

Diversity through Equality

in public administrations in Europe



DIVERSITY TROUGH EQUALITY

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Diversity through Equality in public administrations in Europe
Diversité au travers de l'égalité dans les administrations publiques en Europe

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PREFACE

Diversity and equality at work in public administrations in the EU has been a substantial focus point and a sound area for strengthened cooperation between the European Public Administration Network (EUPAN) and the Trade Unions' National and European Administration Delegation (TUNED) since the adoption of a joint statement under the UK Presidency of the EU in December 2005.

Recognising that diversity and equality provide equal benefits for the administrations and the employees in terms of increasing modernisation efforts and improving public services, EUPAN and TUNED are committed to working jointly to further this agenda.

On this basis, the State Employer's Authority, The Danish Ministry of Finance, will host a conference on "Diversity through Equality in Public Administrations in Europe" in Copenhagen in October 2007. The conference is organised in close co-operation with EUPAN and TUNED and is supported by the Danish Department of Gender Equality.

The aim of the conference is to initiate and further enhance strategic discussions on future challenges to diversity and equal opportunities in Europe. It is also to inspire and motivate the work on the diversity and equality agenda by exchanging experiences and presenting good practices. Additionally, the conference seeks to highlight the importance of social dialogue at EU and national levels to achieve equality and diversity. It is an important contribution to a strengthened European informal social dialogue between EUPAN and TUNED.

As part of the joint work to prepare the conference, national cases and good practices on diversity and equality initiatives have been collected from European public administrations and are now presented in this publication.

Thanks to all contributors who have wanted to share their valuable experiences, this publication will serve as an excellent source of inspiration and motivation for the ongoing efforts to improve diversity and equality in the public administrations in the EU.

Diversity in general



BELGIUM: THE NATIONAL COMMUNICATION CAMPAIGN “DIVERSITY”

Background to the case

The national communication campaign “Diversity” fits into the Action Plan “Promote Diversity 2005-2007” of the Minister for the Civil Service and Equal Opportunities. This plan outlines actions to be implemented in the Belgian federal public administration.

The Cell Diversity of the Federal Public Service (FPS) Personnel and Organisation is in charge of the execution of these actions in the whole administration.

Long-term targets

In a general way, the administration pursues the following objectives:

- Reflect the society it serves in order to serve it better
- Set a good example to others in terms of equal opportunities
- Create a business culture where diversity is considered an added value
- Become an attractive and competitive employer

As regards the communication campaign, it pursues three objectives:

1. Inform about the equal opportunities and diversity policy set up by the federal administration in human resources management
2. Promote the image of a federal public administration which wants to reflect the society it serves and which commits itself, as an employer, to giving everybody the same chance to get a job and to make a career in the administration
3. Stimulate the persons at which the Diversity policy is more specifically targeted so that they apply for a job in the federal public administration

Case description

Communication supports:

- A2 posters
- Leaflets
- Internet banner on job-seeking sites and mini-sites
- Television spots
- Posters in subway – railway stations and on the sides of tramcars/buses
- Educational map about having a job in the administration

Communication channels:

Mass communication

- Posters in the subway stations in Brussels
- Posters on the buses and tramcars (throughout Belgium)
- Television spots on the main channels in Flanders and in Wallonia
- Internet banners on several job seeking sites
- Leaflets at post offices

Proximity communication

Besides mass communication, proximity communication has been organised in order to target people with a handicap and people of foreign origin. For this purpose, several organisms and associations have been identified for the diffusion of leaflets and posters. An educational map meant for the associations which are directly in contact with the target groups has been distributed. This information tool contains all the useful information about having a job in the civil service, such as: statutes, levels, conditions of nationality, possible careers.

It is a useful tool for the associations for answering questions and efficiently helping potential candidates in their search for a job. These associations are essential for the “go-to-action”, which remains one of the campaign objectives.

Internal communication

The campaign has also been widely diffused within the different federal public services (posters, intranet, websites, internal journals, newsletters, etc.).

Diversity dimensions

This campaign targets people who form part of the active population (and who are thus likely to work for the civil service).

People with a handicap

Foreigners or people of foreign origin

Women in functions where they are under-represented

Young graduates and people more than 50 years old

Results and processes

A quantitative and qualitative evaluation of the campaign, which also aims to improve the image of the federal administration, has been accomplished by a survey office.

To make things clear, it is necessary to know that the study concentrated on particular targets of the population and that they represent 61 per cent of the surveyed people. The results of this study are, among others:

- 55 per cent of the respondents are not capable of saying what the federal administration represents
- 32 per cent of the surveyed people nevertheless perceive more modernity, more outreach, more transparency and more accessibility than before; this positive development is mainly noted by young graduates (44 per cent). Inversely, people with a handicap are those who perceive a less positive development
- People of foreign origin have a perception which is slightly more negative, referring to the coldness and the lack of transparency of the civil service
- The majority of the respondents (58 per cent) think that bilingualism: French-Dutch and Belgian nationality are essential conditions to work within the civil service. This false perception of the access conditions is shared by all the target groups
- For 46 per cent of the respondents, the comprehension of the message of the campaign is clear

The impact of the campaign was generally positive, considering, among other things, the many CVs that the Cell Diversity has received and the increase in the number of visits to the website of Selor (selection bureau of the federal administration). It should be noted that the campaign was not a recruitment campaign.

Overall learning points from the process

Collaboration with partners in the field is essential. They are important relays inasmuch as they are reliable interlocutors, who are credible to the target groups. More than the diffusion of information, it is necessary to rely on relay-persons who are going to encourage the target groups to sign up for the selection, and to assist them in this initiative.

The associations are willing to have information sessions in the presence of the target groups, and some of them deplore the lack of concrete actions (positive discrimination, for instance). We are trying as far as possible to fulfil this request: oral information sessions are sometimes organised but it requires a very important investment in time. As regards the organisation of actions involving positive discrimination, the philosophy of the action plan is rather towards positive actions with equal

opportunities for everyone and not towards actions favouring one group rather than another.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

"Uniformity is death. Diversity is life", Russian philosopher Mikhaïl Bakounine (1814-1876)

'The civil service is an essential part of every democratic society. In this regard, it must be particularly attentive and show respect for differences which coexist within it.

In its human resources management policy, it must set a good example to others about the promotion of social justice and fight against discrimination and for equality.

Diversity in our society is a source of enormous richness for the State as an employer and a vector for service to the public.

The actions taken about diversity and equal opportunities relate successively to selection, the development of competencies, working conditions and career.

In order to reach its goals of social justice and equality, the active collaboration of the civil servants, the insertion actors and the field associations are an absolute necessity.

By being more and more open to the plural character of our society, the federal civil service will find other sources of creativity and innovation with which it will be able, on the one hand, to take up the challenges of the future and on the other hand, to fully assume its role in terms of social cohesion', Hafida Othmani, Associate within the Cell Diversity

Workplace

Federal Public Service (FPS) Personnel and Organisation
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BE-1040 Brussels

BELGIUM: SELECTION TESTS WHICH ARE NEUTRAL AND ADAPTED TO DISABLED PERSONS

Background to the case

On a yearly basis, Selor, the federal administration's selection office, tests the skills of tens of thousands of candidates. As the "entry gate" to the civil service, it plays a key role in the equal opportunities and diversity policy. Several steps have been taken to assure equal access to employment. By taking different steps, Selor is making every effort to reduce the risk of discrimination during recruitment.

An ambitious project has been launched to ensure that the selection tests do not contain any form of bias which could reduce the chances of certain groups of candidates.

Long-term targets

Turning the federal administration into a plural employer and promoting the access of persons facing disadvantages in the labour market due to their sex, age, origin and disability.

Short-term targets

Presenting neutral and adapted tests which offer equal chances to all candidates.

Case description

« Test-the-tests » project:

In order to ensure neutral selection tests, Selor has launched the « Test-the-tests » project, which has different objectives:

To study and evaluate selection tools in order to ensure that they are neutral as far as the questions are concerned and to make sure that Belgians of foreign origin and Belgians of Belgian origin have equal chances of passing the test. Diversity literature indicates that candidates of foreign origin are less likely to succeed in this. Several possible causes for this can be identified: culture, language knowledge, socio-economic factors and education.

In order to determine possible instances of bias, the tests were submitted to these two groups. The test battery which was chosen for evaluation is one of the most commonly used test batteries.

The test includes:

Skill tests: verbal, abstract and numerical reasoning, listing control, accuracy.

The acculturation test, which is exclusively aimed at persons of foreign origin. This is a questionnaire comprising 16 questions which deal with experiences in the culture of origin and in Belgian culture.

The language test will be aimed at evaluating the degree of knowledge of either Dutch or French. People will be asked a number of vocabulary questions and questions regarding definitions in order to determine whether this variable could help explain the poorer results of foreigners.

Adaptations to the selection process for disabled persons

A second project to ensure non-discrimination is the application of **reasonable accommodations in the selection procedure** so that every candidate with a disability can enter an adapted selection specifically for his type of disability (instead of organising specific selections). To this date, just over 1000 candidates with a disability have been entered into our database, which can be consulted by external organisations (public and private). In Belgium (and Europe), Selor has gained an expertise status with this project. Selor has two adapted test rooms (with seven adapted computers).

Possible accommodations are:

- Braille reader
- Sign interpreter
- Disability software & hardware
- No time limit

Theme: Gender, ethnic background and disability.

Results and processes

Number of disabled candidates measured in procedure “Reasonable Accommodations” in 2006 = 569 (1192 since 2004).

359 candidates in selection process who finished all steps in the competition of which 50 were successful (this corresponds to the percentage of successful candidates without a disability).

42 candidates are listed on a specific reserve list.

Appreciation figures (candidates who undergo an adapted selection can fill in a feedback form): of 115 candidates an average score of 7,95.

Within the organisation, diversity is little by little starting to be regarded as a full-fledged part of the business culture and human resources.

The accommodation of the selection posts is a success and Selor's expertise in this domain is recognised in both the public and private sectors.

Within Selor, the selection personnel have received training in diversity during which the diversity project, the possible instances of bias during selection, and the regulations regarding non-discrimination were broached.

Overall learning points

Contact with the target groups is very important (diversity networks)

Feedback form generates useful information

Accommodation on a one-on-one basis

Labour & time extensive

Communication with target groups can be improved

Certain disabilities (e.g. learning disorders) do not have 'official' status

What does it mean for you and your workplace that you work for diversity and equal opportunities?

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In order to reach its goals of social justice and equality, the active collaboration of the civil servants, the insertion actors and the field associations are an absolute necessity.

By being more and more open to the plural character of our society, the federal civil service will find other sources of creativity and innovation with which it will be able, on the one hand, to take up the challenges of the future and, on the other hand, to fully assume its role in terms of social cohesion', Hafida Othmani, Associate within the Cell Diversity.

Workplace

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FINLAND: FOCUS AREAS AND ACTIVITIES IN THE FIELD OF EQUALITY AND DIVERSITY IN FINLAND AND IN UNIONS

Firstly, it is essential to mention that when analysing which steps have been taken or actions done in this field and how, it is important to notice that according to Finnish cooperation law and local agreements, these kinds of issues are negotiated, consulted and carried out in cooperation with the social partners at all levels.

Our central union STTK (The Finnish Confederation of Salaried Employees, www.sttk.fi) has taken many initiatives in improving gender equality in work life. STTK's main goals are put together in three themes: Decent Salaries, Joy to Work life and Time for Living. The objectives for each single round of negotiations include proposals for concrete actions to improve equality in these areas. One of the most significant is the proposal for the comprehensive / holistic Finnish Equal Pay Programme (see later in text), which will include e.g. non-discriminatory pay systems, elements of equality / sectoral equality allowances, implementation of legislation on equal pay, equal plans and follow-ups, etc. The essential element of equal plans will be / is also evaluation of and follow-ups on wage equality development as well as shop stewards' right to have statistical data of wages and wage differences between men and women.

Pardia as a member organisation of STTK works at state sector level on behalf of targets mentioned above.

Thus, in Finnish work life the focus has been on equality between men and women. However, the importance of a wider concept and understanding of equality has come up lately. Actually, the legislation in this field has been developed during the last few years: the "aspect of diversity" has been taken into account when compiling and amending legislation. For example, the Act on the Integration of Immigrants, Aliens Act, Equality Act, Act on Equality between Women and Men have been amended / implemented.

Different plans have been drawn up and toolkits have been developed on the basis of legislation. For example integration plans to support immigrants' entry into working life, gender equality plans, equality plans to achieve equality between all workers regardless of their origin. The biggest challenge, however, is how to apply them in practice.

I would like to emphasise that union rights and possibilities are essential. It is important for personnel and organisations to participate in formulating the conditions of their own work and workplace. So, when legislation has been drafted, union representatives have been consulted and when plans of action have been made, union representatives usually have participated actively in the planning. The Finnish labour market and social dialogue model have guaranteed this.

The Finnish national diversity and equality projects

The targets of our preparatory work of joint ad hoc working group and conference in 2007 are: 1. we will put focus on how we secure that the European public administration workforce is characterised by diversity, equality and non-discrimination, 2. we will be discussing the strategic basis for the ongoing work on diversity and equal opportunities in public administrations in Europe and 3. we will be working at the methodological level by exchanging and presenting best practises, with the aim of creating inspiration and motivation for specific activities in our administrations.

The results of the discussion of the eight themes on the 28 June workshops were summed up. We have a need to map inequality according to gender – a need for more detailed data, a need for gender budgeting, we need to focus both on legislation and the business case, to use mainstreaming as a method to be presented, to focus on work-life balance and the impact of telework, to discuss both formal and informal methods to encourage women to have a career, to discuss the glass ceiling and low-wage areas, mentoring as a change approach, gender approach towards networking and to maintain a holistic approach to diversity as a resource.

It was suggested too that when selecting best practises we should collect them on the basis of three principles: novelty value, degrees of diversity, degrees of “best” practice – translation to another context – learning potential. Two further considerations: geographic latitude and latitude of diversity parameters (gender, ethnicity, age, sexuality and so forth) were mentioned.

On the grounds of the above-mentioned, I have collected some Finnish cases which might be useful.

"The Mosaic" in 2001 – 2004. (Holistic approach, the workplace, employer, employee and productivity in focus)

The labour market organisations in the 1998-1999 incomes policy settlement agreed upon a developing programme called "Equal and Good Workplace". The employee

unions were initiators concerning this issue; we were widely committed to extending the dominating concept of equality.

For unions, the essential target of the project was to find the link between wellbeing at workplaces, equality and productivity. We stressed the importance of the role of local workplaces and employees as actors in this project.

Mosaic argues for a broad understanding of the notion of equality, defining it as recognition of diversity among people. People are different, among other things in terms of gender, age, family status, occupation, educational and cultural background. Mosaic aims at improving diversity management skills, putting into practice work equality schemes in organisations, and through networking, sharing good practices between organisations.

Description of the project

The benefits of difference

A network project trained Mosaic coaches, whose task has been to develop equality and diversity management procedures in their prospective workplaces. This project has been financed by Tykes (The Workplace Development Programme) as well as the participating working organisations.

The participating organisations have been: Cloetta Fazer Chocolates Ltd's Factory in Vantaa, Finnish Meteorological Institute, Jämsä Town Council, MTV3, Stora Enso's Imatra Mills, Uusimaa Regional Council / Helsinki Region, and Finnish Broadcasting Company.

