

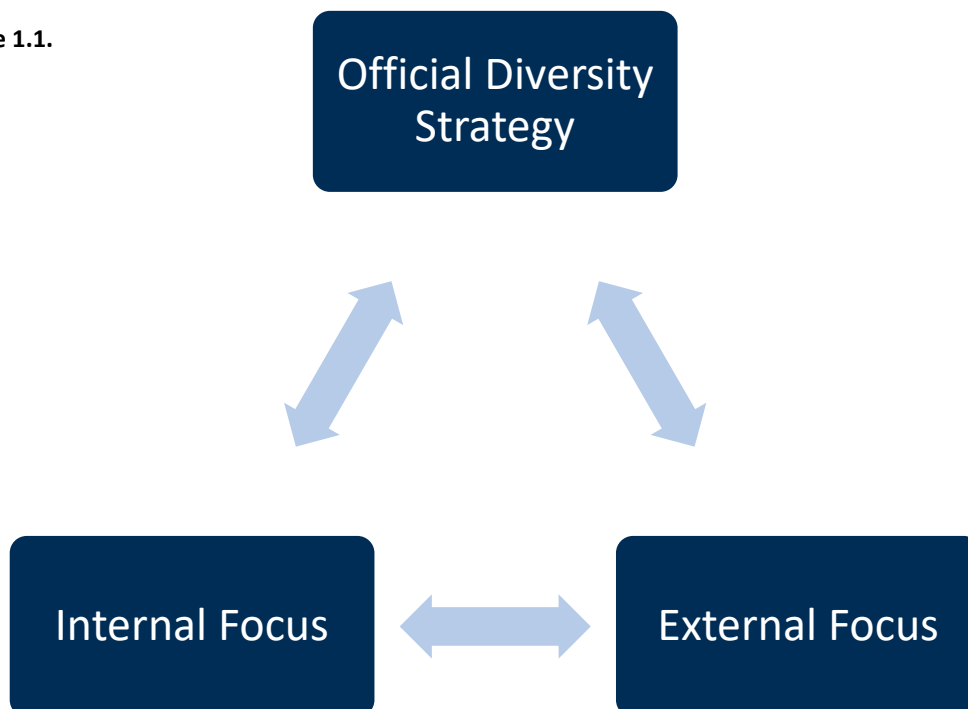


# Proposed recommendations: How can the organisation improve its diversity strategy?

In this tool we have collected a number of diversity initiatives, that you can use as an inspiration when doing your own recommendations in the Diversity Assessment report. The suggestions are based on both basic and more advanced diversity initiatives found in organisations that are considered frontrunners on diversity management.

The official diversity strategy, the external focus (Diversity Image) and internal focus (Diversity Management) on diversity can be seen as part of a cycle (figure 1.1.), where all three diversity areas are connected and affect each other. Therefore, if you recommend specific diversity initiatives within one area, make sure that you are aware of how this influences the other diversity areas, so relevant adjustments can be made and supporting initiatives implemented.

Figure 1.1.



## Suggested recommendation

In the following diversity initiatives can be used as an inspiration, when writing the Diversity Assessment Report and giving you own recommendation to next step diversity initiatives. The list is far from exhaustive, so you should not let your self be limited by it.

## Official Diversity Strategy

### 1. APPOINT A DIVERSITY MANAGER OG AMBASSADOR

The Diversity Manager og Ambassador is responsible for making the diversity strategy known to all employees and departments within the organisation, as well as external stakeholders.

### 2. WRITE A DIVERSITY STRATEGY

If the organisation does not already have a clearly defined diversity strategy, this is a good place to start. Describe *why* the organisation values diversity among managers and employees, *how* the organisation and the customers benefit from diversity and *what* the organisation does or aims to do regarding the promotion of diversity. Ensure that the diversity strategy fits the business strategy and vision of the organisation.

### 3. UPDATE THE EXISTING DIVERSITY STRATEGY

If the organisation already has an official diversity strategy, you should ensure that the diversity strategy is clear and precise, and that it is up to date with the current situation as well as present goals for diversity.

