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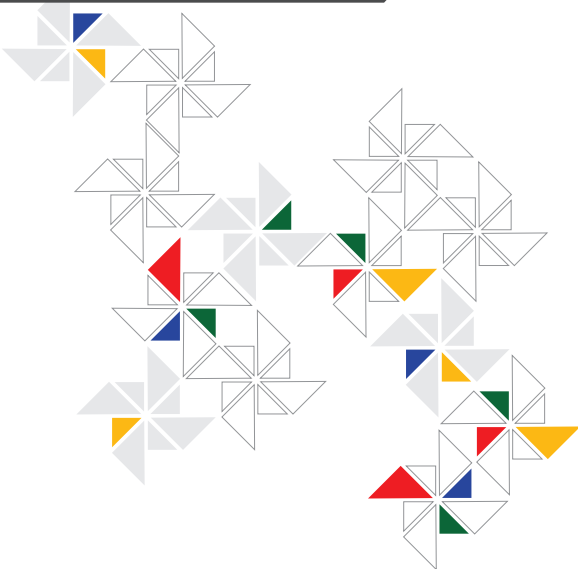
Local Enterprise
Support Project



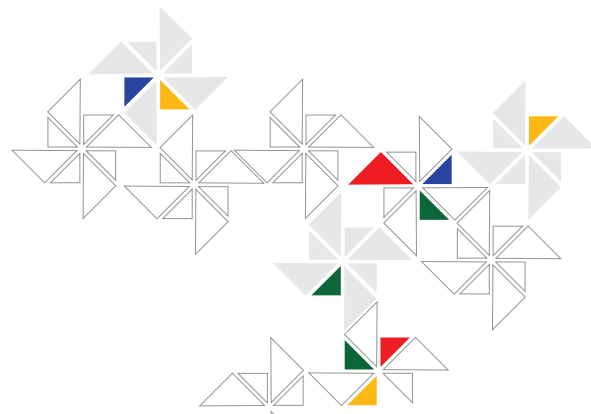
Workplace
**Diversity
Management**

2

Module Two
Diversity and Inclusion in Practice



2018



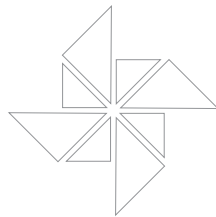


Workplace Diversity Management



Module Two








Diversity and Inclusion in Practice



2018

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About This Manual

This manual is part of a three-module training package on Workplace Diversity Management which aims to enable small enterprises to adopt strategies to attract, retain, and manage a diverse workforce and to create enabling business environments and inclusive cultures.

Who is the Training Program Intended for?

The Workplace Diversity Management training program targets small enterprises throughout Jordan and is intended for the use of general managers, line managers, and HR practitioners within those enterprises.

The program is implemented through Business Support Providers (BSPs) that normally target small enterprises with their service offerings. BSPs are encouraged to apply the principles and best practices of diversity management within their own organizations, and to offer the training program as part of their services.

In addition, this training program can be useful to a broader audience of organizations, consultants, and trainers interested in workplace diversity management.

Overall Objective

The Workplace Diversity Management training program aims to enhance the competitiveness and sustainability of small enterprises by enabling them to acquire the necessary knowledge and competencies for adopting diversity strategies and creating enabling work environments and inclusive organizational cultures.

Learning Objectives

Module One: The first module of the training program aims to develop the knowledge of small businesses in workplace diversity management by introducing them to the main concepts of workplace diversity, discussing both its benefits and challenges. Businesses will also explore a number of frameworks that seek to define the drivers, scope, and outcomes of diversity management.

By the end of the training, participating businesses will be able to:

- Explain the concepts of workplace diversity.
- Dispel common misconceptions about diversity in the workplace.

- Identify the benefits that a diverse workforce brings to the organization.
- Identify the challenges of workplace diversity and their implications for people management approaches and practices.
- Define workplace diversity management.
- Describe factors – at the macro, meso and micro levels – that impact diversity management decisions and practices.
- Describe different HR management approaches for managing workplace diversity.
- Explain how inclusion is created and practiced within an organization.

Module 2: The second module of the training program includes practical guidelines to help organizations integrate diversity and inclusion into organizational processes and practices.

By the end of the training, participating businesses will be able to:

- Explain why having formal HR management policies, procedures and systems is crucial for the success of diversity and inclusion initiatives.
- Identify the main diversity and inclusion policies to develop.
- Describe ways to improve recruitment and selection, compensation, and career advancement practices to achieve diversity and inclusion.
- Identify steps for implementing diversity marketing and supplier diversity.
- Explain approaches for managing organizational change.
- Explain the importance of maintaining data on diversity and inclusion activities and initiatives.
- Identify business practices that can contribute to the success of diversity and inclusion initiatives within their enterprises.

Module 3: The third module of the training program aims to develop the skills required for planning and implementing effective diversity and inclusion initiatives. It provides a step-by-step approach to strategic planning and a number of related sample templates.

By the end of the training, participating businesses will be able to:

- Describe the phases of the diversity strategic planning process.
- Identify the elements of a diversity audit and the implementation mechanism for each element.
- Identify the components of a diversity and inclusion strategic plan.
- Develop diversity and inclusion goals, objectives, strategies, activities, and indicators.
- Describe the components of an action plan.
- Explain the purpose of monitoring and evaluation.

Module 1: Concepts and Rationale

1. Understanding Workplace Diversity

- 1.1 Diversity Dimensions
- 1.2 Misconceptions about Workplace Diversity
- 1.3 The Benefits of a Diverse Workforce
- 1.4 The Challenges of Workplace Diversity
 - 1.4.1 Bias and Discrimination
 - 1.4.2 Team Cohesiveness
 - 1.4.3 Culture Change

2. Diversity Management Concepts and Frameworks

- 2.1 The Concept of Diversity Management
- 2.2 Diversity Management Frameworks

Module 2: Diversity and Inclusion in Practice

1. Integrating Diversity and Inclusion into Business Practices

- 1.1 Formalizing HR Management Practices
 - 1.1.1 Diversity and inclusion Policies
 - 1.1.2 Recruitment and Selection
 - 1.1.3 Compensation
 - 1.1.4 Promotion and Career Advancement
- 1.2 Implementing Diversity Marketing
- 1.3 Implementing Supplier Diversity
- 1.4 Managing Change
 - 1.4.1 Building Support
 - 1.4.2 Communicating Change
 - 1.4.3 Implementing Training and Mentoring on Diversity and Inclusion
 - 1.4.4 Inclusive Leadership
- 1.5 Maintaining Disaggregated Data

