managing diversity is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilised and in which organisational goals are met. Differences come together to create the whole organisation in much the same way as single pieces of a mosaic come together to form a pattern.
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Introduction

The concept of managing diversity emerged in the US in the early 1990s at a time when significant demographic changes were evident, changes that were clearly going to lead to a more diverse workforce. This prompted academics and business people in the US to explore the impact of such changes and to identify ways to manage in the new environment and so the term managing diversity was born. This concept should not be confused with equal opportunities policies, although there are similarities. Managing diversity is about creating an environment of mutual respect. It is based on the belief that in such an environment people will work more effectively and creatively, leading to business and human resource gains.

The concept has only emerged in the UK and Ireland in more recent years. Kandola and Fullerton first published one of the most important explorations of the topic to date in 1994. More recently, the CIPD in 1999 published a report on this subject entitled ‘Managing Diversity: Evidence from Case Studies.’ It is only in the last few years that a small number of, generally larger organisations, have systematically introduced diversity management programmes in Ireland.

The key drivers behind diversity management in the international context are having an increasingly strong influence in Ireland. These include changing workforce demographics in an increasingly competitive global marketplace and the increasing emphasis placed on company and workplace ethics. However, some of the drivers in Ireland have been domestic in origin such as the equality regulatory framework provided by the Employment Equality Act, 1998 and the Equal Status Act, 2000.

This framework document provides an overview of what diversity management is and looks at some of the economic, legal and demographic drivers for the concept. It also examines the business case for diversity management, and offers suggestions for a diversity management model, that organisations could adapt to their own needs. It is important to note that there is no one right way to devise a diversity management model, as each company is different and has its own set of cultural values and business requirements.
What is diversity management?

"The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which will include factors such as sex, age, background, race, disability, personality and workstyle. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilised and in which organisational goals are met.... differences come together to create the whole organisation in much the same way as single pieces of a mosaic come together to form a pattern"

(Kandola and Fullerton, 1998)

Diversity management does not involve assimilation of people to fit the existing organisational culture. Rather, it involves ensuring that people maximise their potential and their contribution to the organisation leading to an inclusive company culture.
In practice however, the two approaches are not mutually exclusive, and substantial benefits can come from an overall approach, drawing on the most relevant elements from both disciplines. Any approach in the area should be a holistic one, aimed at inclusiveness and firmly linked to the overall business strategy of the organisation.

Diversity management requires an appreciation that people are different and that these differences can bring sustained business advantage through good management practice. It incorporates the following principles:

- diversity refers to any factor that makes people different, both visible and invisible - in the case of the former, factors such as race or gender and in the latter case, issues such as communication style, work style and experience;
- it involves attracting the people the organisation needs into the future without the obstacles of irrelevant considerations, thereby preventing and addressing skills shortages;
- it requires the involvement of all employees, but especially managers, to manage well and in accordance with policies that reflect the principle of respecting difference;
- it promotes an environment where differences are recognised, valued and employed;
- the belief that in such an environment people will work more effectively and creatively, to the benefit of the organisation and the individual.

Managing Diversity and Equal Opportunities

Traditional equal opportunity approaches have tended to focus on compliance with legislation and regulation, both of which are externally driven, as well as positive action initiatives for specific groups, which can include a focus on meeting targets. On the other hand, managing diversity policies seek to benefit from the particular abilities of individuals from a business perspective while recognising the benefits which can accrue from the diversity itself within the workforce.
The context for diversity management

Business environment

The changes in the environment in which Irish organisations do business have provided a strong impetus to diversity management initiatives. These factors may be briefly summarised as follows:

- increased globalisation of the market which has resulted in a significant increase in the amount of business being carried out on an international level;
- developments in information technology which have contributed to increased interaction between Irish employees and international counterparts, through such media as electronic mail, the internet, video-conferencing etc.;
- the location in Ireland of multinational organisations and the consequent increased presence and awareness of more diverse cultures;
- the interaction of different nationalities and cultures in the Irish workplace due to net immigration, the recent downturn notwithstanding;
- globalisation of the market economy which has resulted in organisations being faced with a more diverse customer base for which stiff competition is faced from lower cost economies.

