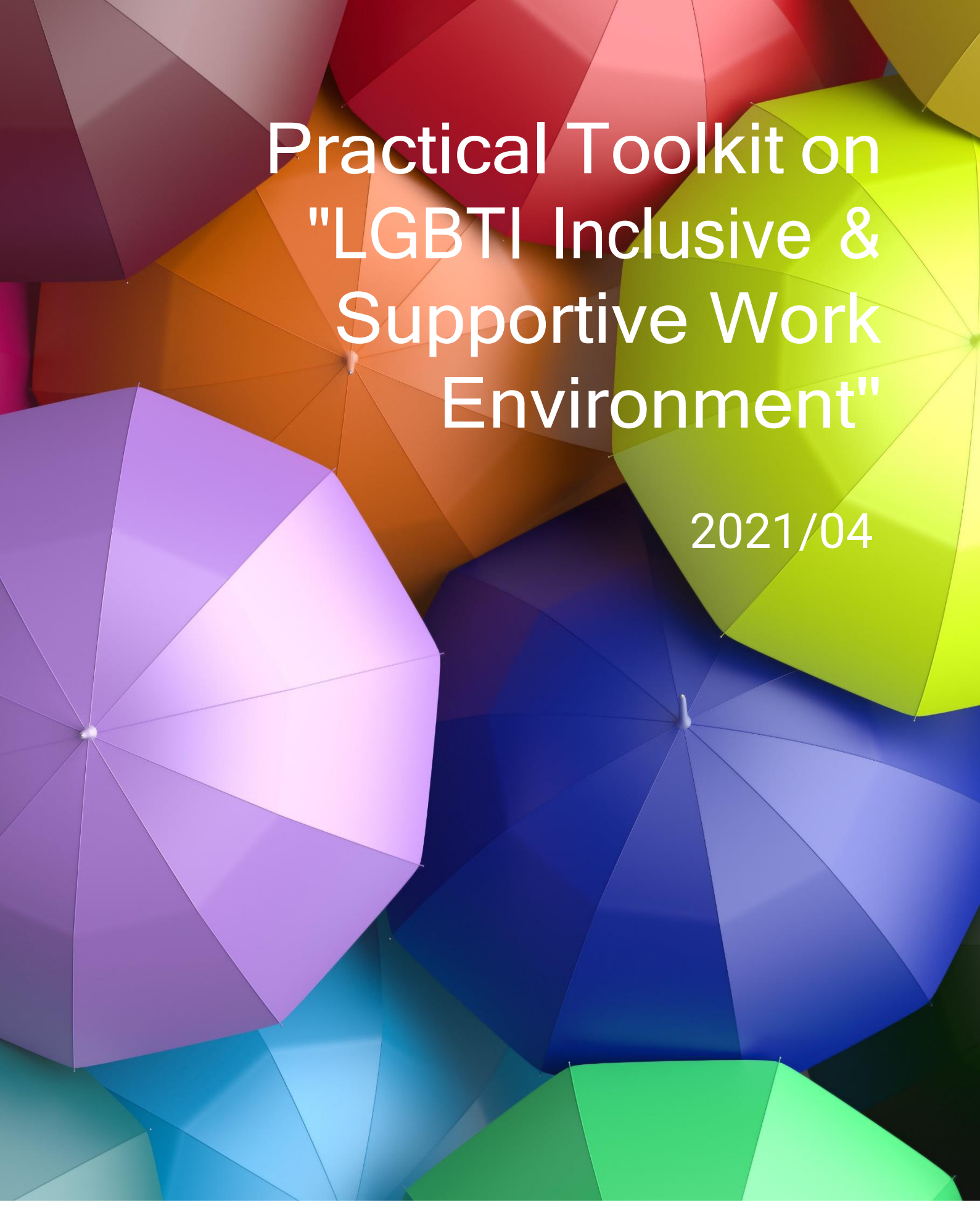

Practical Toolkit on "LGBTI Inclusive & Supportive Work Environment"

2021/04

ACTED

FUNDED BY THE EUROPEAN UNION

جمعية العناية الصحية
SIDC

Practical Toolkit on "LGBTI Inclusive & Supportive Work Environment"

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Project Overview

The European Union funded a project "***Enhancing the Inclusivity of the LGBTI Community in Workplaces in Lebanon***" to address the discrimination and social stigma that fuel the exclusion of the LGBTI community in Lebanon and produce barriers to accessing labor market, services and public spaces.

