

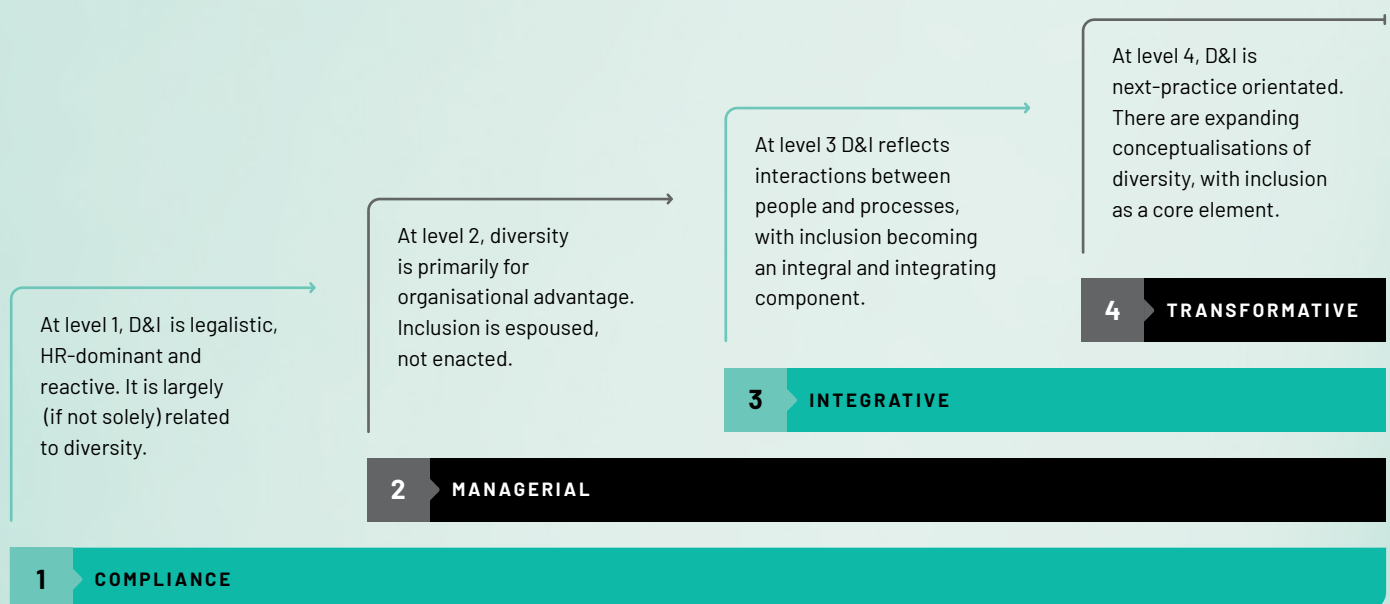
# The Diversity and Inclusion (D&I) CMM

Having a diverse and inclusive workforce is critical in today's changing world and helps organisations reflect the diversity of Australian communities.<sup>1</sup>

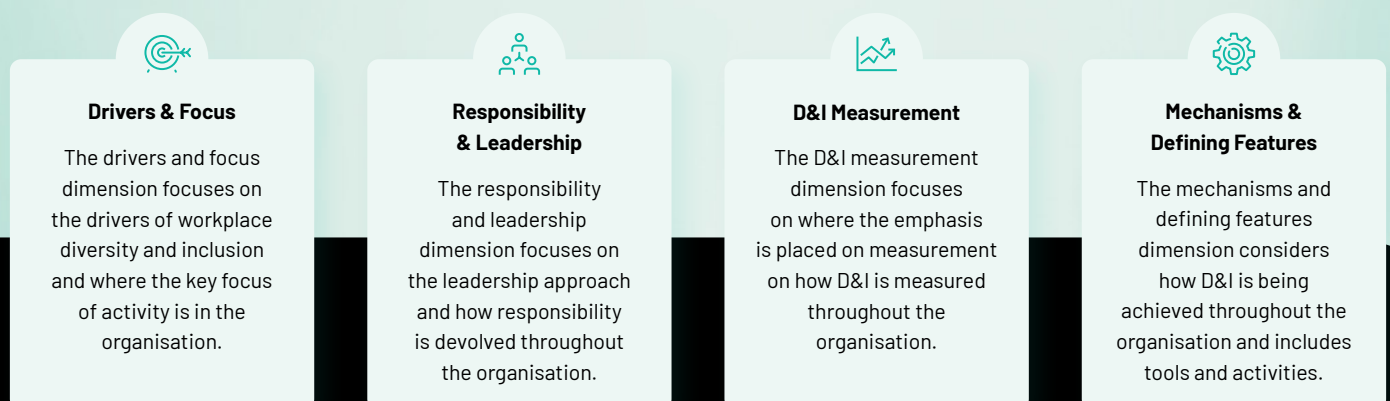
Diversity and Inclusion (D&I) offers organisations a wealth of benefits. In addition to being critical to meeting workforce and societal expectations, having a truly diverse and inclusive workforce offers organisations<sup>2,3,4</sup> alternative perspectives, greater creativity and innovation, improved problem-solving, robust decision-making processes, increased productivity and performance.

The MARS D&I CMM has four levels of maturity (compliance, managerial, integrative and transformative) and addresses four dimensions that are critical to building a diverse, equitable and inclusive workplace (drivers and focus, responsibility and leadership, D&I measurement and mechanisms and defining features).

