

In-Diversity toolkit

February 2012

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Dublin

Contents

Introduction	4
Phase 1 Tools – Getting started	7
Tool 1: Stakeholder identification checklist	8
Using the tool in SMEs	9
Tool 2: Promoting Diversity Management.....	10
Diversity management pitches for top management.....	10
Diversity management pitches for employees.....	10
Using the tool in SMEs	11
Tool 3: Scoping checklist	12
The scoping checklist	12
Using the tool in SMEs	13
Tool 4: Audit of existing Activities	14
Using the tool in SMEs	15
Tool 5: Model Agreement	16
Using the tool in SMEs	17
Tool 6: Communicating the project.....	18
Using the tool in SMEs	18
Tool 7: Establishing a project team	19
Using the tool in SMEs	20
Tool 8: Process checklist – project planner.....	21
Using the tool in SMEs	22
Phase 2: Identification of problems and opportunities.....	24
Tool 9: Information sources checklist.....	24
Using the tool in SMEs	25
Tool10: Demographic profile of the organisation	27
Using the tool in SMEs	28
Phase 3: Organising solutions	29
Tool 11: Creating criteria to prioritise problems and solutions	29
Using the tool in SMEs	30
Phase 4: Implementation.....	32
Tool 12: Outline of an activity plan.....	32
Using the tool in SMEs	33

Tool 13: Communication strategies.....	34
Using the tool in SMEs	35
Tool 14: Common difficulties in implementation and solutions	36
Using the tool in SMEs	37
Phase 5: Monitoring and evaluation	38
Tool 15: Indicators of project evaluation	38
Using the tool in SMEs	38

Introduction

Introduction to diversity management

Diversity management in companies takes many forms but it is essentially concerned with ensuring that the workforce of an organisation is drawn from and is fair to people from a range of different backgrounds and who possess a range of personal characteristics. Different backgrounds in this context may include immigrants, ethnic groups or nationalities, religious background, for example. Personal characteristics may relate to age, gender, or health status, for example.

In this context, we are concerned with only one diversity issue – **the employment of immigrants.**

Ensuring the employment of immigrant people carries benefits for the individual and the employer. From the individual perspective, the benefits include income, status, social inclusion and health and wellbeing.

From the employer perspective, the benefits include compliance with the law, increasing the creativity and adaptability of the workforce, an increased ability to market to ethnic groups, improved quality of service and potentially increased profits.

Scope of the Tool Kit

This toolkit is intended to support employers in implementing diversity management programmes – specifically programmes for immigrants from different cultures. They have been organised according to five major activities which correspond to managing a diversity management project:

- Getting started
- Needs and problem analysis
- Organising solutions
- Implementation
- Monitoring and evaluation

More information on these activities can be found at www.diversityatwork.net

Target groups

The toolkit is aimed at companies in general, i.e. public and private sector organisations of all sectors. It has been specifically designed to be relevant to larger companies and organisations. However, it may also be used by SMEs and micro-enterprises. In these cases, the user will be able to use only the tools that are most applicable. However, the issues that the tools address still need to be addressed.

Immigration in the EU

Immigration into and within the EU is increasing in almost all Member States. This social and demographic process provides an opportunity for Europe to address a number of pressing issues such as labour shortages,

the ageing of the population, levels of innovation in the economy and the overall sustainability and level of integration of society.

However, in order for these benefits to be realised there is a need to ensure that immigrants gain employment. This needs employers to undertake active immigrant employment strategies.

In doing so, there are number of issues that may need to be faced. These include issues of religious difference, culture, beliefs, languages and lifestyle as well as workplace issues relating to culture, communications and management style. In addition, issues such as communications style, interpersonal relations and attitudes towards timekeeping are relevant to the workplace. Employers should be aware of these issues if the benefits of employing migrants and creating a diverse workforce are to be realised.

Social considerations

Having a diverse workforce is a matter of both social justice as well as producing benefits for the employer and prospective employee. This is particularly so in the case of immigrants who are often the most marginalised in society. Ensuring their employment promotes greater participation in society and an enhanced contribution to economic life.

Diversity management as a project

The best diversity management practice is fully mainstreamed into an organisation. Such practice involves having explicit policies, appropriately trained and aware staff and diversity proofed procedures relating to such issues as recruitment, promotion, training and so on. However, organisations must start somewhere when embarking on disability management and this is usually done in the form of a project. This toolkit assumes that organisations are at the beginning of a process of introducing diversity management and it therefore takes a project based approach. In doing so, it supports the beginner, but it also includes material which is relevant and useful for more established diversity management practices

SME's and micro-enterprises

SMEs (usually organisations between 30 and 200 employees) and micro-enterprises (below 30 employees) are important sources of employment for migrants. These organisations are usually less structured and less formal than larger organisations. For example, they may not have formal HR departments and the development of workplace policies may be less systematic than in larger enterprises.

The steps to be followed in developing diversity policy and practice in smaller organisations are therefore less rigid. All sizes of organisation can use this toolkit. Larger organisations will benefit from undertaking all of the activities described. For smaller organisations, it is appropriate to pick and choose.

For this reason, each tool contains a section within it which points to how it should be used by SMEs.

Examples

At various points throughout the toolkit, examples of the utility of the tools are presented. These are intended show what outputs might be expected from the toolkit and how useful they can be.

