

iv. How do I build an inclusive and harmonious workplace?

This section describes the practices you can put in place to embrace diversity and build an inclusive and harmonious workplace. You should select the areas of highest priority and relevance to your organisation.

iv. How do I build an inclusive and harmonious workplace?

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Not sure which areas to focus on? Take the self-assessment test (**page 8**) first to assess your organisation's gaps and opportunities for improvement!

New to diversity management?

Focus on **foundational practices** first.

In this section, the practices with the  symbol are the 5 foundational practices which all organisations should put in place to build an inclusive and harmonious workplace.



Establish business case

It is important to start by establishing the impact managing diversity has on your organisation's business goals. This involves a 3-step process.

1 Identify your organisation's need for an inclusive and harmonious workplace.

Some aspects which you can consider are outlined in the insert on the next page.

2 Have a clear vision of what your organisation wants to achieve in diversity management

Define the desired outcomes. For example, is it to improve service delivery to customers? Improve employee engagement and retention? Facilitate penetration into a new market?

3 Set out the implementation plan for your strategy.

Develop the action plan and implementation timeline, and assign responsibilities. Provide an estimate of the resources (e.g. manpower, cost) to carry out the initiatives.

Establish business case

Questions to consider in establishing a business case

- 1** What are the key priorities of your organisation in the next 3-5 years? For example: market expansion, branding, etc.
- 2** Is your current workforce well poised to help your organisation achieve its priorities?
- 3** What are the key challenges/opportunities facing your organisation? Some areas to consider include:
 - ➔ Market knowledge (e.g. to deepen understanding of clients and markets)
 - ➔ Staff retention and engagement issues (e.g. low staff morale, high turnover rate)
 - ➔ Staff effectiveness and cohesion (e.g. productivity, silo mentality)
 - ➔ Staff recruitment (e.g. difficulty in recruiting the right people)
 - ➔ Cost containment and/or financial performance
- 4** How will more effective diversity management benefit your organisation and help you achieve your objectives?
- 5** What are the consequences of inaction?



Denotes foundational practices which all organisations should put in place to promote an inclusive and harmonious workplace.



Management commitment

Senior management plays 3 key roles in building an inclusive and harmonious workplace:

1

Demonstrate commitment and accountability

Demonstrate commitment and accountability by:

- ➔ Identifying relevant performance measures in diversity management and monitoring progress regularly.
- ➔ Assigning of resources (e.g. personnel, budget) to diversity management initiatives

2

Communicate

Communicate the importance of an inclusive and harmonious workplace to set the tone for the organisation. This can be articulated during management meetings, company events, or informal sessions with employees

3

Be a role model

Be a role model for behaviour expected of managers and employees by:

- ➔ Participating actively in initiatives to promote an inclusive and harmonious workplace (e.g. training, workplace activities, employee network groups, etc.)
- ➔ Living the organisation values and demonstrating inclusive behaviour



Denotes foundational practices which all organisations should put in place to promote an inclusive and harmonious workplace.



Senior management support for an inclusive and harmonious workplace at Qian Hu

Qian Hu Corporation Limited is a Singapore-based company that farms, trades and distributes ornamental fish. Its headquarters in Singapore currently employs 140 employees.

The Executive Chairman and Managing Director places a heavy emphasis on, and is personally involved in promoting an inclusive, family-style working environment in Qian Hu. He conducts quarterly staff dialogue sessions with all employees, during which he reinforces organisational values, the importance of teamwork, and the need to create an inclusive and harmonious workplace. These sessions are also used as a platform to share company information and to recognise outstanding employees.

“I liked the work environment here as colleagues’ relations are positive and the superiors are very supportive”, says Qian Hu’s Farm Operator.

The Executive Chairman and Managing Director's support for and active communication of these values with his staff is important in creating an environment where all employees feel valued regardless of their background. As a result, employee engagement is high and staff turnover is fairly low.