2. Best Practices for Managing Workplace Diversity

Module 3: Diversity and Inclusion Strategic Planning

1. Strategic Planning in Small Organizations

2. Developing a Diversity and Inclusion Strategic Plan

- 2.1 Preparing to Start
- 2.2 Establishing a Task Force
- 2.3 Conducting a Diversity Audit
 - 2.3.1 Demographic Profile
 - 2.3.2 Employee Survey
 - 2.3.3 Analysis of Organizational Policies, Systems, and Practices
 - 2.3.4 SWOT Analysis
 - 2.3.5 The Diversity Audit Report
- 2.4 Developing a Diversity and Inclusion Strategic Plan
- 2.5 Implementing the Strategic Plan
- 2.6 Monitoring and Evaluation

How to Use This Manual

To reap full benefit of the training program, organizations are encouraged to complete all three training modules. The modular structure of the training program allows for:

- A natural progress from awareness of workplace diversity concepts and rationale, to practical guidance on diversity management strategies and tools.
- Easier customization of training content based on participants' needs.
- Flexible and staggered training sessions over a time period convenient to participating businesses.

The training modules feature a number of authentic case studies and a quick survey. Modules two and three include practical tools for managing, planning and monitoring diversity initiatives and practical guidelines for building an inclusive culture. Each chapter starts with an introduction featuring the key questions that the chapter will address and ends with a summary of the main ideas contained in the chapter.

Participating organizations are encouraged to share their experiences, explore new approaches and tools, reflect on their current business practices, and learn from the experiences of others.

The USAID LENS Project

The USAID Jordan Local Enterprise Support Project (LENS) is a five-year project that supports small business growth and better economic planning to strengthen Jordanian communities against economic adversity.

USAID LENS brings local governments, business owners, and key community groups to collaborate together on initiatives that boost economic development and create jobs in their communities. These initiatives are focused on supporting the growth of micro and small enterprises (MSEs) and inclusive of women, youth and the underprivileged.

Acknowledgments

This manual was developed by Muna Qudah, Diversity Consultant, and translated into Arabic by Mosaic for Translation, Publishing and Distribution. USAID LENS expresses its deep appreciation to Bank al Etihad, DAR AL OMRAN, SADAQA, and al Mazraa Dairy Company for sharing their success stories in implementing diversity and inclusion initiatives. The project also gratefully acknowledges the support of Business Support Providers (BSPs) in providing feedback in the piloting of this manual.



Chapter One

Integrating Diversity and Inclusion into Business Practices



1. Integrating Diversity and Inclusion into Business Practices

KEY QUESTIONS

In this chapter, you will find answers to the following key questions:

- What are the main diversity and inclusion policies that we should develop?
- How do we integrate diversity and inclusion into organizational processes and practices including HR management, marketing, and supplier management?
- How do we manage the change brought about by implementing diversity initiatives?
- Why is it important that we maintain data on diversity and inclusion activities and initiatives?

LEARNING OBJECTIVES

Upon completing this chapter, you will be able to:

- Explain why having formal HR management policies, procedures and systems is crucial for the success of diversity and inclusion initiatives.
- Identify the main diversity and inclusion policies to develop.
- Describe ways to improve recruitment and selection, compensation, and career advancement practices to achieve diversity and inclusion.
- Identify steps for implementing diversity marketing and supplier diversity.
- Explain approaches for managing organizational change.
- Explain the importance of maintaining data on diversity and inclusion activities and initiatives.

While it is important to understand the multilayered contexts of diversity management, managing diversity is, eventually, about putting that knowledge into practice. Practice refers to what is entailed in managing diversity; what is actually done. This chapter presents some practical guidelines to help organizations ensure diversity and inclusion are integrated into organizational processes and practices.

1.1 Formalizing HR Management Practices

Small businesses tend to focus less on HR management than medium and large organizations, because they often lack the financial and human resources required to develop and implement related systems and programs. Small businesses usually adopt informal HR management practices that are often applied inconsistently.

Equitable people management requires clearly defined policies and procedures that are applied in a consistent manner and communicated to all employees. To formalize their HR management practices, small organizations should focus on developing documentation, policies and procedures for the following key HR processes:

- Employment contracts
- Job descriptions
- Recruitment and selection
- Performance management
- Compensation and benefits
- Training and development

Integrating competencies into these key HR management systems ensures equitable practices and inclusive workplaces. Competency-based interviewing of job applicants, for example, will ensure that hiring decisions are free from bias and discrimination.

Competency frameworks usually cover two types of competencies:

- **Core competencies** define the competencies that are important across the organization and apply to all jobs.
- **Job competencies** define the competencies for a particular job.

While small organizations are not expected to develop elaborate competency frameworks, it is crucial to define what knowledge, skills and attributes employees need to possess to achieve organizational goals. One simple approach could be to identify standard competencies through research, and then involve the management team in customizing them to reflect the organizational context⁽¹⁾.



1.1.1 Diversity and Inclusion Policies

Establishing equitable HR management policies and procedures can contribute to the creation of work environments that promote respect and inclusiveness.

An organization that employs ten workers and more is required by law to have written bylaws ratified by the Ministry of Labor. These bylaws define hours of work, breaks, vacations, labor violations, and disciplinary actions. They do not, however, cover other important HR management policies and procedures.

There are two basic diversity and inclusion HR related policies that organizations should consider having⁽²⁾:

- **Equal employment opportunity policy**
- **Non-discrimination policy**

Organizational self-assessments and employee opinion surveys provide information that can help organizations identify other policies and procedures that should be developed or modified to ensure an equitable and inclusive workplace, such as **work-life balance or flexible work arrangements policy**. The purpose of this policy is to help employees balance the requirements of work and personal life which can bring about many benefits including:

- Enhancing retention of employees
- Increasing employee satisfaction
- Increasing productivity and motivation
- Reducing stress and fatigue and improving wellness and health of employees
- Enhancing organizational culture
- Reducing absenteeism and lateness
- Reducing costs associated with turnover, absenteeism, and sickness leaves

Examples of work-life balance arrangements include:

- Flexible work
- Part-time work

QUICK SURVEY

Which of the following reflect formal HR management practices within your enterprise?

