Examples of good practice relating to Inclusion

United Kingdom – Behavioural approaches to removes biases from hiring

Context
In designing modern diversity strategies, it is crucial to address underlying assumptions and behaviours as well as potential biases and mental shortcuts which may influence important people management decisions such as hiring, promotion or performance assessment in ways that reinforce discrimination and exclusion systematically in organisation. Acknowledging these underlying assumptions and biases, some diversity strategies are experimenting with initiatives based on behavioural sciences to try to overcome them. In the UK, the behavioural insights unit of the prime minister’s office incorporated findings from its research on unconscious biases in the recruitment process to develop a new software application for assessing candidates.

Good example
Mental shortcuts often help us to make quick decisions in a busy world, but in the context of recruitment, they can perpetuate race, gender, and socioeconomic inequality. Applied was developed by the UK Behavioural Insights Team (BIT)—or ‘nudge’ unit—the world’s first government institution focused on applying behavioural science to policy. Applied is the first tech product spinout of the ventures arm of the BIT. The platform was designed using behavioural science to help organisations find the best candidates based on their talents. The system has key features to remove bias including:

- Gendered language detection: The platform uses text analytics to find and remove bias and stereotype threat from job descriptions, and also links the final hiring outcome with that job description so future improvements can be made with machine learning.
- Readability scorings on job descriptions: allows users to craft more open and inclusive job descriptions.
- Bias-free review process: Once people have applied for the job, the technology is used to: anonymise the applications, break them into chunks, randomise the order for review, and share them across the hiring team. Applications are then scored by question, not by candidate, with each question being given a weighted points score.
- Real-time diversity data: The platform also provides real-time diversity data and analytics on who is applying for the job and who is dropping off at each stage of the application, so that organisations can identify which stage of their hiring is preventing greater diversity.

The platform has been used for hiring by several organisations in the UK Civil Service. It is also being piloted in the Australian government in the Department of the Prime Minister and Cabinet, and by the Singaporean government, in the Ministry of Manpower. Thus far, more than 16,000 applicants and 6,000 managers have used the platform. Graduates hired through the platform have so far been completely gender equal.

Find out more
United States of America – New Inclusion Quotient Index

Context

Employee surveys can help countries identify the drivers of a more inclusive workplace culture, identify barriers to inclusion and monitor the implementation of policies. The benefits of such data are not just to gauge existing perceptions of inclusion by employees directly, but to also benchmark results across organisations, teams, and even targeted groups of diversity and inclusion policies. This can support HRM bodies to identify bottlenecks and areas for continued improvement. The United States have constructed diversity indices from their employee surveys aimed at evaluating perceptions of inclusion and pinpointing the key catalysing factors that Diversity and inclusion policies should target.

Good example

The United States Office of Personnel Management, using available time-series data, is able to produce an inclusion index dating from 2013. The New IQ index was built on the concept that individual behaviours, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviours can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. The New IQ consists of 20 items from the Federal Employee Viewpoint Survey (FEVS) that are related to inclusive environments. These 20 items are grouped into “5 Habits of Inclusion”: Fair, Open, Cooperative, Supportive, and Empowering.

Specific survey questions used for the index are indicated below:

**Fair: are all employees treated equitably?**
- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- In my work unit, differences in performance are recognised in a meaningful way.
- Awards in my work unit depend on how well employees perform their jobs.
- Arbitrary action, personal favouritism and coercion for partisan political purposes are not tolerated.
- Prohibited Personnel Practices are not tolerated.

**Open: does management support diversity in all ways?**
- Creativity and innovation are rewarded.
- Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).
- My supervisor is committed to a workforce representative of all segments of society. Supervisors work well with employees of different backgrounds.

**Cooperative: does management encourage communication and collaboration?**
- Managers promote communication among different work units (for example, about projects, goals, needed resources).
- Managers support collaboration across work units to accomplish work objectives.

**Supportive: do supervisors value employees?**
- My supervisor supports my need to balance work and other life issues.
- My supervisor provides me with constructive suggestions to improve my job performance.
- My supervisor listens to what I have to say.
My supervisor treats me with respect.
In the last six months, my supervisor has talked with me about my performance.
Empowering—do employees have the resources and support needed to excel?
I have enough information to do my job well.
I feel encouraged to come up with new and better ways of doing things.
My talents are used well in the workplace.
Employees have a feeling of personal empowerment with respect to work processes.

Most of the above question items have six response categories: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree, and No Basis to Judge/Do Not Know. Sub index scores are calculated by averaging the unrounded percent positive of each of the items in the sub index. Averaging the five unrounded sub index scores creates the overall New IQ score. Index and sub index scores were rounded for reporting purposes. New IQ Index results are presented by agency on the OMB’s website both in terms of final index score as well as by the 5 subcomponents. While results for individual survey questions are also presented by demographic group (sex, race, age, education level, disability and sexual orientation, etc.), final inclusion index scores according to these groups are not calculated.

