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Handbook of Workplace Diversity

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TABLE 2.1 Objectives and indicators of effective diversity

Objectives of HR strategies	HRM initiatives in organizations	Indicators of achievement of objectives
Enhanced organizational effectiveness:		
Meet a moral imperative; do the 'right thing'	<ul style="list-style-type: none"> Recruiting efforts that highlight the organization's commitment to, and efforts to support, diversity in the workplace and external community Developmental assignments that expose employees to multiple cultures Implement formal and informal mentoring programs Incorporate diversity issue items into employee attitude surveys Encourage network and support group areas and potential skill-building/advancement opportunities 	<ul style="list-style-type: none"> Assessment of corporate citizenship Positive feedback from multiple stakeholders (shareholders, employees, labor organizations, communities) Outside recognition, reputation Structural integration (across levels, functions, titles, privileges) Inclusive work environment; all voices encouraged and heard
Reduce labor costs	<ul style="list-style-type: none"> Maintain database of workforce demographics to identify potential areas in need of intervention Reward managers who effectively manage diversity 	<ul style="list-style-type: none"> Absenteeism Turnover Productivity
Reduce legal costs associated with lawsuits and grievances	<ul style="list-style-type: none"> Monitor recruiting, hiring, promotion and compensation systems for compliance and equity Implement 'open door' policies and other processes to facilitate employee communication of grievances Articulate 'zero tolerance' of harassment and discrimination and diligently observe this commitment Expanded job posting 	<ul style="list-style-type: none"> Number of EEO complaints and grievances; associated costs Distribution of economic and social benefits, e.g. rates of advancement, access to training and development opportunities
Enhance the organization's reputation	<ul style="list-style-type: none"> Market the organization's commitment to diversity through various channels, such as the organization's website, targeted trade and other group-affiliated periodicals, local newspapers and sponsorship of community events 	<ul style="list-style-type: none"> Public knowledge and assessment Awards
Have policies and programs that are responsive to the changing demographic profile of employees	<ul style="list-style-type: none"> Flexible benefits that address a broad range of employee work and family needs Employee feedback incorporated into management performance evaluation Linking organizational awards, such as promotions and compensation, to the achievement of diversity goals 	<ul style="list-style-type: none"> Number of relevant programs and policies (e.g. training) Program utilization rates Employee satisfaction with programs and policies (measurement not limited to beneficiaries) Management accountability

TABLE 2.1 (Continued)

Objectives of HR strategies	HRM initiatives in organizations	Indicators of achievement of objectives
Attract a wider pool of talent	<ul style="list-style-type: none"> Expand recruiting efforts to specifically targeted audiences through periodicals, job fairs, selected colleges and professional affiliation groups Offer recruitment incentives; tap into the network groups of current employees 	<ul style="list-style-type: none"> Demographic characteristics of candidates Demographic characteristics of hires
Retain a wider pool of talent	<ul style="list-style-type: none"> Implement formal and informal mentoring programs Incorporate diversity issue items into employee attitude surveys Encourage network and support groups 	<ul style="list-style-type: none"> Demographic characteristics for voluntary and involuntary turnover populations Retention rate of high-potential employees Retention rate by function, level
Effect cultural change consistent with program and policy changes	<ul style="list-style-type: none"> Implement formal and informal mentoring programs Identify high-potential employees Incorporate diversity issue items into employee attitude surveys Encourage network and support groups 	<ul style="list-style-type: none"> Cultural audit Integration of diversity with other programs, e.g. orientation Top management support Number and level of managers involved in diversity initiatives Frequency of communication about importance of diversity in organization
Offer better service and marketing for a diverse customer base	<ul style="list-style-type: none"> Incorporate customer feedback into performance appraisal Provide recognition and/or rewards for employees who contribute to customer service initiatives 	<ul style="list-style-type: none"> Customer satisfaction with quality of products and services Market share for target population or region
Enhance ability to innovate because of utilization of diverse perspectives	<ul style="list-style-type: none"> Provide training and resources for diverse teams Provide team-based recognition and/or rewards for contributions to successful design and marketing efforts 	<ul style="list-style-type: none"> Quality and profitability of new products and services Diverse composition of decision-makers
Reinforce business strategies	<ul style="list-style-type: none"> Recruit and retain a committed workforce by ensuring a work environment that values and includes all employees 	<ul style="list-style-type: none"> Profitability Increased market share Progress toward globalization Quality Customer service and marketing