Mosaic - diversity for strength

A research project has been developing equality and ambience indicators, compiling an ABC of equality handbook, and will publish a doctoral thesis on diversity management in work psychology. The research project has been financed by Työsuojelurahasto (The Finnish Work Environment Fund), Tykes (The Workplace Development Programme), labour market organisations and Psykosoft Oy.

results of Mosaic / Mosaiikki: Mosaic-inventory (Mosaiikki-mittari®), MOJOVA-training (MOJOVA-koulutus®) and. MOJOVA-counseling at work.
(Source of information: <http://www.mosaiikki.org/>, 14.10.2006)

JOIN project

(Holistic approach, the workplace, employer, employee and productivity in focus)

The other nation-wide project is called JOIN. It was / is supported by the EU Commission's Community Action Programme to Combat Discrimination. As a result of this project, a practical toolkit called "The Ladder of Equality" was developed.

"JOIN, Police of Vantaa"

(Minorities as clients in police organisation - developing "diversity skills" of civil servants in police organisation)

One interesting subproject of JOIN is "JOIN, Police of Vantaa" (Vantaa is part of the capital area of Helsinki / Finland). When facing clients today, police forces need more multicultural employees, both male and female. Also civil servants themselves say that they are desperately in need of these skills.

The project concentrates on religious and ethnic groups and conflicts between them and the majority population. The project members work in close cooperation with ethnic groups and try to develop methods to prevent conflicts at an early stage. The project produced a guide "Minorities as clients in police organisation". Today, there is a need to pay special attention to these issues when choosing students for police school.

Programme Tykes of the Ministry of Labour

VeroExPertti / "TaxExpert"

(Ageing, seniors' wellbeing at work, mentoring, young employees' possibilities etc.)

There is an ongoing programme called "TaxExpert" in the Tax Administration's tax inspection unit regarding tax inspectors' work in three different tax offices. The target is to recognise the know-how in tax inspectors' work and to help to document and to transmit it. The programme is financed by the Ministry of Labour and it is part of a so-called national "Tykes" project (see later). It comprises two parts: research (University of Jyväskylä, Doctor of Pedagogics, Docent Raili Moilanen) and a training process.

The most important targets and benefits of the programme are seen to be:

- To make tacit knowledge of experts (seniors) visible and to transmit this knowledge to younger employees, (many of the inspectors are going to retire during the coming years)

- To analyse how the management and the strategic work support recognition and transmission of know-how
- To ensure the development of knowledge in the organisation, minimising mistakes, enhancing productivity, enhancing appreciation of work, to help seniors to be able to continue longer in work and to be satisfied with their retirement career, etc. and
- To make agreements on mentoring

According to Ms. Moilanen, the project will be ready during the spring of 2007.

(Source of information: Discussion between Raili Moilanen and Päivikki Kumpulainen 13.10.2006)

Pay Equality programme

(Holistic approach, to close the existing pay gap between men and women)

Working group memorandums of the Ministry of Social Affairs and Health 2005-2007. Working group proposal for a programme to promote equal pay for women and men.

The tripartite working group was assigned the task to prepare an equal-pay programme that would promote equal pay for women and men and encompass the entire labour market field. In accordance with the assignment, the working group has prepared a proposal for a programme to be implemented in tripartite cooperation between the government and the social partners.

A starting point for the working group was the general tendency towards bridging the gap between women's and men's pay as well as the implementation of the equal-pay principle in accordance with the Act on Equality between Women and Men. With the measures of the equal-pay programme, the partners aim at jointly promoting the attainment of these goals. Measures are proposed for horizontal and vertical segregation, women's career development, temporary employment, gender equality plans, reconciliation of family and work, pay systems, pay and employment contract policies in general, development of statistics and cooperation in statistics as well as social responsibility of enterprises and communities. The goal is that in these targeted areas, the equal-pay programme facilitates continuity and long-term activities, which can be further developed according to results and objectives.

A more general objective for the programme is to diminish the gap between women's and men's pay, computed on the basis of regular monthly working hours, from the present approx. 20 per cent by at least five percentage units by 2015.

The working group proposes that the Ministry of Social Affairs and Health should appoint a tripartite group to monitor the implementation of the equal-pay programme.

- The high-level tripartite group was established last spring.

(Source of information:

http://www.stm.fi/Resource.phx/publishing/documents/3486/summary_en.htm, 14.10.2006)

Finnish "Age Programmes"

(Longer careers, productivity, innovations, wellbeing at work, seniors' rights, possibilities to consolidate work and private life, etc.)

Finnish "Age Programmes" consist of three different sub-programmes established in cooperation with the social partners and different ministries. The German Carl Bertelsmann Foundation award was given to Finnish "Age Programmes" on 14 September 2006. The Foundation acknowledged that Finland at an early stage had noticed the problems which ageing working life will cause and the huge cooperation in this field.

"Veto" Programme

The Veto Programme 2003-2007. National action programme on extending working life, wellbeing at work and rehabilitation. Stencils of the Ministry of Social Affairs and Health 2003:18eng. ISSN 1236-200X. ISBN 952-00-1404-7.

The Veto Programme's aim is to maintain and promote the attraction of work and working life. Its measures are directed at work and workplaces and the organisations that influence them as well as at areas that are significant to maintaining and promoting an individual's ability to work. It also aims to prevent marginalisation in working life and premature incapacity to work as well as to enhance the opportunities to return to work.

The National Programme for Aging Workers finished in spring 2002 and the National Wellbeing at Work Research and Action Programme will finish at the end of 2003.

The National Veto Programme will continue and supplement these programmes in accordance with Health 2015 - National Health Programme. The aim is a longer working life with an emphasis on increasing the attraction of work. The Veto Programme will establish a close cooperation network with other currently running national research and development programmes.

The Veto Programme is an operational entity into which measures from the administrative sector of the Ministry of Social Affairs and Health and other administrative sectors and organisations have been collected to ensure that the objectives will be achieved. The participating organisations will independently decide on their own measures and in accordance with their own practices, and these measures will be coordinated and integrated on a voluntary basis. In addition, research institutes will run programmes which support the Veto Programme's objectives.

The Ministry of Social Affairs and Health will assign a leading group and other organs to the programme and carry the main responsibility for it. The different participants will report on their programme-related activities according to a method which will be separately agreed on.

The objectives of the Veto Programme, i.e. the national programme for increasing the attraction of working life, are integrally linked with the Government's target for an employment rate of 75 per cent. Some of the objectives of the programme do not only stress the importance of attaining a high employment rate but also the hours of work actually worked and the reduction of absence from work caused by illness. The target scheme also encompasses methods outlined by the Ministry of Social Affairs and Health for promoting the achievement of the above objectives. It is easier to describe the objectives than the methods and, therefore, in the future it is necessary to focus considerably more on the description of the methods.

Some of the indicators of the Veto Programme are divided into subgroups according to people's age, gender and/or social status. As a rule, the indicators have been constructed so that the base year of the programme is 2002. The success of the programme is evaluated in terms of two alternatives. Alternative 1 represents a path in

accordance with the Government's employment target and alternative 2 a path in which the employment rates remain at the level of those in 2002.

(Source of information

<https://rtstm.teamware.com/Resource.phx/veto/index.htm?eng>, 15.10.2006)

The Workplace Development Programme (Tykes) coordinated by the Ministry of Labour. The Ministry has been preparing an extension for the programme

The Finnish Workplace Development Programme (Tykes) (2004-2009) promotes the modes of operation of Finnish companies and other work organisations, with an eye to simultaneous enhancement of productivity and the quality of working life. This is called qualitatively sustainable productivity growth. Development activity in the programme projects is based on cooperation between the management and staff of the workplaces concerned. In addition, Tykes promotes the dissemination of project results and expertise on workplace development.

Tykes is based on the view that the most effective way of generating new innovative solutions for working life is close cooperation and interaction between workplaces, researchers, consultants, public authorities and the social partners. The capacity of the different parties to join forces is for a small country like Finland a precondition for coping with the globalising economy. Success in the new competitive environment increasingly calls for workplace innovation.

The Ministry of Labour and the Ministry of Social Affairs and Health have agreed that the Tykes Programme will in practice continue with the current operational model by concentrating mainly on the funding of the development projects carried out at workplaces and the distribution of good practice arising from them. The Veto Programme will focus its measures on the development of operational methods, models and principles of the organisations which support workplaces, work communities and individuals.

(Source of information

http://www.mol.fi/mol/en/01_ministry/05_Tykes/index.jsp, 15.10.2006)

"Noste" Programme

In 2003, the Ministry of Education launched a programme for raising the level of education and training among the adult population in Finland in cooperation with

the Ministry of Labour and the social partners. The Finnish acronym for the programme is Noste.

The aim of the Noste Programme, which will be implemented from 2003 to 2009, is to improve poorly trained adults' career prospects and satisfaction at work, to relieve the labour shortages due to the exit of the large post-war age groups from the labour market and to raise the employment rate.

The education and training offered within the scope of the Noste Programme are mainly intended for working adults aged between 30 and 59 who have no post-compulsory qualifications.

The Noste Programme can also be used to support people in completing their basic education. This form of action is intended for the age bracket 25 - 59.

There are some 350,000 Finns covered by the Noste Programme.

(Source of information <http://www.noste-ohjelma.fi/fin/sivusto.asp?T=1&R=471>, 15.10.2006)

FINLAND: COOPERATION BETWEEN IMMIGRANTS AND THE VANTAA POLICE

Background to the case

The city of Vantaa has rapidly, during the last ten years, developed into a city with over 100 mother tongues, and where more than five per cent of the residents have their cultural roots outside Finland. In addition, there are residents in Vantaa who belong to national minority cultures such as Romany and Tatar. There is also a significant minority of Swedish-speaking Finns in Vantaa, Swedish being the second national language in Finland.

In 2000, a consultative committee was formed to address issues concerning immigration and multiculturalism in the city. The Committee was appointed by the city council. The committee decided to renew the integration programme for immigrants by the end of 2002. The statutory programme regulates the actions of the city, and handles issues concerning multiculturalism in all spheres.

As part of the reform work, the Vantaa Equality Programme was completed – a programme against racism and ethnic discrimination approved in 2002. The programme was committed to actions preventing ethnic discrimination, racism and hostility towards strangers and to actions aiming to promote tolerance and good ethnic relations among the residents. The programme also promotes the rights and possibilities of immigrants and other language or cultural groups to maintain and develop their native languages, cultures and religions.

The principles and practical actions of the programme were the starting point for the JOIN project. The target was that when the project had been completed, the actions would have developed into models and good practices forming a basis for the daily work of the city and its cooperation partners, and that this could also be disseminated to other cooperation partners of the project.

Long-term targets

The target of the JOIN project was to develop equality enhancing work practices and methods for the work of the local authorities and exchange experience at national and international levels. The target was also to realise local subprojects, where minorities and authorities develop authority practices in cooperation, form networks and learn from each other. The target was furthermore to form usable models for the prevention of discrimination based on ethnicity, disability, religion, gender or sexual orientation. The project sought to collect information on the needs of minorities.

Short-term targets

The target was to improve the interaction between the police and ethnic minorities by organising hearings and discussion meetings in which both parties could bring forth their own views and refine their attitudes. The project aimed, moreover, to organise training for the police in multiculturalism and non-discrimination issues. The project aimed to produce a guide with good practices for authority work. The guide would also include a non-discrimination barometer.

Case description

The Vantaa project was a subproject for the national JOIN programme. It was carried out by the Vantaa police, the city of Vantaa and the local immigration associations. The project was realised in Vantaa in 2002-2004. The basis for the project was work against racism and discrimination, with special emphasis on ethnicity, religion and work among women and young people. The project also took into consideration work among people with disabilities.

Cooperation partners in the project were:

- The Committee for immigration issues and its workgroups, especially the equality and discrimination workgroup
- The immigration coordinator; within the city the collaborative service office
- The conciliation function
- The Vantaa police and the common regional security work of the city and the police
- Immigration associations and communities especially through the common association forum of the city and the associations
- The different religious groups in Vantaa especially through a cooperation group
- Other citizen associations such as the Non-Fighting Generation, the Red Cross, etc.

Diversity dimensions

The JOIN project addresses discrimination from a horizontal perspective. It means that in addition to discrimination based on ethnicity, the functions consider the situation of groups experiencing discrimination based on religion, disability, age or sexual orientation and how these groups are met in authority work. The accumulation of discrimination was also addressed, i.e. the effect of multi-discrimination on the situation of people and groups. Gender equality is the basis of all project functions.

Results and processes

In cooperation with a part-time project employee at the city collaborative service office, the Vantaa police organised four training seminars for the police. At the seminars, representatives of the Romany culture, Somalia, and Russia described their own cultures and behavioural norms related to them. The target group was the local police, researchers, field workers and the authorities.

The police organised six information and hearing seminars for different immigration groups and the Romany representatives. The convenor of the seminars was MAMU (Association for Immigration issues). The local police were present at the seminars, informing the participants about the rights and duties of the police. There was also an official from the foreigner unit present to discuss matters concerning e.g. license and permit issues.

The JOIN project was, furthermore, introduced to the first-year students at the police academy during their ethics studies. The project representatives were accompanied by a Romany representative and later a representative of the association of sexual equality SETA.

The police compiled a guide for the authorities on “Minorities as Customers”, which listed among others at a general level special needs of specific disability groups, main points of different religions and related “good-to-know” issues.

Overall learning points from the process

During the project, it was concluded that uncertainty on different sides form a ground for misinformation and misinterpretation.

In practice, it was found that the minorities did not attend the seminars organised by the police in the desired numbers. A model where the minorities “invite” the police to attend their own meetings would probably gain more attendance.

The police attending the seminars should be experienced and s/he should also be able to answer tough questions, so that there is no room for any feeling of secrecy; e.g. allegations that the police have used unnecessary force, suspect only immigrants as perpetrators of crime, etc.

One of the most important target groups was the mother-tongue teachers of the immigrants. When they gained basic information about police functions and authori-

ty issues, they were able to overrule hearsay concerning the actions of the police. The teachers have said that they are often asked questions concerning society and different authority functions. They wish that seminars would be organised for them, too. The teachers usually possess adequate Finnish skills and can therefore better understand abstract legal and administrative expressions and terms.

At the seminars, there were in practice no interpreters present; instead, some people with Finnish skills announced that they would function as interpreters. Clear words and formulation should be used instead of legal jargon. A group that fell through the net at the seminars was women and especially Muslim women who stayed at home with the children when the men attended the meetings.

During the project, fruitful cooperation emerged between many immigrant groups and the police. This cooperation should be cultivated. It is easier for the immigrants to turn to the police e.g. through the local police when there are problems or unanswered questions. The police appointed a specific contact person among the staff for immigrant issues.

Workplace

Vantaan kihlakunnan poliisilaitos

Finnish Police, City of Vantaa

Kielotie 21, 01300 Vantaa

<http://www.poliisi.fi/poliisi/vantaa/home.nsf/pages/53E671256ADEE4FBC2256BDD0046825E>

HOLLAND: DIVERSITY POLICY AT THE DUTCH TAX ADMINISTRATION: FROM QUOTAS AND TARGET GROUP POLICY TO AN INTEGRAL APPROACH

Background to the case

The Dutch Tax Administration has been working on diversity within its workforce since the 1980s. It started with some “refugee projects”. Currently, diversity is being interpreted in the broader sense of the word: ethnic diversity, gender and age. The motivation has always been a combination of economic interest and agreements at central level following political goals and/or legislation. Throughout the years, emphasis has changed, partly depending on the political agenda and accompanying (quantitative) goals and/or legislation.