Says an Operations Executive, "Our management is pretty transparent and forthcoming. We are better able to understand the reasons behind management's actions."

An Operations Supervisor adds, "Without these communication channels, it would be difficult to learn from each other and strengthen our practices, and the divisions would tend to act in silos"

Source: Interview with Qian Hu Corporation Pte Ltd, November 2010



Build a team of champions

Building an inclusive and harmonious workplace is not just the responsibility of the HR manager. To facilitate organisation-wide ownership, diversity champions could be appointed.

For larger organisations, diversity management committees could be set up to:

- ➔ Develop, implement and monitor initiatives to promote workplace inclusiveness and harmony
- ➔ Raise awareness of the benefits of an inclusive and harmonious workplace for the organisation and employees
- ➔ Understand the needs of different employee populations and work with HR and senior management to address them

Who should be appointed?

These committees could be chaired by a senior executive. Employees at all levels should be involved, including senior and middle managers.

Reinforce employee competencies

To build inclusive and harmonious workplaces, both employees and managers play important roles. Organisations should equip them with the relevant knowledge and skills, and encourage them to display attributes and behaviour to foster inclusive and harmonious workplaces.

Organisations can build competencies to foster inclusive and harmonious workplaces by embedding them in formal HR practices:

- ➔ **Recruitment** – hiring candidates which fit in with the organisation's values on inclusiveness
- ➔ **Learning and Development** – equipping employees with the knowledge and skills to work effectively in diverse teams
- ➔ **Performance management** – assessing employees on their ability to work effectively in a diverse team and/or manage a diverse team

Reinforce employee competencies

What are key attributes and behaviours which employees and managers should display to foster an inclusive and harmonious workplace?

Managers should:

- ➔ Be aware of different generations, cultures and values
- ➔ Understand how their preferences may affect decisions especially when choosing the next level of supervisors
- ➔ Make fair HR decisions
- ➔ Be able to communicate sensitively and effectively
- ➔ Lead by example

For more details on Managers' Competencies in leading diverse teams, please refer to Appendix II on **page II-1**

Employees should:

- ➔ Be able to appreciate the differences and needs of others
- ➔ Be able to adapt to different working styles
- ➔ Be able to communicate sensitively and effectively
- ➔ Be willing to learn about other diverse groups

For more details on Employees' Competencies in working in diverse teams, please refer to Appendix III on **page III-1**.

Reinforce employee competencies

Recruitment

Organisations should adopt recruitment policies which are consistent with the Tripartite Guidelines on Fair Employment Practices.

To build an inclusive and harmonious workplace, organisations need to recruit candidates who are able to work with or lead diverse teams.

The following are some suggestions on how organisations can incorporate this in their selection process:

- ➔ **Identify which workplace diversity management values/competencies are most important to your organisation.** You can refer to the workplace diversity management competency frameworks on Appendix II and Appendix III for some ideas. The competencies identified may vary depending on the position you are recruiting for.
- ➔ **Build into the recruitment process a means of assessing candidates on these values/competencies.** Some commonly used measures include behavioural interviews, reference checks or situational judgement tests.
- ➔ **Train your interviewers** to be able to effectively administer these measures. Sample recruitment interview questions may help to prepare the interviewers (**Appendix IV on page IV-1**).

Additional resources

Check out the Fair Recruitment & Selection Handbook and Tripartite Guidelines on Non-Discriminatory Job Advertisements published by the Tripartite Alliance for Fair Employment Practices.



Denotes foundational practices which all organisations should put in place to promote an inclusive and harmonious workplace.

Recruitment

Learning & Development

Performance management

Reinforce employee competencies



Recruitment

Learning & Development

Inducting new employees into your workforce

A good orientation programme is useful to help an organisation 'jump start' the employee to get him/her up to speed. Organisations should include their vision for diversity management to help new employees understand the values and behaviours expected of them.

Learning & Development

Orientating foreign employees

For foreign employees who are working in Singapore for the first time, organisations should facilitate their entry not only into the workplace, but also into a new country.

