Public Institutions

Measures for your
Diversity Management

PUBLIC INSTITUTIONS

Actions at a glance

En route to diversity management, you will come across a great variety of conditions, resources and objectives in everyday work life. Not all administrations and institutions are able to or want to start an extensive change process immediately. For that reason, we'll show you a selection of diversity actions that work. Some of them can even be implemented relatively quickly with few resources. If you want more, our actions with a mid-term or long-term perspective are for you.

Aufwand \ Zeitraum	Short-term < 6 Monate < 12 Monate	Mid-term 6-12 Monate < 12 Monate	Long-term > 12 Monate
Low	1 2		
Medium	3 4 5	6 7 8 9 10 11	12 13 14 15
High		16	17 18 19

The catalogue of actions was drawn up on the basis of two criteria: How quickly can institutions implement an action? And how complex is the implementation? The assessment serves as an orientation – the timeframe and complexity can differ from this estimate in everyday work life.

Short-term actions

1 **Diversity Calendar**

When was International Women's Day again, or the International Day of People with Disabilities, or the International Day Against Homophobia? You can find out in the Diversity Calendar, which contains the most important holidays and commemoration days on the topic of diversity. In addition, distributing a Diversity Calendar to your employees is a practical symbol of an open organisational culture. It also helps you when planning and scheduling work to take into account the differing needs of your diverse employees to the greatest extent possible.

2 **Add to job advertisements**

Since 2006, the General Equal Treatment Act stipulates that applicants may not be discriminated against in job advertisements on the grounds of ethnic origin, gender, religion or belief, disability, age or sexual orientation. This means that job advertisements must be worded as neutrally as possible. In addition, specifically aim at target groups that have so far been underrepresented, for instance, by writing that applications from people with a migration background are particularly encouraged. Or even more comprehensively: "We welcome applications regardless of gender, nationality, ethnic and social origin, religion/world view, disability, age, and sexual orientation or identity."

3 **New approaches in recruitment**

It is worthwhile to adopt new approaches to reach new target groups and also, for example, to address young people in a targeted way. These include, for instance, advertisements in local and native-language media, in specialist forums and magazines, or on dimension-specific websites and via advocacy groups. Using social media, you can especially address young people in a targeted way. Diversity-oriented job portals such as CSR Jobs or Diversity Jobs are also appropriate. You can also take up contact to your target groups, for instance, by offering internships for pupils or initiating your own informative events.

4 **Opening up the organisational culture**

An organisational culture changes only slowly. There are, however, many low-threshold, inexpensive possibilities to kick things off and initiate changes. These can include labelling meals or culturally sensitive offerings in cafeterias, a flexible approach to the dress code, and rules for the unbiased and appreciative internal use of language, as well as accessible internal documents. Short diversity inputs and exercises before team meetings or appointing diversity disseminators are other good approaches to kick off the change process, even deploying scant resources.

5 **Start diversity communication**

Inform your employees why your organisation is addressing diversity management and what you would like to achieve. Be open for suggestions that come from employees. And keep the topic alive in internal communication. You can, for instance, hang up a diversity idea box or bulletin board. Regular emails with input on the topic or an internal diversity newsletter are other instruments that are easy to implement.

Mid-term actions

6 Mentoring programmes

With mentoring, experienced employees support less experienced ones in their professional development. What is important is that the people are as different as possible. The two perspectives are equally important – experienced managers can also benefit from the perspectives of younger ones. Mentoring programmes are well-suited as instruments of diversity-oriented staff recruitment and development. The mentors hand on formal and informal knowledge, support personality development and provide access to internal networks.

7 Networks

An internal network on topics like "sexual orientation and identity" or "migrant women in leadership positions" promotes openness for various diversity dimensions. These networks send a message of an inclusive working environment towards the outside world as well – for instance, to potential applicants. In addition, the network groups are often important contacts for management. That's because they give valuable suggestions and ideas, for instance for HR management, or in designing information, offers and services in a way geared towards specific target groups.

8 Team composition

Mixed teams profit from broad knowledge and a varied pool of experience. They deal with challenges more flexibly and creatively. To capitalize on the possible advantages of mixed teams, good team management skills and clear team structures and rules are necessary. Managers and team members can acquire the requisite know-how through coaching, workshops and training sessions.

9 Diversity workshops and training sessions

Workshops and training sessions are often held at the start of comprehensive diversity activities. Providing knowledge, an exchange of experience and suitable tools, they equip managers, employees and disseminators in diversity matters. In addition, they raise awareness of the diversity already existing and its potential – in the workforce, among citizens, in the environment and among the participants themselves. Participants also learn how to recognise barriers and, in the long term, remove them. By now, a wide range of diversity workshops and training sessions are on offer; one source is the IKA office (Intercultural Skills Development and Antidiscrimination) in the Integration durch Qualifizierung (IQ) funding programme, as well as many of the numerous organisations represented in IQ's 16 state networks.