- Job descriptions
- Employment contracts
- Performance management
- Training and development
- Reward and recognition
- Compensation and benefits

POLICIES AND PROCEDURES

Policies are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals. Procedures are the specific methods employed to implement policies in day-to-day operations of the organization.

Policies and procedures are designed to influence and determine major decisions and actions by ensuring that a point of view held by organizational leadership is translated into steps that result in an outcome compatible with that view.

www.businessdictionary.com/

Sample equal employment opportunity, non-discrimination and anti-harassment policies are available in **Annex 1**.



RANA'S SUCCESS STORY

Rana is a 37-year-old lady with short stature and impaired mobility. After graduating with a diploma in business administration, she worked at a dental clinic for 11 years. When Rana decided to leave her job, it was because of the low wage and long working hours. She later worked for a marketing company but was also forced to leave the job because of the low wage.

As Rana continued to look for a suitable job, she learned about her labor rights in pay and social security. She was then referred by the Ministry of Labor for a job interview at Philadelphia Specialty Hospital. Rana has been working at the hospital since 2015 as a telephone operator; "People with disabilities must work, and society must accept us," she says. "We appointed Rana, regardless of her disability because we care about the capabilities of our staff," says the Personnel Manager at the hospital.

When she started work, Rana received support from her supervisor and colleagues. She also received training until she was able to perform the tasks required of her. Then she was given the opportunity to work on additional tasks such as receiving and admitting patients, typing and secretarial work.

The fact that the hospital was designed to accommodate everyone, including people with disabilities, facilitated Rana's daily tasks. In addition, her working environment was modified by changing the chair several times upon her request. The hospital has also modified her working hours and given her permission to start at 9 a.m. because of the lack of adequate transportation. The Personnel Manager emphasized that "employers must provide all measures to assist persons with disabilities to continue their employment".

Ministry of Labor. www.mol.gov.jo/Pages/viewpage.aspx?pageID=276

- Flexible break time
- Compressed work week
- Telecommuting (working from home)
- Phased-out or phased-in part-time work before, after or during maternity leave
- On-site childcare

Employers can utilize any of these options based on their work environment and employees' needs, while making sure that employees on flexible work arrangements still have access to the same work benefits, training, and promotion opportunities as full-time employees.

In developing and implementing HR management policies, organizations should ensure:

- Compliance with current laws and regulations.
- Management is held accountable for enforcement of the policies.
- Consistent enforcement of the policies.
- Communicating policies to employees and job applicants.

1.1.2 Recruitment and Selection

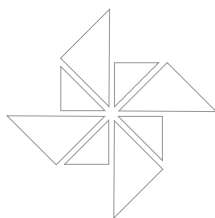
Unlike larger organizations, most small businesses cannot allocate the financial resources required to recruit highly qualified employees through specialized recruitment agencies or headhunters. They usually rely on word-of-mouth as a recruitment channel, which restricts their access to a diverse talent pool⁽³⁾.

Moreover, it is usually the general manager/owner who handles the recruitment process. The associated risk is the tendency toward selecting employees who resemble the characteristics of the existing workforce, especially if recruitment is not based on defined job competencies⁽⁴⁾.

To ensure diversity and equity in the recruitment and selection process, organizations should seek to:



- Expand the channels of recruitment. Social media platforms such as Facebook and LinkedIn provide a better alternative to word-of-mouth for reaching a wider talent pool. However, organizations should be aware that not all qualified candidates have access to the Internet.
- Adopt targeted recruitment of underrepresented groups in their workforce through community-based organizations, professional associations, educational institutions, and job fairs.
- Consider widening the talent pool, while ensuring a better job fit, by offering formal training or internships to interested applicants.
- Incorporate equal employment policy into job announcements to encourage diverse people to apply.
- Avoid specifying gender, age limit/range, or marital status in job announcements.
- Ensure job announcements are free from stereotyping in images and language.
- Define job competencies and incorporate them in job announcements and job descriptions to reduce bias in the recruitment process.
- Use a standardized set of questions for the job interview that focus on competencies and job requirements.
- Consider using competency assessments and recruitment tests.
- Have more than one person conduct the job interview, preferably a diverse panel.
- Maintain records of job applications, interviews, and hiring decisions for future analysis purposes.



In early 2017, Jordan enacted new regulations pertaining to flexible work arrangements. The regulations can be accessed through the Ministry of Labor website.

QUICK SURVEY

What recruitment channels does your enterprise use?

- Newspaper ads
- Social media
- Internships
- Word-of-mouth
- Educational institutions
- Recruitment agencies
- Job fairs
- Other _____

WOMEN RETURNING TO WORK

BANK AL-ETIHAD COME-BACK PROGRAM

In 2017, Bank al Etihad initiated an annual capacity building program for women returning to work after a career break. The program aimed to ease women's transition back into the workforce by providing them with the opportunity to enhance their skills and bridge their employment gap. The program also served to widen the talent pool available to the bank for recruitment. Upon completion of the program, the bank hired seven out of the nineteen participants, while two women were hired by other companies. The bank uses its business network to help the rest of the participants to secure job interviews.

Implemented over a period of five months, the program comprised soft skills training; a three-month internship at the bank based on skills, interests and prior experience; and individual coaching and mentoring.



CHECKLIST FOR EQUITABLE RECRUITMENT AND SELECTION

Refer to Annex 2 for a checklist and self-assessment of equitable recruitment and selection practices.

1.1.3 Compensation

An organizations' commitment to diversity and inclusion needs to be reflected on its compensation system. Compensation refers to both the wages paid by employers to employees in exchange for work in addition to other benefits such as bonuses, commissions, health insurance, social security, etc.

To ensure equitable compensation, organizations should:

- Develop clear compensation policies and systems and communicate them to all employees.
- Analyze compensation data on an annual basis to identify inequities and gaps.
- Adhere to the minimum living wage and benefits stipulated by the law.
- Give competitive and equitable wages and benefits to all employees by comparing their pay scales against similar positions in the job market.
- Pay equal wages for equal work.
- Ensure that access to overtime work is provided equally to all employees.

1.1.4 Promotion and Career Advancement

One of the strategies that inclusive workplaces adopt is promoting diversity in leadership and senior management positions. This can be achieved by:

- Ensuring fair and unbiased performance evaluation by establishing clear policies and systems and training managers.
- Providing access to training, coaching, and mentoring that can enhance the knowledge and skills of diverse employees.
- Providing opportunities for working on a variety of projects and tasks that can enhance skills, build experience, and boost confidence.
- Empowering diverse employees through delegation of interesting and challenging tasks.