Find out more

France – Diversity Label

Context

Data and evidence can help to identify barriers to inclusion and monitor implementation. Good practice methodologies on using data and evidence include a balance of quantitative data with information from interviews or focus groups. Interviews and focus groups can provide useful information that is not always captured through a standard questionnaire instrument.

Good example

The French Government, in order to prevent discrimination and promote diversity in both public and private sectors, created the Diversity Label in 2008. The label is granted by the French national organisation for standardisation (AFNOR) after having assessed the structure’s human resources processes related to diversity and the prevention of discrimination. Following the discrimination definition of the French law, it focuses on age, disability, country of origin, sexual orientation and identity, trade union activity and religion, among others.

Attaining the label follows a well-defined path ensuring compliance with best practices on the matter and continuous improvement. The process starts with the structure realising a risk mapping and setting up actions plans to solve any potential issue, before applying to AFNOR and being audited. The audit is then presented to the Bureau in charge of the Diversity Label, and later on passes in front of a commission. Once the label has been granted, a follow-up audit is realised every two years to ensure the organisation is still complying with the label’s expectations.

Find out more

Canada – Centre on Diversity and Inclusion

Context

While collecting and generating better data and evidence on diversity and inclusion is a first step, leaders and decision-makers need to be equipped to use the data and evidence provided. Canada’s Treasury Board has developed a Centre on Diversity and Inclusion (previously Centre for Wellness, Inclusion and Diversity) to aid managers in conducting “deep dives” in their organisations and to identify barriers to inclusion.

Good example

The Centre on Diversity and Inclusion is a government-wide approach to the issues related to inclusion, diversity and harassment prevention. It has been launched in 2019 by the Treasury Board Secretariat of Canada (as the Centre for Wellness, Inclusion and Diversity), the administrative branch of the Treasury Board of Canada, in charge of advising Treasury Board ministers on management and administration of government matters.

The Centre on Diversity and Inclusion is organised around a collaborative web platform where both employees and managers can exchange best practices and suggest new ideas. Exchanges are organised around “Smart Dives”, specific questions around a topic of interest to the public service, to which every employee or manager can answer. By combining engagement, collaboration and a sense of community, the Centre’s web platform collects existing initiatives as well as potential tools and solutions to face the challenges met by the public service on these matters.

The Smart Dives are shaped by the advisory council, a body consisting of senior agents, academia, industry leaders and deputy ministers, which therefore establishes the priorities of the public service in this area. The Centre also works closely with networks working on related topics, reinforcing its legitimacy to tackle issues surrounding inclusion and diversity.

Find out more

Context

Effective governance mechanisms for diversity and inclusion support not only accountability for results but also coherence across agencies while respecting the inclusion needs of individual organisations. Indeed, the specific diversity and inclusion challenges of public sector organisations can vary greatly. Exchange on good practices and opportunities to reflect on challenges can provide organisations with valuable insights and experience. At the same time, governance mechanisms that balance a top-down with bottom-up approach help ensure accountability for results while also ensuring that the concerns of employees are continuously reflected in policies. In 2016, Australia introduced the Secretaries Equality and Diversity Council which balances high-level presence from the centre of government with opportunities for employees to provide bottom-up feedback through specified groups.

Good example

The Public Service Act 1999 and the Australian Public Service Commissioner’s Directions 2016 provides the legislative authority for workplace diversity and inclusion in the Australian Public Service (APS). In 2016, the Secretaries Equality and Diversity Council (Council) was established. The Council comprises all APS departmental secretaries, and two external members who provide insights and experience from outside the APS.

The Council is committed to delivering an APS workplace culture that builds respect, fosters inclusiveness and promotes diversity. It has undertaken in-depth consideration of workplace experiences by hearing first-hand from APS employees who identify with specific diversity groups. A common theme that has emerged from these discussions is the need to continue building inclusive workplaces. The Council has also commissioned research into women in senior leadership and job-sharing arrangements in the APS.

The Council launched the APS Diversity and Gender Equality Awards in 2017 to recognise the outstanding contributions that agencies, employee networks and individual employees make towards fostering workplace diversity and inclusion. The awards attracted many high-quality nominations from across the APS.

The Council’s future work will focus on continuing to develop inclusive workplaces, talent programs supporting a pipeline of middle managers, inclusive management practices, and ongoing monitoring of diversity strategies.

To support Indigenous employment and retention initiatives in the APS, an Indigenous senior leaders Network was established. The Network offers cultural and strategic advice to the Secretaries Equality and Diversity Council.

Find out more