



Diversity and HR : Belgian and international good practices 2010

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1 Introduction

1.1 Diversity: what do we mean by it?

The increasing diversity of labour is a challenge which civil services must address in order to reflect the labour market and the profile of labour market users.

The phrase "Diversity management" is defined as the implementation of a human resources management policy intended to offer employment and career opportunities to all citizens matching their skills and aspirations, on a basis of equal opportunity and treatment for all workers in a context where all forms of discrimination are outlawed.

Diversity management also implies a culture of organisation:

- founded on respect for differences between values, attitudes, behaviour patterns and lifestyles, always assuming that they comply with the principles of democracy and equality which underpin our societies;
- and, in fact, goes beyond respect in an effort to interact and communicate with others, to benefit from these differences, while avoiding all attitudes which feature social exclusion, withdrawal or judgement.

Priority is given to the promotion of diversity in public administration in this document, by focusing on 3 aspects:

- the promotion of sexual equality
- the involvement of disabled people in public service employment
- the employment of individuals with foreign backgrounds

Discrimination may, however, be combated by the inclusion of other target groups, such as people who may suffer discrimination because of their:

- sexual orientation
- physical appearance (height and weight in particular)
- age

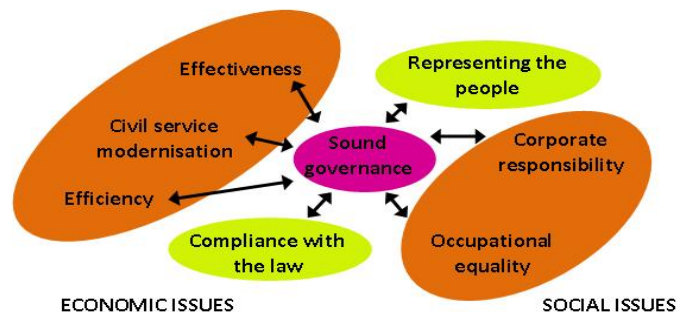
In this context, the Law of May 10 2007 (Belgian Official Gazette [OG] 30/5/2007)¹ is designed to combat all forms of distinction, exclusion, restriction or preference based on age, sexual orientation, civil status, birth, wealth, religious or philosophical convictions, political convictions, language, present or future health status, disability, a physical or genetic feature or social origins.

1.2 Managing diversity: why?

The management of diversity is intended to help civil servants to adopt suitable positions with regard to the challenges arising from:

- on the one hand, the growing diversity of characteristics, needs and expectations expressed by users and clients;
- and on the other, the diversity observed and/or to be hoped for within the labour force at both staff member and contract levels.

Managing diversity is a response to social and economic issues. The coordination of these social and economic issues is essential for the success of a diversity management policy.



¹ For up-to-date information on the different legal dimensions, visit the websites of the Centre pour l'Égalité des Chances [Equal Opportunity Centre] (www.diversite.be) and the Institut pour l'Égalité des Femmes et des Hommes [Institute for sexual equality] (www.iefh.fgov.be)



1.2.1 Social issues

- Improved representation of the population: for the civil service, this means achieving a better reflection of the diversity in existence in the population and thus guaranteeing that they receive a more appropriate service.
- Compliance with national and European directives and laws
 - Laws of May 10 2007 (OG May 30 2007):
 - designed to combat certain forms of discrimination;
 - amending the law of July 30 1981 designed to suppress certain actions arising from racism and xenophobia;
 - designed to combat sexual discrimination;
 - adapting the Legal Code to legislation designed to combat discrimination and suppressing certain acts arising from racism and xenophobia.
- Equal treatment and the fight against direct and indirect discrimination

The Civil Service should set an example in the promotion of social justice and the fight against discrimination and unequal treatment.
- The law precisely defines what is understood by direct discrimination and indirect discrimination:
 - "Direct discrimination can be said to have taken place if people are treated differently (some less favourably) and there is no objective and reasonable justification for this difference" (Belgian anti-discrimination law of May 10 2007). Discrimination is possible if the phenomenon is an essential and defining occupational requirement, assessed on a case-by-case basis, arising from the nature of the activity and the conditions under which it is performed. In the field of employment a legitimate purpose must be defined, along with means which are appropriate, necessary and in proportion.
 - "Indirect discrimination can be said to have taken place when an apparently neutral provision, criterion or practice has a detrimental effect on the persons to whom one of the grounds for discrimination covered by the law applies, unless this provision, criterion or practice is based on an objective and reasonable justification."
- Corporate social responsibility and sustainable development (commitment to future generations)

Corporate social responsibility (CSR) refers to voluntary procedures undertaken by businesses with a view to achieving sustainable development, social cohesion and competitiveness in relation to social activities (people), societal and environmental factors (planet), and business economics (profit). They are based on a toolkit – norms, standards, certifications – whereby it is possible to measure the effect of these practices and their added value, and to maximise the effects for both the company and society.

Federal and regional authorities in Belgium have drawn up a frame of reference for CSR and sustainable development. According to this, "CSR is a permanent improvement process in the framework of which, in a voluntary, automatic and coherent way, businesses build considerations of a social, environmental and economic nature into the overall management of the business. In this way, the fact that the various parties involved in the company work together is an integral aspect of the procedure."

- Sound governance

The principles of sound governance include a higher level of transparency regarding political decision-making procedures (criteria, stakeholders, priorities, etc.) and the effects of these procedures. Political stakeholders are thus likely to be reminded of their commitments and responsibilities for a more egalitarian society. Sound governance also presupposes that civil society will play a larger part in matters of state: political officers, of course, but also civil servants and representatives of target group needs (professional organisations, etc.).

1.2.2 Economic issues

- Greater effectiveness as regards the public service duties of the administration and hence improved service for users.
- Better use of resources and skills which should make it possible to increase staff satisfaction and upgrade their effectiveness. The goal is to create a working environment in which each individual is appreciated for his or her merits and skills. This also means striving for mutual enrichment and greater creativity via a better use of these new skills and other frames of reference.
- Modernising the civil service through management procedures focused on skills and results.
- Quality certification procedures which incorporate the criteria needed to tackle discrimination and in staff training.



The May 10 2007 laws apply to all work relationships which are defined as such, which include, among other things, employment, employment access conditions, working conditions and dismissal regulations. This operates:

- for both the public sector and the private sector;
- for salaried work as well as non-salaried work, and services provided in the context of trainee, apprenticeship, work experience and first job agreements, or in the framework of self-employment;
- for all levels of the management structure and all areas of activity;
- regardless of the salary or contract-based system covering the individual performing the work.

These laws are supplemented by European directives, regional decrees and collective labour agreements, the royal decree organising the recruitment of disabled people in the federal civil service and the specific laws governing sexual equality.

1.3 The effect of a diversity management policy on the administration

Managing diversity means investigating your strategic orientations, your human resources management (HRM) policies, your work organisation systems, your organisational culture and your approach to clients and users as summarised in the diagram below:



Managing diversity at the heart of organisational transformation

Diversity management policies also call for an investigation into internal and external communications policies, aimed in particular at avoiding propagating stereotypes, emphasising the diversity of the personnel and the users, and explaining the importance of living in an enterprise based on the rejection of all forms of discrimination.

Diversity policies also presuppose that the enterprise is open to external entities: partnership with associations, consultancy with experts and competent organisations.

Indeed, managing diversity means coming to grips with the standards in force within the organisation. An awareness of diversity only exists from the moment when an element is seen as "different" within an environment seen as homogeneous, and homogeneity only exists in relation to a standard of which those to whom it applies are either aware or unaware. The work of the "manager" will be to identify the standard, to investigate it and to transform it.

1.4 Diversity management plans

Introducing diversity management plans means promoting diversity in a voluntary, proactive manner to increase the representation of the target groups at management level, as well as offering these groups equal opportunities in terms of career and promotion.

1.4.1 Attitudes to diversity

There are three action strategies to choose from:

- the first strategy is to deny the existence of the problem, which we shall call the "ostrich strategy", as this consists of assuming that the organisation has no need to take action in this area. Supporters of this approach assume that diversity will take place naturally in an organisation and the individuals will become integrated with ease. The many complaints about discrimination and the difficulties experienced by workers of foreign origin, disabled people and the older worker to find and keep a job show that optimism like this has no place in reality.



- then there are the strategies based on reaction, which aim to tackle actual problems as they confront the management, to solve the operational problems associated with an ever more heterogeneous labour force, and to diminish the tensions caused by these differences (conflict, harassment, exclusion and the like).
- and finally, we have proactive action strategies aimed at deploying resources to achieve social objectives (social responsibility and anti-discrimination action), but also intended to create internal and external added value on the basis of this diversity: user and client needs more satisfactorily met, labour shortages solved, social mix and diversity introduced into certain jobs and positions, greater creativity and innovation encouraged.

1.4.2 Action plan steps

To begin with, diversity should be factored into the strategic directions adopted by the organisation by the signing of charters, the certification procedure and in-house and external communications operations. It is then strongly advisable that an action plan be drafted (diversity management plan) to cover a number of aspects such as those outlined below.

1. Diagnosing in-house and external diversity, including the identification of what adjustments will be required, is an important step, as it should make it possible to spotlight the areas where discriminated groups are over-represented or under-represented. A management analysis procedure should also be used to identify the mechanisms (direct and indirect discrimination) which can explain the under-representation of the target groups.

The diagnosis should include an analysis of the organisational positioning of the individuals belonging to the target groups, with a view to spotlighting the effects of segregation by jobs and positions, identifying what particular difficulties are associated with their career progress (vertical segregation) and the differences in treatment and status from which they could be suffering.

2. The diagnosis should lead to the development of an action plan which would include:
 - the objectives to be achieved, and this does not mean quotas. However, it could be useful to set goals defined in figures so that the effect of the actions undertaken can be measured. These objectives can be used to assess and establish a quantitative and qualitative performance indicator by means of which the progress which has been made can be measured. For example:
 - 10% increase in the number of women in positions of responsibility;
 - 5% of positions opened up to disabled people
 - the identification of the actions to be undertaken with a schedule and someone appointed to be responsible for the action,
 - ear-marking human, financial and logistical resources which can be deployed for the actions.
3. An important factor in all diversity management policies is in-house and external communication. It is essential to:
 - explain why the diversity management policy is being implemented and the importance of these actions to the work of the section and the department;
 - evaluate the content of the in-house and external communications actions in order to reveal bias in language, images, work schedules and examples, and also to identify the locations where a diversity-based image of civil service staff could be established;
 - establish yourself as an employer who is concerned to guarantee equality of opportunity in the recruitment process and more generally in the human resource management procedure;
 - extend communication channels to reach under-represented target groups.
4. Action approaches may deal with one or several human resource management subject areas:
 - recruitment and staff selection procedures, including job descriptions and the decisions adopted for awarding positions and status intended to avoid the ghetto effect in certain positions. This subject area includes the initial contacts with management, in the form of student traineeships, holiday jobs and internships;
 - reception and integration;
 - working conditions (workstation arrangement, working hours arrangement, etc.) and pay (salary, but also various fringe benefits);
 - personnel evaluation, career management and mobility;
 - options available by way of training and employee development;
 - management of the work environment and organisational culture (values, standards, attitudes and behaviour patterns which are rewarded but also penalised). The core values of an organisation supporting diversity should be respect, tolerance, the acceptance of differences;
 - the involvement of worker representatives and the unions.



1.4.3 Action approaches – preventative or remedial?

The actions undertaken may target:

- individuals (behaviour, know-how, skills, values, perceptions and representation);
- the work practices established in the organisation and the ways in which work is organised;
- the environment.

The first step is to insist on the principle of equal rights, and then efforts must be made to ensure that each individual is treated on an equal footing.

The second step may consist of the implementation of various measures which ensure equality of opportunity by means of positive steps, so that everyone can participate on an equal footing (e.g. organise the conditions of a selection test so that disabled people are not excluded), or by adopting positive discrimination measures intended to redress the balance in favour of a group identified as under-represented in the civil service (e.g. quotas).

The May 10 2007 law stipulates specific conditions so that positive action shall be valid:

- obvious inequality;
- the measure should make it possible to correct this inequality;
- the measure should be associated with a timeframe.

In concert with the National Labour Council, Royal Decrees will be drafted to define the actual terms and conditions of these measures.

1.5 Diversity management – the actors

A diversity management policy means that as many actors as possible should be involved in the process via consultation and awareness-raising actions.

Actions must therefore be undertaken which will involve and inform:

- the workers in each section and unit (staff members or contract-based workers);
- the management structure, paying particular attention to the section heads nearest the workers;
- union representatives and the heads of the prevention and protection system in the workplace committee;
- confidential contacts in harassment cases;
- social workers and workplace doctors.

Awareness-raising campaigns regarding the need to combat direct and indirect discrimination and the importance of reviewing the stereotypes of the target groups must also be aimed at partners such as:

- consultants
- suppliers
- associations, public action partners
- local and regional authorities

Partnerships could be set up with organisations specialising in one or another of the target groups:

- *Institut pour l'Égalité des Femmes et des Hommes* [Institute for Sexual Equality] and provincial coordinators;
- *Centre pour l'Égalité des Chances* [Equal Opportunity Centre] and *Centres Régionaux d'Intégration* [Regional Integration Centres];
- associations working in the area of disability or invalidity support;
- grassroots associations working in social and occupation inclusion.

It could be both useful and interesting to invite experts to talk to the members of a work team on some of the subject areas.

1.6 Diversity management in the public services of different countries

It is not our intention here to list everything happening in the civil services of other countries in the diversity management area, but we have selected a handful of countries to illustrate the different ways in which the matter is being tackled.

1.6.1 Belgium

Belgium has established diversity in the workplace as a priority at both federal and regional level.

- At the **federal** level, a number of initiatives relating to both public and private employers have been launched by the Equal Opportunity Centre, the Institute for Sexual Equality, the Federal Public Employment Service, *Travail et Concertation Sociale* [Labour and Social Agreement] (particularly the multicultural section, but also through the collective bargaining agreements) and the Federal Public Service for Personnel and Organisation. We should also mention the "Equality and Diversity" certification issued to 15 organisations in 2007.



The federal authorities have accepted responsibility for ensuring that the public sector is in line with the private sector on the question of parental leave and of increasing maternity leave. In addition, by developing a new status for tele-working, the federal authority is also helping to reconcile working life with private life. This status will be improved still further by the adaptation of the law on wellbeing in the workplace to this particular mode of working.

A number of actions have been carried out at regional level.

- o **Flanders** has backed the implementation of a number of diversity plans by providing employers with finance and assistance from approved consultants. The target groups are older workers, workers of foreign origin and disabled people. The employers are encouraged in their diversity plans to set themselves objectives in figures which match their employment pool. Bonuses are also available for employers who take on workers from the target groups, such as the premium awarded for hiring employees over 50 years of age. The unions act as the in-house partners for the diversity consultant actions. A number of seminars and trainee sessions have been held.
- o The **Brussels Region** has undertaken a range of actions, such as holding awareness-raising seminars in businesses, a Diversity Charter signed by a large number of employers, specific funding for the implementation of diversity plans and finance for specialist consultants.
- o **Wallonia** has set up a diversity award to reward business practices in the field of diversity. The Region has also established a system whereby funding can be sought for the implementation of a diversity plan in which approved consultants are involved. The Walloon Region is also developing a number of specific measures concerned with equality of opportunity in the framework of its Strategic Horizontal Social Integration plan: upgrading job coaching at the Regional Employment Missions, upgrading pre-qualification structures at the *Entreprises de Formation par le Travail* (EFT – Work Training Enterprises) and the *Organismes d'Insertion Socioprofessionnelle* (OISP – Social and Occupational Inclusion Units), upgrading systems for the employment of disabled people in business, actions aimed at improving the social and occupational inclusion of the less qualified. A charter has been submitted for the opinion of the social partners (employers and unions) and another charter is already in place for Walloon employers. A number of seminars and training sessions have been organised.

1.6.2 France²

The debate in France has for some time now echoed the basic principles of the French nation, with much hesitation observed in acknowledging differences in the treatment of certain groups, even when these groups have been identified as suffering discrimination in the labour market.

The majority of the initiatives, both public and private, are based on the implementation of equality policies aimed at various target groups (occupational equality between men and women) or systems for combating exclusion (action plans for the inclusion of disabled people or persons of foreign origin in the workplace). The egalitarian culture is very directly opposed to any differentiation³. It is very difficult to lodge the concept of positive discrimination against the background of this kind of legal system.

In France, the principle of secularity is based on the "Neither differentiated, nor undifferentiated" model. This model for the separation of Church and State, with all its implications as far as recognising diversity is concerned, could easily be seen as evidence of a French exception in Europe.

In 2005, to combat all forms of discrimination France set up the *Halde (Haute Autorité de Lutte contre les Discriminations et pour l'Égalité – Higher Authority against Discrimination and for Equality)*⁴, which has a remit very similar to that of the Equal Opportunity Centre.

As far as the Civil Service is concerned, a very strongly supported argument is that the State should set an example when it comes to combating discrimination and supporting equal opportunity, and should represent the population of France in its diversity. However, France is in a similar situation to Belgium, faced with the problem of measuring this diversity⁵. The *Commission Nationale de l'Informatique et des Libertés* (CNIL – National Commission on Data Processing and Freedom), the guarantor of the protection of data of a personal nature, issued a ruling in 2005 prohibiting the collection of any data referring to ethnic or racial origin, since the lack of a national frame of reference of this type would mean it could not

² *Diversité: un enjeu de performance dans les services publics*, (Diversity: a factor in the performance of the civil services) Perspectives- Gestion Publique, IGPDE, n°22-February 2007. www.institut.minefi.gouv.fr

³ River J., *Rapport sur la notion d'égalité et de discrimination en droit public français*, (Report on the concept of equality and discrimination in French law), Publications by the Association Henri Capitant, Journées du Luxembourg, 31.5-4.6.1951, p. 360.

⁴ www.halde.fr

⁵ Zuber M., *Une question de méthode. Bien utiliser les outils de la GRH*, (A question of method. Suitable use of the HRM tools) Cadres, La diversité en Actes, revue de la CFDT, 423, January 2007



be made use of. At the present time there are two measurements which are authorised by the CNIL: the use of personnel files referring to nationalities and to the place of birth of employees (provided that these files are declared to the CNIL and the employees are informed) and the anonymous questionnaires which are outside the scope of the Data Processing and Freedom law.

More recently this has led to a whole new form of legislation in favour of disabled people in respect of whom the *Commission technique d'orientation et de reclassement professionnel* (COTOREP – Technical Commission on Occupational Guidance and Reclassification) has taken cognisance of both the capabilities of disabled workers and of their ability to do the jobs they seek. Individuals such as these now enjoy special conditions as far as the organisation of examinations are concerned (design, assistance, better time conditions). These conditions have to be approved by a doctor registered with the civil service and cover tests (in the middle and lower levels of Civil Service grades B and C only) or recruitment under contract (in all grades, including grade A, the highest level).

1.6.3 North America (USA, Canada, Quebec)

Since the 1960s, public and private employers have been required to implement the following practices:

- Equal Employment Opportunities: intended to outlaw discriminatory practices by the establishment of "neutral" management procedures;
- Affirmative Action: ensuring that decisions taken by a company lead to the hiring, promotion and recognition of members of protected groups (women, minorities, etc.).

In the 1990s, diversity management policies came to be implemented in two ways:

- One way was via marketing and the customer and user approach. The question was: how could you interact with an increasingly diverse local population at the cultural level?
- The other was via equality, by disputing policies of positive discrimination regarded as likely to cause stigmatisation as a result of their assimilation requirements.

Diversity management policies thus took their place as part of a liberal and individualistic ideology, based on the respect for differences, but also on meritocracy.

In Canada and Quebec, the debate on diversity management grew around the issue of how to integrate new migrants⁶. The 2004 evaluation report on the federal public service⁷ highlighted the need to undertake action on the question of diversity. This instrument is heavily based on the law on equal employment (L.C. 1995, ch. 44)⁸, the Canadian Charter of Rights and Liberties (1982) and the Charter of Rights and Liberties of the Citizen of Quebec⁹, which affirm equality of treatment, but also each individual's right to have their differences recognised and accepted. This gave rise to a policy of reasonable accommodation which is currently hotly debated. We should also draw attention to the legislation in Quebec and Canada on equal pay.

1.6.4 United Kingdom

In the United Kingdom we have witnessed the emergence of actions implemented in the civil service intended to combat discrimination in the public service, based on equality of opportunity and equal treatment since the 1970s. Initiatives have also been launched to boost representation of target groups using number-based objective policies, very similar to actual quotas.

The incorporation of diversity takes the form of respect for differences.

In 2004 the government drew up a 10-point action plan (see sheet 3.7.) intended to increase the presence of the target groups (disabled people, persons of foreign origin and women) at different levels of the administration. Figure-based targets were set. In the framework of this action plan all ministries and agencies are required to appoint a diversity champion. A network has been set up, and its members are required to meet to take part in a plenary training session each quarter. The diversity champions are all established managers, members of the management committee of their organisation. The diversity champions network has been entrusted with three main duties:

- To optimise and share the lessons learned in each ministry or agency by instilling best practices and ensuring that they are implemented in the most effective way possible;

⁶ *Loi sur le multiculturalisme canadien de 1998* [1998 law on Canadian multiculturalism]

⁷ www.psagency-agencefp.gc.ca/

⁸ www.rhdsc.gc.ca/fr/travail/egalite/index.shtml

⁹ www.cdpcj.qc.ca/fr/commun/docs/charte.pdf



- To support the champions in their role as diversity leaders in the administrative offices, helping them to keep initiatives up to the mark or by seeking support from another champion in the network;
- To encourage culture- and behaviour-based change in support of diversity within the organisations.

1.6.5 Sweden

In Sweden we observe a marked tendency to design programmes intended to establish equality for the benefit of groups which are under-represented in the public administration and when establishing institutions and drawing up legislation, plus positive discrimination to defeat discrimination itself.

In 1986 Sweden set up a body with the sole duty of investigating matters of racial discrimination: "the Ombudsman against ethnic discrimination". The office is occupied by a legally-oriented mediator. He has no decision-making powers: his brief is chiefly to counsel the parties involved (beginning with the victims of discrimination), such as the authorities or all the social partners in any question related to the fight against racism. In order to bring these investigations to a satisfactory conclusion, whether they arise from his own initiative or from a complaint, he has the power to oblige an employer to attend a hearing and to require the employer to provide information, under certain circumstances under threat of penalty.

On the matter of sexual equality, the Swedish system provides for part-time work and guaranteed employment after maternity leave.

1.7 Keys to success

A central feature is that the management team should accept the fact that administration, despite all its efforts, is not yet a place of equal opportunity; that direct and indirect discrimination exists and must be tackled.

A diversity management policy results from two complementary forces:

- On the one hand, projects initiated and steered by the management team, structured around diagnostics and action plans for which adequate human and financial resources have been set aside;
- And on the other, support for emerging initiatives, projects launched by members of the administration, sometimes initially in an informal way. The fact is that follow-up on diversity projects has shown that many arise from the actions of individuals working at grassroots level who have taken the first steps in a certain direction to deal with their own problems. There is often important innovation potential in these projects, and it is essential that an interest be taken in them, that they be known, valued, and the information they provide is disseminated so that their relevance will be understood and they will reach other parties facing similar problems.

It is important not to lose sight of the fact that the establishment of a diversity management policy passes through actions affecting:

- individuals (target group members, officials, public service users, etc.);
- work practices and organisations.

The twin areas of action are complementary and necessary. An action plan which aims only for changes in the behaviour of individuals without transforming work practices and organisation has a scant chance of producing satisfactory results and vice versa.

And the implementation of a diversity management policy means becoming involved in the management of the project and in backing a change project. Some keys to success are therefore closely associated with the abilities of the actors to initiate, steer and oversee such projects.

We intend to set out the keys to success by analysing those which depend on individuals, those associated with the examination of work practices and lastly those which affect the process itself.

1.7.1 Keys to the success of actions depending on individuals

1.7.1.1 Actions concentrated on target groups

A number of factors emerge from the list of actions undertaken in Belgium and abroad:

- training programmes must be provided to help target groups to acquire the necessary skill sets: linguistic, technical, physical preparation if required, etc. (in-house or in partnership with other actors from the public sector or associations);
- it must be possible to adapt testing and selection procedures so that disabled people can present themselves as candidates and take part;



- tools must be available to identify skills which are useful and valuable for the organisation, possessed by individuals who are members of target groups, and to promote these skills internally and externally;
- partnerships must be set up to accelerate the procedures involved in work permit acquisition, qualification recognition, knowledge and experience validation;
- fresh recruitment networks must be activated to reach a new public and to enhance the quality of the initial contact with the administration via trainee courses, work experience and internships;
- in-house integration and support structures must be set up (contact persons, mentoring, support groups, etc.);
- follow-up on integration into the work environment should be undertaken (via development circles and appraisals).

