

STRATEGIC THINKING ON DIVERSITY MANAGEMENT AND INCLUSION AT THE WORKPLACE



TRAINING PROGRAM „DIVERSITY & INCLUSION“

FACE TO FACE



Strategic Thinking on Diversity Management and Inclusion in
the Workplace

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FACE TO FACE PART

2019

ABOUT THE DIMAIN PROJECT

Due to the demographic, social and economic changes in Europe labour force is becoming more and more diverse. With such workforce diversity, it becomes important for national and global companies to put in place policies and practices to build an inclusive and harmonious workplace, to adopt working environment where each employee would feel dignified regardless to his/her ethnicity, religious views, social status or age, to integrate them into mainstream personnel. Effective Diversity Management is proven to produce significant benefits in terms of recruitment and staff retention, creativity, problem-solving and customer engagement. Not only companies can increase their profit margins through efficiency savings and innovation, but the employed individuals also benefit, resulting in increased levels of job satisfaction and employee loyalty.

For these reasons, the **central aim of the DIMAIN** is to promote diversity management and social inclusion, and ensure equal opportunities for all in the workplace through fostering diversity thinking and implementation of inclusive practices in the companies and organizations.

DIMAIN project objectives:

- To launch, host, and manage National Diversity Charter in partner countries, which will create awareness, make progress in managing diversity and promote inclusion
- To develop and disseminate a Practical Guide, approaches and activities that will support inclusion and diversity and ultimately reduce discrimination and social inequality within the workplace and wider society
- To provide training and professional development to managers, HR, personnel specialist and adult educators, equipping them with the necessary knowledge, attitudes and competences to successfully manage and support diversity and inclusion in the workplace
- To provide an OER platform that enables target group and stakeholders to develop networks of practitioners who implement diversity management and inclusion practices, measures and / or policies

DIMAIN Project Partners



www.diversitygroup.lt



www.sopa.lt



www.pvpa.lt



www.csicy.com



www.kean.gr



www.thinkdiversity.eu

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Erasmus+ 2017 – 2019m.

TRAINING PROGRAM „DIVERSITY & INCLUSION“

The “Diversity and Inclusion” (D&I) Training Program was developed by the DIMAIN project partnership under the Intellectual Output 2 ‘Diversity Management and Inclusion Training Program’, which encompasses the production of this Program, ‘Manual for Trainers’ and implementation of the D&I Program.

Program Goals

The aim of the D&I Program is to present the participants important knowledge and understanding as well as practical materials and tools to enable them to:

- Raise awareness about D&I concept and introduce benefits of its management;
- Understand the Diversity Management in Organizations – how it works and what challenges appear in this process;
- Lay basics for creation and maintenance of D&I culture in the organization;
- Introduce KPI’s for Monitoring of D&I Management in the Organization.

Target Group of the Program

Target group of the D&I Program is representatives of organizations (SME, NGO, public authorities and others), where D&I context and understanding should be developed and D&I culture is either new area for development or should be revised.

It’s expected, that participants before the Training or Self-learning will have low-moderate understanding of the topic. The Program should serve to build-increase their awareness of D&I issues and empower them to take actions needed for D&I culture development in their organizations and/or society.

Implementation & Self learning

F2F training based on this Program took place in partner countries (Cyprus, Greece, Latvia, and Lithuania), whilst for self-learning all the theoretical material is presented in this document. In addition, ‘Manual for Trainers’ was developed aiming to support trainers to implement F2F trainings. The manual includes short inputs of theory, comments and tips for the trainers, pool of practical exercises, description of the procedure and materials for the participants, as well as recommended Power Point presentations.

Program Duration and Content Structure

The D&I Program entities 2 Modules, which are divided into face to face (F2F) and Online parts:

- F2F part | 16 hours (content material for the theory-lecture, exercises, cases to discuss and questions for the discussions, practical tasks, questionnaires for deeper understanding).
- Online learning | 8 hours (additional theoretical material, further readings, quiz). In the [Online Learning Platform](#) you also will find ‘D&I Dictionary’ & ‘D&I Handouts’ Please note, Online modules are localized for each partner country and available in all partners languages. English version of Online Modules are there too!

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1.5. References	Online
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2.1.3. Inclusive Employee Performance Management: Training, Career planning, Equal Pay	F2F
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Module 1. What is Diversity & Inclusion Management and why it matters

Introduction of the Module 1

This Module is constructed in the blended learning principle and stands on 3 pillars: concept of Diversity and Inclusion (D&I) and its benefits, EU and partner countries (Cyprus, Greece, Latvia and Lithuania) legal framework, and Diversity Management and Organizational, Cultural and Psychological challenges.

After completing of this Module we expect participants to understand the context of D&I, it's meaning and legal regulations related to that. Also – to be able to emphasize themselves with benefits, challenges and issues, related to the D&I and its management in the organization.

Aims of the Module 1

- present and raise awareness on the D&I concept and its management both within the society and the workplace;
- motivate participants to explore benefits of D&I complimented by case studies
- introduce the Diversity Management, implementation of related strategies and management processes in a working environment through practical activities
- discuss the main issues of D&I and its management from personal and organizational perspectives

1.1. Concept of D&I

Introduction to the section

After this section participant will be able to understand and define the concept of D&I within the society and the workplace, as well as 4 models of diversity dimensions will be presented. Participants will also explore the importance, dynamic and benefits of D&I, and intentionally will be able to contribute to the development and sustenance of change that fosters a more inclusive, respectful and productive workforce and workplace.

1.1.1 Diversity and Inclusion in Society and Organizations. Dimensions of Diversity

Theory: Definition of Diversity

Usually people tend to have a natural affinity with people who share many of their own dimensions of diversity, as well as feel less comfortable with people who have few dimensions in common with them. However, as Europe is changing; and thus communities, businesses and customers are becoming increasingly more diverse, understanding diversity and its perspectives is becoming more and more important and organisations need to implement various, new and smarter approach to all organizational processes and it's management in order to function effectively.

Diversity means different things to different people, and it may be understood in a different way among unlike environments. For each one of us, diversity may have a unique meaning.

Clearly, diversity can no longer be viewed in simple terms. Currently, a new definition of diversity is emerging. Forward-thinking organizations are now recasting the concept of diversity to embrace all the ways people can bring a unique perspective to the workplace. It means understanding that each

individual is unique, and recognizing our individual differences. Diversity includes, therefore, knowing how to relate to those qualities and conditions that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups.

A few of the many definitions offered by different sources, both in terms of the society and the workplace:

diversity can be defined as the range of human differences, consisting of numerous visible and non-visible grounds such as gender, race, ethnicity, religion, disability, sexual orientation, political opinion, citizenship and many others (Council of Europe)

diversity is the condition of having or being composed of differing elements; variety especially: the inclusion of different types of people (such as people of different races or cultures) in a group or organization (Merriam-Webster Dictionary)

diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. A broad definition includes not only race, ethnicity and gender – the groups that most often come to mind when the term *diversity* is used – but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language and physical appearance. It also involves different ideas, perspectives and values (Glossary of terms)

diversity - all of our human differences

Diversity means more than just acknowledging and/or tolerating difference. Diversity is a set of conscious practices that involve (Andrew, H. A., Raj Kumar, P. V.):

- Understanding and appreciating interdependence of humanity, cultures, and the natural environment;
- Practicing mutual respect for qualities and experiences that are different from our own;
- Understanding that diversity includes not only ways of being but also ways of knowing;
- Recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others;
- Building alliances across differences so that we can work together to eradicate all forms of discrimination.

Dr. Harold Andrew Patrick & Vincent Raj Kumar: “Diversity includes, therefore, knowing how to relate to those qualities and conditions that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups. These include but are not limited to age, ethnicity, class, gender, physical abilities/qualities, race, sexual orientation, as well as religious status, gender expression, educational background, geographical location, income, marital status, parental status, and work experiences. Finally, we acknowledge that categories of difference are not always fixed but also can be fluid, we respect individual rights to self-identification, and we recognize that no one culture is intrinsically superior to another.”

In accepting a broader and deeper definition of diversity, you need to examine whether you've progressed beyond looking at only traditional differentiators such as race, gender or nationality.

- Does your organization include workers with disabilities, of different generations, from a variety of social, economic and educational backgrounds?
- Does it allow employees to be open about their sexual orientations, cultures, political views and religions?

Theory: Dimensions of Diversity

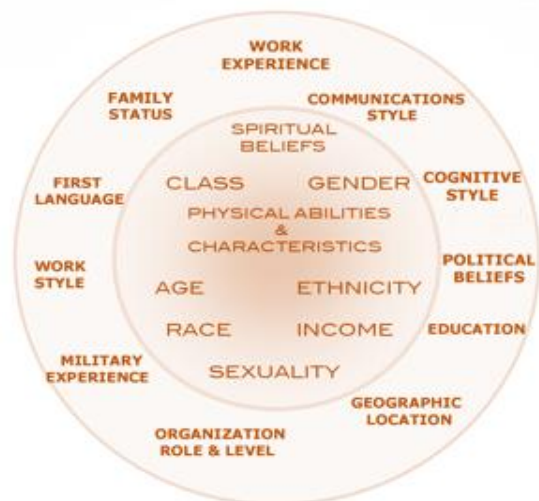
Understanding the Dimensions of Diversity is a key step both for individuals and for organizations to define what diversity means to them and to recognize and become conscious of the various attributes which are important for them.

“While diversity has traditionally referred to categories like race and gender, companies and diversity experts are increasingly considering a wide range of factors from age and sexual preference to disabilities and even weight.” (Whitelaw, 2010).

EU legislation (Racial Equality Directive (2000/43/EC) and EU Employment Equality Directive (2000/78/EC) stipulates that diversity encompasses six dimensions – Age, Physical capabilities /disability, Culture, Sex, Religion and Sexual orientation.