Performance Management

Organisations can:

- ➔ Provide an orientation package which includes relevant information such as rental and housing, laws and regulations, social and cultural norms to new employees before they arrive in Singapore
- ➔ Introduce the new employee to existing employee(s), who can help to address questions and provide reassurance prior to arrival
- ➔ Conduct an orientation programme about living and working in Singapore upon commencement

Additional resources for orientating foreign employees:

←**Orientation Programmes**→ "Homebound" and "Singbound" are orientation programmes that the Ministry of Manpower has co-developed with a service provider to provide a seamless relocation experience for returning Singaporeans and incoming Employment Pass holders and their family. For more information, please check www.singbound.sg

←**Welcome Booklet**→ The Welcome Booklet is a publication designed to help newly arrived Employment Pass holders and their family navigate their relocation to Singapore. It is distributed to newly arrived EP holders at the Employment Pass Services Centre.

Facilitating communication in English at HSL

HSL Constructor Pte Ltd (“HSL”) is a Singapore-based company that provides construction and maintenance solutions for marine foreshore structures. HSL’s 500 strong workforce hails from 7 different countries.

The bulk of HSL’s operations staff from foreign countries are Work Permit holders. Many of them are not able to communicate fluently in English. Even when English is used, communication challenges can occur due to differences in accents or lack of familiarity with technical terms.

In order to facilitate better communication between staff, HSL has developed a basic workplace programme which is compulsory for all new foreign employees. This programme is also open to all local employees.

The programme equips employees with basic English skills as well as common technical terms (e.g. terms for equipment, tools, safety processes and symbols) used in their course of work.

HSL has found the programme very useful in facilitating communication between staff and enhancing staff productivity.

“I feel a great sense of satisfaction when the workers were able to demonstrate the ability to speak functional English at the end of the Programme. What makes our in-house programme different is the course content which focuses on terms and short phrases that are industry and safety specific.” – Supervisor (Bangladesh)

Source: Interview with HSL Constructor Pte Ltd, January 2011



Reinforce employee competencies



Recruitment

Learning & Development



Performance Management

Training for Employees and Managers

Organisations should develop training programmes to equip employees and managers with the skills to be more effective in working with and leading diverse teams. In developing a training framework for your organisation, there is a broad range of training for employees areas which you can consider

For All Employees:

- ➔ Organisational vision, strategy and values in creating an inclusive and harmonious work environment
- ➔ Self awareness: understanding one's preferences and how it affects their decisions and relationship with others
- ➔ Understanding others (nationality, culture, generation, gender)
- ➔ Communication skills and strategies

For Managers:

- ➔ Coaching and mentoring team members from different profiles
- ➔ Inclusive recruiting, training and performance management
- ➔ Managing employee populations (e.g. mature employees, different nationalities)

In determining the type of training, consider the issues and/or goals which your organisation is grappling with. For example, is there a lack of understanding of different cultures and generations, communication and teamwork skills, or awareness of organisational values?

You can also leverage informal platforms in addition to formal training. For example, managers can be encouraged to join employee networks (**page 32**) to facilitate understanding and interaction.

Equipping managers and employees to work in diverse teams at IBM

IBM is a global company that provides integrated solutions that leverage information technology and knowledge of business processes. With 400,000 employees worldwide, IBM believes that diversity in its workforce and the personal leadership of every employee are important for its business success as differences in thinking and ways of doing things are drivers of innovation.

To support its employees to work well in diverse environments, IBM has put in place the Cultural Adaptability Programme. This programme aims to help employees enhance their skills in communication, in motivating others and in managing cross-cultural teams. Key initiatives include:

- ➔ **Country Navigator™** - This is a web-based tool that provides IBMers with valuable insights on how to interact with people from different cultures. The tool also provides access to country-specific knowledge and tools that enable networking across borders.
- ➔ **Inclusion in the Workplace for Employees** - This is a one-day workshop to enhance IBMers' awareness, knowledge and skills for addressing local challenges and opportunities associated with diversity.
- ➔ **Inclusion Leadership for Managers** - Leading in a diverse environment - A two-day workshop for IBM Managers worldwide. It enhances awareness, knowledge and skills to enable managers to lead more effectively in diverse environments.