Increasingly therefore, organisations are viewing diversity management as a means of obtaining an advantage over competitors.

Irish demographic trends

Rapidly changing demographics, which are impacting upon the Irish economy have been instrumental in a greater emphasis on managing diversity. According to the Quarterly National Household Survey, Second Quarter 2002, the overall labour force increased by 45,100 when compared to the second quarter 2001, to reach 1,827,000. The survey reports that the labour force participation rate for males decreased from 71.1% in the fourth quarter 2001 to 70.4% in the second quarter 2002, whilst female participation increased from 48.6% in the fourth quarter 2001 to 48.8% in the second quarter 2002.

In the fourth quarter of 2001, the Quarterly National Household Survey found that part time employment accounted for 18.5% of annual employment growth. An additional 9,900 females were employed in part time jobs while there was a reduction of 2,000 part time male workers compared to the previous twelve months. Whilst these figures are not available for the most recent survey for the second quarter 2002, the survey did find that the level of part-time employment for the second quarter 2002 had increased by 5,300 to 289,600 compared to the second quarter 2001.

The Central Statistics Office reports the following net migration figures for the period 1996-2002:

<table>
<thead>
<tr>
<th>Year (ending April)</th>
<th>Net Migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>8,000</td>
</tr>
<tr>
<td>1997*</td>
<td>15,000</td>
</tr>
<tr>
<td>1998*</td>
<td>22,800</td>
</tr>
<tr>
<td>1999*</td>
<td>18,500</td>
</tr>
<tr>
<td>2000*</td>
<td>20,000</td>
</tr>
<tr>
<td>2001*</td>
<td>26,300</td>
</tr>
<tr>
<td>2002*</td>
<td>28,800</td>
</tr>
</tbody>
</table>

*Preliminary

Source: CSO, Population and Migration Estimates, April 2002, Table 7
From the figures outlined in the tables opposite, it is clear that Ireland is becoming increasingly multi-cultural. This underlines the need for an increased emphasis on managing diversity.

Perhaps one of the more profound changes in the Irish labour market and indeed in Irish society generally, has been the significant increase in the number of foreign nationals seeking and gaining employment in this country and in so-doing, also joining the domestic market for goods and services.

**Legal impetus**

The statutory requirements of the Employment Equality Act, 1998 and the Equal Status Act, 2000 provide further definition to the context in which managing diversity takes place. The Employment Equality Act, 1998 focuses specifically on equality in the employment context. It outlaws discrimination on the following nine grounds and broadens the range of anti-discriminatory protection that is available to employees:

- Gender
- Disability
- Marital Status
- Race
- Family Status
- Religion
- Sexual Orientation
- Membership of the Traveller Community
- Age

Employers must also be aware of the Equal Status Act, 2000 which prevents discrimination on the same nine grounds listed above, in relation to access to property and in the provision of goods and services.
Business case for diversity management

Staff morale

A comprehensive diversity management strategy should make employees feel more included in and valued by the organisation. If the skills, talents and values of individual employees are recognised and positively used in the organisation, it should lead to better morale and enhanced productivity.

Improved team effectiveness

An awareness on the part of employees of their own individuality and that of others should lead to a greater understanding of the values and norms held by their colleagues. This may lead to a greater appreciation of diverse points of view and different approaches to work and problem solving, thereby contributing to improved overall team effectiveness and innovation.

Recruitment and retention of staff

The dilemma facing companies today is how to attract the best people and keep them in a constantly changing environment. Through a greater focus by companies and organisations on the individual, employees will feel more valued, which in turn can aid retention. Good management in this area should ensure continued success in attracting a more diverse workforce.

Reflecting diversity of customer base

An inevitable outcome of globalisation has been an increasingly varied customer base. By employing a diverse workforce, organisations would expect to gain a greater appreciation of the needs of their customers, e.g. proposing ideas for potential new markets that may otherwise have been overlooked.

Enhanced public image

In adopting a diversity management approach, organisations can be perceived as more progressive and in tune with the demands of the workforce, suppliers and, most importantly, the customer base.
Enhanced management skills

Good diversity management skills are entirely compatible with good people management skills. Focusing on improving managers’ ability to oversee a diverse workforce can improve their overall people management skills.

