

Chapter 4

Appendix A Draft Diagnostic Equality Check

Exercise: The below diagnostic may be used in order to assess equality and diversity in an organization. Students should identify an organization, for example the university in which they are studying. Then, they may collect data in order to fill the boxes below and discuss their findings in class.

Your organization

Which sector does your organization primarily operate in? Please tick one box only.

1. Manufacturing and production

- a. Agriculture and forestry
- b. Chemicals, oils and pharmaceuticals
- c. Construction
- d. Electricity, gas and water
- e. Engineering, electronics and metals
- f. Food, drink and tobacco
- g. General manufacturing
- h. Mining and quarrying
- i. Paper and printing
- j. Textiles

k. Other manufacturing/production

2. Private sector services

a. Professional services (accountancy, advertising, consultancy, legal, etc.)

b. Finance, insurance and real estate

c. Hotels, catering and leisure

d. IT services

e. Call centres

f. Media (broadcasting and publishing, etc.)

g. Retail and wholesale

h. Transport, distribution and storage

i. Communications

j. Other private services

k. Voluntary, community and not-for-profit

l. Care services

m. Charity services

n. Housing association

o. Other voluntary

3. Public services

a. Central government

b. Education

- c. Health
- d. Local government
- e. Other public services

4. Voluntary, community and not-for-profit

- a. Care services
- b. Charity services
- c. Housing association
- d. Other voluntary

5. How many people are employed by your organization in the UK?

- a. 250 or less
- b. 251–500
- c. 501–1000
- d. 1,001–5,000
- e. 5,001–10,000
- f. 10,001 or more

6. Where are the staff in your organization located? Please select all locations that apply:

- a. Whole UK
- b. North-east England
- c. North-west England

- d. Scotland
- e. London
- f. Yorkshire/Humberside
- g. Midlands
- h. Wales
- i. South-east England
- j. South-west England
- k. East of England
- l. Northern Ireland

Questions	Answers	Examples of evidence	Your evidence
Equality, diversity and culture			
<i>To what extent do you agree with each of the following statements?</i>	Strongly disagree Strongly agree 1 2 3 4 5		
Managers are equipped with adequate skills for dealing with diversity and equality issues			
Flexible working is encouraged in this organization			
Management behaviour always reflects organizational values and priorities			
Colleagues listen to and respect each other			
Colleagues feel under pressure to get my work done			
Formal and informal networks in my organization enable diverse people to talk to each other			
We always consult our customers			

Our customers always treat our employees with respect			
Colleagues always feel comfortable about networking with different groups of people in this organization			
My organization is always prepared to make adjustments to people's different work-life balance needs			
In my organization all employees are prepared to ask for different work-life arrangements that they need			
In my organization there are many opportunities to develop new skills at all levels			
Information on career development is offered to all employees			
In my organization people are encouraged to develop their skills			

All vacant posts within my organization are advertised internally			
All vacant posts within my organization are advertised externally			
Jobs tend to be given to people 'in the know'			
There are plenty of opportunities for progression within my organization			
There is good communication about internal job opportunities in my organization			
My organization sets out to encourage all employees to reach their full potential			

<p><i>Please rate your level of agreement with each of the following statements.</i></p> <p>My colleagues think that:</p>	<p>Strongly disagree</p> <p>1 2 3</p>	<p>Strongly agree</p> <p>4 5</p>		
<p>. . . an employee's religion shouldn't stop them from being promoted</p>				
<p>. . . employees should be promoted fairly</p>				
<p>. . . employees' sexuality shouldn't stop them from being promoted</p>				
<p>. . . employees' ethnicity shouldn't stop them from being promoted</p>				
<p>. . . an employee's age shouldn't stop them from being promoted</p>				
<p>. . . an employee's disability shouldn't stop them from being promoted</p>				
<p>. . . an employee's weight shouldn't stop them from being promoted</p>				

<p><i>Please rate your level of agreement with each of the following statements.</i></p> <p>In my current organization:</p>	<p>Strongly disagree</p> <p>1</p>	<p>2</p>	<p>3</p>	<p>4</p>	<p>Strongly agree</p> <p>5</p>		
<p>. . . employment practice is informed by a commitment to equality for all</p>							
<p>. . . the workforce reflects the diversity of the local population</p>							
<p>. . . senior management encourage diversity</p>							
<p>. . . people are not afraid to be open about their sexuality</p>							

