

The Australian Centre for International Business

Programme for the Practice of Diversity Management



Diversity-Network – Newsletter Three

What's in this issue?

In this third issue of the Diversity-Network Newsletter we preview the new diversity management resources available on our website, celebrate the achievements of our Business Partners, provide links to information on the new private sector provisions in the Privacy Act, and update Diversity-Network members on our work.

New Diversity resources on our website

The Programme's central mission is to provide practical and compelling Diversity Management materials for Australian business. We have recently added some valuable new resources to our website.

Managing Diverse Human Resources Effectively: A Business Model outlines the business case for Diversity Management enhancing HR functions. There are two streams of Diversity Management. The first focuses on addressing the effects of poor or ineffective management of workplace difference. The second focuses on adding value through harnessing workplace diversity. This Business Model concentrates on the first stream.

Poor diversity management incurs costs, both for the individual and the organisation. Effective Diversity Management can attenuate these costs and improve the bottom line. The Model sets out **key steps** from eight **action areas** addressing the effects of poor management of workplace diversity.

Attract, Retain and Motivate: A Toolkit for Diversity Management is also available from our web site. Toolkits focus on specific aspects of business operations and provide detailed information for the implementation of key steps identified in the business models. This Toolkit focuses on recruitment and selection, appraisal, promotions, rewards, and retention. The Toolkit sets out step-by-step details for implementing effective HRM strategies to reduce costs and improve the bottom line.

The Toolkit contains extensive briefing notes for users setting out in more detail some of the key concepts covered. It also includes several case studies providing real examples from our Business Partners' of policies and procedures that have improved business performance.

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... Prime Minister John Howard**

Want more information?

Members interested in more information should consider other materials produced by the Programme. An ideal starting point for much of the material is **Diversity Management: The Big Picture**. This document is available from our website and provides a comprehensive overview of Diversity Management.

In the works

Currently our Business Partners are reviewing our most recent material.

- Adding Value Through HRM: A Business Model
- Going Global: A Business Model
- Adding Value Through HRM: A Toolkit for Diversity Management
- Using Diversity Climate Surveys: A Toolkit for Diversity Management

After feedback from our Partners, these materials will be available from our website. The Diversity-Network Newsletter will advise members of their availability.

Diversity Policies

An important first step in Diversity Management is the articulation of a Diversity Vision or Statement and the development of a Diversity Policy. To help Australian business in this process, the Programme has developed a Diversity Policy/Statement Template available at our website.

As examples of such policies, we have collated the Diversity Policies of US, Canadian and UK firms. Diversity-Network members can read them by following the links on our website.

We are in the process of collating information on Diversity Policies at Australian firms. If you would like a link from our web site to your firm's Diversity Policy page please send details including the URL to Diversity-Network@unimelb.edu.au. We look forward to receiving your information and including it on our site.

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Programme for the Practice of Diversity Management News

The Committee for the Economic Development of Australia (CEDA) is Australia's most respected independent policy thinktank, comprising business leaders, academics, and others interested in, and committed to, the economic and social development of Australia.

CEDA publishes a quarterly bulletin focusing on debate around important economic and social issues. The latest bulletin, October 2001, features an article on *Diversity Management: Capturing the Diversity Dividend* written by members of our Programme.

Diversity-Network members can visit CEDA at www.ceda.com.au where they find out more about CEDA and read the Diversity Management article by downloading the latest edition of the CEDA Bulletin. The article is also available from our website.

In October, the Programme was glad to welcome Mr. Robert Fels as a Senior Research Associate. Mr. Fels has a long distinguished career in academic administration, and he served as Warden of International House at the University of Melbourne for 16 years. Mr. Fels was instrumental in implementing an Intercultural Communication Programme at International House, which served as a role model for the University's subsequent cultural diversity initiatives.

Our Partners win praise

Part of our mission at the Programme for the Practice of Diversity Management is to build strong partnerships with corporate Australia. We have established fifteen partnerships with some of Australia's largest firms and are proud to announce the recent achievements of Ford Australia.

The Australian Chamber of Commerce and Industry (ACCI) **National Work and Family Awards** seek to recognise best practice in family friendly policies. We are proud to announce that Ford Australia was recognised for its achievements at the Awards ceremony.