1.2 Implementing Diversity Marketing

Organizations should analyze their market to identify the diversity of their existing and potential customer base, and to assess their effectiveness in meeting customers' needs in marketing communication and product/service design and development. They should also seek to:

- Involve diverse employees in designing and developing products and services to improve outcomes from that process.
- Conduct focus group meetings with diverse customers to understand their needs and expectations.
- Consider new products or variations on existing products.
- Adopt different pricing strategies.
- Consider a variety of sales channels.
- Train customer service staff to deal with diverse customers.

Moreover, diversity marketing seeks to develop and employ inclusive messages that account for the perspectives of diverse customers. This is usually achieved by:

- Analyzing the sensitivity of the language and images used in marketing communications and ensuring that they are free from stereotypes.
- Producing customized marketing materials that target diverse customer segments with specific messages, for example based on gender, age group, profession, or geographical location.

Effective diversity marketing practices involve adapting marketing messages to the market, as opposed to trying to adapt the market to the messages. So instead of starting with an advertising campaign and then tracking customer response, companies

GENDER DIVERSITY AND PRODUCT DEVELOPMENT

BANK AL-ETIHAD CASE STUDY

Bank al Etihad's Shorouq program was launched in 2014 as a comprehensive set of banking solutions, comprising financial and non-financial services that are specifically designed for women.

Program inception was based on a market study which revealed that women's most persistent needs were access to finance and access to knowledge. At the same time, internal analysis concluded that women were more responsible with financing and owned the least non-performing loans at the bank.

A steering committee – bringing together teams from the Marketing, MIS, SME, HR, Credit, Retail, and Business Development departments – was able to bring this program to fruition. While business development and HR people provided their expertise in reviewing the products to ensure they were gender inclusive; marketing handled the positioning, branding and communications; and MIS handled data capturing and reporting.

The committee's action plan focused on both the internal and external dimensions of implementation, directing effort toward building internal capacity on gender concepts and guiding the launch of the bank's marketing campaign.

Bank employees and management express their pride in Shorouq program, not only as the first banking solution in Jordan that is specifically tailored to the needs of women, enhancing both their financial and technical capacities, but also because it is a solid banking solution.

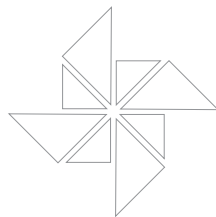
should try to understand the values and perceptions of their customer base first, and design their messages accordingly⁽⁵⁾.

Diversity and inclusion should be embedded into the organization's external communications. To achieve that, organizations should identify their external stakeholders and tailor their messages to reach each group.

External communication of organizational diversity and inclusion initiatives can bring about many benefits. It improves organizational image and reputation among different stakeholders, including customers, suppliers and investors. It also improves brand image and contributes to attracting new customers from diverse segments of the market. It contributes to creating a strong employment brand and widening the talent pool available to the organization.

Here are some guidelines for integrating diversity and inclusion in external communication:

- Communicate organizational diversity and inclusion vision, values, principles, and practices through the company's website, social media pages, job announcements, product/service advertisements and other means.
- Highlight the organization's equal employment opportunity policy in Job announcements.
- Participate in community initiatives that promote equity and inclusion.
- Enter for diversity recognition awards.



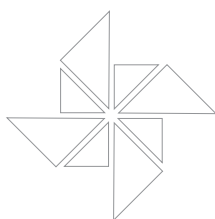
1.3 Implementing Supplier Diversity

Supplier diversity is a business strategy that emphasizes the creation of a diverse supplier base in the procurement of goods and services for an organization. It involves the processes of selecting, contracting, and interacting with the organization's suppliers in a manner that supports organizational diversity and inclusion values and goals. It also reflects an organization's diverse customer base and business community⁽⁶⁾.

Supplier diversity can help organizations negotiate for higher-quality services and lower prices by increasing competition in the bidding process⁽⁷⁾. It can also enhance their image and reputation by reflecting their commitment to helping develop the economies of the communities they serve.

Below are some guidelines for implementing supplier diversity:

- Identify and build partnerships with diverse suppliers that can bring a unique value to the supply chain⁽⁸⁾. For example, opportunities may be created for underrepresented groups such as women, disadvantaged people, micro and small enterprises, and local enterprises.
- Provide technical support and training to women, community groups, and small local businesses to enable them to provide products or services for the organization.
- Reduce the number of intermediaries in the supply chain and provide assistance in forming community groups to deal directly with the organization as suppliers.
- Educate business units on the importance of supplier diversity for achieving organizational diversity and inclusion vision and goals.
- Provide feedback to diverse suppliers on their bids and product/service quality to help them improve and enable them to compete with other suppliers⁽⁹⁾.



1.4 Managing Change⁽¹⁰⁾

When organizations introduce new policies, systems, and processes to enhance business performance, changes mostly impact people and how they perform their jobs. Organizations may face the risk of failing to achieve the desired outcomes of the new policies and systems if employees do not embrace or resist the change.

Change management is a strategic and systematic process which aims to guide people through organizational change. This usually means incorporating tools and techniques to help employees transition successfully in adopting new approaches to achieve required business outcomes.

The purpose of change management is to:

- Build support
- Develop required knowledge and skills to implement the change
- Address resistance

Resistance to change is usually displayed as increased turnover, absenteeism and lateness; reduced productivity; lack of cooperation; persistent arguments and hostility.

1.4.1 Building Support

To build support and reduce resistance among employees for organizational change resulting from implementing diversity and inclusion initiatives, an organization should:

- Provide information on the motivation for and benefits of adopting diversity and inclusion, using concrete data as much as possible⁽¹¹⁾.
- Engage employees in the assessment and planning phases for diversity and inclusion initiatives to ensure buy-in and ownership.
- Make sure that employee participation is motivated by genuine interest in their contributions rather than a mere strategy for building support⁽¹²⁾.

1.4.2 Communicating Change

Organizations can also build support among employees by communicating their diversity and inclusion vision, policies, and initiatives in a manner that reflects organizational commitment and establishes a sense of accountability among all employees. To ensure successful internal communication regarding diversity and inclusion, organizations should:

- Ensure communication comes from organizational leadership and direct supervisors⁽¹³⁾.
- Build the capacity of middle managers and supervisors in communicating about diversity and inclusion and expected changes⁽¹⁴⁾.
- Ensure that the communication is constant.

