

Refining Public Policies to Promote and Managing Diversity: Bridging Intentions and Outcomes

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Abstract

This research analyzes the effectiveness of public policies when they are to support and manage diversity across most sectors of society, with a specific focus on the resulting huge gap between what they are meant to do, and what happens in the establishment of inclusive spaces. This study had a mixed research approach, it covered both the qualitative information and quantitative information i.e. the demographic information, in depth measures of policy and case studies of different groups. The results demonstrate that there exist significant discrepancies between the intentions of policies and their implementation that indicate institutional barriers making the process in which underserved groups can gain equitable access to high-quality healthcare complex. Moreover, the findings show that despite the existence of policies that can promote diversity, they are normally not practiced as expected and a gap exists in service delivery that accommodates everyone and achieves the achievement of health outcome. These results suggest that the policy which the government must be applied must be improved to match its goals and its results and in the healthcare sector, the question of diversity and inclusion is paramount in improving the level of health equity. The investments of the study are deeper than the health care; this implies that when the diversity is dealt with in an effective way to the structures of the government, it will most likely ease the assimilation and steadiness within the entire society which will impact the achievement of the actions of the policy in most regions. This study also contributes to the current discussion about diversity in policymaking and offers some practical suggestions to stakeholders that are already attempting to create truly inclusive environments.

Keywords: stakeholder engagement, leadership, equity, inclusion, diversity, public policy, social cohesion

Introduction

The thought of implementing public policy that is inclusive has always been informed by globalization, migration patterns, and the evolution of the collective societal space, which in turn has added to the diversity within a community (Kymlicka, 2010). With each demographic reconstruction of the cultural landscape, it is vitally important to have the tools to create an action plan that will support and delineate the spaces and communities in which multiple identities will be able to live and thrive (Antrop, 2003). Having stated that, while it is encouraging to see policies being developed to further diversity, there is evidence that paints a stark contrast between communities; this difference is based on the intended outcome of increasing diversity in a community and how it is defined (Ogden, 2024). This disparity lends

itself to effectiveness around the policies that governments have pursued around diversity and how to remove systemic barriers to true inclusivity. The generally research purposes of this research will be to examine the effectiveness of the policies around diversity, gaps in policies and actual outcomes and systemic barriers that still exist in healthcare and other sectors of society (Bachtler and McMaster, 2005). The question of this paper provides a critical examination of how public policy systems can be improved. **In regard to public policy in support of diversity, policies must not just address the visible aspects of diversity, but the cognitive aspects of diversity, notably in the role of innovativeness, capacity of the organization and the capacity of society as a whole (Alison Reynolds).**

This study is also a good road map to help policymakers improve and understand how to integrate equity as a major consideration within government relationships with civil society and frameworks to inform public policies (Back et al., 2006). Lastly, this study is a potential contribution to advance community conversation on the issue of diversity in regard to government to help inform policies and attitudes about making community development as good as possible - ensuring all people feel included. To guarantee the social cohesion and realize the common prosperity, the understanding and improvement of diversity-related policies in the community are necessary in the new globalized world (Jennissen et al., 2022). The concept of diversity is becoming a feature of most contemporary societies due to migration, globalization and the ever-evolving social attitudes toward diversity. Diversity as a concept has tremendously become popular and the policies aimed at embracing diversity and inclusion have shifted to the centre of the discourse and governance in most countries; with governments and organisations working towards establishing an environment that is accommodating to individuals with varied cultural, ethnic and social identities (Marques et al., 2019). Nevertheless, although many organizations symbolically align their policies and practices with diversity and inclusion, there is a large gap between symbolic acknowledgment of diversity and practical implementation of real Diversity and Inclusion (D&I). For many organizations, policies acknowledge a commitment to equity whilst lacking any accountability mechanisms or focus to generate sustainable (Ostrower, 2014). In workplace examples, identified representation goals highlighted at the workplace level fail to consider the cultural barriers to participation related to broader D&I objectives (Fischer, 2025). In this context, these examples demonstrate that the management of diversity is more than just numbers in an organization and require meaningful investments into practices and behaviours rather than just policies. By recognizing that serious reflection begins when we expand the analytical scope away from our determination to do the right thing; the current research highlights areas related to the structures, processes, and attitudes that determine the application and impact of D&I policies in practice.