It is important to design actions which reach target groups, if necessary through positive action, while ensuring that the members are neither stigmatised nor exploited. A member of a target group may or may not desire to benefit from some aspect of the programme, but that member is the person best placed to assess whether or not this kind of support is of value to him or her. Schemes which assume that everybody in a given target group is in need of help or special support are therefore to be avoided, although the actions undertaken are often of benefit to all the agents, officers and users. A non-target group member should also be permitted to benefit if the request is made.

Neither should we lose sight of the cumulative effects of the various factors of diversity when looked at individually. We know that this may have a significant effect on the position of people in the labour market and in the organisations, either tending to exacerbate discrimination, or contrarily, to blur the effects of this categorisation. If we take, for example, a person of foreign origin, whether that person has a high level of education or not, is male or female, is disabled, or is from a single-parent family, strongly affect that individual's positioning as regards employment and initiatives of the "diversity management" type.

1.7.1.2 Actions focussed on personnel, in-house and external partners, clients and users

Change takes place through the development of behaviour patterns, but it is also to be seen in values, perceptions, stereotypes and the attitudes of the civil service staff, the management, the in-house and external partners, the clients and the users.

The elements which support change are:

- the ability to listen and observe success at all levels, but also
- the awareness of difficulties, fears and hesitation, as part of the process of recognising expertise gained on the ground and the relevance of the individual's experience;
- the construction of the desired change as a process of factual learning (e.g. laws) but also as a learning curve gained from experience and practical work;
- the placing of the correct value on success, the actions undertaken, the time devoted to changing perceptions, attitudes and stereotypes.

1.7.2 Keys to success associated with work organisation

Changing individuals while leaving work structures and practices unchanged would be inadequate and counterproductive. The following are therefore also required:

- indicators against which discriminatory phenomena can be measured;
- the identification of indirect and systemic discrimination by calling on the support of experts able to spotlight existing biases in management tools such as recruitment tests, filters and assessment procedures, etc.;
- an analysis of the breakdown of target groups by job, position and department to expose horizontal segregation and the "glass walls" phenomenon;
- an investigation of career possibilities and vertical segregation with actions set in place to increase the representation of the target groups in positions of responsibility, with a view to equal opportunity as well as examples? and visibility;
- the adjustment of human resource management policies to include tasks concerned with diversity actions in job descriptions and appraisals, in the establishment of annual objectives and in appraisals;
- the factoring-in and promotion of the initiatives taken in this respect, along with the time devoted to actions aimed at increasing diversity in yearly evaluations and career management.

1.7.3 Keys to success connected with the process itself

Success will also depend on a range of elements associated with the process: action plans, support for local initiatives, project management, change management.



A few words of advice:

- ensure that the management team is definitely behind the desired objectives; this support should take the form of a clear statement about the reason for taking action, the actual provision of the human and financial resources required to carry out the actions, an investigation of the real situation on the ground and an appreciation of actions performed;
- ensure support and follow-up from the direct management structure;
- take the time to set up quantitative and qualitative diagnosis and to undertake exchanges with the various local actors (who should include members of the target groups and worker representatives) regarding this diagnosis;
- set up a proactive policy which is not just a procedure designed to give the impression that these factors are being tackled – this will require an action plan, but it will also mean that the local initiatives involved with concerns about the diversity policy will have to be investigated and promoted;
- make resources available which are sufficient and adequate in both financial and human terms, which presupposes that those working on these projects should have their work taken into account in their appraisal and work schedule and that their involvement should be assessed and weighted in their appraisal and assessment (development circles);
- define the target groups in question and draw up a list of priorities;
- set up a participatory structure which will give the target groups a voice and involve them in the decision-making procedure with a view to avoiding paternalistic actions unconnected with the expectations and needs of the target groups;
- develop an in-house and external communications policy intended to eliminate stereotypes and create a positive image of diversity, to highlight the knowledge acquired and advantages for the administration, and management's support for projects of this nature. Awareness-raising should make use of a range of media. A combination of fun media (e.g. dramatisations, events, cartoons, etc.) and more structured information would seem the best approach;
- set up a training programme designed to supply the skills needed to steer these projects and a better understanding of the legal requirements and the pitfalls to avoid. The training should also encourage staff to question themselves about their perceptions, their stereotypes and attitudes and their behaviour as regards their colleagues and also the users;
- regularly monitor the projects, paying particular attention to the difficulties encountered, planned future actions and the additional resources needed to overcome them, and how to capitalise on the knowledge gained and to help other civil service actors to benefit from it (knowledge management);
- adopt a flexible approach in order to be able to adjust the action plan to the realities on the ground, and also to make it possible for the project team to be able to seize in-house – and also external – opportunities;
- set up a genuine partnership with the union organisations, involve them in preparing the diagnosis (indicators, analysis of problems and causes), in identifying priority action points, in designing follow-up indicators and assessing the actions undertaken;
- appoint an individual or an in-house department to be in charge of diversity management policy with the task of initiating actions but also and above all of coordinating the actions undertaken and ensuring their visibility. Care must be taken, however, not to set up a situation where other members of the management structure no longer have to take responsibility, based on the idea that, if someone else is doing it, "it's not my problem"! This danger has been clearly observed in a number of initiatives aimed at incorporating concerns related to gender¹⁰. Efforts must be made to avoid making the same mistakes;
- build the objectives and activities associated with diversity into the strategic orientations in order to avoid these actions being seen as ancillary and secondary.

10 Federal public employment service, equal opportunity section (2003). Assessment report on the "gender mainstreaming" unit set up within the federal government - Achievement of strategic objectives in the framework of monitoring the implementation of the action platform of the World Conference of Women, Beijing, Brussels
Federal public employment service, equal opportunity section.



2.1. Awareness-raising actions – Ministry of Defence

PROCESS	Communication.
DESCRIPTION/ OVERVIEW	<ol style="list-style-type: none"> 1. Organisation of the “Diversity in the picture at Defence” photo competition. 2. Poster campaign about “International days”. 3. Calendar of religious holidays. 4. Diversity day 2010.
OBJECTIVES	<ol style="list-style-type: none"> 1-2-3. Creation of awareness among staff and combating stereotypes. 4. Making the senior management’s commitment to and support for the diversity policy visible for Defence staff.
DETAILED CONTENTS	<ol style="list-style-type: none"> 1. <u>Organisation of the “Diversity in the picture at Defence” photo competition</u> A photo competition is being organised for all Defence staff with a request to put the organisation’s diversity in the picture. The winner can compete for the Diversity Award or for the cash prize. The best photos will be used for the 2012 diversity calendar. 2. <u>Poster campaign about “International days” which was spread over four years:</u> <ul style="list-style-type: none"> 8 March International Women’s Day 21 March International Day against Racism 15 May International day of the Family 17 May International day against homophobia 17 October World Anti-poverty day 20 November World children’s rights day 3 December International day of the disabled 1 December World Aids day 10 December Human Rights day 3. <u>Calendar of religious holidays (Catholic, Jewish & Islamic holidays)</u> Creation of awareness among staff via the Diversity website, where background information about the origin of these religious holidays can be found. <ul style="list-style-type: none"> Purim/Festival of Casting Lots Passover/Jewish Passover meal Easter Ascension Thursday Shavout (Festival of Weeks) Whit Sunday Feast of the Assumption of Mary Rosh Hashanah/Jewish New Year Eid ul-Fitr (Sugar festival-end of Ramadan) Yom Kippur/Day of atonement



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Sukkot/Feast of tabernacles
 Shemini Atzeret/Closing festival on the eighth day
 All Saints Day
 Eid-al-Adha (Festival of Sacrifice)
 Christmas

4. Diversity day/Conference on Defence Diversity policy 2010

Organisation of the 1st diversity day/conference on Defence Diversity policy for Defence staff;

Presentation of history of diversity policy since 2003, current state of affairs and vision for the future;

Presentation of a diversity-related topic by an external speaker followed by a round of questions;

Signing of the Diversity charter by the Chief of Defence and Staff departments and Directorates-General.

**HOE
(Methodologie)**

1. Call for contest via the following information channels:

- a poster
- an article in the Dbriefing staff newsletter
- the Diversity website where information relating to the competition can be found.

2. Creation of awareness among staff via following channels of information:

- a poster
- an article in the Dbriefing staff newsletter
- the Diversity website where background information on the origin of these international holidays, underlying thoughts, etc. can be found.

3. Creation of awareness among staff via the Diversity website, where background information about the origin of these religious holidays can be found.

4. Announcement of the diversity day/conference on Defence Diversity policy via the following information channels:

- a circular
- a poster
- an article in the Dbriefing staff newsletter
- the Diversity website where information relating to the competition can be found.

TARGET GROUP All Defence employees.



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**START AND
END DATES**

1. Starts on 15 September 2010 – Ends on 31 January 2011.
 2. Starts in 2007 – Ends in 2010.
 3. Continuous, the dates of the holidays are adapted annually.
 4. Diversity day/Conference on Defence Diversity policy 2010 planned for November 2010.
- Periodicity: Annual.

**CONTACT
PERSON**

Defence
 Human Resources Department(HRD)
 Motivation policy section (HRP-M)
 Organisational culture sub-section (HRP-M/OC)
 Bruynstraat 1
 1120 – Brussels
 Tel.: +32 (0)2 224 57 35
 Fax: +32 (0)2 264 57 74
diversity@mil.be



2.2 Communication actions relating to recruitment – Ministry of Defence

PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	<ol style="list-style-type: none"> 1. "Diversifying Governmental Departments" project. 2. "Ambassadors" project. 3. Screening of the Automated Cognitive Test Battery (ACTB) selection tests for gender and cultural neutrality.
OBJECTIVES	<ol style="list-style-type: none"> 1. To move the Defence staff profile towards a representative reflection of society. 2. To highlight career opportunities in Defence to immigrant young people, their parents, employers and teachers. 3. Screening of the Automated Cognitive Test Battery (ACTB) selection tests for gender and cultural neutrality.
DETAILED CONTENTS	<ol style="list-style-type: none"> 1. The project is innovative, in that besides promoting, it also organises evaluation tests and preliminary training. Partners: Prison service, Fire brigade, Police, Governor's Federal services, CEFIG, VDAB, VSPW/BALANS, RESOC/SERR and City of Ghent Integration Service. 2. Immigrant Defence volunteers are called in as 'ambassadors' to relate the story of their schooling and quest for work. The focus in their story lies on the obstacles they have overcome here and why they have opted for Defence. On the one hand, they communicate their testimonial to immigrant young people and their parents to highlight the importance of a diploma. On the other hand they offer their story to employers to work on a positive image. 3. Screening of the Automated Cognitive Test Battery (ACTB) selection tests for gender and cultural neutrality. <ul style="list-style-type: none"> • drawing up of test – 1st phase • testing – 2nd phase • start of evaluation or results by designated university – 3rd phase • evaluation report and possible adaptation of the Automated Cognitive Test Battery (ACTB) – 4th phase.



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HOW (Methodology)	<ol style="list-style-type: none"> 1. Posters, folder & flyer "A job in uniform? Also for you!" 2. A Defence ambassador can be invited following a request from a school, employer's organisation or association from the Ghent region. 3. Women and immigrants are asked whether they wish to cooperate voluntarily in the survey in the Integration and Orientation Department (DOO) during the recruitment tests.
TARGET GROUP	<ol style="list-style-type: none"> 1. The project is open to everyone, but mainly focuses on immigrants, early school leavers and women, because these are often under-represented in the above security services. This project firstly targets occupations in these four government departments with no or a low diploma requirement which have an attractive status (such as job security) and which are easily recognisable by the wearing of a uniform: fireman/woman, penitentiary officer (prison guard), soldier, sailor and police officer. There is also room for people with an A2 diploma, for positions such as police inspector and non-commissioned officer. 2. The project is aimed at immigrant young people, their parents, employers and teachers. 3. All women applicants and immigrants who want to participate voluntarily in the survey.
START AND END DATES	<ol style="list-style-type: none"> 1. Begins on 17 September 2009 and the project is extended to 31 December 2011. 2. Begins in 2010 – Continuous. 3. Begins in January 2008, testing until 31 December 2010, evaluation from 01 January 2011.
REFERENCES (Url link, publication, etc.)	<p>www4.gent.be/gsiw/gsiw/Subsites.aspx?subsiteID=35</p>
CONTACT PERSON	<p>Defence Human Resources Department(HRD) Motivation policy section (HRP-M) Organisational culture sub-section (HRP-M/OC) Bruynstraat 1 1120 – Brussels Tel.: +32 (0)2 264 57 35 Fax: +32 (0)2 264 57 74 diversity@mil.be</p>



2.3 Staff training on diversity – Ministry of Defence

PROCESS	Training and development.
DESCRIPTION/ OVERVIEW	<ol style="list-style-type: none"> 1. Interactive “Little Barnum” diversity theatre in the Defence training schools. 2. “Intercultural Communication” training for Information centre staff. 3. “Intercultural Communication” training for Integration and Orientation department (DOO) staff. 4. Trial project: “Diversity on the shop floor in basic training” training course: <ul style="list-style-type: none"> • candidate non-commissioned officers – Saffraanberg Campus (CaSa) – St-Truiden. 5. “Diversity on the shop floor in basic training” training course: <ul style="list-style-type: none"> • candidate volunteers – Basic Training and Schooling Centres (CBOS) at Leopoldsburg & Aarlen • candidate officers - Campus Renaissance (CaRe) - Brussels.
OBJECTIVES	<ol style="list-style-type: none"> 1. Diversity theatre: to get new members of staff familiar with the organisation’s diversity policy from the outset. 2. To get the staff at information centres familiar with the diversity of potential applicants and to give them the right tools for good ‘intercultural’ communication. 3. To get staff at the Integration and Orientation Department (DOO) familiar with the diversity of potential candidate military personnel and to give them the right tools for good ‘intercultural’ communication. 4. To get staff (support staff and trainers) who come into contact with candidate non-commissioned officers during basic training familiar with the diversity of the candidates and to give them the right tools for good ‘intercultural’ communication. 5. To get staff (support staff and trainers) who come into contact with candidate volunteers and candidate officers during basic training familiar with the diversity of the candidates and to give them the right tools for good ‘intercultural’ communication’.
DETAILED CONTENTS	<ol style="list-style-type: none"> 1. Interactive “Little Barnum” diversity theatre in Defence training schools (Campus Renaissance (CaRe) - Brussels, Campus Saffraanberg (CaSa) – St-Truiden and the Centres for Basic Training and Schooling (CBOS) in Leopoldsburg and Aarlen.



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2. "Intercultural Communication" training for staff at the Information centres in cooperation with the Centre for Equal Opportunities and Combating Racism (3 NL training courses and 2 FR training courses lasting 3 days).
 3. "Intercultural Communication" training for staff from the Integration and Orientation Department in cooperation with the Centre for Equal Opportunities and Combating Racism (1 NL training course and 1 FR training course lasting 3 days).
 4. Trial project: "Diversity on the shop floor in basic training" training course:
 - candidate non-commissioned officers – Campus Saffraanberg (CaSa) – St-Truiden.
 - 1st phase Development of the "Diversity on the shop floor in basic training – candidate non-commissioned officers" training course in cooperation with the Centre for Intercultural Management and International Communication (CIMIC).
 - 2nd phase Organisation of the "Diversity on the shop floor in basic training – candidate non-commissioned officers" training course for trainers at Campus Saffraanberg (CaSa) in cooperation with CIMIC (6 NL training courses and 5 FR courses lasting 2 days).
 5. "Diversity on the shop floor in basic training" training course:
 - candidate volunteers – Centres for Basic training and schooling (CBOS) at Leopoldsburg and Aarlen
 - candidate officers - Campus Renaissance (CaRe) - Brussels.
 - 1st phase Development of the "Diversity on the shop floor in basic training – candidate volunteers & candidate officers" training course in cooperation with the Centre for Intercultural Management and International Communication (CIMIC).
 - 2nd phase Organisation of the "Diversity on the shop floor in basic training – candidate volunteers & candidate officers" training course for trainers at the Centres for Basic Training and Schooling (CBOS) and Campus Renaissance (CaRe) in cooperation with CIMIC (16 NL training courses and 14 FR courses lasting 2 days).



**HOW
(Methodology)**

1. Interactive diversity theatre (duration of show: 2 hours).
2. Three-day training course.
3. Three-day training course.
4. Two-day training course.
5. Two-day training course.

TARGET GROUP

1. All candidate military personnel in basic training in training schools (volunteers, non-commissioned officers and officers).
2. All staff at the Defence information centres who come into contact with potential applicants.
3. All staff in the Integration and Orientation Department who come into contact with potential candidate military personnel.
4. The staff (support staff and trainers) who come into contact with candidate non-commissioned officers during basic training.
5. The staff (support staff and trainers) who come into contact with candidate volunteers and candidate officers during basic training.

**START AND
END DATES**

1. Begins on 3 March 2006 – Ends in December 2012.
2. Running from September 2008 to December 2008.
3. Running in September 2008.
4. Trial project – Begins in January 2010 – Ends in December 2010.
5. Begins in January 2011 – Ends in December 2011.

**CONTACT
PERSON**

Defence
Human Resources Department(HRD)
Motivation policy section (HRP-M)
Organisational culture sub-section (HRP-M/OC)
Bruynstraat 1
1120 – Brussels
Tel.: +32 (0)2 264 57 35
Fax: +32 (0)2 264 57 74
diversity@mil.be



2.4 Policy on non-discrimination and diversity - Ministry of Defence

PROCESS

Diversity management plan and organisational culture.

DESCRIPTION/ OVERVIEW

1. New edition of the General Policy (APG): The "Policy on non-discrimination and diversity" becomes "**The diversity policy**".
2. Adaptation of the Specific Procedure (SPS) "Best Practice Diversity – Diversity Award".
3. Publication of the Specific Procedure (SPS) "Mandate of the Diversity Steering Group".
4. Publication of the Specific Procedure (SPS) " Diversity policy – Topic of Gender".
5. Publication of the Specific Procedure (SPS) " Diversity policy – Topic of Cultural Identity".
6. Publication of the Specific Procedure (SPS) " Diversity policy – Topic of Sexual Orientation".
7. Diversity Charter.
8. Diversity on the shopfloor Network.

OBJECTIVES

By implementing a diversity policy Defence is respecting and appreciating the unique contribution made by each individual.

It therefore becomes an organisation:

- in which staff have equal opportunities and are similarly encouraged to develop themselves fully with maximum professional satisfaction
- that is devoid of any form of violence, harassment, unwanted sexual behaviour, intimidation and discrimination.

DETAILED CONTENTS

1. This new edition was necessary to comply with the new laws of 10 May 2007 and the organisation's new policy vision. This document initially aims to clarify the term diversity and to distinguish it from other related concepts, thus clearing up possible ambiguities. It then outlines Defence's efforts relating to diversity, anti-discrimination and equal opportunities and further develops the Department's policy in this area. Finally, it clarifies the advantages and added value of a policy of this type for Defence and each of its members. The diversity policy comprises 5 fields of action: leadership and competencies, recruitment, education and training, operations and communication.



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2. This specific procedure deals with the procedure for detecting, highlighting and rewarding good diversity practices to obtain the Diversity Award. With this adjustment the Diversity Steering Group acquires the option of initiating diversity projects itself (e.g. organisation of the "Diversity in the picture" photo competition at Defence). Before this adaptation only units could submit a diversity project and be rewarded for this.
 3. This specific procedure describes the task, structure and responsibilities of the Diversity Steering Group. Through the publication of this specific procedure now the Director-General of Human Resources Department (HRD) becomes responsible for formulating recommendations to the head of Defence on the application of legal and regulatory provisions on diversity in force in Belgium and who safeguards the integration of the diversity policy in Defence. This is in contrast to the previous situation, where responsibility was borne by the Inspector General Mediator of Defence, who was chairperson of the Steering group and reported directly to the the Minister of Defence. Members of all Staff departments and Directorates General have sat on the Diversity Steering group since 21 November 2008.
 4. This specific procedure deals with one of the three topics relating to Defence's diversity policy: This document firstly aims to clarify the concept of gender and to distinguish it from other related concepts to avoid any possible confusion. The document then outlines the Defence viewpoint with respect to "gender mainstreaming" and develops the department's policy on the matter in greater detail.
 5. This specific procedure deals with one of the three topics relating to Defence's diversity policy: cultural identity. This document firstly aims to clarify the concept of cultural identity and to distinguish it form other related concepts to avoid any possible confusion. The document then outlines the Defence viewpoint with respect to cultural identity and develops the department's policy on the matter in greater detail.
 6. This specific procedure deals with one of the three topics relating to Defence's diversity policy: sexual orientation. Some terms including sexual orientation will first be clarified. The Defence viewpoint on sexual orientation is then outlined while offering detailed clarification of its policy in this area.
 7. By signing this Diversity Charter Defence commits itself actively to promote diversity. Diversity in the workplace not only contributes to staff welfare but also strengthens the operational capacity and functioning of Defence.



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HOW (Methodology)	<p>8. There will be a network of Defence "Diversity at work" (in the first instance: a thirty members) are created with the intention to be informed of needs / problems in the workplace. The network will include staff not only in daily contact with diversity issues but also other aspects that affect staff welfare in the workplace.</p> <p>1-2-3-4-5-6. Publication and dissemination of the General Diversity Policy (APG) and its Specific Procedures (SPS).</p> <p>7. After the Charter is signed, it will be distributed and posted in all Defence units.</p> <p>8. Members of the 'Diversity in the workplace' network will be convoked and meet after a call through appropriate information channels.</p>
TARGET GROUP	All Defence staff members.
START AND END DATES	<p>1. First publication: 17 October 2005 – New edition: 29 June 2010</p> <p>2. First publication: 28 April 2006 – Adaptation: 09 July 2010.</p> <p>3. Publication: 06 January 2010.</p> <p>4. Publication: 09 July 2010.</p> <p>5. Publication: 09 July 2010.</p> <p>6. Publication: 09 July 2010.</p> <p>7. Signing of Diversity Charter by the Head of Defence, the Staff heads of different departments and the Directors-general of the different Directorates-general before November 2010.</p> <p>8. Call for some thirty members: September 2010 – First meeting of network planned: January 2011.</p>
CONTACT PERSON	<p>Defence Human Resources Department (HRD) Motivation policy section (HRP-M) Organisational culture sub-section (HRP-M/OC) Bruynstraat 1 1120 – Brussels Tel.: +32 (0)2 264 57 35 Fax: +32 (0)2 264 57 74 diversity@mil.be</p>



2.5 Campaign to mobilise staff and users – Regional Hospital (CHR) at Liège

PROCESS	Communication, recruitment and selection and organisational culture.
DESCRIPTION/ OVERVIEW	<p><i>The Plural Citadel</i> is a campaign to mobilise staff and users around the topic of respect for diversity.</p> <p>This campaign is divided into actions aimed at:</p> <ul style="list-style-type: none"> • awareness raising (hosted events, training courses, lectures, etc.) • communication (posters, distribution of media). <p>In parallel, the recruitment procedure was reviewed and a support group created.</p>
OBJECTIVES	<p>The philosophy of this institutional project, which is unique in the region, is to take account of the diversity of the staff and users in such a way to transform these differences into rich benefits by producing a mirror effect.</p> <p>The Human Resources Department wishes to draw on its wealth of multiculturalism and diversity on offer among its staff to maintain dialogue and wellbeing.</p>
DETAILED CONTENTS	<p>The Citadel CHR wishes to practise an institutional policy aimed at respect of diversity which takes account of its environment.</p> <p>This policy is an integral part of the strategic plan and is implemented through the formation of a support group (<i>the Plural Citadel</i>) made up of voluntary partners (members of staff). The aim of this reflection and action group is to create support initiatives for health professionals faced with a feel of insecurity and lack of understanding linked to cultural and/or philosophical differences.</p> <p>It organises awareness-raising and appreciation of difference events by highlighting the rich values inherent in each person.</p> <p>The <i>Plural Citadal</i> group offers different orientations such as:</p> <ul style="list-style-type: none"> • favour the sharing of knowledge between new operators and those who are retiring • create awareness among managers • draw the attention of new operators from their reception to respect for diversity and inform them about CHR's commitment in this area • be vigilant about 'different corporate cultures' linked to the professions carried out • occasionally offer staff and patients a window into the associative sector to enable them to expand their reflection.



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HOW (Methodology)	<p>Mainly by awareness-raising actions (thematic week on respect for differences, world cuisine, projections of short films, organisation of a forum of associations).</p> <p>This initiative was supported by voluntary operators who worked in sub-groups according to the selected topics (hosting, communication, decoration, lecture). It enabled people from different departments to find out about others' work and to appreciate them.</p>
TARGET GROUP	<p>Everyone (members of staff and users) but more specifically targets people who are 'different' due to their origin, age, disability or sexual orientation.</p>
START AND END DATES	<p>March 2009 to ...</p> <p>The 'All equal in our differences' campaign by the <i>Plural Citadel 2010-2012</i> group focuses more on 'disability'.</p>
REFERENCES (url link, publication, etc.)	<p>www.chrcitadelle.be</p>
CONTACT PERSON	<p>Christiane Tomat christiane.tomat@chrcitadelle.be Tel.: +32 (0)4 225 64 20</p>



2.6 Diversity network of the integrated police - Federal Police

PROCESS Organisational culture.