- Use a variety of internal channels, such as staff meetings, training and mentoring sessions, and informal conversations.
- Provide opportunities for two-way communication to enable employees to ask questions and share their ideas and concerns⁽¹⁵⁾.
- Consider cultural differences when communicating changes. For example, communication about gender-specific initiatives should be inclusive of both women and men, to ensure that all employees are stakeholders in the change process⁽¹⁶⁾.
- Make sure formal communication is not contradicted by organizational actions. For example, announcing that the organization offers equal opportunities for career advancement for diverse employees needs to be visible in management practices regarding access to training and development opportunities, and promotion and succession planning decisions.
- Utilize informal networks and conversations in the organization to reinforce desired change and build commitment⁽¹⁷⁾.

1.4.3 Implementing Training and Mentoring on Diversity and Inclusion

Training and mentoring programs designed to promote diversity and inclusion in the workplace should target employees at all levels of the organization. These programs aim to:

- Build awareness among all employees about the concepts and benefits of a diverse and inclusive workplace and facilitate the change process brought about by the introduction of diversity and inclusion initiatives and policies.
- Training and mentoring programs should also promote behaviors that foster a safe and inclusive work environment by defining appropriate and inappropriate behavior in the workplace.
- Build the capacities of employees involved in recruitment and selection, performance management, training and development in competency-based decision-making.
- Enhance the skills of underrepresented groups to ensure they can contribute to organizational success and advance their careers.
- Orient new hires to diversity and inclusion in the workplace.

The following guidelines may be helpful in designing and implementing diversity and inclusion training in the workplace⁽¹⁸⁾:

- Identify and prioritize training needs for different work groups in the organization: employees, middle management, HR staff, senior management, etc.
- Design training to focus on desired knowledge, skills, attitudes and behaviors. Training topics may include: general diversity and inclusion awareness; recognizing and dealing with bias and discrimination in the workplace; organizational diversity and inclusion policies, values, and expected behaviors.
- Adopt participatory training methods.

- Implement training in a manner that does not disrupt business operations. Consider delivering training as part of staff meetings and orientation sessions.
- Employ different training methods such as presentations, workshops, short training sessions, and self-learning modules.
- Consider availability of financial and human resources to design and implement the training, and identify whether there is a need to hire external trainers.
- Conduct pre- and post-training evaluations.
- Maintain records of training sessions, participants, and evaluation results for future analysis purposes.

1.4.4 Inclusive Leadership

When discussing leadership, most people focus on attributes such as confidence, positivity, integrity, passion, and focus. Nevertheless, these traits are insignificant if they are not visible in leaders' behaviors. Organizational leaders must consistently display the behaviors that they expect their employees to exhibit⁽¹⁹⁾.

What leaders value is reflected in their actions and behaviors; and these same actions and behaviors are the mechanisms through which leaders embed values in organizational culture. Edgar Schein defines these “primary culture embedding mechanisms” as follows⁽²⁰⁾:

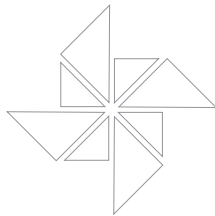
- What leaders pay attention to, measure and control on a regular basis;
- How leaders react to critical situations and organizational crises;
- How leaders allocate resources;
- Deliberate role modeling, teaching and coaching;
- How leaders allocate rewards and status;
- How leaders recruit, select, and promote.

In all the points above, consistency is key in setting behavioral examples for employees and influencing the way they think and behave⁽²¹⁾.

So, what does inclusive behavior look like?

- Consistently advocating for diversity and inclusion during meetings, company events, and informal conversations with employees.
- Motivating employees to achieve organizational vision of inclusion.
- Participating actively in initiatives to promote diversity and inclusion in the workplace, including planning and training.
- Allocating resources, such as time and money, for activities that foster diversity and inclusion, such as developing policies and systems and implementing training.

- Building, developing, and leading empowered and diverse teams.
- Valuing diverse viewpoints and promoting openness by encouraging employees to express their opinions.
- Promoting diversity in senior management positions.



SECURING MIDDLE MANAGEMENT BUY-IN

DAR AL OMRAN CASE STUDY

To secure buy-in from middle management, especially with their concerns about the impact of the new arrangements on operations, DAR AL OMRAN Planning, Architecture, Engineering involved managers in all aspects of the project.

The company also arranged a series of training sessions and meetings to provide middle managers with the opportunity to voice out and discuss their concerns. The participation of organizational leadership and senior management in those sessions emphasized leadership commitment to the initiative and provided the support needed to address performance concerns.



DATA DISAGGREGATION USING EXCEL

You can use pivot tables in Microsoft Excel to disaggregate data. Below is a link to an online tutorial:

<https://academy.hsoub.com/>

Below is a link to a video tutorial on creating pivot tables that you may find helpful:

www.youtube.com/watch?v=OOjXzHfANOY

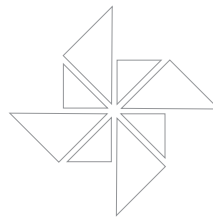
1.5 Maintaining Disaggregated Data

Disaggregating data means taking total figures and breaking them down by sub-groups to reveal how these figures relate to each sub-group. The data an organization maintains depends on the diversity dimensions within the enterprise and on diversity and inclusion strategic goals and objectives. Organizations can define which data to analyze, for example gender, age, job function and level.

Maintaining disaggregated data on the demographic composition of the workforce and also when implementing activities – such as training, recruitment and selection, performance evaluations and promotions – allows organizations to:

- Have an overview of the status of diversity and inclusion in the workplace.
- Identify patterns and trends in their practices and activities.
- Measure the impact of diversity and inclusion initiatives.

Similarly, disaggregated data can be helpful in understanding customers and suppliers.



Chapter Summary

Organizations manage diversity by devising programs and initiatives, and by establishing systems, policies and procedures. People implement and practice these as a shared responsibility.

There are two basic diversity and inclusion related policies that organizations should consider having:

- Equal employment opportunity policy
- Non-discrimination policy

Organizational self-assessments and employee opinion surveys provide information that can help organizations identify other required policies and procedures, such as flexible and part-time work arrangements.

