

Everyone's Smart University

Lack of diversity strategy in some organizations, they are facing a multitude of challenges

نقص استراتيجية التنوع في بعض المنظمات يجعلها تواجه عدد من التحديات

Master of Management

Final project MGM697

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## **Final Project Proposal**

### **Lack of diversity strategy in some organizations, they are facing a multitude of challenges**

#### **What is the problem?**

Due to the lack of diversity strategy in some organizations they are facing a multitude of challenges such as equity in job opportunity, employee's lack of engagement, and risk of not complying with the government rules and regulations.

#### **What is the history of the problem?**

These issues have been on-going and fluctuated through the years, but never recorded and captured properly till recently when we implemented a number of functions within the human resource department. This is because our organization has been functioning without proper, strategic human resource. The department's work was only process-oriented mainly in the recruitment, and personnel operations.

Recently we have started implementing a human resource information system (HRIS). During the implementation it was clear that there was major resistance to the change from moving from the traditional way of doing things, to a more technological approach.

We have also started to implement the human resource functions more properly, with a more strategic approach. As a result of this approach we have implemented the training and development function. This has led us to notice a couple of points. Mainly the low participation of employees in the engagement activities, and inequity in the development opportunities.

We have also implemented the compensation and benefits function. And after capturing the current status in a more organized style, we were able to gauge the current situation, and analyze the data we have gathered. From it we have noticed low diversity per department, in terms of gender, nationality, and background. We have also noticed a low number of Saudi employees, and female employees in managerial positions. Lastly, inequity in terms of compensation and benefits was clearly apparent after the analysis.

When it came to the recruitment function. Previously it was process based without much input from the human resource other than doing the needed paperwork. Now, as the implementation of the process is more true to its form, we were able to assess that the current situation as it is, is functioning with inequity in terms of job opportunity.

Finally to gain more insight onto the challenges and issues the employees are facing, we implemented an "open door policy". This has entailed a number of changes. First, the human resource management has changed its style from a process-directed to a mediator. The HR department also established an "Employee's voice" email, and installed suggestions boxes in all its facilities to gain feedback from the employees on what changes they would like to see. Also a grievances process, as well as a committee has been established to further give employees a more fair, and structured approach to complaints.

**Why is this problem interesting?**

We believe that by aligning with the government 2030 Vision, we as an organization, will be able to ensure our place as a leading organization in our sector. We also believe that we have a treasure of professional locals, which when given the opportunity with proper development, will excel in all functions. We have also noticed that with current female surplus population, of which are highly educated and professionals, will have even more resources to obtain from.

Lastly, we think that some problems when solved properly will not only resolve the main issue. Rather, we believe that certain solutions may well give us creative and competitive edge, and cover our organization's corporate social responsibility.

**Why does this problem occur?**

Mainly we believe that this problem occurs due to two things. One, lack of awareness to the benefits, and disadvantages of having and not having diversity. Two, is communication.

Other issues that help create this problem are biases, in term of gender, nationality, background, religion, age, etc. Another factor is the absence of a clear and adequate policies, and procedures. Also coming along with all these elements, interdepartmental conflicts has been created, and further develop the problem.

**Is the problem already solved? What is done now?**

We understand that the problem here isn't something new, and we highly appreciate all the government's initiatives, rules and regulations to solve this issue. But we believe that it isn't enough, and at the current rate, the solutions are moving slowly without most of the private sector taking its own initiatives in hand.

**Are there any possible improvements to current solutions?**

The private sector should recognize and capitalize on the benefits and importance of solving the problem. They should do their own part by adding it to their own strategies, initiatives, policies, and procedures, and making it an integral part of their vision.

**Proposed solutions:**

As a starting point, we understand that we will need to gain executive's buy-in. And we trust that we will gain it through a well-documented and presented cost-benefit study.

A diversity strategy tackling all identified issues must be in place, and from it we will be able to breakdown all other tasks needed to solve this problem.

Communication is key! And diversity awareness through multiple types of media will need to take place to help deliver and solidify our strategy. We will be using meetings, classroom training, team-building activates, newsletters, videos, posters, etc.

We will not be able to monitor, and control this initiative without a clear and well-defined policies and procedures. There for, using the set strategy as a guide line, we will create them, and include them systematically to ensure none will deviate from it.

As it is clear, the government has been generous with its initiatives in helping the private sector. And we also believe that issue can't be solved through compliance. So we believe that for the most of the private sector to move towards solving this problem, the government should create initiatives towards benefiting the private sector in being proactive, and solving this issue. Initiatives such as:

- Higher Nitaqat rating for organizations having above 30% Saudi's in leadership positions.
- Higher Nitaqat rating for organizations having above 20% females in leadership positions.
- Higher Nitaqat rating for organizations delivering diversity workshops for over 40% of its workforce annually.
- Higher Nitaqat rating for organizations having Saudizing functions with surplus graduates locally.
- Retaining Saudi employees.
- Organization's Oscars. On Safety, satisfaction.

### **What may this project achieve?**

A comprehensive plan to create diversity strategies in the private sector which in term will benefit the economy, society, and organization's business success, as well as comply with government regulations and benefit from their initiatives.

### **What makes your project unique?**

Because our proposed project will not only conclude with financial impact on the private sector, and the government. Our project will show how, with proper investment, both parties will achieve their goals, and solve the ongoing issues as well as gain profits.

### **Conclusion:**

We believe that the lack of a diversity strategy can highly impact organizations in a number of critical areas. And solving this problem will help not only the organization and its workforce, but also the economy, and country. By creating a strategy, and changing the organization's culture as a whole towards diversity, we have great confidence that we will solve these problems, and create a better future for all.

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