



## DIVERSITY MANAGEMENT EXTENDED

### The D(iversity) M(anagement) 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 "DME - THE FINALS" - by JKVG

#### 1. DME Quickscan

Developed by : JKVG (B) & Pro Work (NL)

The Quick Scan is a tool developed within the DME+ project (Diversity Management Extended). With this scan it is possible to get a better sense to what extent a company is already working on embedded diversity policies. Additionally, it is possible to check to what extent the breeding ground for a successful diversity policy already exists. Based on the results of the scan (a report with the scores and recommendations can be downloaded), it is possible to draw up an action plan. The Quick Scan can be used as a baseline at the start of the process. It can also be used as a tool to evaluate the progression of the process. Sustainable work on diversity occurs on different levels within a company. A diversity policy is preferably anchored in the company vision / mission and is supported by the staff at all levels. The practical application of the diversity policy could be accomplished by the use of specific 'tools' or by using the existing HR tools to provide clear diversity elements. These should be embedded in the conventional processes within the company or structure. Vision & Mission, Culture, Structure and Instruments are interconnected in communication. You cannot change one without having an impact on the other. Within a sustainable diversity policy actions should be planned on the four domains.

Click [here](#) to continue with the DME QUICKSCAN!

#### 2. DME Student tool for facilitate internships!

Developed by : Syntra West (B)

One of the goals of DME is to establish successful internships, smooth learning experiences that enrich the competencies of learners, and create better learning environments in companies. Therefore an instrument was created that focuses on and supports all parties (students, education, company). This student tool is an online platform and facilitate the counselling and coaching of VET students and coaches when finding a good internship, but will also help and support companies in preparing a decent learning environment and monitoring the process well. Concretely, the platform will:

- Bring advice for a good match between student and the workspace
- Focus on diversity aspects – what does every student particularly need?
- Make explicit the learning goals, learning plan and learning achievements
- Bring accompanying tips for a smooth learning experience

In the tool, each target group has access to their own page – students, (school) coaches and companies get to see the tools that are most relevant for them. Secondly, the tools are divided over 4 important phases – from matching and preparation, over learning in the workplace until evaluation. Each step renders a differentiated focus on talent and competency management. Concrete instruments:

- Checklists to prepare well in every phase
- Learning plan templates
- Several quick tests to see whether one is ready to coach, to host interns, to be a good intern
- Guidelines for several talks: feedback talks, obstacle talks, etc.

Click [here](#) to continue with the DME Student Tool!

### 3. DME Scale2Skill

Developed by : Pro Work (NL)

Scale2skills is an online tool for measuring soft skill competences and monitoring progress in attaining competences. It enables users at an organization level to create a customized soft skill competence profile based on competences and associated indicators. Afterwards, both the assessee and the assessor can determine to what extent the assessee meets the level that was set.

It sets a baseline and then monitors future progression. The outcome is an ideal starting point for mapping competences 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.

Click [here](#) to continue with the DME Scale2Skill!

### 4. DME Cognition tool

Developed by: Adam Smith (BG)

DME Cognition is a online tool for self-assessment of multiple intelligences, which could provide a challenging insight into how your mind perceives and processes different type of stimuli. The results could also point you to career choices and suggest better ways to organise your learning. For teachers, instructors and mentors, it would supply them with valuable information on how to approach and structure their work with students, learners, and colleagues in training.

If you wish to learn more about the science behind this tool, you may start by clicking [here](#)! Please note that this online tool should be used for indicative purposes only and does not pretend to have a scientific validity due to its abridged nature. Use it for consultation, but please refer to an HR or psychology professional if you wish to explore this side of your mind in closer detail.

Click Start to begin. You will be asked to rate a number of statements. At the end of the test you will see a summary of findings.

Click [here](#) to continue with the DME Cognition tool!

### 5. DME HR Career tool

Developed by : JKVG (B)

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 several modules that can be used independently of each other:

#### 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.

#### 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 distillate 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.