Understanding the dimensions of diversity help individuals and organizations become aware of, appreciate, and value diversity. In the area of diversity dimensions within the workplace, 4 Main Models occur and these are:

1. Diversity Wheel
2. Four Layers of Diversity
3. Diversity Iceberg &
4. The Kaleidoscope Perspective of the Individual



1. Diversity Wheel

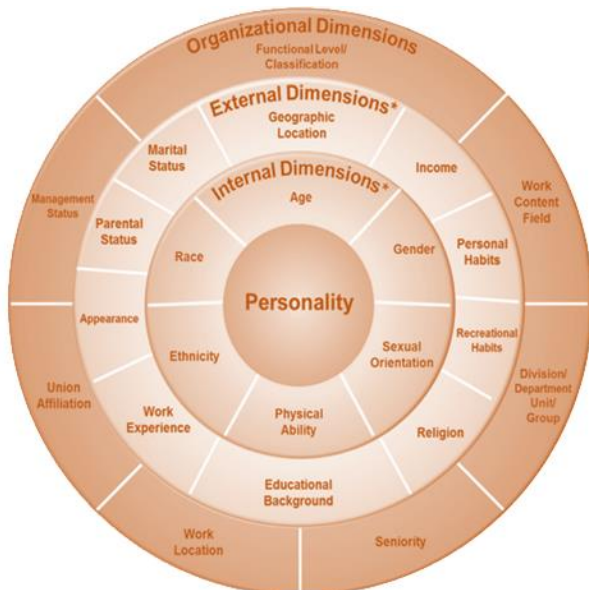
The pioneering research on the wheel was carried out by Marilyn Loden and Judy Rosener, who define diversity as that “which differentiates one group of people from another along primary and secondary dimensions...” Primary dimensions according to the researchers are, “Those which exert primary influences on one’s identity” and secondary dimensions are, “Those which though are less visible, exert a more variable influence on personal identity and add a more subtle richness to the primary dimensions of diversity.” (Loden, Rosener, 1991).

2. Four Layers of Diversity

Gardenswartz & Rowe (Gardenswartz., Rowe, 1998) built upon the primary and secondary dimensions and added two more layers to the "diversity wheel" developing the Four Layers of Diversity model for the workplace. According to them, diversity consists of four layers (*four circles*).

Personality of a person is at the core of the wheel and it covers all those aspects which constitute the personal style of the person. These include an individual's likes and dislikes, values, and beliefs. Personality is shaped early in life and is both influenced by, and influences, the other three layers throughout one's lifetime and career choices.

Internal dimensions include aspects of diversity over which we have no control (though "physical ability" can change over time due to choices we make to be active or not, or in cases of illness or accidents). This dimension



constitutes the layer in which many divisions exist between and among people and which forms the core of many diversity efforts. These dimensions include the first things we see in other people, such as race or gender and on which we make many assumptions and base judgments.

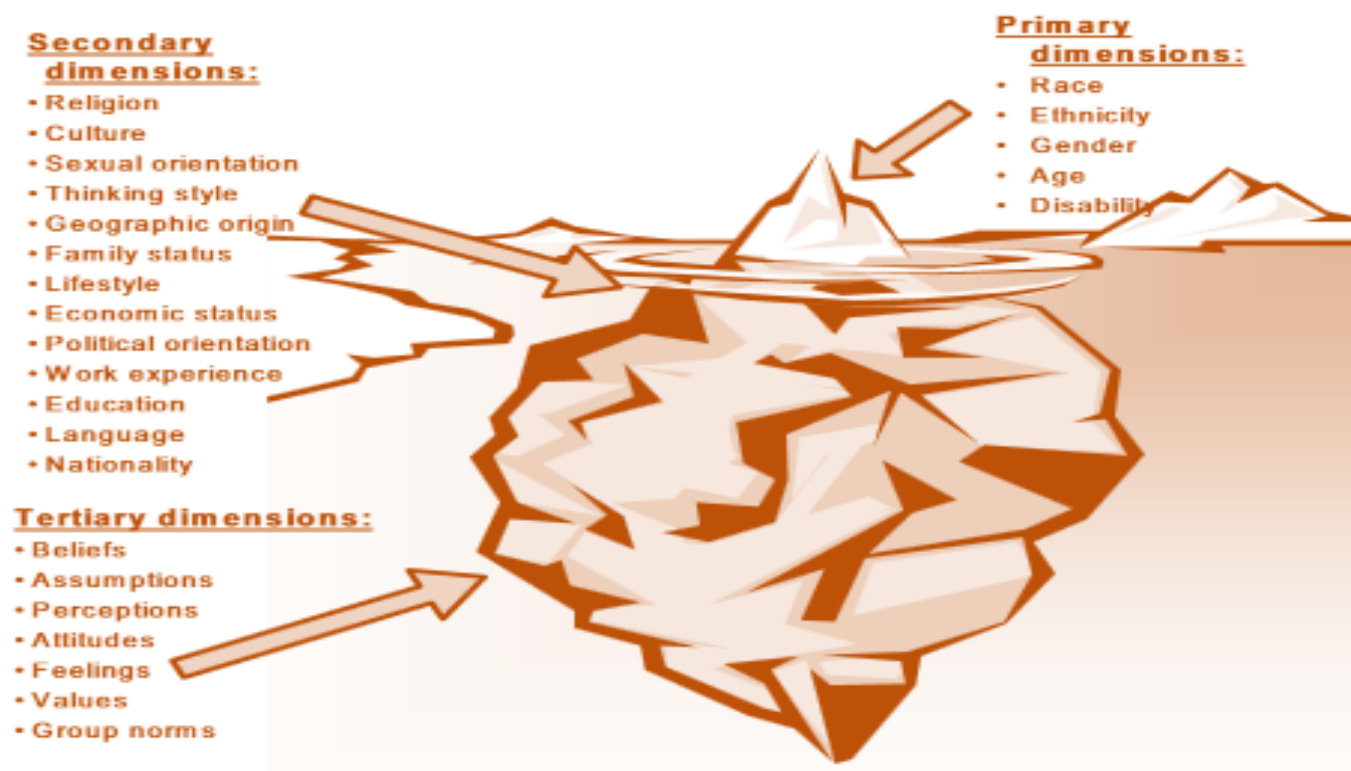
External dimensions are similar to the primary and secondary dimensions explained by Loden and Rosener. These include aspects of our lives which we have some control over, which might change over time, and which usually form the basis for decisions on careers and work styles. This layer often determines, in part, with whom we develop friendships and what we do for work. This layer also tells us much about whom we like to be with.

The outermost layer is of the Organizational dimensions, which are corporate or institutional affiliations and are associated with past and present experiences. It concerns the aspects of culture found in a work setting (Gardenswartz., Rowe, 1998).

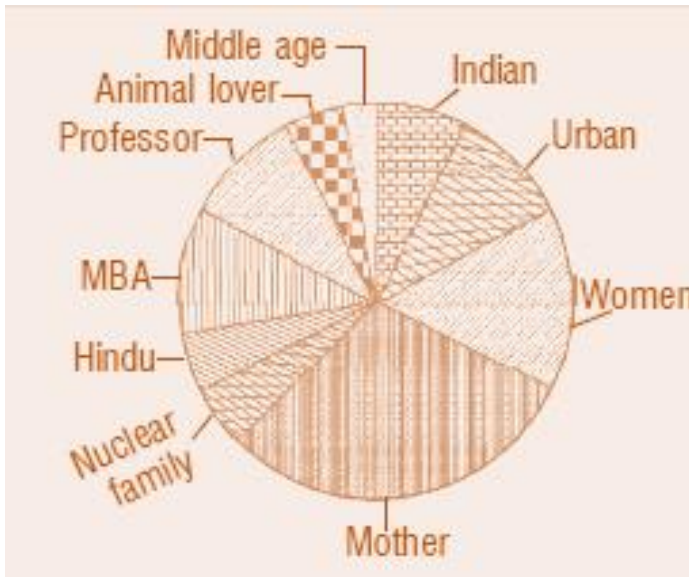
3. Diversity Iceberg

Rijamampianina and Carmichael (2005) propose that diversity be re defined as, *“The collective, all-encompassing mix of human differences and similarities along any given dimension.”* With so many dimensions in existence, they came out with the Iceberg model to depict the diversity dimensions. As an analogy to the iceberg, these dimensions have three facets. Above the water line are the most visible dimensions or the primary dimensions.

Just below the surface, lie the secondary dimensions which are revealed with time, and the tertiary dimensions lie much below the surface. These are the core dimensions and provide the real essence of diversity according to Rijamampianina R. and Carmichael, T. (2005).



4. The Kaleidoscope Perspective of the Individual



Maier (2005) argued that previous researches on diversity have focused on limited dimensions and out of these, a few, such as ethnicity, race and gender, are over-emphasized. According to him, an individual can be modeled by a kaleidoscope. Just as a kaleidoscope contains certain amounts of particles of various shapes and colors, an individual is a composition of various diverse attributes.

The individual kaleidoscope can be represented as a multicolored pie chart, with each pie depicting a unique attribute, and size of the pie illustrating the importance that an individual

gives to a particular attribute. On the basis of this perspective, Maier defines diversity as, "the variety of kaleidoscope."

Theory: Diversity within the workplace: towards inclusion

Diversity within the workplace

In its broadest context, diversity is defined as 'recognizing, appreciating, valuing, and utilizing the unique talents and contributions of all individuals' regardless of age, career experience, color, communication style, culture, disability, educational level or background, employee status, ethnicity, family status, function, gender, language, management style, marital status, national origin, organizational level, parental status, physical appearance, race, regional origin, religion, sexual orientation, thinking style, speed of learning and comprehension, etc.

Organizationally focused, diversity can be defined as a "collective mixture characterized by differences and similarities that are applied in pursuit of organizational objectives." It is the process of planning for, organizing, directing, and supporting these collective mixtures in a way that adds a measurable difference to organizational performance, by which diversity is managed. By including everybody as part of the diversity that should be valued, we recognize that all employees bring their differences, including group-identity differences, to the workplace, focusing on using diversity to accomplish both individual and organizational goals.

Workplace diversity refers to the variety of differences between people in an organization. That sounds simple, but diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background, and more. Diversity involves not only how people perceive themselves but also how they perceive others. Those perceptions affect their interactions.

For a wide assortment of employees to function effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability, and change.

Diversity often focuses on the differences, and is referred to as "the mix." Inclusion is the deliberate act of welcoming diversity and creating an environment where all different kinds of people can thrive and succeed. . Diversity is what you have. Inclusion is what you do.

Diversity & Inclusion

Diversity is significant and valuable; however, Diversity alone without Inclusion is not enough. Many diverse societies or/and organizations are not truly inclusive.