<p><i>Please rate your level of agreement with each of the following statements.</i></p> <p>My current organization:</p>	<p>Strongly disagree</p> <p>1 2 3</p>	<p>Strongly agree</p> <p>4 5</p>		
<p>. . . encourages equal numbers of men and women in all management positions</p>				
<p>. . . aims to make sure that diversity and equality are at the heart of everything it does</p>				
<p>. . . values equality and diversity as a way to deliver better services</p>				
<p>. . . actively supports its suppliers, subsidiaries and affiliates regarding equality and diversity</p>				
<p>. . . recognises that it's important to respond to individual needs</p>				
<p>. . . consults with its customers and clients to identify diverse needs about goods and services</p>				
<p>. . . encourages the career progression of both men and</p>				

women			
. . . encourages the career progression of lesbians and gay men			
. . . encourages the career progression of people of all ages			
. . . encourages the career progression of people with disabilities			
. . . encourages the career progression of people of different religions			

Equality and diversity function			
<p>Is there a specialised diversity/equal opportunities function in your organization?</p> <p>When was the specialist function created?</p>			
<p>Has your organization mainstreamed its diversity/equality opportunities function?</p> <p>When was the function mainstreamed?</p>			
<p>Does your organization plan to open a specialised diversity/equal opportunities function in the future?</p>			
<p>Does your organization have a budget for diversity?</p>			
<p>How many people work on diversity and equality in your organization?</p>			

<p>Which of the following areas of expertise do the members of the equality and diversity team have?</p>	<p>Specific training on equal opportunities</p> <p>General management training</p> <p>Human resources management training</p> <p>Financial management training</p> <p>Marketing management training</p> <p>Engineering and production management training</p> <p>Employment/discrimination law training</p> <p>Specific training on equality and diversity management</p> <p>Other professional training: please specify</p>		
<p>How much influence does the equality and diversity function have within your organization?</p>			
<p>Does your organization have a written diversity management or equal opportunities policy statement?</p>			

Does the statement spell out the consequences of breaching the policy?	Yes No Not applicable		
Does your organization have an international equality and diversity policy?			
Does your international equality and diversity policy differ in content and approach from your domestic policy?			
Which of the following applies when considering the term used predominantly in your organization?	We generally use the term 'equality' We generally use the term 'diversity' We generally use 'equality' and 'diversity' interchangeably		
Does your organization have someone whose main responsibility is managing diversity/equal employee opportunities?			

<p>How much authority does the most senior person in the equality and diversity function have over others in the organization?</p>	<p>No power</p> <p>1 2 3 4 5</p> <p>Extreme power</p>		
<p>Are work–life balance issues part of the work in your equality and diversity function?</p>			
<p>Does someone in your equality and diversity team report regularly to the board of your company on diversity?</p>			

Diversity and equality strategy in your current organization			
Does your organization have an equality and diversity strategy?			
When was the equality and diversity strategy first implemented?			
Is your equality and diversity strategy integrated with the business strategy?			

<p>Which of the following equality and diversity activities does your organization have?</p>	<p>Awareness training</p> <p>Reward and recognition for equality and diversity achievements</p> <p>Monitoring customer profile</p> <p>Workforce monitoring and targeting system setting equality and diversity quotas</p> <p>Employee attitude surveys</p> <p>Setting equality and diversity objectives</p> <p>Work–life balance system</p> <p>Equality and diversity as performance criteria building equality and diversity into business goals</p> <p>Other – please specify:</p>		
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<p>Which of the following are the most influential ways of communicating equality and diversity in your organization?</p>	<p>Company newsletters</p> <p>Internal company TV channel</p> <p>Internet/intranet</p> <p>Events</p> <p>Internal company communications</p> <p>Speeches by top management</p> <p>Posters and leaflets</p> <p>Focus groups</p> <p>Employee surveys</p> <p>Personnel and team brief meetings</p> <p>Informal conversations</p> <p>Training Other – please specify:</p>		
<p>How has the scope of the equality and diversity strategy changed over time?</p>	<p>It has not changed</p> <p>It has expanded</p> <p>It has narrowed</p> <p>Not applicable</p>		