Phase 1 Tools – Getting started

There are 3 main activities that you need to undertake to get started on a diversity management programme: These are:

- Canvassing support
- Scoping the project
- Setting up the project team

There are 8 tools to aid the user in getting started on a diversity management programme. These are:

- Stakeholder Identification Checklist
- Promoting Diversity Management
- Scoping Checklist
- Audit of existing Activities
- Model Agreement
- Communication Strategies
- Establishing a Project Team
- Process Checklist - Project Planner

These tools can be used in relation to a variety of activities, but they are mainly useful in relation to:

Activity	Tool
Canvassing support	1. Stakeholder Identification Checklist 2. Promoting diversity management
Scoping the project	3. Scoping Checklist 4. Audit of existing Activities 5. Model Agreement
Setting up the project team	6. Communication Strategies 7. Establishing a Project Team 8. Process Checklist - Project Planner

Tool 1: Stakeholder identification checklist

This tool helps you identify who should be involved in the diversity management project and why they should be involved. You can also use the tool to assess the appropriate level of involvement of each stakeholder. The tool does not identify stakeholders, since these will vary according to the size and type of employer. However, it is likely to involve senior and middle management representatives, Human Resource Personnel, employee representatives at least in larger organisations.

Definition: A stakeholder is a person or group of people who have an interest in the diversity management project.

Stakeholder summary checklist

1. What groups need to be involved in the project? For example,
 - Top level management
 - Middle and line management
 - Human resource management
 - Staff/Trade union representatives
 - External consultants
 - External agencies
 - Staff members/Employees
 - Members of target groups
 - Others

2. Why do these people or groups need to be involved, what is the nature of their interest? For example:
 - They stand to benefit from the project (how)
 - They will pay for the diversity management project
 - They are antagonistic to the project
 - They have responsibilities in the area
 - They have the power to influence the progress of the project
 - They need to cooperate actively in order for the project to succeed
 - Other reasons

3. At what stages of the project should these stakeholders be involved?

At what level should these stakeholders be involved, i.e. should they be members of the project team, should they just be informed of the project, should they be responsible for the project? What exactly should their role be?

Using the tool in SMEs

SMEs generally have fewer stakeholders than larger organisations and have less complex structures and less organisational specialisation. As a result, the stakeholder identification process is quicker and more streamlined procedure. The followings is a checklist for SMEs.

Stakeholder summary checklist for SMEs

1. What groups need to be involved in the project? For example,
 - Management
 - Staff members/Employees
 - External agencies
 - Members of target groups
 - Others

2. Why do these people or groups need to be involved, what is the nature of their interest? For example:
 - They stand to benefit from the project (how)
 - They will pay for the diversity management project
 - They are antagonistic to the project
 - They have responsibilities in the area
 - They have the power to influence the progress of the project
 - They need to cooperate actively in order for the project to succeed
 - Other reasons

3. At what stages of the project should these stakeholders be involved?

At what level should these stakeholders be involved, i.e. should they be members of the project team, should they just be informed of the project, should they be responsible for the project? What exactly should their role be?

Tool 2: Promoting Diversity Management

This tool lists diversity management messages that are useful for communicating the benefits to management and employees. Employees have different values and expectations than management and hence there are two sets of messages - one for management and one for employees.

It should be noted however, that these benefits come not only from having a diverse workforce, but also from having a culture and a climate that supports diversity. An unsupportive climate will lead to problems.

Diversity management pitches for top management

1. Individual workers improve their work performance – this leads to productivity benefits
2. Workers are more creative and flexible in their approach to work
3. Diversity management programmes can lead to higher quality problem solving
4. Improved understanding of and penetration of markets – a diverse workforce enables a deeper understanding of target markets, especially in relation to markets involving diverse groups
5. Staff morale and job satisfaction increases where diversity management has been implemented
6. Staff retention rates improve and there is less absenteeism in organizations with effective diversity management programmes – TNT reduced staff turnover from 25% to 10% as a result of effective diversity management
7. There are fewer law suits for compensation for discrimination, bullying and other problems in organizations that have a diversity management programme – The Royal Mail in the UK saved £7m in this wayⁱ.
8. Diversity management programmes can improve the quality of your organisation and help generate a return on investment in human capital
9. Diversity management programmes can help attract new employees to your organisation
10. Diversity management helps improve the effectiveness of team working and interpersonal co-operation
11. Having a diversity management programme helps you meet your legal obligations regarding equality
12. Having a diverse workforce improves the public image of your organisationⁱⁱ

Diversity management pitches for employees

1. Diversity management programmes improve your performance at work – this can lead to increased earnings
2. You will have more opportunities to be creative in your work
3. Diversity management programmes lead to more flexible forms of working
4. Diversity management programmes enable you to contribute more to the organisation in a way which will be valued

5. Your level of job satisfaction will be higher in an organisation with a diversity management programme
6. Your relationships with colleagues and management and with work teams will be better – the morale of your fellow employees will be higher
7. Diversity management will increase the amount of respect you get at work
8. Diversity management ensures that you will have fair treatment at work in relation to work practices, training and promotion
9. Diversity management will ensure that all employees are treated equally

Using the tool in SMEs

This tool is concerned with making the case for diversity management and the arguments that may be used are not affected by the size of the organisations.

Tool 3: Scoping checklist

This tool enables you to obtain information about the scope of the diversity management project - how large it is, what activities it may involve and also to find out the most appropriate way to organise the project so that it fits in with the way your organisation normally conducts its business. This tool can be used either as an interview guide or as a checklist for the kinds of information you will need to set up the diversity management process. The scoping checklist is organised into three parts - sketching the organisational boundary, exploring the culture and methods of the organisation and establishing the boundaries of the diversity management project. This tool is useful in all organisations, but sections 2 and 3 are especially relevant for SMEs.

The scoping checklist

Identify organisational units and sketch a structure

- What are the boundaries of the organisation for purposes of the diversity management project?
- How many people work within the organisation who might be involved in the project?
- What are the operational units of the organisation (e.g. planning, production, human resources)?
- What constraints do these units have in relation to the diversity management project (e.g. time, availability of staff, shiftworking)?
- What organisational units are involved in dealing with diversity issues? (formally and informally)

Explore organisational culture and methods

- How much autonomy does each department have? (management and individual flexibility)
- To what extent are management and staff typically involved in decisions which affect them?
- What structures are used to make decisions in the organisation?
- What structures and mechanisms are used for communications in the organization?
- How have previous programmes been introduced in the organization as a whole and within specific target units?
- What kinds of implementation problems have been encountered with previous similar projects or programmes?