Society	Active Society	Inclusive Labour Markets
<p>Inclusion means that all the members of a society have the same opportunities, people from all groups and backgrounds are valued and respected and that everyone's voice gets heard and matters. It doesn't mean that if we have a diverse society, we also have an inclusive one.</p>	<p>Active Inclusion means enabling every citizen, notably the most disadvantaged, to fully participate in society, including having a job. <i>In practical terms, that means:</i></p> <ul style="list-style-type: none"> • adequate income support¹ • inclusive labour markets² • access to quality services³ (European Commission) 	<p>Inclusive Labour Markets in the following way: Labour markets are inclusive when everyone of working age can participate in paid work, especially vulnerable and disadvantaged people. (European Commission)</p>

inclusion – authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power (Racial Equity Tools *Glossary* 2013).

Promoting inclusive labour markets means:

- making it easier for people to join (or re-join) the workforce
- removing disincentives to work
- promoting quality jobs and preventing in-work poverty, focusing on:
 - pay and benefits
 - working conditions
 - health and safety
 - lifelong learning
 - career prospects
- helping people stay in work and advance in their careers

1.1.2 The Benefits – Why Diversity & Inclusion within the workplace is important?

Inclusion of diversity principles as integral part workplace policies brings concrete, real advantages of diversity in the workplace and to the organization at large. The success and competitiveness of an organization depends upon its ability to embrace diversity and realize the benefits. When organizations actively assess their handling of workplace diversity issues, develop and implement diversity policy, multiple benefits are reported.

Creativity and innovation

Innovation requires a new perspective, and a well-managed diverse workforce can breed creativity and dynamic business solutions. Diverse personal and professional experience can offer new and

¹ together with help to get a job. This could be by linking out-of-work and in-work benefits, and by helping people to access the benefits they are entitled to

² making it easier for people to join the work force, tackling in-work poverty, avoiding poverty traps and disincentives to work

³ helping people participate actively in society, including getting back to work.

sometimes previously ignored perspectives that inspire colleagues to see the workplace and work processes differently.

Recent study from Forbes (Forbes Insight) highlights that “the best way to ensure the development of new ideas is through a diverse and inclusive workforce.”

Variety of viewpoints

A diverse workforce that feels comfortable communicating varying points of view provides a larger pool of ideas and experiences. The organization can draw from that pool to meet business strategy needs and the needs of customers more effectively.

Diversity boosts thinking out-of-the-box giving issues different voices, perspectives and personal views as well as experiences.

Diversity breeds creativity and drive innovation providing opportunities to solve problems in various ways and meet customers’ needs in new and existing ways.

Increased adaptability

Broader skills base advances business to have the adaptability, which means faster and more effective planning, development, and execution. In today’s uncertain environment, adaptable organizations are the ones that thrive.

Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources, as well as suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.

A study by The Economist (Shumpeter, 2016) found

– 89 % agreed that having a diverse and inclusive workforce creates a global business advantage.

when diversity and inclusion is at its best in the workplace, executives believe that talent management (71 %), employee satisfaction (64 %), collaboration in the workplace (57 %) and corporate reputation (57 %) are most positively impacted.

Talent pool

Fundamentally, an inclusive and culturally diverse business will attract talented, ambitious, and globally minded professionals who will appreciate the opportunity for personal and professional growth.

Diverse talent pool allows an organization to attract and retain the best talent. More diverse talent pool makes business more attractive to ambitious, open minded candidates; it also helps you to keep them on board.

An employer of choice

In a diverse workplace, employees are more likely to remain loyal when they feel respected and valued for their unique contribution. Speaking of the employed staff, it may stimulate the rise of job satisfaction, motivation, and creativity.

Glassdoor survey (2014) shows that two thirds of job seekers in US indicate that diversity was important to them when evaluating organizations and job offers.

New customers and markets

Number of organizations, based on their diverse teams can utilize opportunities to cater new markets, emerging markets based on understanding of specific groups and cultural backgrounds.

A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows a organization to provide service to customers on a global basis.

Diverse skills base offers broader and more adaptable range of products and services. A organization with diversity can be quicker to spot a gap in the market. It will also have the ability to meet changing consumer behaviour – and succeed.

Glassdoor analysis (Glassdoor Survey, 2014) explains, “recruiting and retaining a diverse, inclusive group of employees lets your organization reflect the world around you and makes your team better able to develop fresh ideas that will meet the needs of the whole marketplace.”

Improved image of the organization

Just like the culture of a organization, creating a diverse workforce can improve customers’ opinions of particular business, brand or products. Diverse organizations show consumers that they are inclusive, open minded, innovative, and looking toward the future.

More effective execution

Organizations that encourage diversity in the workplace inspire all of their employees to perform to their highest ability. Organization-wide strategies can then be executed; resulting in higher productivity, profit, and return on investment.

Diverse teams are more productive and perform better. Experience, expertise, and working methods that a diverse workplace offers can boost capacity and lead to greater productivity.

Number of studies (Brooks, 2011) show that organizations with a respect of diversity and inclusion are both happier and more productive.

Diversity can boost market knowledge and provide insight for more competitive and profitable business. Doing more competitive ultimately means being more profitable.

Recent research from McKinsey (Hunt at al., 2015), underscores the fact that diversity is good for a business’s bottom line. In fact, ethnically diverse organizations were shown to be 35% more likely to have financial returns above the national industry median. Meaning diverse workforces drive economic growth.

1.3. Diversity Management in Organizations

Introduction to the section

In this section, participants will explore the D&I Management concept in organization, thus ideally will help participants in gaining critical knowledge and skills about D&I Management in organization. An overview of Challenges of implementing D&I policies and solutions to overcome those challenges will be presented. This section will provide opportunity to reflect on participants set of unconscious bias and its influence to different managerial decisions. Tips and recommendations will enrich their set of tools for overcoming challenges, implementing inclusive language and strengthening and create a more inclusive workplace.

1.3.1. What is Diversity Management in Organizations

Some authors (e.g. 2014) says that the current business focus on diversity is quite different from equal rights legislation and from affirmative/positive action programs. The latter are about trying to achieve equality of opportunities by focusing on specific groups and righting past wrongs.

Diversity efforts focus on managing and handling the diverse workforce to give the company a competitive advantage. All these may be viewed as a continuum: assurance of equal employment opportunity and non-discrimination affirmative action programs mean that companies need to take positive steps to ensure equal opportunities; and diversity management is proactive and aimed at promoting a diverse and heterogeneous workforce.

Workplace diversity means creating an inclusive environment that accepts each individual's differences, embraces their strengths and provides opportunities for all staff to achieve their full potential. A diverse workplace does not simply hire workers from various age groups or balance its ratio of men to women; rather, diverse workplaces includes people with different experiences, varying personalities, and different levels of experience to foster creativity and offer a range of viewpoints and ideas.

Diversity not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, HR professionals need to deal effectively with issues such as communication, adaptability and change. **A diverse workplace** represents a deeper pool of knowledge, skills, life experience, perspectives and expertise.

1. Diversity as non-discrimination and equality

Diversity in the organization first of all goes in line with fair treatment of all employees and goes in line with non-discrimination and equality policies. That includes:

- equal selection criteria and conditions for recruitment,
- creation of equal working conditions,
- possibilities to improve qualifications,
- seek professional development,
- re-qualify,
- acquire practical work experience,
- provide equal privileges,
- usage of uniform job evaluation criteria
- equal criteria for dismissal,
- equal pay for equal work of equal value,
- measures to ensure that the worker is not subjected to harassment, sexual harassment at the workplace and not to be instructed to discriminate,
- appropriate measures to enable people with disabilities to work and make career.

2. Pro-active approach - welcoming diversity and inclusion

Pro-active approach seeks to create a diverse working environment and an inclusive culture in which everyone feels valued and can live up to their full potential in the workplace.

Pro-active approach aims at fostering a culture in which everybody is valued and respected. This goes beyond mere compliance with non-discriminatory rules and equal opportunities strategy alone. This approach formally acknowledges that inclusion has different meaning for different groups.

Organizations should take into account the particular situation and specific concerns of each group. Ensure all employees have the opportunity to take part in decision-making and planning for social activities.

Examples of the measures: organize collective meals where employees can learn about one another's cultures by sharing food; be aware of, and provide time off for, culturally significant events and holy days. Recognize and acknowledge special days and events such as International Day of Persons with Disabilities, International Day to End Racism, Pride celebration, etc.

3. Diversity in capacities: creation of inclusive workplace

Inclusive organizations aim to enhance diversity in particular diversity in terms of employees' capacity. This means that there is a need to have work for people with limited capacities, and in particular when the limitations concern cognitive, or social, or emotional capacities this can be challenging since we have indicated earlier that work demands are currently primarily of a cognitive, social, and/or emotional nature. In fact this means that *work for this group of people has to be created, or rather designed* (Arenas et.al, 2017).

Theory: Planning Diversity Management (Equality Planning Guide, 2009)

1. **Formation of a group.** It is worth setting up a separate work group to draw a plan. The group should contain representatives of the staff, management and groups of diversity Discussion: Why the plan is being produced. What benefits it will have. How it relates to work of the organization. Whether the group contains all the essential elements. What sort of resources are at the group's disposal.
2. **Participation.** To encourage participation, the organisation should announce that the plan is being drafted and that the consultation procedure is under way as early as possible. Information makes it easier to collect data and encourages staff to take part in the plan's production and implementation. Staff, clients and other major stakeholders need to be kept informed about the progress and completing the plan.
3. **Survey of the situation.** The drawing up of the actual plan starts by making a survey of the situation. It can be based on several data collection methods and sources such as:
 - Looking at how existing strategies, guidelines and policies take account of issue of D&I
 - Statistic and data on staff
 - Performance management data describing quality of the operation
 - Client feedback and complaints
 - Equality, D&I, employee satisfaction, accessibility surveys
 - Consultation with different groups
 - Targeting of measures. Tangible measures should be included. Consider: What the aim of the measure is. Who will be responsible for it and how it will be finances. Timetable of implementation. How the impact will be assessed.
4. **Writing and adopting the plan.** A description of planning process, methods used, measures selected are assembled in plan – strategic document. Plan is considered and discussed, edited and adopted as part of organisation's normal decision making procedure.
5. **Announcements and implementation.** Measures are implemented and announced according to agreed timetable.
6. **Follow-up.** The impact should be monitored at regular intervals in different forms: quality assurance procedures, using indicators and impact assessment methods, questionnaires/surveys.
7. **Updates.** Updates are made with reference to the monitoring of the plan's implementation.