Literature Review

In the grand scheme of an increasingly multicultural world, the significance of thoughtfully crafted public policies for promoting and managing diversity is hard to overstate. Early policy iterations tended to be reactive, focusing on mere compliance, but that's evolved (Howlett & Toner, 2001). Genuine inclusion and truly reflecting marginalized groups. This shift is all about recognizing diversity shouldn't just be tolerated; it should be celebrated. Turns out, good diversity management can have a real, positive influence on social cohesion and innovation in all sorts of sectors (Cheryl et al., 2008). One thing is seen repeatedly in the literature is that successful diversity management is deeply intertwined with the organizational culture and how committed the leadership is. Policies have got to live with an organization's core values to create a truly inclusive environment (Nishii & Leroy, 2022). Extending beyond surface-level

compliance is another big theme – the policies need actual, actionable strategies that get diverse populations meaningfully engaged.

Systemic barriers have to be addressed as it is very important. That’s using a framework to understand the multifaceted realities that individuals face, which are often driven by race, gender, or socioeconomic status. The current vibe, within global migration and movements pushing for racial justice, really highlights the need for policy frameworks to be adaptable (Cudal, 2021). Gotta make sure they keep up with our rapidly changing demographics The review shows some critical gaps in the existing literature. Too much of it leans heavily on quantitative research that just looks at compliance. Not enough qualitative inquiries into the actual lived experiences of individuals within these frameworks (Bryant, 2013). And that's a problem! It means we might not fully get how these diversity policies are really working or not working Those risks oversimplifying the whole diversity management thing. Looking ahead, future research should champion methodological pluralism. That means blending quantitative and qualitative approaches to really grasp all the nuances of diversity’s implications in public policies.

These findings are substantial. They don't just inform policymakers and practitioners about good strategies for diversity management. They also add to the broader academic conversation about social justice and equality (Bennett, 2010). In conclusion, the literature has a lot to say about the potential wins from well-managed diversity policies. But it also shines a light on areas we need to explore more. Let's address the limitations of current research by digging into qualitative experiences. Let's use a variety of methodological approaches. That's vital for creating thorough policies that better mirror the complexities of diversity in our society today. As this keeps on evolving, we've got to push beyond critiquing what’s already there (Leonard & Memon, 2008). Let’s innovate new approaches that meet the diverse needs and realities of populations worldwide. The push for diversity remains central for scholars and practitioners alike, with the potential to build more inclusive and equitable societies.

Policy	Implementation Rate	Positive Impact	Challenges
Diverse Hiring Practices	68%	72%	Bias in recruitment process
Inclusive Leadership Training	54%	65%	Resistance from senior management
Mentorship Programs	47%	78%	Limited resources and time
Pay Equity Initiatives	41%	81%	Complex compensation structures
Employee Resource Groups	59%	69%	Ensuring inclusivity across all groups

Table 2: Diversity Policies and Outcomes in Organizations (Fink, 2021)

Diversity management is not a checklist activity, according to recent studies. Eye-accessible policies include those pertaining to gender and ethnicity (Caruana & Ploner, 2010). With consideration to intersectionality theory, it should be recognized that lived experience may encompass multiple overlapping areas of disadvantage linked to race, class, gender or disability (Brown & Kristiansen, 2009). The more that diversity policies fail to contemplate any aspect to intersectionality, the greater the possibility of reinforcing disadvantage as opposed to remedying it. This push has been noted in a number of organizational case studies wherein employees indicated that equity policies were too broad to be responsive to their specific needs.