### Training Policy

Allows you to plan and follow up the training schedule and the training level for your staff. The system can also provide a training matrix of your entire personnel group or particular teams.

Click [here](#) to continue with the DME HR Career tool!

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## **Final 7th DME meeting Amsterdam - by PRO WORK**

All project partners have met each other for the final meeting in Amsterdam on the first of August 2017. In this meeting the finalization process of the project was on the top of the agenda. All activities and tools were discussed and tested as well as other information as the final TO DO's per partner at the end of this partnership. This is the final newsletter of the project, but keep up to date by the project via [facebook](#) and [website](#).



## **DME in the Netherlands - by PRO WORK**

The DME project has left its tracks in the Netherlands for sure. Various organizations have participated in various activities organized by the project. This includes testing various tools (Quickscan, Scale2Skill tool, etc.) and evaluating these in interviews and surveys to test these as well as participating in different workshops and using information developed in the project. The diversity of Dutch organizations joined the activities was very broad, thinking of a large hotel, construction companies, consultancy agencies and restaurants. PRO WORK is located in a part of the Netherlands where tourism is a very important source of income and thus it was interesting to include this sector specifically and test how they worked with the diversity management theme and to involve them in the innovations that came from this project.

A clearly achieved goal is the awareness created by this project! Where most of the companies have indicated that they were, familiar with the diversity concept, but actually not really integrate this in practice. Mainly because these companies did not know how to achieve this. How do you take care for inclusion in your business? How do you ensure that people with a distance to the labour market or labour disability can also participate in your business? How do you work on good diversity management and to what costs? And how do you make your HR department aware of this concept? This are all questions where this project provided a better insight. The tools have made it very clear for this piece of integration and awareness and this has thus been the main benefit of this project for Dutch companies and organisations.

Finally, of course, a very comprehensive platform has been created to find all sorts of information relevant to organisations, policy makers, HR staff and other interested parties. All kinds of intellectual outputs can be found here and it is used a lot and will be used a lot in the future by the Dutch target group!

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## **DME in Bulgaria - by ADAM SMITH COLLEGE OF MANAGEMENT**

The DME project has a very intriguing subject matter for many small companies in Bulgaria. Typically, the SMEs in their initial and growth phases are locked on their immediate business challenges and are not well structured, which means that their management or HR departments (if existing), are not, in most cases, even considering the diversity management (DM). Consequently, the potential for improved competitiveness by way of integration of proven DM practices into the companies' operations is lost.

This is why within the project we paid so much attention and dedicated a lot of time and effort on practical solutions, case studies and examples which are actionable, tools which are simple to use, give clear results, and require only basic knowledge of DM. In fact, competent managers could guide their companies through the

process of integration of DM in company's policies, procedures and corporate culture, without external help. The whole idea behind this aspect of the project was to provide practical solutions, and this did include counselling, where it was needed, though we have to admit that it was mostly informative and advisory in nature, rather than the typical consultants' hard hands-on approach.

Next to this, another line of operations was very active – training of teachers and mentors, as well as young people from disadvantaged groups who have difficulties in their access to the labour market. Matching the efforts in raising the awareness and providing practical training at the labour supply side with pressing for open-minded job filling on the labour demand side, was an excellent coupling that the DME project was able to provide. While persistency will be required over many years to combat prejudice and ill-informed pre-conceptions about the young disadvantaged people, we are confident that we will be seeing more and more of them starting a new job in companies which embrace diversity as a core value and a driver for competitive advantage.

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## **DME in the Czech Republic - by EUROFACE CONSULTING S.R.O.**

In the Czech Republic, there was counselling in organizations/companies very well received. Counselling was provided to managers and HR personnel and oriented towards human resources management. Counselling introduces the concept of Diversity Management and benefits that companies would have by using it. The advantages of diversified teams' development were recognized by businesses. We have provided the counselling in 12 companies and relations established there have overcome the lifespan of the project. We were choosing small and medium-sized enterprises in which diversity management is still a rather unknown term. We have successfully used the project web based tools such as Quick-scan or HR Career Tool.

