



DIVERSITY MANAGEMENT EXTENDED

Quicksan - manual

DME+

JKVG VZW

START

Introduction

In order to develop durable diversity policies, it is necessary to work on different levels at the same time. “Checklists” and occasional training are insufficient ... Diversity must be embedded in the whole organizational strategy and vision. Diversity tools must have a structural place in company procedures.

An example of a tool is a clause in a job advertisement, that encourages people from disadvantaged groups to apply. Mandatory use of such a clause in all company job advertisements (and incorporating it in the concerning procedure) is a good example of structural embedding of diversity policies.

People have to be prepared to embrace the concept of diversity. If it's not broadly supported by preferably all staff members of an organization, goals won't be achieved (in spite of the possible use of excellent tools and clear agreements). Therefore it is very important to pay attention to the corporate style and culture. Raising of awareness and an information campaign can be necessary, before further steps are possible.

Diversity demands commitment. Introducing a diversity declaration and for instance diversity targets in corporate statements is a very strong internal and external signal! It shows that companies are really and resolutely prepared to choose the path of diversity!

INTEGRATIONMODEL

The quick-scan is a first “picture” of a company situation. It offers the opportunity to have a structured look at the companies “state” concerning diversity policies. It’s up to the company to decide on possible actions on different domains. However, be aware that the 4 domains (Vision/Mission, Culture, Instruments and Structure) are interconnected and always influence each other.

Startinfo / Getting started

It is necessary to get a general and broad picture of the organization, in order to be able to make a proper assessment of the company situation.

Company name:	<input type="text" value="test"/>
Sector:	<input type="text"/>
Core business	<input type="text"/>

The first set of questions offers the interviewed person the opportunity to talk about the company activities. It is also possible to ask for specific sector characteristics, concerning recruitment, selection ... (when talking about the company “sector”).

In which phase of the lifecycle , the company is located

<input type="checkbox"/>	start up phase
<input checked="" type="checkbox"/>	grow
<input type="checkbox"/>	maturity

How many employees are there in the company?

<input type="checkbox"/>	< 50
<input checked="" type="checkbox"/>	< 250
<input type="checkbox"/>	> 250

Is the company operating in a sector where it is difficult to recruit/retain employees?

<input type="checkbox"/>	to recruit staff
<input checked="" type="checkbox"/>	to retain staff

The “age” of a company often determines its degree of development concerning general policies, corporate culture, HR policies ... Starting companies are often still “searching” and “moldable”. Mature companies, on the other hand, often have a more limited appetite for change. In addition to this question you can check the degree in which a company is prepared to change.

A growing company can still have a HR management tuned to the needs of a starting or small company. This situation offers opportunities to address things in a structured way.

The bigger the company, the more you’ll have to deal with rigid structures, procedures, rules ... Change/improvement is often a bigger challenge in these companies! And there are often more parties involved that need to be consulted, e.g. unions. In bigger companies it’s advisable to pay enough attention to the “vision/mission” and “structures” parts of the story.

Organizations that experience trouble to find or keep employees, can benefit of broadening their horizons towards potential employees of disadvantaged groups. At this moment you can already ask for the first time if people from disadvantaged groups are recruited.

Make sure the used words (persons with a disability, less educated persons ...) to describe the disadvantaged groups, are perfectly clear to everyone and are understood in the same way by everyone. We have often experienced that not everyone defines those groups in the same way.

Is the company operating in a sector where it is difficult to recruit/retain employees?

