

Make your investment in diversity work - the pilot process that actually changes the numbers

Creating greater diversity has to be a commitment by the organisation to do things differently, if it is to be effective. Bias needs to be *designed out*. It doesn't disappear as a result of training or awareness or even of good intentions. If you are going to pursue diversity you need to embrace the fact that it requires change.

So we have developed an approach that pilots that change in the way you recruit, appoint, and promote, with the objective of designing out as much of the bias as we can from those decisions.

In thinking about diversity, we focus on two overlapping but separate aspects: the *deficits* and the *dividends*.

The deficits are widely known – the gender pay gap, the lack of black, asian and minority ethnic (bame) people in Exec jobs, the bame attainment gap in student attainment, the lack of women Vice-Chancellors etc.... Understanding the particular deficits in your company will come from analyzing your data. It's important that you identify the specific blocks to talent in your organisation and then we can work with you to develop appropriate solutions and ensure you have the best talent.

The diversity *dividend* comes from the *combination* of difference. What gives diversity its power is not some inherent value in an individual, or the group they belong to, but the *mixture* of the differences in individuals. These differences, when well-managed, mean that diverse teams or organisations will outperform homogenous ones. We will work with your organisation and you on how to create and creatively manage these diverse teams.

The 7 Stage Pilot Process

We will facilitate and work with you on the following key stages:

- 1.0 Agreement by the CEO/Exec/Board to pilot Diversity by Design.
- 2.0 For each pilot department/unit the HoD will be asked to put together a small team of themselves with a Workforce Champion (WFC), and their HR Business Partner (HRBP) – the Team
- 3.0 Then the Team will be asked to use our *Diversity Matrix* to make an assessment of a chosen team/group in their department/unit.
- 4.0 This process of identifying the diversity deficits and therefore understanding what difference can be added to a team/group is the basis for the proposed

change in recruitment.

- 5.0 Understanding and embedding this new process will be the main content of the work with the HR department, so that they can support and guide the people actually doing the recruiting.
- 6.0 Developing a Departmental Plans - agreeing a method of discussing and agreeing the departmental vision and goals which engages all staff.
- 7.0 Completing the plans. We will report to the Chief Exec, the Chair of the Board, the Director of HR and any other relevant people during the year to review progress made and look at the implications for the pilot across the Company, check against the strategy and kpis and ensure that increased diversity is delivered and is delivering increased performance.