<p>What are the key drivers for equality and diversity in your organization?</p> <p>Rank the top 5 from 1 to 5, with 1 being the most important.</p>	<p>Legal pressures</p> <p>Corporate social responsibility</p> <p>To address recruitment problems</p> <p>Because it makes business sense</p> <p>To be an employer of choice</p> <p>Belief in social justice</p> <p>Desire to improve customer relations</p> <p>Desire to reach diverse markets</p> <p>To improve business performance</p> <p>To respond to the global market</p> <p>To recruit and retain best talent</p> <p>To respond to the competition in the market</p> <p>Because it is morally right</p> <p>To improve creativity and innovation</p> <p>To improve products and services</p> <p>To enhance decision-making</p>		
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	To improve corporate branding		
	Trade union activities		
Diversity and equality policy in your current organization			
Do you have an equality and diversity policy in your organization?			
When was the policy first implemented?			
When was the policy last reviewed?			
Diversity and equality policy in your current organization (continued)			
Which of the following categories does your equality and diversity policy cover? Please select all that apply. If not applicable, please proceed to the next question.	Criminal convictions Postcode Marital status Accent Parental status Mental health Disability		

	Stress		
	Nationality		
	Work-life balance		
	Religion		
	Age		
	Gender/sex		
	Social and economic background		
	Weight		
	Harassment and bullying		
	Physical appearance		
	Political ideology		
	Ethnicity/race		
	Trade union membership		
	Sexual orientation		
	All forms of difference		
	Other: please specify		

Do you involve employees in the design and implementation of equality and diversity policies and practices?			
In what ways do you involve them?	<p>Meetings</p> <p>Focus groups</p> <p>Trade union consultation</p> <p>Feedback from employees</p> <p>Networking/affinity groups</p> <p>Employee representation on boards</p> <p>Work-council consultation</p> <p>Employees are not directly involved</p> <p>Other: please specify</p>		

<p>What actions are taken in order to maximise employee engagement in equality and diversity policies?</p>	<p>Please select all that apply:</p> <p>Communicating equality and diversity message and policy across the organization</p> <p>Training and education activities in equality and diversity management</p> <p>Equality and diversity objectives integrated in performance and strategic management systems</p> <p>Employee involvement in community action programmes</p> <p>No action taken</p> <p>Other: please specify</p>		
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How often are equality and diversity management policies or initiatives related to overall corporate objectives and strategies?	Always Sometimes Never		
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<p>In your current organization:</p> <p>Have provisions been made for the following?</p>	<p>Please select all that apply:</p> <p>Harassment and bullying policy</p> <p>Disability access</p> <p>Childcare</p> <p>Equal pay audit</p> <p>Career development programme</p> <p>Flexible hours</p> <p>Job-sharing</p> <p>Practical equality and equality and diversity training</p> <p>Maternity provisions</p> <p>Paternity provisions</p> <p>Fair performance management system</p> <p>Targeted recruitment and retention to create a balanced workforce</p> <p>Corporate social responsibility</p>		
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	<p>Work-life balance programme</p> <p>Mentoring programmes</p> <p>Equality and diversity as part of the organization's mission</p> <p>Inclusion of diversity-related goals in managers' performance assessments</p> <p>Objective-setting</p> <p>Balanced scorecard</p> <p>Applying equality and diversity standards</p> <p>Other: please specify</p>		
<p>Equality and diversity monitoring in your current organization</p> <p>Monitoring information is important to track equality and diversity progress. This section aims to help us understand how equality and diversity is monitored in your organization</p>			

Does your organization collect monitoring information?			
Which of the following are monitored?	Staff profiles <input type="checkbox"/>		
	Customer profiles <input type="checkbox"/> Other: please specify		

<p>For which of the following categories do you monitor the diversity of your customer profile and staff profile? (please circle all that apply)</p>	<p>Sex</p> <p>Ethnicity/race</p> <p>Age</p> <p>Sexual orientation</p> <p>Disability</p> <p>Religion</p> <p>Nationality</p> <p>Physical appearance</p> <p>Social and economic background</p> <p>Criminal convictions</p> <p>Marital status</p> <p>Postcode</p> <p>Parental status</p> <p>Mental health</p> <p>Political ideology</p> <p>Weight</p>		
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Does your organization monitor the following?	Selection rates of under-represented groups Employee beliefs about the fairness of organizational policies Pay decisions to ensure fairness for all Promotions to ensure fairness for all Incidents of harassment and bullying		
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<p>Does your organization use monitoring information in connection with the following?</p>	<p>Recruitment</p> <p>Turnover rates</p> <p>Performance</p> <p>Promotion</p> <p>Training</p> <p>Pay</p> <p>Type of contract</p> <p>Organizational level</p> <p>Grievance</p> <p>Harassment and bullying</p> <p>Please note here any other monitoring information that your organization uses</p>		
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<p>Approximately, what percentage of workers in the following categories are represented in your organization?</p>	<p>Organization as a whole</p> <p>Managerial grades</p> <p>Board of directors</p> <p>Don't know</p> <p>Female workers</p> <p>Non-white workers</p> <p>Workers with disabilities</p>		
<p>Is your organization age-diverse?</p>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/> Don't know <input type="checkbox"/></p>		
<p>What is the majority age profile that your organization employs?</p>	<p>Young <input type="checkbox"/> Middle-aged <input type="checkbox"/></p> <p>Old <input type="checkbox"/> Balanced <input type="checkbox"/></p> <p>Don't know <input type="checkbox"/></p>		
<p>Does your organization attempt to measure the impact of equality and diversity management initiatives?</p>	<p>Yes</p> <p>No</p> <p>We are investigating the option</p>		

