



SMEs

Measures for your
Diversity Management

SME

Actions at a glance

Small and medium-sized companies in particular proceed very creatively in finding appropriate diversity management actions. These are application-oriented and pragmatic, get to the heart of their vision of a diverse, appreciative company culture and can be easily integrated into everyday operations. You needn't always explicitly state that it is diversity management. All actions should definitely, however, support the company strategy. How that can be achieved can be seen in the actions of our signatories from SMEs that we present to you here. By the way, many companies start by signing the Charta der Vielfalt. Perhaps that would also be a good first step for you?

| Zeitraum Aufwand | Short-term < 6 Monate < 12 Monate | Mid-term 6-12 Monate < 12 Monate | Long-term > 12 Monate |
|---------------------|---|--|--------------------------|
| Low | 1 2 3 3a | 4 5 | 6 |
| Medium | 7 8 9 | 10 11 11a 11b | 12 13 14 15 15a |
| High | 16 | 17 | 18 19 20 21 |

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 Diversity reports on the intranet

These days, almost every small or medium-sized company has an intranet. Make use of it to regularly show success stories from mixed teams, statements on your diversity management from managers or the experiences of role models. You can of course also use other internal communication channels. Employee magazines or newsletters also lend themselves to this purpose.

3 Managers as role models

Managers as role models: An open, appreciative organisational culture needs role models. For that reason, managers should show clear commitment to diversity management, practice it themselves and explain the benefit of diversity. You can circulate these views using internal communication and use them for your public relations work.

3a Lunch & Learn

Combine a joint lunch with your staff with keynote speeches or discussion sessions on the topic of diversity.

7 Planning induction

Employees who join a company need orientation on the values of the company culture. You can also mention what guidelines are to be read, what workshops and training sessions are to be attended or how individual career planning might look.

8 Company guidelines

If you already have guidelines for your company, check whether these include diversity approaches. If not, add them in consultation with managers and employees. You could point out in your guidelines, for instance, that your company has signed the Charta der Vielfalt. The guidelines can be displayed at a central location and handed out to new employees on their first working day.

9 Target agreements

In the course of day-to-day business, managers sometimes find it difficult to place the necessary emphasis on diversity management. Help them do so with clear target agreements and by providing the necessary time.

16 Job advertisements

Present your company in such a way that very different applicants will say: "That's where I want to go!" A clear promise to be able to develop in an open and appreciative company culture is part of this. The logo of the Charta der Vielfalt shows you belong to the largest German network for diversity management. In addition, it is worth checking where your job advertisements have been published until now and whether they speak your target groups' language.

Mid-term actions

4 Guides for staff appraisals

Guides for staff appraisals: A company culture is particularly reflected in how one gives feedback and agrees on targets. A conversation guideline contains values and standards on the course these conversations take, performance assessment and target agreements. It should also contain guidance on diversity. Managers should also be prepared for these discussions with training sessions or workshops

5 Competitions among employees

Many companies hold diversity competitions among their staff for German Diversity Day. Employees compete to submit, for instance, the most beautiful photo on the topic of diversity or the best recipes from all over the world. Most employees are glad to participate, and learn a lot about the benefits of diversity for their own company while doing so. You can conduct similar competitions throughout the entire year.

10 Tandems

Tandems of partners who are as diverse as possible bring employees into contact with each other and increase their awareness of the advantages of diversity. The partners can differ in age, gender and gender identity, national and cultural origin, religion and worldview, sexual orientation or also physical and mental ability. Experienced managers should coordinate and accompany the exchange.

11 External support

You are not alone with your diversity management. Intermediary organisations like the Chamber of Industry and Commerce advise and support you with material, training sessions and workshops. At local networking meetings you can exchange views with peers facing similar challenges. Charta der Vielfalt e. V. also has many cooperation partners who would be pleased to assist you.

11a Diversity in product development

Enrich your product development by exploiting the diversity factor. The alignment of the product portfolio on a diversely shaped market brings new business opportunities and can expand your customer or client base.

11b Mentoring programmes

Mentoring programmes open up new perspectives. Programmes that bring together older and younger managers, for instance, are successful. It's essential that your employees see the mentoring as a two-way exchange: What can they learn from each other? Accompany, train and support your employees so the mentoring programme is a real success.

17 Health management

Occupational health management supports employees to keep fit and productive. Companies regularly report to us that as a result the sick rate of the entire staff declines and motivation improves. Health management can range from ergonomically designed working spaces to contributions to sport courses to an in-house fitness room.

Long-term actions

6 Focus groups

Particularly during the initial phase of diversity management you will face challenges that you were not expecting. For this reason, exchange regularly with very different managers, employees and your internal and external networks. This will help you share your experiences and adapt the concept to the circumstances.

12 Employee networks

Female managers, fathers, gays and lesbians, older employees or employees with a shared history of migration – all often exchange experience in informal or formal networks. Support these networks and make use of their perspectives, for instance, to optimise diversity management, or share them in internal communication.

13 Job profiles

If you want to develop talented employees, you'll want to know what skills are needed for what position and who in general is worth considering. Compare job profiles with the results and target agreements from staff appraisals. Career planning systematically prepares suitable candidates for new challenges.

14 Team composition

Mixed teams profit from broad knowledge and a varied pool of experience. They also deal with challenges more flexibly and creatively. Put together mixed teams consciously for specific projects or optimise the collaborations in team make-ups that already exist. It is, however, a challenging task to manage mixed teams in the right way. Be sure to accurately gauge which team is suitable for what. Workshops and training sessions help prepare for constructive collaboration.

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15a Demonstrate (local) presence

Clearly position yourselves towards diversity and its advantages for business, for society and for each and every individual. Get involved locally or nationally in campaigns initiated by organisations and communities with different focuses. #FlaggefürVielfalt provides you with a platform across Germany. Locally, these can be alliances for openness and respect.

18 Bonus systems

Managers and employees who are actively engaged in creating an appreciative, unbiased organisational culture should be rewarded for doing so – for instance, by receiving a bonus. But immaterial incentives such as public recognition are also important. By giving managers and employees time for focus groups, workshops and training sessions, you are making clear how important these measures are for the organisation. This boosts motivation to participate.

19 Flexible working arrangements

Flexible working times and locations enable employees to reconcile job and family, their personal lives or time-consuming further education. You will find out by analysing team composition and job profiles where you can create space for home office, part-time work or sabbaticals.

20 Career planning

You need systematic human resources development and an appreciative organisational culture to motivate and develop all talents. Prepare employees for challenges and make use of their individual strengths due to age, gender and gender identity, national and cultural origin, religion and worldview, sexual orientation or disability. Job profiles and staff appraisals and the long-term organisational strategy constitute the basis for sustainable human resources development.

21 Analyse your personnel structure

Analyse – to the extent it can be measured – the diversity dimensions within the company. How are the genders distributed? What intercultural backgrounds does your staff have at different levels of experience? That is particularly relevant if you have a cross-cultural customer base. In addition, the staff's age distribution as regards hierarchies, areas and departments can provide valuable tips for actions required.