Implemented by ACTED in partnership with SIDC, the project spans from January 2020 until December 2021 and aims to promote and protect the rights of LGBTI individuals in Lebanon by increasing their employability and creating more accessible and inclusive workplace.

This project targets primarily the LGBTI community in Lebanon, and secondly the private sector employers and HR managers through three main objectives:

1. To improve workplaces by making them more inclusive and responsive to the human rights and fundamental freedoms of the LGBTI community in Lebanon;
2. To empower the LGBTI community to seek and maintain employment based on their personal preferences and professional goals and;
3. To facilitate change and challenge social norms, perceived roles of individuals and prejudices that exist in societies leading to stigma, discrimination and human rights violations of LGBTI at the workplace.

Toolkit Objective

This toolkit aims to assist Lebanese Human Resources Professionals inbuilding more inclusive and fair environments for their employees in general, and LGBTI individuals in particular.

It provides them with the essential tools and steps to build, implement and measure a comprehensive Diversity and Inclusion (D&I) strategic plan. At the end of this toolkit, HR Professionals will be able to acknowledge what it takes to make their work environment more inclusive. They will also know how to maintain and sustain this change supported by different employee groups and team members.

Diversity and Inclusion (D&I)

Introduction

Diversity and Inclusion are essential in every workplace. They're necessary to build a fair and a productive work environment. They complement each other and it is insufficient to have one without the other.

Diversity is the mix of different identities, cultures, and experiences that our individuals share. Some are common, and some are different from each other. Inclusion is an intentional action that is about building the kind of culture and environment, where people of every background can join, thrive, contribute and be seen.

DIVERSITY IS A FACT WHILE INCLUSION IS THE ACTION OF CREATING FAIRNESS AMONG THIS DIVERSITY.

Inclusion is welcoming and acknowledging what makes us diverse. It is about establishing a fair and rich workplace and creating opportunity across every moment that matters. It is the achievement of a work environment in which all individuals, including LGBTI, are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fullytowards a company/organization's success.

Based on the definition that we just shared, how would you rate your company/organization's level of inclusion on a scale of one to five, five being very inclusive, one being not inclusive at all?

The Importance of D&I

Without inclusion, the work environment can be toxic, untrusting, and static.

Conversely, because of inclusion, collaboration increases, trust gets high, top talent is attracted to your company/organization, employee complaints decrease, innovation and creativity is enhanced, and turnover is low.

While it is important to have a diverse workforce, it is just as important to have an inclusive work environment in which all talent can bring their best selves to work and be treated fairly, respectfully, and have an equal opportunity at achieving success.

When considering a job, today's job applicants consider workplace culture as much as they consider salary and benefits.