1.3.2. Challenges of D&I Management: Organizational, Cultural and Psychological

Theory: intro

The section will provide insights into what those challenges are:

Organizational challenges appear when Global multinational organizations are creating Inclusive culture and trying to implement D&I Policy. Global approach can be too general from local perspective. Finding right balance is very important

Cultural challenges are related to different wording. Understanding of the importance in using the right language when communicating with and about diversity groups – the way to overcome the cultural challenge.

Psychological challenges – unconscious bias, how to recognise them and overcome those.

List of the most common challenges in D&I Management:

- Senior leadership must consider D&I as a priority
- Understanding common values
- Combating and managing discrimination and harassment
- Creating and implementing the code of conduct and workplace rules
- Including every employee on every level, not only Key specialists
- Finding right balance between Global and local perspectives

Theory: Organizational challenges

Embracing D&I management might be seen as a necessity, but often when implemented it can become a formal process without a strategic approach as well as without the leadership commitment. When D&I management is left only for the diversity groups, it might often lead to failure of the attempts or even lead to the diversity crisis.

To overcome the challenges, it is vital to implement steps which would ensure the inclusion of all employees.

Training all employees: often Diversity trainings are performed in case of Diversity crisis, following specific needs of diversity groups or on request of certain groups, but it is advised that Diversity trainings are conducted to all employees and not directed only when requested or required. Diversity training should be used as an essential part of an employee training programs.

Raising the awareness of various groups: diversity has a broad concept and it does not include one or few groups traditionally seen representing diversity. For example, when speaking about diversity it is often spoken about women, ethnic and racial groups, but when looking forward then it should include also LGBT+, disability (not just physical) et.

Raising the understanding that diversity is a part of a long term strategy: often diversity management is covered as a formal process and not embodied in the whole company strategy.

Include all employees: often, especially in times of diversity crisis, companies tend to focus on particular groups, point out their needs and to strive for inclusion. For successful implementation, it is essential to focus on all employees and how to include all employees at all levels.

Finding right balance between Global and local perspectives – while creating and implementing D&I Culture in organizations, it's important to make it united and equally important for all. At the same time, it can be tricky, because cultural differences among branches can be vital. Being aware of that, finding main risks and managing them wisely – big job for D&I Policy Management.

Theory: Psychological challenges

Psychological challenges – unconscious bias

We all have our conscious biases which we are aware of, for example directed to persons' gender, ethnicity, race etc. Meanwhile, we have the unconscious biases we are not aware of. Those are stored deep in our mind and have a direct impact on how we think of and behave, for example, name on the resume might bring some associations, certain professions or roles which could be taken by men or women.

For successful implementation of D&I policies and practices it is important to identify our unconscious biases and realise that existence at the workplace. Identify how those affect the workplace decision making, relationships and organisations' culture. It is important to provide and get tools to reduce the negative impact which unconscious biases have on the organisations' and its culture.

Through identifying, challenging and reducing bias creates more communicative workplace as well as the diverse and successful workforce.

What is unconscious bias?

Theory considers that implicit or unconscious bias happens by our brains making incredibly quick judgments and assessments of people and situations without us realising. Our biases are influenced by our background, cultural environment and personal experiences. We may not even be aware of these views and opinions, or be aware of their full impact and implications.

Unconscious bias can influence decisions in various employment processes, such as in recruitment or performance evaluation. It can be discriminatory when it is directed to some of the diversity groups.

Examples:

- Assuming that women with children will take more times off than their male colleagues;
- Assuming certain good or bad work ethics based on the persons' ethnic or religious belonging;
- Assuming that one gender is more stress-resistant than other;
- Assuming lower achievements based on the graduated university.

Theory: Cultural challenges

The use of inclusive, clear and non-bias language is an integral part of creating an inclusive workplace environment. Inclusive language positively reflects the diversity at the workplace and is essential to implement successful diversity policies. Any D&I policy or activity will not have any success if it will be based on the language which excludes and continues to spread the stereotypes or prejudices.

Cultural challenges – inclusive vs exclusive wording

What is inclusive language?

Language has a crucial role in creating behaviors and perceptions. More than that, the language used by leadership or co-workers is highly influential and creates a model for co-workers and society as a whole. Word choice often unconsciously reflect settled thoughts and wrongful notions about certain diversity groups or several of them, therefore we should make a conscious effort to not use language that stereotypes or excludes someone.

It is important to realise that some references to the diversity groups are based on historical events, deeply rooted stereotypes and even when deeply rooted in the language can be used as derogatory for the groups.

The inclusive language also allows to embrace the diversity of the workplace actively and avoid assumptions that could harm relationships, sometimes before they are even started.

Inclusive language shows sensitivity, mutual respect and openness towards individuals and diversity groups through positive and accurate representation.

An example of the inclusive language is using "diversity groups" rather than "minority groups".

Minority groups represent groups that are minorities in the society and pointing out that group is less represented than the majority. Also in many societies, women are the majority, and by calling all groups as minority groups, it is actively excluding women's – the issue from the scope of diversity and inclusion.

Diversity groups include all groups, even those not seen there traditionally, it is a more inclusive term which also include women but the same time allows to interpret as part of the general social diversity not "the special" or "those".

Important is to view that some diversity groups will use themselves some derogatory terms by describing themselves and/or their group. Often it is done to undermine the meaning of the word or expression as well as ridicule the term or the expression. That does not allow other groups to use that term within the group and it is generally advisable not to allow such language to be used at the workplace at no condition.

Calling women 'girls', 'sweetie' 'honey', 'love' or 'chicks' is also demeaning and patronising to many women and should be avoided. The term 'lady' should only be used if 'gentleman' is used in the same context.

A common but inaccurate expression used for toilets designed to accommodate people with particular disabilities is 'disabled toilets'. Toilets are not disabled. Nor does the focus need to be disability. A more accurate term is 'universal access toilets'.

The terms 'kids', 'girls', 'boys' commonly refer to young children. It is therefore inappropriate to use these terms when referring to young students or employees.

Generalisations based on age have the effect of stereotyping and demonising people. Not all older people are grumpy or boring just like not all young people are lazy or arrogant. Not everyone has a mid-life crisis either. Expressions such as 'he behaves like an old woman' are also demeaning and insulting to women in general and mature women in particular.

Module 2. Diversity Management in organizations. Practical steps

Introduction of the Module 2

This Module is aimed to focus on the Diversity and Inclusion in organizational context. Main areas of the Diversity Management are presented. Discussions and practical exercises, related with the topic, are planned. Different D&I Management solutions are presented following the Lifecycle of the employee in the organization.

After completing this training module (including Online part), we expect participants to know necessary steps of creating Inclusive culture in organizations, means and challenges of the D&I implementation.

Aims of the Module 2:

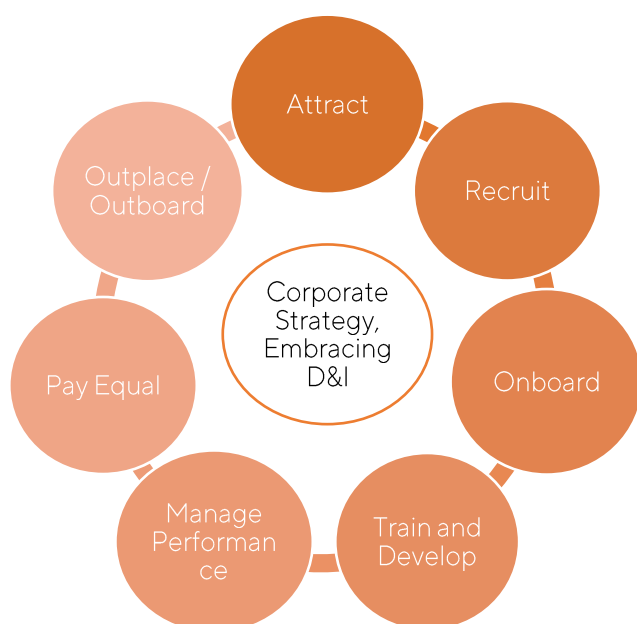
- present practical steps, principles and methods of D&I practical implementation;
- practice skills of inclusive HR practices;
- discuss issues and challenges of D&I and its management from personal and organizational perspectives, share experiences,
- find ideas and plan changes in participants' organizations.

2.1. Diversity management on the Journey of the Employee in the Organization

Introduction to the section

In this section participants will follow Employee Journey in the Organization from Diversity Management perspective. Participants analyse the challenges in each area as well as practical principles and means of D&I practical implementation.

Practical exercises and self-assessment tasks will help participants to experience the important issues, to practice tools, to discuss and look for solutions on how to make the management more D&I oriented.



The journey of the employee in the organization has its stages (from the decision to apply to the position in a particular organization to employment period to leaving organization) and different areas that are managed by HR function: Attraction and Employer brand, Recruitment and selection, Performance management, Training and development, Career management, Equal pay, Outplacement.

In each of these areas D&I has its manifestation and specific challenges. Bad management of D&I issues can have a major impact on Organizations reputation and ability to attract best employees.

Therefore the principles of guaranteed accessibility, equal opportunities, decisions

based on competence, qualification, objective performance criteria as well flexibility and adaptability should be involved in all the practices

2.1.1. Attraction of diverse workforce and its Inclusion. Employer Brand/Reputation

The aim of the unit is to provide trainees with information on the importance of the employer branding for the and attraction of potential employees from different diversity groups'. The biggest emphasis will be put on the elements of the Employer brand related to the diverse workforce and to the job ads, which are important part of the employer branding.

Theory: Employer branding

Tendencies of the Global market in the XXI century: mobility, globalization, pressure of the high need for the qualified workforce and high requirements from the employees to the employers created a context for the Diversity development. The necessity to be a Diversity open employer appears in the company's and organizations' reality.

Until the late twentieth century most people would have only associated the term 'brand' with consumer goods and services. The term is now used far more widely and it is common place for the term 'brand' to be used to describe virtually anything carrying a distinct identity, and the reputation, good or bad, associated with that identity. Strong employer brands increase an organisation's ability to attract, retain and engage people. They also support the organisation's ability to deliver a consistent customer brand experience.