Establish the boundaries of the project

- What are the driving forces behind the project? (e.g. staff recruitment and retention, productivity improvement, entering new markets, improving organisational image)
- Why is the project being undertaken at this time?
- What problems or opportunities is it expected to address?

- What are the priorities of the organisation in undertaking the project?
- Is there a consensus on the purpose of the project among the major stakeholders?
- What will the scope of the project be in terms of the kinds of activities it can undertake?
- Are there any issues, areas of the organisation which the project cannot address? What are the constraints on the project?
- What is the budget for the project?
- What people are to be/should be involved in the project?

You should note that the boundaries of the project might vary in different parts of the organisation.

Using the tool in SMEs

This tool needs to be adapted for use in SMEs, since it is originally built for larger organisations. A version for SMEs is outlined vbelow.

Identify what parts of the organisation will be involved

- How many people will be involved?
- What parts of the organisation will be involved?
- Are there any factors that constrain participation in the project (e.g. time, availability of staff, shiftworking)?

Explore organisational culture and methods

- Who will make decisions in relation to the project? (management and individual flexibility)
- Are management and staff typically involved in decisions that affect them?
- How are decisions usually made in the organisation?
- How are communications organised?
- How have previous programmes been introduced in the organization?
- What kinds of implementation problems have been encountered with previous projects?

Establish the boundaries of the project

- What are the driving forces behind the project? (e.g. staff recruitment and retention, productivity improvement, entering new markets, improving organisational image)
- Why is the project being undertaken at this time?
- What problems or opportunities is it expected to address?
- What are the priorities of the organisation in undertaking the project?
- Is there a consensus on the purpose of the project among the major stakeholders?
- What will the scope of the project be in terms of the kinds of activities it can undertake?
- Are there any issues, areas of the organisation which the project cannot address? What are the constraints on the project?
- What is the budget for the project?

Tool 4: Audit of existing Activities

This tool provides you with a checklist of policies¹, programmes, personnel and practices which may be related to developing a diversity management programme. Most organizations will have at least some of these features in place and it is important that you take these into account when developing your programme. This will enable you to build upon what is already in place, to identify gaps in coverage and to fully use the resources within the organization which are already available.

It should be noted that all countries have some form of legislation in place which counters discrimination in the workplace and which seeks to promote equality and inclusion. These legal obligations should be addressed at company level and the audit of existing activities should take account of these company policies and practices.

There are a number of broad areas relevant to developing a diversity management programme. These include:

- Human resources policy and practice
- Equality policy and practice
- Training and personnel development

The first task is to identify whether any of these policies or practices exist within the organization. These policies must then be evaluated to assess the extent they deal with diversity issues. In the current context, a key question with regard to these policies and practices concerns whether the policies explicitly address the needs of immigrants. A second key element is to ask how these policies address immigrants' needs.

Finally, there is a need to ensure that the policies that are in place are in compliance with national legislation on diversity, equality and non-discrimination

Activity	Present	Deals with diversity?	Deals with migrants?	Compliance with legislation
<p><u>Human resources policy and practice</u></p> <ul style="list-style-type: none"> - Is there a diversity policy in place? - Is there a policy on staff recruitment? - Is there a policy on staff retention? - Is there a policy on promotion? - Are there regular staff assessments? - Is there a policy on flexible working hours? - Is there a policy on teleworking? 				

¹ These may be informal, especially in SMEs

<ul style="list-style-type: none"> - Is there a policy on family friendly approaches to work? - Have there been any programmes, initiatives or studies (e.g. staff surveys, focus groups) in relation to any of these areas? 				
<p><u>Equality policy and practice</u></p> <ul style="list-style-type: none"> - Is there a diversity policy in place? - Is there a policy on nationality/ethnic groups? 				
<p><u>Training and personnel development²</u></p> <ul style="list-style-type: none"> - Is there a policy on staff development and training? - Does it refer to immigrant groups and how they should be treated? 				

Using the tool in SMEs

Though it is more likely that larger organisations will have more formal policies, SMEs may also have some relevant ones, especially ones where there is a legal obligation to do so. The table below is adapted for use with SMEs.

Activity	Present	Deals with diversity?	Deals with migrants?	Compliance with legislation
<ul style="list-style-type: none"> - Is there a diversity policy in place? - Is there a policy on staff recruitment? - Is there a policy on staff retention? - Is there a policy on promotion? - Is there a policy on staff development and training? - Does it refer to immigrant groups and how they should be treated? 				

² Training and personnel development – these policies may contain specific provisions on equal access to training for specific target groups such as women, older workers which may not be expressed elsewhere.

Tool 5: Model Agreement

An essential feature of any diversity management project is to gain an explicit agreement with the principal stakeholders concerning the scope of the project, the resources that are needed, who is to be involved, how it is to be organised and so on. These agreements can be formal or informal in nature, depending on the size of the organisation, the aims of the project and the culture of the organisation. It is very important that all participants know that the diversity management project has visible support from the principal stakeholders. The agreement should address the following areas:

1. Aims of the diversity management project, e.g.

- To develop a diversity management policy
- To improve recruitment
- To comply with legislation
- To improve public image
- To open new markets
- To maximise the usage of employee skills

2. Target audience

- Individual employees
- Managers and supervisors
- Clients or customers
- General public

3. What stakeholder groups are to be involved, e.g.

- Strategic management
- Middle management
- Supervisors
- Workforce representatives
- Human resource management
- Training department
- External consultants

4. Time frame of the project

- It is useful to specify the duration of each stage of the project here

5. Organisational structures to be involved (e.g.)

- Human resource management
- Trade Unions
- Training department
- External consultants

6. Activities of the project (e.g.)

- Developing policy
- Training staff
- Updating recruitment/promotion procedures
- Developing an induction package³ for migrants
- Changing organisational culture
- Preventing bullying and abuse
- Demonstrating benefits

7. Budget and resources (e.g.)

- Money
- Time
- Staff
- Materials
- Premises
- Equipment

8. Responsibilities of the stakeholders involved

- Specify the roles and responsibilities of all of the parties involved in the project
- Specify the reporting relationships between the stakeholders involved

Using the tool in SMEs

A Model Agreement for SMEs is likely to be less complex than one for larger organisations. In addition, it may be more informal. The list below is adapted for use with SMEs.