Long-term targets

1. The Dutch Tax Administration endeavours to be a mirror image of Dutch society, believing that implementation/service is only optimal if an organisation has maximum affinity with society (or: when society is represented correctly within the organisation)
2. Ultimately, the Dutch Tax Administration wishes to mainstream diversity management in all HRM processes, making affirmative actions superfluous

Short-term targets

In the last few years, the following has been emphasised:

- Raising consciousness within the organisation about the importance of diversity and stimulating action
- Increasing the percentage of workers from ethnic minorities at all levels in the organisation
- Increasing the inflow of minority ethnic staff and women into management
- In the short run, there will be an emphasis on the policy on age

Case description

- Consciousness/stimulating action: putting this subject on the agenda, centrally initiating activities (networking day), and Pygmalion game
- Infrastructure/network building: sponsor group (higher management), diversity network (middle management), interculturalisation forum, central coordinator
- Programme Interculturalisation Tax Administration (until 2004) with several activities like offering modules in intercultural communication and neutralising selection procedures with respect to diversity

- Stimulating regional initiatives by giving positive attention and offering opportunities for sharing knowledge/experiences
- Specific project for boosting the inflow of women and ethnic minority staff (participation in EU programme Mixed, management development programme “Talent in motion”
- Participating in the “Fair play for older workers” with the goal of implementing life-phase orientated personnel policy

Diversity dimensions

Personnel policy attention focuses mainly on ethnicity, gender and age/life phase. To a limited extent, there is attention for disabled persons.

Results and processes

A biannual personnel study provides insight into labour perceptions and conditions.

Annual research measuring the satisfaction of the Dutch citizen measures the quality of service provision.

Specific researches are carried out as well: researches on work satisfaction among ethnic minority staff, exit reasons among women, and career development of non-Western employees (compared to Western colleagues).

Annual publication of personnel statistics: the male-female ratio, percentage of staff from ethnic minorities, age, etc.

Conclusions from all these researches are used to further improve (or adapt) the diversity policy.

Overall learning points from the process

Diversity within the organisation is and will be an issue that requires constant attention and investment. It requires time and attention to achieve (and preserve!) results. Only increasing the inflow of women and ethnic minority staff will not be sufficient. In the end, results depend on the efforts of the organisation for retaining this group. The focus should not only be on providing facilities for the target groups, but also on the organisation’s context/culture. Therefore, guidance of the daily environment (i.e. colleagues, management) is necessary, too.

All levels in the organisation should recognise and support diversity goals. Everybody should recognise the benefit of it. If this were only to be recognised at the management level, goals would not be achieved. Therefore, it is important that good practices are realised by stimulating the other employees/teams. Taking risks and achieving results should be literally visible for changing the situation within the whole organisation.

Finally, having professional knowledge/experience is necessary for managing diversity.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'Diversity is fun and necessary. In the end, it is also a matter of time because there is no alternative. It's no craze', Hans van der Vlist, member of the management team of the Tax Administration.

'Use other ways of working to obtain a diverse workforce. Walk off the beaten track. Ultimately, diversity should be something natural', Hans van der Vlist, member of the management team of the Tax Administration.

Workplace

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UNITED KINGDOM: WORKFORCE MONITORING AND EQUALITY IMPACT ASSESSMENTS

Background to the case

The use of equality monitoring data to assess adverse impacts of employment policies.

Long-term targets

To increase diversity amongst employees of the state government and to monitor the effects of employment policies on different equality groups.

Short-term targets

Comparison of equality data against the general population to assist in setting targets for employment and to minimise any adverse impact of employment policies.

Case description

How the UK Government working with trade unions approaches and uses workplace monitoring for equality and how the legal obligations on public authorities to promote gender, race and disability equality work in practice.

Diversity dimensions

Workforce monitoring arrangements on grounds of gender, race, disability and age.

Results and processes

Engagement between state employers and trade unions on under-representation of equality groups in the workforce and on policies that have the potential to disadvantage equality groups.

Overall learning points from the process

Workforce monitoring can be a valuable tool to inform strategies aimed at increasing workforce diversity and monitoring and addressing any adverse impacts of employment policies.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'I believe strongly that public service bodies should reflect the communities that they serve in order to better inform service delivery and policy decisions that affect citizens and because the government as an employer should be a model of best practice in promoting equality and diversity', Miss Pat Campbell, Head of Equality, Health & Safety Department, Public and Commercial Services Union.

Workplace

Public and Commercial Services Union (PCS)

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London SW11 2LN

United Kingdom

www.pcs.org.uk

www.civilservice.gov.uk/diversity/index.asp

www.civilservice.gov.uk/management/statistics/reports/2005/index.asp

www.statistics.gov.uk/

www.civilservice.gov.uk/management/statistics/news/index.asp#qpsesq1

ROMANIA: THE OPEN GATES DAY

Background to the case

The need to improve the communication between citizens and public authorities as well as to improve the level of participation of the citizens in the local public decision-making process. In this respect, first of all an opinion poll was carried out concerning the “citizens’ perception of the civil service”:

- Citizens are more or less involved in public administration issues and participate in an active or passive way
- Currently, citizens do not want to be actively involved as they prefer more passive participation
- Citizens do not feel encouraged to participate
- Citizens do not notice public administrative initiatives taken to encourage their participation
- Citizens have a feeling of alienation because they do not find that they have the power to make a difference (70 per cent)
- The obstacles to the citizens’ participation are: the issues are not considered important (33 per cent), lack of time (26 per cent), not having the needed competence (23 per cent), the citizens (15 per cent) who notice the efforts of the public administration to involve them feel more encouraged and they are more open than the others
- Men are more participative than women
- The age is important with regard to public participation: 40-54 the most participative population, 18-29 (they have more time being students), 30-39, 55 and the rest are less participative
- Citizens with superior education are more willing to be involved in solving public administration problems
- Citizens from rural areas are more actively involved than those who live in big cities who are willing to be involved in activities which do not take too much time
- Citizens with high income are more participative than those with medium and small income

Long-term targets

To change the citizens’ perception of the civil service and to improve the image of the Romanian Public Administration.

Short-term targets

To bring citizens closer to public administration.

Case description

This event was organised by the National Agency of Civil Servants in five different locations aiming at the same objective, namely raising the citizens' awareness of their role in making the local authorities involve them in the decision-making process and also improving the communication between local public authorities and their beneficiaries - the citizens. The event was meant to be the same in the five locations. The locations were: The Prefecture of Bucharest, the City Hall of the Bacau County, the General Direction for Social Assistance and Child Rights Protection from Prahova County, The City Hall of the Giroc Commune from Timis County.

The stages for developing the "Open Gates Day" were the following:

Setting up a few meetings with the authorities where the event was to be organised

Establishing the role and contribution of each partner, namely the NACS, the local authority which hosted the event and the NGO

Deciding upon the media tools and channels which should be involved in order for this event to benefit most from positive advertising actions

Involving other partners to insure the participation of the citizens in this event

Issuing special leaflets and brochures to present the project, the event, the advantages and the persons or authorities involved, and to invite those who were interested in taking part in this kind of original manifestation initiated by a local public authority or institution establishing the agenda and properly organising the event

Diversity dimensions

This project was developed within five Romanian regions which took into consideration the historical background, the ethnic and political orientation at that time. The citizens who were interviewed were more or less equally represented when speaking about gender.

The citizens who took part in this event were from many different areas of activity such as professors, lawyers, journalists, retired persons, trade unions representatives,

psychologists, educators/ teachers, doctors, peasants, priests, business persons and local investors.

Results and processes

In **Bucharest**, the event focused on three guided tours of the Prefect Institution. Information documents were disseminated and a round-table discussion called “A new mentality in exercising the civil service” was held. Around 30 citizens participated in the round-table discussion, two deputy prefects and representatives of the National Agency of Civil Servants.

In **Bacau County**, the event was organised at the same time as another important local event “Days of Bacau”, and there were almost 200 citizens participating in the “Open Gates Day”, which focused on the visit of the exhibition with photos from old Bacau, on the tour of the City Hall, and on a round-table discussion where the citizens got the chance to express some of their problems encountered with the local authorities.

In **Prahova County**, the event of “Open Gates Day” focused on the tour of the institution and on a round-table discussion organised in order for the 100 citizens who participated in this event to obtain better contact with the representatives of the local public authorities.

In **Giroc - Timis County**, especially for this event of “Open Gates Day”, a magazine had been issued aiming to raise the citizens’ awareness of the progress made by the local public authorities during the last 10 years. The participants were around 50 persons who visited the two exhibitions with photos and pictures and the City Hall. At the end, they took part in the round-table discussion hosted by the Mayor of Giroc.

Overall learning points from the process

It became clear that the citizens lack the interest in being actively involved and prefer to be passive in the decision-making process. This event was a very useful one and it should be organised at least on a yearly basis by the local public authorities in order to improve the dialogue between the citizens and the civil servants and also to improve the image of the civil servants and of the local public authorities.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'Everyone has something to gain if they involve themselves in the daily community activities. Everyone deserves an equal opportunity to be involved and to become aware of the community needs, as well as to talk about his/her problems', Adriana Circiumaru, Legal Counsellor, National Agency of Civil Servants.

Workplace

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SPAIN: GOOD WAYS OF ACHIEVING CIVIL SERVICE QUALITY IN SPAIN – PLAN CONCILIA

Background to the case

On 7. december 2005, both the Ministry of Civil Service and trade unions signed an agreement in order to develop the so-called Plan Concilia.

Diversity dimensions

Work-life balance.

Case description

This programme was applied to all the civil servants dependent on central Government. It aimed to bring together men and women's family, personal and work life. It also tackled the problem of women confronting domestic violence, and a set of specific measures were set out in one section regarding this matter. In other words, the programme developed into going one step further in achieving equality.

Results and processes

Its application had a great social impact because, once it had been published, it became a reference for other firms, companies, territories and so on. As union leaders, we started negotiations on agreement changes and, little by little, these agreements were built upon the Plan's developments.

The Plan was under way and deemed to be one of the many tools to achieve equality. We - unions, women collectives and other bodies concerned about gender inequalities in our country - successfully urged the Government to negotiate the need of creating an Equality Law.

Overall learning points from the process

Bearing in mind all the Plan Concilia contributions, we embarked on negotiations with the Spanish Government and modified several items in different fields: social security, work health, domestic violence, sexual harassment, maternity/paternity leaves, etc. On 22 March 2007, a new law was brought to life: 'ORGANIC LAW FOR EFFECTIVE EQUALITY BETWEEN MEN AND WOMEN'. This law improved the Plan Concilia, because it did not only apply to the workforce in the civil service, but also to all the male and female workers in Spain.

Eventually, after the Equality Law had been passed, on 12 April 2007 the Civil Servants' Basic Statute was drawn up and passed in the civil service, containing a large part of the articles in the Equality Law. This intends to strengthen male and female civil servants' rights in order to achieve equality.

Workplace

Ministry of Labour and Social Affairs
Agustin de Bethencourt 4
28071 Madrid
Spain

SWEDEN: TOWARDS EQUAL OPPORTUNITIES – THE ORGANISATION AT LINKÖPING UNIVERSITY

Background to the case

Linköping University (LiU) sees the proactive work towards gender equality and diversity as a strategic and quality-enhancing endeavour. The University also has legal responsibilities (anti-discrimination and gender equality law, etc) towards both employees and students, and wanted to build a more effective organisation for the proactive work in these areas.

Long-term targets

Before January 2006, LiU had a Gender Equality Council and a Diversity Council. An analysis was carried out in order to come up with an organisation that could more effectively deal with the issues of gender equality and diversity - the two councils worked with areas that to some extent overlapped and could benefit from one another. Furthermore, the aim was to improve the coordination of efforts that concerned both students and employees.

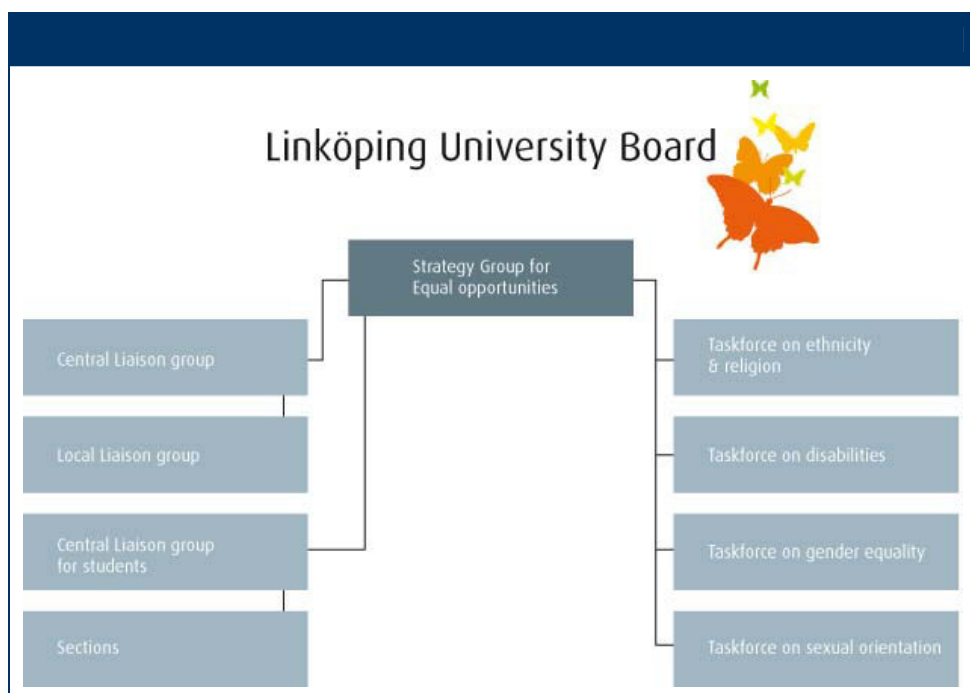
Short-term targets

Short-term targets are defined annually in action plans. See www.liu.se/content/1/c6/04/75/83/Strategy.pdf.

Case description

Towards Equal Opportunities – the Organisation at LiU

Since January 1 2006, LiU has had a new organisation concerning the proactive work for equal opportunities. A Strategy Group for Equal Opportunities (SLV) was formed comprising the following functions: chairman (Vice Rector), two coordinators for equal opportunities, representatives of all the faculties or equivalent, a student representative from each student union, and an expert representative from each taskforce. There are four taskforces (one for each statutory type of discrimination), each consisting of researchers and other employees, students and external representatives. The connections to the area of work environment centrally and locally have become better established (and thereby also to the unions).



The Rector bears overall responsibility for ensuring that the University conducts purposeful work. The Strategy Group for Equal Opportunities is responsible, with its taskforces, for drafting an annual Action Plan covering LiU as a whole. The University Board then decides on the Plan. Heads of department (or equivalent) must ensure that the vision and aims presented in the central Strategy and Action Plan are re-

flected in concrete measures and implemented in relation to circumstances prevailing at their own departments or units (by, for example, placing equal opportunities on the agenda of boards, nomination and other committees, staff meetings and taskforces).

Diversity dimensions

All grounds for discrimination and/or harassment, legislated or not.

Results and processes

Every other year, all employees have the opportunity to fill out a questionnaire (“Satisfied Employee Index” my translation) which deals with questions concerning for example individual work situation, workplace environment, leadership and equal opportunities. A questionnaire of the same type as the one described above is being considered in order to acquire more information about the students’ work environment.

The central Strategy and Action Plan for Equal Opportunities is revised and followed up on each year, as are the local action plans.

A general account of the year’s work is presented in the University’s annual report.

In addition to the above-mentioned, separate surveys are sometimes conducted, specific to activities within each or several of the areas.

Students and employees are continuously encouraged to provide feedback on all aspects of this work.

2007 is the first year during which all areas within the concept of “equal opportunities” are included in one central Strategy and Action Plan – concerning both employees and students.

Since 2007, all Faculties, Departments and other units have received guidelines (see appendix 2, in Swedish) on how to produce local action plans. The plans are to be implemented by the employer and the employees, and by the University and the student unions, in cooperation. Prior to 2007, local plans concerning gender equality were drafted. Local representatives for equal opportunities have also been appointed – and will act as recipients of information for their workplace or unit.