Opportunity to create and develop inter-organisational relationships

Globalisation has resulted in increased speed with which mergers, take-overs and acquisitions take place. Managers therefore are required to develop closer professional relationships with managerial counterparts from varying nationalities and cultures.

Increased flexibility—necessary for survival

Flexible organisations are better placed to deal with the more rapid or unexpected changes in the surrounding business environment. An ability to provide family friendly/worklife balance opportunities may assist in overcoming skills shortages at certain times or may provide an alternative to redundancy through offering career breaks, part time working etc.

Reduced risk of litigation

An organisation which is conscious of the diverse nature of its workforce and customer base is more likely to anticipate problems arising, thus potentially reducing the risk of litigation under either the Employment Equality Act, 1998 or the Equal Status Act, 2000.

DIVERSITY MANAGEMENT MODEL

A successful strategy for the management of diversity in the workplace involves a comprehensive approach which is likely to impact on most, if not all, of the key features of the organisation, including culture, processes and procedures, HR practices, and management style. Diversity management is not simply about heightening awareness of diversity in the workplace, but rather, it requires a new approach to the manner in which individuals are treated.

In general, the process involves four key stages:

- Analysis
- Planning
- Implementation
- Monitoring and evaluation

The precise application of the above four stages should be adapted as appropriate within each organisation so as to meet with particular needs.

Stage 1
Analysis
- diversity profile
- employment process

Stage 2
Planning
- objectives
- commitment
- resources
- prioritise & co-ordinate
- communication

Stage 3
Implementation
- training
- manager's role
- policies & procedures

Stage 4
Monitoring & Evaluation
- mechanism
- ongoing

Ireland’s Changing Workforce
Harnessing Diversity in the Workplace
Outlined below are suggested sources of information from which to analyse the diversity profile of an organisation’s workforce. Organisations may have other sources of information available to them, or other methods of collecting information, which they may use in addition to those suggested.

Building a diversity profile of the workforce

Staff turnover

Turnover statistics

- Monitor staff turnover, examine the frequency of turnover and analyse the turnover statistics.

- Analyse the staff turnover by years of service, is it highest in the first year?

  This may point to issues such as poor induction, inadequate training and difficulty adjusting to the company culture.

Exit interviews

- Conduct exit interviews, examine reasons for resignations. Find out if staff are leaving due to diversity issues such as not fitting in.

- Consider examining employee statistics under criteria such as:

  a) gender, b) age, c) Non EEA status, d) disability etc.

Performance reviews

- Carry out performance reviews, consider having a section for employee comments. These comments can be a rich source of analytical information e.g., issues about ‘fitting in’, lack of training and development opportunities, lack of opportunities to develop skills and talents, difficulties with addressing work life balances may signal diversity issues.

- Consider including a section on inclusion and diversity issues in future.

- Consider analysing the reviews by categories such as gender, age, non-EEA status etc.

Analysis

This is the ‘ground work’ stage, which is fundamental to the successful implementation of the diversity management strategy. There are two aspects to it. First to build up a profile of the level of diversity that exists in an organisation and among its customers. Second, an examination of the employment process to identify areas relating to diversity that need to be addressed.

Ireland’s Changing Workforce

Harnessing Diversity in the Workplace
Other issues
- What significant changes has the company undergone in recent times?
- Think about including a section on diversity in future employee attitude surveys.
- Consider setting up a cross-functional focus group(s) to examine the issue of diversity in the organisation.
- Does market research give the organisation enough information to identify the potential and diverse needs of various customer groups?

**The Employment Process**

**HR processes**
The graphic below illustrates the employment cycle in an organisation. It includes all HR processes from HR planning through to the termination of the employment contract. Below are some areas of the HR process which can be analysed from a diversity perspective. Organisations should feel free to add to the list any other areas that are of particular relevance to them.

- **HR planning**
  - In examining skills and competencies, are employee assessments based on qualifications and/or documented skills only, or are potential areas for individual development also identified?
  - Does the company’s targeted recruitment supply the skills and competencies needed?
  - If there are currently skills and competency gaps, how will those be addressed?