**DESCRIPTION/
OVERVIEW** The diversity network is made up of around 75 members of the integrated police force whose role involves participating actively in the work meetings organised by DSID. The meetings aim for an exchange of experience, the acquisition of new knowledge, reflection based on cases, gathering good practices and the dissemination of information to all staff. The people involved are diversity resource staff in their own work setting and contribute to creating awareness of diversity among their colleagues.

OBJECTIVES The project fits into the integrated police's diversity policy and more particularly pursues the goal of favouring a change of corporate culture in the field of managing diversity. This policy seeks improved integration of staff in the police services and enhanced service to the public. The aim of this network is to support members of staff involved in managing diversity in their search for information, new knowledge and analytical tools in the area. It therefore favours mutual learning and the development of solidarity relations between members of the network. The result of the network's work should be disseminated to the entire staff. The network's support for the integrated police is informative and pedagogic in nature. It was launched in 2005 at the initiative of the Equality and Diversity Department (DSID) in the federal police where it is part of the Department of Support and Management, Internal Relations Section. DSID manages and coordinates the network.

**DETAILED
CONTENTS** The members of the network are both police officers and civilians from the administrative and logistical framework at all levels and grades. They represent local police zones and the federal police services. These people are all volunteers and experienced in or interested in different diversity topics. The questions are raised by the members and concern internal relations as well as contacts with the public. Members regularly receive training to enhance their knowledge and boost their skills. They themselves are resource persons in their own work setting.

The network can generate various working groups to examine a topic in greater depth or possibly to make a change or offer a solution to a given situation or design and implement an educational tool, etc. Working sub-groups are independent and give an account of the outcome of their work during plenary meetings.





	<p>The equality and diversity department in the federal police (DSID) remains the guarantor of the relevance and dissemination of their results. Between meetings, members of the network communicate among themselves via email. The network is coordinated by DSID.</p>
HOW (Methodology)	<p>The network is made up of a group of French speakers and a group of Dutch speakers. They are volunteers and have received authorisation from their unit manager to attend meetings. These are organised 5 times per year and last for one day. They take place either in Brussels or in the provinces. The coordinators of the 2 groups attend all meetings. Minutes are then drawn up and sent to each participant as well as his/her superior. The two groups meet together periodically. Thematic subgroups are formed depending on current interests. The result of work by the network and the thematic subgroups is communicated to all staff via an information database that is accessible to everyone (intranet and internet) called 'MOSAIC'. Since 2010, the network has been supplemented by a chain of diversity contact persons whose role is to distribute information in their department.</p>
TARGET GROUP	<p>All members of staff.</p>
START AND END DATES	<p>Start: November 2005. This practice is ongoing.</p>
REFERENCES (url link, publication, etc.)	<p>www.polsupport.be (personnel/ressources humaines/service égalité et diversity/Banque d'informations "Mosaic")</p>
CONTACT PERSON	<p>Federal Police – Internal Relations Department – Equality and Diversity Department Rue Fritz Toussaint, 8 – 1050 BRUSSELS Marie-Hélène Verkaeren Tel.: +32 (0)2 642 70 41 Lutgarde Vanderwaeren Tel.: +32 (0)2 642 66 54 Fax: +32 (0)2 642 60 97 dgs.dsi.diversity@police.be</p>



2.7 Gender promotion actions - European Trade Union Confederation

HR PROCESS	Trade unions.
DESCRIPTION/ OVERVIEW	<p>ETUC actions and activities on promoting equal rights, respect and dignity for workers regardless of their sexual orientation or gender identity</p> <p>In recent years, equality on the grounds of sexual orientation and gender identity has become a priority for many trade unions. Often working in cooperation with NGOs, lesbian, gay, bisexual and transgender (LGBT) trade union and community-based activists have been stressing that it is critically important that LGTB equality issues are dealt with in the workplace. Between 2007 and 2008 the ETUC carried out the European project '<i>Extending equality: Trade union actions to organise and promote equal rights, respect and dignity for workers regardless of their sexual orientation or gender identity</i>' in partnership with the non governmental organisation ILGA-Europe. In this context a 2-day conference was organised in January 2008, bringing together 80 participants (trade union and civil society representatives) actively involved in combating discrimination on grounds of sexual orientation and gender identity.</p>
OBJECTIVES	<p>The findings of a survey addressing all ETUC member confederations and European industry federations were presented and discussed at the Conference, which aimed at developing a clearer picture of what is happening at national level to promote diversity and antidiscrimination in the workplace; encouraging an exchange of experiences and practices; gathering examples of collective agreements which promote diversity and antidiscrimination in the workplace; facilitating networking among trade unionists and with NGO's dealing with LGBT issues across Europe.</p>
DETAILED CONTENT	<p>This was the first Europe-wide trade union conference on LGBT rights. It provided an excellent opportunity to share experiences between trade unionists, experts from NGO's and policy makers and to discuss ways to improve trade union attractiveness and performance in this area. Important messages were endorsed in the conclusion of this event: LGBT rights are human rights and these are central to trade union activities. It is impossible today for trade unions to ignore these issues; LGBT people are often invisible in the workplace and their rights are often not recognised or denied to them; discrimination against LGBT workers is no different from discrimination against other groups; all workers have the right to be protected against discrimination; as workers who are discriminated are often in a very vulnerable situation, it is important that they can be supported by a</p>



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union and their cases taken up, as appropriate, as individual cases or in the framework of a collective approach; recruiting and organising LGBT workers helps to make unions strong and representative of all of their members, and workers in general. The conference proceedings, as well as the results of the ETUC survey, were published in a report, entitled "Extending equality, trade union actions to organise and promote equal rights, respect and dignity for workers regardless of their sexual orientation and gender identity", that was sent to all ETUC members. Furthermore, a leaflet was produced in 22 different EU languages.

**HOW
(methodology)**

Following the conclusion of the Extending Equality project, the ETUC presented and discussed the outcomes of this initiative with its affiliated members. In December 2008, the ETUC Executive Committee adopted a resolution containing policy recommendations on actions and activities promoting equal rights, respect and dignity for LGBT workers.

Furthermore, the ETUC has set up an informal network of trade unionists willing to share news and information on LGBT policies and activities. The ETUC currently continues to work for the promotion of LGBT workers' rights at European and national level.

TARGET GROUP

Trade union representatives.

**START AND
END DATE**

November 2007 – December 2008.

**REFERENCES
(URL,
publication,...)**

- ETUC webpage dedicated to lesbian, gay, bisexual and transgender rights <http://www.etuc.org/r/1355>
- ETUC leaflet: "Extending equality – Trade unions in action!" <http://www.etuc.org/a/5611>
- ETUC Conference report: "Extending equality: trade union actions to organize and promote equal rights, respect and dignity for workers regardless of their sexual orientation and gender identity" <http://www.etuc.org/a/5244>
- www.etuc.org

**CONTACT
PERSON**

Cinzia Sechi, Conseillère
Confédération Européenne des Syndicats
Boulevard du Roi Albert II, 5 B-1210 Bruxelles
Tel: + 32 (0)2 224 05 68
Fax: + 32 (0)2 224 04 54/55
csechi@etuc.org



2.8 VEGA or Valorisation of Experts and Approach to Gender – Institute for equality between women and men

PROCESS	All of the processes for managing human resources.
DESCRIPTION/ OVERVIEW	A database listing women and men experts in the gender field.
OBJECTIVES	<p>The lack of a visible profile for women in the media or their low presence in opinion bodies, support committees or as intervening participants during colloquiums or panels in public service remains a problem, despite their expertise and competence in numerous fields. The establishment of a list of 'expert women' therefore aims to:</p> <ul style="list-style-type: none"> • alleviate the problem of a lack of a visible profile for women and their expertise in society, regardless of the sector of activity • enhance the value of women in professional sectors where it was perceived that they were absent • encourage women experts to be recognised as such and to have their skills valued at their proper worth • favour the presence and representation of women in media, colloquia, debates, opinion groups, etc. <p>Expertise in the gender field is also often unrecognised within public services which nonetheless have to implement laws on the equality of women and men or <i>gender mainstreaming</i>. This is why, in parallel with the 'women experts' section which should enable public institutions looking for specific profiles to find competent, specialist women, the VEGA listing also offers specialists (men and women) in equality law, diversity management and <i>gender mainstreaming</i>. The other actors targeted are the media, NGOs, etc. who are often looking for contributors – and therefore why not female contributors! In keeping with '<i>Do not say too quickly that there are no women...</i>' published at the request of the Ministry of Employment, Work and Equal Opportunity Policy and republished in 1998, and at the request of the Institute for Equality between Women and Men, the Amazon resource centre has therefore compiled an online directory made up of 'women experts' in the political, economic, scientific, social and cultural fields on the one hand and gender experts on the other.</p> <p>DETAILED CONTENTS This directory brings together a certain number of profiles (+/- 470) from different backgrounds: the academic world, research, politics, administration, enterprise, civil society, the associative sector, social contacts, etc. qualified people, who are all experts in one or more fields.</p>



**HOW
(Methodology)**

This approach fits into the implementation of *gender mainstreaming*.

TARGET GROUP

The project was initiated in March 2008 and the database has been online since March 2009.

**START AND
END DATES**

**REFERENCES
(url link,
publication,
etc.)**

<http://www.vegastar.be/>

The Amazon resources centre, at the request of the Institute for Equality between women and men.

<http://igvm-iefh.belgium.be/fr/>



2.9 Integration of equal opportunities for men/women in government assignments – Institute for Equality between women and men

PROCESS	All the processes.
DESCRIPTION/ OVERVIEW	Brochure titled 'Equal opportunities for men and women in government assignments – Some recommendations'
OBJECTIVES	The brochure indicates how equal opportunities for women and men can be integrated into various components of government assignments. This is done through points of attention, tips and practical examples.
DETAILED CONTENTS	<p>The brochure discusses how account can be taken of equal opportunities of women and men during government orders.</p> <p>At the level of grounds for exclusion candidates or bidders who have breached social legislation (including equal treatment) can be excluded if this breach is viewed a particular serious fault during professional practice. It must be clearly stated that such a breach will be viewed as a serious fault during professional practice in the announcement of the order or the specifications. Furthermore the burden of proof is borne by the contracting authority.</p> <p>The principle of equal opportunities for women and men can also play a role at the level of approval criteria, although it is not recognised as a separate approval criterion. However, it is possible to enter an equal opportunities sub-criterion under the quality criterion in some cases. Thus a balanced composition of the team can be viewed as an element that promotes quality. It is important for the criterion to be linked to the object of the order, makes it possible to evaluate whether it offers an economic advantage and is announced in the order or specification.</p> <p>In addition equal opportunities can be set as a condition in the execution procedures. In art. 40 of the new law on government orders of 15 June 2006 it is stated that the contracting authority can stipulate contractual conditions in order to pursue social objectives during execution of the order. Well-founded conditions must also be clearly stated in the announcement of the order or specifications. It is best to carry out a market survey on the feasibility of these conditions.</p>



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Finally the contracting authority must also examine whether a possibility exists to link the gender aspect to the **object of the order**. Following on the *gender mainstreaming* law, each authority must examine whether the gender aspect can be taken into account for each action, and therefore also when issuing government orders.

**HOW
(Methodology)**

This approach fits into the *gender mainstreaming* strategy and is an obligation for all federal government services (Art. 3, 3° of the law aimed at verifying application of the resolutions of the world women's conference held in Beijing in September 1995 and integration of the gender dimension along all federal policy lines (*B.S. of 13 February 2007*)).

**TARGET
GROUP**

**START AND
END DATES**

The brochure was published in 2008.

**REFERENCES
(url link,
publication,
etc.)**

Institute for Equality between women and men <http://igvm-iefh.belgium.be>

The brochure can be found in the 'Publications' section in the '*Gender mainstreaming*' unit.



2.10 Transmission of knowledge - DG COM-KM of the Federal Public Service Personnel & Organisation

PROCESS	Training and development.																
DESCRIPTION/ OVERVIEW	SENIORS-JUNIORS toolbox (June 2010).																
OBJECTIVE	To provide a practical aid to seniors and juniors called on to share their knowledge.																
DETAILED CONTENTS	<p>The SENIORS-JUNIORS toolbox includes three tools:</p> <p>The SENIORS-JUNIORS toolbox includes three tools:</p> <ul style="list-style-type: none"> • the tasks map, which helps the senior identify tasks for which knowledge transfer is necessary • the knowledge transfer plan, which helps the senior and junior(s) build an efficient action plan • the survival kit, which helps the senior whose successor is not yet in the department to outline his essential knowledge in writing. <p>It also offers examples, templates (pre-structured documents) and instructions.</p> <p>It complements the SENIORS-JUNIORS methodological guide (FPS P&O, June 2006), as the table below explains.</p> <table border="1"> <thead> <tr> <th></th> <th>SENIORS-JUNIORS methodological guide</th> <th>SENIORS-JUNIORS toolbox</th> </tr> </thead> <tbody> <tr> <td>Objective</td> <td colspan="2">To safeguard critical (important and rare) knowledge</td> </tr> <tr> <td>Starting point</td> <td>The entire organisation</td> <td>Seniors who have critical knowledge</td> </tr> <tr> <td>Approach</td> <td>Collective</td> <td>Individual</td> </tr> <tr> <td>Target group</td> <td>Knowledge management managers</td> <td>seniors and juniors</td> </tr> </tbody> </table>			SENIORS-JUNIORS methodological guide	SENIORS-JUNIORS toolbox	Objective	To safeguard critical (important and rare) knowledge		Starting point	The entire organisation	Seniors who have critical knowledge	Approach	Collective	Individual	Target group	Knowledge management managers	seniors and juniors
	SENIORS-JUNIORS methodological guide	SENIORS-JUNIORS toolbox															
Objective	To safeguard critical (important and rare) knowledge																
Starting point	The entire organisation	Seniors who have critical knowledge															
Approach	Collective	Individual															
Target group	Knowledge management managers	seniors and juniors															
HOW (Methodology)	<p>The SENIORS-JUNIORS toolbox can be used independently by seniors and juniors.</p> <p>It can also be used to complement the SENIORS-JUNIORS methodological guide, in the context of a collective and frameworked approach in the organisation.</p>																



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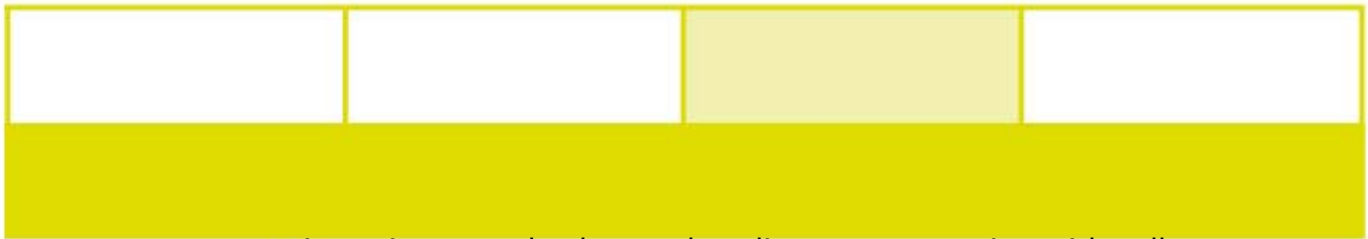
TARGET GROUP	<p>The SENIORS-JUNIORS toolbox is mainly aimed at:</p> <ul style="list-style-type: none"> • seniors who wish to share their knowledge with one or more juniors, and more particularly, those who occupy key functions and are preparing for their departure in the medium term • juniors who wish to learn from their senior colleagues. <p>It is also aimed at actors in the knowledge transfer process, i.e.</p> <ul style="list-style-type: none"> • managers who wish to organise the transmission of knowledge in their unit • knowledge management managers who give advice to departmental heads to organise knowledge sharing and support seniors and juniors during knowledge transfer paths.
START AND END DATES	<p>The SENIORS-JUNIORS tools were developed and tested in several federal organisations from 2008 to 2010. Assembled today in the Toolbox, they are notably used in FPS Economy, FPS Justice, FPS Interior, FPS Foreign Affairs, National Employment Office and the National Pensions Office. The Federal Police, STIB, Ministry of the Brussels Capital Region and the 'Management Affairs' Department of the Flemish Community have also adopted these tools.</p> <p>The federal organisations which wish to carry out knowledge transmission projects with the help of the SENIORS-JUNIORS toolbox can benefit from support from FPS P&O.</p>
REFERENCES (url link, publication, etc.)	<p>www.fedweb.belgium.be Knowledge-management section > SENIORS-JUNIORS transmission of knowledge</p>
CONTACT PERSON	<p>FPS Personnel & Organisation Department of Internal Communication and Knowledge Management KM@p-o.belgium.be</p>



2.11 Objectivisation of the evaluation procedure: development circles – Federal Public Service Personnel & Organisation

PROCESS	Evaluation, mobility and career support.
DESCRIPTION/ OVERVIEW	<p>A development circle is a procedure for evaluating public servants which has been developed by FPS P&O and which involves four interviews:</p> <ul style="list-style-type: none"> • function interview • planning interview • function performance interview • evaluation interview.
OBJECTIVES	<ul style="list-style-type: none"> • To increase motivation through personal follow-up of the person. • To identify employees' needs and expectations concerning their career. • To identify available and required competencies and to determine training goals. • To evaluate completed work. <p>The introduction of procedures for an objective and standardised HR policy always encourages more correct and fairer treatment (equal opportunities). The rules of play are more transparent. However, it is necessary to be alert to sexist and cultural aspects that the tools may contain, and therefore the subjectivity of the imaging and stereotypes which can emerge during implementation.</p>
DETAILED CONTENTS	<p>Function interview – The interview takes place at the start of the career or if the content of the function changes. It is used to specify the function description and the generic and technical competency profile.</p> <p>Planning interview – This interview takes place between the functional head and his employee or team. The performance goals (results that must be reached and which are linked to the organisation's objectives) and the development objectives (specific competencies that must be developed to reach the performance objectives) are clarified on this occasion. The performance indicators, deadlines and resources that have to be used to reach the objectives can also be specified during this interview.</p> <p>Function performance interview – This is an interim point where the head and his employee check the extent to which the goals have been reached. They discuss possible adaptations of the objectives, deadlines or resources used. The employee's development or his career can also be discussed during the interview. Both the functional superior and the employee can request a functioning interview. The</p>





interview can also be used to discuss cooperation with colleagues, day-to-day functioning, etc

Evaluation interview – A summary result is compiled during this interview and the functional head examines whether the employee has fulfilled the obligations from the planning interview. It is also an opportunity to give the employee feedback about how he carries out his work. The conclusions from the evaluation interview are used in the planning interview or in the next circle.

**HOW
(Methodology)**

The organisation's management is responsible for implementing the development circle.

**TARGET
GROUP**

All employees.

**START AND
END DATES**

FPS in 2002, the other federal government institutions in 2004, scientific institutions in 2009.

**REFERENCES
(url link,
publication,
etc.)**

www.fedweb.belgium.be/fr

**CONTACT
PERSON**

FPS Personnel & Organisation
DG Organisation & Personnel development
Tel. +32 (0)2 790 58 00
info@p-o.belgium.be
laurence.mortier@p-o.belgium.be
Opleidingsinstituut of the Federale Overheid (OFO)
Tel. +32 (0)2 229 73 11



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2.12 Diversity action plan 2009-2010 of the federal public service – DG DOP, diversity unit Federal Public Service Personnel & Organisation

PROCESS	Creation of awareness, recruitment and selection, hosting and integration, training and development and support.
DESCRIPTION/ OVERVIEW	Diversity action plan 2009-2010 of the federal public service.
OBJECTIVE	To guarantee equal opportunities and to promote diversity in the federal public service.
DETAILED CONTENTS	<p>This plan lists the actions to be taken in the different human resources fields.</p> <p>Creation of awareness</p> <ul style="list-style-type: none"> • The insertion of strategic objectives linked to the diversity policy in the FPS P&O administration contract. • Hosting the network of diversity managers to stimulate a policy in the area in federal organisations. • Signature of the diversity charter by the current managers of the federal public services. <p>Recruitment and selection.</p> <ul style="list-style-type: none"> • Verification of the cultural neutrality of the selection tests ('Test the tests'). • Organisation of an Ethno-tour of Belgium, in partnership with associations who represent people with a foreign background, in order to inform this public about procedures for accessing the public service. • Offer of reasonable adaptations and individual support for people with a disability during the selection procedures. • More intensive use of diversity channels of communication and the creation of a network of exchanges that brings together employers and candidates from target groups such as people with a disability, people from a foreign background, etc. • Opening up of access during selection procedures to candidates who do not have the required diploma but who, thanks to previously acquired skills and experience, acquire a skills certificate issued by Selor. <p>Hosting and integration</p> <ul style="list-style-type: none"> • Dissemination of a brochure on hosting staff with a disability and the offer of tailored support for heads of department and their team.



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- Organisation of an awareness raising session aimed at reception managers, the P&O framework services and diversity managers in order to ensure the quality of integration.
- Integration of the diversity concept into HR training courses by the IFA (public service training institute) and the organisation of awareness raising activities for all trainers.

Training and development

- Stimulation of organisations to request tailored training on diversity depending on the organisation's specific needs and those of the participants (diversity managers, persons of trust, reception staff, HR administrators) and to promote participation in diversity training courses organised by IFA.
- An offer of diversity training to Selor selection officers and to members of juries as well as its integration into a certification process carried out Selor.
- Support for and active participation in Felink, the network which supports women in the development of their own network and in their professional development.
- Proposal of a summary of managerial skills that enables women to become aware of their competencies level (Top Skills).
- Development in cooperation with associations and experts, of a procedure for evaluating knowledge of sign language and awarding certificates.

Support

- Offer of personalised support..
- Annual launch of a call for diversity projects.
- Dissemination of a methodology aimed at compiling and implementing a diversity action plan.

HOW **(Methodology)**

Implementation of action plan by the Diversity unit at FPS P&O, the Selor Diversity team, the public service selection office, and the public service training institute.

TARGET GROUP

It is aimed both at management and staff in the public service as well as candidates for a job in the public service.

START AND END DATES

2009-2010



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FACTORS FAVOURING SUCCESS

- Creation of an internal diversity unit responsible for implementing the policy of equal opportunities and for realising the actions of this plan.
- Cooperation with the network of those responsible for diversity.
- Close cooperation with the IFA and Selor.
- Work in cooperation with the Centre for equality of opportunities and the combat against racism and the Institute for equality between women and men.

DIFFICULTIES

- Those responsible for diversity have other responsibilities and are not available full-time to work for diversity.
- Structure and organisation of the federal administration (85,000 federal employees – hierarchy)
- Changing mentalities takes a long time.

REFERENCES
(url, publication,...)

www.diversite.belgium.be
www.selor.be
www.ofoifa.be

CONTACT PERSON

Federal Public Service Personnel & Organisation
 Direction general Organisational and Personnel Development –
 Diversity Unit

hafida.othmani@p-o.belgium.be
anne.schmidt@p-o.belgium.be

Diversity Team at Selor
silvia.akif@selor.be
vincent.vanmalderen@selor.be

IFA
claudia.hereman@ofoifa.fgov.be



2.13 Guide to assisting the reception and integration of employees with disabilities or chronic illness - DG DOP, Diversity unit of the Federal Public Service Personnel & Organisation

PROCESS Reception and integration.

DESCRIPTION/ OVERVIEW Guide to assisting the hosting and integration of staff with disabilities or chronic illness.

- OBJECTIVES**
- To offer practical advice and useful contacts on organising the reception and integration of a new employee with disabilities or chronic illness as effectively as possible.
 - To demystify the disability.

DETAILED CONTENTS The advice and information in this document answer different practical questions which are important to pose when an employee with disabilities is being hosted:

- How do you welcome a new employee with disabilities into your department?
- Should the team be told about the employee’s disability?
- What should you watch out for?
- Who can be asked for help?

Structure of the guide:

Federal context

Reminder of existing measures for integrating people with a disability into the federal public service.

Disability in the workplace – General points

Reception and integration

The reception and integration process

Which actors are involved in welcoming a new employee with a disability?

What is their role?

Some advice by type of disability

Welcoming an employee with a visual impairment

Welcoming an employee with reduced mobility

Welcoming an employee with a hearing difficulty

Welcoming an employee with a mental disability

Welcoming an employee with a chronic illness

Useful information

Employment assistance

Useful diversity contacts



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OBJECTIVES

- To offer practical advice and useful contacts on organising the reception and integration of a new employee with a disability or chronic illness as effectively as possible.
- To demystify the disability.

TARGET GROUP

This guide is mainly aimed at actors involved in welcoming and integrating new employees: general managers, managers, direct superiors, staff, mentors, P&O framework services or personnel department responsible for reception, health & safety officers and diversity managers.

START AND END DATES

The guide was published in October 2010.