<input type="checkbox"/>	to recruit staff
<input checked="" type="checkbox"/>	to retain staff

Are following groups employed in the company:

<input checked="" type="checkbox"/>	youngsters (< or = 26 year)
<input checked="" type="checkbox"/>	low skilled (no highschool diploma)
<input checked="" type="checkbox"/>	people with labour disabilities
<input checked="" type="checkbox"/>	people with a migration deficit
<input checked="" type="checkbox"/>	elderly employees (+50)

Is there a proportionate participation in relation to these groups
(proportional to their presence in the society)

<input checked="" type="checkbox"/>	youngsters (< or = 26 year))
<input checked="" type="checkbox"/>	low skilled (no highschool diploma)
<input type="checkbox"/>	people with labour disabilities
<input type="checkbox"/>	people with a migration deficit
<input checked="" type="checkbox"/>	elderly employees (+50)

In a next set of questions we check if there are already employees of certain disadvantaged groups employed by the company. We ask explicitly if people from certain disadvantaged groups are employed (“are persons from following groups employed with the company”). The presence of only one person is already sufficient to give a positive reply.

It's also possible to question the already acquired experience concerning the employment of persons from certain disadvantaged groups.

Afterwards we check if the employment of persons of disadvantaged groups is more or less proportionate, compared to their presence in society. As a reference you can use the figures available in your own country.

Later on, we come back to the fact if the organization has figures/data at its disposal, on the employment of persons of certain groups. Knowledge and availability of certain figures/data is very interesting when developing policies. This can be achieved by including certain questions on "status" or "situation" in job application forms and job interviews.

Under: an example of the situation in Flanders, concerning some disadvantaged groups.

Alloctonen

Totale bevolking (20-64 jaar)*	
Aantal personen	223.000
Aandeel in de totale bevolking	6%
Werkende bevolking (20-64 jaar)*	
Aantal werkende personen	119.000
Aandeel in de werkende bevolking	4%
NWWZ-bevolking	
Aantal NWWZ	47.500
Aandeel in de NWWZ-populatie	23%

50-plussers

Totale bevolking	
Aantal personen	1.245.000
Aandeel in de totale bevolking (20-64 jaar)	33%
Werkende bevolking	
Aantal werkende personen	661.000
Aandeel in de werkende bevolking (20-64 jaar)	24%
NWWZ-bevolking	
Aantal NWWZ	52.400
Aandeel in de NWWZ-populatie	25%

Personen met een arbeidshandicap

Totale bevolking (20-64 jaar)	
Aantal personen	407.000
Aandeel in de totale bevolking	11%
Werkende bevolking (20-64 jaar)	
Aantal werkende personen	137.000
Aandeel in de werkende bevolking	5%
NWWZ-bevolking	
Aantal NWWZ	29.900
Aandeel in de NWWZ-populatie	14%

The larger quantitative presence of persons of a certain group, does not necessarily lead to more qualitative policies towards that group of persons.

MISSION/VISION

There is a clear company mission and vision that is understood and carried by all staff.

<input checked="" type="checkbox"/>	yes
<input type="checkbox"/>	no

The management knows how they have to translate the mission/vision into concrete targets.

<input checked="" type="checkbox"/>	yes
<input type="checkbox"/>	no
<input type="checkbox"/>	some

First we check if a general vision document is available. Especially larger companies have such a vision/mission(/values) document. It e.g. describes the core ideas and fundamentals of the organization.

If possible, have a look at the company's website, before your visit. Quite often their vision statement can be found there. If possible, ask for a copy.

Sometimes vision statements stay restricted to good intentions on paper. The translation towards the working floor isn't always easy. For this reason we ask the question if the management has translated the company's vision statement into concrete, workable, SMART-measurable targets.

Is there a connection between specific target groups and the field of operations (market, product) of the organisation.

<input checked="" type="checkbox"/>	yes
<input type="checkbox"/>	no
<input type="checkbox"/>	partly

Sometimes companies forget that persons from disadvantaged groups can also be CUSTOMERS. Maybe they make a specific product, that's liked by persons of certain disadvantaged groups. Employment of someone from the same group can result in even better relations between the company and those customers (with a positive effect on sales).

Are there standards/values in the visiontekst that are specifically related with diversity.

<input type="checkbox"/>	yes
<input checked="" type="checkbox"/>	no
<input type="checkbox"/>	partly

Is the mission/vision concerning the diversity connected with targets that can be measured SMART?

