

The Selection Partners ‘5 P’ approach to Diversity.

“The secret to getting ahead is getting started” – Mark Twain

What is diversity?

Diversity is any dimension that can be used to differentiate groups and people from one another. This may include differences in ethnicity, gender, age, national origin, disability, sexual orientation, education, and religion. But it’s also more than this. We all bring with us perspectives, work experiences, life styles, interests and cultures. **44 % of Australians are either born overseas or have at least one parent who was born overseas.** Women make up almost 45% of the labour force and comprise over 50% of university graduates in Australia. Our work place diversity will therefore continue to increase significantly over the coming years and successful organisations will embrace and appreciate the open communication, adaptability, and change necessary.

In short – diversity is getting the mix of people right.

What is inclusion?

Inclusion is a state of being valued, respected, and supported. It’s about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential. Inclusion should be reflected in an organisation’s culture, practices and relationships that are in place to support a diverse team.

Inclusion is getting the mix to work well together.



Organisations need both diversity and inclusion to achieve their goals. Diversity without inclusion leads to conflict. Inclusion without diversity may create harmony, but because everyone is alike, the organisation is unlikely to reach its full creative or innovative potential.

To attain a business advantage organisations need to focus on both diversity and inclusion.

Benefits of diversity

Whilst diversity is more than gender balance, as an organisation embarking on a diversity and inclusion strategy, focusing on gender is often a good place to start given that at least 60 per cent of households in Australia are now dual-income.

A study of the performance of 2,360 companies over a 6 year period concluded that it would have been better to have invested in corporates with women on their management board than those without. (Credit Suisse 2012). Similarly, research by Catalyst (2007) found companies with more women on their boards were found to outperform their rivals with a 42% higher return in sales, 66% higher return on invested capital and 53% higher ROE.

BHP announced in November 2016, their plan to have a 50 per cent female global workforce by 2025, with the mining giant's minerals boss Mike Henry saying "*if we don't make a bold declaration we will consign ourselves to incremental gains that are not much better than the status quo*"

The diversity of thinking and innovative approaches brought about by a diverse leadership team which delivers tangible financial benefits can no longer be ignored.



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Whilst achieving diversity is not a simple process, we have created a simple five step approach called the 5P approach to Diversity to guide your thinking and actions.

PRIORITY | PROGRESS | PEOPLE | POLICIES | PRACTICES

i	Priority	CEO & Leadership team must prioritise & value diversity. Actions: Ensure this is evident in how the CEO and the Leadership team behave & communicate. Make diversity & inclusion a priority.
ii	Progress	Progress depends on everyone being convinced of the real business benefits. Diversity is not a nice to have, it is a business imperative. Actions: Share the financial and performance benefits of diversity and inclusion which are relevant for the organisation as a whole & for different levels and departments. Make progress in this area a business advantage.
iii	People	Diversity and inclusion is not an HR initiative, it's a whole of business people program. Actions: Involve line managers & employees in creating and crafting strategies and actions to drive the program. Listen to and invite input, engage people in the program. HR can facilitate this, not own it.
iv	Policies	Objectives, goals & metrics need to be clear to drive focus and behaviour. Actions: Have clear goals from the CEO down. Involve everyone in actions and initiatives for which they will feel proud. Induct and train people in your policies and processes.
v	Practices	The organisation must reward good behaviour and hold people accountable. Actions: What everyone does within the organisation counts, so create a culture where people are held accountable, call out poor behaviour, showcase good behaviour. Report on what's working and what is not, be honest and authentic. Keep it visible.

It is essential to focus on ensuring that your organisation has the right culture, initiatives, and programs in place to recruit, support and retain a diverse workforce. There is so much to do, however if you feel overwhelmed perhaps one step could be to think about diversity recruitment as step one!

How well does your organisation attract and recruit diverse employees?

Consider: **What is your organisation doing to help or hinder the recruitment of a diverse workforce?**

Creating a diverse and inclusive workforce is complex, understanding how well you are doing in recruiting people into your business in the first place, is often a good area of focus to start.

Along with diversity experts and after extensive research, June Parker, Director of Selection Partners and President of EEON (Equal Employment Opportunity Network), has created the Selection Partners, diversity in recruitment framework audit. This Diversity Recruitment framework is used to review '**How well your organisation performs in attracting and recruiting diverse employees**'.

This three part framework covers the following;

Part A

Review of your organisations Diversity and Inclusion Strategy & Priority to recruit a diverse workforce. Review of employee value proposition. Identification of gaps and provision of recommendations.

Part B

Review of each facet of the recruitment process including;

- **Policies and processes;** review of resources & support structures to recruit people with diverse needs?
- **Sourcing ;** review of strategies and recommendations to broaden the talent pool
- **Database;** review of how candidates are being categorised & communicated with
- **Job descriptions;** is language gender neutral and encouraging of people from diverse backgrounds?
- **Advertisements;** Do they encourage people from diverse backgrounds to apply?
- **Screening;** Is the rational used biased? How does the process help or hinder diversity? How objective is this in relation to the needs of the jobs

Part C

- **Interviewing;** are processes biased? Are those involved trained? Ability to uncover needs and discuss the organisations EVP. How are external agencies briefed? Are managers embracing diversity?
- **Salaries:** is there parity?

Following this a report with outcomes and recommendations will be produced.

The process

Part A: involves a meeting with the Key decision makers, including Leadership and Human Resources to discuss and agree on the project scope and discuss and answer many questions around D&I strategy with specific reference to recruitment objectives. This typically takes one meeting.

Part B: involves a desk top audit, working with the HR or people team. This typically takes one to two days. A review is completed of multiple jobs at different levels.

Part C: involves on-site work shadowing, observing the recruiters/HR/manager personnel responsible for recruiting in action. This involves attendance at interviews, with both recruiters and hiring managers. A review of data recorded, follow up with those interviewed and potentially those who in the past have rejected job roles. This will involve following a number of job roles and interviews across different levels and with a selection of Managers. Design and implementation of a diversity recruitment questionnaire to a random sample of managers with follow up one on one meetings to investigate results. This typically takes three days.

Finally a report will be prepared outlining effective recruitment practices, risks and areas of exposure and suggestions for improvement. This report will be presented back to the Key decision makers and the Human Resources sponsor.

The amount of time required for the Diversity recruitment audit varies according to the size and complexity of the organisation, however as an estimate, you would expect investing in between 5-6 days.

Benefits of an independent consultant review.

1. Impartial and honest feedback
2. Recommendations for next steps, working with your existing teams to upskill
3. Transfer of knowledge and real time learning.

For more information contact June Parker directly on june@selectionpartners.com.au or call 9832-8100.

Selection Partners is a Talent Consulting firm, we recruit, develop, engage and transition talented people. We work with Best employers every day and keep abreast of best practice in diversity and inclusion. Our consulting focuses on the “difference that makes the difference”, we know that your people make the difference for you.