Overall learning points from the process

The strategy group and its taskforces conducted a self-evaluation in April 2007 concerning the first year with the organisation in place. Overall, there has been a positive response to the use of an umbrella concept such as equal opportunities. The width and depth of the organisation described above is seen as a strength (both having the wider perspective, the specialised knowledge – and the cooperation between these levels). Examples of things to further improve to ensure quality include: planning more in-focus themes (based on the different discrimination grounds) for the Strategy Group, and increasing the contact between the various taskforces and the Strategy Group.

The increased coordination and cooperation with the area of work environment is positive for several reasons. The areas overlap, so the central and local liaison groups are natural places to discuss equal opportunities. The liaison groups and their responsibility for work environment are already an established organisation so there is no need to reinvent the wheel when it comes to equal opportunities. Departments may also have groups dedicated to equal opportunities specifically if they so wish, but it is not necessary. Furthermore, presenting updates and exchanging information with the liaison groups enables a variety of interesting perspectives to be considered (which otherwise might not have been).

In the process of changing organisation, it was important to recognise that while there are aspects in common (structural aspects for example) between the various areas (gender, ethnicity, disability, etc.) within equal opportunities – there are also considerable differences. It is important to make sure that information regarding this fact is clear so that activities become specific enough, and all areas are adequately addressed.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'The most important aspect is the dawning realisation that diversity and equal opportunities are beneficial for the outcome of the University's basic goals, not only something to live up to because of legislative or ethical standards', Åke Wasteson, Vice Rector.

'The University has high ambitions in this area - I believe the conditions are improving for involving a larger part of the organisation in the work towards equal opportunities. The new organisation along with the increased coordination and cooperation with the area of work environment has resulted in more opportunities for understanding and influencing policy and activities', Christer Bergman, OFR (The Public Employees' Negotiation Council).

Workplace

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Sweden

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SWEDEN: FAIR – FUTURE ADAPTED INCLUSIVE RECRUITMENT

Background to the case

FAIR proposes to develop a structured and non-discriminating recruitment model that focuses on competence, based on studies of best practices in the Union. The model will function as a guide for recruitment mainly for the public sector in Sweden, but our hope is that it will contribute to the creation of European standards for recruitment.

We believe that the created knowledge base will be of interest also for the private sector.

Case description

Research and experience point to great limitations in the recruitment behaviour of many employers. These limitations are found throughout the recruitment process. There is frequently a lack of structure and sufficient organisational support in the process. Moreover, many steps in the process are characterised by insecurity and subjective judgements. The recruiters are often unaware of the extent to which their own values and backgrounds affect their judgement of applicants. The proposed model will seek to remedy these limitations by taking an overall view of the whole recruitment process, as well as examining the measures that need to be taken at each step.

The development partnership:

Municipality of Järfälla

Municipality of Norrtälje

SVT, The Swedish Public Service Television Company

The Swedish Social Insurance Administration

The County Administrative Board of Gävleborg

The Swedish Integration Board

Church of Sweden - Diocese of Strängnäs

Swedish Women's Voluntary Defence Service

What we plan to do:

The work of the partnership will depart from existing recruitment methods, research within the area, and experiences from previous work with diversity. It is clearly solution focused, rather than problem focused. Apart from methods, tools and training for the different parts of the recruitment process, we wish to develop tools and

methods to analyse the value climate of the workplace. We also wish to study how best to implement work with values and recruitment processes in order to achieve system change. Furthermore, we want to examine which tools in our model are most efficient to achieve actual results in terms of improved access to the labour market for disadvantaged groups.

Transnational work:

In our transnational work we wish to take part in research, experiences and methods from employers and organisations in other parts of the Union in our search for knowledge and best practices. We also wish to build bridges for spreading our conclusions, and hopefully start long-term collaboration across borders.

Diversity dimensions

Work-life balance.

Short and long-term targets

Improved equality and less discrimination in the labour market

Improved justice and respect experienced by the candidates throughout the recruitment process

Improved attraction as employers and improved service to the general population from public sector organisations and the Swedish public service broadcaster

Improved quality in the recruitment process and a higher level of competence among recruiters

What we expect to achieve transnationally:

Mutual learning from best practice in different development partnerships

Sharing tools and methods in the recruitment process

If possible, develop some common tools

Arenas for recruiters and managers from our development partnership to meet and discuss common challenges with colleagues in the EU

Workplace

www.paraplyprojektet.se/begood/file_db.php?id=102

Age



FINLAND: FINNISH AGE PROGRAMMES

Background to the case

The background to the Finnish age programmes was the demographic changes in the near future on the one hand and the relatively high unemployment rate as well as the rate of early retirement among the ageing population on the other hand. The Government made a decision-in-principle to start the Programme on Ageing Workers in 1997 on the basis of committee work started in the mid-1990s in cooperation between ministries, the social partners and many expert organisations.

The Programme on Ageing Workers as such was realised in the years 1998-2002. The work has continued after the completion of the Programme in several sub-programmes, among others the “Veto” programme, the “Tykes” programme and the “Noste” programme, established in cooperation with the social partners and different ministries.

Long-term targets

The long-term targets of both the National Programme on Ageing Workers and the three following subprojects are to extend working careers as well as to enhance productivity and innovations, while improving at the same time wellbeing at work and seniors' rights and possibilities to consolidate work and private life.

Short-term targets

The objective of the **National Programme on Ageing Workers** was to strengthen the status of ageing persons in the labour market and to improve their possibilities of staying at work and also to help them get employment.

The **Veto Programme**'s aim is to maintain and promote the attraction of work and working life. Its measures are directed at work and workplaces and the organisations that influence them as well as to areas that are significant to maintaining and promoting an individual's ability to work. It also aims to prevent marginalisation in working life and premature incapacity to work as well as to enhance opportunities to return to work.

The **Tykes Programme** aims to promote the modes of operation of Finnish companies and other work organisations, with an eye to simultaneously enhancing both productivity and the quality of working life. (“Qualitatively sustainable productivity growth”).

The aim of the **Noste Programme** is to raise the level of education and training among the adult population in Finland and to raise the career prospects of adults with limited basic education and satisfaction at work, to relieve labour shortages due to the exit of the large post-war age groups from the labour market and to raise the employment rate. The education and training offered within the scope of the Noste Programme are mainly intended for working adults aged between 30 and 59 who have no post-compulsory qualifications. The Programme can also be used to support people in completing their basic education. This form of action is intended for the age bracket 25 - 59.

Case description

The **Programme on Ageing Workers** was executed in extensive cooperation between several ministries, labour market organisations, Local and Regional Government of Finland, the Finnish Institute of Occupational Health and pension institutions. The programme consisted of comprehensive information and training projects carried out simultaneously in different administrative sectors. The programme also included extensive research and development projects carried out in work units. Comprehensive developments in legislation were also executed under the “umbrella” of the programme. One aim was to influence general attitudes by using various means of communication. Discussion on the status, opportunities and strengths of the ageing labour force was stimulated both in the media and workplaces and among the general public. The experience of older people as a “national asset” was emphasised in information.

The **Veto Programme** is an operational entity into which measures from the administrative sector of the Ministry of Social Affairs and Health and other administrative sectors and organisations have been collected to ensure that the objectives will be achieved. The participating organisations will independently decide on their own measures and in accordance with their own practices, and these measures will be co-ordinated and integrated on a voluntary basis. In addition, research institutes will run programmes which support the Veto Programme’s objectives. The leading group and other organs for the programme are assigned by the Ministry of Social Affairs and Health, which also carries main responsibility for it. The different participants will report on their programme-related activities in a separately agreed way. The programme is set up for the years 2003-2007.

The **Tykes Programme** operates by concentrating mainly on the funding of the development projects carried out at workplaces and the distribution of good practices

which arise from them. Coordination of the programme is the responsibility of its project team at the Ministry of Labour. The project team works in close cooperation with the key R&D funding bodies in Finland. These include the Finnish Work Environment Fund, the Occupational Safety Centre, the Veto programme, the National Technology Agency Tekes, the European Social Fund and the TRIO programme coordinated by the Technology Industries of Finland. The programme is based on the view that the most effective way of generating new innovative solutions for working life is close cooperation and interaction between workplaces, researchers, consultants, public authorities and the social partners. The capacity of the different parties to join forces is a precondition for coping with the globalising economy. The programme is set up for the years 2004-2009.

The **Noste Programme** is launched by the Ministry of Education. The programme is being executed in cooperation with the Ministry of Labour and the social partners. The means for achieving the objectives are to encourage and support the target group in applying for education and training by means of information and other out-reach advisory services, to improve the target group's chances of gaining entry to ordinary publicly financed vocational training, to increase intakes in vocational programmes and "computer driving license" courses financed from other special funding, to increase provision geared to untrained adults in general and vocational adult education financed from the Noste appropriation. The programme is set up for the years 2003-2009.

Diversity dimensions

Age, work-life balance

Results and processes

Programme on Ageing Workers: The programme was conducted in the different sectors of administration by means of management by objectives and special projects included in wider development programmes. The programme had a follow-up and evaluation system. The internal audit took place by means of annual reports and the working capacity barometer. The international peer review was carried out within the Peer Reviews Programme supporting the European employment strategy in 1999. The external evaluation was conducted by the evaluation group of Sosiaalikehitys Oy in January 2002.

Due to the nature of the programme, many of its goals will be reached only during a longer period of time. However, the follow-up data have shown that changes have taken place in line with the programme objectives. The age for retiring on a pension

increased during the programme. The real age of retirement, including retirement by way of unemployment pension, also rose. During the programme period, the rate of employment rose generally, but among older persons (age groups 55-59 and 60-64) it increased more than the average and thus came close to the employment rate of the other age groups. Long-term unemployment among older persons also declined during the years of the programme.

Despite the good results, it was seen that after the five-year programme work still needed to be done in order to reach the original goals. The work done under the Programme on Ageing Workers continues in the three sub-programmes described above, “Veto”, “Tykes” and “Noste”. These programmes are still ongoing.

The German Carl Bertelsmann Foundation award was given to the Finnish age programmes in 2006.

Overall learning points from the process

Programme on Ageing Workers: The external evaluation of the programme deals with the results of the programme, gathered from its central target areas. The overall estimation of the programme was positive in the sense that it was considered sensible in Finland's overall situation at the time, positive results were reached, the programme was innovative enough, and it had the potential to generate results also in the future. Many of the goals were not totally fulfilled as such, but progress was seen in many ways. The programme reached a point where many good practices as well as critical points of view were gathered. It laid good foundations for more detailed and well-resourced actions. The goals are still relevant and there is a need for actions pursuing them. It was seen important that in the future the development plans should cover the whole life cycle of employees. It was also seen necessary to strengthen the positive message of the programme as well as positive and flexible arrangements promoting staying longer in working life.

Workplace

Programme on Ageing Workers

The final report:

<http://pre20031103.stm.fi/suomi/tao/julkaisut/ikaloppu/ikaohjelmankasvot.pdf>

Evaluation of the Programme:

http://pre20031103.stm.fi/suomi/tao/julkaisut/ikaloppu/ika_arviointi.pdf

The Veto Programme

Homepage:

www.vetoatyoelamaan.fi

Publications, including case descriptions:

<http://www.stm.fi/Resource.phx/publishing/documents/10608/index.htm>

<http://www.stm.fi/Resource.phx/eng/public/special/worklife.htm>

The Tykes Programme

More information and reports on the homepage:

www.Tykes.fi

see also the case "TaxExpert" in this publication

The Noste Programme

Annual report and description of the programme on the homepage:

www.noste-ohjelma.fi

FINLAND: TAXEXPERT - AGE MANAGEMENT IN TAXATION, ESPECIALLY THE TACIT KNOWLEDGE RECOGNITION

Background to the case

The present workforce is heavily divided in two, i.e. into the groups of 50-59 and 20-29-year-olds in general, and in some workplaces a great majority of employees are over 50. This means a heavy pressure on sharing the tacit knowledge of those over 50. An overall understanding of older employees and especially the value of their expertise and knowledge is needed.

Long-term targets

Help managers in managing the situation and leading older employees in proper ways. Helping employees to recognise and share tacit knowledge.

Short-term targets

Getting to know the present situation. Help older employees to be more aware of their expertise. Help them in recognising, documenting and sharing. Enhance the overall learning activity and group-based learning of older employees.

Case description

The whole project contained various parts, i.e. some knowledge creation before the entire process, three action learning groups and data collection during and after the processes. The whole process was planned in cooperation with managers, human resource development specialists and representatives of the personnel. Personnel were informed at their normal monthly meetings, and managers offered some information via e-mail also. The involvement of the managers and the information offered varied, so that some managers were more active, and others relied on the trainers' activity and role in the process.

The prior knowledge creation was conducted by a questionnaire filled in by all the participants and group interviews. The interviewing was the most important basis for the action learning process, because it concentrated on the expertise, experience and tacit knowledge of this particular organisation. Data collection during the process was based on group reports, individuals' answers to some assessment questions, facilitators' assessments and the results of the work conducted in action learning groups. After having finished all three processes, a questionnaire was developed for the purpose of reporting to the Ministry of Labour.

The most important part of the process was the action learning part, which included three processes in three different offices in the area of Middle Finland. The groups were organised according to the borders of the offices, so that the participants were working in the same office. The training group sizes varied from 19 to 25 participants. These groups were then divided into smaller groups, mainly of some 4 to 5 participants. Most of the participants were there on a voluntary basis, but contrary to this very important principle of action learning some participants were not volunteers. This was especially the case regarding the first training process.

Diversity dimensions

Age has been the most important diversity dimension. Different aged employees had also dissimilarities in their values, background and ways of working and communicating. Huge experience of older employees vs. better training of younger ones is also very important to understand.

Results and processes

Progress was measured by means of a questionnaire filled in by the participants. The process itself was evaluated during the action learning. At the very end, the representatives of the organisation, i.e. management and training manager presented their evaluation.

The main results could be seen in the recognition of tacit knowledge and valuing expertise. The documentation of expertise was one of the main results. Some effects could be found also in the increasing cooperation and training activity of the participants.

Overall learning points from the process

It is important to recognise tacit knowledge at work. Individuals gain a great deal as well as the organisation. More young participants were needed in the process. Then immediate sharing could have taken place. Also better commitment of the managers during the process could ease the implementation after the project ended.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'The value and meaning of tacit knowledge has become clear. Employees have made some changes in their work – especially the cooperation between younger and older employees. Project reports have been used also in practice. The way of organising the training enhanced group work, because participants worked together with different types of people', Raili Moilanen, Senior Assistant, University of Jyväskylä.

Workplace

Tax Administration's Tax Inspection Units in Tampere, Lahti and Jyväskylä
<http://www.vero.fi/>

FRANCE: ABOLITION OF AGE LIMITS FOR RECRUITMENT TO THE CIVIL SERVICE THROUGH COMPETITIVE EXAMS

Background to the case

The transposition of Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation. The abolition of age limits for recruitment applies to all three civil services (State, regional and hospitals).

Long-term targets

This measure modifies French statute. Therefore, there are no short or long-term targets in terms of numbers.

Case description

There are two categories of exception to this law:

1. In terms of recruitment:
 - a Those who have the right to retire early such as prison wardens and policemen
 - b Where there is an obligation to undertake further study of two years before becoming a civil servant (e.g.: ENA, European School of Governance, Paris)
2. In terms of career: in order to be promoted, there are sometimes conditions regarding the number of years of experience

Diversity dimensions

Age

Results and processes

According to this new law, citizens of all ages are able to enter the civil service. This, therefore, makes the civil service more representative of the society it serves.

Overall learning points from the process

The law is also a way of combating the issues linked to an aging population and the civil service.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'The abolition of age limits is an important step to settle diversity and open the French civil service to citizens of all ages', Véronique Poinssot, responsible for diversity in the French civil service.