Which of the following measures do (or would) you use to monitor equality and diversity in your organization?	Impact assessment Employee performance appraisals		
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	Balanced scorecards		
	Diversification of customer base		
	Employee attitude surveys		
	Psychological contract issues		
	Level of employee commitment		
	Absenteeism		
	Number of tribunal cases		
	Level of customer satisfaction		
	Number of complaints and grievances		
	Business performance		
	Labour turnover		
	Ability to recruit		
	Improvements to problem-solving and decision-making		
	Other: please specify		

<p>How would you rate your organization's performance in comparison with your competitors on each of the following?</p>	<p>Lower than average</p> <p>Average</p> <p>Top 25%</p> <p>Top 10%</p> <p>Don't know</p> <p>Not applicable</p> <p>Service quality</p> <p>Level of productivity</p> <p>Profitability</p> <p>Rate of innovation</p> <p>Revenue growth</p> <p>Customer satisfaction</p> <p>Employee satisfaction</p> <p>Stock market performance</p>		
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Your evaluation of diversity and equality in your current organization			
What was the degree of overall organizational resistance and support to the below equality and diversity activities? Equality and diversity management strategy Equality and diversity management policies Equality and diversity management initiatives Equality and diversity management training Equality and diversity awareness training Equality and diversity monitoring activity	Strong resistance 1 2 3 4 5	Strong support	

<p>On balance, what are the general attitudes and behaviours about equality and diversity at different levels within your workplace?</p> <p>Organization as a whole</p> <p>Board members</p> <p>Senior management</p> <p>Middle management</p> <p>Junior management</p> <p>Non-managerial workers</p> <p>Trade union representatives</p>	<p>Oppositional Supportive</p> <p>1 2 3 4 5</p>		
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To what extent is equality and diversity central to activities in the following departments in your organization?	Not central					Very central						
	1	2	3	4	5	1	2	3	4	5		
Don't know/not applicable												
Marketing and sales												
Finance and accounting												
Communication and advertising												
Strategic management/corporate strategy												
Human resources												
Manufacturing and production												
Equality and diversity												
Advertising												
National/regional/local branches/chains												
Suppliers												
Customers and consumers												

CSR			
Shareholders			

How effective is equality and diversity management in improving the following in your organization?	Not effective					Very effective						
	1	2	3	4	5							
Don't know/not applicable												
Employees' attitudes and behaviours in terms of equality and diversity												
Representation of diverse groups at different levels of the organization												
Employees' levels of commitment												
Personal perceptions of fairness and justice												
Employee performance												
Employees' job satisfaction												
Cost of labour turnover												
Level of absenteeism												
Quality of recruitment												
Number of discrimination claims												

<p>Interaction between employees from diverse backgrounds</p> <p>Business performance</p> <p>Creativity and innovation in the organization</p> <p>Problem solving and decision making</p> <p>Business successful with regard to market penetration</p> <p>Diversification of customer base</p> <p>Level of customer satisfaction</p>			
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Pay Gap			
Do you have a job evaluation scheme?			
Has your scheme been designed with equal work in mind?			
Do you monitor equal pay for equal work across all strands of equality? a) like work b) work rated as equivalent and c) work of equal value			
Do you collect and compare pay data to identify any significant equal pay gaps?			
a) Do you calculate average pay and compare average basic pay and total earnings? b) Do you compare access to and amounts received of each element of pay for all categories of equality?			

Do you establish the causes of any significant pay gap and assess the justification for them?			
Do you have an equal pay action plan?			
Do you have an equal pay policy?			
Do you assess the impact of your equal pay action plan and policy?			
Do you regularly review and monitor your equal pay?			