FACTORS FAVOURING SUCCESS

- Response to a request for support from HR managers concerning the reception and integration of staff with a disability.
- Cooperation with the network of diversity managers in the federal public service to relay the information.
- Close cooperation with experts on disability at work.

DIFFICULTIES

- Implementing advice in the field requires support for the various departments.

REFERENCES (url link, publication, etc.)

www.diversite.belgium.be

CONTACT PERSON

Federal Public Service Personnel & Organisation
 Department of Organisational and Personnel Development – Diversity Unit
hafida.othmani@p-o.belgium.be
anne.schmidt@p-o.belgium.be



2.14 Communication campaign on diversity - DG DOP, diversity unit Federal Public Service Personnel & Organisation

PROCESS	Communication.
DESCRIPTION/ OVERVIEW	Communication campaign carried out with the aim of enhancing the value of public service among different target groups (people from a foreign background, women, the disabled, young people and people aged over 50).
OBJECTIVES	<ul style="list-style-type: none"> • To inform about the equal opportunities and diversity policy implemented by the Federal Public Service. • To enhance the image of a federal public service which wishes to reflect society and which, as an employer, gives everyone the same opportunities to acceder at employment and to develop professionally. • To encourage people targeted by the diversity policy to apply for a job.
DETAILED CONTENTS	<ul style="list-style-type: none"> • Mass communication: A2 posters, leaflets, Internet banner and mini-site, metro, railway stations and tram/bus sides, post office posters. • Proximity communication via the associative sector to reach people with a disability and people with a foreign background. • Distribution of leaflets and posters through the associative sector. • Educational folder aimed at associative actors who are in direct contact with the target groups. This informative tool contains all useful information on employment in the public service such as: statuses, levels, nationality conditions, possible careers.
HOW (Methodology)	<p>Partnership with:</p> <ul style="list-style-type: none"> • Associations whose members come from target groups (district coordinators, relay persons, etc.) • bodies whose role is to help target groups to integrate into the world of work through training and help to find employment • local and regional missions and integration centres for people with a foreign background.
TARGET GROUP	<p>This campaign targets people who are part of the working population (and therefore who are likely to work for the public service). And more particularly, people targeted by the diversity policy, i.e.</p> <ul style="list-style-type: none"> • people with a disability • foreigners or those from a foreign background • women in functions where they are under-represented • recent graduates and people aged over 50.



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**START AND
END DATES**

The national communication campaign : "Diversity is our wealth" was launched in February 2006 and relaunched a second time in February 2007.

**FACTORS
FAVOURING
SUCCESS**

- Evaluate the impact of the campaign among the target group.
- Define the message effectively depending on the target groups.
- Ensure effective, efficient dissemination.
- Combine mass communication with more targeted communication

DIFFICULTIES

The people targeted by the message, more particularly the target publics, did not always feel affected by the communication campaign.

**REFERENCES
(url link,
publication,
etc.)**

www.diversite.belgium.be

**CONTACT
PERSON**

Federal Public Service Personnel & Organisation
 Department of Organisational and Personnel Development – Diversity
 Unit
diversite@p-o.belgium.be
hafida.othmani@p-o.belgium.be
anne.schmidt@p-o.belgium.be



2.15 Communication campaign to encourage women to apply for management positions - DG DOP, Diversity Unit of the Federal Public Service Personnel & Organisation

PROCESS	Evaluation, mobility and career management.
DESCRIPTION/ OVERVIEW	Communication campaigns to encourage women to apply for management positions.
OBJECTIVES	To encourage women to apply for management positions.
DETAILED CONTENTS	In 2010, more than 45% of federal public employees are women and only 14% of these hold a management position. Telephone survey on the reasons why some both men and women candidates do not send in their CV. The standard profile of those who do not send in a CV is "a female candidate, most frequently French speaking, under 30 years old and who has a university degree".
HOW (Methodology)	FPS P&O took specific measures: <ul style="list-style-type: none"> • Targeted communication aimed at potential candidates and female members of selection boards • Sponsorship of events linked to this topic • Adaptation of the standard CV for management functions: part-time experience is classified with fulltime experience.
TARGET GROUP	Potential women candidates for a management function.
START AND END DATES	Campaign was carried out in 2006.
FACTORS FAVOURING SUCCESS	<ul style="list-style-type: none"> • Internal collaboration and with the network of diversity managers for the distribution of posters, etc • Adaptation of the standard CV.
DIFFICULTIES	<ul style="list-style-type: none"> • Identify the channels to reach the target group. • Definition of the campaign concept.
REFERENCES (url link, publication, etc.)	www.diversite.belgium.be



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**CONTACT
PERSON**

Federal Public Service Personnel & Organisation
Department of Organisational and Personnel Development – Diversity
Unit

diversite@p-o.belgium.be

hafida.othmani@p-o.belgium.be

anne.schmidt@p-o.belgium.be



2.16 Gender and diversity training – Public Service Training Institute (IFA)

PROCESS	Training and development.
DESCRIPTION/ OVERVIEW	The Federal Public Service Training Institute (IFA) offers several training courses on gender and diversity, aimed at federal public employees (statutory and contract).
OBJECTIVES	To train federal public employees in diversity and gender.
DETAILED CONTENTS	<p>Training courses for perceiving the advantages of diversity and multiculturalism in personal and professional contacts:</p> <ol style="list-style-type: none"> 1. "Keys for operating successfully in a pluralist professional environment" <p>At the end of the training course, the participants will be able to distinguish between the multiplicity of factors that influence personal identity, i.e. their own but also those of their colleagues. They will identify risks of lack of understanding attributed notably to cultural differences, gender, sexual orientation, age and state of health in order to improve their work relationships. This training course is also offered in the context of the training course for A level statutory staff.</p> <ol style="list-style-type: none"> 2. "Reconciling professional and family responsibilities" <p>The participants will master the difficulties created by a double day of work. They will develop their capacities, including communication skills, to negotiate the sharing of tasks and their timetable, both at home and in the office. They will define a new professional and/or private life plan.</p>
HOW (Methodology)	
TARGET GROUP	<ol style="list-style-type: none"> 1. The training is aimed at federal public servants who wish to improve their interactions with their colleagues and/or the public and to participate actively in everyone's personal development in the workplace (duration: 3 days). 2. This training is aimed at federal public employees (men and women) of all levels, who are responsible for a family (duration 4 days).



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**START AND
END DATES**

Continuous process.

**FACTORS
FAVOURING
SUCCESS**

DIFFICULTIES

REFERENCES
(url link,
publication,
etc.)

**CONTACT
PERSON**

IFA (Public Service Training Institute) - Brussels.
Tel.: +32 (0)2 229 73 11
info@ofoifa.fgov.be



2.17 Transversal integration of diversity into the training offering - Public Service Training Institute

PROCESS	Training and development.
DESCRIPTION/ OVERVIEW	Integration of diversity-related concepts into all IFA training courses.
OBJECTIVES	Need for a system wide creation of awareness of diversity. To make sustainable procedural changes, each trainer and training content must incorporate concerns relating to diversity.
DETAILED CONTENTS	<p>The project is divided into two phases:</p> <p>1st phase: adaptation of the training files of the IFA catalogue All of the training files in the 2006-2007 catalogue were reviewed to incorporate concepts linked to "diversity" (prejudices, stereotypes, etc.) into all suitable training courses. These adaptations were made at both the level of the training goals and in the content itself. There is consequently a reminder of the importance of subjectivity in selection training courses, the influence of prejudices in training linked to communication, the interest of managing differences within a team in management training courses, etc.</p> <p>2nd phase: integration of the diversity concept in the IFA's HR training courses and the organisation of awareness raising activities for all trainers</p>
HOW (Methodology)	<p>In order to achieve improved results and to affect a bigger number of civil servants, FPS P&O opted for a transversal approach to integration of diversity into IFA training courses.</p> <p>In an initial phase, the HR training files and communication of the 2007-2008 catalogue were reviewed to incorporate concepts linked to "diversity" (prejudices, stereotypes, etc.) in all suitable training courses.</p> <p>Adaptations were made both at the level of the training goals and in the content itself. A reminder was accordingly provided of the important risk of subjectivity in selection training courses, the influence of prejudices in communication-related training courses, the interest of managing differences in a team in management training courses, etc.</p> <p>A note listing certain key concepts, examples as well as role plays was drawn up by the diversity unit at FPS P&O and transmitted to the trainers. In a second phase, bilateral contacts were made with the trainers of the targeted training courses.</p>



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TARGET GROUP	All trainers.
START AND END DATES	The integration of diversity into the programmes and training courses started in 2007. The integration of diversity into training courses and creation of awareness among trainers is of ongoing relevance.
FACTORS FAVOURING SUCCESS	<ul style="list-style-type: none"> • A transversal approach that makes it possible to reach a wider target group. • Close cooperation with IFA and the trainers.
DIFFICULTIES	<ul style="list-style-type: none"> • This requires monitoring of the effective integration of concepts cited during the training courses.
REFERENCES (url link, publication, etc.)	
CONTACT PERSON	<p>Federal Public Service Personnel and Organisation – Department of Organisational and Personnel Development – Diversity Unit. diversite@p-o.belgium.be IFA (Public Service Training Institute) Tel.: +32 (0)2 229 73 11 info@ofoifa.fgov.be</p>



**2.18 Methodological guide for drawing up a diversity policy -
DG DOP, Diversity unit of the Federal Public Service Personnel &
Organisation**

PROCESS	All of the processes for managing human resources.
DESCRIPTION/ OVERVIEW	The "Drawing up a diversity policy" guide proposes a methodology in 6 successive phases and 10 practical tools for drawing up a diversity policy within their organisation.
OBJECTIVES	To help diversity managers and HR departments to implement a diversity policy and human resources management that respects everyone.
DETAILED CONTENTS	<p>The first part of this guide lists some theoretical points relating to diversity synthetically and proposes a methodological model that makes it possible to structure actions to promote diversity and to guarantee equal opportunities in the organisation.</p> <p>The second part presents the stages required to implement a diversity policy, from the compilation of a vision of diversity to its evaluation, while incorporating the analysis phase, design of the action plan and its implementation.</p> <p>Tools are offered at each stage to help the reader with their implementation. The guide presents a methodology in 6 successive phases. Each phase includes one or more stages.</p>
HOW (Methodology)	<p>The guide presents different stages. In practice, the transition to the following stage may not happen chronologically. At each stage it is necessary to refer to the working group to obtain the required endorsement and support.</p> <p>Implementing a diversity policy is tailored work. Account must be taken of the management's level of commitment, the organisational culture, the financial and human resources, etc</p> <p>This guide offers some paths and tools, so it is not an exhaustive work.</p>
TARGET GROUP	This guide is intended for diversity managers who are entrusted with implementing a diversity policy in their organisation and the P&O framework services and personnel departments.
START AND END DATES	Published in September 2010.



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REFERENCES
(url link,
publication,
etc.)

www.diversite.belgium.be > publications

**CONTACT
PERSON**

Federal Public Service Personnel and Organisation – Department of
Organisational and Personnel Development – Diversity Unit.
diversite@p-o.belgium.be
hafida.othmani@p-o.belgium.be
anne.schmidt@p-o.belgium.be



2.19 Diversity channels - Selor (Public Service Selection Office)

PROCESS

Communication.

DESCRIPTION/ OVERVIEW

These are alternative 'diversity' communication channels which make it possible to broaden the public affected by job offers, projects, diversity actions, etc. These specific communication channels allow the public service to approach and influence the following groups more directly:

- people with a disability
- people from a foreign background
- ambitious women who wish to evolve towards management functions
- and soon, victims of social exclusion and experiencing poverty.

In recent years Selor has developed an increasingly elaborate diversity philosophy and is also aiming to become a centre of expertise in the field. To ensure that the federal administration reflects the diversity which enriches society as much as possible, Selor must play an important role to promote and favour this diversity as effectively as possible at all times.

It is therefore essential to integrate a better understanding of communication networks that are oriented more towards certain target groups such as people from a foreign background or the disabled who are difficult to reach through the usual communication channels such as a website or daily press into this policy.

Selor wishes to have a better knowledge of the networks through which these groups communicate, to acquire information so that Selor, its job offers and its diversity policy become better known.

These alternative channels of communication on diversity aim to increase the participation rates of persons with a foreign background, the disabled, women for managerial functions, etc. by communicating directly with target groups and approaching them. It involves concluding partnerships with associations and organisations that represent these target groups in order to disseminate our job offers directly to them and to prompt more of them to apply. Their representation inside Belgian public service will also accordingly increase.



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OBJECTIVE

These alternative channels of communication on diversity aim to increase the participation rates of persons with a foreign background, the disabled, women for managerial functions, etc. by communicating directly with target groups and approaching them.

DETAILED CONTENTS

1,000 addresses for 3 diversity channels (women, disability, people with a foreign background).
 These alternative channels of communication on diversity aim to increase the participation rates of persons with a foreign background, the disabled, women for managerial functions, etc. by communicating directly with target groups and approaching them. It involves concluding partnerships with associations and organisations that represent these target groups in order to disseminate our job offers directly to them and to encourage more of them to apply. Their representation inside Belgian public service will also accordingly increase.

**HOW
(Methodology)**

- Database of addresses of associations and organisations representing the target groups.
- The product can be consulted by the target group depending on the audit and figures inside the organisation.
- To be combined with an audit and screening of job offers and function descriptions to verify that they do not contain discriminatory elements with respect to certain target groups who would feel set aside and not targeted by the job offers.
- Establish partnerships with associations according to targeted groups. Propose partnerships and organise information sessions. Propose 'training' in selection procedures to associations in contact with the target group so that they in turn can pass on important information and answers to frequently posed questions to candidates.
- Propose explanatory brochures and communicate with targeted groups via associations and diversity channels.
 - Create working groups with associations in order to establish partnerships with Selor.
- Adapt communication according to target group.
 - Partnerships with associations which envisage coaching disadvantaged candidates and learn more about target groups (e. g. certain associations are experts in their areas and could aid Selor with knowledge of certain disabilities, to that selection tests could be better adapted)..



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TARGET GROUP	<ul style="list-style-type: none"> • Employers desiring to reflect the diversity of the country, those wishing to increase the percentage of candidatures of underrepresented groups and thus the probability of increasing their representation in the organisation. • Candidates from targeted groups in order to encourage them to apply for work in public service by offering them transparent information and demystifying the selection process: What is public service? What does it offer? What are the conditions for participating in Selor selections?
START AND END DATES	In continuous development since 2005.
FACTORS FAVOURING SUCCESS	<ul style="list-style-type: none"> • +/- 1000 associations: unique database. • Better knowledge of communication networks. • Better communication tools. • Work with experts in communication to 'diversity' target groups (origins, disability, women, etc.)
DIFFICULTIES	<ul style="list-style-type: none"> • Structuring of actions. • Link between association sites and employment offers from Selor.
REFERENCES (url link, publication, etc.)	www.selor.be
CONTACT PERSON	Selor valentine.theys@selor.be



2.20 Adaptation of selection procedures for people with a disability - Selor (Public Service Selection Office)

PROCESS

Recruitment and selection, reception and integration.

DESCRIPTION/ OVERVIEW

- Selor has expertise in the area of reasonable adaptations of tests for people with a disability. Approximately 3,000 selection procedures have been adapted. A database that groups the adaptations according to types of disabilities, the candidates' difficulties, the nature of selection tests, etc. exists.
- This is a qualitative approach based on the candidates' individual difficulties in a test situation. Selor can help employers to adapt the tests to candidates with a disability and favour the integration of employees with a disability by improving the adaptation of the workplace.
- Selor has a computerised tool that makes it possible to manage reasonable adaptations efficiently.
- Selor organises adapted selections at the client's site or at Selor which has an adapted room depending on different types of disability.

OBJECTIVES

- To guarantee equal opportunities, equal treatment and access for people with a disability.
- To respect the legislation that makes reasonable adaptations (AR) mandatory. Refusing ARs is viewed as direct discrimination and can be punished by law.
- To manage diversity in your organisation better.
- To know how to deal with disabled people and to be ready to select, recruit and induct them.
- To have practical tools for your staff.

DETAILED CONTENTS

Selor has training on reasonable adaptations for clients who would like such aids:

- approximately 3,000 adapted procedures
- adapted tests
- mastery of software and compensation tools
- a satisfaction rate among candidates with a disability relating to their adaptation of 8.7/10
- a database containing thousands of adaptations depending on the disability
- qualified staff (psychologists) who are trained in disability and diversity (e.g. individual support for each candidate according to the particular features of his disability).
- Specific training by type of disability and type of test
- An equipped room for every type of disability (including dyslexia and mental disability)





HOW (Methodology)	<p>Selor has a database of more than 3,000 adaptations of selection, language tests, etc.</p> <p>Selor has trained staff who are qualified in the disability area and a room equipped with compensation software for different types of disability containing:</p> <ul style="list-style-type: none">• 8 PCs with large screens• 2 braille keyboards (ALVA Satellite 584 Pro - 80 cells)• 2 x JAWS (voice synthesis software)• 8 x Zoomtext 9.0 (magnifying software)• 2 x Kurzweil 3000 (compensation software for language difficulties).
TARGET GROUP	<p>People with a disability or clients who wish to organise adapted selection via Selor.</p>
START AND END DATES	<p>Functioning continuously depending on selections and demand since end of 2003.</p>
FACTORS FAVOURING SUCCESS	<ul style="list-style-type: none">• A database of 3000 adaptations.• Qualified staff.• An adapted equipped room.• A network of experts if difficulties arise.
DIFFICULTIES	<ul style="list-style-type: none">• Not all of the tests can be adapted.• The reasonable nature of the adaptation.
CONTACT PERSON	<p>Selor silvia.akif@selor.be</p>



2.21 Diversity training for recruitment actors and juries - Selor (Public Service Selection Office)

PROCESS

Recruitment and selection, training and development.

DESCRIPTION/ OVERVIEW

The phenomena of the European demographic upheaval, population ageing and the opening up of global borders are being accompanied by a wide diversification of labour. Furthermore, for the past number of years, employees are showing new expectations relative to the professional environment by putting the importance of the ethical and social dimension forward more and more, translated by justice and equality of treatment.

In order to stay competitive in the market economy of the 21st century, workers often have to be excessively well trained and specialised and are called on to work in different teams and processes to share their expertise and to be as economically viable as possible. Managers' role is therefore to implement efficient diversity management ranging from the understanding of the concept to knowledge of your staff before adopting complex policies. But before this, it is essential that this diversity be understood, accepted and managed at the recruitment level upstream of HR processes.

Managing diversity has therefore become a requirement today for every manager, a requirement in the new global market. Diversity can provide a wider panel of knowledge, expertise, a better quality of work and more efficient decision-making. The diversified environment thus increases exchanges and constructive debate, motivation, innovation, etc.

In order to guarantee equality of opportunities and treatment it is essential for all persons who are called on to evaluate competencies to be trained in diversity.

OBJECTIVES

- To guarantee the standardisation, and objectivity of selection processes and the neutrality of selection boards.
- To create awareness of diversity among staff and avoid discrimination at recruitment and during the entire HR cycle.
- To give practical resources and tools to people who are not involved in diversity management (e.e. how to behave with a blind, deaf, foreign candidate, etc and forbidden questions during recruitment interviews, etc).
- To ensure knowledge of the law on non discrimination and its application in the context of selections.
- To become familiar with the concept of diversity.
- To propose diversity management tools/models with practical cases to satisfy the Charter's requirements.



- Tools that help to eliminate preconceived patterns in terms of prejudices and stereotypes that prevent people from carrying out their function as an HR recruiter/employee with objectivity.
- To offer practical tools to avoid subjectivity when evaluating, in accordance with the target group (candidates with a disability, from a foreign background, women, the elderly, different sexual orientation, etc).
- To carry out diversity screening of the selection procedure (stage by stage) and propose practical advice for selecting and recruiting as objectively as possible while respecting diversity (illustration of a so-called objective procedure and tools).
- Objective and pro-diversity interview techniques.

This training offers several modules:

DETAILED CONTENTS

1. General diversity:

- A. What is diversity ?
- B. Management of diversity: What? Why? How? Risks and obstacles?
- C. Diversity management plan. Illustration of best practices.
- D. Legal framework (anti discrimination laws).
- E. Subjectivity and selection of staff: how do you reduce subjectivity with the help of diversity? How do you guarantee the neutrality and objectivity of selection procedures?
- F. Tools of the 'Diversity' expertise centre (recruitment techniques according to the target group, communication tools, etc).

2. Reasonable adaptations of texts:

- A. Concept of a disability: types of disability and difficulties in a testing situation.
 - B. Concept of reasonable adaptations.
 - C. How do you adapt selection tests to candidates with a disability/difficulty/illness, etc?
 - By type of test (computerised, written, oral).
 - By the type of questions and the answers to be provided (multiple choice questions/pre-encoded answers, open questions/editorial answers, etc.).
 - By disability (visual, hearing, motor, mental, learning and language difficulties, etc).
 - Interview directives to manage interviews more effectively when faced with candidates with a disability (how do you question a deaf or blind person, etc).
- Possibility of a 'light' version (one day) or 'full' version (a day and a half or two days with an in-tray exercise).
 - Possibility of selecting modules and/or developing them on a tailored basis.



	<ul style="list-style-type: none"> • Combine with training on selection and recruitment tools. • Combine after screening and diversity audit which show need for training. 		
HOW (Methodology)	<p>In order to attain the training objectives, the following methods and media are used:</p> <ul style="list-style-type: none"> • Informative discourse, illustrated with practical examples (media PowerPoint) • Individual and group exercises (analysis, role play, interviews, mail box exercise, etc.) • Projection exercises which bring to light unconscious processes (judgment, stereotypes, prejudices, reference points, filters, perceptions, visions, etc.) <ul style="list-style-type: none"> • Audio video material • Media support for participants: manual on managing diversity, slides, exercises. 		
TARGET GROUP	<ul style="list-style-type: none"> • Everyone confronted with difference in his/her organisation (develop modules according to the needs and make up of interested groups) • HR personnel (recruiters, trainers, etc.) • Managers 		
START AND END DATES	Offered on request since 2006		
FACTORS FAVOURING SUCCESS	<ul style="list-style-type: none"> • Tailor made training with specialised trainers, adapted according to the selection and recruitment context but also other HR processes. • Tools for reflection as well as practical tools • Tailor made treatment of precise topics 		
DIFFICULTIES	<ul style="list-style-type: none"> • Developing tailor made training faced with numerous requests. • Need to re-actualise training according to advances in the area and at Selor. • A 2 day training. 		
CONTACT PERSON	Selor silvia.akif@selor.be		



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2.22 Previously acquired skills (CAA) - Selor (Public Service Selection Office)

PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	<p>This project aims to widen access to selections to candidates who do not have the required diploma, to place greater emphasis on the candidates' talent, skills and experience and less on a diploma as a selection criterion for obtaining a job in the public service.</p> <p>This entails allowing candidates to obtain an entrance ticket (a certificate of competencies) for a given selection subject to tests organised by Selor. This will make it possible to increase the participation rate of people who are underqualified but competent.</p>
OBJECTIVES	<ul style="list-style-type: none"> • To enable competent candidates (based on their experience) who do not have an adequate diploma or a diploma to participate in a selection to which they would not have access. • To widen the access conditions for selections. • To follow the natural trends in the employment market which favours experience and competencies and which to a certain extent desanctifies solely obtaining a diploma.
DETAILED CONTENTS	<p>What is an access card?</p> <p>In practice, it involves giving candidates who do not have an adequate diploma but nonetheless have the required skills the possibility of taking part in the Selor selection processes.</p> <p>The candidates who do not hold an adequate diploma (required as a condition for participation for specific selection) must have the possibility of obtaining an 'Access card' (attestation certified by Selor) which opens the door to the selection concerned for them.</p> <p>This access card can be obtained by succeeding in a tests session organised by Selor. This test procedure will enable Selor to measure generic skills that give an estimate of a person's potential and show whether the person is able to work at a specified level. An access card like this will enable the person concerned to take part in selections at this level.</p> <p>The access card can only be obtained for a specific selection. Not all selections will be open to access cards, as certain professions are regulated or protected.</p> <p>The CAAs will make it possible to find more competent winners</p>



who have already acquired the skills required thanks to their experience, independently of their diploma. The procedure therefore adheres more closely to the **current situation in the labour market** (develop of skills through experience).

Without the previously acquired skills (CAAs), Selor would not have found competent winners for at least two posts that were difficult to fill during the IT campaign in 2009.

The CAAs are therefore not intended to replace a diploma, but to acquire an **estimate of a person's potential** and to find out if the latter is apt to work at a specified level. The CAAs offer a **solution** to the problem of **underqualified candidates** and make it possible to react to the strict requirement for a diploma that was formerly known, which did not leave any margin for the transposition of non-school acquired skills into competencies.

The access card is integrated into two types of selections:

1. Selections where a general diploma is required at a specified level, but where no specialisation is sought (e.g. access for all types of baccalaureat diplomas)
2. Selections where a specific diploma is sought, at a given level (e.g. access for baccalaureats with a scientific orientation).