Workplace

Ministry of the Budget, Public Account and the Civil Service

Sous-direction des politiques interministérielles

Bureau des politiques de recrutement et de formation

32 rue de Babylone

75007 Paris

<http://www.fonction-publique.gouv.fr/>

FRANCE: PACTE, PATHWAY TO CIVIL SERVICE CAREERS AT NATIONAL AND REGIONAL LEVEL AND HOSPITALS

Background to the case

The main recruitment method through competitive exams is based on diploma levels and on exams that are often too theoretical. This has proved to be discriminatory for a large part of the population. For example, 73 per cent of the candidates recruited for the lowest level of the competitive exams are over-qualified.

The aim of PACTE is to make the civil service more representative of the society it serves, to increase social mobility through access to public employment.

It also develops the possibility to recruit people from local labour markets.

It allows the civil service to play a more active role in fighting discrimination and exclusion. PACTE applies to all three civil services (State, regional and hospitals) It is called PACTE, which means a pathway to civil service careers at national and regional level and hospitals. However, this case study will describe the national level.

Long-term targets

PACTE is written into French statute as one method of recruitment. Therefore, there are no concrete short or long-term targets with regard to numbers.

Case description

- A new way of recruitment in these three civil service sectors that aims to offer young people the opportunity to join the civil service as an established civil servant following an assessment of skills, in the end the opportunity of an appointment for professionalisation for a period of one or two years' alternating training and traineeships
- PACTE is accessible for all young people aged 16-25 who have left the educational system without a diploma or a professional qualification and without a general or technical education or vocational training leading to a specific occupation ("baccalauréat général", "technologique" or "professionnel")
- Recruitment on the basis of an open contract governed by public law giving access to "corps" and groups of category C such as secretaries, gardeners, plumbers, etc.

Diversity dimensions

The diversity dimension is the age and the lack of having a diploma or a professional qualification.

Results and processes

PACTE was implemented in 2006, and it is therefore too soon to carry out an assessment in detail. PACTE represents 20 per cent of the recruitment for external competitive exams for category C.

Overall learning points from the process

It is a little too early to perform an evaluation because most of the people were recruited in the middle of last year for a period between 12 or 24 months.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'PACTE is an important step to settle diversity and open the French civil service to young people', Véronique Poinssot, responsible for diversity in the French civil service.

Workplace

Ministry of the Budget, Public Account and the Civil Service

Sous-direction des politiques interministérielles

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Disability



BELGIUM: ADAPTATION OF WORKING STATIONS FOR DISABLED PERSONS

Background to the case

The development of the procedure of adaptation of working stations for disabled persons lies within the scope of:

The European Directive 2000/78/EC of 27/11/2000 establishing a general framework for equal treatment in employment and occupation

The anti-discrimination law of 25/02/2003 to fight discrimination

The royal decree organising the recruitment (3 per cent) of disabled people in certain federal public services

The Action Plan “Promote Diversity 2005-2007” of the Minister for the Civil Service and Equal Opportunities. This plan outlines actions to be implemented in the Belgian federal public administration.

Long-term targets

In a general way, the administration pursues the following objectives:

Reflect the society it serves in order to serve it better

Set a good example to others in terms of equal opportunities

Create a business culture where diversity is considered an added value

Become an attractive and competitive employer

Short-term targets

At the beginning of 2006, the federal administration was recognised as a “top enterprise good to work for in Belgium”. It appears alongside 31 other organisations, mainly from the private sector, which are characterised by their working conditions, the training and development opportunities of their personnel, their work environment and their business culture. This recognition by a panel of experts in human resources encourages us to continue the efforts undertaken by the federal administration to become an attractive and plural employer. An employer that is the reflection of society and that sees the variety of its composition as a source of richness.

The “Action Plan 2005-2007 for the Promotion of Diversity” of the Minister for the Civil Service, Christian Dupont, has also the ambition to promote a non-discrimination and equal opportunities policy.

The actions of the plan concerning the disabled are based in particular on a study carried out within the federal administration by the “Facultés Notre-Dame de la

Paix” in Namur. This study reveals that disabled persons often experience difficulties in enjoying the adaptation of their working stations. The lack of a centralised procedure and the lack of budget are the main causes.

The Cell Diversity of the FPS Personnel and Organisation offers everybody who needs it a standardised procedure for requesting a “material” adaptation of the working station and the bearing of the costs related to this adaptation. These measures will surely contribute to improving the wellbeing at work of our colleagues with a handicap and to motivating some of them to join the administration.

Case description

The developed procedure concerns the adaptation of the working stations and it very directly involves the disabled person (the applicant), the hierarchical superior, the P&O staff service, the prevention advisor(s) / work doctor and the person(s) in charge of diversity within the organisation.

Steps of the procedure:

1. Introduction of the request
2. Analysis of the request
3. Handling of the request and ordering of material
4. Evaluation of the adaptation

A booklet was developed to explain and provide information about the new procedure. It is a practical guide to be used by each member of the personnel with a handicap who wants to make a request for a reasonable adaptation of his/her working station. The procedure and the documents which have to be filled in are explained in detail in the booklet.

This booklet is also a sensitisation tool for all the persons in the federal public services who are confronted with the reality of disabled members of personnel. Adapting a working station takes time, energy and means. It is therefore important that the measure is well understood, integrated and accepted in the functioning of the organisations by all those who are concerned with the subject of the material adaptation of working stations. The target group is the personnel departments, but also the prevention advisors, the members of the Diversity network, the persons in charge of logistics, the colleagues.

The objective of this booklet is by no means to restrict the question of the integration of disabled persons to the improvement of the material work environment. If the work environment is very important, the relational context appears essential.

Diversity dimensions

The project comes within the phase of career management and development and has been developed in order to improve the quality of the working conditions of the disabled.

Results and processes

A quantitative and qualitative evaluation of the procedure is envisaged at the end of 2007.

Since the end of 2006, about 15 requests for the adaptation of a working station have been submitted of which the major part refers to the visual handicap. The figure may seem low, but it is explained by the fact that most of the adaptations of a working station had already been handled in advance. However, what was not obvious for the disabled persons was to know where to go to enjoy the benefit of such an adaptation. The provision of a budget, the setting up of a simplified procedure, which is common to the federal public service, made it possible to remove the obstacles met by the disabled persons.

The number of requests is likely to increase significantly referring to the introduction of a new quota for the recruitment of people with a handicap.

Overall learning points from the process

The participation of the disabled person from the very start of the procedure is a success factor. Nobody knows as well as he/she does what he/she needs in order to execute his/her work in the best conditions.

Collaboration with all the internal actors (prevention advisors and work doctors, members of the personnel departments, etc.) and external actors (experts in adaptation of working stations from the world of associations) is essential.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'Uniformity is death. Diversity is life', Russian philosopher Mikhail Bakounine (1814-1876)

'The civil service is an essential part of every democratic society. In this regard, it must be particularly attentive and show respect for differences which coexist within it.

In its human resources management's policy, it must set a good example to others about the promotion of social justice and fight against discrimination and for equality.

Diversity in our society is a source of enormous richness for the state as an employer and a vector for service to the public.

The actions taken about diversity and equal opportunities relate successively to selection, the development of competencies, working conditions and career. In order to reach its goals of social justice and equality, the active collaboration of the civil servants, the insertion actors and the field associations are an absolute necessity.

By being more and more open to the plural character of our society, the federal civil service will find other sources of creativity and innovation with which it will be able, on the one hand, to take up the challenges of the future and, on the other hand, to fully assume its role in terms of social cohesion', Anne Schmidt, Associate within the Cell Diversity, Federal Public Service (FPS) Personnel and Organisation.

Workplace

Federal Public Service (FPS) Personnel and Organisation

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BE - 1040 Brussels

<http://www.belgium.be/eportal/application?languageRedirected=yes&navId=3643&pageid=charterDetailPage>

CYPRUS: TREATMENT OF THE DISABLED

Case description

Legal provisions regarding access to the public service:

Article 44 in the Public Service Law of 1990-2005 states that a disabled person who is a candidate for appointment to 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.

Furthermore, according to the provisions of a special law enacted in 1988, vision-impaired candidates who apply for a post as a telephone operator in the public service are given preference for recruitment, as long as they are trained telephone operators and also possess all other required qualifications. It is also noted that since the enactment of this law, only vision-impaired persons have been recruited to telephone operator posts. In the case where there are no vision-impaired candidates, preference is given to persons with other disabilities.

Case description

Assistance provided to vision-impaired employees:

An example of how our public administration has benefited from the implementation of policies related to the treatment of disabled people is the assistance provided to vision-impaired colleagues. In the Public Administration and Personnel Department, one administrative officer is a vision-impaired person. Thanks to his personal and zealous efforts, he managed to persuade the public administration to adopt a general policy (by decision of the Council of Ministers) so that 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 (the duties for which vision is a requirement). 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.

As a result of these policies, our colleague and all other employees with the same disability are facilitated in their everyday operations, are more productive and efficient, and thus feel equal and accepted by others despite their physical differences.

Workplace

Public Administration and Personnel Department, Ministry of Finance, 1439 Nicosia, Cyprus

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EU COMMISSION: CODE OF GOOD PRACTICE FOR THE EMPLOYMENT OF PEOPLE WITH DISABILITIES

Background to the case

Own Policy.

Long-term targets

No quantitative targets but a general concern to increase the number of people with disabilities among the staff.

Short-term targets

To facilitate the access and integration of people with disabilities within the Institution and to allow both those already working as staff and those who join the Commission to enjoy appropriate working arrangements, adapted where necessary, and to follow a career development path of the same standards as all other officials.

Case description

The document defines a framework for the employment of people with disabilities within the Institution.

It deals with the following themes:

Work-related accommodation

Recruitment

Careers

Working environment

Information and awareness raising, and

Monitoring

It provides for the reasonable accommodation principle, and its scope also covers those who develop a disability in the course of their career.

Diversity dimensions

Disability.

Results and processes

An internal survey was conducted in 2004. A questionnaire is planned for 2007/2008. The objective is to specifically assess the needs of people with disabilities

and provide tailor-made services in order to improve working conditions. The results of the questionnaire will allow a certain comparison with the results of the 2004 survey.

Implementation is to some extent decentralised at Directorate-General level. Application of the code can be diverse as solutions are often found on a case-by-case basis, and might turn out to be more or less satisfactory. Individual feedback from the persons concerned also allows a concrete evaluation of measures and results.

Overall learning points from the process

Lack of statistical data to benchmark results

Legal basis allows for action to be taken

Need for more binding measures. Need for more awareness raising among the staff.

Workplace

European Commission

DG Personnel and Administration, DG ADMIN

Rue de la Science 11

1040 Brussels

Belgium

http://ec.europa.eu/civil_service/admin/equal_opp/index_fr.htm

IRELAND: WILLING ABLE MENTORING

Background to the case

Implementation of an Irish Government and Civil Service policy on the employment of people with disabilities in the Irish Civil Service, which is supported by national legislation.

Long-term targets

Review recruitment arrangements for people with disabilities in the Irish Civil Service.

Short-term targets

- Increase the numbers of employees with disabilities in the workplace
- Raise awareness of disability management in the workplace
- Review reasonable accommodations being provided for people with disabilities in the workplace
- Increase employee engagement and consultation on the subject of disability management
- Provide disability awareness training for line managers and mentors
- Enhance working relationships with external organisations, supporting people with disabilities

Case description

The Equality Unit in the Department of Finance on behalf of the Irish Civil Service is a partner in the WAM (Willing Able Mentoring) project. The project aims to give up to six months' quality work experience to graduates with disabilities. The project is an EU EQUAL Community-funded project and has partners from the public, private and voluntary/community sectors.

A disproportionate number of graduates with a disability encounter difficulties at the transitional stage between graduation and employment since many have not had the opportunity of a work experience, despite qualifying in a broad range of disciplines such as business, economics and social science, law, engineering, commerce, education and science.

As part of the WAM project, employees from the Irish Civil Service provided career advice and guidance at Graduate Recruitment Fairs for people with disabilities. Graduates submitted their CVs to representatives on the recruitment days.

A selection process took place based on the required criteria set out in the candidate profile. Graduates were interviewed by the Public Appointments Service using a structured format and the successful candidates were assigned to a Department or Office.

Each Graduate was assigned a mentor and a line manager. Training was provided to all on their respective roles and responsibilities.

A needs assessment facilitator was made available to each graduate, so an assessment of each workplace and work station could be carried out before the mentee commenced employment.

Diversity dimensions

Primary diversity dimension is disability with the remaining areas as secondary factors.

Results and processes

A review of the project was undertaken with each manager, mentor and mentee.

Questionnaires for the manager, mentor and mentee (see attached) were devised and utilised during one-to-one structured reviews.

Feedback was collated into a report which focused on the experiences while in the work placement and highlighted any difficulties encountered and how they were resolved.

Each mentee said they would and a number had already applied to the Irish Civil Service for future employment opportunities.

Overall learning points from the process

Learning emerged following needs assessments carried out which identified accommodations at an early stage.

This was a particularly beneficial part of the project since accommodations identified could be put in place before the mentee commenced employment.

Once the working environment of the successful candidate was in place, there were little or no further adjustments to be made. Some managers and mentors were

surprised at the minimal amount of support the mentees required, proving that people with disabilities in the right environment, with the required supports can perform to the required standard and in some cases, exceed it.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

A manager's comment:

"It has been a positive learning experience with no negative experiences whatsoever to date. It is an incentive to the employer to encourage them to give graduates with disabilities a chance..."

Some mentees' comments:

"...it's provided me with personal management skills [and] man management skills..."

"I've done work which I've never done before"

"...mentoring is one of the most important tools in any organisation whether it is the Civil Service or the private sector- I think it's one of the most valuable things that a business can use because it brings out the very best in people"

A mentor's comment

"I think mentoring is hugely valuable...I think across the Civil Service it is something that should be developed for everybody"

Workplace

The Irish Civil Service

Department of Finance

73 – 79 Lower Mount Street

Dublin 2

Ireland

<http://www.finance.gov.ie/ViewDoc.asp?fn=/home.asp>

GERMANY: JUST AN ORDINARY POLICEMAN

Background to the case

Implementation of the German “Social Security Code”, 9th Book, Rehabilitation and Inclusion of Disabled People”.

Long-term targets

To provide the paraplegic policeman with a working environment which allows him to work in his previous job with the greatest possible autonomy.

Short-term targets

To reintegrate the paraplegic police officer into his previous place of work.

Case description

Just an ordinary policeman!” (Title of a report in the March 2005 edition of the “Polizeispiegel”, magazine of the DPolG (German Police Trade Union)).

Heinz Koletschka is a policeman in the Bavarian city of Höchstadt a.d. Aisch. In October 2001, he had a car accident in which he was severely injured. He is now paraplegic below the fifth cervical vertebra.

After one year of rehabilitation in a clinic, Mr. Koletschka returned to his home which by then had been adapted to his special needs.

During this time, colleagues from the police station had stayed in touch with Mr. Koletschka and had given him moral support.

Given his improved physical condition, which was also attested to by the police physician, he wished to return to his previous job. This required that the police station premises had to be adapted.

In December 2003, a wheelchair ramp was installed. Mr. Koletschka’s place of work was inaugurated in the presence of the Bavarian Minister of the Interior in January 2004. The work had been financially supported by the Integration Office of Middle Franconia.

Mr. Koletschka now works with a computer and a telephone which run with a voice entry programme. He is thus able to independently perform data processing on a computer and answer phone calls.

Results and processes

Thanks to structural changes made to the police station, Mr. Koletschka is fully integrated in his adapted former place of work and can work with a great deal of autonomy.

Colleagues assist Mr. Koletschka where necessary. At the same time, he is able to take on a significant amount of paperwork from colleagues in the field. Mr. Koletschka can apply his knowledge and the experience he gained in his job over the years prior to his accident.