<input type="checkbox"/>	yes
<input type="checkbox"/>	no
<input checked="" type="checkbox"/>	partly

It's not unusual that a corporate vision statement is available in an organization, but it is far less evident that it contains diversity related elements. Furthermore it is important to check if the "statement" isn't limited to generalities and vague ideas. Check if there are measurable indicators and ask for clarifying examples.

At this moment it is important to stress the fact that the company can take a first, but very important step, by initiating an internal discussion on adding "diversity" elements to the vision (/mission/values) statement. By doing so, the company's engagement towards diversity matters, is emphasized.

We (DME) can offer support by asking the right questions, e.g. about how they define certain disadvantaged groups (e.g. what's their interpretation of "disability", "less skilled", and so on). It is also possible to check if there's a sufficient base of support for diversity related ideas and actions. A questionnaire on the employment of disadvantaged groups and general attitude towards persons of these groups, can provide very interesting information here.

Sometimes it is possible that a company has clear policies and measurable targets, towards a specific target group. When this is the case, the "partly" box has to be ticked.

CULTURE

How would you describe the culture within the company?

targetting on achievement, youth culture

The first question is an open question. By asking for some keywords, you check the image the organization has of itself. You can also check if there are possible prejudices towards persons of certain disadvantaged groups (e.g. disability versus dynamic ...).

In bigger organizations it's advisable to check if there are "cultural" differences between different departments. This is possible when e.g. more younger or older employees are working in a certain department or when there's a clear difference in employee profiles.

Is the corporate culture positive for disadvantaged:

In the next set of questions we check the existing company culture concerning (employment of) persons of different disadvantaged groups. Does the manager/HR-responsible have the impression that there is a positive attitude towards persons of (certain) disadvantaged groups? Try to make him illustrate his answers with examples. If a positive attitude is absent or only mildly present, an awareness and information campaign can be launched. The company can also take part in initiatives like the DUO-DAY, to raise awareness and achieve more open-mindedness. The introduction of a diversity declaration and for instance diversity targets in corporate statements is also a very strong internal and external signal in order to achieve a positive change!

Is the work on a particular corporate culture an item within the company?

	yes
x	no

Some companies attach much value to their "identity" and their external "image" and reputation. Does the company invest in teambuilding activities for its staff members? Does the company or organization take part in social fundraising activities (on own or employees initiative), e.g. actions of radio stations to combat poverty ...?

If yes, it will possibly be easier to put 'diversity' on the corporate agenda.

STRUCTURE

“Structure” is a VIP-item within the quick-scan (very important part). By embedding diversity in the structures of an organization sustainability and durable policies are guaranteed. Without this there’s a risk of one-off actions with quickly fading impact.

Do you have a diversity policy?

<input checked="" type="checkbox"/>	yes
<input type="checkbox"/>	no

Does the company already have a diversity policy? This is a very important question! A “policy” means a series of well- considered, written down actions and (measurable) targets.

Even if a diversity policy is already present, DME can still help to optimize it or broaden the perspective of (HR) employees towards less known disadvantaged groups.

Why run a diversity policy?

Which actions do you perform in terms of diversity?

With the “Why” and “Which” questions we aim to check backgrounds and concrete actions.

The “Why” questions can easily be linked to the vision/mission/values story and to corporate culture part.

The “Which” questions offer opportunities for the initiation of actions. DME can offer support proposals for all matters (boxes) that aren’t ticked.

- Teambuilding activities: information sessions on different religions, cultures, public holidays and festivities in other cultures, DUO-DAYS with persons with a disability, visiting special schools, vocational schools ...
- Adapted welcoming procedures: take into consideration non-native speakers, use of “simple” language in info brochures,
-

Are there clear and effective followed procedures concerning:

<input checked="" type="checkbox"/>	Recruitment and selection
<input checked="" type="checkbox"/>	Reception of new employees
<input checked="" type="checkbox"/>	Training and education
<input checked="" type="checkbox"/>	Coaching
<input checked="" type="checkbox"/>	Competency policy / evaluation

Are the followed actions concerning diversity policy anchored in procedures?