Source: Interview with IBM Singapore Pte Ltd, December 2010

Reinforce employee competencies



Recruitment



Performance management

Ensure that the career planning and performance management systems within your organisation facilitate inclusive and harmonious workplaces.

Learning & Development

Tips on putting in place a fair and objective performance management system

- ➔ Include measurable standards for evaluating job performance
- ➔ Make sure that opportunities for training, assignments and postings are made available to all employees using objective criteria.
- ➔ Ensure that what is considered within the promotion process is clearly linked to job requirements.



Performance management

In addition, organisations could **take into account employees' ability to work well with and manage a diverse team** in assessing performance.

- ➔ A sample performance appraisal form to assess inclusiveness competencies is available at Appendix VI on **page VI-1**.
- ➔ Expectations of competencies and behaviours should be communicated to employees on a regular basis (e.g. during performance appraisal discussions).



Denotes foundational practices which all organisations should put in place to promote an inclusive and harmonious workplace.

Actively facilitate inclusiveness

It is important to create an inclusive and harmonious environment to facilitate positive interaction and understanding between colleagues of various profiles. This section outlines practices which organisations can put in place to promote an inclusive and harmonious workplace culture.



Workplace activities – organise formal and informal activities to facilitate interaction between employees of different profiles and departments

Workplace design – design workplaces to facilitate interaction between employees

Buddy system – assign incumbents to new employees to facilitate the settling-in process

Employee networks – set up employee groups and/or mentorship programmes to provide a support system for employees to seek help or advice

Awards and recognition – recognise exemplary leaders who promulgate values and behaviours that foster inclusive and harmonious workplaces

Manage employee grievances – set up formal and informal channels for employees to raise concerns and obtain assistance



Denotes foundational practices which all organisations should put in place to promote an inclusive and harmonious workplace.

Actively facilitate inclusiveness

Workplace activities



Workplace activities

Workplace activities facilitate interaction between employees of different profiles.

Workplace design

In the study on Inclusive and Harmonious Workplaces conducted by the Ministry of Manpower (MOM) in 2010, companies in Singapore rated workplace activities as the most effective practice in promoting an inclusive and harmonious workplace culture.

Buddy system

To maximise the benefits of workplace activities to create an inclusive and harmonious workplace, organisations can:

Employee networks

- ➔ Organise workplace activities around common interests to encourage employees to bond on common themes. Common themes could include sports (e.g. jogging clubs, competitions), children (e.g. family day, excursions, expert talks on effective parenting), or hobbies (e.g. culinary tours).

Awards & recognition

- ➔ Encourage participation at all levels. Senior management should also be involved.

Manage grievance

- ➔ Be sensitive about the organisation of workplace activities. For example, making provision for different types of dietary restrictions.

- ➔ Organise events to facilitate greater understanding. For example, through celebrating major holidays of various nationalities and ethnicities.



Denotes foundational practices which all organisations should put in place to promote an inclusive and harmonious workplace.

Actively facilitate inclusiveness

Workplace design

The design of a workplace can facilitate an inclusive and harmonious culture by encouraging interaction between employees, as well as being sensitive to the needs of various employee populations.

Organisations can design their workplaces to facilitate inclusiveness and harmony by:

- ➔ Creating spaces for employees to interact and meet informally (e.g. pantries with sufficient space and facilities)
- ➔ Creating an open office environment which minimises walls or barriers
- ➔ Designing the workplaces with needs of different employee populations in mind (e.g. nursing rooms for mothers, handicap access for the disabled, workplace ergonomics for older workers)

 Workplace activities

Workplace design

Buddy system

Employee networks

Awards & recognition

Manage grievances

Actively facilitate inclusiveness



Workplace activities

Buddy system

Buddy programmes are usually put in place to help new employees settle into the organisation. The programme provides a means of obtaining information, asking questions and voicing concerns through a safe channel. The programme can be incorporated as part of the orientation process.