- What are the aims of the project?
- Who is the project aimed at?
- What stakeholder groups are to be involved?
- What is the time frame of the project?
- What parts of the organisation are to be involved?
- What will be the activities of the project?
- What budget and resources are available?
- Who is responsible for the project?

³ Induction package refers to a package of training and information that is given to a new employee of an organisation

Tool 6: Communicating the project

Communications are an essential part of any effective project and they are especially important in projects concerned with the sensitive topic of diversity management. Because of the high levels of ignorance and prejudice that may exist amongst the target groups for a diversity management project, it is essential that clear communications are made from an early stage and that the expectations of all groups concerned are actively managed.

These communications should be part of the project communications plan for the project, but at this early stage it is essential that the following messages are delivered:

Message	Target group
A diversity project is taking place that will involve cultural change and the employment of immigrants.	All current employees
All employees and managers are expected to take part in the project	All current employees
Awareness training will be provided to staff	All current employees
No current staff member will be disadvantaged	All current employees
Having a diverse workforce offers new opportunities to the organisations	All current employees Customers General public
Staff from diverse backgrounds will be welcomed	Migrant groups Customers General public

Using the tool in SMEs

The main messages to be communicated about the project do not differ between larger organisations and SMEs.

Tool 7: Establishing a project team

The success of the project relies on a committed project team which has a clear brief to manage and implement the project. This tool outlines the issues you need to consider when setting up a project team.

The role of the project team is to co-ordinate the running of the entire Diversity Management project. Their responsibilities include:

- carrying out the activities in all phases of the project
- ensuring the involvement of employees in various activities
- communicating progress and developments of the project to employees and management

The project team to run the diversity management project should have three types of members:

- representatives of the stakeholders
- people with the relevant expertise to run the project and
- people with sufficient time and interest to do the work of the project

A typical list of team members would be:

- HR management
- Line managers
- Trade union representatives of staff representative
- Training department
- External consultant

Membership should include representatives from management and workers and the key roles in the company (See Tool 1). It should also represent all job levels of the organisation. It is also essential to include employees who represent the full range of the diverse groups in the workforce.

For organisations which have existing structures it will be necessary to decide whether the project team should be made up of entirely new people or whether the role of project team can be assigned to an existing group. There are advantages and disadvantages associated with both types of team. Existing teams have already established working relationships, integration with other workplace structures, and experience of managing workplace initiatives. However, these attributes may also be viewed in a negative light - existing teams may be dysfunctional in a number of ways such as poor relationships and a less than optimal attitude to new projects.

Advantages of new teams include their having a high level of motivation and commitment to the project. Disadvantages include: it may take time for the team to work well, they may have little official standing and they may end up competing with existing structures in the workplace. The desired outcome is to have a project team which is well briefed, energetic, and which has the mandate, resources and expertise to run the project successfully.

Issues relating to project teams

Size of team: Both very large and very small groups can be unproductive for different reasons. It is recommended that 5 or 6 people is the ideal size for a productive project team.

Communication: Team leaders should ensure that communications are effective and regular. Special attention is needed to communications between team members from diverse backgrounds.

Voluntariness: Participation on the project team should be voluntary. Volunteers should be encouraged by top management and by their immediate supervisors.

Using the tool in SMEs

It is likely that a project team will be useful in SMEs as it is in larger organisations. It may well be that the project team is smaller, but the main issues to be faced are common to enterprises of all sizes. Nevertheless, it is possible to tailor the advice on project teams somewhat, as is done in the box below:

The role of the project team is to co-ordinate the running of the project. Responsibilities include:

- carrying out the activities in all phases of the project
- ensuring the involvement of employees in various activities
- communicating progress and developments of the project to employees and management

The project team to run the diversity management project should have three types of members:

- representatives of the stakeholders
- people with the relevant expertise to run the project and
- people with sufficient time and interest to do the work of the project

A typical list of team members would be:

- Management
- Staff representatives
- External consultant (if needed)

Membership should include representatives from management and workers and the key roles in the company (See Tool 1). They should be able to represent all job levels of the organisation and the full range of the diverse groups in the workforce.

Tool 8: Process checklist – project planner

It is important at the early stages of the diversity management project to be able to set up a plan which identifies key phases and activities, key stakeholders the aims of each activity and which also helps to schedule the activities which need to take place to support the project. It is also important that the plan which is produced is flexible, and is capable of being modified in the light of events.

There are many project planning tools which are available both in software and paper-based form. Any suitable one of these may be used to supplement this tool. This tool does not seek to replace commercially available planning tools, rather it provides a listing of the crucial events in the diversity management project which need to take place. These can be inserted into a more formal planning tool if the user of this toolbox wishes.