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Ford Australia was a winner in the First Steps Category, and in the Single Innovative Initiative Category and was highly commended in the large Business Category. Ford was praised for its commitment and leadership to the roll-out of work and family policies across the organisation, and its innovative WorkLife Week. Interested members can contact Ms Serenella Prelaz, Corporate Diversity Manager at Ford via email sprelaz@ford.com for more information on the Ford experience.

Diversity-Network members interested in reading more about the Awards can visit the Department of Employment, Workplace Relations and Small Business at www.dewrsb.gov.au and click on the ACCI National Work and Family Awards 2001 logo.

On October 10th the Equal Opportunity for Women in the Workplace Agency announced its Inaugural **Business Achievement Awards**. We are proud to announce that Ms Serenella Prelaz, Corporate Diversity Manager at Ford, was presented with the Leading Diversity Leader for the Advancement of Women. The Awards sought to recognise important drivers of change in the quest for more equitable workplaces, and put EEO issues on the national agenda. Ms Prelaz was praised for putting diversity on the agenda at every level of the Ford organisation, her championing of women workers, and her achievements in shifting Work/Life issues to the strategic level. Members interested in more information and other winners can visit the EOWA website at www.eowa.gov.au.

At the EOWA web site, Diversity-Network members will also find the recently announced **Employer of Choice for Women** citations. Fifty-five organisations were granted the privilege to use the citation publicly as recognition for their commitment to programs that advance the interests of their female workforce.

A full list of awardees, and information on the EOWA policy and criteria visit the EOWA website at www.eowa.gov.au.



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The Employer of Choice for Women citation provides firms with an important advantage in the war for talent, allowing them to *brand* themselves as a nationally recognised employer of choice for women.

We are proud to announce that a number of our business partners and their affiliates were awarded the EOCFW citation including: Hewlett-Packard, IBM, AMP, Westpac, Ford, and Lend Lease.

Why is an Employer of Choice Strategy Important?

Firms with sound Diversity Management practices stand to gain a competitive *edge* in the labour market by becoming *employers of first choice*. Companies that establish reputations for respecting and valuing all employees, no matter what their differences, attract the most dynamic and talented staff. They ensure that they are attractive places to work for the *best and brightest* job applicants.

Employer of first choice status is particularly important for firms that employ *knowledge workers*: individuals with scarce and valuable skills. Where the supply of potential employees with specialised skills, such as engineers or IT programmers, is highly limited, firms with sound Diversity Management practices are well positioned to tap into scarce talent.

The forthcoming **Adding Value Through HRM: A Business Model** and associated **Toolkit** provide more detailed information on employer of choice strategies.

Are you ready for the Privacy Act changes?

Many of our Partners and Diversity-Network members have expressed interest in the new Privacy Act provisions and their effect on Diversity Management. In particular, there have been concerns regarding the effect the provisions will have on collecting and collating information gathered from diversity audits.

From December 21 2001, organisations with a turnover of \$3 million or more and all private sector health service providers will be subject to the new private sector provisions of the *Privacy Act 1988*.

These provisions regulate the way in which private sector organisations collect, use, secure, and disclose personal information. Further, the new provisions grant individuals the right to know what information an organisation holds about them, and the right to have the information corrected if it is incorrect.

Members of the Diversity-Network may be interested in visiting The Australian Privacy Commissioner's website at www.privacy.gov.au/ to obtain more information about how the Privacy Act provisions will affect their business. There is also the opportunity to join the Privacy Connections network, which brings together people from all sectors of the community and business to exchange information, discuss issues, and develop good privacy practices and solutions. The Privacy Connections network also aims to hold regular meetings, and provide up-to-date information and training.

Spread the word about the Diversity-Network

The Diversity-Network has almost doubled in size since Newsletter One. It is great that our information is getting out to Diversity Management practitioners and best practice organisations. We are keen to expand the Network further.

The content of our Newsletters is aimed at not only diversity specialists but also line managers, senior managers and diversity committee members - basically anyone with an interest in the strategic direction of their organisation.

We encourage you to forward this Newsletter to interested colleagues. We are open to any suggestions for promoting the Network, the Programme and our website through avenues such as industry publications, forums and conferences, other mailing lists and websites.

Contact us at Diversity-Network@unimelb.edu.au

Or through our website at <http://www.ecom.unimelb.edu.au/acib/diverse/home.html>