolkit for some ideas. You can also refer to the Tripartite Guidelines on Fair Employment Practices published by the Tripartite Alliance for Fair Employment Practices for more resources and tools.
6	To build an inclusive workforce, employees need to be effective in working with diverse teams. Refer to Page 25 of the toolkit for ideas on how your performance management system can incorporate this.
7	To build an inclusive workforce, managers need to be effective in leading diverse teams. Refer to Page 25 of the toolkit for ideas on how your performance management system can incorporate this.
8	Organisation of workplace activities which encourage employees of different profiles to interact are one of the most effective ways to build an inclusive culture. Refer to Page 27 of the toolkit for more ideas on organising workplace activities.

## Section 2: Comprehensive assessment

Now that you've completed the foundation assessment in Section 1, complete this section to assess how comprehensive the diversity management practices are in your organisation.

Comprehensive assessment		
		Check all statements that apply to my firm
<b>Leadership and Commitment</b>		
1	We have put in place an explicit vision and strategy to promote workplace inclusiveness and harmony	
2	We have concrete and measurable goals on what we want to achieve in workplace inclusiveness and harmony. This could include demographic targets linked to recruitment/promotion, targets of workplace culture, or targets linked to business outcomes (e.g. sales)	
3	We have appointed senior executives who look into reviewing and introducing policies and practices to promote workplace inclusiveness and harmony	
4	We have set aside a dedicated budget on initiatives to promote workplace harmony and inclusion	
5	We have dedicated staff assigned to track and develop initiatives to promote workplace inclusiveness and harmony	
6	The business case for workplace inclusiveness and harmony is clearly articulated and communicated within the organisation	
<b>Please add up the number of checks in this section</b>		<b>/6</b>
<b>Staff training and development</b>		
7	We have put in place training programmes to help our employees improve their ability to communicate and work in a team with members of different backgrounds	
8	We have put in place training programmes to help our line managers manage teams of diverse backgrounds, including managing team of different nationalities and age groups.	
<b>Please add up the number of checks in this section</b>		<b>/2</b>

<b>Comprehensive assessment</b>		
		Check all statements that apply to my firm
<b>Workplace culture</b>		
9	We have a buddy system that pairs up new employees with existing employees to help them understand workplace culture and social norms	
10	We make an effort to help our foreign employees settle into Singapore, by providing them with written guides or orientation programmes that contain information about working and living in Singapore	
11	We facilitate the set up of networks or support groups that allow employees of similar profiles to interact and share their tips and experiences (e.g. women's committee, minority networks, expatriate networks)	
12	Our workplace is designed to be open with common areas to encourage socialisation amongst staff	
13	We design our workplace to take into consideration the needs of various employee populations (e.g. nursing rooms for mothers, prayer room, anti-slip flooring for mature workers)	
14	We regularly conduct activities to build awareness and promote positive staff attitudes to promote inclusiveness and harmony (e.g. talks, posters, programmes to promote positive staff attitudes and equip staff with tools/tips on working with colleagues of different backgrounds)	
15	We have a mentorship programme to ensure that employees of different backgrounds receive development support and guidance in their careers	
16	We have a conflict resolution process to manage and resolve conflicts between employees	
17	We have channels for employees (e.g. counseling support) to raise instances of conflicts or abuse and obtain confidential advice and support	
<b>Please add up the number of checks in this section</b>		<b>/9</b>

	Measurement	
18	We regularly measure the culture of workplace inclusiveness and harmony in the organisation (e.g. through employee surveys, focus groups, tracking of disputes) to identify areas for improvement	
19	We regularly track employee demographics and measures the rate of recruitment, retention and promotion of employees of different profiles (e.g. gender, nationalities, age) to identify, address and prevent any discriminatory practices	
20	We regularly measure how workplace inclusiveness and harmony contributes to the business outcomes of our organisation (e.g. sales targets, market penetration)	
21	The data collected is used at senior management levels to monitor the organisation's performance	
22	Initiatives to promote workplace inclusiveness and harmony are regularly reviewed for effectiveness and improvement	
<b>Please add up the number of checks in this section</b>		<b>/5</b>

### What do my scores mean?

Leadership and Commitment	
If you scored between 4 to 6	Your organisation places a strong strategic importance on workplace inclusiveness and harmony, and your senior management demonstrates commitment and support. This is the most important foundation to cultivate an inclusive and harmonious workforce.
If you scored between 0 to 3	Your organisation can explore how to strengthen the business case for workplace inclusiveness and harmony in the organisation, as well as how senior management can demonstrate their support and commitment. This is important to set a strong foundation for cultivating an inclusive and harmonious workforce. Do read Pages 12 to 14 of the toolkit for some suggestions on how to do this.
Staff training and development	
If you scored 2/2	Your organisation's training and development practices are supportive of an inclusive and harmonious workforce.
If you scored between 0 and 1	Your organisation can explore how to strengthen practices in staff training and development to promote a more inclusive and harmonious workforce. Do read Pages 21 to 23 of the toolkit for some suggestions on how to do this.
Workplace culture	
If you scored between 7 to 9	Your organisation has taken a comprehensive approach to promoting an inclusive and harmonious workplace culture and environment.
If you scored between 0 to 6	While your organisation has made some strides at putting in place practices to promote an inclusive and harmonious workplace culture and environment, more can be done. You can read Pages 26 to 39 of the Toolkit for more ideas on practices which you can put in place to promote an inclusive and harmonious workplace culture and environment.
Measurement	
If you scored between 3 to 5	Your organisation takes a comprehensive approach to monitoring and evaluating initiatives to promote an inclusive and harmonious workplace culture and environment.
If you scored between 0 to 2	If your organisation is committed to creating an inclusive and harmonious workforce, there needs to be stronger monitoring of the state of workplace diversity management to assess success and implement improvements. You can read Pages 42 to 43 of the Toolkit for more ideas on measures which you can put in place.