Phase	Aim	Activities	Person Responsible ⁴	Time needed	Schedule
Getting started	<ul style="list-style-type: none"> Gain commitment for the project Set up a project team 	<ul style="list-style-type: none"> Canvassing support and identifying stakeholders Scoping the project Setting up structures Getting agreement 	Person who initiates project HR management Line management	8-12 weeks	
Identifying problems and opportunities	<ul style="list-style-type: none"> To identify the problems and opportunities for the organisation in relation to diversity management 	<ul style="list-style-type: none"> First level analysis Second level analysis Reporting Analysing data Feedback 	Project team Expert if required HR management Line management	10-14 weeks	

⁴ This column suggests who should be responsible in practice, this can include others

Organising solutions	<ul style="list-style-type: none"> To propose solutions To prepare a programme plan and timetable of activities which will take place 	<ul style="list-style-type: none"> Prioritising needs and problems Creating problem solving groups Generating solutions DM programme and timetable Feedback solutions 	Project team Expert HR management Line management	4-8 weeks	
Implementation	<ul style="list-style-type: none"> To implement activities 	<ul style="list-style-type: none"> Developing implementation plan for each activity Implement activities Monitor and evaluate activities Feedback 	Project team Trainers HR management Line management	Varying - depending on the number of activities implemented	
Evaluation and Consolidation	<ul style="list-style-type: none"> To evaluate and review the project 	<ul style="list-style-type: none"> Basic evaluation More detailed outcome analysis Getting insight into the process Feedback evaluation results Monitoring 	Project team HR management Line management	2-4 weeks	

Using the tool in SMEs

The activities and processes that are outlined on this Tool should be common to larger and smaller organisations. What does differ is the amount of time spent on them and the range of people to be involved. The Table below details the main differences relating to SMEs.

Phase	Person Responsible ⁵	Time needed
Getting started	Project initiator Management	1-4 weeks

⁵ This column suggests who should be responsible in practice, this can include others

Identifying problems and opportunities	Project team Expert if required	c. 8 weeks
Organising solutions	Project team Expert Management	4 weeks
Implementation	Project team Management	Varying - depending on the number of activities implemented
Evaluation and Consolidation	Project team Management	2-4 weeks

Phase 2: Identification of problems and opportunities

There are 3 main activities during this phase. These are:

- Gathering Information
- Analysing Information
- Reporting Information – establish system to reach all employees

There are 2 tools available to support the activities of this phase³. These are:

9. Information Sources Checklist
10. Demographic Profile of the organization

Tool 9: Information sources checklist

The aim of this tool is to assist you in identifying the diversity related opportunities and problems of your organisation. The first step is an initial assessment is to find out what data exists in your company which may be useful in defining the diversity issues in your organisation. The project team needs to make a decision about which data they consider necessary for this phase. Formal and explicit data are preferred in this initial assessment and for this reason it is suggested that formal documents and records are looked at.

Since a lot of personal information may be collected during this assessment, it is important to be aware of the need to treat the data in a confidential manner.

What data exists in your company which could assist in an initial identification of diversity related issues?

Sources of information		
Human Resource Management	Business finances	Business operations
<ul style="list-style-type: none">• Demographic data• Labour turnover• Recruitment• HR records• Number of employee complaints• Worker satisfaction	<ul style="list-style-type: none">• Productivity• Profitability• Turnover	<ul style="list-style-type: none">• Profile of markets• Profile of customers• Market trends• Nature of product/service offer• Labour market state and trends• Quality indicators

A key source of information is data from the HR function of the enterprise. This will point to the most important features of the makeup of the workforce, any problems that may exist (especially in relation to migrants) and to potential mismatches between the workforce profile and the customer base of the organisation.

Demographic data is of crucial importance in identifying diversity issues. Firstly, it is useful to develop a demographic map of the organisation in terms of the numbers of staff of different ethnic groups. Secondly, demographic data may be used to profile the organization and its functioning in relation to key diversity issues.

A key issue here is the extent to which there are differences between ethnic groups in relation to these key organisational indicators.

Business finances may also provide useful data – here it is important to look for problems and opportunities in areas such as productivity and profitability.

Information from business operations is also of potential value in assessing problems and opportunities with respect to diversity. Here the main concern is to identify potential mismatches between the demographic profile of the workforce and the operation of the business. Box 9.1 below gives an example of what the outputs of an analysis of organisational data sources might be. A fictitious company of 150 employees operating in the service sector has been used in this example.

Box 9.1: Analysis of information sources and their utility

Data source	Finding	Implication – problems and opportunities
HR records	Only 3 employees are from ethnic groups	Does this percentage match the profile of the company’s customers? Are there problems with the company’s recruitment practices and policies?
Business information	30% of the customer base are from different ethnic backgrounds	Would this group be better services by employees from similar ethnic backgrounds?
HR Records	Labour turnover is high and complaints are high from staff from different ethnic backgrounds	Is discrimination taking place against them? Is bullying a factor?
Business information	Productivity is higher amongst people from different ethnic backgrounds	Why is this? How can other staff be trained to match this productivity?
Business operations	Market trends indicate the need to be able to communicate in a number of languages to different cultural groups	Is there a need to employ more staff from different ethnic groups?

Using the tool in SMEs

SMEs are likely to have fewer and less comprehensive information sources available to them and the sources outlined below are the most likely ones. The ways in which these information sources might be used is similar to that of larger organisations.

Sources of information

Human Resource Management

- Demographic data
- Labour turnover
- Recruitment
- HR records

Business finances

- Productivity
- Profitability
- Turnover

Business operations

- Profile of markets
- Profile of customers
- Market trends
- Nature of product/service offer
- Quality indicators

Tool10: Demographic profile of the organisation

This tool provides the project team with a form on which to collect demographic data relating to the workforce. General data on gender and ethnicity are collected with a view to using them in the interpretation of diversity policy targets.

At the end of the tool there are some guidelines on how demographic data may be interpreted. There are two main ways: analysis of the present situation and in the prediction of the future situation. Predicting in this way allows you to plan future actions to achieve acceptable levels of diversity in the workforce.