Workplace design

Buddy assignment

Organisations could pair new employees with incumbents who are well integrated in the organisation.



Buddy system

If the new employees are new to Singapore, buddies can also help them settle in by sharing with them social and cultural norms.

Ensure that the buddy is aware of his/her responsibilities

- ➔ Specific guidelines should be provided to buddies so that there is consistency in the way the buddy system is implemented across the organisation. Guidelines could include:
- ➔ Invite the new employees to an introduction meal
- ➔ Introduce them to colleagues
- ➔ Invite them to formal and informal workplace events
- ➔ Share insights about the organisation's initiatives, programmes, policies, procedures
- ➔ Be a point of contact for questions, feedback or to provide guidance
- ➔ Check in with the new employees regularly for the first few weeks of work to ensure that they are settling in well

Employee networks

Awards & recognition

Manage grievances

Workplace activities and design at muvee Technologies

muvee Technologies ("muvee") is a Singapore-based software company that produces automated video editing software for the consumer PC market.

The home-grown company has a staff strength of over 50 workers of 13 different nationalities.

muvee actively promotes and encourages employee interaction at the workplace through organisation of workplace activities and workplace design.

Organisation of workplace activities

muvee regularly organises team-bonding activities, such as team lunches and celebration events for major cultural holidays. Team Departments are also provided with a 'brown bag' allowance every quarter to plan their own gatherings and team building activities.

To help new employees assimilate into the organisation, muvee provides support to newly arrived foreign employees, helps them with accommodation arrangements, administrative requirements and shares with them places to eat or visit in Singapore. An employee portal on the intranet also allows new employees to quickly get acquainted with others in the company.



Workplace design

muvee renovated its workspaces in 2009 to create an open office concept to enhance interaction between employees. Almost all employees, including the CEO, sit in the open office where workspaces are separated only with low partitions. The well-stocked pantry and diner provides a conducive environment for employees to take a break, play foosball, have meals together and engage in work discussions. The diner has become an important place where employees socialise and build bonds, and has come to epitomise the family culture of muvee.

The success of these efforts has been visible. Employee interaction is high, and many socialise outside work settings and even organise holidays together. muvee also has one of the lowest turnover rates in the industry. Employees typically stay for at least 4 – 5 years, a significant length of time in the fast-moving IT industry.

Source: Interview with muvee Technologies, September 2010



Actively facilitate inclusiveness

Employee networks

Employee networks can help facilitate an inclusive and harmonious environment by providing employees with opportunities to connect, obtain support and get career advice. Organisations can build employee networks through setting up employee resource groups and mentorship programmes:

(A) **Employee resource groups for employees** who share a certain interest or characteristic (e.g. working parent network, women's network, network of employees of the same nationality) can help to:

- ➔ Facilitate the career development of individuals by providing an avenue to share personal experience and obtain advice
- ➔ Provide a support system where employees can learn how to respond to challenges and obtain advice
- ➔ Highlight to management important issues facing a particular employee group

 Workplace activities

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Workplace activities

Employee networks

(B) **Mentorship programmes** provide employees with an opportunity to tap on the mentor's experience. In some organisations, it is used to target certain groups which are under-represented at senior levels of the organisation.



Workplace design

The following are some strategies to establish a mentoring culture in your organisation:

- ➔ Establish clear goals for the programme and desired outcomes
Top management should be involved to underscore its importance
- ➔ Provide training and support for mentors to be effective in their roles
- ➔ Provide guidelines to mentors on their expected roles and responsibilities. (For example, defining the desired outcomes, how regularly meetings should take place and how they should be conducted)
- ➔ Provide recognition to those who volunteer as mentors, for example, by incorporating it into annual performance reviews



Buddy system



Employee networks

Reverse mentoring

The traditional notion of mentoring usually involves a more experienced mentor developing a junior mentee. Reverse mentoring recognises that junior employees also have insights which more senior employees can benefit from.



