



## The first Diversity Capability DPRF™ Assessment done in NSW Government earns SILVER status!

A recent assessment in an NSW Government Department has earned the first DPRF™ (Diversity Program/Performance Review Framework) Award to measure Diversity Capability™ against international diversity and inclusion benchmarks. These benchmarks are complemented, in Australia by compliance to [WGEA's](#) (Workplace Gender Equality Agency's) Gender Indicators, or the UN Women's Empowerment Principals for global organisations.

The DPRF™ has been used in the Australian Resources industry under [AMMA's AWRA Recognised™](#) badge since 2013 to increase the participation and attraction of women to that sector. This is the first time that the assessment has been used outside of that industry.

The DPRF™ Assessment and certification process assesses an organisation's 'diversity capability' against international benchmarks of diversity and inclusion. This assessment uses "Moore's Model of Organisational Diversity" (2012)<sup>i</sup> below, which looks at diversity as a business driver of performance so expands traditional human resource management diversity thinking, by including the following five organisational dimensions:



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

Organisations are eligible to display the appropriate DPRF™ *International Stamp* reflecting their achievements in gender diversity and women's

workforce participation. Bearers of this stamp proudly declare the benefits and the competitive advantages of workforce diversity, and their commitment to striving for industry best practice.

To be able to utilise a DPRF™ *International Stamp*, organisations must undergo an assessment of their workplace policies, procedures and, most importantly practices, to assess the organisation’s capability maturity against best practice management of workplace (gender) diversity. The assessment to become DPRF™ Recognised is based on a rigorous and recognised model of diversity capability, and goes beyond traditional “HR-centric” metrics to assess more broad business dimensions with clear links to organisational profitability and sustainability.

The assessment outcome provides concise feedback on an organisation’s current diversity strategy, and together with the capability maturity model will help to plan the changes necessary to reap the rewards of a gender diverse workforce.

Different organisations are at different stages of their journey toward best practice, and the DPRF™ allows an organisation to recognise how far they have come, rather than how far they have yet to go.

### So what does the DPRF™ Award Badge tell us about this organization?

CAPABILITY	Level	Score
Program Management	Bronze	35
Cultural Integration and Acceptance	Silver	50
Organisational Leadership	Silver	57
Innovation	Bronze	38
Performance	Bronze	37
		43

<b>Competency Rating</b>	<b>SILVER</b>
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DPRF™ Award Badge and Score  
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#### SCORE GUIDE

LEVEL	Score
Platinum - Transformation	81-100%
Gold - Corporate Social Responsibility	61-80%
Silver - Building	41-60%
Bronze - Aware	20-40%)
Non-compliant - to legislation	<20%

The DPRF™ (Diversity Performance Review Framework), assesses organisations on a maturity scale of Non-Compliance, Bronze, Silver, Gold and Platinum across each of the five dimensions. The award level equates to the organization being Compliant or Non-Compliant to legislation, Aware of the need, Building diversity capability, demonstrating outreach externally and Corporate Social Responsibility and finally, Transformation. The

organization's culture has transformed. Using a proprietary algorithm, a score is calculated for each level and the overall score determines the capability maturity scale or badge level. Each of the scores to the right (see figure) of the badge indicates the maturity score for each dimension. This describes the organisation's culture. These match the scores in the table to the left.

The organization represented in this DPRF™ Award Badge has started its journey toward greater diversity and recognises the contribution that gender balance can provide to both organisational culture and behaviour as well as performance. This can be seen in the SILVER score in the Cultural Integration and Acceptance dimension. This means, that at the mid score (50 out of a possible 100), the organization understands the benefits that greater diversity can bring to it, but has only just started on this journey. Whilst strategies are planned or discussed, they are in the very early stages of development.

The higher score in the Organisational Leadership dimension tells us that executive management is behind the push for greater gender diversity, but whilst it supports its development, may not have a full understanding on the actual issues and how to address them. The 'will' and intent is there and initiatives are being actively supported. The lower scores in the other three dimensions of Program Management, Innovation and Performance indicate where there are opportunities for improvement and where the organization can reap the benefits of transformational cultural change that supports an environment of diversity at every level.

Organizations higher in the Cultural Integration and Acceptance dimension are more likely to embrace, or are working toward, embracing flexible working, and display a culture of acceptance of difference. The higher the score out of 100 for this dimension, the more the organisation understands the need for organisational agility to compete in a global business environment. Organizations that score high in the Performance and Innovation dimensions but low on Cultural Integration may appeal to those on a fast track career progression. Organisations can choose which dimension best represents their culture and which they might like to improve.

Those higher in the Program Management and Performance dimensions with lower relative scores in Cultural Integration and Acceptance and Organisational Vision and Strategy can be more traditional in thinking, with of appointment on 'merit' and strong performance cultures driving bottom line reporting and achievement of KPI's.

DPRF™ assessments to date have shown that innovation is increased when a culture of acceptance and understanding of the benefits of diversity is present. When steps are actively taken to embrace diversity and build it into all aspects of the organization, including structurally, performance improves and can be measured against the DPRF™ dimensions.

For more information about how your organization can increase performance and innovation through diversity, contact me at [susanne.moore@gendereconomics.org](mailto:susanne.moore@gendereconomics.org)

*The “Diversity Program Review Framework, DPRF™” (Moore, S 2012) incorporating the “Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World” (O’Mara, J, Richter, A 2011). The Centre for Gender Economics Pty Ltd, Sydney Australia administers the worldwide license for the use of the DPRF™.*

For more information about the surveys and the DPRF™ go to  
<http://www.diversityprogramreview.com> or [www.gendereconomics.org](http://www.gendereconomics.org)

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<sup>i</sup> Moore’s Model of Organisational Diversity developed by Susanne Moore, 2012, all rights reserved, copyright Susanne Moore

ABOUT [SUSANNE MOORE](#) @susannemoore

Susanne is the Founder and Chair of The Centre for Gender Economics and Innovation and is credited with developing the emerging fields of Gender Economics (macro) and Diversity Economics (organisational). Now a Sociologist after a career in ICT and business, she has a focus on Gender, innovation and performance at an organisational level . She is the creator of the Diversity Program Review Framework or DPRF, currently used in the Australian Resources industry to 'recognise' ([AWRA Recognised](#)) organisations as a 'Women's Employer of Choice'. Susanne brings a practical business experience coupled with academic rigour to her consulting practice around Gender Economics and Diversity.

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