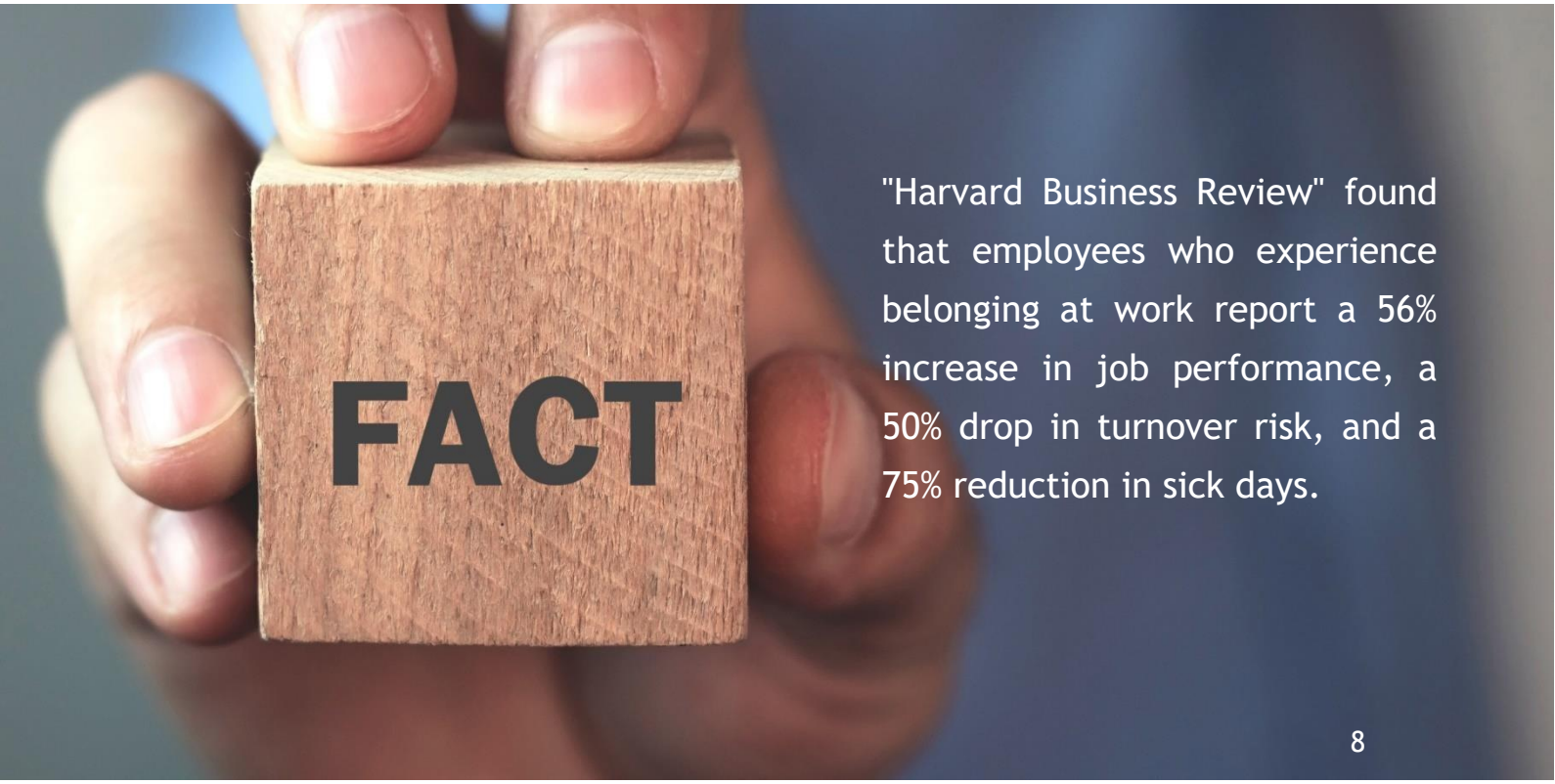
Working in an inclusive work environment and for an inclusive leader can have tangible benefits for your company/organization such as excelling financial performance, a stronger employer brand that attracts top talent, and a company/organization's ability to retain that talent.

The Importance of D&I

Financial Performance: There is a significant relationship between having a more diverse leadership team and better financial performance. According to a study by Mackenzie, companies/organizations in the top quartile of gender diversity were 15% more likely to have financial returns that were above their national industry median.

“PEOPLE DON'T LEAVE BAD JOBS; THEY LEAVE BAD BOSSES AND TOXIC CULTURES”

Retaining Talent: Companies that embrace inclusiveness not only attract top talent, but they retain that talent as well. It's often been said amongst HR professionals that “people don't leave bad jobs; they leave bad bosses and toxic cultures”.



"Harvard Business Review" found that employees who experience belonging at work report a 56% increase in job performance, a 50% drop in turnover risk, and a 75% reduction in sick days.

The Importance of D&I

Employer's Brand: The reality in today's competitive job market is that top talent has options of what kinds of jobs they want, what types of leaders they want to work for, and what kind of environment will allow them to thrive. If companies/organizations want to set themselves apart from their competitors, who are seeking the same top talent as well, they must focus on building a strong employer brand.

Companies/Organizations that do this will showcase their employer brand on their website, via employee testimonies, or videos and photo highlights of the company/organization events. They also do it in their newsletters and publications, on job boards, on social media, and during the interview process. Leaders should be well experienced in sharing what it's like to work at the company/organization and selling themselves as great leaders.