## External Focus: Diversity image

### 1. SHOW DIVERSITY AND TELL THE GOOD STORIES

Website, marketing campaigns, newsletters etc. should *show* diversity by using pictures of employees with different ethnic backgrounds, gender, etc. and *tell* about diversity through case stories, newsletter articles, etc. In other words, include diversity in the communication strategy.

### 2. MENTION DIVERSITY IN JOB ADVERTISEMENTS

This may help your organisation in attracting an even more diverse field of competent candidates for open positions. You may write a small statement at the end of every job add telling why your organisation values diversity or mention diversity in your description of the workplace.

### 3. BECOME ACTIVELY INVOLVED IN DIVERSITY NETWORKS

This could e.g. be the local/national Diversity Charter, where others who are working with diversity can bring inspiration to the organisation. If there are no diversity charter networks in your area, take initiative to establish one<sup>1</sup>.

## Internal Focus: Diversity Management

### 1. SHOW DIVERSITY AND TELL THE GOOD STORIES

Think *inclusion* and *representation*; job satisfaction will increase when all employees can identify with the image of the organisation and feel included. The organisation could e.g. make an internal campaign promoting diversity among employees, using different employees as cases.

### 2. INCLUDE DIVERSITY IN SURVEYS ON EMPLOYEE SATISFACTION

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<sup>1</sup> We suggest that you contact the EU Diversity Charters through their website ([http://ec.europa.eu/justice/discrimination/diversity/charters/index\\_en.htm](http://ec.europa.eu/justice/discrimination/diversity/charters/index_en.htm)) and become part of an international network.

When conducting surveys on employee satisfaction, be sure to ask the employees about whether they feel included and valued for their unique competences.

**3. ENSURE EQUAL CAREER OPPORTUNITIES FOR ALL EMPLOYEES**

Clearly state career opportunities and promotion ladders within the organisation on internal websites, employee handbooks, etc.

**4. STAFF STATISTICS AND GOALS FOR STAFF COMPOSITION**

If not already available, collect data on diversity within the organisation's management, departments and teams, and set both short-term and long-term goals for staff composition.

**5. APPLY THE 70% RULE**

When recruiting, the organization might try to have the *70% rule* in mind. In this way, the organisation constantly reflects on the staff composition and discusses the balance between personal and professional competences, hereunder what diversity adds to e.g. creativity and innovation within teams.

**6. MENTORING PROGRAMS / INTERDISCIPLINARY BUDDIES**

To make sure that difference people in the organisation meet and you can implement internal mentoring programs matching new employees with senior colleagues or management representatives. You could also work with *buddy* programs pairing people from different sections or team with each other, e. g. for a one hour meeting once a month where work related topics and issues can be discussed.

**7. COMPARE STAFF COMPOSITION WITH THE SURROUNDING GEOGRAPHICAL AREA**

Try to make the staff composition correspond with the demographics of your local area in terms of ethnicity etc.

**8. TELL EMPLOYEES HOW THEY WILL BENEFIT**

Studies have shown that diverse teams are up to 5% more efficient than non-diverse; make sure that the entire organisation remembers this by explaining what the different teams gain through this 5% increase. This could be more time for supplementary training and courses, project development, or employee excursions, teambuilding, etc.

**9. MAKE DIVERSITY EVENTS AND SEMINARS**

Place diversity on the agenda of both managers and employees in different ways. This could e.g. be at seminars, during "Diversity Days" where the organisation celebrates diversity, at internal events, etc.

**10. DIVERSITY IS MORE THAN ETHNICITY**

Remember that diversity is a term that not only refers to ethnic background, but also to disability, gender, sexuality, age, educational level, etc.

**11. CELEBRATE UNIQUENESS**

Another way to celebrate diversity is to celebrate uniqueness. This could be through events and seminars promoting individuality and uniqueness, showing the employees how they can put their specific competences into action.

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*Remember that the diversity strategy and its activities should make sense to the organization and its stakeholders at all times.*

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