## MARS D&I CMM Maturity Levels



## MARS D&I CMM Dimensions



1. Lundy, J., Keast, R., Farr-Wharton, B., Omari, M., Teo, S., & Bentley, T. (2021). Utilising a capability maturity model to leverage inclusion and diversity in public sector organisations. *Australian Journal of Public Administration*, 80(4), 1032-1045. <https://doi.org/10.1111/1467-8500.12521>
2. Davis, P.J., Frolova, Y., & Callahan, W. (2016). Workplace diversity management in Australia: What do managers think and what are organisations doing? *Equality, Diversity and Inclusion*, 35(2), 81-98. <https://doi.org/10.1108/EDI-03-2015-0020>
3. Hunt, V., Prince, S., Dixon-Fyle, S., & Dolan, K. (2020, May 19). Diversity wins: How inclusion matters. McKinsey & Company. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>
4. Shore, L., Cleveland, J., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176-189. <https://doi.org/10.1016/j.hrmr.2017.07.003>

# MARS D&I CMM QUICK GUIDE

INCLUSION	Transformative	<p><b>Inclusion embedded in corporate DNA; diversity a given</b></p> <p>Organisational adoption of continuous 'next practice' future focus.</p> <p>Holistic and inclusive value creation.</p> <p>Multi-generational socially minded workforce.</p>	<p>Mutual responsibility/accountability.</p> <p>Leadership relational: Re-generative, authentic and inclusive/distributive (change agents modelling inclusion).</p>	<p>Inclusion emphasis.</p> <p>Empowered workforce.</p> <p>Demographic and cognitive diversity (multivariant).</p> <p><b>Measures:</b> Advanced analytics (augmented AI, AR, cognitive computing).</p>	<p>Alignment of personal, organisational and social values (individual/collective intentionality).</p> <p>Flexibility mainstreamed.</p> <p>High performing/diverse thinking teams.</p> <p>Hyper-connected systems.</p> <p>Trust-based connectivity culture.</p> <p>Agile management, human centred design thinking.</p>	<p>Collaboration, co-creation and experimentation.</p> <p>Bespoke inclusion programs recognising and valuing individual uniqueness (drawn from big data, social media etc.) and creating a deep sense of "belonging".</p> <p>Transparency, openness – decision-making/hold organisation to account.</p> <p>New moral/ethical obligations.</p>
	Integrative	<p><b>Inclusion matters, diversity embedded</b></p> <p>Strategy, mission, policies.</p> <p>D&amp;I ingrained in business strategy and integrated into systems and all organisational components.</p>	<p>Top down (primary), with increased bottom-up responsibility.</p> <p>Transformational/integrative, distributive leadership.</p> <p>Strategic HR driven.</p>	<p>Diversity/differences embraced as core organisational element.</p> <p>Inclusion is conscious use of engagement; intrinsic benefits focus on intrinsic engagement (shared purpose).</p> <p>Multi-dimensionality and intersectionality focus.</p> <p><b>Measures:</b> quantitative and qualitative (maturing analytics, online surveys).</p> <p>Worker profiles, satisfaction levels.</p> <p>Employee experiences, inclusion metrics, culture audits.</p>	<p>Shared purpose/benefits negotiated.</p> <p>Systemic barriers addressed.</p> <p>D&amp;I culture embedded and monitored.</p> <p>Multiple role models.</p> <p>Employee and stakeholder preferences listened to and acted on.</p> <p>Increasing dialogue about enhancing a sense of belonging and recognising uniqueness</p>	<p>Flexible conditions.</p> <p>Evidence-based programs.</p> <p>D&amp;I advocacy.</p> <p>Partnerships with stakeholders.</p> <p>Input into work design.</p> <p>Meaningful work.</p>
	Managerial	<p><b>Diversity for gain</b></p> <p>Mission, strategy, policies.</p> <p>Aligning organisation/worker needs/goals, competitive advantage (productivity).</p>	<p>Strategic/HR.</p> <p>Transactional Leadership.</p> <p>Vision from senior leaders.</p> <p>Middle managers assume some responsibility.</p>	<p>Unique diversity dimensions harnessed for productivity (visible and invisible dimensions).</p> <p>Inclusion espoused (structural).</p> <p><b>Measures:</b> Quantitative and qualitative.</p> <p>Demographic numbers and targets.</p> <p>Beginning analytics/online.</p>	<p>Business case articulated.</p> <p>Focus primarily on observable diversity dimensions.</p> <p>Ad hoc stand-alone initiatives ERG, ally.</p>	<p>Inclusion espoused, beginning efforts.</p> <p>Targeted recruitment, T&amp;D, career development focussed on helping employees to apply skills.</p>
	Compliance	<p><b>Diversity as required</b></p> <p>Legal framework guiding policies, procedures.</p> <p>Compliance with legislation, mandated, anti-discrimination.</p>	<p>Legal/HR, delegated autocratic limited involvement in driving D&amp;I forward.</p>	<p>Narrow visible definition of diversity.</p> <p>Largely homogenous workforce.</p> <p>Inclusion silent.</p> <p><b>Measures:</b> Quantitative tick boxes 'counts', reporting mandated/limited.</p>	<p>Interventions on opportunity equality.</p> <p>Passive exclusions and individual backlash.</p> <p>Reactive compliance actions.</p> <p>Limited training.</p>	
		Drivers and focus	Responsibility /leadership	Inclusion and diversity measurement	Mechanisms and defining features	

**Source:** Lundy, J., Keast, R., Farr-Wharton, B., Omari, M., Teo, S., & Bentley, T. (2021). Utilising a capability maturity model to leverage inclusion and diversity in public sector organisations. *Australian Journal of Public Administration*, 80(4), 1032–1045. <https://doi.org/10.1111/1467-8500.12521>