



DEFINITIONS OF ALL MATURITY LEVELS ACROSS ALL 5 DIMENSIONS - copyright Susanne Moore, 2012, 2013-05-03

Information about this document

These definitions match to the Diversity Program Review Framework™ Organisational Capability Maturity Matrix. For each of the 5 Dimensions;

1. Program Management
2. Cultural Integration and Acceptance
3. Organisational Vision and Strategy
4. Innovation through Diversity, and
5. Performance

There is a corresponding definition for each of the maturity levels of;

1. Compliant
2. Aware
3. Building
4. CSR, and
5. Transformative

Under each of the dimension headings, you will find codes or references to the assessment data, which is a combination of survey questions, benchmarks, legislative requirements, checklists and other information.

These definitions form the basis of the assessment of an organisation against the Organisational Capability Maturity Matrix.



PROGRAM MANAGEMENT

CAT010, WN04, WN01

COMPLIANT – A Diversity & Inclusion vision and strategy exists which demonstrates the Business Case for Diversity and includes, goals, policies, principles, competencies and the desired behaviours and outcomes of the program.

A clearly defined governance process exists and a communication strategy to inform all employees, shareholders and other stakeholders regarding legislative reporting requirements is evident.

CAT08100

AWARE – There is an awareness of any program management limitations, regular program management reviews are conducted and the program is actively taking steps to address them.

BUILDING - The program is activity building best practice project management techniques internally, or it leverages methodologies that already exist elsewhere in the organisation.

The Program regularly substantiates Improvements in capability by conducting in-depth Diversity & Inclusion assessments covering behaviour, attitude and perception for the overall organization and within divisions. The program reach is seen as wider than Human Resources and starts to address strategic imperatives, linking Business Benefits and program planning adequately to organisational strategy and profit centres.

CSR - The program encourages active participation in project and program management activities that are external to the organisation in which it operates. The organisation regularly conducts or participates in events that promote diversity in program management and consistently demonstrates innovative program outcomes.

TRANSFORMATIVE - A progressive series of connected projects/events/initiatives that support some or all of the objectives has been clearly defined and coupled together, and



can be clearly linked to organisational strategic improvements. The program actively drives out the agreed objectives and can tie them back to how they support the organizational strategy.

Cultural Integration and Acceptance

CAT0925, CAT0425, WGC

COMPLIANCE –The organisation complies with recognised government legislative minimum standards and reporting can be substantiated, however, this is largely rhetoric and someone in human resources or management needs to occasionally remind employees about policies and compliance requirements. A hiring focus based on representation and meeting equal employment opportunity goals or targets rather than understanding and removing the barriers to appointment on merit. Token women in leadership roles exist and there is a ‘quota’ filling mentality by the Board rather than a full realisation of the benefit of gender diversity. Bullying and backlash may be present.

CAT0175

AWARE - Diversity is not widely accepted as a means of business transformation, however the spirit, as well as the requirement to embed equity, prevent harassment, reduce discrimination, and so forth is fully supported; violations of diversity-related policies are not tolerated.

CAT2100

BUILDING – The organisation recognises the economic importance of getting more women into senior positions on the board. There is a pipeline of women for senior roles and quotas are no longer required to reduce barriers to achievement.

Rhetoric matches the reality of employment, surveys consistently show employees feel that the diversity program improves the organisation and they feel personally connected to its vision.



CAT1050, CAT1075	<p>CSR – Long-range community development plans are formulated with various groups, including local governments and community leaders.</p> <p>The organization encourages the contribution of volunteered employee time and ideas to the community, and may provide funds to organizations where employees are involved, and benefits from the D&I learning employees gain.</p>
CAT02100	<p>TRANSFORMATIVE – The Values espoused by the Diversity Program are embedded in the organisation. Leaders and board members publicly support diversity-related initiatives, even if they are perceived to be controversial. They recognise that D&I has the ability to strengthen the organization’s culture, innovate and enhance performance. They are owners, not just sponsors, of the organization’s D&I work.</p>

<p>Organisational Vision and Strategy CAT020</p>	<p>COMPLIANCE - Leaders consistently see differences as potential for problems, rather than opportunities for enrichment, they are often unaware of homogeneous group dynamics or don't see the need to change them, compliance done for reporting only.</p>
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CAT0125, CAT0425, WGB, WGA	<p>AWARE - The Diversity Program’s Business Case exists, but is not adequately linked to organisational strategies. The D&I strategy is limited to human resource functions. Leaders do accept some responsibility for D&I matters, particularly in regards to equal opportunity legislation, but the environment remains heavily masculinised. Advertising states that the organization is an equal opportunity employer, but in actuality that may not be the case. Evidence shows that continued demonstrations of hostility, bullying, discrimination and backlash exists and pose a significant risk to business.</p> <p>There is awareness that the gender composition of the workforce and gender composition</p>
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of governing bodies of relevant employers more broadly reflects the diversity strategy and that gender diversity is a business performance issue.

CAT0150, WN002

BUILDING - D&I individual behaviours and expectations that help achieve the strategy are known by all employees. The recruitment procedure, and selection criteria, for appointment or engagement of persons as employees has been considered and is reviewed on a regular basis as the organisation understand 's the benefit of promoting the D&I strategy as an important business input rather than a compliance exercise.