Awards & recognition



Manage grievance

Actively facilitate inclusiveness

Awards & recognition

Awards and recognition reinforce positive attitudes and behaviours by recognising exemplary leaders in creating an inclusive and harmonious workplace.

Organisations which already have employee awards in place can consider including values and behaviour that foster inclusive and harmonious workplaces as part of the award criteria.

Tips for achieving effectiveness implementing awards and recognition:

- ➔ Be clear about the context and expectations
- ➔ The recognition should demonstrate to employees the specific behaviours or actions which are being recognised by the organisation
- ➔ Team-based recognition or rewards can encourage teams to work towards a common goal and foster greater bonding

Workplace activities

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Actively facilitate inclusiveness



Workplace activities

Manage grievances

Workplace disputes or discrimination/bullying at work can have significant negative impact on employees and organisation effectiveness. It is therefore important to put in place policies and clear procedures for handling disputes or complaints of discrimination.



Workplace design

- ➔ State clearly the organisation's stand on equality and mutual respect
- ➔ Put in place clear escalation channels for raising problems, making complaints and resolving conflicts
- ➔ Put in place channels that employees can turn to for help or guidance, such as an employee hotline or counseling service
- ➔ Make sure that communication channels are well communicated and understood by employees
- ➔ Assure employees that all matters will be dealt with confidentiality
- ➔ Ensure that staff who are involved in providing support or advice are trained to do so.



Buddy system



Employee networks



Awards & recognition



Manage grievances

Organisations can also approach the Tripartite Alliance for Fair Employment Practices for advice if they need help in resolving disputes involving workplace discrimination.

Managing employee concerns at The Marriott

The Marriott is an international hotel chain that operates in 67 countries. Its 146,000 employees across the world are known as “associates”. In Singapore, The Marriott Singapore has over 500 associates of diverse backgrounds and profiles.



To ensure that their associates are treated with dignity and respect, and that fair treatment is guaranteed for all staff, The Marriott has in place three channels to enable employees to raise concerns:

Guarantee Fair Treatment (GFT)

The GFT states that all employees have the right to bring up issues and concerns to the next level, bypassing their own supervisors if necessary. The process of escalation to higher levels can continue to take place until the issue(s) are satisfactorily resolved.





Speak out!

This channel allows associates to raise issues directly with the General Manager in Singapore, or with the Chairman and CEO of the global company. Prominently displayed in the staff lobby are two letterboxes for staff to place sealed letters. Letters in one box go directly to the General Manager, while letters in the other are directed to the Chairman. Administrators of Speak Out! are not allowed to open the sealed letters. All issues are investigated by the relevant departments, who report to the respective leaders on how the matters had been resolved.

Open door policy

The Marriott also adopts an open door policy where employees can go up to any member of the management to raise issues/concerns.

These channels are well publicised to all new and existing staff, to ensure that they are aware of their rights and the recourse they have should they encounter issues such as discrimination or unfair treatment.

Source: Interview with Singapore Marriott Hotel, November 2010

Communicate effectively

Organisations can consider including the following key messages in their communication:

- ➔ Why it is important for the organisation to have an inclusive and harmonious workplace
- ➔ How an inclusive workforce will benefit all employees
- ➔ The role which all employees play in creating an inclusive and harmonious workplace
- ➔ Strategies and tips for employees on how to enhance their working relationship with colleagues of diverse backgrounds
- ➔ How employees can deal with sensitive areas (e.g. misunderstandings, discrimination) and employee channels to raise concerns
- ➔ Key progress and achievements

Communicate effectively

It is important that senior management is involved in delivering the key messages to highlight their commitment.