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The employment process

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[Graphic of the employment process]
Recruitment & selection procedures
This is potentially an area where organisations may encounter the highest levels of diversity, and it is essential that no discrimination occurs. The entire recruitment and selection process must be objective and transparent. To ensure compliance with employment equality legislation look at the present systems and ask if they are in keeping with the following:

Selection criteria
- Prepare job descriptions and personnel specifications for each position ensuring the job-specific criteria can be objectively justified.
- Do those recruited reflect the diversity profile of the applicants?
  If not is there a job specific requirement that justifies this?
- Job specifications must contain only those requirements that are absolutely essential in order to perform the job competently.

Advertising
- Ensure advertisements do not discriminate or indicate an intention to discriminate.
- Ensure that gender-neutral job titles are used in advertisements.
- State that the organisation is an equal opportunities employer.
- Remember that advertisements appear not just in print, but also on radio, in magazines, on the internet, by word of mouth etc.

Application forms
Use an application form, and ensure the following questions have been removed:
- age / date of birth;
- marital status;
- number of children;
- nationality;
- place of birth;
- sex;
- questions regarding disability/medical conditions.

Do not request that candidates supply photos with the application form. If photos are required, request that the candidate bring one to interview.

Interview
- Avoid statements or questions that are of a discriminatory nature, for example questions regarding a candidate’s childminding arrangements, or marital status, or asking a member of one sex how they would feel about working predominately with members of the other sex.
- Ensure that interviewers are aware of the requirements of the equality legislation.
- Ensure that each candidate is assessed in relation to how their attributes match those laid down in the personal specification.
- Keep interview records for 12 – 18 months after the interview.

Medical screening
- Conduct pre-employment medicals, and ensure that they take place after the interview.
- Ensure the company doctor is aware of the job description and the working conditions involved.

Remember the Employment Equality Act does not require an organisation to employ anyone who is not capable of undertaking the duties attaching to the position. However, the Act obliges the employer to do all that is reasonable to accommodate the needs of people with a disability, up to a nominal cost. So offers of employment should not be withdrawn, unless it can be proven that the candidate is unable or unwilling to carry out the full duties of the position including all of the conditions attached to the post. For example, requirements to do shift-work, work weekends, reasonable amount of travel and so on.

Induction training
- Is induction training conducted?
  - If so, when was the last time the induction process was reviewed?
- One approach to analysing this information is to compare turnover figures in the first year of employment with such figures prior to introducing/ updating the induction process. What changes have taken place? What reasons exist for such changes?
- Is there a mentoring process in place for new employees?
- Is the organisation’s harassment policy brought to the attention of new employees, and are the procedures to be followed, should harassment occur, explained?
If new employees are non-nationals, remember they are not necessarily just new to the job and the workplace, but may also be new to the country, so induction training may need to be tailored to their needs. The following points can be considered:

- provision of translators/translated materials;
- providing assistance with opening bank accounts;
- assistance with finding accommodation.

Any assistance provided to foreign nationals must also be extended to Irish nationals if required.

Performance management

- Is there a staff performance management system in place?
- Is it objective, transparent, fair and consistent?
- Are managers trained in its operation?

Harassment and dignity at work

- Does the organisation have a policy (policies) in this area?
- Does it cover the nine grounds mentioned in the Employment Equality Act, 1998?
- Is the policy communicated to all staff?
- Has training been provided for managers and supervisors on how to deal with complaints received under the policy?
- Are all staff aware of their responsibility to prevent harassment and bullying?

Does the policy go further than simply complying with the law? Does it make a positive statement about individuals entitlement to dignity at work?

- How does the organisation monitor and evaluate the success of this area?
- Are complaints dealt with speedily and resolved successfully?
- In the absence of formal complaints, do staff feel that they are being treated with dignity at work?

If the organisation does not have a policy covering harassment and sexual harassment, one should be put in place.

Work-related opportunities such as training and development & promotion

Ensure that there is no discrimination regarding access to these opportunities.