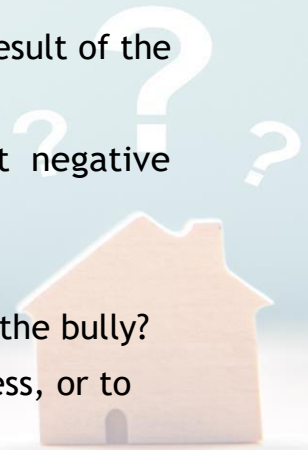
Understanding the Cost of Negative Behaviors in Your Own Workplace

People who feel bullied spend about half their day talking about it with coworkers or looking for another job. This is called “presenteeism”, being at work physically, but not mentally. World-renowned academic researchers Charlotte Raynor and Loraleigh Keashly estimated that in a company/organization of 1,000 people, one bully would cost about 1,000,000 in turnover, presenteeism, wasted time, lost clients, reduced quality of work, and all the other things that happen in a negative work environment.

“PRESENTEEISM”, BEING AT WORK PHYSICALLY, BUT NOT MENTALLY.

Think about all of the ways a negative environment is hurting your company/organization:

- Have you witnessed bad behavior directed toward beneficiaries or customers?
- Have you seen employees underperform or quit as a result of the behavior?
- How much time do others spend gossiping about negative events?
- Is morale declining?
- Have employees taken days off to avoid working with the bully?
- Are people leaving during work hours to deal with stress, or to see a doctor as a result of the stress?



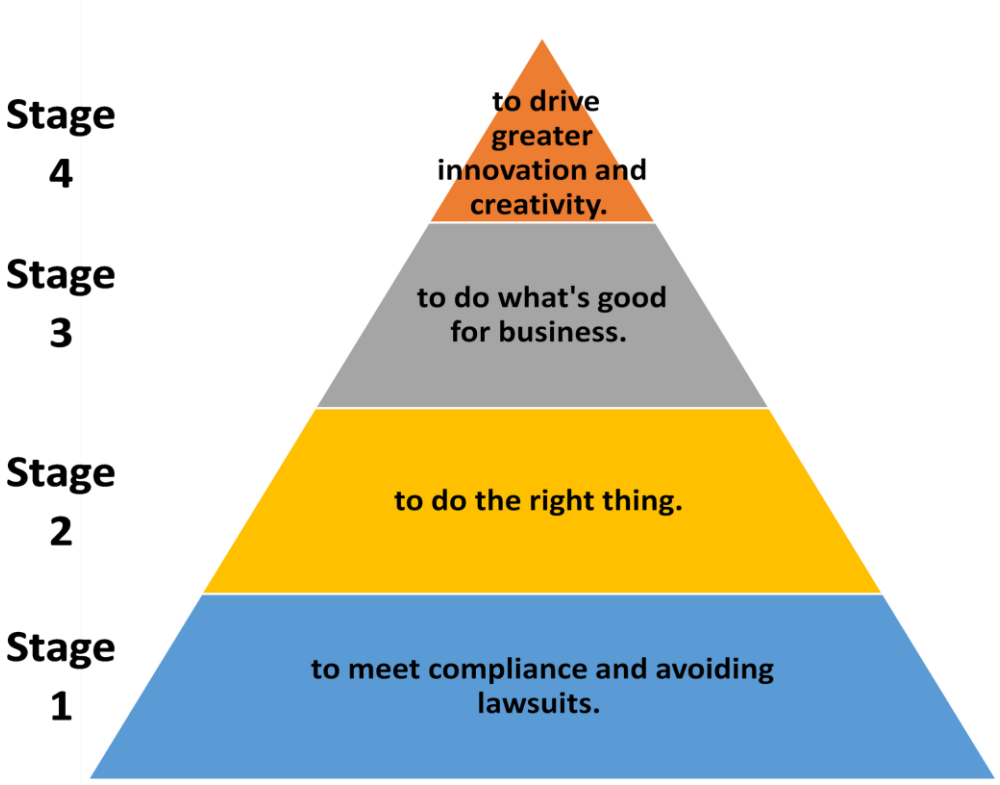
Understanding the Cost of Negative Behaviors in Your Own Workplace

Negativity costs in your company/organization are broken up into four categories:

1. **Psychological costs**: reduced work product, lost customers, donors, and beneficiaries.
2. **Time lost plus absenteeism:** How much time have you spent counseling people or dealing with complaints about negative behavior? Now determine your hourly rate and multiply by that.
3. **Turnover:**
    a. Recruiting and training
    b. Processing employees
    c. Overtime
    d. Lost productivity
4. **Legal costs** (if applicable)

Description	Cost
Time spent by human resources hiring replacements for people who quit	
Time spent by five employees talking about the bullying behaviors exhibited in the staff meeting, after the staff meeting is over	
Overtime costs associated with high demands of bully	
Cost of lost client because employee called in sick due to fear of being left out	
Cost of lost client who left because he/she were left out	
…..	
…..	