Organizations can ensure diversity and inclusion are integrated into organizational processes and practices by:

- **Formalizing HR management** practices by developing policies and procedures for key HR management functions including recruitment and selection, compensation, promotion and advancement.
- **Implementing diversity marketing** by tailoring marketing communications and product/service design to the needs of diverse customers.
- **Implementing supplier diversity** by identifying and building partnerships with diverse suppliers that can bring value to the supply chain.
- **Managing change** by building support to organizational diversity and inclusion values and initiatives; developing the required knowledge and skills to implement the change; maintaining consistent and constant communication; and role modeling the values of inclusion.
- **Maintaining disaggregated data** to assist in monitoring and evaluating the outcomes of diversity and inclusion initiatives in the workplace.



Chapter Two

Best Practices for Managing Workplace Diversity



2. Best Practices for Managing Workplace Diversity

KEY QUESTION

In this chapter, you will find the answer to the following key question:

- What are the best practices for managing workplace diversity?

LEARNING OBJECTIVE

Upon completing this chapter, you will be able to:

- Identify business practices that can contribute to the success of diversity and inclusion initiatives within your enterprise.



Best Practices for Managing Workplace Diversity

Changes in the internal and external business environment are leading organizations to develop and implement diversity management programs and initiatives at different organizational levels. In designing and implementing these programs and initiatives, organizations often rely on best practices – practices that have proven successful in leveraging diversity to achieve better business performance.

Two considerations should be taken when adopting best practices⁽²²⁾:

- Diversity management is a young and evolving discipline. Organizations must seek to stay updated on the latest theoretical frameworks and research findings to enhance their diversity management programs and practices.
- Organizational systems, processes, and cultures vary depending on the industry, size and location of a business. Organizations should customize their programs and practices based on their own challenges and needs, focusing on the diversity goals they have identified as most valuable in sustaining business goals.

Following are best practices that can improve and strengthen diversity programs and initiatives:

Leadership Commitment and Engagement

Successful workplace diversity management requires the commitment of organizational leaders to diversity efforts, and their engagement in the planning and implementation processes of diversity initiatives. Leadership commitment and engagement is imperative for securing senior and line management buy-in and organization-wide commitment. This commitment is demonstrated when leadership supports:

- A vision of diversity.
- Organizational values that embrace appreciation for diversity and inclusion in the workplace.
- Clear and formal communication that diversity and inclusion are a critical success factor for the organization.
- Organizational resources, both financial and human, allocated for the design, implementation, and monitoring of diversity management initiatives.

Alignment with Organizational Strategy

Disconnected diversity solutions that focus only on one aspect of organizational practices, such as enhancing recruitment policies and procedures or implementing diversity training, often fail to create the desired change. The level of organizational change that may be required to

successfully implement diversity management practices will include changes in organizational policies, systems, and processes⁽²³⁾.

Organizations may either develop an independent diversity management strategy that is aligned with the organization's strategic plan, or integrate diversity management strategies into their strategic plan. Whichever path an organization chooses, a strategic view of diversity management should be sustained.

Organizational leadership and senior management identify their organization's current standing in relation to diversity through an organizational self-assessment – the *diversity* audit. They should then define their goals for diversity management and the desired outcomes from associated initiatives.

A Combination of Broad and Narrow Diversity Actions

Successful diversity management combines broad diversity actions, such as changing organizational policies and procedures, with narrow, every-day actions such as implementing employee training and mentoring programs to promote individual change⁽²⁴⁾.

Accountability

Accountability ensures commitment to organizational diversity management efforts. It can be achieved by linking managers' performance evaluations to the progress they make in achieving diversity goals, such as attracting and retaining a diverse workforce, engaging employees and developing their talents.

Managers' commitment is also crucial for ensuring that diversity is institutionalized and not an optional or a fragmented effort⁽²⁵⁾.

Change Management

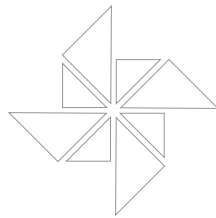
When introducing diversity management programs and initiatives, organizations need to consider that people often react to change with anxiety and fear. Organizations should allow time for coaching employees and for developing a strong knowledge base about the value of diversity and inclusion within the organization.

For diversity management policies and programs to succeed, employees need to believe that they are part of the change process and that they have a stake in its success. Ownership for diversity programs and initiatives can also be built by engaging employees in the planning process and allowing for their perspectives and feedback to enrich initiative design and implementation⁽²⁶⁾.

Measuring Impact

The diversity audit is an invaluable tool for measuring impact, as it provides baseline data regarding an organization's diversity profile, policies and processes. A diversity strategy should include a set of quantitative and qualitative indicators to measure and assess the progress and impact of a diversity program. Indicators serve a number of purposes:

- Document progress in achieving goals and, if necessary, identify needs for re-aligning specific diversity activities.
- Provide a benchmark against which progress is measured.
- Serve as a tool for monitoring diversity initiatives.

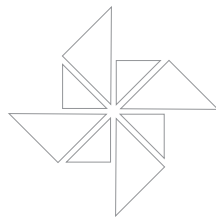


Chapter Summary

Organizations often rely on best practices in designing and implementing diversity and inclusion initiatives. However, since diversity management is a young and evolving discipline, it is important to stay updated on the latest in the field to enhance current initiatives and practices. Moreover, organizations should always seek to customize their initiatives based on their own diversity challenges, needs and goals.

Best practices for diversity management include:

- Leadership commitment and engagement;
- Alignment with organizational strategy;
- Accountability;
- Change management; and
- Measuring impact.



Annexes

- ✦ **Annex 1:** Sample Diversity and Inclusion Policies
- ✦ **Annex 2:** Checklist for Equitable Recruitment and Selection Practices
- ✦ **Annex 3:** Complete Case Studies

Annex 1: Sample Diversity and Inclusion Policies

Equal Employment Opportunity⁽²⁷⁾

(Company) is an equal opportunity employer and does not unlawfully discriminate against employees or applicants for employment on the basis of an individual's race, religion, gender, national origin, age, disability, marital status, or any other characteristic. This policy applies to all terms, conditions and privileges of employment, including recruitment, hiring, compensation, promotion, discipline and termination.

Non-Discrimination and Anti-Harassment Policy and Complaint Procedure⁽²⁸⁾

(Company) is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that prohibits discriminatory practices, including harassment. Therefore, (Company) expects that all relationships among persons in the workplace will be professional and free of bias, discrimination and harassment.

