

1. Diversity Training

Source: Training on Diversity		
Main steps of the process	DO's	DONT's
Prerequisites/ Context	<ul style="list-style-type: none"> Do make diversity training part of company strategy Do run an audit or survey to analyze the needs (Total Needs Assessment) and the context (company culture) Do adapt training to each country (legislation, case studies) and populations/audience (workers, managers, executives) 	<ul style="list-style-type: none"> Don't only implement a top down policy Don't start without engagement from top management Don't copy and paste a training from one country/ legislation to another Don't set up only a diversity training without other actions
Define the objectives	<ul style="list-style-type: none"> Do ensure that concrete objectives exist (training inserted in a diversity action plan) 	<ul style="list-style-type: none"> Don't leave objectives undefined
Define the targets	<ul style="list-style-type: none"> Do begin with management Do train HR and operations (mixed if permitted by company culture) Do receive approval from the Executive Board Do adapt the content to each target audience If possible make sure that each employee is invited personally to the training by his/her N+1 	<ul style="list-style-type: none"> Don't offer only optional or voluntary participation Don't mix participants with their superiors
Design the content	<ul style="list-style-type: none"> Do adapt content to company culture/context Do provide concrete facts and figures (worldwide, country and the company) Do stress the business case Do focus on behaviors (not only on values and beliefs) Do start with a definition of concepts Do be aware of stereotypes and prejudices Do talk about multiple identities/ discriminations 	<ul style="list-style-type: none"> Don't focus on a single-ground approach Don't fake case studies Don't make training isolated from day to day business
Choose the tools	<ul style="list-style-type: none"> Do provide a mix of entertainment (humor, illustration, role playing, theatre, video) and theory (technical points, real case studies, benchmarks, cross-fertilization) Do ensure immediate relevance to trainees' job life (androgogy/ not pedagogy) 	<ul style="list-style-type: none"> Don't approximate or use non experimented tools Don't only use lectures as the only avenue for training Don't disconnect training from the trainees' professional experience (androgogy/ not pedagogy) Don't roll out the training without learning from a pilot phase and adapting contents and tools
Communication	<ul style="list-style-type: none"> Do utilize internal (intranet, hotline) and external tools 	<ul style="list-style-type: none"> Don't forget to work on consciousness raising/ information
Relationship	<ul style="list-style-type: none"> Do verify the credibility/legitimacy 	<ul style="list-style-type: none"> Don't exclude external consultants

with stakeholders	<ul style="list-style-type: none"> • of the trainer (external expert) • Do involve the consultant in the construction of the training • Do encourage transparency (free thinking and speaking, safe environment) • Do involve trade unions, professional unions, NGOs 	<ul style="list-style-type: none"> • Don't encourage a politically incorrect environment
Report on results	<ul style="list-style-type: none"> • Do perform tests and run pilot groups • Do follow up and measure (KPIs) • Do measure the satisfaction and feedback of participants • Do measure the impact on the company 	<ul style="list-style-type: none"> • Don't forget to follow up

2. Work/Life Balance

Source: Meeting Minutes 18/09/2007		
Main steps of the process	DO's	DONT's
Prerequisites/ Context	<ul style="list-style-type: none"> Do design measures which answer employees demand Do involve top management and middle management Do allow company culture to evolve (cultural shift) Do design, when possible, programs accessible to all employees...but also adapt measures to the framework (legal, cultural context, job/organization specificities...) 	<ul style="list-style-type: none"> Don't underestimate the organizational structure Don't impose only one model Don't stop mid program Don't increase working hours through these programs
Define the objectives	<ul style="list-style-type: none"> Do provide awareness of the benefits for the company (business, time efficiency, employee moral, less turnover, reputation "Best place to work") 	<ul style="list-style-type: none"> Don't set unattainable goals Don't assume attendance is directly correlated with results (e.g. French workalcoholic culture)
Define the targets	<ul style="list-style-type: none"> Do provide services and measures to all employees (equal access to work and to services) Do offer, when possible, services free of access 	<ul style="list-style-type: none"> Don't make services compulsory Don't focus on one specific group/level of employee Don't forget the top executives
Design the content	<ul style="list-style-type: none"> Do cover health & well being topics (concierge service, affiliation to hairdresser, gym, relaxation, anti stress seminar...) Do consider offering flexible time (part time, full time, job sharing, leaves and vacation...) Do consider offering parenthood services to families (child care, elder care...) 	<ul style="list-style-type: none"> Don't invade privacy and private life Don't be narrow the in approach Don't discourage alternatives Don't forget to have fun at work
Choose the tools/means	<ul style="list-style-type: none"> Do attempt to change the mindset, starting with team leaders Do give more flexibility to the company's organization Do rethink HR policies 	<ul style="list-style-type: none"> Don't misuse new technologies (instruments of freedom vs. slavery)
Communication	<ul style="list-style-type: none"> Do engage awareness-raising sessions at all levels of the company 	<ul style="list-style-type: none">
Relationship with stakeholders	<ul style="list-style-type: none"> Do involve unions and representatives in your initiative 	<ul style="list-style-type: none">
Report on results	<ul style="list-style-type: none"> Do track employee satisfaction Do measure employee satisfaction's evolution over time 	<ul style="list-style-type: none"> Don't forget to measure Don't forget to give feedback