Strong employer brand helps to reduce the costs associated with recruitment, staff turnover and sickness-absence. Improving employee engagement and commitment to your employer brand is strongly associated with higher levels of customer satisfaction.

Employer branding then is defined as a company's ability to differentiate and promote this identity to a defined group of candidates that they're interested in hiring.

Employer branding is process by which branding, marketing, communications and HR technics are applied to attract, engage and retain potential and existing employees. Employer brand management is a task that most HR functions should be capable of performing in close conjunction with their counterparts in Marketing and Communication. However, a number of organisations have found it useful to create a specific employer brand management role to coordinate these cross-functional efforts.

The entire process of building Employer brand take quite long time, so any effort, related to this, will make change in a year or longer. At the same time, it's important to know, that EB can be damaged very easily and fast. In times of social media message about any mistake can be spread very fast. To re-build lost Employer brand takes lots of time, efforts and money. So focus on the care of the reputation should be in a high priority of every manager of the organization.

Further we present Employer brand relationship ladder. This model helps to find important areas for possible improvement building Employer brand.

EMPLOYER BRAND RELATIONSHIP LADDER (Barrow, S., Mosley, R., 2005)

Name Recognition

How many people are likely to recognise the name of the organisation?

Awareness

People that recognise the name of the organisation, how many are likely to have a reasonably accurate idea of what the organisation does?

What is generally known about the organisation's products or services? What is generally known about the size, scope and success of the business?

What, if anything, is known about the organisation's employment record and practices?

Saliency

How many people in the target group would consider your organisation if they were seeking a new employer?

What are people's general perceptions of you as a potential employer?

To what extent is this answer based on general perceptions of the industry sector organisational type? Which other organisations would people include in their 'wish list' of employment preferences?

Trial

What are the leading reasons for making an application?

What impression of your organisation is given by your recruitment materials and activities? Your website? What, if anything, do people hear about your organisation when they ask around?

Brand experience

What are people's first impressions on joining the organisation?

To what extent does it meet with their expectations?

What are the most significant gaps between their image of the organisation before joining and their experience?

Retention and advocacy

How does people's image of the organisation change as they become more of an insider?

What would people tell potential recruits about the organisation?

Alumni

How do people describe the organisation to others once they have left?

To what extent do they remain active advocates?

Theory: Advertising

The way a company represents themselves in their ads can be crucial in the diversity of candidates who apply for the advertised vacancy. Job advertisement is very important part of the employer branding as it is probably the most frequently used method of attracting candidates. Employers should also consider how job adverts are worded, taking care to ensure that the language used does not imply that you are looking for a candidate from a particular background.

Tips for avoiding discrimination in job ads:

- Job description does not exclude anyone in application procedure on the grounds of sex, race, disability, age, sexual orientation and religion or belief;
- Requirements should link to the job description and give the skills, experience and knowledge a person needs to have to be able to do the job;
- Avoid mentioning preferable age in job description. Avoid other references to age such as asking for 'so many years' experience or „young and energetic team“ or other age related wording;
- Avoid gender coding, masculine wording;
- Encourage applicants from diverse groups;
- Be explicit about the job functions: 'needs to reach and bend to pick items from shelves' is better than 'needs to be physically fit', and 'needs to give clear information to clients by phone' is better than 'needs a good command of spoken English';
- In the advert include statement of commitment to diversity and equal opportunities in the organisation;
- State that you welcome applications from all sections of the community;
- Provide with a contact name and phone number for further information and enquiries;
- Expand the way you advertise to attract more people from minority groups;
- Ensure the spread of the information in diverse media channels to have a wide reach.

Examples of welcoming messages in the job ads

Swedbank. In each job advertisement Swedbank add a message about welcoming candidates from different groups: "As an employer we favour inclusion, support workforce diversity and are leading in gender equality. We welcome all applicants regardless of gender, ethnicity, religion or other conviction, age, gender identity or expression, sexual preference, or disability."

RIMI Lithuania encouraging candidates from different age groups:

Every second citizen of Lithuania has experienced age discrimination during job application. "Rimi" has launched the social experiment with a message that #AgeDoesNotMatter. We hope that our initiative will help to eradicate negative attitudes in society and inspire people to be have more confidence in employment, no matter what age they are. We want to encourage you and say that #AgeDoesNotMatter and we are waiting for you. Join Rimi!

DID YOU KNOW? (LinkedIn, 2017; JobVite)

- 50% of candidates won't consider working for a company with a bad employer brand, no matter how high the salary offer
- 80% of talent and HR managers around the world agree that a great brand makes it easier to recruit top talent
- 56% of professionals said that reputation was the most important factor to consider when contemplating a job offer
- 94% of people said they would apply for a job if the company actively manages their brand

Questions to provide insights into how people perceive the employer brand (Barrow, S., Mosley, R., 2005), and a rich and stimulating source of outputs for illustrating the key findings of the research.

Sunny Side Up

- *Best of:* What would you put in the advert to present the very best of what the organisation can offer?
- *Heroes:* Who would appear in the organisation's hall of fame and why?
- *Legend:* How would Disney tell the organisation's story if they made it into a film?
- *Greatest hits:* What records would you choose for a celebratory party album?
- *Perfect day:* Describe a perfect working day.
- The Shadow Side
- *Rough guide:* What don't they tell you at induction that you need to know to survive and prosper?
- *Villains:* Who are the black sheep of the organisation, and why?
- *Obituary:* What would be written on the organisation's tombstone if it went out of business in the next few years?
- *Hell:* What would be the key characteristics of a typically hellish day?

Tips for inclusive recruitment:

- Developing the position description and advertising

- Identify the inherent or essential requirements and core competencies of the job.
- Write or update the job description using inherent job requirements.
- Ensure the details of a suitable contact person are provided who is able to answer questions about the inherent requirements of the job.
- Ensure the job related requirements do not contain criteria or language that could be seen as discriminatory or excluding candidates from different backgrounds.
- Ensure job description and supporting information is available in alternative formats. Be familiar with your organisation's recruitment and selection policies and guidelines.
- Ensure the advertisement clearly articulates the inherent conditions for the position (salary, full time/part-time/casual, conditions of employment, flexibility, location).

2.1.2. Diversity hiring: Selection Criteria and Job Interview

In this section learners will understand what is diversity hiring and how to avoid discrimination at this stage.

Recruiters, personnel officers, and managers typically have little information on which to base their decisions to hire a particular job applicant. Resumes present some information about backgrounds and experiences but little about personal qualities. Even personal referrals may be misleading because the individuals who refer applicants invariably provide glowing testimonials. Recruiting conducted on college campuses typically consists of interviews that may last no more than 20 to 30 minutes. As screening devices, campus interviews allow organizations to reduce a large number of applicants to a select few who receive closer scrutiny. However, they lead to quickly formed impressions that present only blurred pictures of applicants.

Judgements about individuals based on very little data, as when organizations use interviews to make initial screening decisions, may be influenced by stereotypes and result in discrimination. Two kinds of discrimination may occur (Powell, 2011):

- treatment discrimination in how the interview is conducted and
- outcome discrimination in who get hired and at what salary.

What is Diversity hiring?

Diversity hiring is hiring based on merit with special care taken to ensure procedures are free from biases related to a candidate's age, race, gender, religion, sexual orientation, and other personal characteristics that are unrelated to their job performance.

Theory: Preparation for the interview

Interviewer has to consider if the time, place, accessibility and hiring methods are appropriate to all members of community.

Consider whether any adjustments need to be made to accommodate an interviewee who has indicated a disability on the application form – it is easy to overlook simple adjustments that may be reasonable to make:

- candidates with hearing impairment may not only need to be able to clearly see the interviewer as they are talking, but may need communication support if they are not to be placed at a disadvantage

- is there an alternative to steps for access to the building? Can the interview take place elsewhere, where access might be easier for someone with a physical disability?

Make sure all applicants have an equal opportunity to participate in their interview and explain why they are the best person for the job. Recruitment activities need to be expanded on platforms and channels that deliver candidates from various backgrounds.

Theory: Conducting interview

The interview is an important opportunity for applicants to talk about their suitability for the position and what they have to offer. Employers and recruitment professionals should carefully review and plan their interview process.

Ask all candidates the same set of common questions. This will help you to ensure you only seek relevant information from candidates about their skills and abilities, and how these relate to the genuine requirements of the job. When seeking further information, or asking supplementary questions to particular applicants, be mindful of questions that may be invasive or potentially discriminatory (The Disability Services Commission).

Standardize interview questions. Letting interviewers pick their questions can mean wildly different experiences for each candidate. Some may be interrogated, while others may end up in a friendly chat. If the candidate has something in common with the interviewer, the conversation may never leave their area of shared interest. In some cases, the candidate will be recommended based on the personal connection, and not their ability to do the job.

Ask all candidates the same questions about their ability to meet the inherent requirements and keep records of questions and answers.

Plan ahead, use a checklist for questions, and evaluate candidates in real time, as the interview progresses.

Memory plays tricks on us, she writes, and if managers wait to evaluate candidates, they'll remember the most vivid details instead of the most important ones.

Wording. Prepare interview questions, taking care to use inclusive language. Explain position requirements if requested.

Ask competency-based questions related to the inherent requirements of the job. Making the selection decision. Assess each applicant against the inherent requirements on the basis of merit. If an applicant has a disability, check whether they could meet the inherent requirements with the provision of reasonable adjustments.

Making the job offer. At the time of offering a job to the preferred applicant, ask them if they have any specific needs or requirements. If the successful applicant has previously declared a disability ask them if there are any adjustments or modifications that may be required (for example, assistive technology). Any necessary modifications including individual flexibility arrangements should ideally be agreed and carried out before the person commences work. Notifying others of the successful applicant's circumstances is only permitted where the person with a disability has provided written, signed confirmation that they are happy for disclosure to occur and with whom they are happy for this disclosure to be shared. Ensure that medical records and other information provided by the applicant remain confidential.