Under this policy, harassment is moral, physical and sexual. This includes any verbal, non-verbal, or physical conduct that degrades or shows hostility or hatred toward an individual because of his or her race, religion, gender, national origin, age, disability, marital status, appearance, or any other characteristic.

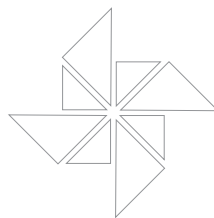
The following examples of harassment are intended to be guidelines and are not exclusive when determining whether there has been a violation of this policy:

- Verbal harassment includes comments that are offensive or unwelcome regarding a person's nationality, origin, race, color, religion, gender, age, disability or appearance, including epithets, slurs and negative stereotyping.
- Nonverbal harassment includes distribution, display or discussion of any written or graphic material that ridicules, denigrates, insults, belittles or shows hostility, aversion or disrespect toward an individual or group because of national origin, race, color, religion, age, gender, appearance, disability, marital or other status.

(Company) encourages reporting of all perceived incidents of discrimination or harassment. It is the policy of (Company) to promptly and thoroughly investigate such reports. ((Company) prohibits retaliation against any individual who reports discrimination or harassment or participates in an investigation of such reports.

Complaint Procedure

- Individuals who believe they have been the victims of conduct prohibited by this policy or believe they have witnessed such conduct should discuss their concerns with their immediate supervisor or human resources.
- (*Company*) encourages the prompt reporting of complaints or concerns to ensure early intervention for resolving actual or perceived incidents of harassment.
- Any reported allegations of harassment, discrimination or retaliation will be investigated promptly. The investigation may include individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge.
- (*Company*) will maintain confidentiality throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action.
- Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will be subject to disciplinary action. Acts of retaliation should be reported immediately and will be promptly investigated and addressed.
- Misconduct constituting harassment, discrimination or retaliation will be dealt with appropriately. Responsive action may include disciplinary action such as a warning, reprimand, withholding of a promotion or pay increase, reassignment, temporary suspension without pay, or termination, as (*Company*) believes appropriate under the circumstances.
- If a party to a complaint does not agree with its resolution, that party may appeal to (*Company*)'s General Manager.
- False and malicious complaints of harassment, discrimination or retaliation (as opposed to complaints that, even if erroneous, are made in good faith) may be the subject of appropriate disciplinary action.

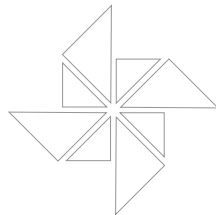


Annex 2: Checklist for Equitable Recruitment and Selection Practices

The following checklist can be used as a self-assessment of organizational recruitment and selection practices⁽²⁹⁾.

	Yes	Somewhat	No
1. My organization has an equal employment opportunity policy.			
2. My organization offers equal access to positions in different functions and levels to all applicants.			
3. My organization has transparent compensation systems and promotes equality in pay.			
4. My organization promotes its diversity and inclusion vision and policies through different communication channels.			
5. My organization adopts various recruitment methods and approaches to ensure access to a diverse applicant pool.			
6. My organization has job descriptions in place which form the basis for the recruitment and selection process.			
7. My organization's job announcements clearly describe essential job requirements and competencies.			
8. My organization's job announcements are sensitive and inclusive in the use of images and language.			
9. My organization constantly reviews its job announcements to ensure they are free from stereotypes in images and language.			
10. My organization has a diverse panel of interviewers to ensure bias-free selection and hiring.			
11. My organization's interview questions have been carefully reviewed for biases and stereotypes.			

	Yes	Somewhat	No
12. My organization has a standard process for assessing interviewees to support the selection decision.			
13. There is a fair distribution of women and men in our workforce.			
14. When my organization cannot find qualified applicants for a job, it offers opportunities for training to interested applicants.			
15. My organization offers orientation on corporate values and expected behaviors to new hires.			



Annex 3: Complete Case Studies

Rana's Success Story

Rana is a 37-year-old lady with short stature and impaired mobility. After graduating with a diploma in business administration, she worked at a dental clinic for 11 years. When Rana decided to leave her job, it was because of the low wage and long working hours. She later worked for a marketing company but was also forced to leave the job because of the low wage.

As Rana continued to look for a suitable job, she learned about her labor rights in pay and social security. She was then referred by the Ministry of Labor for a job interview at Philadelphia Specialty Hospital. Rana has been working at the hospital since 2015 as a telephone operator; "People with disabilities must work, and society must accept us," she says. "We appointed Rana, regardless of her disability because we care about the capabilities of our staff," says the Personnel Manager at the hospital.

When she started work, Rana received support from her supervisor and colleagues. She also received training until she was able to perform the tasks required of her. Then she was given the opportunity to work on additional tasks such as receiving and admitting patients, typing and secretarial work.

The fact that the hospital was designed to accommodate everyone, including people with disabilities, facilitated Rana's daily tasks. In addition, her working environment was modified by changing the chair several times upon her request. The hospital has also modified her working hours and given her permission to start at 9 a.m. because of the lack of adequate transportation. The Personnel Manager emphasized that "employers must provide all measures to assist persons with disabilities to continue their employment".

Ministry of Labor. www.mol.gov.jo/Pages/viewpage.aspx?pageID=276

DAR AL OMRAN Case Study

DAR AL OMRAN is a Jordanian engineering consulting group comprising DAR AL OMRAN Planning, Architecture, Engineering and DAR AL OMRAN Infrastructure & Environment. The group was founded in 1979 and has its headquarters in Amman, with offices in Saudi Arabia and the United Arab Emirates.

The Motivator

DAR AL OMRAN Planning. Architecture. Engineering formal diversity and inclusion initiative was motivated by an invitation to take part in a competition on gender diversity management organized by GIZ-EconoWin. This opportunity initiated leadership interest in formalizing and enhancing diversity and inclusion practices within the firm.

“Recognition was the first motivator, especially that DAR AL OMRAN was known in the industry for its architecture and engineering operations, but not for its work environment”, says Ms. Hala Sinno, Senior Strategy and Development Officer. “Another motivator was the opportunity to enhance DAR AL OMRAN work environment”.

