

Part Two: Practice Equity Daily



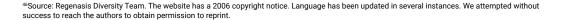


Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce.

HR POLICIES AUDIT CHECKLIST⁴⁶

This checklist is a self-assessment that will enable you to look at your HR policies and procedures and confirm if equality of opportunity is practiced and discrimination is eliminated within your organization. To ensure you get an accurate assessment and highlight areas that need improvement, it's important for you to be honest in your answers.

SECTION 1 RECRUITMENT & SELECTION Advertising	Yes	Sometimes	No
Advertise in plenty of time prior to the interview and selection process	2 pts	O 1 pt	O pts
2. Advertise using a wide range of sources	O 3 pts	O 2 pts	O pts
3. Give details about the necessary skills and qualifications required	O 3 pts	O 2 pts	O pts
4. Indicate a salary range	O 2 pts	O 1 pt	O pts
5. State that you're an equal opportunity employer	O 3 pts	2 pts	O pts
6. State that flexible working arrangements are available	O 3 pts	2 pts	O pts
7. Provide the opportunity for applicants to informally discuss the post	O 2 pts	O 1 pt	O pts
8. State the location of the post	O 2 pts		O pts
9. State that you welcome applicants with disabilities	O 3 pts	O 2 pts	O pts
10. State that you welcome applicants from underrepresented racial and ethnic groups	O 3 pts	O 2 pts	O pts
11. Use wording that would not discriminate against specific age groups	O 2 pts		O pts
ADVERTISING TOTAL			







Part Two: Practice Equity Daily

Workbook





Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

Job descriptions Are your job descriptions:	Yes	Sometimes	No
1. Clear and comprehensive, including all major tasks and responsibilities	O 2 pts	O 1 pt	O pts
2. Written in a standard format to enable valid comparisons to be made	O 3 pts	O 2 pts	O pts
3. Checked and agreed on by the relevant internal people	O 3 pts	O 2 pts	O pts
4. Extensive enough to cover the skills and knowledge applicants will require without breaking any anti-discrimination laws	O 3 pts	O 2 pts	O pts
5. Based on competencies needed to do the job, without using credentials as a proxy	O 3 pts	O 2 pts	O pts
JOB DESCRIPTIONS TOTAL			







Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

Applications When designing your application form and procedures, do you:	Yes	Sometimes	No
1. Ask for only essential personal details: name, address, and telephone number	O 2 pts	O 1 pt	O pts
2. Tell candidates the purpose of the equal opportunities monitoring form	O 2 pts	O 1 pt	O pts
3. Invite candidates to demonstrate how their experience and skills meets the job specifications	O 3 pts	O 2 pts	O pts
4. Assess candidates' applications based on their experience, knowledge, and competencies rather than their characteristics and background	O 4 pts	O 2 pt	O 1 pt
5. Ask candidates if they need any accommodations for the interview	O 4 pts	O 2 pt	O 1 pt
6. Give a specific deadline for application submission	O 2 pts	O 1 pt	O pts
7. Provide clear instructions about how to complete the application	O 1 pt	0.5 pt	O pts
8. Give candidates plenty of notice when scheduling interview dates and times	O 1 pt	0.5 pt	O pts
9. Acknowledge receipt of applications in writing	O 1 pt	0.5 pt	O pts
APPLICATIONS TOTAL			

⁴⁶Source: Regenasis Diversity Team. The website has a 2006 copyright notice. Language has been updated in several instances. We attempted without success to reach the authors to obtain permission to reprint.





Introduction

Part One: Get Ready

Part Two: Practice Equity Daily





Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce
HR POLICIES AUDIT CHECKLIST, CONT. ⁴⁶

Short listing/screening Does your shortlisting/screening process for candidates include:	Yes	Sometimes	No
A panel that has a good understanding of the application process and ways to ensure that it is objective and unbiased	O 2 pts	O 1 pt	O pts
2. A structured system for scoring applications based on evidence presented in the application form	O 2 pts	O 1 pt	O pts
3. Reviews at the end of the scoring process to ensure no one member of the panel is biased against an individual candidate	O 2 pts	O 1 pt	O pts
SHORT LISTING/SCREENING TOTAL			