3. Recruitment & Diversity

Source: Meeting Minutes 07/03/2008		
Categories	DO's	DONT's
Sourcing	<ul style="list-style-type: none"> • Do stress involvement in favor of diversity • Do challenge your requirements – follow up on departments job profile • Do put job descriptions in writing • Do use different methods of sourcing (not just online but in newspapers and also using recruiting firms) • Do educate your interim agencies/head hunters in diversity • Do define the sourcing/recruiting process • Do include at least one diverse source when posting a job • Do erase the name of the university when passing resumes from HR to managers • Do mix the recruiting team • Do analyze where candidates come from to find other potential/diverse sourcing opportunities • Do identify success stories and share best practices • Do start by publishing all job openings internally 	<ul style="list-style-type: none"> • Don't forget to follow and respect country legal requirements (for example no request for age, physical requirements, attitude characteristics or being mobile/available...) • Don't hesitate to ask for an external audit on a regular basis to check compliance of your selection process
Selection Method	<ul style="list-style-type: none"> • Do put procedures in writing • Do make it transparent • Do train recruiters • Do have recruiters use a written list of questions • Do use objective methods of determination – based on competences • Do survey applicants, especially rejected applicants, for their feedback on the process • Do make sure any written test is given in the candidates native language 	<ul style="list-style-type: none"> • Don't be afraid to run a refresher/ update session for HR and managers
Interviews	<ul style="list-style-type: none"> • Do have an observer in the interview • Do create a handbook of questions you are allowed to ask and not ask • Do train recruiters (to interview, to the law, to cultural sensitivity...) • Do have a written decision for each candidate – why they did or did not 	

	<p>get chosen</p> <ul style="list-style-type: none">• Do publish all vacant positions• Do use group interviews and decisions on candidates• Do use reverse interviews for training• Do keep track with written feedback and decisions• Do give feedback to all rejected candidates	
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4. Communication (internal & external)

Source: Meeting Minutes 25/05/2008		
Categories	DO's	DON'TS
Communication	<ul style="list-style-type: none"> • Do walk the talk & be consistent • Do have executive management involvement • Do have middle management buy in • Do be accessible and inclusive for everybody • Do communicate real internal role models and success stories • Do update and communicate the facts • Do be sincere and transparent • Do take advantage of past experiences, even crisis situations • Do communicate what you do to avoid problems, how you give warnings • Do use existing channels and design dedicated ones • Do create collaborative communication with government business partners, NGOs • Do ensure top down and bottom up communication • Do communicate on a regular basis (versus one time only) • Do make communication a priority • Do mention company policy and support for diversity in a prominent way • Do be sensitive to different types of populations or communities 	<ul style="list-style-type: none"> • Don't advertise in publications that exclude certain targets/audience • Don't assume people are aware of diversity • Don't underestimate your own biases • Don't assume policy/communication gets cascaded • Don't forget to challenge bias when seeing it from a line manager • Don't promulgate stereotypes • Don't forget to mention the business case • Don't communicate things you can't back up with actions • Don't only communicate when you have a problem • Don't under invest in communicating with employee groups • Don't be offensive • Don't be insensitive to different types of populations or communities • Don't send out mixed/conflicting messages • Don't do communication just as marketing or public relations • Don't limit your thinking • Don't stop reporting just because you have bad results • Don't be dishonest • Don't assume third party companies are communicating in a way you would want them to • Don't assume you know what is being said about your company