Tips for job interview practices to avoid discrimination and increase diversity:

- Conduct the interview in an environment that will allow candidates to give of their best. Arrange for there to be no interruptions, divert telephone calls, welcome the candidate(s), and show them cloakroom facilities, etc.
- To avoid prejudice or bias more than one person should carry out the sift. Review the process at the end of the sift to check points have been awarded on the evidence alone

- At interview do not ask questions of a personal nature, such as marital status, number of children, sexual orientation or gender identity
- Speak informally with candidates, avoid stress interviews
- Do not ask questions which are not related to work position, this can be basis to discrimination.
- Use assessment of skills of the candidate by giving practical tasks and evaluate them according to certain criteria. The same tasks for all the candidates will help to make less biased choice.
- If possible, let the candidate have a brief tour of the place of work. This is particularly useful in the case of people new to the job market or long term unemployed, who may have little or no experience of what to expect in a workplace.
- When possible offer additional opportunity to assess the candidate's interaction with possible colleagues

Examples (Australian Human Rights Commission, 2015)

Example of discriminatory interview questions. Cheryl attends an interview for a position in fashion retail. The interview panel engages in small talk with Cheryl at the start of the interview and one panel member asks Cheryl if she has any children. Cheryl says that she has two young children. If the employer relies on this information in deciding not to offer her the job, Cheryl could make a complaint of discrimination based on her parental status.

Example of seeking relevant information in a non-discriminatory way. You are interviewing candidates for a position that will require interstate travel. In this situation, you can ask applicants whether they will be able to perform the genuine job requirements – including interstate travel – without asking them potentially discriminatory questions about their family responsibilities or making assumptions about their childcare arrangements.

Example of discrimination at an interview. Richard is invited to attend an interview for a role working on a ship. It is a position for which he already has employment experience. On the phone, he asks if there are many stairs at the interview premises as he has slight mobility problems due to a muscular disorder. The person on the phone advises him that there are a few stairs and then goes on to say that there is probably no point interviewing him. Richard says he will be fine if there are only a few stairs.

Richard arrives at his interview the next day and has trouble entering the venue. Arrangements are made for him to attend the interview the next day at a different venue. At the interview, the person interviewing Richard doesn't bring any notes and then goes on to speak on his mobile phone. Richard feels the company is simply going through the motions of conducting the interview and is not seriously considering him as a candidate. When he is unsuccessful in his application for the job, Richard makes a complaint of disability discrimination. He has worked well previously in a similar job and feels he would be a strong candidate for the role.

2.1.3. Inclusive Employee Performance Management: Training, Career planning, Equal Pay

Some organizations rely on a broader set of programs and initiatives including employee participation, communication strategies and community relations, which emphasize the removal of barriers that block employees from using the full range of their skills and competencies in organizations. As such, some organizations espouse a focus on inclusion in the management of diversity. However, in relation to this Program goals we will elaborate more on key diversity in performance management strategies:

- strategic approach
- performance appraisal
- education and training
- work-life balance
- career development
- equal pay

Strategic approach

Managing diversity involves empowering or enabling employees. Managing diversity prescribes approaches that are philosophically broad enough to encompass all dimensions of diversity. Managing diversity also emphasizes managerial skills and policies needed to optimize and emphasize every employee's contribution to the organizational goals (Henderson, 1994; Thomas, 1992).

"Diversity" or "Inclusion" identified as a core value for the organization in the appropriate documents. Management reporting systems track, and allow leadership to set goals as appropriate, for "representation" for board membership, at the senior officials' level, managers, and supervisors level, and across business units so that the organization's employees and volunteers (especially in leadership positions) 'look like' the membership, (desired) customer base, or general population. A diversity orientation is provided for new employees and follow-up sessions are offered for all staff, as appropriate, to address the organization's policies and procedures related to valuing and leveraging diversity to accomplish the organization's mission and achieve its vision (ALL employees are expected to attend and participate; leaders model this expectation by attending meetings).

Performance appraisal

Performance appraisal is very sensitive area of HR and manager-employee relations. The decisions on training, career advancement, duties assigned and pay could be the result of performance appraisal. It is also the experience with makes an impact on employee's self-confidence and motivation.

Standardized procedure, appraisal interview questions, lists of competencies, clearly defined goals and expected results as well as ways of monitoring are usually defined in performance management systems/procedures. Still – in everyday communication and in appraisal interviews the personal subjectivity takes place. For implementing D&I strategy in performance appraisal system recommended approach would be to have clear procedure and measures and to monitor the experience of both managers and employees by asking to give the feedback on performance appraisal procedures.

Education and Training

Education and training is very important for such areas as awareness building, skill building, helping employees understand the need for and meaning of managing and valuing diversity, educating employees on specific cultural differences and how to respond to differences in the workplace, providing the skills necessary for working in diverse work teams, improving employee understanding of the cultural mix within the organization, and assisting employees in learning about, the culture and the community the organization is serving. Diversity training can be integrated in to other training programs such as supervisory skills, performance management, communication skills, and management development.

Diversity training and education is a crucial component to the overall diversity strategy. Diversity education and training can be seen as a way to improve employee, management, vendor, and customer relations. In addition, diversity training is only one part of an organization's comprehensive diversity strategy and should not be utilized alone. In isolation, diversity training is not likely to have a major impact; but as part of an overall strategy, it can help move an organization forward by helping to maximize the potential of all employees.

Examples of diversity training initiatives/ practices (Ministry of the Interior, 2009)

- Equality surveys
- Diversity awareness training for managers and employees
- Diversity skill training for managers and employees
- Valuing diversity training for managers and employees
- Diversity training senior management
- Integrate diversity into other training
- Diverse team training
- Cultural training
- Required diversity core training for managers
- Diversity integrated into executive core training
- Partnering with in-house trainer/external consultant
- Sexual harassment training
- Simulation diversity training
- Diversity training conferences
- Train-the-trainer diversity training
- Consulting pairs
- Interpersonal/communication skill building
- Non-harassment training

Work-life balance

It is important to ensure diverse needs and lifestyles of the employees through flexible work arrangements. Organizational accommodations make it easier for organisations to hire and retain both men and women, because they lessen the stress of balancing the demands of work and home.

Work-life balance programs are an important way of retaining capable, dedicated employees who may otherwise leave due to family responsibilities. Some of the advantages for companies who provide flexible work arrangements to employees include lower turnover and absenteeism rates, greater job commitment and satisfaction, and improved productivity.

Examples of work-life balance initiatives (Ministry of the Interior, 2009)

- Equal treatment of different forms of family and care relationships
- Flexible work time
- Telecommuting
- Childcare centre
- Childcare resource and referral services
- Relocation assistance
- Child adoption support
- Job sharing
- Family care leave assistance
- Part-time work assignments
- Working at home
- Reimbursement for dependent care
- Fitness and wellness programs
- Elder care referral services

Career development

Promotion opportunities should be advertised to all staff. Do not presume the employee's ability to attend qualification training or re-training according to their age, gender, age or other identity features.

There are two significant objectives of the career development this initiatives: one was to ensure that high potential diverse candidates are provided with opportunities for development, and the second is to get more representation of diversity into senior level management ranks.

Some corporations have employee networks or support groups. These employee networks or support groups provide a supportive forum in which career guidance information is exchanged and members

share common experiences and concerns and become resources to each other. These networks may consist of groups of women, people with disabilities, African Americans, Hispanics, and Asian Americans and sometimes evolve into advocacy groups that negotiate with senior management on career development and other business issues.

Some organisations established mentoring/coaching programs, the focus of which is to assist people from diverse groups (mostly women and people of colour) in their career development by providing them with someone who could share their expertise with them; give them feedback about their abilities, their performance, and their career options; suggest strategies for advancing in their careers; and provide them with personal support and encouragement. Effective career development and planning programs create a work environment that is fair and equitable and provide development opportunities for all employees throughout the organization.

Examples of Career Development and Planning Diversity Initiatives

- Employee networks or support groups
- Mentoring/coaching
- Development planning to enhance employees' skills and behaviours
- Succession planning
- Minority college relations to identify diverse employees
- Career planning orientations that deal with diversity issues
- Developmental assignments
- Individual development plans
- Career counselling
- Career development seminars
- Feedback from employees on the content, utility, fairness of the career management process for a diverse workforce
- Supervisory training in career planning including diversity content

Equal pay

Fair pay and working conditions for everybody. It also involves the decision about duties assigned (and paid for) based on skills and expertise. Transparent communication about pay system and specific decisions is recommended.

2.1.4. D&I and Work Environment/ How to create inclusive Work Environment

To build a more inclusive workplace, it is important to understand the unconscious biases, recognize them as well as overcoming those. When implementing successful D&I policies it is important to create an inclusive environment which builds a safe and respectful workplace.

Inclusive environment means

Well-being and improving working conditions for everybody, using certain aids to improve conditions to different groups.

Occupational safety including instructions on how to tackle discrimination or harassment, e.g.

Example of procedure on handling intimidating or threatening behavior

1. Ignore it.

If it continues, then ...

2. Respond to it in a lighthearted way, as if it's not having any effect.

If it continues, then ...

3. Confront the perpetrator with a direct challenge.

If it still continues, then ...

4. Document comments and behaviors with date, time, place and event - so that when the pressure becomes too much you can ...
5. Present the evidence to the boss or personnel department and ask for action to be taken.

Transparent communication, more openness and trust, better opportunities to employees to have say in issues that affect everyone (cooperation/coordination groups)

Inclusive workplace examples:

- Active participation of senior leadership at various events important to certain diversity groups;
- Establishing the employment recourse groups which allows building closer ties between employees representing diversity groups as well as those supporting the principles of diversity and inclusion;
- Implementation of the regular diversity training programs which are covering all the employees and are not targeted to any one specific;
- Create and participate in the activities for various diversity groups by consulting with relevant employees;
- Avoid personal unconscious bias to build events, activities, groups.

2.1.5. Diversity Management on Labour Relations Cancellation stage: Exit Interview, Outplacement support

Exit Interviews - Schemes and Models

Harvard Business Reviews Guide (Spain, E. Groysberg, B., 2016)

Harvard Business Reviews has published an excellent article on how to make an exit interview count. Please, take a look [here](#).

Outplacement Support - Schemes and Models

Lee Hecht Harrison company developed an evolution of the traditional outplacement model as to better connect transitioning employees to available jobs, putting greater focus on talent acquisition, diversity and inclusion. Results include access to 60% more jobs, reduced time to placement by 65%, assistance of 80% of transitioning candidates to negotiate equal or better salaries. It delivers a CV and LinkedIn profile and it works with acquisition teams to identify positions before they're advertised, thus promoting employees directly to potential employers who need them. Their services include personalized programs for the support of various career paths: entrepreneurship, consulting, freelance and contract roles, portfolio careers and active retirement. For more information watch this [video](#).