If a candidate who does not have the right diploma or does not have a diploma wishes to apply for a selection where a general diploma is required, he will first have to pass the access card test. If a candidate who does not have the right diploma or does not have a diploma wishes to apply for a selection where a specific diploma is sought, the candidate must pass the access card test and prove that he has 2 years of experience in a defined field which is included in the function description. The possibility of an access card is stated in the function description for selections open to this procedure.

HOW

(Methodology)

- 2 tests for the access card: 1 PC in basket and an abstract reasoning test by level (A, B, C).
- 4 competencies by level which are considered essential for functioning at a specific level and the ability to reason abstractly at different levels.



	<p>Two possibilities exist which give access to the selection. Either the selection is specific, the candidate must have two years of prior experience in a specifically defined area and succeed at the access card to take part in the selection. Or the selection is general and the candidate need not demonstrate specific prior experience. Example: selection of an administrative assistant, or of an assistant prison guard</p>
TARGET GROUP	<p>Under qualified persons, poor persons who haven't been able to study, persons who obtained a foreign diploma with no recognised equivalent in Belgium, persons of foreign origin and/or nationality, etc.</p>
START AND END DATES	<ul style="list-style-type: none"> • For access cards at level C: organised once per year. • For specific selections, the access card is integrated into the selection and specific experience is required.
FACTORS FAVOURING SUCCESS	<ul style="list-style-type: none"> • Need to take into account experience and not just the diploma. • Follows the market tendency as a solution to 'talent wars.' • Jobs which lack applicants: more candidates will mean more winners.
DIFFICULTIES	<ul style="list-style-type: none"> • The access card is not equal to a diploma. • Determining experience. • Link to VAE (validation of skills gained through experience, a dispositive in place by a consortium independently of Selor: the French community government, the Wallonian region, a commission from the French community). • Protected positions.
REFERENCES (url link, publication, etc.)	<p>www.selor.be</p>
CONTACT PERSON	<p>Selor vincent.vanmalderen@selor.be</p>



2.23 Tour of Belgium - Selor (Public Service Selection Office)

PROCESS	Recruitment and selection, communication.
DESCRIPTION/ OVERVIEW	Selor will organise a tour of Belgium and will offer information sessions about Selor.
OBJECTIVES	To increase the representation of people from a foreign background in the federal public service by increasing their participation rate in selections. How? By encouraging people from a foreign background to take part in selections, by demystifying the selection procedures (and Selor in general) and by offering practical measures.
DETAILED CONTENTS	<p>Selor notes that the participation rate among candidates from a foreign background in selections and projects aimed at this same group remains very low. This is partly explained by the difficulty in reaching this target group by using ordinary channels of communication (Internet, press, etc). This is why Selor wishes further to develop diversity channels to get closer to the target group. Thus, with the help of associations that represent people with a foreign background, Selor will organise a tour of Belgium and offer information sessions about Selor, how to access the public service, on testing sessions to guarantee the cultural neutrality of the tests ('test the tests') and on the tests to acquire the entrance ticket in the context of the CAA (previously acquired skills) project. Practical workshops aimed at demystifying and identifying impediments to application will also be on offer to candidates. In practice, Selor will visit the major Belgian cities and organise onsite testing close to the target group.</p> <p>Targeted goals: For associations and candidates:</p> <ul style="list-style-type: none">• to get to know the public sector and public service better• to find out about employment opportunities and to become potential candidates• to learn about selection procedures and requirements while having the option of sitting tests, receive advice on how to apply, how to sell yourself at an interview, etc• to obtain information about equal opportunities, treatment and access regardless of differences (age, gender, origin, culture, disability, etc)• help the public sector to become more familiar with people with a foreign background and their impediments to applying for a job in the public service.



HOW (Methodology)	<p>For Selor:</p> <ul style="list-style-type: none"> • To increase the participation rate by people from a foreign background in selections organised by Selor and accordingly increase their representation rate in the federal public service so that it reflects a society rich in diversity. • Information sessions by Selor/federal public service/employment/selection procedure/language tests • Practical testing workshops → test the test/impediments to applying/how do you complete a CV? How do you sell yourself in an interview? Focus groups: working in the federal public service? • Programme developed with support from associations.
TARGET GROUP	People from a foreign background and associations working in this field.
START AND END DATES	Underway.
FACTORS FAVOURING SUCCESS	<ul style="list-style-type: none"> • Organisation. • Support from associations. • Identification of needs: impediments. • Communication tools developed. • Ethnic communication agency.
DIFFICULTIES	<ul style="list-style-type: none"> • Registration system. • Impacts to be evaluated - monitoring tool. • Actions targeted at a diversity target group.
REFERENCES (url link, publication, etc.)	<p>www.selor.be</p> <p>www.diversity.selor.be</p>
CONTACT PERSON	<p>Selor</p> <p>Silvia.akif@selor.be</p>



2.24 Top Skills - Selor (Public Service Selection Office)

PROCESS	Diversity management plan.
DESCRIPTION/ OVERVIEW	<ul style="list-style-type: none"> • A unique programme developed by the Diversity process aimed at redressing inequalities between women and men both at the level of selections/recruitment and at the level of Management Committees. • Content of the Development Centre: simulation of the top management selection procedure. Summary of managerial skills via a management case study, study on personal and psychological impediments to applications by women, demystification of the demands of a managerial profile, of the managerial selection procedure, etc
OBJECTIVES	<ul style="list-style-type: none"> • To help women with managerial ambitions to become aware of their real level of competencies. • To increase participation by women in management selections. • To increase their representation in management functions. • To identify impediments to applications as perceived by the candidates and to equip them to overcome these. • Demystification: to make the selection procedure for management functions more transparent by offering practical information on it and on the status of an authorised representative (top manager). • To present the diversity policy and the attention given to equal opportunities and treatment
DETAILED CONTENTS	<ul style="list-style-type: none"> • A selection procedure that is in place or to be developed (Management). • A management case study. • A dictionary of skills (or a profile of managerial skills).
	<p>In the context of this project, Selor evaluates young professional women for 5 managerial skills via a skills summary:</p> <ul style="list-style-type: none"> • Flexible and innovative reflection • Capacities for vision and integration • Sense of responsibility and initiative-taking • convincing and negotiating • cooperation and developing networks.
	<p>This product can be implemented in full or by module:</p>
	<ul style="list-style-type: none"> • diversity audit (gender figures) • diversity screening (general or gender oriented) of selection procedures in place with proposals



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	<ul style="list-style-type: none"> • improvement and a guarantee of a 'gender equal' procedure. • survey on perception of justice/injustice in terms of career development (glass ceiling, structural and organisational impediments), personal and psychological impediments (lack of self esteem, lack of dynamism, inadequate self knowledge, self confidence, stereotypes and prejudices linked to sex/gender, etc.) • development centre: simulation of part or all of the selection procedure via a management exercise with a summary of managerial skills (giving development tools and advice: training, coaching, etc) • study of the impact of the summary and programme on impediments to applications, the intention and/or action of applying, etc • longitudinal study/coaching: monitoring participants to evaluate the effects on their long-term career.
<p>HOW (Methodology)</p>	<p>Development centre: the 5 skills (judged most difficult in the real framework) are measured during a management selection simulation with the help of a management exercise presented as an analysis and presentation exercise. Following this test, the candidate receives the required feedback on her strengths and points to be developed. She also receives information aimed at demystifying the procedures, demands and status of the manager in order to eliminate impediments to her application as much as possible. Finally, a study via questionnaires on personal and psychological impediments accompanies the entire development and demystification programme. This study is tracked longitudinally.</p>
<p>TARGET GROUP</p>	<p>Ambitious women who want to grow in their career towards managerial functions (good for women already employed in the organisation as well as for potential external candidates)</p>
<p>START AND END DATES</p>	<p>Ongoing since the end of 2008</p>
<p>FACTORS FAVOURING SUCCESS</p>	<ul style="list-style-type: none"> • Unique, free programme on the market. • Longitudinal study. • Need to demystify the procedure as answer to a request. • Results in terms of increased participation by women in management selections. • Best idea of impediments to candidatures of women



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- DIFFICULTIES**
- Changing an already existing procedure.
 - A consistent programme: 3 hours per candidate.

REFERENCES
(url link,
publication,
etc.)

Top skills report
www.selor.be
www.diversity.selor.be

CONTACT PERSON

Selor
Silvia.akif@selor.be



2.25 Expertise centre - Selor (Public Service Selection Office)

PROCESS	Diagnosis, diversity management plan, communication, recruitment and selection, reception and integration.
DESCRIPTION/ OVERVIEW	<p>The Diversity expertise centre offers consultancy in the HR field to guarantee respect for equal opportunities, treatment and access to different services and in particular to selection and recruitment. The advice provided can cover:</p> <p>The neutrality of selection procedures (tests, tools, methodologies) which can undergo diversity screening, an audit, behaviours via diversity training courses, communication, etc</p>
OBJECTIVES	<ul style="list-style-type: none"> • To contribute its expertise and advice to organisations facing difficulties with discrimination, diversity, lack of neutrality, etc. • To intervene occasionally to contribute practical solutions: how to adapt a test for a candidate with a disability, how to adapt his workplace, how to stimulate and encourage women to apply more for management functions, how to increase the level of foreign staff, people with a disability, etc? • Transparency by the client who sets out his case and the context in order to provided adapted solutions that respond to a reality <ul style="list-style-type: none"> * Methodology. • The client consults the diversity expertise centre via diversity@selor.be and formulates his question, problem, etc. • Selor organises an audit and screening depending on the problem and offers pro-diversity solutions. • This product generally leads to another product which appears as a solution: diversity screening or training course. • To guarantee an objective, skills-oriented pro-diversity organisation. • To have an expert opinion and external opinion on its processes (critical analysis). • To have targeted analysis with respect to legislation on non-discrimination and therefore to be compliant with the latter. • Qualified trained staff. • Practical tools.
DETAILED CONTENTS	<ul style="list-style-type: none"> • Direct, targeted response depending on the problem by experts on diversity applied to HR. • Practical tools and long-term advice. • 6 years of experience in managing applied diversity. • Approximately 3,000 tests adapted for disabled people – in/out house adaptations. • Ad-hoc training depending on needs. • Very positive results for all actions and projects. • Diversity audit and screening of diversity in procedures. • Formation diversity.



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<p>COMMENT (Méthodologie)</p>	<ul style="list-style-type: none"> • Training on reasonable adaptations. • Tailored top skills. • Method to be determined case by case. • Screening of procedures depending on organisational reality. • Qualitative approach aimed at an analysis oriented towards diversity criteria in different processes (depending on demand). • This product often leads to a training course or consultancy-based intervention. • Need for the organisation to be able to admit the presence of discriminatory practices.
<p>TARGET GROUP</p>	<p>Every organisation, every sector, every country.</p>
<p>START AND END DATES</p>	<p>On request.</p>
<p>FACTORS FAVOURING SUCCESS</p>	<ul style="list-style-type: none"> • Unique diversity expertise. • Qualitative approach with precise criteria. • Tailored training.
<p>CONTACT PERSON</p>	<p>Selor Silvia.akif@selor.be</p>



2.26 Checking the neutrality of selection tests - Selor (Public service Selection Office)

PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	Checking the neutrality of selection tests from the viewpoint of cultural origin and gender.
OBJECTIVES	Selor contributes to scientific research on the neutrality of tests for the target groups. In this context, the new tests are the subject of screening aimed at verifying whether these tests do not discriminate against people with a foreign background or according to gender. It must also be possible to adapt them for the disabled.
DETAILED CONTENTS	Verification of the neutrality of selection tests in partnership with the scientific world, test designers and the target groups.
HOW (Methodology)	<p>The neutrality of the tests used by Selor can be examined in different ways:</p> <ul style="list-style-type: none"> • During the purchase of the tests (public tender), with external suppliers, diversity criteria are always included as a weighting criterion during the choice of the best bid (e.g. show cultural neutrality, gender neutrality, plan adaptations for candidates with a disability, etc.). • When developing its own tests Diversity@Selor is always integrated as a support process to ensure that neutrality is implemented in all its facets. • Furthermore, the tests used are continually analysed from the viewpoint of cultural neutrality via the 'test the tests' project. After the test, candidates who participate in the Selor selections are asked to complete a questionnaire which among other items surveys origin, acculturation, socio-economic variables, etc. The analyses carried out by an external scientific partner make it possible to safeguard cultural neutrality subsequently and to make the required adaptations to the tests.
TARGET GROUP	All potential candidates.
START AND END DATES	The first screening of the tests began in 2006. The first results emerged at the end of 2007. Continuous process in the selection procedures.



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**FACTORS
FAVOURING
SUCCESS**

- Quality of contacts with the scientific world.
- Quality of partnerships and clarity of requirements with suppliers.
- Continuous process with possibility of perceiving developments and correcting these if necessary.

DIFFICULTIES

- Need for many candidates per test and per level so that reliable statistics can be compiled.

**REFERENCES
(url link,
publication,
etc.)**

www.selor.be

**CONTACT
PERSON**

diversity@selor.be



2.27 Methodological tool - Flora

PROCESS	Reception and integration, training and development.
DESCRIPTION/ OVERVIEW	<p>The methodological tool 'From I to We' is a support for every group (assisted by a moderator) that wishes to implement a collective project which has a direct or indirect impact on civil society (civic participation).</p> <p>The path is modulated by the group, which decides on an initiative carried out by all of the participants, and which will enable them to participate in society at their level. This initiative is supported at the methodological level by the moderator and the institution (socio-professional training body, company, association, school, etc). The participative process is present throughout the path and has an impact on the participants, on the group, on the moderator, on the institution and on civil society.</p>
OBJECTIVES	<ul style="list-style-type: none"> • Creation of awareness among women (and men) about civic participation. • Empowerment through a collective project. • Development and value enhancement of the participative dynamic in the group, in the framework structure (association, company, etc.) and in civil society.
DETAILED CONTENTS	<p>Depending on the group and its cohesion, as well as the context (work team, group being trained, de facto association, etc.), the path of becoming anchored by a collective project in civil society will follow different paths and will have a very variable scale. The modules that the moderator and/or participants will use are as follows:</p> <ul style="list-style-type: none"> • meetings oneself and with other people (through individual creation and exchanges) • highlighting of the group identity (what is shared: photo language and discussion) • expression of ideas for actions and topics for the group • choice of a collective initiative • collective work and a search for durability • result, evaluation and placement in the network. <p>As it is freely fixed by the group, the project can go beyond the first goal which brings the participants together (training, employment, leisure, etc). It fits into civil society-- the idea of making it visible to society through a real or virtual forum – and while the moderator plays the role of "guide" in this path towards civic participation, it is the group that takes the decisions and sets the project's directions, with its motivations and its definition of participation (which can range from information to action).</p>



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HOW
(Methodology)

The methodology developed in the tool is co-construction with the development of peer-to-peer relations in the group and with the moderator and institution.

It enhances the value of self expression, listening to others, team work and participative dynamics.

Training and interventions will be set up from January 2011 to support the moderators from a social integration and inclusion context.

TARGET GROUP

Every group of people who gather around a common interest (employment, training, activity, leisure, local district, etc.), and in particular groups of women (and men) experiencing socio-professional integration, from a foreign background or otherwise.

START AND END DATES

Project developed since 2008.
Methodological tool disseminated since November 2010.

REFERENCES
(url link, publication, etc.)

www.florainfo.be

CONTACT PERSON

isabelledevriendt@florainfo.be (FR)
sofie@florainfo.be (NL)



2.28 Non-discrimination clause in government orders – City of Ghent

PROCESS Training and development.

**DESCRIPTION/
OVERVIEW** Non-discrimination clause in government orders.

OBJECTIVES The non-discrimination clause in government orders is firstly a strong means of communication with which the City of Ghent makes known its choice of policy on equal opportunities and diversity and also a means for creating awareness among contractors, suppliers and service providers and stimulating them to adopt the same non-discriminatory behaviour.

By signing the offer or contract, the contractor, supplier or service provider underwrites a number of basic principles relating to non-discrimination.

He recognises that the City of Ghent views compliance with the non-discrimination clause as an executory condition for the government order and that misjudgement of it can lead to the application of means of action by the contracting authority in the sense of art. 20 of the general contracting conditions.

Finally the generic application of the non-discrimination clause is a good signal to all Ghent residents, of whatever origin, gender, sexual orientation, etc that the City of Ghent does not wish to maintain any work or contractual relations with third parties that discriminate and that it will not tolerate taxation money flowing in this direction.

**DETAILED
CONTENTS** The non-discrimination clause must be included in **all** specifications issued by the organisation as a special executory condition, to be added at the end of the administrative provisions of the specifications, just after the general contracting conditions. The provisions concerning the means for the contracting authority to act are also supplemented in this area.

The clause is formulated as follows: *The service provider 'shall not tolerate any form of discrimination based on gender, nationality, so-called race, skin colour, origin, national or ethnic origin, age, sexual orientation, marital status, birth, assets, belief or view of life, political conviction, language, current or future state of health, disability, physical or genetic characteristic or social origin. He undertakes to be accessible to everyone, undertakes to prevent all discriminatory behaviour in the workplace and if necessary to combat*



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and penalise it, comply with the laws and regulations that promote application of non-discrimination and equal opportunities, also undertakes to communicate this code to his subcontractors and ensure that they also comply with it in the contributions they make to executing this work order.

**HOW
(Methodology)**

This action involves cooperation between the diversity and equal opportunities programme team (Staff services-ABIS dept.) and legal department and knowledge management.

All employees who are entrusted with issuing government orders, and compiling or inspecting specifications are expected to incorporate the non-discrimination clause when issuing specifications.
The legal department and knowledge management monitors application of this clause and if necessary will offer the required support for this.

TARGET GROUP

Third parties who cooperate with the City in the context of government orders and contracts.

**START AND
END DATES**

Non-specified duration, begins in 2010.

**CONTACT
PERSON**

Nico Vandeputte
Tel.: +32 (0)9 268 21 65
gelijke.kansen@gent.be



2.29 Network to promote women in the federal public service – Federal public service

PROCESS	Development of career and organisational culture.
DESCRIPTION/ OVERVIEW	Felink, the first network in the federal public service that focuses on women.
OBJECTIVES	<p>Felink has the following objectives:</p> <ul style="list-style-type: none"> • to support all women in the federal public service with the development of their network as well as in their professional development • to attract attention to equality among men and women in the a professional context and create awareness among management for this purpose • to offer female public employees a network for meeting, making contacts and sharing experiences.
DETAILED CONTENTS	<p>Different activities are planned:</p> <ul style="list-style-type: none"> • website • organisation of various activity sessions on topics such as mentoring, gender mainstreaming, networking, etc. • networking lunches • interactive workshops.
HOW (Methodology)	Felink is not aimed solely at women but nonetheless wishes to help them to combine professional responsibilities with their private lives.
TARGET GROUP	All employees in the federal public service.
START AND END DATES	The network was launched in 2007.
REFERENCES (url link, publication, etc.)	www.felink.be
CONTACT PERSON	info@felink.be



2.30 Diversity Label – Ministry of the Region of Brussels Capital - Local authorities

PROCESS	Diversity management plan.
DESCRIPTION/ OVERVIEW	Award of a diversity label to companies or associations.
OBJECTIVES	<ul style="list-style-type: none"> • To combat the discrimination that rages in the employment market. • To reward private structures which adopt and respect a diversity plan.
DETAILED CONTENTS	<ul style="list-style-type: none"> • The ordinance of 4 September 2008 on the battle against discrimination and equality of treatment in employment and the decree of 7 May 1999 on diversity plans and the diversity label. • Free optional support from a consultant to implement a diagnosis and to compile a diversity plan. • Creation of an internal supporting structure inside the entity. <p>Implementation of an initial plan which is subsidised after:</p> <ul style="list-style-type: none"> • Approval by the internal consultation bodies • Recommendation from the Diversity Committee of the territorial pact • Approval by the management committee at Actiris (regional public employment service) and payment of 50% of the subsidy (variable amounts but maximum 10,000 euros) • Midway evaluation (after one year), possible corrections • Final evaluation after two years (same path as previously) • Payment of balance of the subsidy where applicable • Based on a positive evaluation of a 'diversity label' possibly requested for a two-year period • the label can be extended if a consolidation plan that follows the same procedure but does not have a subsidy is adopted.
HOW (Methodology)	<ul style="list-style-type: none"> • Diagnosis phase in the area of age, origin, disability, gender and schooling. • Support internally and externally. • Subsidies. • Advertising (label).
TARGET GROUP	Companies and NGOs.



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**START AND
END DATES**

2009 (adoption of the decree), no end planned.

**REFERENCES
(url link,
publication,
etc.)**

www.bruxelles.irisnet.be/fr/entreprises/maison/personnel_et_formation/cultiver_diversite/label_diversite.shtml

www.diversite.irisnet.be/-Pret-pour-plus-de-diversite-dans-.html

**CONTACT
PERSON**

Gratia Pungu
Tel.: +32 (0)2 204 13 56
gpungu@mrbc.irisnet.be



2.31 Support committee for recruiting people with a disability – Federal Public Service

PROCESS Recruitment and selection, reception and integration, organisational culture, trade unions.

DESCRIPTION/ OVERVIEW Support committee to recruit people with a disability inside the federal public service (CARPH).

OBJECTIVE This Committee's task is to report to the government on the employment situation of disabled people in the federal public service and to advise the government on policy in this area. It is also responsible for evaluating the efforts made by departments to reach the defined goal of 3 %.

To do this, it must take account in particular of the characteristics of the functions sought, the situation in the employment market and the state of the recruitment reserves. The Committee can only request the authorities responsible for compliance with the obligations to activate the sanctions mechanism if there is an obvious confirmation of an absence of effort by the organisation. If the organisation's efforts are deemed clearly inadequate by the Committee, the authorities entrusted with inspecting the staff plans can decide to refuse planned recruitments.

DETAILED CONTENTS Article 3 of the Royal decree of 5 March 2007 stipulates that public service divisions must employ disabled people to a level of 3% of their total staffing. Article 4 of this same decree creates the support Committee.

In order to be able to carry out its mission as effectively as possible, the support Committee for the recruitment of people with a disability has set itself the priority of creating a 'snapshot' (stock-taking) of the current situation that reflects a precise idea of the number of people with a disability working in the federal public service in 2009.

Through its work, the Committee intends to work on implementing the realisation of a dynamic recruitment policy for people with a disability in the federal public service.

HOW The Committee carried out a survey based on the dissemination of a questionnaire aimed at gathering data on the disability of working employees in the federal public service's organisations. The survey took place from September to December 2009



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(Methodology) and was aimed at the presidents of the federal public services and programming, general administrators of scientific bodies, public interest bodies and public social security institutions. It is initial work whose data will be re-evaluated each year. Nonetheless, it already allows the Committee to make recommendations to the Minister of the Public Service in order to reach the defined goal of having 3% of the staff made up of people with a disability as stipulated by the Royal decree of 5 March 2007.

TARGET GROUP Employees with disabilities.

START AND END DATES Since the beginning of 2009. Ongoing.