Matching work-life balance policies to diversity profile

Examine what work-life policies the organisation currently has in place. Do these policies match the diversity profile of the organisation? What benefit do such policies have in the following areas:

- attracting and retaining quality staff;
- making staff more motivated and productive;
- reducing employee stress levels;
- reducing sick leave/absenteeism;
- improving company reputation and image.

Depending on the diversity profile of the workforce, work-life balance initiatives could prove very useful in attracting, retaining and motivating staff. These initiatives can include flexitime, personalised / flexible hours systems, job sharing, term-time working, part-time working, compressed working week, annual hours systems, and e-working.

Remember that as a workforce changes or develops, its diversity profile will change. Similarly business needs will change over time. A family friendly policy that was appropriate 15 years ago, may not be appropriate today or vice-versa. This should be re-viewed on an ongoing basis.

Summary of the analysis stage:

- audit current state of affairs in the organisation;
- identify existing difficulties arising from diversity issues;
- examine existing policies and procedures;
- establish diversity profile of organisation;
- establish what is to be achieved and identify the reasons why.
Planning

Once a clear picture of the current state of diversity within the organisation has been obtained, this paves the way for the planning stage. This stage requires a comprehensive and systematic approach towards establishing the key objectives behind the strategy. The successful implementation of this strategy will depend on other factors such as the commitment of senior management and the provision of adequate resources to ensure the successful implementation across the organisation as a whole. Once there is confirmation of the level of resources to be dedicated to the initiative, decisions can be made as to the necessary and appropriate actions to be undertaken as part of the overall programme. Finally, an appropriate timeframe should be allocated to the various stages of the programme.

Elements of a successful planning process

Senior management commitment
Such commitment needs to be visible, active and ongoing. It needs to be shown through senior management’s own behaviour and in the level of resources to allocated to the strategy. Senior management’s commitment needs to be communicated to staff.

Identification of objectives
Objectives should be clear and quantifiable, and developed in conjunction with business objectives. Objectives can be specific or alternatively, they can be more wide ranging across the organisation as a whole.

Implementation
Along with developing objectives, a programme of action should also be developed. Its priorities should be identified from the analysis stage. One area of priority should be to ensure compliance with the law, both in terms of policies and procedures and in terms of organisational behaviour. Identifying a number of key tasks at the outset which are relatively quick and easy to achieve, can prove useful. Success at an early stage should result in commitment and a willingness to take on more difficult objectives at a later stage.

Allocation of resources
Diversity management strategies can sometimes involve considerable resources in terms of time, money and training. A careful cost benefit analysis should be carried out. Certain aspects of a diversity strategy e.g., introduction of paid maternity leave, or other ongoing benefits can involve continuous cost to the company in payroll terms. However, other initiatives can involve less financial cost, and rely instead on a time commitment. Strategies that fall into the latter category include tools such as mentoring, coaching, networking arrangements, and awareness raising.

Co-ordination of approach
Diversity management is a clear business strategy that, in order to be successful, needs a co-ordinated approach across the
organisation. Appointing ‘diversity champions’ at all levels within the organisation with responsibility for implementation and communication of the process is one way of spreading ownership across the organisation. Cross-departmental communication is also important to ensure consistent implementation and co-ordination of the process across the board.

Establishing accountability
In order to be successful, a diversity strategy needs to be perceived as an organisation-wide priority.

Key priorities for establishing accountability include:
- identifying people responsible for the overall implementation of the strategy;
- ensuring all managers are aware of the contribution they must make towards implementation;
- ensuring managers are aware of the role they play in both preventing and dealing with issues of discrimination or harassment;
- ensuring employees are aware of their role in diversity management.

Communication
A key point to consider in the communication of the diversity message is that employees may fear that the employer is engaging in a form of political correctness or thought policing. This may cause resentment and lead to the strategy not being implemented in full. In order to avoid such issues arising, it is important to emphasise that what the company is establishing is a set of company values and standards of behaviour within the workplace. In other words, what individuals choose to believe or say in their private lives is a matter for them. The company is setting values and behavioural standards in the interests of complying with the law and in order to create a productive working environment for all.