What does it mean for you and your workplace that you work for diversity and equal?

This case was awarded the "JobSuccess 2005 – People with Disabilities at the Workplace" by the Bavarian Ministry for Social Affairs. Trade unions and authorities have made the following comments:

'Heinz Koletschka's return to the workplace proves what unconditional and steadfast belief in a goal can do. Support can come from the most surprising places. This exemplary success story shows what is possible. It can perhaps motivate people to take charge of their own fate and have a positive impact on that of others', Thomas Hikele, DpolG, German Police Trade Union.

'The police station's exemplary sense of commitment – i.e. that of its staff - was awarded as well as the goal-orientated assistance of the Integration Office. The hardest obstacle to overcome often lies in encouraging people to find direction in a difficult situation. Our experiences show that solutions are possible', Karin Wirsching, Head of the Integration Office of Middle Franconia.

Workplace

Police Station Höchststadt a.d. Aisch

Polizeiinspektion

Lindenstraße 23

91315 Höchststadt a.d. Aisch

Germany

Office: 0049 / (0)911 / 211-2118 (-3021)

www.dpolg-bayern.de

Ethnic background



AUSTRIA: VIENNA'S INTEGRATION AND DIVERSITY POLICY

Background to the case

In 2003, the City of Vienna decided to develop its integration policy. The aim was to bring the topic of integration and diversity management to where it belongs: into the city administration system itself. Because a third of Vienna's 1.6 million inhabitants have a migration background, the city government felt the need to strengthen its administration system for the new requirements of a socially, culturally and ethnically diverse society. Vienna voluntarily opted for this new policy, but EU anti-discrimination directives, which had to be transferred into Austrian national laws, helped to speed up the progress of change.

Long-term targets

In the long term, diversity mainstreaming should be seen as an adequate management tool within a modern, customer-orientated administration. This also includes the workforce. In the long term, the workforce should be a mirror of the diversity in society.

The future goal is to have a proportion of 30 per cent of people with a migration background at all levels of public administration.

Short-term targets

The integration of immigrants and diversity management are no longer seen as an issue for one department or a group of "specialists" alone, but as a task for all the departments. Therefore, Vienna prevented a so-called "parallel" system of public administration, where immigrants are still seen outside the regular system.

The administration is now well aware that its services have to be delivered adequately to meet the needs of all of its customers, irrespective of their origin or background.

Case description

On one hand, integration and diversity has been implemented in the whole public administration as a management system. On the other hand, the Municipal Department 17 – Integration and Diversity fulfils the duty of a service deliverer in the field of intercultural know-how for other departments.

We regard 'integration' as all activities that enable immigrants to participate in society. To teach German and to provide a framework for newcomers to enter the labour market are core areas of the integration policy.

Vienna's approach to diversity management in public administration is characterised by pragmatism, customer orientation, quality orientation of services, qualification of the workforce and implementation through contract management and quality management.

Diversity dimensions

Ethnic background. Historically, dimensions like gender, age, sexual orientation, etc. are covered by other administration departments, and the field of "ethnic background" was covered with the establishment of the Municipal Department 17- Integration and Diversity.

Results and processes

The main measurement tools are the contract management and the quality management systems. Contract management guarantees that selected departments reach their diversity targets every year. Quality management secures a high level of professional achievement in all services. The system of integration and diversity management of Vienna is work in progress and is seen as a model for other major cities in Europe. Much more has to be done in the future, but we are on the right track, if we consistently reinforce and develop diversity strategies.

Overall learning points from the process

Both integration and diversity are processes which need continuous commitment, resources and involvement. A strong "top-down" management approach is necessary as well as good "bottom-up" projects. Fortunately, in City Councillor Ms. Sandra Frauenberger we have a strong advocate for integration and diversity in the city government. It also helps to win partners to spread the message of diversity and to put the advantages of a diversity-orientated management into practice.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'As head of the Municipal Department 17, I am proud to have the unique opportunity to help the administration implement diversity management as a new strategic tool. In a society, characterised by immigration, it is a very much needed approach to strengthen coherence both in public administration and in civil society', Head of Department, Municipal Department 17- Integration and Diversity, City of Vienna.

'Personally I enjoy working in a department where 53 people coming from 14 countries and speaking 23 mother tongues have chosen innovative ways to provide better services for all residents of Vienna', Head of Department, Municipal Department 17- Integration and Diversity, City of Vienna.

Workplace

Municipal Department 17- Integration and Diversity

City of Vienna

Friedrich-Schmidt-Platz 3

1080 Vienna

Austria

<http://www.wien.gv.at/english/integration/>

AUSTRIA: NEW MANAGEMENT FOR APPRENTICESHIP IN THE CITY ADMINISTRATION OF VIENNA

Background to the case

In 2004, the City Administration of Vienna introduced Diversity Management (DM) to meet the needs of an ethnically, linguistically and culturally diverse society. With a focus on the demographic situation, the administration as a whole has to reconsider its strategic positions, its services and its recruitment policy. To facilitate this new way of management, the Municipal Department 17 – Integration and Diversity operates as an internal service provider for all other departments and functions as a competence centre for the implementation of DM policies and projects.

One of three Viennese has a migration background, which means that they or their parents or grandparents migrated to Vienna. This diversity should be reflected in the services provided by the City of Vienna and in the staff composition of the Vienna City Administration. As a centre of competence, the Municipal Department 17 has assisted the Vienna City Administration in achieving the goal of diversity since 2004. The Municipal Department 17 serves as an interface between migration organisations, NGOs and the City of Vienna.

In cooperation with the Municipal Department 2 – Personnel Service, DM was introduced into the regular training scheme of apprenticeship. This is a good example of how a diversity orientation can be integrated into an existing training curriculum.

Long-term targets

It is a long-term target of the Viennese public administration to raise the percentage of employees with a migration background at all levels. If we consider the fact that app. 30 per cent of the 1.6 million inhabitants have a migration background, this should be reflected in the workforce. While Vienna is more and more aware of people's ethnic background, it is not appropriate to start with a "quota system" as it is done under the affirmative action approach. To bring more people with a migration background into public administration complies with the view that these people can contribute much to the success of the organisation through their particular skills, knowledge and experiences. The approach is therefore to find the most qualified ones to meet the needs and challenges in public administration over the next decades.

Short-term targets

- To send the message that young people of all origins are invited to apply for apprenticeship
- To raise the number of apprentices with a migration background
- To integrate DM into the educational process

Case description

Vienna offers apprenticeships in 30 professions for about 800 students. To reach out to students and their parents, information folders in German, Serbian, Bosnian/Croatian and Polish have been published by the Municipal Department 2 – Personnel Service. Secondly, the homepage openly advertises apprenticeships for students with a migration background. The City Administration now wants to take advantage of the various language skills that apprentices have and gives extra points for tested language skills in the acceptance test. From now on all language skills (not only English and French) are registered. While all apprentices receive a basic training course in intercultural management, students who are trained as office clerks can opt for a voluntary, weekly one-hour “intercultural competence course” (of a total of 120 hours over three years). Half of all commercial apprentices in training now participate in this course. The subjects are ethics, religious and cultural basics, stereotypes, intercultural communication and integration. In addition, the teachers come from within the City Administration and are trained on the basis of the “train-the-trainer” model.

Diversity dimensions

The focus is on the ethnic background of the students as well as of the clients. Other dimensions of diversity - gender in particular – are included. For example, the intention is also to bring more girls into so-called non-traditional jobs.

Results and processes

- The number of apprentices with a migration background has increased
- All students – irrespective of their background – are trained for acting in a diverse society
- Most of them understand the need to acquire a basic knowledge of intercultural affairs to be able to get a permanent job later

Overall learning points from the process

- Experience of this project can be transferred to the general recruiting system
- As Municipal Department 17, we need constant communication and planning with the personnel department and all other departments where students are trained
- More demographic data are needed
- A monitoring system is being developed
- The whole apprenticeship curriculum is under evaluation now (late 2007)

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'It's a great chance to be part of a new way of management in such a big administration. To develop innovative ways of organising someone's workplace, bringing positive change into an institution, opening up job perspectives for young people and to influence the way that customers are seen as partners are both a challenge and a social responsibility', Bernhard Bouzek, Municipal Department 17 – Integration and Diversity, Vienna.

Workplace

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DENMARK: JOB FAIR FOR THE RECRUITMENT OF ETHNIC MINORITIES

Background to the case

As a result of demographic change, all EU Member States will experience intensified competition for a diminishing workforce within the next 30 years. The unemployment rate of ethnic minorities is, however, much higher than that of ethnic Danes and this has brought ethnic minorities into focus as the only important labour reserve.

The target set by the Danish Government is that ethnic minorities should constitute 4 per cent of all state employees. This is an extremely ambitious target, as ethnic minorities today only make up around 3.5 per cent of the total workforce in Denmark and 2.5 per cent of state sector employees.

The integration of ethnic minorities on the labour market is an important area of action for the social partners in the state sector. As a result of the 2005 collective bargaining round, the social partners in the state sector agreed to set up integration and training positions.

These positions are primarily targeted at ethnic minorities who, due to insufficient language skills, education and/or professional experience, have difficulties in obtaining employment on normal conditions. The objective is to equip them with the necessary skills and experience to enable them to find ordinary employment or commence an education. The positions consist of 80 per cent work (with pay according to the collective agreement) and 20 per cent training and skills upgrading.

A job fair for the recruitment of ethnic minorities was therefore a good opportunity to show ethnic minorities the variety of jobs in the state sector – and the rest of the labour market.

Case description

The job fair was jointly organised by the social partners in the state, municipal and financial sectors in cooperation with the Ministry of Refugee, Immigration and Integration Affairs, the Association for Integration of new Danes on the labour market and Jobindex (a job database).

The objectives of the job fair were:

1. To match ethnic minorities with jobs in the state, municipal and financial sectors, thereby contributing to the integration of ethnic minorities on the labour market and promoting the quality and diversity of competencies in these sectors
2. To highlight the range of jobs and training opportunities in the public and financial sectors, thereby branding these sectors as attractive in terms of employment, and
3. To highlight the joint efforts of the social partners in these sectors in the fields of integration and diversity

The job fair took place at the National Museum on 26 March 2007. It consisted of two sessions: a morning session that focused on traineeships, and an afternoon session that focused on integration and training positions as well as ordinary jobs.

Fifteen ministry areas, four municipalities and four financial companies had booths offering jobs and traineeships. But there were also a number of other activities. The Pakistani rapper Ataf opened the first session of the job fair, and Finance Minister Thor Pedersen gave a short opening speech at the afternoon session. Visitors had the opportunity to meet and hear about the experience of ethnic role models. They could take part in workshops regarding job interviews where they could get advice on how to do well at a job interview and even try out the situation in a role play. And they could go to the CV advice service for individual guidance on how to draw up their CV.

Short and Long-term targets

1. One target is continuously to match ethnic minorities with jobs in the state, municipal and financial sectors. This will raise the numbers of ethnic minorities in the Danish state sector as well as in the municipal and financial sectors
2. Another target is to highlight the special jobs and training opportunities in these sectors that are relevant for the ethnic minorities
3. It is also a target to brand the state sector as a possible workplace for ethnic minorities. By setting up a job fair, the workplaces get a more direct dialogue with ethnic minorities

Results and processes

Information about the job fair was successfully communicated to job seekers in the greater Copenhagen area. This was done via a tour of schools, articles in national as well as local newspapers and advertisements in newspapers and on radio stations for

ethnic minorities. Also, the two national broadcast channels transmitted directly from the job fair.

Overall learning points from the process

An assessment of the job fair by all parties involved confirmed that there is a strong demand for this kind of activity, where ethnic minorities can get firsthand information about job opportunities (which they do not have access to through their networks) as well as professional guidance on how to draft a CV and how to tackle a job interview.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

*'Through this job fair, we hope to establish a lot of good contacts between the workplaces and the future employees so that we can get more colleagues from ethnic minorities',
Peter Waldorff, President of the Danish Central Federation of State Employees' Organisations.*

*'As employers we get the possibility to show that the public sector is far more diverse and versatile than people generally think. The job seekers get an insight into the different workplaces and the opportunity to ask questions without participating in an ordinary job interview. It is a fine supplement to a normal job-seeking process',
Jette Frederiksen, Head of Division, The State Employer's Authority.*

Workplace

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HUNGARY: NATIONAL NETWORK OF ROMA EMPLOYMENT MANAGERS

Background to the case

Own policy and an international initiative named Decade of Roma Inclusion, which in its four priorities also focuses on employment.

Long-term targets

To improve the employment rate in Hungary (especially long-term unemployed Roma people) and to enhance the cooperation between the institutions of employment and the civil partners, and Roma clients.

Short-term targets

The main target of the programme was to create a national network for promoting the integration of Roma into the labour market.

Case description

The National Employment Foundation in June 2004 published a support programme to create a national network of Roma employment managers. The goals of the programme were to create and to operate a network which can contribute to the Roma people's social integration and the improvement of their employment situation. Besides, it can follow with attention the programmes organised by counties and regions which aim at the enhancement of Roma people's employment and labour market integration.

Within the framework of the programme, Roma employees with high level qualification were employed as managers. The county labour centres as applicants provided practical training for the participants, who were also informed about the labour centres' tasks, labour law, etc.

The managers' tasks are:

- To contact local institutions, civil organisations, employers, etc.
- To give information about training facilities, human services of the labour centres, scholarships, employment programmes, etc.
- To contribute to the creation of surveys and researches
- To contribute to solving local problems

Diversity dimensions

Ethnic background.

Results and processes

The county labour centres' resources were expanded and the cooperation between the employment institutions and their partners was enhanced. The network can contribute to building professional collaboration between labour centres and minority municipalities. Several new (long-term unemployed) Roma people, families and civil organisations were involved in employment programmes that were not known to the labour centres earlier.

Overall learning points from the process

Positive: Roma are able to build a strong bridge between Roma clients and the employment service.

Negative: Managements of county labour centres "allocate" service of Roma clients to Roma employment managers, which could lead to a sort of "segregated" service.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'The Department of Roma Integration (within the framework of the Ministry of Social Affairs and Labour) is responsible for government initiatives for social integration of the Roma community in Hungary. As Roma people face multiple disadvantages, the most important objective is the preparation of an equal opportunity policy and the improvement of access to basic facilities of the Roma community. This means – in the long term – that we can eliminate the social gap between Roma and non-Roma in Hungary', Andor Ürmös, Head of the Department for Roma Integration, Ministry of Social Affairs and Labour.

Workplace

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IRELAND: CIVIL SERVICE TRAVELLER INTERNSHIP PROGRAMME

Background to the case

Implementation of own policy, as outlined in the Report of the High Level Group on Traveller Issues, published by the Department of Justice, Equality and Law Reform, March 2006 (see below).

The Report recommended that the Civil Service should consider making placements available to members of the Traveller Community and should take active steps to make it easier for Travellers to enter Civil and Public Service: the Traveller Internship Programme is an action taken in response to that recommendation. Irish Travellers are a nomadic or itinerant people of Irish origin living in Ireland.

Long-term targets

The Internship Programme will give practical effect to Government and Civil Service policy on improving employment prospects for members of the Traveller Community and will also promote the Civil Service as an employer of choice.