REFERENCES (url link, publication, etc.) www.fedweb.belgium.be < Publications < CARPH ; 2009 evaluation report

CONTACT PERSON CARPH secretariat
 Rue de la Loi 51
 BE - 1040 Brussels
 Tel.: +32(0)2 790 51 36
anne.schmidt@p-o.belgium.be
hafida.othmani@p-o.belgium.be



2.32 Offer of training for diversity management – City of Antwerp

PROCESS	Training and development
DESCRIPTION/ OVERVIEW	Offer of training from the diversity management office.
OBJECTIVES	To ensure that the staff from the city of Antwerp group and the organisation as a whole can deal with diversity both for the customer and on the shop floor.
DETAILED CONTENTS	<ul style="list-style-type: none"> • Support with needs analysis/provision of advice. • Basic tailored “dealing with diversity” package. • Specific training on diversity topics. • Passing on market knowledge. • Post care and further support. <p>Now being developed:</p> <ul style="list-style-type: none"> • train the trainer so that the basic package can be passed on to third parties.
HOW (Methodology)	
TARGET GROUP	Employees of the city of Antwerp group.
START AND END DATES	September 2008.
CONTACT PERSON	Els de Wacker, Diversity Officer els.dewacker@stad.antwerpen.be



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2.33 Training for people who sit in an internal jury - City of Antwerp

PROCESS	Recruitment and selection, training and development.
DESCRIPTION/ OVERVIEW	This is a training course for people who are on an internal jury. How can you measure the "diversity and integrity" competency?
OBJECTIVES	How to integrate diversity and integrity and makes these measurable in a selection procedure.
DETAILED CONTENTS	One day training course, in which measurement of the 'dealing with diversity' and integrity in candidates are worked on via theory and exercises.
HOW	One day of training as a supplement to general assessor training.
(Methodology)	
TARGET GROUP	Managers and people from HR units who can be part of selection juries.
START AND END DATES	2008- now.
CONTACT PERSON	Els de Wacker, Diversity Officer els.dewacker@stad.antwerpen.be



2.34 Checklist for writing a clear and understandable vacancy text for everyone – City of Antwerp

PROCESS	Recruitment and selection, training and development.
DESCRIPTION/ OVERVIEW	Checklist for writing a vacancy text that is clearly understandable for everyone.
OBJECTIVES	Customer friendly and clear communication to the candidates.
DETAILED CONTENTS	<p>The 'recruitment communication screening' checklist is an instrument for presenting recruitment communication in such a way that every interested candidate can receive and understand the communication.</p> <p>The communication is made low threshold and distributed via different media and channels.</p> <p>The instrument is an aid to clarify the form, writing style, content and use of various channels.</p> <p>The tips can also be used when drawing up the communication.</p>
HOW (Methodology)	Checklist in Word for all HR staff. The checklist can be consulted on a standard basis during the introduction of a new vacancy.
TARGET GROUP	Everyone who must be able to describe a vacancy.
START AND END DATES	June 2009 up to now.
CONTACT PERSON	Nele Carpentier, Recruitment communication manager nele.carpentier@stad.antwerpen.be



2.35 Reserved selection of people with a disability – City of Antwerp

PROCESS	Recruitment and selection, training and development.
DESCRIPTION/ OVERVIEW	In this action one vacancy at A level and one vacancy at C level are reserved for a separate selection for people with a disability in each of two municipal companies. These are fully fledged selections where only candidates with a disability certificate can participate.
OBJECTIVES	There is a twofold goal. On the one hand, to recruit people with a disability. On the other hand to investigate the need for support and adaptation of HR processes to be able to retain these employees and to implement equal opportunities on a flowing basis in the organisation. The objective was partially achieved. Two functions were reserved by District and counter operation, but only one was selected. The other vacancy was opened up in the normal way because the future workplace is not sufficiently accessible.
DETAILED CONTENTS	
HOW (Methodology)	<p>Step 1: a vision memorandum about employment of people with a disability was drawn up and approved.</p> <p>Step 2: An approach to a script was given to safeguard the knowledge of the project to maximum extent.</p> <p>Step 3: DL declared itself as a candidate pilot company and suitable functions were defined.</p> <p>Step 4: The recruitment and selection HR processes were adapted to be tailored to candidates with a disability.</p> <p>Still to be implemented:</p> <ul style="list-style-type: none"> • consultation about an adaptation of reception, tailored training of the new employee, possible training for managers and colleagues, coaching for managers, communication on the shopfloor • further development of the script.
TARGET GROUP	Persons with a disability certificate.
START AND END DATES	



3.1 Austria - Bundessache.at - Austrian Civil Service

HR PROCESS	Recruitment and integration of disabled persons
DESCRIPTION/ OVERVIEW	Bundessache.at aims to co-ordinate the recruitment and integration of disabled persons in the Austrian Civil Service. The project offers advice and guidance for public authorities as well as support for disabled job seekers and co-operation with services for the integration of disabled persons ("Integrationsfachdienste").
OBJECTIVE	Objectives are: <ul style="list-style-type: none">• to raise the number of disabled persons recruited to the Austrian Civil Service• to prevent the loss of employment of Civil Servants due to disability or chronic disease.
DETAILED CONTENT	<p>In order to facilitate the employment of disabled persons in the Austrian Civil Service, bundessache.at was launched by the Austrian Federal Chancellery and the Federal Social Welfare Office (Bundessozialamt) in November 2006.</p> <p>Awareness-raising:</p> <ul style="list-style-type: none">• bundessache.at offers information concerning all aspects of employment and apprenticeship of people with disabilities or chronic diseases. <p>Services for public authorities, bundessache.at:</p> <ul style="list-style-type: none">• helps to identify possible work areas for disabled persons• provides general information and concrete solutions for individual cases• helps to organise the appropriate amongst a wide range of special services for support and assistance, e.g. adaption of the workplace, job-coaching, personal assistance. <p>Services for people with disability:</p> <ul style="list-style-type: none">• bundessache provides up-to-date information on job offers in the Federal Civil Service• Job-seekers are offered guidance and support throughout the recruitment process.
HOW (methodology)	Personal counseling
TARGET GROUP	Disabled persons. Public Authorities.



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**STARTING AND
END DATE**

Starting Date: November 2006.

**REFERENCES
(URL,
publication,...)**

<http://bundessache.at>

**CONTACT
PERSON**

Susanna Rihs
Austrian Federal Chancellery
Department III/4 – Personnel Development and Mobility
susanna.rihs@bka.gv.at

Ulrike Votypka,
ulrike.votypka@wienwork.at
Phone: +43 664 817 40 34



3.2 Cyprus - Special law for the recruitment of qualified telephone operators with visual impairments - Cyprus Civil Service

HR PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	A special Law for the Recruitment of Qualified Telephone Operators with Visual Impairment in the Wider Public Sector (Special Provisions).
OBJECTIVE	The intention is to give opportunities to vision impaired persons to find a job in the public service and other government organizations.
DETAILED CONTENT	<p>Irrespective of the provisions of any other law providing for the selection and recruitment of candidates in the public sector for the filling of posts of telephone operators, preference should be given to vision impaired persons who are qualified telephone operators and also possess all the required by the scheme of service of the post qualifications. The duties, responsibilities and required qualifications of each public post are prescribed in the schemes of service which take the form of Regulations since they are approved by the Council of Ministers and the House of Representatives.</p> <p>In the case where there are no vision impaired candidates, preference is given to persons with other disabilities.</p>
HOW (methodology)	Telephone operators are exempt from competitive exams. The vision impaired candidates are selected with priority. According to a specific law for the evaluation of candidates for appointment to first entry posts, the candidates who are interested in being appointed to such a post have to participate in a general examination of a competitive nature, which takes place every year. The successful participants are given a certificate which is a prerequisite in order to be able to apply for public posts. The post of telephone operator is exempt from this requirement.
TARGET GROUP	Persons with visionary problems.
STARTING AND END DATE	The special Law was enacted in 1988.
SUCCESS FACTORS	<ul style="list-style-type: none"> • The priority given to vision impaired persons. • The exemption from the requirement to pass competitive exams.
CONTACT PERSON	Christakis Nikolaidis cnikolaides@papd.mof.gov.cy



3.3 Cyprus - To give preference to disabled candidates for appointment to the public service - Cyprus Civil Service

HR PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	Article 44 in the Public Service Law of 1990-2005, states that a disabled person who is a candidate for appointment in a post and possesses all the qualifications required by the job description shall be preferred, as long as the competent authority responsible for the selection of candidates is satisfied that he/she possesses the abilities to perform the duties required and that he/she is not inferior in merits and qualifications when compared to other candidates.
OBJECTIVE	To give preference to disabled candidates for appointment to the public service.
DETAILED CONTENT	The disabled candidates can apply for each post in the same way as the other candidates and among equal candidates, the selection authority should select the disabled person, provided that his disability does not prevent him from performing the duties of the post.
TARGET GROUP	A person born with or suffering from partial or total physical disability as a result of a subsequent incident and his/her disability is caused by a severe deformation or severe mutilation of the upper or lower limbs or by myopathy, paraplegia, quadriplegia, or by loss of vision in both eyes, or by loss of hearing in both ears or by any other serious cause which results in a substantial reduction of physical ability and allows him/her to exercise only a limited number wage – earning jobs.
REFERENCES (URL, publication,...)	Public Service Law, L. 1/1990
CONTACT PERSON	Maria Cleanthous, Public Administration and Personnel Officer mcleanthous@papd.mof.gov.cy



3.4 Cyprus - Recruitment of persons with disabilities in the wider public sector - Cyprus Civil Service

HR PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	The Recruitment of Persons with Disabilities in the Wider Public Sector (Special Provisions) Law, L.146(I)/2009
OBJECTIVE	The intention of the Cyprus Republic through the above Law is to provide equal opportunities to all citizens regarding access to an important human right such as access to employment.
DETAILED CONTENT	<p>Specifically, the Recruitment of Persons with Disabilities in the Wider Public Sector (Special Provisions) Law, L.146(I)/2009 aims to correct the reduced employment opportunities of persons with disabilities, through the legal obligation for public sector organizations to recruit persons with disabilities who fulfill certain objective criteria up to a quota of 10% of their vacant posts.</p> <p>The special provisions of the Law state that up to 10% of vacant posts for each category of posts should be filled by persons with disabilities, given that the total number of disabled employees serving in the specific department/service, does not exceed 7% of the total number of serving employees.</p> <p>Additionally, the following three basic prerequisites must be fulfilled:</p> <ul style="list-style-type: none"> • the candidate must possess the qualifications required for the specific vacant post • the candidate must pass any written or oral examinations required • the candidate must be assessed by the public sector organization -responsible for the recruitment- as suitable for executing the post's duties; the recruiting body must take into consideration the relevant report of the special multidisciplinary committee. <p>The role of the special multidisciplinary committee is to support public sector organizations in their decision making regarding recruitments, as well as to provide persons with disabilities a professional assessment and documentation regarding: (i) disability according to the definition of the law, and (ii) suitability for the execution of the post's duties. The consultative decision of the special multidisciplinary committee is submitted to the recruitment body through a report.</p> <p>The operation of the special multidisciplinary committee is a responsibility of the Department for Social Inclusion of Persons with Disabilities- a Department under the Ministry of Labour and Social Insurance. At least two health professionals, specialized in the</p>



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TARGET GROUP	<p>specific disability must participate in the special multidisciplinary committee together with an officer of the Department. Additional professionals in the health or employment sectors can also participate if necessary.</p> <p>The detailed operation of the special multidisciplinary committee is defined by internal regulations of the Department approved by the Minister of Labour and Social Insurance. They provide for the lists of doctors and other health professionals (psychologists, physiotherapists, occupational therapists, speech therapists and others) in cooperation with their professions' associations.</p> <p>For the purposes of the specific law, a person with disabilities is a person for whom there is an assessment and documentation by a special multidisciplinary committee (as explained above) that he/she has an inadequacy or a deficiency that causes a permanent or of unspecified duration physical, intellectual or mental limitation that substantially reduces or excludes the ability to find and maintain a proper job.</p>
STARTING AND END DATE SUCCESS FACTORS	<p>Starting date 23.12.2009.</p> <ul style="list-style-type: none"> • The specified quota of 10% of the vacant posts to be filled by persons with disabilities. • The effectiveness of the special multidisciplinary committee.
DIFFICULTIES	<ul style="list-style-type: none"> • The definition of the term "persons with disabilities" so as to include persons which have really reduced ability to find and maintain a job due to their disability. • There may be difficulty in evaluating whether a disabled person would be suitable to execute the duties of each post.
REFERENCES (URL, publication,...)	<p>The Recruitment of Persons with Disabilities in the Wider Public Sector (Special Provisions) Law, L.146 (I)/2009.</p>
CONTACT PERSON	<p>Mrs Christina Flourentzou, Head of the Department for Social Inclusion of Persons with Disabilities. cflourentzou@dsid.mlsi.gov.cy</p>



3.5 Cyprus - Assistance provided to vision impaired employees to carry out their duties - Cyprus Civil Service

HR PROCESS	Reception and integration - Working conditions.
DESCRIPTION/ OVERVIEW	Assistance provided to vision impaired employees to carry out their duties.
OBJECTIVE	The intention is to make possible the recruitment of vision impaired persons to administrative posts for which vision is a requirement, and to facilitate them in their every day operations to be more productive and efficient and thus feel equal and accepted by others despite their physical differences.
DETAILED CONTENT	Based on a decision of the Council of Ministers employees in administrative posts who have impaired vision can be assigned a personal assistant, on a permanent basis, so as to assist them in the execution of their duties. These personal assistants have the status of permanent government employees (hourly-paid staff) and their qualifications should also be relevant to the duties of the employee they are assisting. For example, if the employee is a foreign language teacher, the assistant should have an adequate knowledge of the language so that he/she will provide a more efficient service. Moreover, the government also pays for the necessary technical equipment for access to information like the Braille Display and also provides a travelling allowance for transportation to and from the workplace.
TARGET GROUP	Persons with visionary problems.
CONTACT PERSON	Christakis Nikolaides cnikolaides@papd.mof.gov.cy



3.6 European Commission - Recognition of non marital partnerships

HR PROCESS	Diversity management plan - Working conditions.
DESCRIPTION/ OVERVIEW	Recognition of non marital partnerships.
OBJECTIVES	To eliminate discrimination towards same-sex couples who have no access to marriage in their MS because of their sexual orientation by providing same treatment as those who are married.
DETAILED CONTENT	<p>The Staff Regulations in force since 1 May 2004 offer certain entitlements to officials, other servants and pensioners who are unmarried but have concluded a heterosexual or homosexual registered partnership recognised by the competent authorities of a Member State.</p> <p>The officials, other servants and pensioners concerned may, on request, have their registered partnership recognised by the Administration. Although a registered partnership is distinct from marriage, its recognition enables the people concerned to receive either some (partial partner-spouse equivalence) or all (full partner-spouse equivalence) of the entitlements offered to married officials. The couple must have no access to legal marriage in a Member State. This recognition enables the partner to be considered as fully equivalent to a spouse, and the official will therefore be able to receive, by virtue of the partnership, all the entitlements available to married people.</p>
HOW (methodology)	<p>The couple must produce a legal document recognised as such by a Member State, or any competent authority of a Member State, acknowledging their status as non-marital partners.</p> <ul style="list-style-type: none"> • Consideration can only be given to partnerships concluded in accordance with the legislation of a Member State registered with the public authorities of that State and certified by a legal document. Consequently, private deeds and contracts concluded between an official and another person will be taken into consideration only on the strict condition that they have been concluded in accordance with national legislation, specifically recognising the partnership and have been officially registered in accordance with that legislation. • The Commission does not have jurisdiction to draw up civil status documents, this being a task solely for the national authorities. Consequently, domestic partnership certificates issued by the Commission in recognition of cohabitation are internal documents and are not regarded as certifying the existence of a registered partnership. • In general, officials and other servants who live in heterosexual or homosexual cohabitation but who have not concluded any registered partnership are in a defacto situation





- on which the new Staff Regulations do not confer legal effect. The people concerned are not entitled to any specific emolument or entitlement by virtue of that cohabitation.

Both partners must not be in a marital relationship or in another non-marital partnership.

The partners must not be related in any of the following ways: parent, child, grandparent, grandchild, brother, sister, aunt, uncle, nephew, niece, son-in-law, daughter-in-law.

The couple must have no access to legal marriage in a Member State; a couple is to be considered to have access to legal marriage only where the members of the couple meet all the conditions laid down by the legislation of a Member State permitting marriage of such a couple.

- Given that the institution of heterosexual marriage exists in all Member States, the conclusion of a heterosexual registered partnership is never dictated by the legal impossibility of contracting a legal marriage: it is a life choice made freely by two people who, for whatever reason, do not wish to marry. Since heterosexual couples always have access to marriage in a Member State their partnership cannot lead to full partner-spouse equivalence. Consequently, it follows from the text of the Staff Regulations itself that full partner-spouse equivalence may be granted only in the case of a homosexual registered partnership.
- Marriage between same-sex persons exists currently only in a few countries. Within the European Union, it is allowed only in Belgium, The Netherlands and Spain. All couples who could marry further to the competent Member State legislation recognising marriage to same-sex person will be considered as having access to marriage, in which case, full equivalence to a spouse is not possible.
- Belgian legislation gives access to marriage to all residents in Belgium, whatever their citizenship. Officials and other servants working or living in Belgium will thus be considered as always having access to marriage.

TARGET GROUP Same sex couples.

STARTING AND END DATE 01/05/2004.

SUCCESS FACTORS

- Special needs taken into consideration.
- Put on equal footing citizens who, because of their sexual orientation, have different rights in different MS.



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DIFFICULTIES

- Articulation with national legislations on marriage and partnership, especially if more MS are involved.
- Individual case analysis is sometimes necessary.

**REFERENCES
(URL,
publication,...)**

Staff regulations:
 Art 1 d
 Art 1 (2) C Annex 7
http://ec.europa.eu/civil_service/docs/toc100_en.pdf

**CONTACT
PERSON**

Silvia Mandelli
 Phone: +32 2 2960120
silvia.mandelli@ec.europa.eu



3.7 European Commission - Working conditions (leaves, part-time, flexitime and teleworking)

HR PROCESS	Diversity management plan - Working conditions.
DESCRIPTION/ OVERVIEW	Working conditions (leave, part-time, flexitime and teleworking).
OBJECTIVES	<p>To give staff the possibility to vary the time/place when they wish to work in order to better reconcile their professional and private needs.</p> <p>To give the staff the possibility to reduce working hours/days or to suspend their career for a certain period in order to take care of descendants/ascendants, while keeping all statutory rights.</p>
DETAILED CONTENT	<p>The Staff Regulations in force since 1 May 2004, and following administrative decisions offers certain types of leave/working conditions.</p> <p>Parental leave for each child, to be taken during the first twelve years after the birth or adoption of the child.</p> <p>Family leave to care for a seriously ill or disabled spouse, relative in the ascending line, relative in the descending line, brother or sister.</p> <p>Breastfeeding leave: an official who returns from maternity leave and wishes to breastfeed her baby may apply to be dispensed from work for two hours per day to do so.</p> <p>Flexitime: (since Decembe2007). It is available in all Commission services and for all personnel. Access to flexitime may be refused in only very few, well justified cases.</p> <p>Part Time: members of staff are entitled to part-time in certain cases, such as</p> <ul style="list-style-type: none"> • to care for a child aged 9 or under, or a child aged between 9 and 12 (part-time work of 80% or more of normal working time) • to care for a seriously ill or disabled spouse, relative in the ascending line, relative in the descending line, brother or sister • to take part in further training • from the age of 55 (during the last five years before retirement). <p>Telework: (since 2007) around 1500 are allowed to telework for up to 50% of working time. The scheme is being expanded.</p>
HOW (methodology)	<p>Parental leave: full-time parental leave: maximum of six months per child. Part-time parental leave: maximum of twelve months per child. Maximum period is doubled for single parents. Minimum: one month.</p>





Family leave: maximum of nine months (full-time family leave) and 18 months (part-time family leave) over the entire career. No paid work is allowed during family leave. Officials taking family leave on a half-time basis undertake standard part-time work, the weekly working hours being 50% of the normal working week.

Breastfeeding leave: permission may be granted until the end of the sixth month following the birth on presentation of a medical certificate confirming breastfeeding. Following that period, permission will exceptionally be granted if the official provides a medical certificate that breastfeeding is necessary for medical reasons in the specific case of the baby. Permission may not be granted after the twelfth month following the birth. The permission should result in time being taken around lunchtime

Part-time: working time can be reduced to 50, 60, 75, 80 or 90%. Requests may be refused or postponed in the interests of the service only in exceptional cases. It can take the form of proportional reduction in daily working hours or variable hours over the working week.

Flexitime: everybody can practice flexitime, but nobody is obliged to do so. The **total time span**, that is, the time period during which **work can be done**, is Monday to Friday from 7h00 to 20h00. Within this total time frame, it is **obligatory for all staff to be present** during what is called **core time**, that is: 9h30 to 12h00 and 15h00 to 16h30 (16h00 on Friday).

Telework: (since 2007) around 1500 are teleworking . The main characteristics of this working arrangement are as follows:

- an agreement between the teleworker and those in charge must be signed
- telework is a strictly voluntary working arrangement
- it cannot count for more than 50% of working hours
- managers can also telework
- certain priority criteria (disabilities, family obligation, etc) may be used to choose between telework candidates.

TARGET GROUP All officials wishing to better reconcile private and working life. Women constitute the majority of these schemes users.

STARTING AND END DATE 01/05/2004 onwards.

SUCCESS FACTORS Talent management:

- attracting and retaining the best talents, including the previously 'untapped' pools of talent – i.e. mothers returning



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DIFFICULTIES

- to work, mature workers.., by creating a work environment where diversity (in needs, profile, groups and situations) is accommodated.

Inclusive working environment:

- not only encourage but mandate a practical and workable work/life balance policy, benefiting and meeting the needs of both the organisation and its employees
- make all staff feel they have a place in the organisation.

Factor of staff retention:

- be a more attractive employer.

Productive working environment:

- increased staff satisfaction and commitment to the organisation
- boost performance by concentrating on objectives and results instead of time spent in the office.

- Articulation among the different schemes.
- Team management and staff replacement procedures.
- Fostering an organisational culture that supports the use of available policies is also a challenge.

**REFERENCES
(URL,
publication,...)**

Staff regulations:

http://ec.europa.eu/civil_service/docs/toc100_en.pdf

**CONTACT
PERSON**

Silvia Mandelli

Phone: +32 2 296 01 20

silvia.mandelli@ec.europa.eu



3.8 France – Diversity Grant – General Directorate for Public Administration and the Civil Service

HR PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	<p>Grants for diversity in the civil service are intended above all to provide financial support for the most deserving candidates to help them prepare for category A (baccalaureate +3) and category B (baccalaureate) civil service entrance examinations.</p> <p>These grants can be combined with higher education grants awarded on the basis of social criteria.</p>
OBJECTIVES	To help job-seekers and students pass the recruitment examinations for category A and B positions and to put in place mentoring actions for people studying for these examinations.
DETAILED CONTENT	<p>Eligibility: grants are awarded on the basis of the financial resources of the applicants and their family (they must not exceed €32,440 for the 2010 academic year) and the results of their earlier studies. Grants are awarded for a maximum period of one year. In exceptional circumstances, they may be renewed once, on the basis of the results obtained by the beneficiary during the previous academic year.</p> <p>The amount of the grant is €2000 for the 2010–2011 academic year. Approximately 1000 grants are thus awarded every year.</p> <p>Just over 4000 grants have been disbursed since September 2007, with a proportion of job-seekers and students 30% and 70% respectively in 2009. The share of job-seekers has grown continuously since the scheme was introduced.</p>
HOW (methodology)	Grant applications and decisions: applications must be sent or delivered by hand to the prefecture of the region or department where the applicant resides. Applications are examined by a committee composed in particular of representatives of the public employment service, training organisations, the prefecture, etc.
TARGET GROUP	<ul style="list-style-type: none"> • Students studying for one or more category A or B civil service entrance examinations, in particular students who are enrolled with an institute for administration and civil service studies (IPAG) or a centre for administration and civil service studies (CPAG), or those who undertake to follow preparatory courses organised by a public service college or public sector employers. • Unemployed people, with the necessary educational qualifications to sit category A or category B examinations,



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- supervised by a mentor, who are preparing for one or more civil service entrance examinations.
- Students enrolled for integrated preparatory classes (CPI).

**STARTING AND
END DATE**

Start date: 2007–2008 academic year
Measure applied every year.

**REFERENCES
(URL,
publication,...)**

<http://vosdroits.service-public.fr/F17482.xhtml>
Annual Civil Service Review – volume 2 policies and practices 2009–2010.

**CONTACT
PERSON**

Laurent Gravelaine – assistant manager, inter-ministerial policies.
Véronique Poinssot – DGAFP office for recruitment and training policies.
veronique.poinssot@fp.pm.gouv.fr



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3.9 France – Fund for the Integration of Disabled People into the Civil Service FIPHFP – General Directorate for Public Administration and the Civil Service

HR PROCESS

Diversity management plan.

**DESCRIPTION/
OVERVIEW**

Since 2006, the Fund for the Integration of Disabled People into the Civil Service (FIPHFP), which was created pursuant to the law of 11 February 2005 on equal rights and opportunities, the participation and citizenship of disabled people, has promoted the recruitment of disabled people in the three types of civil service and the Post Office and their retention in employment.

Pursuant to a law of 10 July 1987, all employers have an obligation to employ 6% of disabled workers. Since the law of 2005, public sector employers which fail to fulfil their quota obligation are required to make a payment to the FIPHFP. For their part, private sector employers that fail to fulfil their quota obligation are required to make a payment to the Agefiph (association for the management of the fund for the integration of disabled people) which was created by the law of 1987.

OBJECTIVES

To help and maintain the recruitment, integration and retention in employment of disabled people.

**DETAILED
CONTENT**

The number of disabled people employed by the three types of civil service has increased from 163,500 on 01/01/2005 to almost 195,000 on 01/01/2008. The employment rate has thus increased from 3.7% to almost 4.4%.

As at 31 December 2009, 150 employers (including 25 ministries, State and public sector employers, 6 regional councils, 18 general councils, 30 cities, 50 territorial public service management centres and 19 hospitals) accounting for almost 60% of civil service jobs had concluded agreements with the FIPHFP (2007: 7 agreements signed (€25 M of commitments); 2008: 56 agreements signed (€49.3 M of commitments); 2009: 87 agreements signed (€75.2 M of commitments). These agreements as a whole target the recruitment of 15,500 disabled people and the retention of 13,500 disabled workers in employment.

Public sector recruiters that have not concluded an agreement with the fund receive financing from the FIPHFP, via a virtual platform:

- in 2008, 365 employers thus received 608 grants for an amount of €1.2 M
- in 2009, 656 employers thus received 1371 grants for an amount of €3 M.