Age groups	>25, 25-40, 40-50, >50
Gender	Male, Female
Tenure	Full/part time
Shift system	Day/evening/night
Job experience	<1 year, 1-5 years, > 5 years
Job type	List of types of jobs in the organisation
Ethnic group	Numbers of people from different ethnic groups
Language competence	Number of languages spoken
Disability status	Disabled/nondisabled
Grade	<input type="checkbox"/> Unskilled manual <input type="checkbox"/> Skilled manual <input type="checkbox"/> Administrative <input type="checkbox"/> Managerial <input type="checkbox"/> Professional
Turnover rate per annum	Number and percentage
Absenteeism rate	Number and percentage
Projected labour requirements	Numbers of new recruits

Generally, you can analyse any other indicators of organisational performance in relation to the target groups of interest. Data on productivity, accidents, occupational health training, sales, career development and other indicators may be of interest. Analysing this information gives a detailed picture of any problems and opportunities associated with these groups.

Guidelines on interpretation of demographic data:

It is recommended that demographic data is interpreted at two different time frames in order to gain a picture of what the current and future workplace diversity will be. For example questions about:

THE PRESENT SITUATION: HERE AND NOW	THE FUTURE SITUATION: IN THREE YEARS
<p><i>What problems are present now and what problems may arise in three years time?</i></p> <p><i>What opportunities exist now and in three years time?</i></p>	<p><i>If the present demographic profile is going to be maintained over the next three years, how do existing company policies support this situation?</i></p>

For example, if there are a large number of personnel aged over 56 years old at present, plotting the situation in three years time allows you to see that turn-over rates will probably grow, as will the recruitment of younger people (which will reduce the mean age).

Using the tool in SMEs

The type of analysis supported by this tool is equally as important in larger enterprises and SMEs. SMEs need to be able to predict future workforce composition just as much as larger enterprises and they would also benefit as much as large enterprises from analysing their current demographic situation. The availability of appropriate data should not be a problem in SMEs either.

Phase 3: Organising solutions

There are 3 main activities in this phase:

- Identifying and setting priorities
- Finding solutions
- Deciding on solutions to implement

These are supported by tool 11: Creating criteria to prioritise problems and solutions

Tool 11: Creating criteria to prioritise problems and solutions

This tool supports the project team in the task of prioritising opportunities and problems identified in the previous phase. It provides a set of criteria for prioritising problems and opportunities. The project team needs to understand the various criteria and then apply them to the problems and opportunities identified.

Once you have prioritised the nature of the problems, and potential solutions have been developed, it is time to select the solutions that will be implemented (these could involve, for example, recruitment, marketing, training, career development practices and so on). Below you will find a suggested set of criteria for selecting the most feasible and effective solutions.

This tool provides the project team with a range of criteria with which to analyse the suitability of each solution and to assist them in selecting solutions. These criteria are summarised in the table below. Creativity is required when proposing solutions (it is important to have a large range of potential solutions), and rationalisation is required when prioritising them. Each solution should be listed and assessed in terms of the criteria listed. If there are other criteria which apply specifically to your organisation you may wish to add them to the table.

Solution	Problem solving capacity		Availability		Cost			Organisational, technical, or financial consequences	
	<i>High</i>	<i>Low</i>	<i>Yes</i>	<i>No</i>	<i>High</i>	<i>Mid</i>	<i>Low</i>	<i>Many</i>	<i>Few</i>
1.									
2.									
3.									
4.									
.....									

- 1. Problem solving capacity: High / Low** - How big (large or small) an impact does the proposed solution have on the problem?
- 2. Availability: Yes / No** - Does the solution already exist or does it have to be developed? This criteria implies the term in which it can be implemented (short or long)
- 3. Cost** - This refers to the cost of implementation and to the benefits of implementation
- 4. Organisational / technical / financial consequences** - What consequences could the solution have on the company? This criterion considers the organisational changes, costs, technical consequences or expected resistance from involved persons.

The solutions that are generated should conform as far as possible to some principles:

- Reflects the needs of all employees
- It doesn't discriminate against any group in the organisation
- Relates to a clear, realistic and concrete objective
- Is not isolated from other diversity management activities
- Is it flexible enough to be changed if necessary
- Communication channels and feedback are provided
- The estimated benefits of the solution are greater than the proposed costs (time, resources, etc.)
- It is compatible with the principles of diversity management and organisational culture
- It doesn't disrupt the usual running of the organisation
- It makes use of the internal communication channels and formal structures
- This solution can get enough support from participants to yield a positive outcome
- It guarantees the participation and involvement of the employees
- Key organisational members will support this activity

The Box below presents a worked example in relation to the service sector company. Some typical solutions are presented.

Box 11.1. Prioritising diversity solutions

Solution	Problem solving capacity		Availability		Cost			Organisational, technical, or financial consequences	
	High	Low	Yes	No	High	Mid	Low	Many	Few
Diversity awareness raising training	+			+		+		+	
Amendment of recruitment procedures	+		+				+	+	
Marketing to migrant groups	+		+		+			+	
Advertising the company's diversity policy		+	+		+				+
.....									

Using the tool in SMEs

This tool offers a formal approach to developing diversity solutions and is especially applicable in larger organisations. The same process needs to take place in SMEs, but because fewer people are involved or affected by the diversity programme, a less formal approach may be acceptable. In this situation, the main criteria to be applied need to be decided upon and the prioritisation of solutions needs also to be decided.

Below is a list of potential criteria that may be used in SMEs:

- Effectiveness of the initiative
- Costs of the initiative
- Time needed for the initiative
- Potential negative consequences of the initiative
- Potential positive consequences of the initiative

These criteria can then be used to rate possible initiatives in order to prioritise their implementation.

Phase 4: Implementation

There are two main activities in the implementation phase:

- Developing Action Plan
- Implementing
- Monitoring

These are supported by a tool which details the activities to be undertaken to implement the diversity programme: Outline of an Activity Plan

Tool 12: Outline of an activity plan

This tool provides a template to help you plan the activities you will undertake to promote an integrated diversity management programme. List each activity that you will undertake in the columns (suggestions for these activities are to be found below the Table) and the complete each row of the Table for each activity. Examples are provided in relation to 3 possible activities.

