



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

## HR POLICIES AUDIT CHECKLIST<sup>46</sup>

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
1. Advertise in plenty of time prior to the interview and selection process	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
2. Advertise using a wide range of sources	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
3. Give details about the necessary skills and qualifications required	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
4. Indicate a salary range	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
5. State that you're an equal opportunity employer	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
6. State that flexible working arrangements are available	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
7. Provide the opportunity for applicants to informally discuss the post	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
8. State the location of the post	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
9. State that you welcome applicants with disabilities	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
10. State that you welcome applicants from underrepresented racial and ethnic groups	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
11. Use wording that would not discriminate against specific age groups	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
<b>ADVERTISING TOTAL</b>			

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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### Job descriptions

Are your job descriptions:

Yes

Sometimes

No

1. Clear and comprehensive, including all major tasks and responsibilities

2 pts

1 pt

0 pts

2. Written in a standard format to enable valid comparisons to be made

3 pts

2 pts

0 pts

3. Checked and agreed on by the relevant internal people

3 pts

2 pts

0 pts

4. Extensive enough to cover the skills and knowledge applicants will require without breaking any anti-discrimination laws

3 pts

2 pts

0 pts

5. Based on competencies needed to do the job, without using credentials as a proxy

3 pts

2 pts

0 pts

**JOB DESCRIPTIONS TOTAL**

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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### 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	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
2. Tell candidates the purpose of the equal opportunities monitoring form	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
3. Invite candidates to demonstrate how their experience and skills meets the job specifications	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
4. Assess candidates' applications based on their experience, knowledge, and competencies rather than their characteristics and background	<input type="radio"/> 4 pts	<input type="radio"/> 2 pt	<input type="radio"/> 1 pt
5. Ask candidates if they need any accommodations for the interview	<input type="radio"/> 4 pts	<input type="radio"/> 2 pt	<input type="radio"/> 1 pt
6. Give a specific deadline for application submission	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
7. Provide clear instructions about how to complete the application	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts
8. Give candidates plenty of notice when scheduling interview dates and times	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts
9. Acknowledge receipt of applications in writing	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts
<b>APPLICATIONS TOTAL</b>			

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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### Short listing/screening

Does your shortlisting/screening process for candidates include:

**Yes**

**Sometimes**

**No**

1. A panel that has a good understanding of the application process and ways to ensure that it is objective and unbiased

2 pts

1 pt

0 pts

2. A structured system for scoring applications based on evidence presented in the application form

2 pts

1 pt

0 pts

3. Reviews at the end of the scoring process to ensure no one member of the panel is biased against an individual candidate

2 pts

1 pt

0 pts

**SHORT LISTING/SCREENING TOTAL**

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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### Interviewing

Do you consider the following when interviewing applicants?

	Yes	Sometimes	No
1. An initial telephone interview	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts
2. Making appropriate arrangements for applicants with disabilities	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
3. The mix of people who sit on the interview panel, including a member of the HR team	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts
4. Equal coverage of the same topics and issues with each of the applicants	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
5. Asking questions about the candidate's earned experience that relates to the requirements of the job	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
6. Avoiding questions about birthplace, nationality, race, color, gender, religion, sex, marital status, age, or childcare responsibilities	<input type="radio"/> 4 pts	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt
7. Not asking questions of a woman that you would not ask of a man	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
<b>INTERVIEWING TOTAL</b>			

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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### 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	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 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	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
3. Having a transparent and clear progression system that's widely advertised	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
4. Giving constructive feedback to internal applicants (both successful and unsuccessful)	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
5. Assisting unsuccessful internal applicants in identifying knowledge and skill gaps and providing appropriate training, coaching, or mentoring to address them	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
6. Having positive action plans for underrepresented groups in senior positions (e.g., women and ethnic minorities)	<input type="radio"/> 3 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts

<b>PROGRESSION AND PROMOTION TOTAL</b>			
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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### SECTION 3 Pay Banding

Does your organization take into consideration the following legal requirements:

	Yes	Sometimes	No
1. Pay employees in accordance with the salary specified in their employment contract	<input type="radio"/> 5 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
2. Ensure equal pay for men and women doing similar work or work of equal value	<input type="radio"/> 4 pts	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt
3. Do not make salary deductions without prior written agreement (except where required or authorized by law or employees' contracts)	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
4. Give clear guidance to all employees on their statutory entitlements for maternity, paternity, and adoption pay; sick pay; and severance pay	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
5. Give all employees clear and transparent guidance on policies for receiving pay raises or bonuses	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts
6. Meet requirements of the Minimum Wage Act	<input type="radio"/> 5 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pts

<b>PAY BANDING TOTAL</b>			
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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### 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	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts
2. Using the onboarding process to raise awareness about employees' responsibilities to eliminate discrimination in the workplace	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
3. Having a consistent approach to training for all employees	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
4. Identifying training needs through a structured appraisal process	<input type="radio"/> 4 pts	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt
5. Making the application process for training accessible to all employees	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts
6. Ensuring all managers are aware of their responsibility to allow employees time for training and development opportunities	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts
7. Using resources in a targeted and effective way	<input type="radio"/> 1 pt	<input type="radio"/> 0.5 pt	<input type="radio"/> 0 pts

<b>TRAINING &amp; DEVELOPMENT TOTAL</b>			
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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### 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

2 pts

1 pt

0 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

3 pts

2 pts

0 pts

3. Incorporating equal opportunities and diversity practices into day-to-day activities to eliminate prejudice and bias

3 pts

2 pts

0 pts

### CHALLENGING PERCEPTIONS TOTAL

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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### 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	<input type="radio"/> 5 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
2. Areas of discrimination that your organization will counter (e.g., race, gender, disability)	<input type="radio"/> 5 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
3. An action plan with clear, measurable objectives and targets to back up the equal opportunities policy	<input type="radio"/> 5 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
4. A statement on how, why, and when the monitoring of the workforce is undertaken	<input type="radio"/> 5 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
5. A statement on how the policy will be reviewed and updated	<input type="radio"/> 5 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts
6. An expressed aspiration to attain a workforce that represents the communities surrounding or served by your organization	<input type="radio"/> 5 pts	<input type="radio"/> 2 pts	<input type="radio"/> 0 pts

<b>EQUAL OPPORTUNITIES POLICY TOTAL</b>			
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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### 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

2 pts

1 pt

0 pts

2. A clearly written disciplinary process to deal with complaints

4 pts

2 pts

0 pts

3. Trained mediators to resolve conflicts and disputes informally

2 pts

1 pt

0 pts

**TOTAL**

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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### Flexible working practices

Do you offer any of the following flexible working practices to your employees?

	Yes	Sometimes	No
1. Flexi-time, allowing people to choose the hours they work (i.e., vary the start, break, and finish times of their working days)	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
2. Reduced work hours, offering employees the option of a part-time schedule	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
3. Time off in lieu of any overtime worked	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
4. Staggered hours	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
5. Compressed work hours, allowing employees to work their contracted hours over a shorter period of days	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
6. Job sharing	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
7. Telecommuting/working from home	<input type="radio"/> 2 pts	<input type="radio"/> 1 pt	<input type="radio"/> 0 pt
<b>TOTAL</b>			

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# HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

## Scoring - Questions

### SECTION 1

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

**OVERALL SCORE:** \_\_\_\_\_

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## HR POLICIES AUDIT CHECKLIST, CONT.<sup>46</sup>

### 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.

Notes



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