Within the DME+ project, Euroface created a web site, which is available at [www.projectdme.eu](http://www.projectdme.eu), where we provided both content and technical issues. We also ensure that it works smoothly in all language versions of countries participating in the project.

In addition to the other tasks we have in the project, we have been responsible for collecting examples of good practice in personnel policy. All partner organizations have put together 27 examples, all of which are published on the above-mentioned website. For Czech example let's name "Company kindergarten". It is a growing service that helps parents return to work after parental leave.



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Februari 2017 | Company counselling at the Euroface Consulting S.R.O. office

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## DME in Slovenia - by **LJUDSKA UNIVERZA VELENJE**

DME project started as a solution to connect young people with distance to labour market to companies and future employers. While there are several policies and programmes in Slovenia, one focusing on diversity is lacking. The existing programmes focus on employees and suggest some measures for future employers; however, the link between both is missing. Therefore, the developed tools are oriented to either employers or employees.

The DME projects links both parties, suggesting tools, measures and procedures put in practice in participating European countries. The developed online tools help mentors, counsellors and job seekers to find the most suitable placement and preparing the employers to new workers. Project promotes several tools developed in 3-years of collaboration. One provides feedback for companies whether or not they are ready to implement diversity management and suggests future steps (tool QuickScan). The others puts job seekers in focus, determining their work and learning approach, and providing them with guidelines (Student tool, Garner tool). All tools are intended for counsellors making their job easier and more efficient. Project also promotes Diversity Management as such, developing Handbook and suggesting tips for implementation. LUV successfully implemented the developed tools and tested suggested practices in procedures in cooperation with strategic partners. The results will be used in every day practice and as guidance tool within Counselling Centre Velenje and within national projects focusing on counselling and employment.

All information about the project, results and links to online tools can be found on project website and on LUV dedicated page.

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## DME in the Belgium - by **SYNTRA WEST**

Over the years, training provider Syntra West has welcomed in their day courses trainees from very different backgrounds, with very diverse sets of motivation and ambition. A target group that needs special attention, not at least because of its diversity, including regarding learning mentality and - preferences. These young learners come and seek a training type, in which theory is set to a minimum and practical exercises and experiences get the upper hand. A real dual learning system, whereby trainings are divided over campus and company learning appeared to be a successful recipe. Internships were therefore integrated in each and every of those trainings. A shorter or longer period, i.e. either being a full period of a couple of weeks or a period alternating three days of classes at the campus and 2 days learning and working in a company.

However, internships are challenging. There are different parties to be involved and actively engaged, such as the trainee themselves but also the coach from the school as well as the company mentor. Expectations and requirements need to be clear, monitoring the learning pathway needs to be done actively in order to be successful. The DME project rendered the opportunity to create **an online platform that provides successful experiences in internships for all parties involved**. Through manuals, tips & tricks as well as small surveys, all three can learn and improve their experiences in order to get the most out of it. Various additional tools that were created in the DME project, such as the quick scan on diversity management, the scan on cognitive learning styles, the HR career tool and the Skill2Scale tool can all be found on the portal as well. One by one, they offer our multiple target group – from the HR or CEO guiding our students, over the training coach to the student themselves, the right instruments to fully experience the best internships one can get.

Stay tuned for more tips & tricks while Syntra West as well as their partners in the DME project will continue to use and upload more information and relevant materials for you to use upon the project's ending!

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**More information about the project? Keep track of our project via our [website](#) or [facebook page](#) for the last information!**

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## **The DME partnership**

**JKVG - Leadpartner**



**FOUNDATION KNOWLEDGE CENTRE PRO WORK**



**SYNTRA WEST**



**EUROFACE CONSULTING s.r.o.**



**ADAM SMITH COLLEGE OF MANAGEMENT**



**LJUDSKA UNIVERZA VELENJE**



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