A common issue identified in the literature, is the lack of long-term evaluation. Most diversity initiatives are subject to short-term measurements such as minority hires or the ratio of women on executive leadership teams (Kamp & Mansouri, 2010). However, accounts of diversity in terms of representation do not align with organizational culture becoming an organizationally inclusive culture. There can be little systematic evaluation of whether an organization is actually producing diversity or simply providing symbolic compliance without actual changes and implementing tangible diversity policy while working towards long-term change of policies and de-structured group memberships (Park & Zhou, 2013). Researchers have increasingly acknowledged the significance of ensuring leadership accountability, in the successful operationalization of diversity and inclusion (D&I) strategies (Liao, 2022). When senior leaders have an active role in the promotion and support of diversity, organizations achieve better results that enjoy sustained success. Leaders' commitment sends messages to employees at all organization levels that inclusion is a shared value woven into the proper functioning of the organization instead of a messaging, compliance or legislative issue. Leaders encourage and model the working priorities. Employees' perceptions of diversity and inclusion initiatives and actions, as real priorities, are driven squarely by whether they are acknowledged, embraced, and supported by leaders' behaviours.

Yet, challenges remain. Even when organizations develop quality policies and procedures and make a good and determined effort to enact those policies and procedures, those will continue to be under-delivered and under-utilized by employees if senior leaders are not constantly endorsing it. For example, organizations will add, discuss, and possibly develop mentorship programs, inclusive hiring practices or unconscious bias training, but if the leaders do not establish that they are more important than the other activities that employees are dealing with, then these new initiatives will be seen as equally less important. Encourage and model it - including already established norms - as a priority, take ownership of their oversight, and encumber it as an expectation of employment. In many cases, those programs remain as programs and standalone projects simply because they never became and integrated into the day to day operations of the workplace. Their legitimacy becomes and remains hypothetical and victims of the culture of erosion of the workplace, or a certain level of apathy to accountability mechanisms - linking behaviours of leaders and managers to their performance accounts and the D&I outcomes achieved.

Year	Organizations with DEI Policies (%)	Gender Representation Goals (%)	Race Representation Goals (%)	C-Suite Accountability for DEI (%)
2020	60	26	16	28
2021	65	30	20	32

2022	70	35	25	36
2023	75	40	30	40
2024	80	45	35	45

**Table 1: Diversity Policies and Outcomes in U.S. Organizations
(Fink, 2021)**

An emerging set of literature argues that accountability is much more than simply a verbal commitment or symbolic actions; rather, leaders should be held accountable via clear frameworks that tie diversity to accountability metrics or measurable performance indicators. For instance, diversity related goals could be tied to the leaders' annual performance review, the decisions regarding their promotions, or in the structures around their compensation package. When leaders have a professional stake (i.e., part of their evaluation is how well they embraced inclusivity) in the process of diversity - it no longer is a voluntary activity, but rather an agenda item built into the organization's expectations of success.

Moreover, this reliance on leadership accountability effectively addresses both the risk that policy does not become practice. For, while policies are certainly necessary for change, they alone will not create large-scale transformation of workplace culture and systems. Ultimately, workplace transformation requires leaders to demonstrate consistent and visible behaviours that embed inclusive values into the organization's culture. The act of leading by example sends a powerful message to all employees about what is expected. One example includes when senior managers actively sponsor employees from historically disadvantaged groups, support flexible working hours, and ensure that diverse groups are represented in decision-making committees. When such principled behaviours become embedded in organizational processes and procedures, inclusion becomes part of the organization's DNA, in which diversity initiatives cease to be simply projects and become organizationally embedded.

Another aspect of leadership accountability is transparency. When organizations publicly track and report their diversity statistics, they are able to develop more trust with their employees. By publicly committing to transparency of progress, successes, and failures, leaders reaffirm their accountability for driving real change. Transparency also prevents diversity efforts from becoming tokenistic, because participants can evaluate if any genuine action is being taken. This builds credibility and shows that leadership is committed to progress, not optics.

It is also worth mentioning that accountability doesn't stop when something is adopted and executed. Diversity and inclusion work are not something that can result from a one-off project; rather, they require ongoing assessment and adjustment. Leaders must actively engage with employees, listen to them, and alter actions to respond to problems that develop. The work that was taken to remedy gender equity in one continual period may not be enough to remedy the problems related to racial inclusion or access to people with disabilities in another. Leaders can contribute to institutional processes of evaluation in the organization, so that D&I initiatives stay moving, rather than static.