Interesting Fact!

In popular culture, the movie *Up in the Air*, (2009) starring George Clooney, gives an example of a corporate 'downsizer', who travels the world to dismiss employees on behalf of organizations, which did not wish to act on it themselves. Unfortunately, the role has been misleadingly confused with the role of an outplacement consultant, who is instead focused on delivering benefits to employees than 'downsizing' them.

Interesting Fact!

In 2009, the Wall Street Journal reported that U.S. corporations were dissatisfied with the quality of outplacement services they received: “As demand rises in the \$4 billion-a-year outplacement business, providers increasingly offer standardized services, which some workers say offer little value. Businesses anxious to shed former employees quickly and cheaply impose time limits that hamper effectiveness. Few employers track whether outplacement works”.

As an organization you have great responsibility to your personnel. Also, an HR professional, joins the industry to positively impact the people who works with – and represent them accordingly. Applying these best practices in outplacement support will make the process truly effective. Crispin, E. (2014) shares Five ways to get outplacement right for employees, to read click [here](#).

2.2. Sustainable Diverse and Inclusive Culture in the Organization

Introduction to the section

In this section participants will analyze fundamental issues of building sustainable D&I organization. Topics or organization types, values, KPI's for evaluating D&I situation and managerial competencies needed for building and maintaining D&I culture will be discussed.

Practical exercises and self-assessment tasks enable participants to examine those issues and look for the ideas of developing D&I culture in their organizations.

2.2.1. Diversity and Inclusion friendly culture in organization

Finally, organizations benefit when they promote inclusion of employees from all groups in the organizational culture. The focus of promoting inclusion is on the nature or quality of work relationships between employees who belong to different groups. There are no laws that say that organizations ought to provide a work environment in which members of all groups feel comfortable and accepted. Organizations may engage in this kind of action if they see some advantage to doing so.

Taking steps to promote diversity, but ignoring the need for inclusion, may limit an organization's ability to reap the full benefits of a diverse workforce. Although increased employee diversity may enhance organizational performance, it also poses potential problems. It is easier to maintain a sense of cohesiveness in homogeneous organizations than in diverse organizations. People tend to be more attracted to and feel more comfortable in social settings in which they interact primarily with people like themselves. Thus, diversity may be a double-edged sword, increasing decision-making creativity and the congruence of the organization with the marketplace but decreasing employees satisfaction with being a member of the organization. Unless the potential problems associated with diversity are addressed, its potential benefits may not be fully realized. The organization's diversity culture, as demonstrated by how it deals with group differences, influences the extent to which these problems appear.

Three types of diversity cultures have been identified (Powell, 2011):

Monolithic organizations are characterized by a large majority of employees from one group (e.g., White men), especially in the managerial ranks. Differences between majority and minority group members are resolved by the process of assimilation, whereby minority group employees are expected to adopt the norms and values of the majority group to survive in the organization. Such organizations are characterized by low levels of intergroup conflict because there are few members of minority groups and these members have outwardly adopted, if not inwardly embraced, the majority's norms and values. Changes in workforce demographics have led to a reduction in the number of monolithic organizations with White male majorities. The diversity culture of monolithic organizations conveys a

straightforward message to employees and potential job applicants: We do not particularly welcome diversity.

Plural organizations have a more heterogeneous workforce than do monolithic organizations, primarily because they have taken steps to promote diversity. These steps may include hiring and promotion policies that stress recruitment and advancement of members of minority groups and managerial training on equal opportunity issues. Plural organizations focus on the numbers of majority versus minority group members in different jobs and levels, not on the quality of work relationships between members of different groups. The primary approach to resolving cultural differences in plural organizations is assimilation, just as for monolithic organizations. Intergroup conflict is high in plural organizations if members of the majority group resent practices used to boost minority group membership. Even though overt discrimination may have been banished, prejudice is still likely in plural organizations. The diversity culture of plural organizations conveys a mixed message: We promote diversity, but we expect employees from minority groups to fit in with the majority group.

D&I (multicultural) organizations do more than promote diversity; they also promote a culture of inclusion. They respond to cultural differences by encouraging members of different groups to respect the norms and values of other groups, in contrast to the assimilation required by monolithic and plural organizations. Multicultural organizations attempt to bring about qualitative changes in their work environments through increased appreciation of the range of skills and values that dissimilar employees offer and increased use of teams that include members culturally distinct from the dominant group. The goal is to create a culture in which employees from all groups feel comfortable and appreciated and are given a chance to make meaningful contributions. In an inclusive culture, the knowledge, skills, insights, and experiences of employees from different groups are regarded as valuable resources that the organization may use to advance its mission. Intergroup conflict in multicultural organizations is low due to the absence of prejudice and discrimination accompanied by the appreciation of individuals from different groups. The diversity culture of multicultural organizations conveys a consistent message: We welcome members of all groups as full participants in our organizational culture, and we strive to take full advantage of what they have to offer.

2.2.2. KPI's for monitoring of Diverse and Inclusive Culture development in Organization

Inclusion has to be understood as very different from diversity because simply having a wide roster of demographic characteristics won't make a difference to an organization's bottom line unless the people who fall into any one demographic feel welcomed.

In the context of the workplace, diversity equals representation. Without inclusion, however, the crucial connections that attract diverse talent, encourage their participation, foster innovation, and lead to business growth won't happen.

Inclusion refers to a cultural and environmental feeling of belonging. It can be assessed as the extent to which employees are valued, respected, accepted and encouraged to fully participate in the organization (Johansson, 2017).

Problems of conventional measurements:

- Quotas are hard to fill;
- Numbers don't give the full story. Even if you have a handful of board members representing minority groups, it means nothing if they aren't taken as seriously by the rest of the team;
- Goals are set and measured by those in power. With white men representing 72% of the leadership at Fortune 500 companies, there's a shocking shortage of diversity programs that have been created, designed, or led by the people who need them the most (Jones, 2017).

There are two basic forms of measurement:

- Quantitative: takes a variety of numbers, such as percentages, proportions, head count, ratios, volume, etc.
- Qualitative: takes quality of your decisions, plans, efforts and success of your organization.

Metrics are a necessary element that validate and measure how your diversity strategy is contributing to your organization's competitive advantage.

Metrics, are usually developed internally and include numbers related to your workforce diversity as well your doing business with diverse and minority businesses. They also include the dollars spent, and documentation of diversity activities and training.

To determine diversity's ROI, metrics should be aligned with key organizational values and goals. This can be accomplished by asking:

- What do you want diversity to help you achieve?
- What do you need to implement?
- How can you measure it?

Edward E. Hubbard suggests the purposes and goals of undertaking any measurement strategy are to:

- Determine if the diversity initiative is accomplishing its objectives;
- Identify the strengths and weaknesses in the diversity initiative;
- Determine the cost/benefit ratio of the diversity initiative;
- Identify who benefits the most and least from the diversity initiative;
- Gather data to assist in pursuing future initiatives.

Equality planning guide by Finish Ministry of the Interior suggests the structure of plan with assessment indicators:

- **Introduction.** Why has the plan been produced? What grounds of discrimination does the plan apply to? What benefit will the plan have? How does it relate to the other functions and activities of organization?
- **Description of planning process.** How and what sort of plan was drawn up? Who contributed? Where representatives from different groups involved?
- **Survey of the situation.** How was quality evaluated? Was information on all grounds of discrimination available? What functions to promote equality already exist? In what areas issues of equality are important? What sort of areas for development emerged? What impact has previous plan had?
- **Measures.** What sort of measures are to be taken? What sort of means for identifying and tackling discrimination will be developed? How will the work will be financed?
- **Assessment.** What is the timetable for assessing impact? What indicators will be used? What other sort of monitoring/follow-up methods will be employed? (surveys, statistics) Who will be responsible for assessment?

According to Balter, R., et.all. (2014) additional metric considerations should include:

Representation Metrics	Compare representation of monitored groups to an identified internal or external benchmark
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Recruitment Metrics	Compare representation of monitored groups in the applicant pool to an identified benchmark
Staffing/Placement Metrics	Compare representation of monitored groups hired or placed to an identified benchmark
Transaction Metrics	Are monitored groups being retained, advanced, etc. at “expected” rates relative to benchmark?
Training Metrics	Evaluate penetration of diversity-related training, general training participation rates, and demographics of talent pipeline
Workplace Climate Metrics	Use in trend analysis or comparison of organizational units to broader company benchmark

An organization’s diversity and inclusion metrics should serve three purposes, which will be elaborated in more depth below with examples (Meaningfull Metrics for D&I, Culture Plus Consulting):

1. diagnose risk areas and opportunities,
2. track the progress of initiatives,
3. calculate return on investment.

1. Metrics for diagnosis

(Meaningfull Metrics for D&I)

Metrics that help organizations to identify bias blind spots

Representation

Description: Percentage of employees from monitored groups compared with company, labor market or industry benchmarks.

Strength: Useful for identifying groups that are underrepresented in the organization usually as a result of conscious or unconscious prejudice, stereotypes, or discrimination across the employee life-cycle.

Weakness: Organization-wide representation measures can obscure biases related to function, role or department. For example, an employer may achieve gender balance in representation overall, however, closer analysis reveals that men dominate higher-paid technical specialist, revenue-generation, and leadership roles, whereas women occupy lower-paid administrative, support, and individual contributor roles.

Improvement: True diversity is only achieved by segmenting the workforce to ensure it is representative at all levels and all functions. For example, measuring gender diversity for software engineering roles or leadership positions offers greater insight into risk areas and opportunities. Where possible, an analysis should also be performed at the level of intact teams because it is only when work teams are diverse, that an organization is truly positioned to leverage diversity of thought and background. When rank is not indicative of management responsibility (for example, rank reflects technical expertise as well as management responsibility), organizations may measure the number of people reporting to members of monitored groups because it offers a more accurate measure of leadership representation than representation by rank.

Retention

Description: Comparing average tenure for employees from monitored groups to average tenure across the workforce or average tenure of members of the dominant group.

Strength: Useful for identifying groups that may be less satisfied with their workplace and less committed to the organization as well as groups that are more likely to have their employment terminated.

Weakness: Although useful for highlighting which groups of employees leave the organization sooner than others, measures of retention, per se, do not provide information regarding the reasons why some groups of people leave before others.

