

Diversity Climate of Openness – Audit Tool

Diversity Open Situation of the Organisation

a) Diversity teams

- 1) Focus of the organisation is to build diverse teams. If the employees recruited are homogeneous they will be questioned why.
- 2) Diverse work teams can be found at all layers of the organisation.

b) Diversity programs

- 1) The organisation provides foundations and employee assistance programs not only for minority members but also for anyone that has financial, psychological or general welfare problems.
- 2) Diversity programs are linked to the organisation's business objectives, visions, and values.

c) Legal procedures and beyond

- 1) Top management ensures Affirmative Action Procedures are implemented as a part of government registration and directly intervenes to ensure cultural diversity is well managed.
- 2) Employee orientation provides booklets on Equal Employment Opportunity and Affirmative Action.
- 3) In Employee orientation, the organisation talks about the value of diversity and the legal aspect of diversity including Equal Employment Opportunity (EEO), anti-discrimination, harassment and the code of conduct.

d) Perceived fairness ensured

- 1) Everyone is treated equally. No one pays special attention to the open sharing of different point of views.
- 2) Every employee who is a member of a minority group would say that they are treated the same as everyone else.

CITATION:

Härtel, C.E.J., & Fujimoto, Y. (2007, May). *Development of a diversity openness climate organisational measure*, Paper presented at the European Academy of Management Conference, Paris, France.

e) Stated diversity values

- 1) Diversity is about recognising that people have different ideas, views and value conceptualisation. We provide different employee benefits recognising the different demographic characteristics of our employees e.g. different benefits to younger age vs. senior age group members.
- 2) There are stated values on equity and diversity in the corporate plan and all employees are familiar with its importance.

f) Diversity-open conflict resolutions

- 1) There are diversity harassment advisers in the organisation who are well trained to deal with harassment. They are available for anyone to approach.
- 2) When conflict arises because of differences among employees in the organisation, they are able to communicate their problems, obtain performance management and counseling based on structural diversity policies.

g) Diversity-open recruitment and selection

- 1) In evaluating qualifications of applicants, experience and credentials obtained from overseas (e.g. India) are viewed the same as experience and credentials obtained in this country.
- 2) Selection criteria for jobs include the ability to work with diverse members.

h) Diversity-open performance appraisals

- 1) Managers are evaluated on key behaviours which incorporate diversity awareness when dealing with staff or customers e.g. how culturally sensitive, aware of body language and communication style.
- 2) Culturally diverse employees are included on appraisal panels.

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i) Diversity-open training

- 1) The organisation provides on-going training courses that teach employees about cultural diversity.
- 2) The organisation provides cross-cultural training and development via computer and face-to-face training programs.
- 3) Cross-cultural language and communication skills training are provided for diverse employees.
- 4) Recruiters go through diversity training to ensure that there is no discrimination in the selection process.

On-going recognition and support for minority members

- 1) The organisation uses a range of approaches to recruit minority members, for example, having an indigenous coordinator who communicates with the indigenous community and visits schools to recruit indigenous people.
- 2) The organisation has a value statement to respect individuals e.g. background, skills and the way people speak to you.
- 3) The organisation monitors the condition of minorities.
- 4) The organisation encourages staff to attain their full potential by offering opportunities through vacancies in other countries.
- 5) The organisation is just about to embark on a campaign to increase diversity awareness among all employees.
- 6) When a disabled person comes into work, the organisation provides a safety person to work with them, train them and promote their integration and assimilation. A conceptualisation would be in place using an HR consultant for career development and integration.
- 7) The organisation commits funds to promoting a climate of diversity openness.
- 8) The organisation has a process for consulting with diverse employees to obtain information on their perspectives of HR policies and practices.

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