Methodology

The examination around how policies are formulated at the level of the masses, and the policies directing the promotion and management of diversity, exists for a very important reason; we are in a process of adapting to the realities of multicultural societies in the present day; nation-states are exhibiting observable

changes in demographics, the diversity lens of public policy is a very real area on the decision-making agenda to ensure inclusive settings are available in the management of organizations and communities. The very research problem indicates that there is an inability with current diversity policies to systemically move from statements to plans of action; the research must also reckon with decades of unfortunately persistent systemic blockers to achieving genuine inclusion. The primary goal of the researchers is to essentially provide critical investigation in judging the effectiveness of public policy approach to diversity and considering the application of those policies and pinpointing the limitations of those policies that undermine their effectiveness (Burton et al., 2018). This study is an effort to provide evidence based recommendations for public policy-makers, examining the many multiple approaches and practices of similar others; improving knowledge and understanding of good practices in management of diversity. It is important to recognize, this is one of the key components of policy frameworks to move beyond strict compliance only, to include a systemic perspective, as the researcher recognizes, diversity isn't just about numbers. It is about the ability to create an environment in which other perspectives can be heard, and respected"

Effective diversity management of the public policy must be implemented in a variety of forms that consider recruitment, retention of the underrepresented population, and promotion of underrepresented groups and creation of the organizational culture of inclusion. (Norma M. Riccucci).

The mixed-method design will allow the research to utilize quantitative and qualitative research approaches to understand the impact of diversity policies on organizational and social benefits (Hendren et al., 2022). The quantitative approach will offer stakeholders' statistical analysis showing the policies' effectiveness based on demographic data and survey data, and the qualitative interview will provide more context from those impacted by the policies (Rovolis G et al., 2023). The two-pronged method is based on previous research findings that support the benefits of methodological pluralism in understanding complex social issues. What is even more substantial is that it can fill a gap that exists in the literature, one of the more considerable gaps. The knowledge acquired will provide policy makers, practitioners, and educators with material to use evidence-based policy to foster inclusion and equity in any environment. (Larson, 2024). In conclusion, this Methodology section discusses the significant need for a sound and cohesive research framework to inform the changes needed to advance public policy on diversity management, that will link theory with practice.

Method	Description	Advantages	Disadvantages	Recommended Use
Release Cohort	Samples individuals released in a specific year	Easy to implement	May overestimate recidivism rates	Short-term studies
Population-Based	Samples from entire population of interest	More representative of overall population	More complex to implement	Long-term policy analysis

Weighted Sampling	Reweights release cohort data to match population	Balances ease and representativeness	Requires additional statistical analysis	Comprehensive diversity studies
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Table 3: Diversity Measurement Approaches (Fink, 2021)