Part Two: Practice Equity Daily







Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

Interviewing Do you consider the following when interviewing applicants?	Yes	Sometimes	No
1. An initial telephone interview	O 1 pt	0.5 pt	O pts
2. Making appropriate arrangements for applicants with disabilities	2 pts	O 1 pt	O pt
3. The mix of people who sit on the interview panel, including a member of the HR team	O 1 pt	0.5 pt	O pts
4. Equal coverage of the same topics and issues with each of the applicants	3 pts	O 2 pts	O pts
5. Asking questions about the candidate's earned experience that relates to the requirements of the job	3 pts	O 2 pts	O pts
6. Avoiding questions about birthplace, nationality, race, color, gender, religion, sex, marital status, age, or childcare responsibilities	4 pts	O 2 pts	O 1 pt
7. Not asking questions of a woman that you would not ask of a man	O 2 pts	O 1 pt	O pt
INTERVIEWING TOTAL			

⁴⁶Source: Regenasis Diversity Team. The website has a 2006 copyright notice. Language has been updated in several instances. We attempted without success to reach the authors to obtain permission to reprint.



Part Two: Practice Equity Daily

Workbook





Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

SECTION 2 Progression and Promotion Does your organization encourage the progression of employees by:	Yes	Sometimes	No
1. Having a written policy stating a commitment to internal training and development	2 pts		O pt
2. Offering temporary positions in another part of the organization for career development, temporary opportunities to take on an acting role at a higher level of responsibility, or opportunities to take on additional responsibilities to gain experience	O 3 pts	O 2 pts	O pts
3. Having a transparent and clear progression system that's widely advertised	O 3 pts	O 2 pts	O pts
4. Giving constructive feedback to internal applicants (both successful and unsuccessful)	O 3 pts	O 2 pts	O pts
5. Assisting unsuccessful internal applicants in identifying knowledge and skill gaps and providing appropriate training, coaching, or mentoring to address them	O 2 pts	O 1 pt	O pt
6. Having positive action plans for underrepresented groups in senior positions (e.g., women and ethnic minorities)	O 3 pts	O 2 pts	O pts
PROGRESSION AND PROMOTION TOTAL			





Part Two: Practice Equity Daily







Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce.

HR POLICIES AUDIT CHECKLIST, CONT. 46

SECTION 3 Yes **Sometimes** No **Pay Banding** Does your organization take into consideration the following legal requirements: 1. Pay employees in accordance with the salary specified in their employment contract 0 pts 2. Ensure equal pay for men and women doing similar work or work of equal value 3. Do not make salary deductions without prior written agreement (except where required or authorized by law or employees' contracts) 0 pts 4. Give clear guidance to all employees on their statutory entitlements for maternity, paternity, and adoption pay; sick pay; and severance pay 0 pts 5. Give all employees clear and transparent guidance on policies for receiving pay raises or bonuses 0 pts 6. Meet requirements of the Minimum Wage Act 0 pts **PAY BANDING TOTAL**



Part Two: Practice Equity Daily

Workbook





Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

SECTION 4 | WORKING PRACTICES AND PROCEDURES

SECTION 4 WORKING PRACTICES AND PROCEDURES Training & Development Do your internal training procedures encourage employees to develop their skills by:	Yes	Sometimes	No
1. A robust onboarding process that fully integrates new employees into the organization	O 1 pt	0.5 pt	O pts
Using the onboarding process to raise awareness about employees' responsibilities to eliminate discrimination in the workplace	2 pts	O 1 pt	O pt
3. Having a consistent approach to training for all employees	O 2 pts	O 1 pt	O pt
4. Identifying training needs through a structured appraisal process	4 pts	2 pts	O 1 pt
5. Making the application process for training accessible to all employees	O 1 pt	0.5 pt	O pts
6. Ensuring all managers are aware of their responsibility to allow employees time for training and development opportunities	O 1 pt	0.5 pt	O pts
7. Using resources in a targeted and effective way	O 1 pt	0.5 pt	O pts
TRAINING & DEVELOPMENT TOTAL			





Part Two: Practice Equity Daily





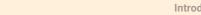
Part Two: Practice Equity	y Daily > 2. Nurture a dive	rse, equity-minded workforce.
UD BOLLOTEO AL	INIT OUTOW LOT	CONT 40