Aspects of communication to consider include:
- how does the organisation communicate its diversity vision;
- external communication;
- employee training;
- updating and giving feedback.

Summary of the planning stage
- gain senior management commitment;
- establish key objectives for the programme and prioritise areas which need to be addressed;
- decide on a suitable co-ordination mechanism to ensure a consistent approach;
- decide on allocation of resources;
- decide on appropriate communications strategy for employees.
Implementation can broadly be divided into three areas (see below). Depending on the diversity profile, and aspects of the employment process which are identified in the analysis phase, it may be necessary to develop 2) and 3) in tandem or re-prioritise as the case may be.

1. Integrating diversity into HR processes and updating policies and procedures

A formal diversity policy? An important question is whether or not to develop a company statement on diversity management. Many organisations see a statement on diversity as a key starting point and a means of setting standards and objectives for all stakeholders. Others prefer not to make a formal statement and argue that in so doing there is a risk of focusing negative attention on a group of staff who are already an integral part of their workforce. However, it is widely believed that it is generally good practice to have such a statement in place in order to provide a focal point for later work which may take place on raising general awareness of the issues involved. In other words, where an organisation wishes to embark on a process of environmental and cultural change, the use of such a statement may assist the commencement of such a process and provide a focus for all stakeholders on the issues involved.

Work/life balance policies
This is an umbrella term for a range of different initiatives from which employees can choose to suit their individual circumstances. The advantage of introducing these types of initiatives is that they have universal benefit and they incorporate flexibility, two factors associated with successful initiatives. Undoubtedly, a major component of programmes are family friendly policies. While particularly suited to people with dependants, these policies can have appeal across the board. By allowing for changes in people’s lives and supporting them in fulfilling their personal commitments, the company can build loyalty. Clearly, if employees find a balance between their home...
commitments and their work they will be more productive. Examples of flexible working arrangements include:
- Part-time working
- Job-sharing
- Flextime
- Compressed working week
- Annualised hours
- Personalised/flexible hours arrangements
- Term-time working
- eWorking

Cost benefit analysis
The introduction of new policies that involve ongoing costs to the organisation should receive a careful cost benefit analysis prior to and during implementation to ensure that costs remain justified; especially if the diversity profile of the workforce has changed since the analysis or planning stages.

2. Creating diversity awareness amongst staff and providing training

Raising awareness
A wide range of initiatives can be used here, from staff workshops and training sessions to setting up networks on specific areas, staff intranet pages, articles in staff newsletters etc. To be effective, initiatives must support the diversity policy, which should in turn support the organisation’s strategy. Care must be taken that individual initiatives do not work against each other but rather support each other.

Induction
It is an ideal opportunity to introduce new employees into the organisation’s value system. It is useful to look at how effective the induction process is for particular groups and ensuring those responsible are trained, not only in technical skills but also interpersonal and communication skills.

Training
Training in its own right is a very useful tool for promoting diversity. Training plays a major part in the integration of diversity into the company’s HR processes. Using varying methods of training and development can, in itself, be an acknowledgement that different people learn in different ways. It may be more effective to integrate diversity into general training programmes rather than identifying it as a standalone issue. Equally the level and type of training provided will depend on the type of role being occupied by an individual. For example managers engaged in recruitment and selection will require very specific training in this area. A detailed set of guidelines on equal opportunities and diversity training is available from the Equality Authority (see further reading).

Employee networks
These are made up of groups of employees who share common characteristics. Thus there may be a black employee network, female executives network or gay and lesbian network to name but a few. The cost of forming and maintaining these groups is quite low. They are usually formed as resources for the employees they represent and may provide a sense of community among them. Where an organisation supports a number of networks it needs to ensure support is equally distributed. Someone senior in the organisation who has already established connections usually facilitates members of the network.

3. Adapting and changing the role of the manager

Clearly in implementing a successful diversity strategy, managers play a key role. Good diversity managers are essentially good people managers. They treat people with dignity and respect, ensure equal access to all aspects of employment within the policies as laid down by the organisation. They adopt their motivational styles according to the needs of individual team members and promote a self-learning culture within the organisation. They act swiftly to deal with inappropriate behaviour and lead by example. Core competencies for diversity managers as identified by the An Póst Midas Project:
- demonstrated leadership;
- strategic vision;
- change management;
- people management;
- developing self and others;
- commitment to diversity and the business;
- managing relationships;
- knowledge of diversity.