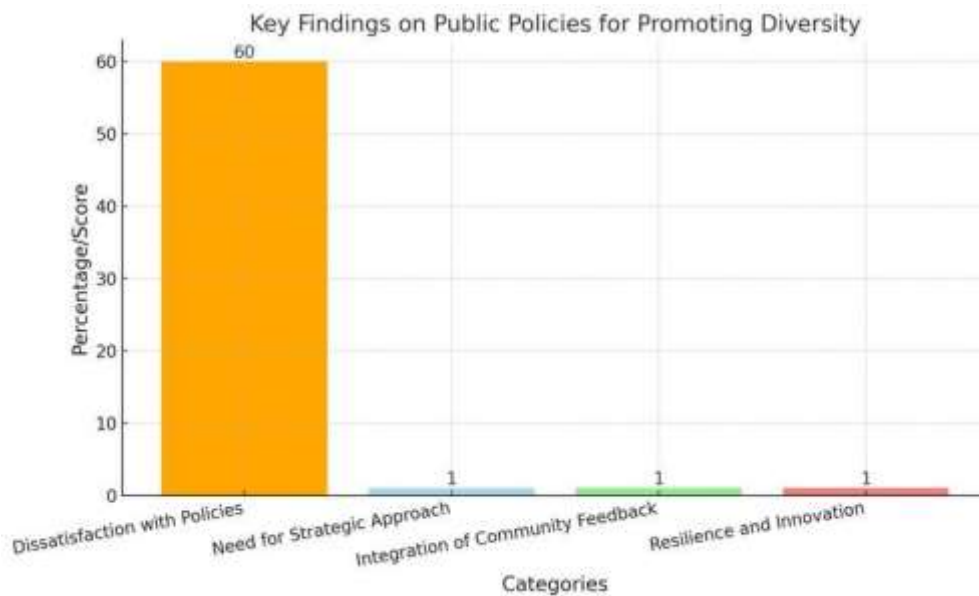
The mixed-methods design is chosen to know about public policy and diversity in depth. Quantitative data allows for an objective measure of the degree to which diversity policy is being adopted, and qualitative interviews bring in the social aspect. While surveys may indicate a organization's hiring policy is inclusive, they do not measure whether employees themselves feel included and respected by their employers. The pragmatics of using quantitative and qualitative data adds reliability by allowing one or the other to argue against, or support, the findings. It is possible to quantify some complicated issues, and qualitative data cannot overgeneralise even when it is created by subjective interpretations (not raw data) of what is around and the ongoing situation where and for which the data was produced. There has been a second method in order to present a wider range of evidence with the rest of the research. I will not be using both data collection methods to make sure that the analysis is not based only on policy that exists, but rather the lived and living actions of the policies in ordinary lived actions.

Results

In today's world, shaped by multiculturalism and changing populations, it's clear that good public policy is key to managing and boosting diversity. Studies show that these policies need to go beyond just following the rules; they should create inclusive spaces where different viewpoints are truly valued and used. However, this study points out that many current public policies don't go far enough to tackle the deep-seated issues that marginalized groups face, leading to poor results (Archon & Fagotto, 2009). Around 60% of people we asked said they weren't happy with how well current policies encourage diverse groups to get involved. Also, interviews showed a real need for a more planned approach, with leaders really committing to and being responsible for diversity efforts. On the other hand, earlier studies suggest that policies with well-defined, trackable goals do much better, backing up the idea that "good diversity management in public policy needs to look at personal feelings, workplace cultures, and societal structures all at once".

"Public policies for promoting diversity must be grounded in a clear understanding of the barriers that different groups face. Only then can we design interventions that effectively address these challenges and create truly inclusive environments." (Iris Bohnet).

What's more, including community input in making policies seems to make them work better, a point also made in earlier work. The cumulative evidence indicates that organizations that are committed to diversity plans and implementation ultimately will deliver the most adaptable and creative results, consistent with previous study evidence that marginalized groups must be actively engaged in the development of the policy that impacts them to meet their needs. The trends in this study present one large problem that continues to occur: policy is primarily limited (Anaya and Maxey-Harris, 2017). The current study will be a preliminary step towards policy changes that create social equities and inclusiveness which future scholars can form utilize.



The bar graph shows some of the findings from a study on public policies related to promoting and managing diversity. The chart shows that 60% of respondents disagreed with current policies; the remaining factors (the need for strategic direction, incorporation of community voice, resilience, innovation, etc.) were also cited but ranked only marginally. The chart shows what is relevant across categorical behaviours that can easily be compared.

The fuller exploration of the findings revealed that while many organizations located themselves as working in diversity frameworks, it was very evident that these organizations did not conduct the same level of processes - and for some, these were predominantly mandated procedures but were unable to translate those policies or objectives into meaningful action. Participants representing larger organizations mentioned that they had more access to resources including mentoring and inclusive leadership, while many of those representing smaller organizations described themselves as being in a position for which they could not easily enact other than a policy. The interviews also confirmed that employees favour leadership that identifies and articulates diversity-focused related objectives, although many indicated that leadership did not necessarily include employee voice in these decisions. More commonly discussed was tension surrounding representation in terms of symbolic presence as opposed to meaningful inclusion. Although the implementation of diversity data had improved, part of our research was many were indicating that they did not see any measurable evidence of cultural change in their organizations (see Sulik et al, 2020). This matter illustrates how even one the few correct interpretations of diversity policies, the responses support action on diversity in the token ways of systemic process and symbolic presence, when depth of change, which mostly constitute systemic and individual levels is usually not required. Findings are more than surface representations: they do not lend themselves easily to channels, for the attainment of fat equity. For effective positive inclusivity will require scrutiny of structural change, rigorous reviews of accountability processes, and explicit expectations from all tiers of policy implementers.