These can be done through:

- ➔ Incorporating key messages at company-wide events (e.g. corporate retreat, annual review, townhalls)
- ➔ Updates on the company intranet
- ➔ Internal milestone training programmes, such as the induction programme or new manager training
- ➔ e-newsletters, posters, brochures.

Resources for managers and employees

The following materials serve as a reference point that organisations can use to communicate to staff on workplace inclusiveness and harmony. You should adapt and customise the materials based on your organisation's staff profile and needs:

- ➔ A Manager's Guide for Building Inclusive and Harmonious Workplaces (Appendix M1) provides tips and strategies for managers to lead diverse teams.
- ➔ Employee communication materials (Appendix V) provides tips for employees to work effectively in diverse teams.

The materials are available for download from <http://www.mom.gov.sg/employment-practices/WDM>

Raising employee awareness on the importance of inclusiveness at Ernst & Young

Ernst & Young is a global professional services firm in assurance, tax, transaction and advisory services. The organisation has 141,000 employees across 140 countries. The Singapore office has over 2,000 employees, with approximately one-third of the workforce made up of international employees. It also has a good distribution of employees spanning across different age groups.

Ernst & Young believes that embedding an inclusive culture in the organisation will enable its employees to achieve their potential and make a difference, and better enable the organisation to deliver high quality services to its clients, create competitive advantage and drive market leadership.



The organisation is active in raising awareness of the importance of diversity management and inclusiveness to its employees through the following:

- ➔ Defining clearly the vision for diversity and inclusiveness in the organisation, and how it will impact the business, its clients and all employees
- ➔ Regular communication from senior management and the HR department on the importance of having an inclusive workplace and bringing examples to life through stories in staff communications
- ➔ Producing thought leadership on diversity and inclusiveness for industry stakeholders and participating in similar-themed forums to share leading views on the subject

Making available communication materials and resources such as:

- ➔ Slipsheets and posters on what it means to be inclusive
- ➔ Toolkits and guides on how to work with various employee groups (e.g. working with colleagues with disabilities, strategies on managing diverse teams)

In addition, the organisation also actively communicates its diversity and inclusiveness commitment to external stakeholders. Ernst & Young has been recognised for its efforts in diversity management through a number of awards and accolades in various countries.

Source: Ernst & Young LLP, January 2011



Evaluate effectiveness

It is important to track the progress of your organisation's diversity management programme to evaluate if the objectives are being met and to identify areas of improvement. This could include monitoring the results in the following areas:

Workforce management

Organisations can track whether the diversity management strategy has enabled it to be more effective at workforce management. This could include:

- ➔ Recruitment – e.g. recruitment success rate, average time to hire
- ➔ Employee engagement – e.g. absenteeism rate, employee surveys
- ➔ Promotion rate – e.g. proportion of cohort promoted
- ➔ Retention rate – e.g. percentage of turnover in a period

These statistics can also be tracked in each employee group, to provide information on how successful you are at retaining and promoting employees from various backgrounds. It can help highlight issues faced by certain employee populations and gaps in the design or implementation of HR policies.

Evaluate effectiveness

Effectiveness of diversity management initiatives

The diversity management initiatives should also be tracked to identify areas of improvement. The following areas can be monitored:

- ➔ Employee awareness of diversity management initiatives
- ➔ Employee feedback and perception of practices/policies
- ➔ Commitment of senior management in supporting the initiatives
- ➔ Effectiveness of managers and employees in working with colleagues of diverse backgrounds

These can be tracked through:

- ➔ Inclusiveness Pulse Check (Appendix VII) – The Pulse Check assesses employees' perception of the organisation's state of workplace inclusiveness and harmony. This should be completed on a periodic basis. The pulse check can be combined with existing employee surveys which are conducted in your organisation
- ➔ Employee focus groups to gather feedback
- ➔ Number of complaints escalated through employee grievance channels
- ➔ Exit interviews to obtain feedback on employees' perception of the organisation's inclusiveness. Sample exit interview questions are available on Appendix VIII on **page VIII-1**