The tool aims to help you schedule and manage the implementation of the various diversity related activities that have been selected for implementation. The key management activities and issues that must be addressed include:

- Objectives of the activity – what is it trying to achieve?
- Target groups - what groups is the activity aimed at?
- Resources – what resources are needed to carry out the activity?
- Costs – how much will the activity cost
- Difficulties – what are the potential difficulties of implementing the activity?
- Responsibility – who is responsible for implementing the activity? Who is responsible for monitoring its implementation?
- Timing – when is the activity scheduled to take place? What are the deadlines? What are the interdependencies of activities?
- Communications – what are the most suitable communications methods to be used for the programme?

Programme plan

Management issues	Solution/activity		
	Awareness raising programme	Recruitment programme	Promotion programme
Objectives	<ul style="list-style-type: none"> • Increase awareness of the culture of target groups • Reduce prejudice against diverse groups 	<ul style="list-style-type: none"> • To employ more workers from targets groups 	<ul style="list-style-type: none"> • To ensure that staff from the target group achieve equitable promotion in the organisation

Target groups	<ul style="list-style-type: none"> Supervisors Work teams Front line staff 	<ul style="list-style-type: none"> HR managers Line managers 	<ul style="list-style-type: none"> HR managers Line managers
Resources issues	<ul style="list-style-type: none"> Trainers e-learning modules 2 hours per worker 	<ul style="list-style-type: none"> New recruitment policy Culturally sensitive interviewing Positive discrimination policy (?) 	<ul style="list-style-type: none"> Career development policy Access to appropriate training Quota system for promotion (?)
Estimated costs	<ul style="list-style-type: none"> 50 per worker 	<ul style="list-style-type: none"> 500 per new worker 	500 per worker
Potential difficulties	<ul style="list-style-type: none"> Accessing all target staff Measuring effectiveness Staff resistance 	<ul style="list-style-type: none"> Consistency with legislation Staff resistance Failure to attract potential recruits 	<ul style="list-style-type: none"> Staff resistance Need to develop appropriate HR policy Need to ensure access to training for potential candidates
Responsibility	<ul style="list-style-type: none"> Implementation – external consultant Monitoring – HR management 	<ul style="list-style-type: none"> Design – external consultant Implementation – HR management Monitoring – Top level management 	<ul style="list-style-type: none"> Design – external consultant Implementation – HR management Monitoring – Top level management
Timing	Month X	Month X	Month X
Communications	<ul style="list-style-type: none"> Internal advertising Regular meetings Intranet Posters 	<ul style="list-style-type: none"> Employee manual Job contracts Job advertising 	<ul style="list-style-type: none"> Employee manual Job contracts Internal job advertising

There a range of potential activities that may be undertaken to promote the employment and integration of people from a target ethnic group. These include the above examples as well as such activities as social and leisure activities, marketing and sales, organisational cultural change and others.

These activities are more formal and organised in larger enterprises – in smaller enterprises formality is less important, but it is still necessary to address the issues that these activities focus upon.

Using the tool in SMEs

SMEs need to plan their diversity management activities just as much as larger enterprises. The kinds of activities they may undertake may differ in scale, but for planning purposes the same issues apply. Accordingly, the same planning elements (e.g. objectives, resources, costs) apply.

Tool 13: Communication strategies

All organisations have their own widely accepted channels and strategies of communication. This tool aims to help you identify the existing communication strategies used in your organisation as well as new strategies for communications for the diversity management project activities.

The form of communication used will depend on the size of the organisation and the objective of the communication. Different strategies may be appropriate to different audiences and during different phases of the process of implementation. Each strategy may achieve one or more aim. The table below outlines the strategies and when each one is most useful. Communication strategies have different impacts on the audience, in general, written materials have the lowest impact and modelling (role playing) has the highest impact. Usually using a combination of communication strategies achieves better results than using only one.

You should take note that reading and language skills may be a problem in a workforce, especially where staff may come from multiple linguistic backgrounds. You should ensure that there is not an over-reliance on written materials in this case and make every effort to translate material in to appropriate languages. In addition, when staff come from different cultural backgrounds, you should ensure that communications are conducted in a culturally sensitive manner.

Communication means

Written materials: leaflets, information bulletins, company-newsletter, notice board, poster addendum to payslip, e-mail, memo to staff

Audio-visual materials: video, film or slides of the work situation/the organisation

Verbal information: interpersonal communication for example, meetings, talk or discussion either between two people or in groups, seminars, training sessions

Modelling (e.g. Role playing). Often used in training settings.

When to use?

- To gain the attention of the person
- To provide information/Feedback
- As a reminder
- To communicate officially
- To communicate organisational policies and practices
- Learn factual information
- Learn technical skills
- Change attitudes and motivation
- Influence/change behaviour
- Exchanging ideas
- Get consensus, make decisions
- Impart skills and knowledge
- To receive information
- To overcome problems
- To change attitudes
- To explain
- Stimulate desired behaviour
- Learn tangible skills
- To help change attitudes

Using the tool in SMEs

The lines of communication in SMEs are likely to be much shorter and less complex than is the case in larger enterprises. Communications about the diversity programme is no less important but it is likely that it will have more reliance on face-to-face and verbal methods of communication. The role of the manager or owner in communications is more important than in larger enterprises and it is likely also that fewer means or methods of communications will be needed.

Tool 14: Common difficulties in implementation and solutions

Implementing what may constitute major organisational change will inevitably face difficulties. While some of them are unique to a specific organisation, many of them are common to all organisations. This tool describes the most common problems and proposes solutions to them.