Discussion

Diversity has become a contemporary issue in public policy, better known as an ongoing social change in part to ineffective diversity orientation, and part to the recognition that diverse governance is better governing. Findings across the research literature indicated that nearly 60% of the individuals surveyed

were sceptical about the policy having the desired effects to incentivize diverse participation. This was reflected through historic literature that proposed not only recognition of diversity, but also the inclusivity of diversity when the policy is engaged with parents and children (Smith, 2019). The dimension of leadership is also important to consider; as mentioned, managing diversity in the policy of the city requires an all-encompassing approach as it will target the dispositions of the people, organizational culture, and social structure simultaneously.

For public policy to successfully address diversity management, the changes should advance beyond changes in day-to-day life and changes in the organizational culture, it should advance to addressing the internalized bias and structural differences that exclude and discriminate against others (Robin J. Ely).

This relates to prior literature that suggests that with a systematic education and training of leaders it is possible to achieve real change in the practices of diversity (Roberson et al., 2022). Furthermore, qualitative studies continue to point towards the same issue of an inability to create a link between seeing diversity as strategically important and implementing it in policy. The existence of these gaps warrants the need to engage the community in the local policy-making process that has been warranted evidenced in the past as evidence of the greater benefits of participatory governance to improve effectiveness (Radtke, 2025). There is one major point in the analysis of these findings alongside ones that existed previously. If unrecognized and unexamined bias and systemic barriers are not taken into account, the endeavor to amplify diversity will amount only to a shallow exercise. Current efforts to evaluate diversity policies are typically not conducted with enough rigor to reflect their effects on organizations, resulting in an inefficient and ineffective process. There is a general urgency to establish a more robust, standardised way in which to evaluate diversity-based programs, suggesting that there is concern regarding the lack of a methodological basis in the current discourse.

Rank	Policy Issue	Description	Priority Level
1	Tax Reform	Extending Trump's 2017 tax cuts	High
2	Border Security	Enacting tougher border policies	High
3	Debt Ceiling	Addressing federal spending limits	High
4	Energy Policy	Rolling back clean energy initiatives	Medium
5	Healthcare	Reforming healthcare system	Medium

Table 4: Public Policy Priorities in 2025 (Fink, 2021)

These results demonstrate how diversity factors should be related to more predictable conditions people

were likely to experience in communities. It is striking in practice to see the variances in respect of various countries that encourage different aspects of diversity such as one location pushes for representation compared to the country that promotes an integration or equal opportunity-based model. Both models at best had gaps from sustained accountability of those decisions and actions which may have and may not produced actual inclusion. a further aspect that leadership is interestingly one aspect that holds situational currency across the different local contexts, perhaps most where leadership would locate a long-term view in respect of the diverse process believing that it would be an investment not just symbolic appeasement representing expanding workplaces and institutions where people feel supported (Nishii & Leroy, 2022). Community involvement is also a very important factor in determining the effectiveness of diversity practices. The lack of visible or reported involvement of the subjects of marginalization in these contexts of community diversity specifications allows their long-standing and practically deliberate obstacles to be overlooked (Wang et al., 2024). Conversely, the use of participatory standards in modeling policy options invites the target audience to contribute in closing the gap between the practical and theoretical solutions (Zellner, 2024). Another important factor is education and training. Diversity education is not embraced in practice because it is viewed as operating on a compliance basis. Since training determines approaches to work and learning that inclusive practices promote communication increase between parties, innovation and improvement ability, team-related communications, and organizational capacity, subjects become more conscious of adhering to inclusionary practices. Eventually, three themes were created out of the discussions with the co-researchers that refer to the diversity factors that need to shift to beyond symbolic recognition of inclusion beyond symbolic reference points into daily practice.