Short-term targets

Aim, Objectives & Outcomes:

The aim of this Internship Programme is to provide quality temporary employment opportunities for Travellers within the Civil Service, in the first instance, and secondly the Public Services. The objectives of this Internship Programme are to:

1. Improve pathways for Travellers' entry into the Civil and Public Service
2. Increase skills development for participants in the programme

Benefits of the programme for participants

By participating in the programme, members of the Traveller Community will have the opportunity to:

- Develop new skills
- Gain exposure to the workings of the Civil Service
- Attend 'preparing for employment sessions' and become familiar with the selection process for the Civil Service e.g. gain experience at 'interview' and receive feedback
- Be prepared for participation in the open selection process

Benefits of the programme for Departments

By participating in this programme, Departments will:

- Have an opportunity to meet new people and increase understanding of diversity issues in the workplace
- Have an opportunity to raise their profile and increase understanding externally of the workings of their Department, which could potentially assist in seeking new employees
- Create an opportunity for line managers to develop their own skills in terms of mentoring / providing support

Case description

A Working Group was established to give effect to the recommendations of the High Level Group Report as they related to the Civil Service.

Consultation took place with Government Departments who had experience with Travellers and with a number of other public bodies who also have expertise in this area. Amongst these were FÁS (the National Training and Employment Authority), and South Dublin County Council, who run a similar programme to the one proposed by the Civil Service, whereby candidates take part in a work placement, which has a training component, for a fixed period of time.

As the Civil Service is governed by legislation which limits recruitment to permanent positions to open competition only, the Internship Programme was designed to provide six months' work experience, with training in the development of skills appropriate to the job (e.g. MS Word / MS Excel for clerical staff; Safepass / painting / carpentry for General Operatives), and training also in preparing for Civil Service open competitions and interview skills in order to prepare candidates for the opportunity to apply for permanent employment. In addition, FAS has undertaken to assist successful candidates, after the completion of their internship period, to find permanent employment. The Civil Service is also under obligation, under the Protection of Employees (Fixed-Term Work) Act 2003, to notify interns of job vacancies arising, and the Internship Programme is committed to continuing to notify interns of vacancies for six months after they have completed their internship.

Information sessions were held with six local (Dublin / suburban) Traveller Organisations at their own premises to provide information about the programme in May /

June of 2006. A second visit to these organisations took place in mid-September 2006 in order to speak directly to interested candidates. Those who wished to be considered were asked to fill in an application form and send it in to the member of the Equality Unit who is responsible for the coordination of the programme. All who sent in forms were automatically offered an interview.

Interviews for both Clerical Officer and General Operative positions, facilitated by the Public Appointments Service, took place two weeks after applications were received. These were not as formal as general CO interviews, but structured in a similar manner: a board of two interviewers who conducted a 20-minute interview, concentrating on personal organisation, commitment, people skills and education/training achievement with each candidate (the education element did not apply for the General Operative interviews).

Of the 50 initial applications (12 male, 38 female), 42 candidates sat interviews (10 male, 32 female). 22 females were successful at interviews for CO positions, and all 22 were placed in Departments. Two female candidates subsequently refused their job offers, one due to being offered a job closer to home, and one due to family difficulties. All 10 males succeeded at interview, but only three General Operative placements were available and these were offered to the top three candidates.

The Working Group on the Civil Service Traveller Internship Programme continues to meet regularly, and will be deliberating on the conclusions of various evaluative materials in order to determine the future direction of this programme.

Diversity dimensions

All participants were selected on the basis of membership of the Traveller Community, which is one of the groups protected by Irish anti-discrimination legislation such as the Equal Status Acts 2000-2004 and the Employment Equality Act 1998 and 2004.

Results and processes

Evaluation of the Internship Programme is being conducted on an ongoing basis, both formally and informally, from multiple perspectives: the interns themselves, their work colleagues, their line managers, and the Personnel Units of the participating Departments. As well as consideration by the Working Group, a formal evaluation is being carried out by external consultants who have been selected on the basis of public tender. A variety of indicators are being considered, covering the informa-

tion, recruitment, interview, placement and employment phases of the programme. Among the issues under consideration are the nature of the work undertaken, training opportunities availed of, flexibility of Departments with regard to cultural issues and the work ethic and commitment of the interns.

As this evaluation is ongoing, conclusive results will not be available until the end of May 2007.

However, feedback from all involved has been generally positive: the Traveller participants are enjoying the opportunity, and appreciate the variety of training and development to which they have been exposed. Their employing Departments and Offices have made favourable comment on the enthusiasm, hard work and dedication of the majority of participants. It is acknowledged that a number of issues have arisen, mainly in relation to procedural matters, and the majority of these are being dealt with at local level, with advice and/or assistance sought from the Programme Co-ordinator, who is based in the Equality Unit, where necessary. All interns have the co-ordinator's direct contact details also, and can contact her at any time.

Overall learning points from the process

1. Education is **vital**: those who have thrived in the workplace are those who have the highest educational attainments, whether achieved through secondary school or through outside educational initiatives. This is reflected not only in their skills and application, but also in their confidence in their own ability. However, it was also noted by the interviewers that a number of courses pursued by applicants outside of the formal school system were of little or no practicable use in preparing for employment.
2. The perception of education as a valuable commodity is much more developed in the settled community. Placing a value on education needs active encouragement in the Traveller Community.
3. **Outreach** is very important in pursuing any initiatives: the approach utilised, in terms of visiting Traveller Organisations / speaking directly to interested candidates / phoning candidates with the results of their interview rather than writing to them / accompanying candidates to their workplace for their first visit / providing them with a specific point of contact who could be contacted any time, etc. is a very labour-intensive approach, but it is effective.
4. A lot of preparation is also necessary on the employer's part: employers must choose placements with care, placing Traveller employees in areas where they will thrive in terms of the work allocated to them and in terms of the people with

whom they work. Groundwork, in terms of informing management / HR / employee welfare or assistance services, etc., ensures that issues which arise can be dealt with competently and with a minimum of fuss.

5. Employment, whether by an external employer or through self-employment, can have negative as well as positive consequences, e.g. in relation to primary and secondary State benefits. Although this did not prove to be a major issue in relation to the Internship Programme, it is recognised that the issue of primary and secondary benefits will need further policy development.
6. It would appear that preparation for employment is, at best, uneven amongst the Traveller Community. Related to this, the acceptance of work-related protocols and procedures varied amongst interns: some preparation on accepted practices in the workplace may be appropriate.
7. Almost all Departments / Offices managed individual issues that might vary from established norms, e.g. extended leave in cases of bereavement, provision of appropriate one-to-one tuition to develop necessary skills for an individual, flexibility in the provision of sick leave, etc. However, whilst such initiatives were welcome, it is doubtful whether such flexibility would be sustainable in the longer term.
8. Flexibility around the recruitment and employment of members of the Traveller Community, whilst welcome, could potentially give rise to negative reaction: if a perception develops that any group is being substantially more favourably treated, others currently in employment or seeking employment may view this as unfair or inequitable treatment.
9. Many examples of Traveller employment (both self-employment and employment by others) now exist. It is important that potential employers have access to information on these initiatives and contact details for the people operating such initiatives so that they can utilise the information and experience that best suits their own organisations in encouraging the employment of Travellers. Outreach to individual Travellers and Traveller organisations in order to decipher incentives for engagement with the formal economy and to break down perceived barriers to such engagement is also essential. Employers and employer representatives should be encouraged to support and champion the employment of Travellers and entrepreneurial development within the Traveller Community.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'The mission statement of the Department of Finance is 'to promote a growing economy which will deliver a high level of sustainable employment, social progress and living standards.' The Traveller Internship Programme seeks to pursue this aim in relation to a Community within our general population who have historically suffered high levels of poverty and social exclusion', Marie McLaughlin, Principal Officer, Department of Finance and other Government Departments.

Workplace

Department of Finance and other Government Departments / Offices

www.finance.gov.ie

www.irlgov.ie

Report of the High Level Group on Traveller Issues, published by the Department of Justice, Equality and Law Reform, March 2006:

[http://www.justice.ie/80256E010039C5AF/vWeb/flJUSQ6N7KR9-en/\\$File/HLGReport.pdf](http://www.justice.ie/80256E010039C5AF/vWeb/flJUSQ6N7KR9-en/$File/HLGReport.pdf).

Gender



DENMARK: "WOMEN AT THE TOP" – A MENTOR PROGRAMME FOR WOMEN MANAGERS

Background to the case

The development regarding women in management is going the right way with an increased number of women within the field of management. As in many other countries, there is a shortage of women in management at top level in Denmark. By giving this area a specific focus and starting initiatives in the state sector, the hope is that the number of women in management will rise, and more women will break through the glass ceiling.

In 2003, The State Employer's Authority, Ministry of Finance, started a mentor programme for women. The point of departure was a network of women in public/state sector management, which already existed. The mentor programme for female managers was subsequently initiated. The programme was a pilot project aimed at obtaining more knowledge about the area and at strengthening support for women on their way to a career in management.

Long-term targets

1. The mentor programme was established as a help to women in their clarification of career development, aimed at facilitating and furthering women who already were in management. This would give them a better chance of breaking through the glass ceiling
2. Another target was to reach a more equal number of women and men in management at a higher level in the state sector

Short-term targets

1. The mentor programme was set up to help the mentees in their personnel considerations about management and further career opportunities
2. To inspire and train female managers to be managers at a higher level

Case description

In 2003, The State Employer's Authority, Ministry of Finance, initiated a mentor programme which aimed at giving female managers a mentor. The programme consisted of 13 mentor couples. Having a mentor implies serious career deliberations and having someone to discuss them with. The mentors were all managers from the state sector at a higher management level, who were able to challenge the mentees. It is important for mentor and mentee to have a good personal relationship. Hence, the mentees had influence on the choice of their mentors.

At the same time as the couples held meetings, the programme also contained training days about mentorship in general.

Diversity dimensions

Gender - more women in management at a higher management level.

Results and processes

The feedback from the participants in the mentor programme was that the mentees had been challenged and inspired to continue their career in management. Also, the feedback of the mentors was highly positive as they had benefited - both personally and professionally - from the programme.

In 2007, The State Employer's Authority, Ministry of Finance, is starting up another similar mentor programme. This time, it is in relation to the private sector. The aim is that female managers from the state sector get a top manager as a mentor from the private sector and vice versa. This programme is meant to continue for a year, and the target is to push the process to see more women in top management over a period of time.

Overall learning points from the process

The interest among female managers in getting a mentor is very great. This tendency is confirmed by the new mentor programme (2007). The benefits both mentors and mentees derive from the programme are very valuable.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'It is very important for The State Employer's Authority in Denmark to support career development and opportunities for women in management through mentor programmes. In this way we give women a possibility of breaking through the glass ceiling in management', Director General Lisbeth Lollike, The State Employer's Authority.

Workplace

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EU COMMISSION: TARGETS FOR THE RECRUITMENT AND APPOINTMENT OF WOMEN TO MANAGEMENT AND OTHER AD LEVEL POSTS IN THE COMMISSION

Background to the case

Staff policy regarding equal opportunities between women and men (own policy).

Long-term targets

Achieve parity at senior and middle managements posts and at other Administrators (AD) level posts.

Short-term targets

Progress in the representation of women at the different AD level posts.

Case description

Since 1995, the Commission has set annual targets for the first recruitment and appointment of women to category AD posts. The targets for senior management, middle management and non-management administrator posts are subject to annual monitoring. New targets are set each year according to this monitoring. Since 2006, this monitoring has been done by Departments allowing a more detailed analysis and particular recommendations for specific services.

The document first assesses the extent to which the targets for the appointment and recruitment of women were attained in the previous year. A second part focuses on the situation at the end of the previous year. If need be, an analysis takes stock of specific recommendations for DGs or specific measures adopted. Finally, the last part proposes targets for the appointment and recruitment of women for the year concerned and presents measures and instructions.

Diversity dimensions

Gender.

Results and processes

The results are presented for the three levels concerned with an analysis of the rates of candidates, of differences between EUR10/EUR15, between DGs, etc. Detailed tables are presented in an annex to the memorandum. Factors behind the results are also analysed.

This policy has had a positive impact on the representation of women in category AD, and more particularly in management posts. Although admittedly slow, growth accelerated during the 1990s, increasing by 8.7 per cent from 1990 to 2000. During the same period, the appointment of women to management posts also became more marked. Whereas in 1994 women accounted for just 2 per cent of senior management posts, twelve years later their proportion had reached 16.4 per cent. Moreover, greater attention has been given to the analysis of the selection procedures at the different levels (low number of female candidates, analysis of the different impact of competitions on women and men, e.g.).

Overall learning points from the process

The learning points of the process:

Progress probably faster than without any measure (see figures) even if rather slow

Large publicity of the situation of women and men at the Commission (detailed figures and discussion at the highest political level: Commissioners), which increases awareness of the staff on the under-representation of women in the hierarchy

Discussion about other themes directly linked to the position of women at the highest level (organisation's culture, reconciliation between private and professional lives, selection process, etc.)

Difficulties regarding the debate about affirmative action

Necessity to implement other measures and plans of action next to these targets

Workplace

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GERMANY: FLEXIBLE WORKING ARRANGEMENTS IN THE FEDERAL MINISTRY FOR FAMILY AFFAIRS, SENIOR CITIZENS, WOMEN AND YOUTH

Background to the case

The purpose behind the measure is to offer working arrangements which allow the employees to reconcile childcare or care of elderly family members and work. This is part of the German gender/family policy and was established by the German “Gleichstellungsgesetz”.

Long-term and short-term targets

- To create working conditions that correspond to the personal requirements of the employees, especially those who raise children or take care of elderly family members
- To enable them to be reintegrated into work as soon as they prefer to
- To increase employee motivation

Case description

At the moment, the Ministry offers 54 different models of percentage allotment of working hours between 20 per cent and 100 per cent. Currently, there are 140 ways to distribute working time (reduction of daily working hours; working full-time some days a week or some weeks a month, no work the other days or weeks). About 25 per cent of the employees of the Ministry work part-time. Nearly 40 employees at the same time practise telework.

In combination with flexitime (obligatory presence between 9.00 and 15.00) and the possibility to take off 24 days a year as compensation for overtime work, the working arrangements are highly flexible.

Diversity dimensions

As it is still mostly women who raise children and take care of elderly family members, especially gender aspects are involved.

Results and processes

The Federal Ministry for Family Affairs, Senior Citizens, Women and Youth received the audit certificate of a German foundation (“Work and Family” audit; Hertie Foundation). This audit certificate is awarded to companies and institutions for implementing a family friendly personnel policy. At the moment, the Ministry is in

the second phase of this audit process which aims at improving the previous measures. The employees are involved in the discussions.

The Ministry carries out a survey every two years which, among others, includes questions referring to working conditions in general, flexibility and compatibility of family care and work.

Overall learning points from the process

The positive results are that those who make use of the options of flexible working arrangements are highly motivated because they are enabled to reconcile family care and work.

On the other hand, it is more difficult to administer work in the divisions especially in the light of the obligatory retrenchment of personnel. At the same time, however, this has a positive effect on managerial responsibility.

Workplace

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GERMANY: GENDER STRATEGY OF THE KASSEL REGIONAL COMMISSIONER'S OFFICE

Background to the case

The following two cases implement the binding provisions of the Nice Treaty, the Basic Law of the Federal Republic of Germany, the Hessian equal rights act and the Hessian act on institutions of higher education.

Long-term targets

1. To realise equal opportunity for women and men in line with the Constitution
2. To incorporate measures aiming at equal opportunities for women and men into public administration, in particular into human resources development, in line with the Nice Treaty

Short-term targets

1. To increasingly achieve acceptance of equality between women and men in public administration
2. To establish the implementation of equality between women and men as an instrument of quality development in organisations
3. To impart basic principles and methodological approaches
4. To strengthen the staff's self-organisation capacities regarding equality concerns
5. To support networks, in particular among female staff, in organisations

Case description

Since 2001, the Kassel Regional Commissioner's Office has taken advantage of the possibility to develop pilot projects to improve structural equality between women and men pursuant to Section 5(8)-(12) of the Hessian equal rights act.