The Gender Diversity Initiative

The gender diversity initiative was implemented between 2015 and 2017, with a 40% subsidy from GIZ-EconoWin. DAR AL OMRAN Planning. Architecture. Engineering conducted a gender audit which comprised an employee satisfaction survey and an analysis of existing HR management policies and systems; developed an action plan; and piloted a number of activities before starting organization-wide implementation.

Some of the actions adopted as part of the initiative included:

- Integrating gender diversity into organizational strategy under HR objectives.
- Using organizational core values to reinforce an inclusive culture: for example, “trust” and “accepting one another”.
- Highlighting gender diversity in their equal opportunity policy and embedding the policy in job announcements. The policy expresses the company’s commitment to providing equal opportunity to all its employees in recruitment, selection, promotion, compensation, transfer, and training.
- Including gender diversity management in performance appraisals to ensure accountability.
- Introducing work-life balance policies and procedures, covering flextime and teleworking arrangements, phased-out and phased-in part-time work during and after maternity leave, and paternity leave.
- Modifying attendance fingerprint system to take on part-time and flextime work.
- Implementing employee training on work-life balance.
- Implementing training on gender diversity management for heads of sections and middle management.

Initiative performance indicators include:

- Female share in company
- Female share in each department

- Female retention rate
- Female turnover rate
- Retention rate after maternity leave

Today, DAR AL OMRAN has 177 employees; with women constituting 35% of the total workforce and around 20% of middle management. One of their female team leaders is a teleworking employee residing in the United States. Moreover, 15% of DAR AL OMRAN's site supervision engineers are women.

Addressing Middle Management Concerns and Securing Buy-in

To secure buy-in from middle management, especially with their concerns about the impact of the new arrangements on operations, DAR AL OMRAN Planning, Architecture, Engineering involved managers in all aspects of the project.

The company also arranged a series of training sessions and meetings to provide middle managers with the opportunity to voice out and discuss their concerns. The participation of organizational leadership and senior management in those sessions emphasized leadership commitment to the initiative and provided the support needed to address performance concerns.

The Way Forward

The company maintains ongoing monitoring and evaluation and will be focusing on external communication during the coming two years. DAR AL OMRAN Infrastructure & Environment has introduced flextime and are working on introducing part-time and teleworking arrangements.

Bank al Etihad Case Study

Established in 1978, Bank al Etihad is a fast-growing Jordan-based financial and banking services institution, operating a network of 43 branches throughout Jordan.

The bank currently employs 1122 employees. Women constitute 45% of its total workforce, 9% of its Board members, 21% of its senior management, and 36% of its middle management.

Shorouq Program

Bank al Etihad's Shorouq program is a comprehensive set of banking solutions, comprising financial and non-financial services, specifically designed for women. The program was launched in 2014, in cooperation with the International Finance Corporation (IFC) and the Global Banking Alliance for Women.

Shorouq's financial services include start-up loans; while non-financial services comprise training, coaching and mentoring, linkages and networking through bank sponsored events and Shorouq platform.

Program inception was based on a market study which revealed that women's most persistent needs were access to finance and access to knowledge. At the same time, internal analysis concluded that women were more responsible with financing and owned the least non-performing loans at the bank.

A steering committee – bringing together teams from the Marketing, MIS, SME, HR, Credit, Retail, and Business Development departments – was able to bring this program to fruition. While business development and HR people provided their expertise in reviewing the products to ensure they were gender inclusive; marketing handled the positioning, branding and communications; and MIS handled data capturing and reporting.

The committee's action plan focused on both the internal and external dimensions of implementation, directing effort toward building internal capacity on gender concepts and guiding the launch of the bank's marketing campaign.

By targeting women with tailored banking services, Bank al Etihad was targeting half of the society and taking less lending risks. With Shorouq program, the bank was able to achieve an increase of 173% in its female customer base between 2014 and 2017.

Bank employees and management express their pride in Shorouq program, not only as the first banking solution in Jordan that is specifically tailored to the needs of women, enhancing both their financial and technical capacities, but also because it is a solid banking solution.

Bank al Etihad Come-back Program

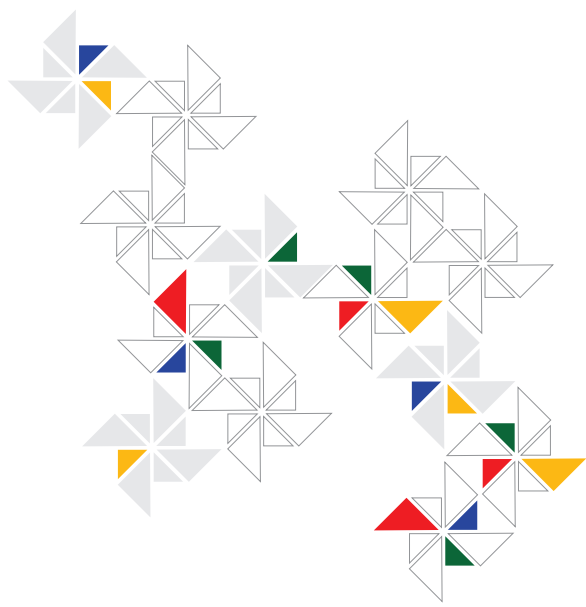
In 2017, Bank al Etihad initiated an annual capacity building program for women returning to work after a career break. The program aimed to ease women's transition back into the workforce by providing them with the opportunity to enhance their skills and bridge their employment gap. The program also served to widen the talent pool available to the bank for recruitment. Upon completion of the program, the bank hired seven out of the nineteen participants, while two women were hired by other companies. The bank uses its business network to help the rest of the participants to secure job interviews.

Implemented over a period of five months, the program comprised soft skills training; a three-month internship at the bank based on skills, interests and prior experience; and individual coaching and mentoring.

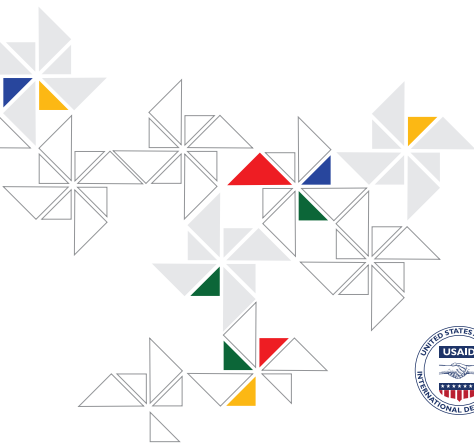
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