



How to structure your diversity audit



Diversity Works
for London

An effective diversity audit should be based around a clear structure. This will enable you to assess with consistency how different groups, different units, or different locations experience the same issues. Use the structure to establish the questions that you want to ask in the audit.

There are a number of structures available. The simplest is to use information internal to your organisation – for example your mission or your values, but this approach will only work if they are sufficiently detailed and include a range of diversity issues within them.

An alternative is the MOSAIC model produced by Pearn Kandola. This supports organisations in assessing their effectiveness regarding a holistic range of diversity issues, including how objectively the organisation's procedures are followed and how skilled managers are perceived to be in managing diversity issues. The model has been rigorously tested and can be used to develop an audit framework relevant to your own organisation.

The MOSAIC model is based on six key areas, as outlined below:

1. Mission and values

Do the mission and values of your organisation have diversity as a long term business objective and the responsibility of all employees?

2. Objective and fair processes

(E.g. recruitment, selection, induction, performance appraisal): Are all the processes and systems within your organisation fair? Have they been audited and monitored to ensure that no one age, sex, ethnic group or type dominates at one level. Have any barriers to diversity been removed? Are they consistently and fairly applied by managers?

3. Skilled workforce

Aware and fair, this can be split into 2 categories

- **Workforce:** This is about ensuring that everyone in the workforce is dedicated to managing diversity. They understand diversity, why it is important and what they have to do to make it a reality.
 - Does the workforce know how to recognise their bias and prejudices and what they can do to prevent this influencing their decisions and actions?

- **Managers:** Managing diversity is also about management capability. Lack of competency, rather than racism or sexism is more often the cause of a manager's inability to manage diverse groups of people.
 - Do the managers actively manage their workforce? Are they competent at managing? Strong managers will actively develop themselves and their staff.

4. Active flexibility

Is there flexibility across working patterns and all policies, practises and procedures? Are flexible working opportunities available to all employees? Are managers aware of how to respond to requests for flexible working? Do managers encourage the use of new and innovative approaches rather than asking their teams to stick to tried and tested methods?

5. Individual focus

Is there a focus on developing and promoting all employees rather than highlighting group differences? Although employee led segregated/special groups or activities are appropriate, the corporate focus should be on the individual differences rather than group differences.

6. Culture that empowers

All activities in an organisation are incorporated into its culture, therefore is your culture consistent and complementary to managing diversity? An empowering culture will encapsulate the follow elements:

- An open and trusting environment in which there is an absence of prejudice and discrimination
- Managing diversity is viewed as a business objective
- Decision making will be devolved to the lowest point possible
- Participation and consultation will be encouraged and management will listen and act upon what employees are saying
- All employees understand the core values
- There is open communication throughout the organisation within and between all levels. Business goals are clearly communicated to everyone
- The need for experimentation is valued and encouraged, people are allowed to fail
- Innovation and creativity are fostered

Gathering information

You can use a number of different sources of information within your audit:

- People: via interviews, surveys or focus groups
- Statistical monitoring information

- Documents, such as company promotional material, general policy documents, job adverts, and in house guidelines for personnel activities such as selection, appraisal and disciplinary matters

Analysing the data

The aim here is to take the data from the various information sources and integrate them into a coherent picture. There are four main processes to do this:

- Looking for consistently emerging themes and trends
- Looking for contradictions e.g. between experiences and perceptions
- Looking for differences between grades, employee groups, functions etc.
- Comparing courses of information, cross checking the validity of your conclusions

Taking action

The final stage is then incorporating the findings into your diversity strategy and taking action.

When compiling interview and focus group questions you should consider the recipient of the questionnaire. Often different levels within the organisation may have more insight into the different aspects of the MOSAIC than others.

Overleaf are some sample questions, some will be applicable to all levels, others are more specific to a given level within the organisation.

	Senior Manager	Line Managers	HR Diversity specialists
Mission and values	What is the organisation's mission? Has a statement referring to diversity been built in?	What would you say are the organisations' values? How do they square with diversity?	Is there a separate diversity policy? If so are the business needs apparent in the policy?
Objective & fair process		What degree of flexibility do you have in operating the organisational processes? Do you have any problems with these processes?	What problems do you have with the organisational processes (how fair do you feel them to be) Have there been any complaints about them?
Skilled workforce: aware & fair		What training and development have you had in managing others? Have you had specific training on	How do managers get feedback about their effectiveness, and from whom? What problems do

		diversity issues?	you need to deal with that have been caused by ineffective management practise?
Active flexibility		What flexibility is allowed in the way people carry out their jobs? Do you feel anything further needs to be done?	What flexible working options are available – in theory? In practise? Do you feel anything more needs to be done?
Individual focus	What work has been done to benefit under represented group? How are individual's needs identified?		Has any positive action been carried out? What has been done to benefit staff generally?
Culture that empowers	How much openness and trust is in the organisation? Why do you say that?	How would you describe the culture of the organisation as a whole? How free are staff to make decisions?	How has the organisation involved staff in decision making? What mechanisms are there to gather staff opinion?
The future	What in your opinion should the organisation be doing to take diversity forward?	What are the priorities in taking diversity forward in the future?	