

complementary, although there is so far a lack of guidance about how this can be done in practise. to see equal opportunities and managemetn of diversity as alternatives threatens to sever the link ebtween them and may threfore be detrimental to organsiational objectives. Legislation of equality may support diversity approaches in rpeventing discrimination which arises from akrekt froces Woodhams and Lupton 2006 and be a value of setting minimum standards.

Implications: workplace Employee Relations Survey 2011 found 76% or organisations had equal opportunities or diversity policies or statements up from 73 in 2004 and 64 in 1998 (Wanrooy 2013) Public sector and larger organsiation 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 practise.

PROCESS FOR MANAGING DIVERSITY

Key elements suggested by CIPD 2012 for developing diversity policies and strategies:

- 1) Strategy: policiesm ust have board and senior level support, ntoas one ff initiative but sustained over a lengthy period, should suppot 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, consultations, 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 aslo promote and reinforce equality and diversity

MAJOR DIFFERENCES BETWEEN EOA and MDA

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

MDA: P: utilise employee potential to maximum advantage, A: Strategic, C A: Business case-improved profitability, R: all managers, F: Individuals, P: integrated, B: opportunities improved for all employees, F: Managing, R: chaning the culture, M: business outcomes

Increasing support for EO and MD to be viewed as mutuallysupportive. Dickens 2006 Legislationon equality may support diverity approaches in preventing discrimination which arises from market forces.