The Maturity Stages of D&I



Today's companies/organizations have come to understand that reaching and meeting the needs of a diverse customer/consumer/donor/beneficiary base is critical to expanding their operations, exceeding customer's, and donor's expectation, and outpacing their competitors.

One way to do that is to attract diverse talent that understands and can serve diverse segments and to create the kind of work environment that invites diverse perspectives, values new ideas, and fosters innovative problem solving.

What stage is your company/organization in its diversityand inclusion efforts?

If you are not at stage four yet, what needs to happen in order for your company/organization to reach it?

Inclusive Leaders

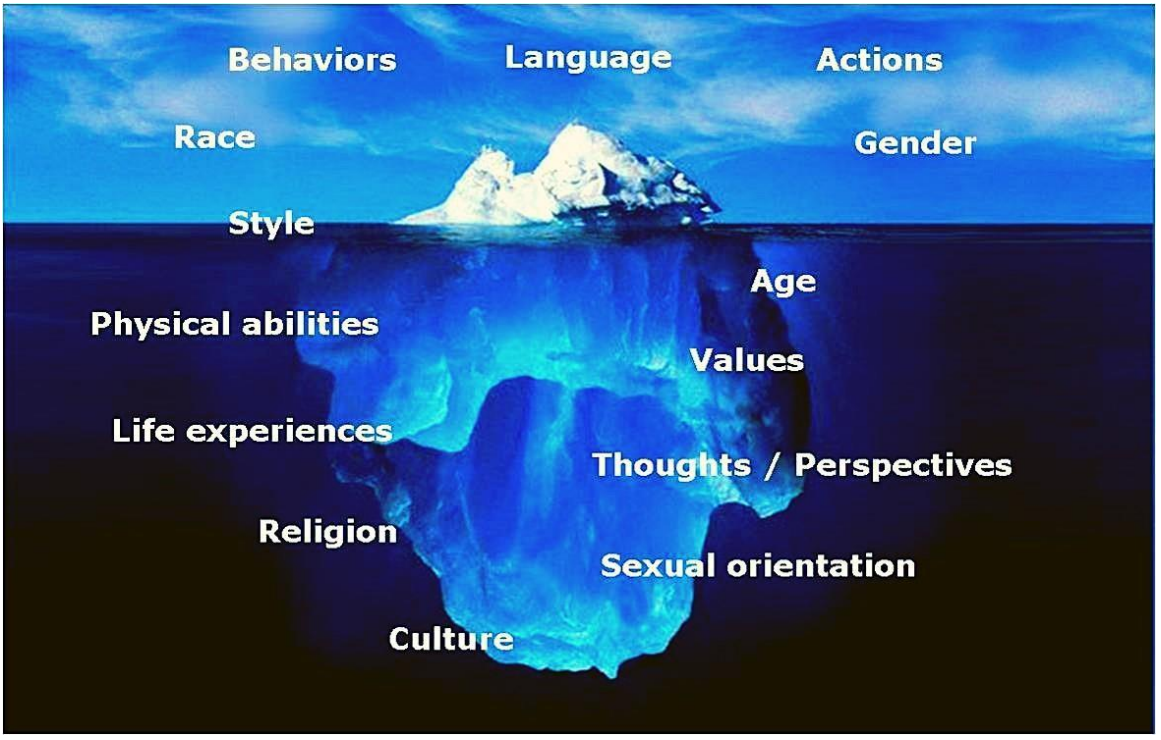
"WALK THE TALK"

The Diversity Iceberg

Think about diversity like an iceberg. 90% of what makes up an iceberg is beneath the surface and only 10% of it is what we can see. Just like diversity, 90% of what makes us unique and diverse is below the surface.

Inclusive leaders embrace visible and invisible aspects of diverse talent. They recognize that talent comes in all shapes and sizes, colors, ethnicities, orientations, and personalities.