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**HOW
(methodology)**

The expenditure of public sector employers subject to the FIPHFP incurred via contracts for supplies, sub-contracting or the provision of services concluded with the sheltered sector (ESAT and sheltered workshops) increased by 40% from 2006 to 2009, i.e. from €83 to €116 M.

To supplement and reinforce the effects of the policy implemented, the FIPHFP has launched a programme of new actions for the period 2009-2012. These actions concern in particular:

- training disabled people: the development of apprenticeship contracts and the pact for disabled job-seekers in the civil service: 2009 budget of €11.1 M (€29.6 M in 2011 and 2012);
- accessibility to public service colleges: annual budget of €5 M;
- opening of FIPHFP aids to disabled pupils and students participating in a civil service internship: annual budget of €3 M;
- access of disabled people to civil service jobs: the creation of an Internet portal serving as "a public sector employment exchange for disabled people": budget of €200 k in 2009.

Finally, to support the government's policy in the area of accessibility, the FIPHFP is organising, in 2010, an exceptional programme with a budget of €50 M for the financing of accessibility work.

TARGET GROUP

The civil service.

**STARTING AND
END DATE**

2006.

**REFERENCES
(URL,
publication,...)**

Annual Civil Service Review – Policies and practices 2009–2010.

**CONTACT
PERSON**

Bruno Deboges, DGAPF office of social policies.
bruno.deboges@fp.pm.gouv.fr



3.10 France – Diversity Label – General Directorate for Public Administration and the Civil Service

HR PROCESS	Diversity management plan.
DESCRIPTION/ OVERVIEW	The "diversity" label or label for the prevention of discrimination, the promotion of equal opportunities and diversity as part of human resources management.
OBJECTIVES	The objective is to promote best practices in the area of recruitment, career progression and human resources management for public sector enterprises and employers with a view to preventing discrimination and promoting equal opportunities and diversity.
DETAILED CONTENT	<p>Its aim is the prevention of all forms of discrimination recognised by law, in particular those relating to origin, age, disability, sexual orientation, religion, etc., except for gender discrimination which is already covered by a specific label, namely the "equality label".</p> <p>This document is based on five main types of criteria:</p> <ul style="list-style-type: none"> • the first concerns the state of play as regards diversity in the organisation; • the second focuses on the diversity policy; • the third examines internal communication, awareness-raising and training; • the fourth concerns the extent to which diversity is taken into account in the organisation's activities; • and the fifth concerns evaluation and ways of improving the "diversity" approach. <p>Specific requirements for the public sector were drawn up at the end of 2009 and interpretation guidelines are currently being finalised.</p>
HOW (methodology)	<p>It is awarded by the AFNOR (French Standardisation Agency) for a three-year period (with a mid-term evaluation after 18 months) on the basis of specific requirements, subject to compliance with a certain number of objective criteria concerning the recruitment and career management of staff.</p> <p>The label is awarded by a committee created by the State and currently chaired by the minister with responsibility for integration: composed of twenty members, it consists of four colleges representing respectively the social partners (trade union organisations representing employees and employer organisations), persons designated by the National Association of Human Resources Managers (ANDRH) and State representatives (integration, employment, work, civil service, urban policy).</p>



To date, 90 labels have been awarded to organisations with different legal statuses (large companies, associations etc.); for the State administration, the economy and finance ministries have initiated, in 2010, a labelling approach.

TARGET GROUP	Public sector enterprises and employers in the three types of civil service.
STARTING AND END DATE	The "diversity" label or label for the prevention of discrimination, the promotion of equal opportunities and diversity as part of human resources management.
REFERENCES (URL, publication,...)	www.afnor.org/certification/lbh004 Annual Civil Service Review – volume 2 policies and practices 2009–2010.
CONTACT PERSON	Laurent Gravelaine – assistant manager, inter-ministerial policies. Véronique Poinssot – DGAFP office for recruitment and training policies. veronique.poinssot@fp.pm.gouv.fr



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3.11 France – PACT for access to careers in State administration, local and health public services – General Directorate for Public Administration and the Civil Service

HR PROCESS Recruitment and selection.

DESCRIPTION/ OVERVIEW System which offers young people aged between 16 and 25, who do not have the baccalaureate but who may have a technical school certificate (BEP) or a vocational training certificate (CAP), the possibility to participate in a work-linked training programme of one to two years, with a view to obtaining a permanent civil service or category C position.

During the training period, these young people are employed under a public law contract and are supported by a mentor.

OBJECTIVES To offer young people with few or no qualifications fair access to civil service jobs.

DETAILED CONTENT Since 2005, PACT contracts have represented, for the State administration and services, depending on the years, between 12 and 20% of annual category C job offers, filled by external recruitment, which represents a volume of 550 to 650 job offers a year. If during the first year, the breakdown of jobs available between administrative and technical corps favoured mainly technical jobs (61% versus 39%), this allocation was overall far more balanced in the next two years: (58% versus 42% in 2007, 54% versus 46% in 2008 and 73% versus 27% in 2009).

The average age of beneficiaries is around 22 and the majority of beneficiaries of this programme are women, in particular in administrative positions.

The ratio between permanent appointments/recruitments is 75% excluding national educations (68% if national education is included). It is more precisely 90% at the Ministry of Foreign and European Affairs, 85% at the Ministry of Ecology, 70 to 100% at the economy and finance ministries (depending on the services and departments).

From a qualitative perspective, the ministries recognise not only the social aspect of this new recruitment method, but also, for certain areas of responsibility, the possibility of recruiting candidates whose profile is more in line with the position to be filled. There is a consensus on the effectiveness of work-linked training, which ensures that the people recruited are not only suitable for the position once they have been recruited on a permanent basis, but also fully operational.



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HOW (methodology)	Candidates must apply via their local national employment agency (ANPE). Their application must contain a description of their education to date and, if applicable, any work experience. The ANPE may entrust the processing of applications to an outside organisation charged with recruitment or integration, in particular at local level. Applications are then transmitted to a selection committee which interviews young candidates. The applications of the candidates selected by the committee are then forwarded to the administrative authority which wishes to recruit trainees and this body then takes the final recruitment decision.
TARGET GROUP	Young people aged between 16 and 25, who do not have the baccalaureate but who may have a technical school certificate (BEP) or a vocational training certificate (CAP).
STARTING AND END DATE	Starting date: End of 2005 Since then the system has been implemented every year.
REFERENCES (URL, publication,...)	Annual Civil Service Review – volume 2 policies and practices 2009–2010. www.travail-solidarite.gouv.fr/informations-pratiques,89/fiches-pratiques,91/formation-professionnelle,118/pacte-parcours-d-acces-aux,2733.html
CONTACT PERSON	Laurent Gravelaine – assistant manager, inter-ministerial policies. Véronique Poinsot – DGAFP office for recruitment and training policies. veronique.poinsot@fp.pm.gouv.fr



3.12 France – Charter for the promotion of equality in the civil service – General Directorate for Public Administration and the Civil Service

HR PROCESS	Diversity management plan - Recruitment and selection - Reception and integration - Evaluation, mobility and career management.
DESCRIPTION/ OVERVIEW	On 2 December 2008, the minister with responsibility for the civil service signed with the President of the Equal Opportunities and Anti-Discrimination Commission (HALDE) the charter for the promotion of equality in the civil service.
OBJECTIVES	To promote equality in all types of civil service and to prevent all forms of discrimination, as regards all types of access to the civil service, career progression and the exercising of the right to training or the termination of position or activities.
DETAILED CONTENT	<p>The charter for the promotion of equality in the civil service is intended to apply to the three types of civil service. It is also a strong moral commitment in favour of the values which should guide the actions of administrations and their staff.</p> <p>The civil service has therefore entered into six major commitments. For each of them, the charter for the promotion of equality in the civil service sets out commitments which are to be implemented in concrete terms, some of which correspond to guidelines already defined or initiated, or even in the process of being implemented:</p> <ul style="list-style-type: none"> • acting upstream of recruitment to promote equal access for all to civil service jobs • ensuring that recruitment conditions satisfy needs without discriminating • renewing the professional careers of staff and guaranteeing equal treatment in all management actions • raising awareness and training all civil service employees • providing administrations with information to enable them to disseminate best practices to prevent discrimination • implementing and monitoring the charter for the promotion of equality in the civil service.
HOW (methodology)	The General Directorate for Public Administration and the Civil Service monitors closely the charter for the promotion of equality in the civil service, within the Conseil Supérieur de la Fonction Publique de l'Etat, in the framework of the regular coordination of the network of ministerial human resources departments and during meetings of the dedicated steering committee, in partnership with HALDE.
TARGET GROUP	State administrations (ministries).
STARTING AND END DATE	Starting date: 2009. Measure being updated.



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REFERENCES
(URL,
publication,...)

www.fonction-publique.gouv.fr/IMG/Charte_egalite_20081202.pdf
Annual Civil Service Review – volume 2 policies and practices 2009–2010.

**CONTACT
PERSON**

Laurent Gravelaine – assistant manager, inter-ministerial policies.
Véronique Poinssot – DGAFP office for recruitment and training policies.
veronique.poinssot@fp.pm.gouv.fr



3.13 France – Integrated preparatory classes (CPI) – General Directorate for Public Administration and the Civil Service

HR PROCESS

Recruitment and selection.

DESCRIPTION/ OVERVIEW

In his speech of 17 December 2008, to the Ecole Polytechnique, on equal opportunities, the President of the Republic reminded the audience that the civil service must lead by example and called on all ministries with their own civil servant training colleges to create, in 2009, one or more preparatory classes (CPI), to train at least 30% of candidates for the positions open to competition and help them pass the entrance examinations. The beneficiaries will be given financial assistance (see diversity grants information sheet) and may, in some cases, be provided with accommodation.

Previous examples already exist within the police (ENSP for senior police officers and ENSOP for police officers) and the justice ministry (ENM for the judiciary, ENAP for the prison service, ENG for officers of the court and ENPJJ for the judicial protection of young people).

OBJECTIVES

To help students and job-seekers, from modest backgrounds, to prepare for the civil service external entrance examinations, by providing them with educational and financial support, as well as mentoring and, where possible, accommodation.

DETAILED CONTENT

1. Putting in place CPI for training colleges under the supervision of the DGAFP:

For access to the **Ecole Nationale d'Administration**: a CPI was created in October 2009 in Paris for 15 young people from modest backgrounds. Candidates are selected by a committee according to social criteria and on the basis of merit and motivation.

The educational project is monitored by a two-person team, composed of a high-level judicial officer and a rapporteur of the Council of State.

The training consists of several stages: preparation for the examinations (courses, simulation exercises, oral and written evaluation tests), periods devoted to familiarising students with the legislative and administrative sectors (visits to assemblies, ministries, decentralised services, regional or local authorities, etc.) and participation in social and cultural events.

CPI students are supported by two mentors, students and young graduates of the college. They may be housed in a university hall of residence and have access to the university restaurant. They are also eligible for the diversity grant. The course runs from October to June



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and resumes in mid-September in order to prepare for the oral examinations.

For access to the **Regional Civil Service Training Colleges (IRA)**: a CPI was created in September 2009 in each IRA, open to 25 young people per IRA (i.e. 125 in total).

The courses are run by the IRA and the institutes for administration and civil service studies (IPAG)/centres for administration and civil service studies (CPAG). They total approximately 400 to 700 hours depending on the institutes and take place on 2 or 3 sites (IRA, IPAG/CPAG, universities). The programme includes course work covering the examination subjects (public finances, general culture, economics, public law, European law, foreign languages, etc.), mock written and oral examinations, access to the examination preparation pack of the French Documentation Centre as well as to the IRA resources centre and computer facilities.

Students benefit from group and individual monitoring, in particular thanks to the participation of current and former IRA students, category A civil service staff and retired civil servants. One or more managers from each training college or a contact person designated for that purpose also monitor the training on a regular basis and can, in certain cases, provide the beneficiaries with individual support.

CPI students receive the grant for diversity in the civil service and they are offered accommodation. The training programme runs between September and April

2. The integrated preparatory classes of the training colleges of the economy and finance ministries

A system of integrated preparatory classes was put in place at the Bercy training colleges during 2009. This system supplements and reinforces the initiatives initiated in 2008 by the DGFIP (General Directorate for Public Finances) at local level and by certain training organisations (General Directorate of Customs and Indirect Taxes, General Directorate of Public Accounting, General Directorate of Competition, Consumer Affairs and Fraud Control) to help young people from disadvantaged backgrounds to study for civil service and public sector examinations.

Thanks to the involvement of specialised training colleges this system makes it possible to offer more comprehensive training programmes with greater territorial coverage. The CPI prepare students for all category A and B examinations and for all the departments and services of the finance and economy ministries, irrespective of the department or service to which the training institute is attached. They are open to young people with the required qualifications,





selected according to social criteria and on the basis of merit and motivation, assessed during an interview. Candidates are eligible for civil service diversity grants (€2000), subject to application and meeting the eligibility criteria.

For advertising purposes, a specific Internet site "Réussite Finances" has been set up to present the general characteristics of the CPI and offer practical advice (enrolment calendar, information sheets describing the organisation of each CPI).

Several CPI options are available:

- an intensive cycle, selected by the DGCCRF and the DGDDI, consisting of a training period of approximately 150 hours, from September to December 2009, with extensions for eligible candidates (preparation for the 2010 examinations);
- a cycle spread over a longer period of time, selected by the DGFIP, organised during 2010 with a total of approximately 200 hours, to prepare students for the category A examinations organised in 2011;
- an intermediary cycle, also implemented by the DGFIP, to prepare students for the category A or B 2010 examinations, organised between spring and autumn 2009.

3. Other good examples:

- the integrated preparatory classes for the Justice Ministry
- the CPI of the French College of Public Health (EHESP)
- CPI preparing students for the labour inspectorate entrance examinations (INTEFP)

HOW (methodology)

Evaluation of the system: to date almost 1300 applications have been submitted for more than 400 places available (all colleges together, 22 colleges), i.e. a selection rate of around 30% between the number of eligible applications and the number of students accepted (this figure is as high as 51% for the ratio of number of students accepted for CPI/number of eligible candidates). For the start of the 2010 academic year in 2010, two new CPI have opened their doors within the Institut National du Patrimoine (Culture Ministry) and the Gendarmerie.

TARGET GROUP

Young graduates from a modest background satisfying certain socio-economic criteria and merit and motivation conditions.

STARTING AND END DATE

Starting date: 2005/2006 for the police
2008 for the justice
2009 for the other colleges
System subject to ongoing development.



REFERENCES
(URL,
publication,...)

Annual Civil Service Review – volume 2 policies and practices 2009–2010.

**CONTACT
PERSON**

Laurent Gravelaine – assistant manager, inter-ministerial policies.
Véronique Poinssot – DGAFP office for recruitment and training policies.

veronique.poinssot@fp.pm.gouv.fr



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3.14 France – Multi-annual plans including specific recruitment targets for disabled people – General Directorate for Public Administration and the Civil Service

HR PROCESS	Diversity management plan.
DESCRIPTION/ OVERVIEW	The plans set out the details, year after year, of the projected increase in the rate of employment of disabled people in the civil service.
OBJECTIVES	6% disabled people employment target.
DETAILED CONTENT	By a circular dated 23 November 2007, the Prime Minister requested ministries to put in place multi-annual plans containing precise targets for the recruitment of disabled people up to 31 December 2012. At the end of 2010, a circular from the Prime Minister, currently being finalised, will extend the system up to 31 December 2013.
HOW (methodology)	The evaluation of these plans, carried out at the end of 2008 and 2009, shows a strong mobilisation at the level of State administration and services: during the period 2008–2009, the recruitment totals of ministries were above target (number of people recruited: 2697 versus a target of 2584) and some ministries have already achieved the 6% disabled people employment target.
TARGET GROUP	Disabled people.
STARTING AND END DATE	2007 2012 / 2013.
REFERENCES (URL, publication,...)	Annual Civil Service Review – Policies and practices 2009–2010.
CONTACT PERSON	Bruno Deboges, DGAFP Office of Social Policies. bruno.deboges@fp.pm.gouv.fr



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3.15 France – Recruitment of contract staff with a view to their appointment to permanent positions – General Directorate for Public Administration and the Civil Service

HR PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	Recruitment of disabled people as contract staff with a view to their appointment to permanent positions.
OBJECTIVES	The appointment to permanent positions of disabled people.
DETAILED CONTENT	This type of recruitment represented 93.2% of all recruitments (89.5% in 2008) in 2009. Recruitments via competitions or ordinary law contracts represent 5.2% and 1.6% respectively of total recruitments. Moreover, the ministries have maintained their category A and B recruitment efforts with 38% and 25% respectively (19% and 33% excluding national education and higher education).
HOW (methodology)	Recruitment without passing an examination intended to lead to access to permanent positions after a trial period and training.
TARGET GROUP	Disabled people.
STARTING AND END DATE	
REFERENCES (URL, publication,...)	Annual Civil Service Review – Policies and practices 2009–2010.
CONTACT PERSON	Bruno Deboges, DGAFP Office of Social Policies. bruno.deboges@fp.pm.gouv.fr



3.16 Germany - Certification under the "audit berufundfamilie" ® - German Federal Government

HR PROCESS Working conditions

DESCRIPTION/ OVERVIEW Certification under the "audit berufundfamilie ®".

OBJECTIVES Promoting a family-friendly workplace is a priority of the Federal Government's long-term family policy.

Family-friendly working conditions are a key prerequisite for enabling employees with children or family members in need of care to better reconcile family and career obligations. Such conditions also encourage more young people deciding to have children. In this context, based on a Federal Cabinet decision all federal ministries, the Federal Chancellery and the Press and Information Office of the Federal Government have undergone the "audit berufundfamilie®" and have been certified as family-friendly employers. By voluntarily undergoing this audit, the Federal Government has sent a political signal intended to encourage as many institutions and enterprises as possible to implement family-friendly human resources policy.

The audit berufundfamilie ® is a management instrument for continuous improvement of family-friendly human resources policy and is intended to achieve a viable balance between concerns of employees and interests of the enterprise.

The aims of the audit are

- achieving a balance between family and work as a continuous process of improvement
- reducing existing discrimination related to the participation of men and women in paid employment
- increasing awareness among supervisory staff
- improving motivation, performance and quality of results
- reducing absenteeism.

The audit is intended to initiate a process of continuously improving awareness of family as well as family-aware structures and processes.

DETAILED CONTENT

The "berufundfamilie" audit was developed at the initiative of and commissioned by the Hertie-Stiftung charitable foundation. It is intended not only to evaluate measures already implemented, but also to indicate potential for improvement in individual workplaces and define further objectives. A systematic examination of existing family-friendly measures is conducted and family-aware human resources policy is continuously improved as part of the





“berufundfamilie” audit. The audit is overseen by the berufundfamilie gGmbH (charitable limited liability company).

During the audit, which can be used in all sectors and in enterprises of every size, the current situation of existing measures to improve the balance between family and work is inventoried. Using eight areas of action, the enterprise’s potential for improvement is systematically determined, and coordinated measures are developed as part of a comprehensive and successful overall strategy for the agency or enterprise in question. This process is intended to find and implement precisely targeted solutions rather than simply as many solutions as possible.

The eight areas of action are

1. working time
2. work organization
3. work location
4. information and communications policy
5. management skills
6. human resources development
7. pay components and non-cash benefits
8. services for families.

HOW (methodology)

In connection with the audit, the federal ministries implement the following measures, among others, and examine their effectiveness in the audit process:

- flexible working time arrangements
- part-time employment using various working time models
- increasing the number of teleworking posts
- testing other options for mobile working while making the work location more flexible
- child-care facilities, e.g. a day-care centre
- parent – child offices and/or “emergency parent lists”
- in-house child care
- informing staff about existing family-friendly measures
- when implementing the individual elements of human resources development policy, ensuring that gender differences are taken into account and unintended different impacts on men and women are avoided, thereby enabling bias-free, equality-oriented support for all employees
- introducing/using a non-discriminatory system of performance assessment which neither disadvantages part-time employees nor perpetuates gender stereotypes



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	<ul style="list-style-type: none"> • improving supervisory skills and increasing supervisors' awareness of the issue of work/family balance • conducting advanced training for supervisory staff • participation in advanced training during part-time employment and parental leave • reintegration measures following parental leave (e.g. training for returning employees, advanced training courses) • possibility of maintaining contact with the workplace during leave (e.g. by drawing up an individual "timetable for returning to work" before going on maternity or parental leave) • help with child care during advanced training courses • examining further offers for employees, e.g. contracting with a provider of services (information, advising, arranging necessary services) to help in providing care for children and/or other family members in need of care.
TARGET GROUP	<p>According to the cabinet decision, the target group encompasses the employees of all federal ministries, the Federal Chancellery, and the Press and Information Office of the Federal Government.</p> <p>The target group of the audit "berufundfamilie ®" is all enterprises, government agencies and institutions of higher education.</p>
STARTING AND END DATE	<p>The audit process takes three years and may be extended for an additional three years for re-auditing.</p>
SUCCESS FACTORS	<p>The berufundfamilie gGmbH conducts an annual assessment of the implementation of agreed objectives and measures.</p>
REFERENCES (URL, publication,...)	<p>www.beruf-und-familie.de</p>
CONTACT PERSON	<p>Referat 102 (Personalentwicklung, Personalservice, Ausbildung) Bundesministerium für Familie, Senioren, Frauen und Jugend Rochusstraße 8 - 10 , 53 123 Bonn Referat102@bmfsfj.bund.de www.bmfsfj.de</p>



3.17 Germany - Requirement to produce an equal opportunity plan in accordance with Section 11 of the Federal Act on Gender Equality in the Federal Administration and Federal Courts (BGleiG) - Federal Administration and Federal Courts

HR PROCESS	HR planning
DESCRIPTION/ OVERVIEW	Requirement to produce an equal opportunity plan in accordance with Section 11 of the Federal Act on Gender Equality in the Federal Administration and Federal Courts (BGleiG).
OBJECTIVES	The Federal Act on Gender Equality is intended to ensure equal opportunity for men and women as well as remove existing gender-based discrimination and prevent such discrimination in future. It applies to all persons employed in the direct and indirect federal administration and in federal courts. The Act supports women in order to overcome existing discrimination. The aim of the Act is also to make it easier for men and women to balance work and family. The Act also pays attention to the special concerns of women with a disability or threatened by a disability.
DETAILED CONTENT	The equal opportunity plan is a key instrument of human resources planning, especially human resources development, and is intended to ensure equal opportunities for men and women. The plan takes into account the main objectives (gender balance of management positions, creation of framework conditions to help balance work and family), analyses the current situation, and defines goals for action and concrete measures to achieve those goals.
HOW (methodology)	<p>In this way, the equal opportunity plan provides the criteria for equal opportunity controlling.</p> <p>Importance According to Section 11 (1) of the Federal Act on Gender Equality, the equal opportunity plan is a key instrument of human resources planning, especially human resources development, intended to ensure equal opportunities for men and women. Implementing the plan is a special obligation of human resources management and of every employee with supervisory and management responsibilities.</p> <p>Content and objectives According to Section 11 (2) of the Act, the equal opportunity plan must describe the situation of female employees in comparison to that of male employees and evaluate the promotion of women in individual areas so far. In particular, in order to increase the proportion of women in individual areas, measures to implement the necessary personnel and organizational improvements in the framework of concrete objectives and a timeline are to be developed. Every equal opportunity plan is to provide for hiring women to at least half of the posts to be filled in areas where women are underrepresented. If it is not possible to recruit enough women with</p>



the necessary qualifications to overcome the imbalance, the plan may allow for fewer posts to be filled by women. The equal opportunity plan may not contain any personal data.

If human resources management measures are planned which will cut posts or prevent them from being filled, according to Section 11 (3) of the Act the equal opportunity plan is to require that the proportion of women employed in areas where women are underrepresented does not become smaller.

Duration

Under Section 11 (4) of the Act, the equal opportunity plan is to be drafted by the employer, with the participation of the gender equality officer from an early stage, to apply for a period of four years. The plan is to be updated after two years. This update should include in particular the reasons and additional measures to be taken if it becomes apparent that the plan cannot achieve its objectives at all or cannot achieve them within the allotted period of time without these measures.

Publication

Under Section 11 (5) of the Act, the equal opportunity plan and updates are to be published at the workplace. Supervisory staff are to have their own access to the plan.

Implementation of objectives

If the objectives of the equal opportunity plan have not been implemented, according to Section 11 (6) of the Act the reasons are to be explained in the next plan and reported to the supervisory authority.

TARGET GROUP

The direct and indirect federal administration, the federal courts and their employees.

STARTING AND END DATE

The equal opportunity plan is produced to cover a period of four years. It is to be updated after two years to reflect current developments.

SUCCESS FACTORS

The equal opportunity plan covers a period of four years. In order to ensure that as many objectives are achieved as possible, the plan is to be updated after two years to reflect current developments. The objectives of the plan that could not be achieved within the allotted time are revised in line with current developments and accompanied by additional measures.