5. Evaluation & Internal Mobility

Source: Diversity Lab Meeting Minutes 16/06/08		
Categories	DO's	DON'TS
Evaluation	<ul style="list-style-type: none"> • Do define the strategy prior to launching actions • Do target all categories (not just 	<ul style="list-style-type: none"> • Don't provide only a single evaluation by the direct manager • Don't multiply initiatives – stick

	<p>managers)</p> <ul style="list-style-type: none"> • Do find spokespersons/relays internally at all levels • Do give objectives to managers and have talent commissions • Do have a HR leader (or executive leader) identified who has a clear anticipation of requested evolutions 	<p>with program</p> <ul style="list-style-type: none"> • Don't create competition between individuals and the rest of the teams • Don't oblige participation (voluntary participation) • Don't rush nor be too ambitious even though a timeframe has been provided
Individual Evaluation	<ul style="list-style-type: none"> • Do use existing tools to assess the individuals • Do give one yearly formal review to each person • Do formalize results and report to HR • Do determine shared criteria (for international mobility) • Do train managers on conducting interviews • Do couple individual assessment and collegial assessment (people review) • Do multiply the actors of the assessment • Do create and follow reporting criteria • Do couple assessment with succession planning • Do allow the person to express his/her disapproval • Do formalize what you expect 	<ul style="list-style-type: none"> • Don't underestimate the conditions of the interview • Don't conduct an interview just because you have to.... • Don't express negative appreciations • Don't forget positive appreciations • Don't forget confidentiality
Internal Mobility	<ul style="list-style-type: none"> • Do investigate needs for different populations • Do communicate programmes and the possibilities of mobility • Do build tailor made action programmes specifically for different population groups (i.e. in case of physical/mental illness) • Do investigate needs for different populations • Do encourage champions/role models demonstrate/communicate examples of diverse career paths • Do post all jobs for maximum transparency • Do breakout of the internal pre-replacement strategy • Do systematically integrating diversity (minority/gender/age) in internal short lists of jobs at all levels • Do assist those moving geographically in expatriate programmes (logistically, 	<ul style="list-style-type: none"> • Don't fill vacancies before posting them • Don't oblige changing cities for international job • Don't forget different populations in diversity plans • Don't ask only for models to participate in the committee (not only young men, highly educated)

	<p>integration of family and culturally (i.e. Japan)</p> <ul style="list-style-type: none">• Do reinvent international career paths (i.e. more flexibility on working methods, staying in the same city with travels...)• Do identify career opportunities through individual interviews – with HR support• Do create an internal mobility charter	
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6. Measuring Diversity/Key Performance Indicators

Source: Minutes of the meeting "The measure of diversity", December 12th 2007		
Main steps of the process	DO's	DONT's
Prerequisites/ Context	<ul style="list-style-type: none"> Do adapt to the country laws Do inscribe the measure of diversity into the management system 	<ul style="list-style-type: none">
Define the objectives	<ul style="list-style-type: none"> Do report to improve further actions 	<ul style="list-style-type: none"> Don't change your objectives and your traceability Don't report on your results only
Define the targets	<ul style="list-style-type: none"> Do report on a corporate and a local basis 	<ul style="list-style-type: none">
Design the content	<ul style="list-style-type: none"> Do choose quantitative (when possible) and qualitative indicators (actions taken, training, networking, signing an agreement...) Do create indicators that you can easily transfer/ share Do base the core of your indicators on a common benchmark (women, age, nationality) Do segment reporting by level/ status/ band/ step 	<ul style="list-style-type: none">
Choose the tools/means	<ul style="list-style-type: none"> Do involve managers into the measurement and reporting processes Do link measurement and reporting to bonuses and variable pay 	<ul style="list-style-type: none"> Don't hide the results of the diversity policy to privileged populations Don't use only figures but also opinion and external surveys
Communication	<ul style="list-style-type: none"> Do use transparency in your communication (in the reports, feedback on a ground level, regular figures to show evolution...) Do communicate through readable, understandable, educational facts and figures Do comment and explain figures Do synthesize/ target information according to the audience 	<ul style="list-style-type: none">
Relationship with stakeholders	<ul style="list-style-type: none"> Do work in partnership with an external structure to ensure credibility and neutrality 	<ul style="list-style-type: none"> Don't go beyond the law (or else, do it in partnership with an external consultant)