complementary, although there is so far a lack of guidance about how this can be done in practice. To see equal opportunities and management of diversity as alternatives threatens to sever the link between them and may therefore be detrimental to organisational objectives. Legislation of equality may support diversity approaches in preventing discrimination which arises from market forces (Woodhams and Lupton 2006) and be a value of setting minimum standards.

Implications: workplace Employee Relations Survey 2011 found 76% of organisations had equal opportunities or diversity policies or statements up from 73 in 2004 and 64 in 1998 (Wanrooy 2013) Public sector and larger organisations more likely. WERS: despite having a policy, few organisations seek actively to prevent discrimination, overwhelming majority don’t monitor recruitment and selection or promotion policies or review relative pay rates. Creegan 2003: race equality action plan stark difference between paper and practice.

PROCESS FOR MANAGING DIVERSITY

Key elements suggested by CIPD 2012 for developing diversity policies and strategies:
1) Strategy: policies must have board and senior level support, not as one-off initiative but sustained over a lengthy period, should support business goals, fairness, compliant, integrated with HR policies and be effective internationally (where applicable)
2) Workplace behaviour: respect and dignity must be consistently valued, and all organisational members should understand their role in promoting equality, bullying and harassment must not be tolerated.
3) Communication: open communications, consultation, variety of methods
4) Training: awareness raising programmes may be helpful, concepts should be part of induction and line manager training
5) Measurement: regular audits essential to review and evaluate progress, demonstrate business benefits, organisational and employee data, employee attitude surveys, performance review, benchmarking, networking, celebrating success will also promote and reinforce equality and diversity,

MAJOR DIFFERENCES BETWEEN EOA and MDA

EOA: Purpose: reduce discrimination, Approach: Operational, Case argued: Moral and ethical, Responsibility: HR, personal department, Focus: groups, Perspective: dealign with different needs of different groups, benefits for employees: opportunities improved for disadvantaged groups, primarily through setting targets, focus on management activity: recruitment, remedies: changing system and practices, monitoring success: changed processes


Increasing support for EO and MD to be viewed as mutually supportive. Dickens 2006 Legislation on equality may support diversity approaches in preventing discrimination which arises from market forces.