Given the experience of the classical promotion scheme for women and its effectiveness in realising equality goals, the Kassel Regional Commissioner's Office no longer uses quotas related to a certain position but fixed quotas for personnel measures which have an impact on the budget.

The strategy is based on an analysis of the occupational structure which showed that the share of positions held by women is higher than the women's share of the agency's overall income. The reason is that the number of women in lower pay groups is very high and gradually decreases in higher paid positions. Thus, quotas related to

certain positions did not prove entirely adequate to permanently break up this structural situation.

Based on the assumption that equality goals are achieved through the allocation of available funds, it was expected that regulation through the budget would be more effective than determining structural quotas. Moreover, equal treatment is understood not only as a component of gender equality but also as an economic component of human resources management. Hence, it seemed reasonable to define equality goals in terms of volume of money and to make their implementation equally visible. To achieve equality goals through the allocation of available funds, budget-related quotas were linked to traditional approaches and methods of personnel development measures for the advancement of women. At the same time, structural issues with regard to gender are regularly evaluated (analysis of the current status and collection of additional gender data, e.g. on the demographic situation).

The quotas were determined on the basis of data on the occupational structure and on the basis of patterns and findings obtained from an evaluation of personnel expenditure allocated to new hires and to promotions to a higher pay group or to a higher position. The figures in the personnel expenditure table of the Hessian Ministry of the Interior and Sport were found to be suitable indicators. The exact quota value is negotiated between the head of the agency, the women's representative and the staff council. It should be large enough to effect change.

This kind of gender budget is not the same as cost controlling for conventional budgets; instead, the figures in the personnel expenditure table are used as indicators. Hence, it is a virtual procedure which, however, is appropriate to efficiently monitor the changes and the level of goal attainment and to respond to dynamic processes – which are in particular influenced by external factors – or to processes inherent to a specific organisation.

In this framework, the following key activities of the gender strategy were implemented:

- Agency-specific analyses as the basis for determining the need for action and developing adequate measures
- The concept of “expert assistance”
- Advanced training for women
- Measures of management development/leadership culture
- Mentoring

- Analysis of demographic change
- Gender analysis of advanced training, the composition of bodies, impacts of the “Operation Sichere Zukunft” [Operation Safe Future], and performance appraisal
- Expertise on the implementation of equal opportunity in performance appraisal as the basis for a pilot project
- Cooperation on gender mainstreaming

Diversity dimensions

In line with the above-mentioned legislation, this case refers to gender and in terms of diversity may include also other dimensions, in particular age.

Results and processes

Progress is evaluated in annual reports.

The quality of working conditions has in parts significantly improved through the following instruments:

- Implementing expert assistance as a new area of responsibility which originates from former jobs with varied profiles
- Advanced training in the field of “competence and profile” for employees in the pay groups BAT VII and BAT VI
- Improving work-life balance (flexible working hours, telework)
- Parental leave service
- Service for women returning to the workforce

In addition, the implementation of the gender strategy has helped improve the management and organisation culture.

Overall learning points from the process

- To understand innovation as a creative process
- Not to decree innovation but to implement it in consultation with the parties concerned
- To understand equality between women and men as a management task
- To ensure sustainability through cooperation, information, and by taking into account the local situation
- To measure quality not only as an output but also as a process
- To ensure that the parties concerned stay motivated to make contributions
- To draw up implementation strategies and strengthen the ability to manage conflict

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'According to the government programme 2003-2008, the Hessian Ministry of Social Affairs considers the implementation of equality between women and men and thus the presented best-practice cases a major policy area', Dr.Dagmar Eberhardt, Ministry of Social Affairs in Hesse.

Workplace

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GERMANY: MENTORING NETWORK FOR WOMEN IN SCIENCE AND TECHNOLOGY

Background to the case

The following case implements the binding provisions of the Nice Treaty, the Basic Law of the Federal Republic of Germany, the Hessian equal rights act and the Hessian act on institutions of higher education.

Long-term targets

1. To realise equal opportunity for women and men in line with the Constitution
2. To incorporate measures aiming at equal opportunities for women and men into public administration, in particular into human resources development, in line with the Nice Treaty

Short-term targets

1. To increasingly achieve acceptance of equality between women and men in public administration
2. To establish the implementation of equality between women and men as an instrument of quality development in organisations
3. To impart basic principles and methodological approaches
4. To strengthen the staff's self-organisation capacities regarding equality concerns
5. To support networks, in particular among female staff, in organisations

Case description

The second best-practice case is part of the Hessian initiative “Mentoring for Women”, which was launched by the Hessian Ministry of Social Affairs in 2000. The initiative comprises six mentoring projects including the mentoring network for women in science and technology at Hessian universities and polytechnics which deserves special mention.

The mentoring network was established as the result of an expert conference in October 1997 and was tested at two Hessian universities until 2000. After this successful pilot phase, which was scientifically evaluated, the network was extended to all Hessian universities in 2001 and now has 1,000 members, making it the largest mentoring network among European universities.

The mentoring network's board comprises members from the private sector, science, education and society. One board member is, for example, the labour director of the FRAPORT board. In February 2006, there were 341 mentors, including 217 (63 per

cent) from more than one hundred private businesses, and 626 mentees. A total of 21 student mentors and 100 secondary school students participate in the junior mentoring programme.

The Hessian coordination office of the mentoring network at the Johann Wolfgang Goethe University in Frankfurt has developed into a “mentoring centre of excellence”, which also advises private businesses. Since 2004, cooperation agreements have been concluded between the mentoring network and businesses, thus establishing mentoring as an instrument of human resources development and obligating businesses to include the goal of increasing the number of women in management positions in their personnel development schemes. In 2004 and 2005, the Hessian private businesses FRAPORT, Sanofi-Aventis and Heraeus Holding concluded such agreements. This year, further cooperation agreements are to be concluded with Merck, IBM and Procter & Gamble; more companies are to follow.

The private sector in Hesse is keenly interested in systematically fostering female managers and is therefore increasing its organisational and financial contributions to the mentoring network, which is also funded by the Hessian Ministry of Science and Art as well as the Hessian universities and research institutes. Sponsoring by cooperating businesses and research institutes accounts for 16 per cent of the mentoring network’s overall budget. Since 2006, for example, events have largely been organised and sponsored by businesses.

Diversity dimensions

In line with the above-mentioned legislation, this case refers to gender and in terms of diversity may include also other dimensions, in particular age.

Results and processes

Progress is evaluated in annual reports.

The mentoring network achieved the following goals. It:

- Encouraged secondary school students to study subjects in the field of science and engineering
- Raised awareness of equality between women and men in participating institutions and thus improved women’s career prospects
- Improved the quality of human resources development
- Helped realise personal career advantages
- Strengthened the professional and social skills of women

Overall learning points from the process

- To understand innovation as a creative process
- Not to decree innovation but to implement it in consultation with the parties concerned
- To understand equality between women and men as a management task
- To ensure sustainability through cooperation, information, and by taking into account the local situation
- To measure quality not only as an output but also as a process
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WHAT DOES IT MEAN FOR YOU AND YOUR WORKPLACE THAT YOU WORK FOR DIVERSITY AND EQUAL OPPORTUNITIES?

'According to the government programme 2003-2008, the Hessian Ministry of Social Affairs considers the implementation of equality between women and men and thus the presented best-practice cases a major policy area', Dr. Dagmar Eberhardt, Ministry of Social Affairs in Hesse.

Workplace

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UNITED KINGDOM: UK PRISON EQUAL PAY

Background to the case

HM Prison Service employs staff in different occupational groups, including Prison Officer (operational) grades and administrative, secretarial, executive and support (non-operational) grades. The Prison Officer grade consists of predominately men, and the administrative, secretarial, executive and support grades are predominately women. The Prison Officers were on significantly higher salaries.

The Prison Service developed its own job evaluation system in 1996/97, which scored the two sets of staff broadly the same. Public and Commercial Services Union, representing the administrative, secretarial, executive and support grades claimed Equal Pay. The Prison Service not only resisted, but over time adopted the tactic of disowning and undermining its own job evaluation system, which they claimed was defective.

The Public and Commercial Services Union submitted Equal Pay employment tribunal claims in 1999. These cases went through the courts for seven years, to Employment Tribunals, Employment Appeal Tribunals and Court of Appeal, (75 days spent in court).

In January 2006, another five-week hearing was due to commence. An independent job evaluation expert appointed by the Tribunal had reported in favour of Equal Pay. The Prison Service, seemingly accepting that they would ultimately lose the cases, entered into negotiations with the Public and Commercial Services Union and a settlement was reached.

The settlement consisted of enhanced pay for administrative, secretarial, executive and support grades, linked pay with operational grades, and compensation for the 3,500 individual claimants which totalled around £50 million. (For the members who had retired, their pensions were enhanced). Hence, the purpose was to secure Equal Pay between women and men.

Long-term targets

The overriding objective was to secure Equal Pay and justice in the Prison Service, despite vehement opposition from the management. The case has also been used to motivate other potential Equal Pay claims within the Civil Service.

Short-term targets

Simply to secure Equal Pay. (Force management to negotiate). As this took over seven years, arguably the short-term objective was not achieved.

Case description

This case focuses upon gender; cultural and stereotypical views from management that jobs dominated by men are worth more than jobs dominated by women. Modern progressive policies on gender equality are important, but as well as having the policies in place, often mindsets have to be challenged.

A demand for Equal Pay for female administrative staff with their higher paid male Prison Office colleagues was scrutinised for six years in the courts before a settlement was reached between the trade union, Public and Commercial Services Union, and HM Prison Service in January 2006. The case addresses gender in the workplace in stark terms; women being paid less than men, albeit doing work of equal value.

Diversity dimensions

These cases addressed gender – in fact a classic example of sexism and stereotypical views from management – management undervaluing the work of women.

Results and processes

The most positive outcome for us was in securing considerably higher pay salaries for mainly women members, and having these higher salaries protected in a subsequent annual award.

There were also cultural benefits separate from pay. It was always thought within the Prison Service that administrative, secretarial executive and support staff were (in the view of management) second-class workers compared to Prison Officers, and there was ample evidence to support that this was their assessment. For example, staff notices referred to Prison Officers only, staff clubs were called Prison Officer Clubs. The Equal Pay victory was a salutary lesson for management, and a boost for members.

It was disappointing that we were unable to secure pay increases for some of our lowest paid members such as Support Grades and Administrative Assistants, although small backpay/compensation payments were negotiated. The dilemma we faced was that the comparator grade (Operational Support Grade) is in fact also low paid, and we could not establish a pay gap. There is a danger that not only does low

pay still exist in the Prison Service, the settlement in improving the pay for so many grades may in fact have embedded it, and in future years this will need to be at the forefront of our minds.

Overall learning points from the process

Simple but nevertheless important, appreciate the importance of good housekeeping; recording applications, and addresses and so on. Better idea on budgeting for litigation.

Honed the skills in identifying viable Equal Pay cases, and to put these arguments to management at an early stage in order to resolve the matter if at all possible. Use the case as evidence that if need be despite the costs, the Public and Commercial Services Union will see the cases through.

The cases are a stark example of an employing organisation's failure (partly due to institutionalised cultural attitudes) to accept that pay inequalities should be rectified. Despite their determination to use every procedural and legal device, presumably an attempt to create excessive costs for the Public and Commercial Services Union, they were only delaying the reality of costly implications for their organisation. Was a realistic risk assessment carried out by the UK Prison Service? We do not know, but the accumulated costs, much bigger because of years of deliberate delay, eventually became a huge amount, as many individuals were entitled to long periods of retrospective payment.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

Mark Serwotka, Public and Commercial Services Union general secretary said: *'This is a significant step in addressing the pay inequalities that riddle the civil service. Finally, after over seven years of legal process, the perseverance of Public and Commercial Services Union members means that the Prison Service are taking steps to address the glaring pay inequalities that exist. With the gender pay gap standing at a shocking 25 per cent in the civil service and pay gaps of thousands of pounds, the government need to take a lead from the Prison Service's settlement and take positive action on pay inequality in the civil service'.*

Janice Godrich, President of Public and Commercial Services Union, added: *'This landmark settlement will see justice on pay for thousands of hardworking staff who keep our prisons working. It is thanks to the persistence of Public and Commercial Services Union members that the Prison Service are now acting to eradicate the huge pay inequalities that have existed between people doing work of equal value'.*

Workplace

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SWEDEN: HEALTH, WORK AND GENDER

Background to the case

The Swedish Association of Local Authorities and Regions (SALAR) represents the governmental, professional and employer-related interests of Sweden's 290 local municipalities, 18 county councils and two regions. Gender equality is a perspective that should permeate all of SALAR's activities. Gender mainstreaming (society as a whole) and the Equal Opportunities Act (working life) are the political strategy to attain gender equality.

The municipalities and the county councils/regions are responsible for providing a major part of all public services. The county councils are responsible for health care. 80 per cent of the employees in the county councils are women. The fact is that women are affected by quality failings and problems in the health-care system more often than men. Knowledge about gender is an important success factor in the effort to provide equitable health care, health care of the same quality and safety for female and male patients. If we are to achieve gender equality, this knowledge must not be the exclusive preserve of the research sector, it must also pervade the health-care system.

SALAR has had a political committee called Health and Welfare. One of the objectives of the committee is to implement gender equality and gender mainstreaming in health care.

Long-term targets

Gender equality in health care.

Short-term targets

SALAR has developed a working material (compendium and guide), including an exhibition, called Health Work & Gender. The purpose of the material is to raise awareness of gender equality and inequalities in general and in health care.

Case description

The exhibition has been shown in Swedish hospitals and at many national and international conferences. SALAR runs a pilot project with the county council of Stockholm with the objective to educate all 40,000 employees in health and gender matters. In the process, the working material is used. Other county councils have used

the working material and adapted it for special conditions in the county council or local workplaces.

The compendium consists of sex disaggregated data from all spheres of life. It portrays the state of health and the working and living conditions of women and men in Sweden today. There is also a description of the history of gender-equality policy and questions for discussion. It can be read as a book or used as a basis for discussion and training. The guide contains suggestions on how to set up and run workplace meetings and on questions for discussion, follow-ups and exercises on values. The exhibition consists of screens with the same content as the compendium. The working material and exhibition exist in Swedish and English.

Diversity dimensions

Gender equality.

Results and processes

The Swedish National Institute for Working Life has evaluated the pilot project in the county council of Stockholm. The result is, in short, that the working material works fine but there were problems with the way the project was organised to spread the knowledge and the material. (www.skl.se/jamstalldhet).

The project has been running since 2002. We are updating the working material with new research results. We continue to spread the exhibition. We have recently also published a report on gender in medicine to increase knowledge about gender perspectives in medicine. We are also collecting experiences from county councils on their work with gender equality in health care. In August, we had a conference called (In)equality in health care. We plan to have more conferences on the subject.

SALAR now presents more and more sex disaggregated statistics and analyses on public services for the whole of Sweden in different fields.

Overall learning points from the process

There is a strong demand for knowledge of gender issues in health care. To make gender visible in the treatment of patients can be a shortcut to seeing gender inequalities even in working life.

It takes time to spread a message that there are inequalities in health care and it gives rise to much resistance. No one wants to discriminate. It is important how we choose to communicate this knowledge. It is absolutely necessary to have support from the management.

What does it mean for you and your workplace that you work for diversity and equal opportunities?

'SALAR is an organisation that is politically governed. Gender equality is on the agenda for every political party in Sweden. In the public sector there are around 80 per cent women employees. One objective for SALAR is to systematically integrate a gender equality perspective in the political work, in working life and in the services that are provided for the citizens. Therefore it is essential for us and for our workplace to work for and to support our members in their effort to achieve gender equality, both as an employer and as a provider of public services', Anna Ulveson, The Swedish Association of Local Authorities and Regions.

Workplace

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