


DIVERSITY MANAGEMENT EXTENDED
The D(iversity) M(angement) E(xtended) project!

Youth unemployment is a growing concern throughout the EU and deserves to be high on the political, social and economic agenda. Our society needs to invest in inclusive employment for all, also and especially for the most vulnerable: early school leavers and youngsters with low education levels or physical/mental impairments. A common geographical or transnational approach is required to address this economic and social challenge. Traditionally, diversity management propagates an inclusive human resources management, covering the employer-employee relationship. In line with the Lisbon Strategy and Europe 2020, DME elaborates on the transition process of guiding (vulnerable) students/unemployed young people towards the labor market.



More information about the project?

[Visit the webpage for more information!](#)

A project update "Three months to go..." - by JKVG

With still three months to go, the DME project is now fully in its final phase.

In our previous newsletter, we've presented the Quick Scan (our first tool, ready to use for free via link below) and we announced that new tools were coming (The HR Career Tool, The SCALE2SKILL Tool and the Student Tool).

The SCALE2SKILL tool and the HR Career Tool are now fully finished and ready for use (see links below). The Student tool (newsletter 4) and the Gardner tool (in this newsletter) will also be online soon! In August, the Diversity Management Handbook (e-reader and PDF version) will be available, which you can download from our website (for free). In the past months, a number of webinars were organized in Belgium, the Netherlands and the Czech Republic. You can watch them using this [link](#).

Update for the Digital infrastructure (webbased tools)
1. DME Quick Scan:

This scan can be used to get a better sense to what extent your company is already working on embedded diversity policies. Use this [link](#) to take a look!

2. HR Career tool: part 1: Talent career cycle (incl. personal development plan)

This tool enables you to create a job profile for all staff members, consisting of a task- and competence list. From this job profile you can distil a personal development plan that can be used as the foundation for future performance reviews. The PDP, the reports of the performance appraisal and the evaluation reports are made available by the system in the form of a PDF file. Use this [link](#) to take a look!

3. DME student tool:

The tools focusses on 3 target groups; [1] students, [2] councillors and [3] mentors of companies, and focusses on 4 phases – from matching and preparation, over learning in the workplace until evaluation. Each step renders a differentiated focus on talent and competency management - AVAILABLE SOON!

4. Scale2Skill: Read more about this tool in the article below "Scale2Skill - by PRO WORK"
5. HR Career tool: part 2:

*The HR Career Tool is a useful tool for employers, HR departments or executives who are looking for a specific tool to monitor a sustainable career policy for their employees. The tool consists of for example; A **Welcome Policy** | With this tool, you can work out or monitor the welcome process of your new employees. The tool consists of checklists and documents that provide a structural reception policy. and a **Competence Policy and Performance Cycle (including PDP: personal development plan)** | This tool enables you to create a job profile for all staff members, consisting of a task- and competence list. From this job profile you can distil a personal development plan that can be used as the foundation for future performance reviews. The PDP, the reports of the performance appraisal and the evaluation reports are made available by the system in the form of a PDF file.*

6. Self-assessment learning style questionnaire: Read more about this tool in the article below "The Gardner tool - by NTC"
Final 7th DME meeting Amsterdam - by PRO WORK

All project partners will meet each other for a final meeting in Amsterdam on the first of August 2017. In this meeting the finalization process of the project will be on the top of the agenda. All activities and tools will be discussed and tested as well as other information that will be shared at the end of this partnership. One final newsletter will be sent in August to share the meeting information including a final update of the project process. As always; keep up to date by the project [facebook](#) and [website](#).

The tool Scale2Skill - by PRO WORK

The importance of Soft skills is the ability to transform own competencies, in cooperation with others, into practical skills and knowledge.

by Tessa den Bakker, MA

DME Project Manager at Foundation Knowledge centre PRO WORK, The Netherlands

Scale2Skill is a web-based tool for measuring desired and currently available competences, both from the point of view of the assessor and the assessee. It covers key competences communication, entrepreneurship, flexibility, cooperation, customer orientation, efficiency, independence, problem solving, lifelong learning, stress resiliency, planning and organisation. Each key competence has different statements that can be rated and compared to a specific job profile.