The Business Case for increased Gender Diversity shows a clear correlation to strategic planning and includes robust program initiatives with clear links to strategic outcomes. Annual D&I qualitative and quantitative goals that include input from a variety of internal and external stakeholders, are in development.

CAT025, CAT01100

CSR - Actively influences community awareness of diversity through sponsorship, events and marketing, values recognition and strives to be environmentally aware of its actions. Senior management acknowledges public issues of gender discrimination, sexual harassment and bullying and they promote a level of transparency and accountability when issues arise.

The organisation is aware of its sphere of influence, its role in environmental sustainability, and demonstrates an understanding that a workforce gender imbalance may have negative impacts on local communities. The organisational Vision and Strategy includes programs that address cultural sensibilities and demonstrate an ability to listen and respond positively to community and diversity concerns.

WGC, CAT01100

TRANSFORMATIVE - A link to improvements in company performance because of diversity initiatives is measurable. Diversity & Inclusion is now embedded in the fabric of the



organization, no longer an isolated program, but rather as a key value and a means to growth and success.

Innovation through Diversity

CAT1100, CAT1300

COMPLIANCE - Gender Stereotyping is not recognised as an issue, and the environment is largely homogeneous (of the same kind). No effort is made to assess if differences should be designed into products and services for current and potential customers. When Focus groups are held, they do not include a diverse population of employees or potential customers. There is no awareness of the value that diverse suppliers bring to the organization. The language is “we have always done it this way”.

CAT1125, CAT0325, WGB, WN004, CAT1325

AWARE - Informal diversity networks and D&I committees may exist, but they have no real power to influence in the organization’s ability for innovation, and the majority of talent management decisions are made without consulting employees or considering employee preferences cementing a ‘like for like’ homogeneous culture. There is some conversation about altering some products and services based on customer demographics, and there is an attempt to include a few suppliers outside of traditional sources, but it is done without an underlying strategy to support organizational goals.

WE005, CAT0775, CAT0475

BUILDING - the organisation recognises Diversity as an enabler for innovation, has commenced building transparency into recruitment processes, and is developing innovation programs that tap into diverse resources. The organisation has recognised that Gender stereotyping can hold back contribution to achievement and participation in company innovation.

WGA, WGD, WN004, CAT0475
CAT1175, CAT0375, CAT0875

CSR – There is a recognition that Diversity Programs do add to innovation and now have a strategic measurement. There is potential for targeted rebranding programs as diversity of thought realizes previously untapped resources. External organisations such as labour unions, special interest groups and community groups are fully engaged and this



information is used to improve and enhance company performance.

Recruitment sources are diverse, including advertising on diversity-focused career websites, using social media, and networking with internal and external diversity Research on specific diversity dimensions, issues, interactions, and systems conducted for both internal and external purposes. The organization invests in research to study D&I dimensions for both internal and external purposes, with any changes in demographics, values, and lifestyles anticipated and served.

CAT09100, CAT11100,
 CAT10100

TRANSFORMATIVE - The organisation takes a lead role in transforming business practices and for global organisations this means opportunities to transform communities that rely on, or supply the organisation with its workforce and customer base. The organization shows the vital link between diversity and innovation, consistently leveraging D&I to increase product and service innovation. The organization has branded its D&I initiative, enhancing the organization's reputation and supports key documents such as the Universal Declaration of Human Rights and the Global Compact, and reflects this in both heart and in action.

Performance

WN001, WN002, WN003, WN004

COMPLIANCE – Minimum standards in all other categories have been met, and subsequent reviews can demonstrate improved performance over and above minimum compliance levels. Effective legislative reporting requirements are in place and they are easily accessible by employee's and external parties as required by law.

CAT0950, CAT1250

AWARE - The organisation understands the benefits of Innovation through Diversity and has an appreciation of gender differences in both its internal and external stakeholders. Marketing, advertising, and public relations reflect diversity and are positioned to reach



WE005, CSR¹

diverse markets.

BUILDING – Relating Diversity to the organisations core business and understanding and building on the linkages between organisational performance and diversity, gained through the implementation of thoughtful programs that link social responsibility, company performance and diversity business outcomes to the organisational scorecard and bottom line reporting metrics.

CSR²

CSR - Understanding that the diversity decisions that are made at the micro level can affect sustainability and equality at the macro level. That is; society and ecosystems. A relaxed environment of acceptance encourages employees to embrace diversity, equality and equitable solutions to performance issues by activity making a difference to both their organisation and the wider community.

CSR³

TRANSFORMATIVE - The Value proposition becomes about more than just financial profitability, it is about leveraging diversity to enhance performance and company wellbeing. The goal is economic development, which means not only contributing to the enrichment of shareholders and executives, but also improving the economic context in which a company operates by embracing diversity and inclusion concepts to demonstrate environmental integrity.

Please contact us for more information about how your organisation can benefit from the Diversity Program Review Framework™ and the Gender Audit Tool.

¹ Strategic CSR from Visser, W. (2010) The Ages and Stages of CSR: From Defensive to Systemic Corporate Sustainability and Responsibility, *CSR International Inspiration Series*, No. 8.

² Transformative CSR from Visser, W. (2010) The Ages and Stages of CSR: From Defensive to Systemic Corporate Sustainability and Responsibility, *CSR International Inspiration Series*, No. 8.96

³ Visser, W. (2011) The DNA Model of CSR 2.0: Value Creation, Good Governance, Societal Contribution and Ecological Integrity, *CSR International Inspiration Series*, No. 9.