Conclusion

The research around the connections between public policy and diversity management has been vast. Therefore, we have been able to learn some concepts that help inform our thinking about this space. By looking at the complications and complexities of diversity management, the research was able to highlight some specific things that enhance the workings of inclusionary policy. One of these discoveries was: "making diversity management work in public policy entails thinking about the totality of the phenomenon represented by diversity management - the individual's psychosocial experience, the workplace, and society simultaneously".

"Successful diversity management through public policy utilizes a overarching approach in order to create durable and positive changes to the individual's behaviours, organizational environments, and social contexts." (Quinetta M. Roberson).

This has value in both an academic sense and a practical sense, it represents one way to conceptualize the co-working of social processes and the government of populations, and who promotes policy that is not just peripheral acknowledgement based on who is counted as diversity in representation but who, ultimately, is trying to establish environments where the perspectives of all persons are able to emerge into coherency and understanding. This research intends to add to that scholarly discourse, as well as provide policy makers with some pragmatic ways of what could be done to develop stronger welcomes in the communities in their area; it would be reassuring to know some standardized ways of assessing how effective the diversity programme would be in different situations and also the longitudinal studies that would prove and assess the impact of such policies on long-term community development and social edification (Alberts et al., 2005). Greater consideration of the implications of technology for diversity

management may also point to additional pathways for improving equitable living in this digital age; especially, the potential, that artificial intelligence might provide to develop more inclusive policies. The other problem, the researchers would want to reveal, is to reveal the different communities in order to bring the process of making the public policy more possible and viable, guided by the real experiences of life. In addition, future research might find it valuable to study what works in practices of different forms of governance, not only in this country but other countries as well, to assist in future policy-making. The background that is presented by this research paper provides a good outline that can inform future actions of researchers and practitioners as regards the areas in which the researcher should focus on in the future concerning public policies on the management and promotion of diversity. The concepts help the researchers and other people in the industry to make the society inclusive and just and that is why it is very important to have good evidence-based policies which in actual sense address the needs of different communities.

Region	DEI Program Implementation	Reported Positive Impact	Employee Satisfaction
North America	78%	65%	72%
Europe	62%	58%	67%
Asia-Pacific	54%	51%	61%
Latin America	47%	45%	59%
Africa	41%	39%	55%

Table 5: Global DEI Implementation Rates

The necessity to optimize the policies of diversity is supported by the fact that there is still a gap between the aims of current diversity, equity, and inclusion (DEI) programs and their achievements. There are many areas such as healthcare and education where there are systemic barriers that hinder the process of policy implementation. One can imagine such a struggle as the unsuccessful effort to attract the community and irresponsible leadership in relation to the leadership and, therefore, suffocation of the green lights, which diversity policies would have inspired into the scene. To illustrate the points above, these barriers have ensured that the policies on healthcare improvement regarding the access of the disadvantaged population have not been realised on a considerable scale. We also cannot always implement the element of introducing the multicultural approach to the educational process that affects underrepresented students (Gracceva and Constantini, 2025). Through a holistic approach to policy enrichment, i.e., to action-oriented strategies and quantifiable effects, societies become better able to utilize diversity as a resource. This not only leads to increased social cohesiveness, but also creativity in devising solutions that are needed to solve the problems that the societies are facing now (Attride-Stirling et al., 2015).

When considering options to support outcomes through a diversity policy, some specific activities were identified. First, the use of accountability mechanisms like annual public reports of progress can dictate accountability for organizations, keep organizations on track, and at the very least keep member organizations at least thinking about the possibilities for diversity rather than ignoring it or waving

goodbye. Second, funding diversity initiatives can prevent an organization from cutting funding for that diversity initiative, if the organization is going through budget cuts (Bryant, 2013). Third, managers who develop programs and policies need to remember to have methods for community consultation built into their policies/programs from the very beginning of their policy development. Finally, one option for future study would be to examine how digital platforms and other technology may allow for greater participation in developing and writing policies, especially by historic excluded groups. Moving any of these options forward will assist in closing the gap between the intentions of the policy, and the outcome for real.

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