10 Diversity in an organisation's principles

Incorporating diversity in an organisation's principles shows the organisation is serious. In this way, leadership signals that they are committed to implementing the transformation of their administration culture towards more diversity. This action also offers an important framework for orientation. What motivated your organisation to grapple with diversity and to promote it? These socio-political and personnel-related, ethical, moral and economic motivations, visions and objectives are part of the principles. For many organisations, signing the Charta der Vielfalt was the first step on the way to their own specific diversity guidelines

11 External support

External support can be very helpful when introducing and implementing your diversity management – particularly when developing concepts, strategies and actions that fit your organisation and its overall circumstances. By now, a number of consultancies and academic institutions have specialised in civil service. Sometimes state administrations have offers in projects or administrative networks where you can exchange ideas and get support. You can read how to support the Charta der Vielfalt e. V. and its cooperation partners starting on page 36.

16 "Equal opportunity and diversity" service agreement

Declaring objectives in writing often leads to better results, for instance in an "equal opportunity and diversity" service agreement. The office or department of personnel and organisation should conclude the service agreement or action plan with the (general) staff council. Its contents can be, for instance, the basic principles, objectives and benefits of your diversity management. Target quotas, focal areas and a selection of specific measures to be implemented should also be included. In addition, you should clearly designate who has the lead and what the organisational structure is for implementation.

Long-term actions

12 Diversity – further education

If someone is not sufficiently qualified, access to jobs and development on the job can be difficult. The reasons can frequently be found in individual education biographies. But societal and institutional barriers like Germany's highly selective educational system can also impede people on their career paths. Training offers such as job-related language courses, management training sessions for women with and without migration backgrounds, or offers for older employees or people with disabilities, can compensate here.

13 Attracting personnel with campaigns

Organisations can address new or previously underrepresented target groups with campaigns, embarking in this way on new paths in recruiting personnel. Many public administrations and institutions have been very successful here in recent years, particularly in marketing vocational training with diversity-oriented apprentice campaigns. The offers are accompanied by local, regional, state-wide or national publicity. Advertising is broadly disseminated in ads, on posters and websites, in media and social media and with events, all informing about occupational opportunities in the organisation.

14 Diversity check

If the personnel processes and organisational structures have not been analysed for a long time, barriers to diversity can arise unconsciously. A diversity check is a useful starting point to remove these obstacles. Important personnel processes such as, for instance, advertising job openings, selection interviews, training and continuing education, career advancement, as well as the existing staff figures are checked with a focus on the diversity dimensions. The social research office of the Technical University Dortmund provides a tried-and-tested, free online check at www.online-diversity.de with which you can conduct a good initial reflection and stock-taking.

15 Quotas

Targets from anti-discrimination laws, equal opportunity and gender equality plans, compulsory employment and compensatory levies regarding people with severe disabilities – many public administrations and institutions are familiar with quotas. Under certain circumstances, the General Equal Treatment Act enables one to transfer this instrument to the other diversity dimensions protected by law. Self-imposed quotas, for instance to promote the share of trainees or managers with migration backgrounds, can effectively help create a more diverse workforce structure. In so doing, organisations should always follow the guiding principle of "qualification before attribute" in order to avoid stereotyping such as a "token woman" or a "token migrant".

17 Diversity in marketing

The commitment of a public administration or institution to support more diversity is a very positive message. If you have made a targeted decision to promote and make use of diversity, there are many possibilities available to you to establish diversity as your trademark besides your guiding principles, the intranet and human resources campaigns. The development of a "diversity" employer brand for vocational training and personnel marketing or a diversity campaign are, for instance, well-suited to make your diversity management objectives, visions and advantages known to a broader public.

18 Work design and work organisation

There are a broad range of actions available for a diversity-oriented work design and work organisation – usually designated with the headings "work/life balance" and/or "personnel management aligned towards life phase". These include, for instance, flexible working times, part-time work, working hours accounts, job sharing, telework, sabbaticals, health and sports offers, child care, accessible or ergonomic workplaces, or flexible models for caring for family members. The advantage for the organisation: those who feel good on the job work more productively, are motivated and change jobs less often.

19 "Diversity" round table

Good diversity management lives from openness to diversity and inclusion. If you have defined the objectives, actions and cornerstones of your diversity management, you should have an exchange with societal representatives of the various diversity dimensions. These include migrants' organisations, women's, disability and LGBTI associations, religious communities, and alliances for the interests of older people, among others. Labour market institutions, as well as sports and cultural clubs, can also contribute important expertise. You can bring together all perspectives at a "Diversity round table".