Improvements: Segmenting attrition data into voluntary and involuntary is useful for identifying whether monitored groups are more likely to self-select or be pushed out of an organization. Reasons for voluntary attrition should be tapped and recorded through exit interviews and supplemented with information gathered from engagement surveys and focus groups. Involuntary attrition that is overrepresented in a monitored group is indicative of conscious or unconscious bias and should be investigated.

Recruitment

Description: Comparing the number of applicants for open positions from monitored groups against the potential pool of applicants from monitored groups or labor market representation.

Strength: Useful for identifying barriers to entry for different groups, pipeline issues, and narrow or biased recruitment efforts.

Weakness: Does not provide information on why some groups of individuals compared with others are more likely to apply for open positions.

Improvements: Reasons for weakness in applicant diversity should be gathered from employee focus groups, review of job advertisements (bias detection software may be useful), surveys that assess quality of employer brand, and analysis of recruitment strategies for bias (e.g. tap-on-the-shoulder, employee referral programs, graduate internships limited to only some universities).

Selection

Description: Tracking appointments of individuals from monitored groups compared with appointments of applicants who are not members of a monitored group.

Strength: Useful for identifying bias in assessment and selection.

Promotion

Description: Tracking promotions awarded to individuals from monitored groups compared with promotions awarded to individuals who are not members of a monitored group.

Strength: Useful for identifying bias in assessment and selection.

Weakness: Does not indicate whether members of monitored groups are self-selecting out of promotion opportunities. For example, studies have shown that women are less likely than men to put their hand up for a promotion. Also, does not track whether members of monitored groups are being developed or promoted at the same rate as non-monitored individuals.

Improvements: Track promotion applications from members of monitored groups compared with promotion applications from individuals who are not members of a monitored group. Track the time it takes for members of monitored groups to progress compared with non-monitored individuals. A difference may be indicative of a performance vs. potential bias that favors members of the dominant group. Track and compare development opportunities offered to members of monitored groups and compare with development opportunities offered to individuals who are not members of a monitored group (refer below).

Development

Description: Tracking lateral moves, appointments to acting roles, training and other learning and development participation, and other stretch assignment opportunities by identity group.

Strength: Useful for identifying bias in development.

Pay and benefits

Description: Compare financial and non-financial rewards earned by individuals from monitored groups to financial and non-financial rewards earned by individuals who are not members of a monitored group.

Strength: Useful for identifying bias in compensation and reward schemes.

Weakness: Like-for-like pay equality (equal pay for an equal role) obscures inequality in opportunity.

Improvements: Analyze pay and rewards across rank and function. For example, do men, on average, earn more at your organization (or department or workgroup) than women earn, over average? If the answer is yes, there is a bias against women in your organization, even if on a role-for-role basis, women earn the same as men.

Employee engagement

Description: Compare employee engagement scores for individuals from monitored groups with scores reported by individuals who are not members of a monitored group.

Strength: Useful for identifying whether certain groups of employees are experiencing lower levels of satisfaction and engagement compared with others. A noticeable difference in engagement scores among different identity groups can be indicative of biased mindsets and practices that favor one group of employees over others.

Weakness: Existing engagement surveys may not include specific questions relating to diversity and inclusion. Also, existing surveys may not record diversity dimensions, and so comparisons across identity groups are not possible. Further, disengaged employees may not complete the survey, skewing the results.

Improvement: Solicit voluntarily disclose by respondents of identity, such as race, culture, sexual orientation, gender, age, parental status. Supplement existing survey items with questions that specifically tap diversity and inclusion concerns. These questions may be incorporated into existing engagement surveys or constitute a separate 'Inclusion Survey' or 'Inclusion Index'. For example;

- "Employees are valued for their differences and their unique contributions."
- "Employees can voice their opinions without fear of retribution or rejection."
- "People are rewarded fairly according to their job performance and accomplishments."
- "I have confidence in my company's grievance procedures."

Because of the risk of non-completion by employees who are not-engaged, findings must be supplemented with exit-interviews.

Employer brand

Description: Compare the quality and strength of your employer brand among different identity groups.

Strength: Helpful for identifying recruitment barriers.

Grievances and lawsuits

Description: Track internal and external grievances, complaints, and law-suits by identity group.

Strength: Helpful for identifying which groups are more likely to be targets of prejudice, discrimination, and harassment.

Customer diversity, experience, and loyalty

Description: Compare customer diversity to internal, industry or market benchmarks. Track customer experience and loyalty by diversity dimension.

Strength: Helpful for identifying consumer segments are not being served by your business and groups that are experiencing sub-optimal, prejudiced or discriminatory service.

2) Metrics for tracking progress

The metrics above help organizations to identify risk areas and prioritize initiatives. Once implemented, organizations must track the progress of their efforts. Regularly measuring progress enables an organization to assess whether it is headed in the right direction towards the achievement of its goals. Measuring program success might include tracking improvements in the measures listed above, with the diagnosis measurement acting as a baseline. Other metrics used to track progress include membership of employee resources groups, participation rates in formal mentoring programs or sponsorship schemes, participation rates in diversity and inclusion training programs, diversity awards, positive press.

3) Metrics for measuring return on investment

If your organization is endorsing diversity and inclusion for the purposes of improving its performance, whether financial or non-financial, it's important that you have metrics in place to track how successful your efforts are in achieving those goals. Return on investment metrics translate soft skills into hard returns that align with business goals and the concerns of leaders.

Your choice of ROI measure depends on the ultimate goal of your organization's diversity and inclusion efforts. The focus here is on linking your diversity and inclusion to performance measures, which are often (but not always) quantified as the financial benefit to the bottom line. For example, if an organization is seeking to leverage diversity for increased innovation, relevant return on investment metrics are the number of patents or examples of process or service innovation. Those metrics can be further strengthened by quantifying the dollar value of increased innovation, for example, how much revenue was generated by new products or services? For organizations seeking market growth from their diversity efforts, market share and revenue are relevant for measuring return on investment. Organizations that are focused on diversity and inclusion as a talent retention strategy should translate the results of their effort on retention into cost savings. When inclusion efforts are undertaken to improve engagement, it is useful to show how increases in engagement scores translate to increased productivity by measuring output per employee or profit per employee.

2.2.3. Values and Competences needed within the Organization to build D&I Culture

Based on study of more than 200 organizations and review of existing academic research, Gallup research identified requirements for creating inclusive environments.

Respect

Employees are treated with respect. A culture of inclusiveness is rooted in respect. Employees must be treated with and treat others with civility and decency. Gallup finds that respect most highly correlates with discrimination and harassment reports -- 90% of those who say they are not treated with respect report at least one of 35 different discrimination or harassment experiences at work. Just knowing that respect is a company requirement encourages workers to speak up and share new ideas.

Openness and Transparency

Clear and open procedures and information helps a lot to minimize miscommunication, bias, unconscious worries etc. Makes different voices heard.

When asked to evaluate a company's culture of inclusiveness, Gallup always analyzes levels of trust in the organization. We ask if the organization is fair to all employees, if supervisors create a trusting and open environment, and if workers are confident leaders will do the right thing if discrimination concerns are raised. Perceived bias in hiring, assigning work, evaluating compensation and making

promotions can instantly erase an employee's belief that the company is genuinely committed to diversity. And that goes for all workers, whether in the minority or not.

Valued Individuals

Employees are valued for their strengths. Effective collaboration, productivity and profitability are, of course, why companies incorporate CliftonStrengths development as a strategy. Though it may seem an unlikely pairing, using CliftonStrengths can help your organization create a culture of inclusion.

One Gallup study found that people who had received strengths coaching showed substantially higher improvement in perceived inclusiveness.

Encouraging Personal Responsibility

Writer Kim Elsesser presents the ideas of Columbia Business School Professor Hitendra Wadhva:

- It Is Not About Helping Organization, It Is About Helping Yourself. We do good not for HR who initiated D&I project, we help each other to reach our full potential at work.
- Focus On An Inner View – we are all more similar than different, look at our shared humanity.
- Don't Wait For The Draining Out The Swamp, Become A Lotus. Small personal changes affect those near you. Sometimes it is more powerful than expensive corporate programs.

Leaders Do What Is Right

As noted, one of the reasons companies have diversity policies to begin with is simply because it's the right thing to do. That's good. But for that diversity strategy to promote a culture of inclusion too, leaders have to make their values and intentions clear. Leaders must intentionally create an environment where employees feel they can safely express themselves and where specific concerns can be raised with transparency and confidence.

Managers Competencies

Three essential principles for managers to build inclusive workplaces by Michelle Kim (CEO at Awaken):

- See people, not just workers. We bring our undivided selves to work. When leaders take time to see the individuals, employees will give their best. Ask questions, show interest, support individuals. For example, find out what religious and cultural days and holidays are significant to your employees from different backgrounds, and offer them time off.
- Lead through tension. The organization and people exist in context. Outer events might affect the employees. Whether it touches race, religion, sexuality etc. key for managers is to check in with their teams, make a formal company statement, create safe space for discussion and ask for support. For example, after the act of violence on a specific community, gather team, ask if anyone needs time off, remind that everybody is invited to talk.
- Use your power to level the playing field. People look at leaders to set norms. Therefore: interrupt harmful language or behavior in the moment, noting your own. Speak up. Listen to and amplify underrepresented voices. Give credit where credit is due. Delegate work equitably and thoroughly – give everyone chance to shine. Question and challenge norms established by and for privileged groups.

The mistake that is commonly made across all industries is that organizations are leaving it up to HR to foster inclusive environments. D&I is not an HR strategy, it's a strategy that includes everyone, most specifically an organization's leadership. When CEOs delegate the "inclusion project" to someone else, they set themselves up for failure because the modelling of inclusion must necessarily start at the top. If the company preaches inclusion, its key figures and managers must walk the talk.

That being said, *every individual in the organization is responsible for inclusion*. While it might start at the top, it's the job of the frontline managers to nurture it within their teams and ensure that it is lived by every member of the organization. Inclusion is not a job for leadership, it's a job that starts with leadership.

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STRATEGIC THINKING ON DIVERSITY MANAGEMENT AND INCLUSION AT THE WORKPLACE



Co-funded by the
Erasmus+ Programme
of the European Union

This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.
Project Number: 2017-1-LT01-KA202-035236