<input type="checkbox"/>	yes
<input checked="" type="checkbox"/>	no
<input type="checkbox"/>	sometimes

Are procedures checked in function of diversity?

<input type="checkbox"/>	yes
<input checked="" type="checkbox"/>	no
<input type="checkbox"/>	sometimes

In order to achieve a durable diversity policy it is important, if not essential, that “diversity actions” are integrated in existing procedures. If this is not the case, it’s possible to check existing procedures on their diversity “level” or “quality”.

It’s easy to e.g. check procedures on their attention for accessibility (disability), use of language ...

- Is the company information accessible for blind people, visually challenged people ... (intranet ...)?
- Are all locations physically accessible?
- Are safety measures adapted to persons with a disability?
- Is applied language accessible for less educated, are pictograms effectively used?
- ...

Who is the responsible for the employment policy in your company?

<input checked="" type="checkbox"/>	HR outsourcing compagny
<input checked="" type="checkbox"/>	Director/manager
<input checked="" type="checkbox"/>	Personnel manager
<input checked="" type="checkbox"/>	Administrative clerk
<input checked="" type="checkbox"/>	Nobody

In smaller companies HR matters are often outsourced. It's also often the case that responsibility and specific HR-tasks are allocated randomly. When embedding a diversity policy, it's important that ALL concerned parties (involved managers, other employees and external partners) are involved in the changing (or creation) of (new) procedures. It's also very important that they understand and support the changes that are made.

How do you communicate the decisions about the HR-policy to your employees

In which way the employees participate in the policy

In addition we demand if and how is communicated internally on HR-themes and to which degree employees are involved when outlining HR-matters.

All of this can offer opportunities to work on the creation of positive awareness and broad support for diversity within the organization.

INSTRUMENTS

Is the company in the possession of qualitative tools or instruments regarding:

x	recruitment & selection in particular
x	reception of new employees in particular
x	education & training in particular
x	coaching in particular
x	evaluation in particular

People, by nature, feel uneasy towards change. You (as an external party) can't expect that a company (immediately) changes its whole method of operating. It's much easier and more acceptable to "fine-tune" existing procedures and methods of working. Trying to force a complete new set of instruments and methods upon a company, isn't advisable!

Adding an additional question about diversity ("Are you officially recognized as a person with a disability, by the government?") to an existing job application form is much more acceptable than replacing it by a totally new form.

Can loss of productivity, as a result of a disability, be discussed about in evaluation interviews? Is this matter mentioned in evaluation forms?

What about availability of a light version of the labour regulations?

Therefore it is of utmost importance to check which HR-tools are used in an organization. The screening of the "diverse character" of one or more of these tools, can be considered a concrete diversity action. Ask if you can see these tools and ask to explain how they are used. It is very important to question all of this thoroughly. How/why/when/by whom/... are they used?

Thus the next set of questions that make people think about the presence of concrete diversity elements in these instruments.

If the interviewed person doesn't give clear answers, a screening of (a number of) these tools can be the first action taken.

Are there staff ratios available within the company?

x	regarding age
x	regarding education level
x	regarding gender
/	regarding seniority
x	regarding labour disability
x	regarding migration background

The concluding question is about the availability of figures on the presence of persons of disadvantaged groups in the organization. "To measure is to know" is the fundamental starting point here. To create a solid policy, concrete information on the target group(s) is needed. Without this information it's virtually impossible to define targets!