Summary of the implementation stage

- address training needs at all levels of the organisation;
- address changing role of the manager;
- implement any other strategies or initiatives which are identified as necessary.
The criteria chosen by the company to evaluate the success of the diversity initiatives will depend to a great extent on the initial reasons for implementing diversity management. Some reasons may have included:
- retaining key staff;
- lowering staff turnover;
- attracting a wider pool of employees;
- creating a greater work/life balance;
- integrating foreign nationals into the workforce.

Organisations should review the aims of their diversity strategy against the progress achieved. Several of the tools used in the analysis stage can be employed in ongoing monitoring and evaluation. The issues covered in establishing the diversity profile and examining the HR process could be reviewed, and the results compared with those completed previously. Consider conducting a staff survey, or assembling cross-functional focus groups to get feedback from staff on improvements (if any) that they have experienced and about any further initiatives that could be taken by the company. Evaluation could include collecting statistics relating to absenteeism, turnover, productivity, gender breakdown, age, non EEA status, disability etc. This can be done both prior to, and after the introduction of diversity initiatives, to compare the benefits experienced by the organisation. Another tool for evaluation would be conducting entry and exit interviews, in order to collect data on what attracts applicants to the organisation, and what prompts employees to leave. Companies could also consider benchmarking themselves against similar organisations, who have and who have not implemented diversity management.

Suggested questions for evaluating the success of a diversity initiative:
- Is diversity management seen as a priority throughout the organisation?
Do the diversity management objectives link in with the overall business objectives of the organisation?
If the organisation developed a diversity statement or vision, has it moved closer to, or achieved the vision’s aim?
Do senior managers actively participate in the implementation of diversity management?
Do staff agree that management are fully committed?
Have managers been trained in developing themselves and their staff, so that their full potential is realised?
Are managers assessed according to their ability to develop themselves and their employees?
Have employees been trained in how to manage diversity effectively?

Since diversity should be the responsibility of all employees, the results of the evaluation process should be communicated to all members of staff, and not just remain the property of management. This will serve as a reminder to staff that diversity management is an ongoing and important part of how the organisation operates.

Summary of the monitoring and evaluation stage

- decide how to evaluate the more intangible benefits being sought from the strategy;
- put an evaluation programme in place to evaluate the success of the strategy.
IBEC Initiatives in the area of diversity

IBEC is involved in diversity management in a variety of ways. These include participation in the National Framework Committees on Family-Friendly Work-Life Balance and Equality at the Enterprise level. IBEC also provides direct services to its member companies through its Equality Unit and through a variety of practical initiatives and projects.

IBEC participates in a number of EU funded EQUAL projects, including a project with Interact which aims to improve the integration of migrant workers, a project with Pavee Point looking at barriers to the employment of traveller men, a project with SIPTU and other social partners and institutions on job rotation and up-skilling, and a project with Trinity College – the National Flexi-Work Partnership.

IBEC is one of four international partners in an EU sponsored project called ‘Proage’ which is being led by the German Employers Federation (BDA). The project will run until 2004 and will develop strategies and policies to encourage greater participation by older workers in the EU economy.

IBEC, the Construction Industry Federation, the Irish Congress of Trade Unions and the Equality Authority, co-operate together in respect of the annual Anti-Racist Work Place Week. This has become an important part of the overall national strategy to combat racism and to ensure that it does not become a feature of the Irish work place.

The Confederation has initiated a number of projects in the work/life balance/family friendly policies area, including establishing a National Round Table on work/life balance/family friendly policies and developing training supports for employers, including a Video Training Pack for Employers. Some of these activities have been supported by the PPF Family Friendly Framework Committee.