Table: Potential solutions to common problems of implementation

Type of problem	Description	Solutions
Attitudes of staff	Staff may be prejudiced, ignorant of cultural issues and of specific migrant groups. This may make them reluctant to support the project.	<ul style="list-style-type: none"> - Involve staff in planning and implementation - Address specific issues relating to knowledge gaps and ignorance of culture. - Make it clear what the aims of the project are, its legal basis and the consequences of failing to implement it.
Attitudes of migrant groups	Cultural expectations of employment are different to that of the migrant employee	<ul style="list-style-type: none"> - Provide clear and understandable induction material that is culturally sensitive and which addresses the expectations and requirements of the employing organisation.
Induction processes	Induction processes do not take sufficient account of the cultural needs and requirements of new migrant employees	<ul style="list-style-type: none"> - Ensure that all such processes are 'culture-proof'
Relationships with employees	There may be tensions between existing employees and new migrant employees, due to misunderstanding, prejudice, language, other reasons	<ul style="list-style-type: none"> - Establish a conflict resolution procedure, implement awareness raising, manage expectations, establish rules for what is acceptable.
Language issues	Failures of written or oral communication.	<ul style="list-style-type: none"> - Ensure high quality translation of all written materials, i.e. all project related materials and all relevant other documents (such as contracts, induction packs, workplace policies). - Ensure cultural issues are appropriately translated - Involve target groups representatives in translation
Middle management	Middle management (and supervisors) may be forgotten and they are key to successful implementation. In some	<ul style="list-style-type: none"> - Target middle managers and supervisors with programmes designed to raise their level of

Type of problem	Description	Solutions
	cases management show the most resistance to changes due to insecurity about their position in relation to the project.	knowledge and skills with regard to the cultural and other issues related to the employment of migrant groups.
Involvement and participation	Staff may not take part in the project	<ul style="list-style-type: none"> - Ensure that all staff have the opportunity to participate. - Investigate barriers to participation

Using the tool in SMEs

The types of problem with implementing a diversity programme in an SME are similar to larger enterprises. However, the kinds of solution that can be applied to these problems may differ, especially in terms of scale and complexity. The Table below gives an indication of some useful solutions to commonly occurring problems in SMEs.

Table: Potential solutions to common problems of implementation in SMEs

Type of problem	Description	Solutions
Attitudes of staff	Staff may be prejudiced, ignorant of cultural issues and of specific migrant groups. This may make them reluctant to support the project.	<ul style="list-style-type: none"> - Involve staff in planning and implementation - Make it clear what the aims of the project are
Attitudes of migrant groups	Cultural expectations of employment are different to that of the migrant employee	<ul style="list-style-type: none"> - Provide clear and understandable induction material that is culturally sensitive and which addresses the expectations and requirements of the employing organisation.
Induction processes	Induction processes do not take sufficient account of the cultural needs and requirements of new migrant employees	<ul style="list-style-type: none"> - Ensure that all such processes are 'culture-proof'
Relationships with employees	There may be tensions between existing employees and new migrant employees, due to misunderstanding, prejudice, language, other reasons	<ul style="list-style-type: none"> - Intervene to resolve conflict, provide information on cultural differences, and establish rules for what is acceptable.
Language issues	Failures of written or oral communication.	<ul style="list-style-type: none"> - Ensure high quality translation of all written materials
Supervisors	Supervisors) may show resistance to changes due to insecurity.	<ul style="list-style-type: none"> - Provide awareness programme for supervisors.
Involvement and participation	Staff may not take part in the project	<ul style="list-style-type: none"> - Ensure that all staff have the opportunity to participate. - Investigate barriers to participation

Phase 5: Monitoring and evaluation

This phase is concerned with monitoring and evaluation of the diversity management activities and programme. There are three main types of evaluation that may be used:

Outcome This refers to the extent to which an activity or programme has achieved its immediate objective, for example, have more employees from the target groups been employed, have more customers from the target groups been attracted?

Impact This refers to the longer term outcomes, for example, have more people from the target group been promoted?

Process This refers to evaluation of the processes that are used to achieve the objectives of the programme. It asks questions such as was the programme run efficiently, has the process achieved the outcomes that were expected?

A major benefit of undertaking systematic monitoring activities is that they provide information for feeding back to all of the stakeholders concerned in the process of diversity management.

The Tool below provides assistance with undertaking monitoring activities.

Tool 15: Indicators of project evaluation

Potential evaluation indicators for larger organisations

Type of evaluation	When is it done?	How is it done?	Potential indicators
Outcome	During and at the end of the project	<ul style="list-style-type: none"> HR records Training records 	<ul style="list-style-type: none"> Number of participants Number of recruits Opinions and attitudes Sales Productivity Absence records Labour turnover Numbers of people trained Public image Problems and difficulties encountered Strategies to overcome difficulties
Impact	At the end and after the project	<ul style="list-style-type: none"> Productivity records Sales and marketing 	
Process	During the project	<ul style="list-style-type: none"> Questionnaire Project management tools 	

In the case of smaller enterprises, there is less need to formally gather this kind of information, though it is still necessary to address the issues raised here.

Using the tool in SMEs

Evaluation of the diversity management project, where it takes place at all, is likely to be less complex in an SME than in a larger organisation. The Table below presents a reduced model of evaluation indicators for use in SMEs.

Potential evaluation indicators for SMEs

Type of evaluation	When is it done?	How is it done?	Potential indicators
Outcome	During and at the end of the project	<ul style="list-style-type: none"> • HR records • Training records • Sales 	<ul style="list-style-type: none"> • Number of participants • Number of recruits • Opinions and attitudes • Sales
Impact	At the end and after the project		
Process	During the project	<ul style="list-style-type: none"> • Project management tools 	<ul style="list-style-type: none"> • Absence records • Labour turnover • Problems and difficulties solved

ⁱ ec.europa.eu/social/BlobServlet

ⁱⁱ <http://www.cipd.co.uk/hr-resources/factsheets/corporate-responsibility.aspx>