

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 managers) • 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 	<ul style="list-style-type: none"> • Don't provide only a single evaluation by the direct manager • Don't multiply initiatives – stick with program • 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 	<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>transparency</p> <ul style="list-style-type: none">• 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, integration of family and culturally (i.e. Japan)• 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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