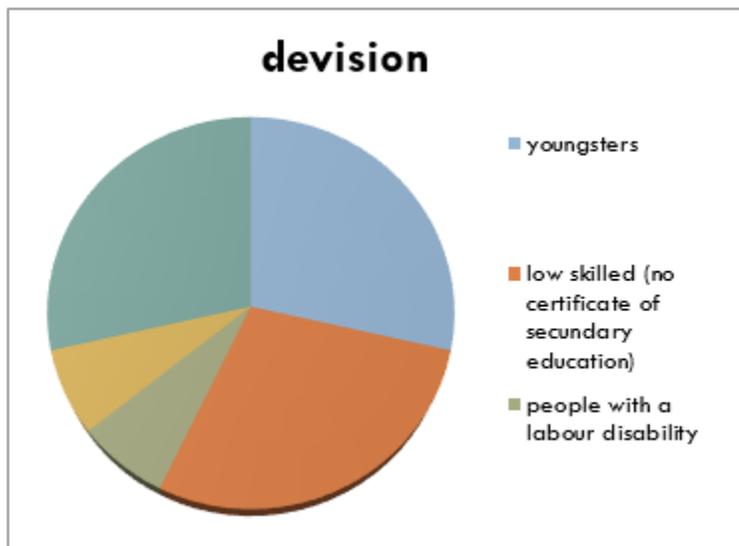
The Flemish situation shows that failing registration of the employment of persons with e.g. a disability, results in loss of income. Companies are missing out on income (government subsidies), due to lack of (expert) knowledge.

SUMMARY

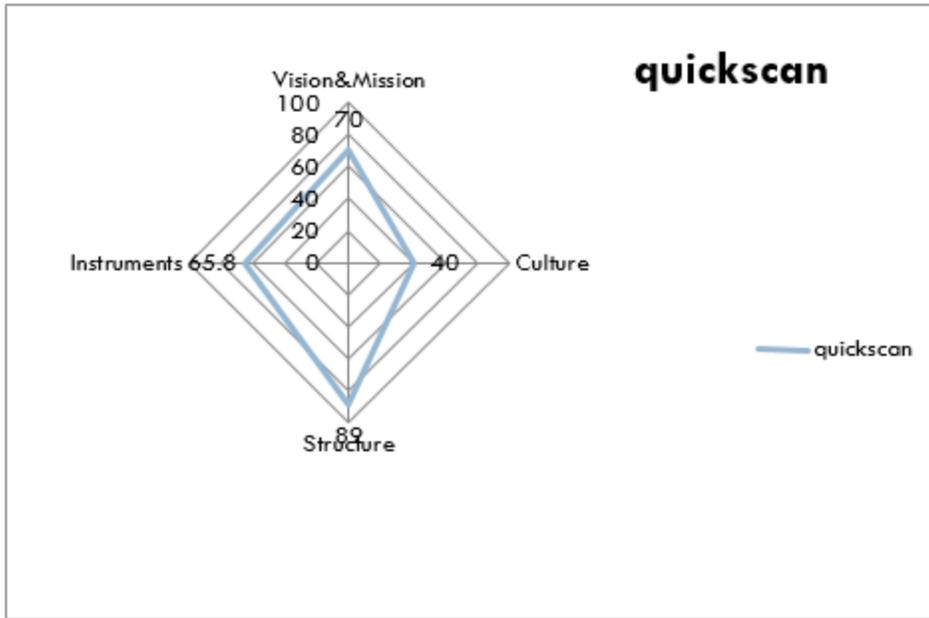
On the page ‘summary’ a complete overview of all the questions which were asked, is given. You can also find the indicative scores, linked to each question, on this page.

ANALYSIS

“Analysis” shows which disadvantaged groups already receive attention within the organization (indicative, not based upon hard figures).



The second chart, “quick-scan”, shows on which domains there are a lot of opportunities concerning the development of diversity policies and diversity management. Don’t forget that all domains are interconnected and the development of a broader diversity policy will require actions on all domains.



indicators!

Under indicators are the items that are not ticked, but in our opinion, are very important for the development of an effectively functioning diversity policy.

These items can be the actual reason for undertaking certain actions.