HR POLICIES AUDIT CHECKLIST, CONT.46

Challenging perceptions It's essential to challenge any negative perceptions in the workplace. Does your organization address prejudices by:	Yes	Sometimes	No
1. Providing training or raising awareness about the business benefits of a diverse workforce	O 2 pts	O 1 pt	O pts
2. Offering employees who are responsible for recruiting guidance on the effects that generalized assumptions and prejudices can have on hiring selection and decisions	O 3 pts	O 2 pts	O pts
3. Incorporating equal opportunities and diversity practices into day-to-day activities to eliminate prejudice and bias	O 3 pts	O 2 pts	O pts

CHALLENGING PERCEPTIONS TOTAL





Part Two: Practice Equity Daily







Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

Equal opportunities policy Does your organization have a policy that states a commitment to equal opportunities, in particular:	Yes	Sometimes	No
1. Your organization's values on equality opportunities and how they will be put into practice	O 5 pts	2 pts	O pts
2. Areas of discrimination that your organization will counter (e.g., race, gender, disability)	O 5 pts	O 2 pts	O pts
3. An action plan with clear, measurable objectives and targets to back up the equal opportunities policy	5 pts	O 2 pts	O pts
4. A statement on how, why, and when the monitoring of the workforce is undertaken	5 pts	O 2 pts	O pts
5. A statement on how the policy will be reviewed and updated	◯ 5 pts	O 2 pts	O pts
6. An expressed aspiration to attain a workforce that represents the communities surrounding or served by your organization	O 5 pts	O 2 pts	O pts
EQUAL OPPORTUNITIES POLICY TOTAL			

⁴⁶Source: Regenasis Diversity Team. The website has a 2006 copyright notice. Language has been updated in several instances. We attempted without success to reach the authors to obtain permission to reprint.





Part Two: Practice Equity Daily

Workbook



Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

Dignity at work Has your organization implemented any of the following procedures or support systems to address workplace bullying and harassment:	Yes	Sometimes	No
1. Advice for employees on the correct way to make an informal or formal complaint	O 2 pts	O 1 pt	O pts
2. A clearly written disciplinary process to deal with complaints	O 4 pts	O 2 pts	O pts
3. Trained mediators to resolve conflicts and disputes informally	O 2 pts	O 1 pt	O pts

TOTAL





Part Two: Practice Equity Daily







Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

Flexible working practices Do you offer any of the following flexible working practices to your employees?	Yes	Sometimes	No
Flexi-time, allowing people to choose the hours they work (i.e., vary the start, break, and finish times of their working days)	O 2 pts	O 1 pt	O pt
2. Reduced work hours, offering employees the option of a part-time schedule	2 pts	O 1 pt	O pt
3. Time off in lieu of any overtime worked	O 2 pts	O 1 pt	O pt
4. Staggered hours	O 2 pts	O 1 pt	O pt
5. Compressed work hours, allowing employees to work their contracted hours over a shorter period of days	O 2 pts	O 1 pt	O pt
6. Job sharing	O 2 pts	O 1 pt	O pt
7. Telecommuting/working from home	O 2 pts	O 1 pt	O pt
TOTAL			

⁴⁶Source: Regenasis Diversity Team. The website has a 2006 copyright notice. Language has been updated in several instances. We attempted without success to reach the authors to obtain permission to reprint.





Introduction

Part One: Get Ready

Part Two: Practice Equity Daily





	Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workford
ਰ ਰ	HR POLICIES AUDIT CHECKLIST, CONT. 46

Scoring - Questions SECTION 1	Score
A diversion or	Score
Advertising	
Job descriptions	
Applications	
Short listing/screening	
interviewing	
SECTION 2	
Progression and Promotion	
SECTION 3	
Pay Banding	
SECTION 4	
Training & Development	
Challenging perceptions	
Equal Opportunities Policy	
Dignity at work	
Flexible working practices	

⁴⁶Source: Regenasis Diversity Team. The website has a 2006 copyright notice. Language has been updated in several instances. We attempted without success to reach the authors to obtain permission to reprint.

OVERALL SCORE:





Part Two: Practice Equity Daily







Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce. HR POLICIES AUDIT CHECKLIST, CONT. 46

RESULTS

Gold-175 to 200

Well done! Your organization is fully committed to diversity in the workplace and should continue the good work.

Silver-175 to 150

Your organization shows some commitment to diversity but may benefit from a diversity audit.

Bronze-150 to 100

Your organization would fully benefit from a full diversity audit and should look at its HR policies and procedures to actively encourage diversity in the workplace.

At risk-100 to 0

Your organization may have employment policies and practices that are discriminating against both existing and potential employees.