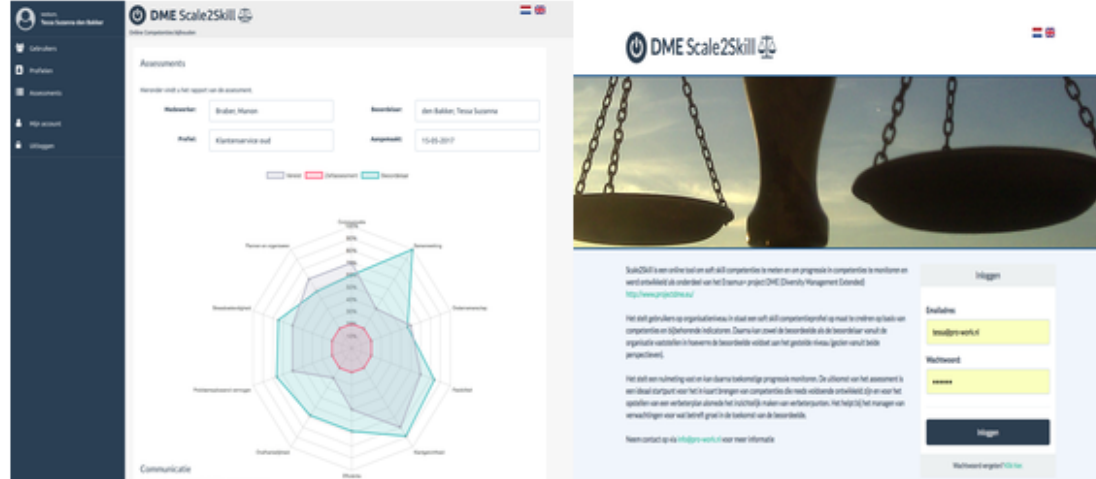
The link between Scale2Skill and diversity management is, that it can be used during screening, development and training of people to be assessed. It fits into an approach where diversity management is kept in mind as there is the possibility to create custom competence profiles where personal capabilities and disabilities can be taken into account.

The objective of the tool is that both the assessee and the assessor/ supervisor from the organization can determine to what extent the assessee meets the set level (seen from both perspectives). It sets a baseline and then monitors future progression. The outcome of the assessment by the assessee and assessor is an ideal starting point for mapping competencies that are already sufficiently developed and for the preparation of a development plan as well as insight in points of improvement. It helps manage expectations and makes clear what future growth is expected of the assessee.

The Scale2Skill tool can be broadly used in various types of organizations and sectors as the competence profiles can be created on an organisation level. The only requirement is the ability to create a competence profile. And as mentioned before this tool is used in the screening phase where it detects strongly developed competences but also the possible learning gaps. After the establishment of the baseline, the progression in attainment of competences can be monitored during development and training phases.

The outcome of the tool with regards to the possible differences is a great conversation starter as it highlights the possible progress to be made, and the progress that is already made when more frequent assessments take place. The differences in outcome can be read from a radar chart and a line chart, to give a good overview of in which areas the performance is already good and in which areas further skills should be acquired.

More info? Please visit the [website of the Scale2Skill tool!](#)


The Gardner Tool - by ADAM SMITH COLLEGE OF MANAGEMENT

There's a reason why we learn the same stuff and the same skills at different speeds.

People are different, and so are their cognitive styles.

by Andy Stoycheff, MBA

Adam Smith College of Management, Bulgaria

In DME project we appreciate all things related to the differences we have from one another, and we look at them in a positive way, trying to bring up the very best of one's talents and skills. As educators, we know that there is no single approach to teaching and learning which produces maximum impact. But we also know that some methods are very, very efficient. The trouble is, what is very, very efficient in one case may lead to meager results in another.

There are many scientific studies and theories on learning styles. In DME we did review many of them, because we were on the lookout for practical tools which could assist trainers, mentors and coaches, as well as HR professionals in their work with learners of all sorts and at all levels. Of course, we recognise — and we know that from experience — that on-the-job training is very different from the classroom setting, and that it requires much more personalised approach to the structuring, delivery and assessment of training activities. The DME project is currently developing this one tool as part of its IT development work package, which will help professionals in precisely that aspect.

Back in 1983, Howard Gardner, an American developmental psychologist, proposed the theory of multiple intelligences. He classified 8 abilities, or multiple intelligence components: musical-rhythmic, visual-spatial, verbal-linguistic, logical-mathematical, bodily-kinesthetic, interpersonal, intrapersonal, and naturalistic. While the distinction between intelligences has been set out in great detail, Gardner insists that they should be used to empower learners, not to restrict them in any way. His definition of an intelligence is "a biopsychological potential to process information that can be activated in a cultural setting to solve problems or create products that are of value in a culture".

Gardner argues that we all exhibit a combination of these intelligence components, and our brains operate accordingly. This means that each of us has perhaps one or two dominant intelligence components in the domain of which we are very efficient performers, and several secondary, and we may also have components in the domain of which we perform much, much worse. This also demonstrates how we perceive and react differently to same stimuli.

With the help of our experts in teaching, assessment, and psychology we developed a structured questionnaire with 8 sets of questions related: to things people do in their everyday life, to how they feel in particular situations and contexts, to how they react to different stimuli. Our IT developers are now close to completing the task of setting up an online self-assessment tool which will allow everyone to test themselves.

Based on users' answers, the tool generates a summary and recommendations on more efficient learning strategies, and even occupations and occupational fields where they would feel more comfortably. Teachers will be able to access the test results for their students and they could use this information to improve their teaching strategies and target individual learners with more relevant individual teaching approaches. The tool also suggest which type of didactic materials are more suitable to people with a particular set of multiple intelligence components.

Link to this tool? This will be available soon and presented in the final newsletter of August '17.

More information about the other tools? Keep track of our project and the final newsletter and via our [website](#) or [facebook](#) page for the last project information!

The DME partnership

JKVG - Leadpartner



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