The Confederation has published a variety of reports and guidelines in the areas discussed, including the recent ‘Women in Management in Irish Business’ which identifies the challenge faced by the Irish enterprise sector in achieving a more balanced representation of women in decision-making positions. The report also identifies the opportunity to draw on the resources, skills and expertise of women in positions of leadership, to enrich Irish
business and to help Ireland become a knowledge-based economy. IBEC has also published a number of reports and guidelines for members on family-friendly arrangements and equality issues.

In addition, IBEC has been collaborating on a number of projects as part of the work of the National Framework Committee for the Development of Equal Opportunities Policies at the Level of the Enterprise. Full details of these projects are available in IBEC’s publication: Social Policy in a Competitive Environment.

In 2001 IBEC published a “Business Guide to Childcare” in association with AIB – which provides practical advice and information for employers or anyone involved or interested in establishing a childcare facility. An IBEC guideline for employers, on employing older workers, will be forthcoming shortly.

IBEC has a specialist Equality Unit which provides services to members including advice and assistance, representation at equality hearings and training. IBEC’s Equality Unit train over 1,000 managers each year in the area of equality (recruitment and selection, equal pay, and equality in working conditions) and bullying and harassment in the workplace.

IBEC is interested in establishing networks of organisations who would be prepared to share experiences in the area of diversity management. Interested organisations should contact Sophie Crosbie at sophie.crosbie@ibec.ie.

IBEC acknowledges the assistance of the National Framework Committee for the Development of Equal Opportunities at the Level of the Enterprise, through the National Development Plan, in the publication of this document.

References/further reading


Garavan, Thomas N; Costine, Pat; Heraty, Noreen; (1995), Training And Development in Ireland, Oak Tree Press, Dublin.


An Post, Gaining Competitive Advantage through Managing Diversity.


A series of casestudies of projects funded under the EU Adapt Initiative.

CD Rom: Managing Diversity in a Changing Business Environment. Produced by Members of the Food Industry and Women in Technology & Science (WITS) with the assistance of the EU New Opportunities for Women (NOW) project.
Further Information and Useful Websites

1. Employment Equality Authority
   Clonmel St, Dublin 2, Ireland.
   Email address: info@equality.ie
   www.equality.ie
   Phone: +353 1 4173333
   Fax: +353 1 4173366

2. Office of the Director of Equality Investigations
   ODEI - the equality tribunal, 3 Clonmel Street, Harcourt Street, Dublin 2, Ireland.
   Telephone: 353 1 4774100
   Lo-Call No: 1890 34 44 24
   Fax: 353 1 477 4141
   Web Site Address: www.odei.ie
   E-Mail Address: info@odei.ie

3. National Disability Authority
   http://www.nda.ie/
   25 Clyde Road
   Ballsbridge, Dublin 4
   Tel/Minicom 01-6080400
   Fax 01-6609935
   Email: nda@nda.ie

4. The Equality Commission for Northern Ireland
   http://www.equalityni.org
   Equality House
   7 - 9 Shaftesbury Square
   Belfast BT2 7DP.
   Telephone : 028 90 500600
   Fax : 028 90 248687
   Textphone : 028 90 500589
   Email : information@equalityni.org

5. National Consultative Committee on Racism and Interculturalism
   26 Harcourt Street, Dublin 2.
   Tel: (01) 4785777
   Fax: (01) 4785778
   e-mail: nccri@eircom.net
   http://www.nccri.com

6. National Anti-Racism Awareness Programme
   Room 502
   43 - 49 Mespil Road
   Dublin 4
   Tel: 01 6632615
   Fax: 01 667 0366
   Email: info@antiracism.gov.ie
   http://www.knowracism.ie

Other useful websites

The Department of Justice website provides useful links to other relevant websites.
http://www.justice.ie

European Commission-
Anti-discrimination, Fundamental Social Rights and Civil Society
http://europa.eu.int/comm/employment_social/fundamri/index_en.htm

International Labour Organisation
http://www.ilo.org/

Dedicated to improving international Labour Standards and human rights; incls. Information on information services, programmes, industrial relations and the International Institute for Labour Studies.

Society for Human Resource Management
www.shrm.org/diversity

This report has been developed by IBEC with support from the Equality Authority under the PPF Framework Agreement for the Development of Equal Opportunities at the Level of the Enterprise.