**REFERENCES
(URL,
publication, ...)**

www.gesetze-im-internet.de/bgleg



**CONTACT
PERSON**

Referat 102 (Personalentwicklung, Personalservice, Ausbildung)
Bundesministerium für Familie, Senioren, Frauen und Jugend
Rochusstraße 8 - 10 , 53 123 Bonn
Referat102@bmfsfj.bund.de
www.bmfsfj.de



3.18 Hungary - Roma graduates enter the public service in Hungary – The Hungarian Civil Service

HR PROCESS	Recruitment and Selection.
DESCRIPTION/ OVERVIEW	<p>In the framework of the programme '<i>Roma graduates enter the public service in Hungary</i>' Roma graduates have the opportunity to be employed in different fields in the public administration .</p> <p>The programme is financed by European Union funds and aims to create the right conditions for employing Roma people in the public administration sector.</p>
OBJECTIVES	The aim of the programme is to provide assistance for Roma graduates to enter the public administration sector and to assist them during the beginning of their permanent / fixed term employment (in the civil service).
DETAILED CONTENT	<p>250 Roma graduates could participate in the programme. The application period was between 1 October – 15 October 2009 There was a very high demand and almost 500 university graduates applied. The enrolled applicants took part in an approximately 4 - week preparation course to take the "open competition exam" free of charge.</p> <p>Those who passed the open competition examination were then selected through a multi-step selection procedure for jobs in public administration from 1st January 2010. These jobs are financed from EU sources for one year. The Government passed a decision on 31st March 2010 on extending the scope of the programme to local governments too and the Government lengthened the original deadline of the job offer (till 31st May 2010).</p>
HOW (methodology)	<p>Since the number of applicants was very high the following criteria were used primarily in the selection process: experience in the public administration, number of diplomas, qualification(s) of the diploma(s), academic degree, language exams, etc.</p> <p>The programme is implemented by the Government Centre for Public Administration and Human Resource Services.</p>
TARGET GROUP	Roma graduates.
STARTING AND END DATE	<p>Starting date: 1st October 2009.</p> <p>End date: in the course of 2010 – commencement of civil service employment.</p>



**SUCCESS
FACTORS**

- Advantageous conditions.
- Motivation - because of the high level of unemployment rate among Roma population.
- Active campaign.

**CONTACT
PERSON**

Dr. Zsanett Sipos-Szabó
Ministry of Public Administration and Justice
Department of Public Administration
Phone: +36 1 7956453
zsanett.szabo.sipos@meh.gov.hu



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3.19 Ireland - Willing, Able Mentoring Programme - The Irish Civil Service

HR PROCESS Recruitment and Selection – Intake.

DESCRIPTION/ OVERVIEW The Civil Service Equality Unit, on behalf of Government Departments and Offices in Ireland has been working with a voluntary organisation, the Association for Higher Education Access and Disability (AHEAD) to implement a work experience programme, **Willing, Able Mentoring (WAM)**. The programme is aimed at graduates with disabilities seeking a paid work placement for up to six months.

- OBJECTIVES**
- To implement Civil Service policy on the employment of people with disabilities.
 - To identify and tackle the challenges facing graduates with disabilities in gaining employment.
 - To raise the awareness of the qualifications held by graduates with disabilities and the contributions they can make to the workforce.

DETAILED CONTENT

The Irish Civil Service

The Civil Service in Ireland consists of over thirty different organisations who provide services for and on behalf of the Government. Although the Civil Service deals with a broad number of areas, its primary goal is to provide services to the public. This involves working with the Government, implementing policies and services, and helping in the drafting of new policies.

Civil Service Equality Unit

The Civil Service Equality Unit is responsible for developing and monitoring equality policy and for promoting best practice in equality of opportunity across the Civil Service.

Government Departments and Offices are advised and supported in promoting equal opportunities through Guides and Codes of Practice developed by the Department of Finance. These Guides and Code of Practice set out the Civil Service policy on achieving equality of opportunity, which is an essential part of human resource management in the Civil Service.

This means that, in employment, no-one will receive less favourable treatment than someone else because of his/her gender, marital or family status, sexual orientation, religious belief, age, disability, race or membership of the Traveller community.

The Civil Service is committed to equality of opportunity in all its employment practices. In relation to persons with disabilities, the Civil Service is strongly committed to the development and implementation of improved measures to promote and support the



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employment of persons with disabilities.

Work Experience

Generally, work experience placements can be made available to persons with disabilities;

- As part of an academic programme
- As a term time (temporary) replacement
- As specific projects become available

Work experience programmes, such as Willing, Able Mentoring (WAM) can offer graduates with disabilities the opportunity to undertake organised tasks in a temporary capacity, providing practical experience of working in a Government office.

Each year, Government Departments and Offices offer work experience placements for up to six months to graduates with disabilities.

The WAM Process

- Graduates with disabilities can apply for a WAM work placement by submitting a copy of their CV.
- Candidates short-listed are invited to attend a competency based interview and asked to complete a Needs Identification Questionnaire so that if required, reasonable accommodation can be provided at the interview stage.
- Work placements are typically offered to candidates who pass the interview and have the qualifications required by the Department or Office offering the work placement.
- On assignment, candidates or Mentees are assigned a Manager and a Mentor. The role of the Manager is to set out the project to be undertaken and monitor progress. The role of the Mentor is to build a supportive working relationship with the Mentee and act as a point of contact for any concerns that the Mentee might have.
- An independent Needs Assessor conducts a Needs Assessment with the Mentee to ascertain if any reasonable accommodation is required in the workplace.
- Work placements are for a period of up to six months and are on a paid basis.
- On completion of a work placement an evaluation is conducted with the Mentee, Mentor and Manager.

HOW (methodology)

TARGET GROUP Graduates with disabilities.



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**STARTING AND
END DATE**

2005 – to date (Annual Programme).

**SUCCESS
FACTORS**

- High level of interest from graduates.
- High level of interest from Personnel units in Government Departments/Offices.
- Productive 6 month experience for all stakeholders.
- Implementation of Civil Service disability policy.
- Feedback from the evaluations conducted with Mentees, Mentors and Managers are very positive.

DIFFICULTIES

No difficulties encountered. Factors contributing to a successful outcome include:

- Policy in place and a designated person responsible for management of policy implementation.
- Centralised recruitment and selection process.
- Programme evolves based on evaluations from participants.
- Partner with an organisation with direct access to graduate pool.

**REFERENCES
(URL,
publication,...)**

Government website
www.disability.gov.ie

Voluntary organisation website
www.ahead.ie

Government publication
Code of Practice for the Employment of People with a Disability in the Irish Civil Service [2007]

**CONTACT
PERSON**

Lorna Mulvihill
Department of Finance
7 – 9 Merrion Row
Dublin 2
Ireland

Phone: +353 1 604 5443
lorna.mulvihill@finance.gov.ie



3.20 Ireland - The Civil Service Traveller Internship Programme - The Irish Civil Service

HR PROCESS Recruitment and Selection.

DESCRIPTION/ OVERVIEW The Civil Service Equality Unit, on behalf of Government Departments and a voluntary organisation Pavee Point, ran a 6 month work experience programme for members of the Traveller community, similar to Roma community in Europe. The **Civil Service Traveller Internship Programme** which ran from November 2006 to April 2007 was aimed at members of the Traveller community to gain an insight into the workplace.

- OBJECTIVES**
- To implement the Civil Service policy on the employment of members of the Traveller community.
 - To identify and tackle the challenges facing people from the Traveller community in gaining employment.
 - To raise the awareness of the competences, capabilities and contributions members of the Traveller community can make to the workforce.

DETAILED CONTENT In relation to the Civil Service Traveller Internship Programme, the aim was to provide quality temporary employment opportunities for Travellers within the Civil Service, to improve pathways for Travellers' entry into the Civil Service and to increase skills development for participants in the programme.

20 Traveller girls and 3 Traveller men took part in the Programme. The girls were placed across a wide variety of Government Departments in the grade of Clerical Officers (recruitment grade) performing office duties. The men were placed with the Office of Public Works in the grade of General Operatives (manual recruitment grade) assisting in the restoration of a historical building. As well as 6 months work experience, a regular weekly wage and the chance to develop new skills, participants were given training on how to gain entry into the Irish Civil Service through open Competitions procedure that is used for recruitment to all permanent Civil Service posts, and training on interview skills. In addition, on completion of their placement, participants received an employer's reference for future employment.

The benefits to members of the Traveller Community included exposure to a work setting that provided the opportunity to learn more about the job requirements and employers expectations. Applicants also had the opportunity to evaluate how the skills already learned could be utilised in the workplace and therefore make informed career decisions for their future.





**HOW
(methodology)**

- Working group set up and meeting with stakeholder organisations.
- On site consultation with possible candidates.
- Received applications and CV's.
- Interviewed all applicants.
- Placement in Government Departments of successful applicants.
- Ongoing review with applicants and managers in Government Departments during placements.
- Follow up on completion.

TARGET GROUP

Members of the Traveller community.

**STARTING AND
END DATE**

November 2006 to April 2007.

**SUCCESS
FACTORS**

- High level of interest from people from the Traveller community.
- High level of interest from Departments/Offices.
- Implementation of Civil Service policy.
- Feedback from programme evaluations very positive.
- Report – Review of a Civil Service Traveller Internship Pilot Programme- Not like usual – very positive feedback.

DIFFICULTIES

No difficulties encountered. Factors contributing to a successful outcome include:

- Policy in place and a designated person responsible for management of policy implementation.
- Centralised assignment and reception process.
- Evolve the Programme based on evaluations.
- Partner with a central organisation whose membership includes members of the traveller community.

**REFERENCES
(URL,
publication,...)**

Government publication

Report – Review of a Civil Service Traveller Internship Pilot Programme – Not like usual [2007]

**CONTACT
PERSON**

Gerry Quinlan
Department of Finance
7 – 9 Merrion Row
Dublin 2
Ireland
Phone: +353 1 604 5462
gerry.quinlan@finance.gov.ie



3.21 Ireland - The National Job Shadow Initiative - The Irish Civil Service

HR PROCESS	Recruitment and Selection.
DESCRIPTION/ OVERVIEW	The Civil Service Equality Unit, on behalf of Government Departments and Offices in Ireland has been working with a voluntary organisation, the Irish Association of Supported Employment (IASE) to implement The National Job Shadow Initiative . The project is aimed at people with disabilities seeking to gain an insight into the workplace.
OBJECTIVES	<ul style="list-style-type: none"> • To implement Civil Service policy on the employment of people with disabilities. • To identify and tackle the challenges facing people with disabilities in gaining employment. • To raise the awareness of the competences, capabilities and contributions people with disabilities can make to the workforce.
DETAILED CONTENT	<p>The Civil Service is strongly committed to the development and implementation of improved measures to promote and support the employment of persons with disabilities. Through its policies it will aim to ensure that persons with disabilities are placed in jobs that are matched to their skills and abilities.</p> <p>On a designated day each year, normally at the end of April, personnel from Government Departments and Offices participate in the National Job Shadow Initiative.</p> <p>The Initiative is designed to bring job seekers with disabilities into the workplace where they can learn about various career opportunities. The day positively assists in showcasing the talents and abilities and the contribution individuals with a disability can make to the workforce nationally.</p> <p>The benefits to job seekers include exposure to a work setting which provides the opportunity to learn more about the job requirements and employers expectations. Job seekers also have the opportunity to evaluate how the skills already learned can be used in the workplace and therefore make informed career decisions for their future.</p>
HOW (methodology)	Using the key principles (provided by the voluntary organisation, IASE) of Supported Employment, individuals who participate in Job Shadow Initiative (JSI) are supported using the following four key strands:





1. Skills Assessment

A Job Coach from a local supported employment agency works with the individual prior to the Job Shadow Initiative to identify their skills, competencies and interests.

2. Job Matching

Having consulted with both the individual and personnel in the Government office, the Job Coach will support the individual and the employer in identifying a suitable Job Shadow Placement.

3. Job Seeking

The Job Coach supports the individual in securing an appropriate JSI placement having consulted with both the individual and the employer.

4. Other Support

The necessary Job Shadow Facilitator supports are provided on the job or otherwise to support the Job Seeker and the employer to participate in the JSI.

TARGET GROUP People with disabilities.

STARTING AND END DATE Annual Project.

SUCCESS FACTORS

- High level of interest from people with disabilities.
- High level of interest from personnel in Government Departments/Offices.
- Implementation of Civil Service disability policy.
- Feedback from project evaluations are very positive.
- Promotes and encourages an inclusive workplace.

DIFFICULTIES **No difficulties encountered. Factors contributing to a successful outcome include:**

- Policy in place and a designated person responsible for management of policy implementation.
- Centralised recruitment and selection process.
- Programme evolves based on evaluations from participants.
- Partner with an organisation whose membership includes supported employment organisations.



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REFERENCES (URL, publication,...)	<p>Government website www.disability.gov.ie</p> <p>Voluntary organisation website www.iase.ie</p> <p>Government publication Code of Practice for the Employment of People with a Disability in the Irish Civil Service [2007].</p>
CONTACT PERSON	<p>Lorna Mulvihill Department of Finance 7 – 9 Merrion Row Dublin 2 Ireland</p> <p>Phone: +353 1 604 5443 lorna.mulvihill@finance.gov.ie</p>



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3.22 Poland- Increase in the number of disabled persons employed at the Ministry of Economy - Ministry of Economy

HR PROCESS Recruitment and selection.
Despite the unrestricted employment access of disabled people to the civil service, there is little interest in replying to job offers published by the Ministry of Economy.

DESCRIPTION/ OVERVIEW Despite the lack of limits on employing disabled people at the government administration authorities, the notices published by the Ministry of Economy do not receive a great interest among disabled people who would like to work in ME.

OBJECTIVE 6% disabled persons to be employed at the Ministry of Economy (as a percentage of the whole workforce in the Ministry).

DETAILED CONTENT In order to increase the interest of disabled persons in the work at the Ministry and to achieve a higher rate of disabled people employment, workshops for the disabled were organised in July 2010, with the participation of the employees of the Ministry of Economy involved in recruitment. The employees of the Ministry presented the procedure of applying for a job in the civil service. They offered consultation about CVs and cover letters and showed how to prepare and complete the application documents.

During the meeting, people interested in the work at the Ministry had an opportunity to see the current notices of vacancies at the Ministry. The meeting was the first such initiative in the government administration in Poland. We hope that this concept will gain popularity in the institutions and regular meetings will be organised for disabled persons seeking employment and this will allow us to recruit new employees for the civil service.

The participants of the meeting included the representatives of the Chancellery of the Prime Minister, the Office of the Government Plenipotentiary for Disabled People, as well as foundations and associations working for disabled people. Subsequent activities of the Ministry of Economy which are currently being prepared include:

- overcoming the reluctance of the managing staff to employ disabled persons – a meeting with a career counsellor for the disabled
- training of the human resources staff on the rules governing the employment of disabled people
- organizing meetings such as mentioned above for disabled people looking for a job twice a year
- co-operation with organizations working for the disabled.



TARGET GROUP	Disabled people looking for a job.
STARTING AND END DATE	Starting date: July 2010. End date: July 2015.
SUCCESS FACTORS	6% disabled persons employed at the Ministry of Economy.
DIFFICULTIES	<ul style="list-style-type: none"> • Changing legislation relating to employment area. • Possible staff reduction in civil service corps in 2011.
CONTACT PERSON	<p>Agnieszka Woźniak, General Director Office, Ministry of Economy Phone: +48 22 693 54 88 Fax: +48 22 693 40 95 agnieszka.wozniak@mg.gov.pl</p>



3.23 Romania - Modernize Human Resources Management - Romanian Civil Service

HR PROCESS

Communication - Recruitment and selection - Evaluation, mobility and career management

DESCRIPTION/ OVERVIEW

The National Agency of Civil Servants (NACS) developed a network of HR representatives from the central and local public authorities and institutions as part of the project *Modernize Human Resources Management within the Romanian Civil Service*, financed through PHARE 2005. Since no formal network of HR representatives from Romania's public bodies existed, the Project implemented by NACS aimed at creating such a communication tool, taking into account both the needs of its potential members and the issues that NACS identified as being important to share with the network.

OBJECTIVES

For the public administration, in general:

- enhancing coordination between the NACS and the local administration HR departments
- ensuring an efficient knowledge transfer at local level.

For NACS:

- improving NACS's staff skills to manage human resources within the civil service, in the light of its responsibilities stated in the law regarding the statute of civil servants.

DETAILED CONTENT

The HR Network was developed within the *Developing and implementing public policies for HR management in the Romanian public administration as well as designing a monitoring and a coordination system* component of the above mentioned project. This component's goal was to create and strengthen the network of HR representatives from the central and local public authorities and institutions and prepare a medium to long term plan for consolidating the network of HR representatives. A simple database was posted on the NACS website, to facilitate the exchange of information between the HR representatives and NACS or the HR representatives among themselves, using NACS as a facilitator. This nation-wide network includes regular contact details on the people delegated by the heads of their public authorities / institutions to be the representatives for this network regarding the HR problems. There are around 1,500 entries already in this database (compared to 600 when the network was launched) that is currently accessible on the webpage designated to the HR network members.





**HOW
(methodology)**

The NACS website was enhanced by designing a special webpage to be used by the HR network members. The webpage is an efficient vehicle of exchanging relevant information between NACS and the network members and among the network members as well. The range of information posted on the website could vary from relevant legislation in force / changes & amendments, contacts database, good practice cases on HRM – difficult cases encountered and solutions to unclear aspects related to implementation of the HRM legislation within the civil service. Moreover, interactive headings as forum, FAQ and feedback sections will be part of the webpage as to facilitate exchange of information in real time and allowing adjustments of the webpage structure according to the evolving needs/requirements of the network members.

TARGET GROUP

Civil servants from HR departments in the Romanian public central and local administration system.

**STARTING AND
END DATE**

The development of the network lasted 12 months: November 2007 - November 2008, but the Network is still functional.

**SUCCESS
FACTORS**

- Exchange of ideas, good practices on how to improve HRM.
- Problems and difficulties solving.
- Developing a series of face-to-face HR training seminars (so far, a number of 10) after receiving suggestions from the network users.
- Developing the Human Resources Management Manual, a handbook of good practices in the field of HRM within Romanian public administration with special attention to the local administration.

DIFFICULTIES

- The only problem was the technical difficulties encountered by the users. The problems were solved by developing a training program with the European Computer Driving License (ECDL) for the civil servants members of the HR network.

**REFERENCES
(URL,
publication,...)**

www.anfp.gov.ro
Section *Echipa - Reteaua de Resurse Umane*
or
www.anfp.gov.ro:81

**CONTACT
PERSON**

Monica Dimitriu
monica.dimitriu@anfp.gov.ro
Phone: +40 730 011 135



3.24 Spain - Development of regulations and practical application of them in relation to accepting and providing positions for disabled people in the General State Administration - General State Administration

HR PROCESS	Recruitment and selection.
DESCRIPTION/ OVERVIEW	Development of regulations and practical application of them in relation to accepting and providing positions for disabled people in the General State Administration.
OBJECTIVE	To achieve the effective and real integration of disabled people into the General State Administration.
DETAILED CONTENT	<p>Along with the provisions set forth in the Spanish Constitution of 1978, the legislative measures for integrating disabled people into the Spanish public administration system are laid down in a series of legislative provisions of different levels which we list below:</p> <ul style="list-style-type: none"> • constitution of 1978 through article 9.2 (“real and effective equality”) and, above all, article 49 which provides for the integration of people with a mental or physical disability so that they may enjoy the fundamental rights that all citizens hold. Among these rights, as described in article 23, is equality of access to public jobs and positions, with the requirements laid down by the laws. • law 13/1982 of 7th April, on the social integration of disabled people. • royal Decree 2271/2004 of 3rd December, which regulates access to public employment and provides positions for disabled people. • law 30/1984 of 2nd August, on Measures to Reform the Civil Service, in its nineteenth additional provision, includes a quota of at least three percent of public job offers that is reserved for people with a level of disability that is equal to or greater than 33 percent, on the condition that they pass the selection tests and can provide proof of the stated level of disability, and compatibility with performing the relevant tasks and functions. • royal Decree 364/1995, of 10th March, which approves the General Regulations on the Admission of Personnel in to the General State Administration Service and provides Positions and Professional Promotion for civil servants in the General State Administration. • law 53/2003 of 10th December, on the public sector employment of disabled people. • directive 2000/78/EC of the Council of 27th November 2000, establishing a general framework for equal treatment in employment and occupation. • order PRE/1822/2006 of 9th June, which establishes general criteria for adapting additional time in the selection procedures so that disabled people have access to public sector employment.

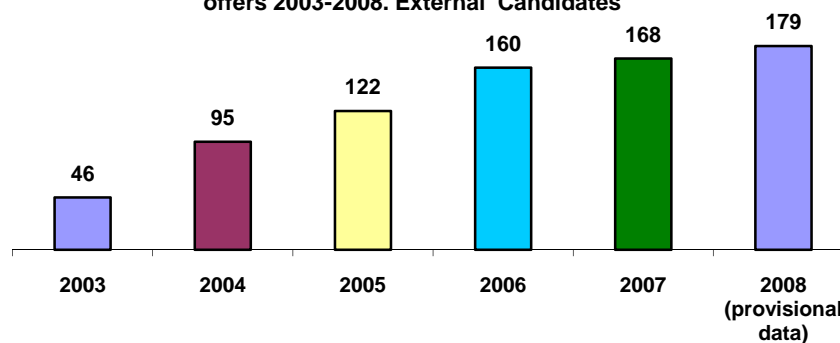


- law 7/2007 of 12th April, which approves the Basic Public Employee Statute.

The following tables show the evolution in the integration of disabled people into the General State Administration through the different PUBLIC EMPLOYMENT OFFERS from 2003 to 2008, for EXTERNAL CANDIDATES:

	2003	2004	2005	2006	2007	2008
Positions announced	113	205	244	284	318	323
Applicants	1,424	1,949	2,109	2,262	2,239	2,475
Disabled applicants	699	1,103	1,183	1,219	1,360	1,491
Approved disabled applicants	46	95	122	160	168	179
% positions announced and approved	40.70	46.34	50	56.34	52.83	55.42

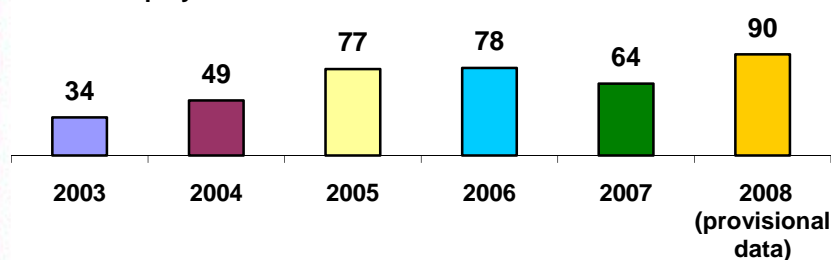
Number of disabled people approved in public employment offers 2003-2008. External Candidates



The following tables show the evolution in the integration of disabled people into the General State Administration through the different PUBLIC EMPLOYMENT OFFERS from 2003 to 2008, for INTERNAL CANDIDATES:

	2003	2004	2005	2006	2007	2008
Positions announced	97	187	198	219	245	232
Applicants	639	545	580	577	481	651
Disabled applicants	382	309	347	318	277	364
Approved disabled applicants	34	49	77	78	64	90
% positions announced and approved	35.05	26.20	38.88	36.61	26.12	38.79

Number of disabled people approved in public employment offers 2003-2008. Internal candidates



HOW (methodology)

The legislation approved and published has been put into practice through the different Royal Decrees on Public Employment Offers from 2003 to 2008 and, consequently, in all the selection procedures held since then.

TARGET GROUP

The set of measures is aimed at people with a level of mental or physical disability that can be classified as at least 33% disability, on the condition that they pass the selection tests and can provide proof of the stated level of disability, and compatibility with performing the relevant tasks and functions.



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**STARTING AND
END DATE**

2004-ongoing.
This is an ongoing process that is still in operation today. The first legislative provisions in this regard appeared in 1982 but the most recent measures were published in 2007 and subsequent years.

**SUCCESS
FACTORS**

- There is now a percentage of disabled people in the majority of bodies and levels in the General State Administration.
- Measures for integrating people with a mental disability have recently been adopted.

DIFFICULTIES

- The selection procedures, the system of providing positions and the working conditions themselves have had to be adapted.
- In many cases there has been a need for organisations that specialise in the integration of disabled people to collaborate in these efforts and specialists to supervise the selection procedures.
- All the modifications made must combine to fulfil the objective of integrating disabled people and respect for the principles of equality, merit and ability that govern admission to public administration.

**REFERENCES
(URL,
publication,...)**

Report on access of disabled people to the General State Administration (2009), currently being updated.

**CONTACT
PERSON**

Emilio Viciano Duro
Head of area of the subdirectorate-general for relations with other administrations.
Directorate-general of the civil service. Ministry of the presidency.
Phone: +34 912732064
emilio.viciano1@mpr.es



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