The workforce will continue to shift in dramatic ways in the coming decades. The ability for leaders to lead or miss these unsettling movements across differences and create more inclusive work environments in a wide variety of contexts, cultures, and complexities will be a key lever for attracting, engaging, and retaining top talent.



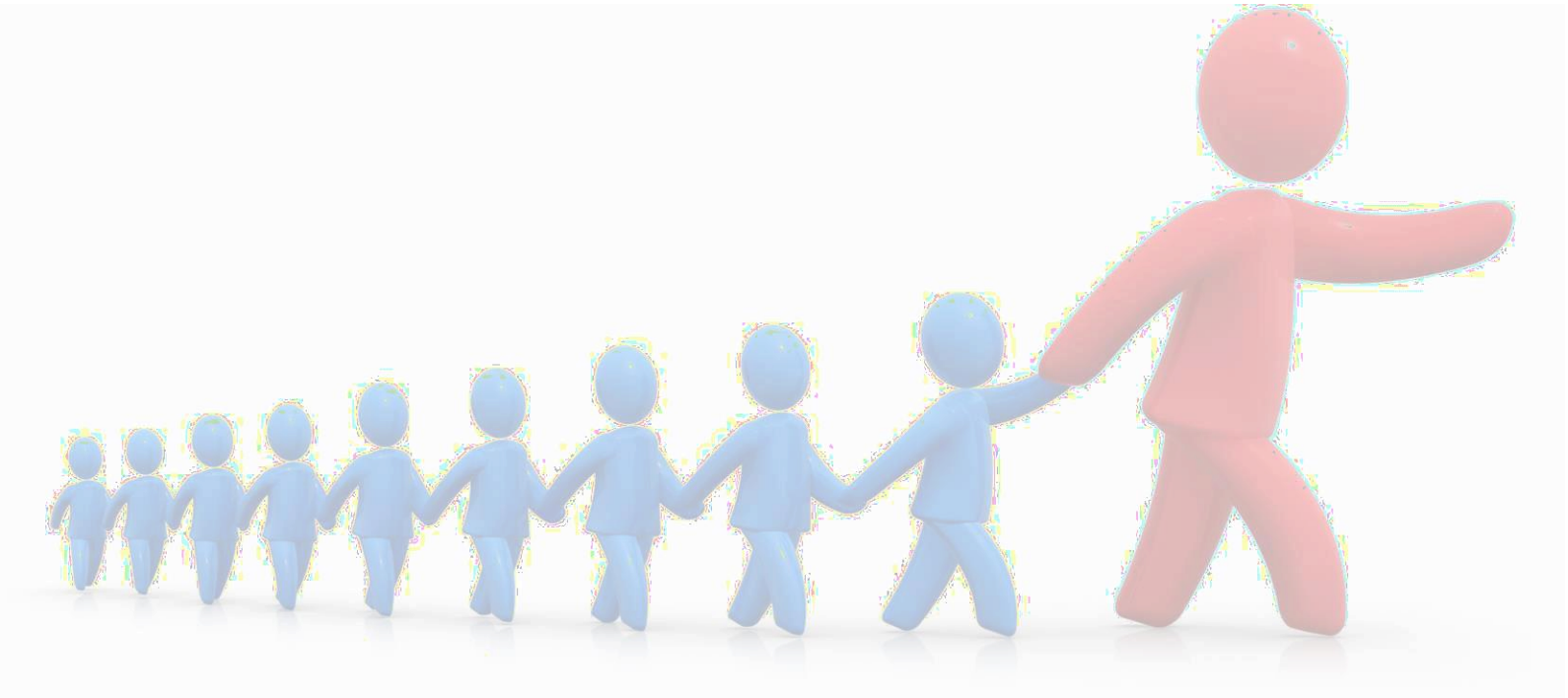
Who is the Inclusive Leader?

D&I are the job of everyone, and especially leaders.

What type of opportunities are they making available to their team members? how are they evaluating them? Are they showing inclusive behavior?

One key aspect of leadership is the ability to think and lead others in an inclusive way. Oftentimes leaders make the mistake of thinking that once they hire more diverse talent and do a little training on diversity that they can now check the box and all the work is done, but that's just not the case.

Can you have diversity and not have inclusion? The answer is absolutely yes!



Who is the Inclusive Leader?

A leader is not simply someone with a title or a position or someone who creates followers. A leader is someone who builds more leaders through vision, inspiration, and inclusiveness.

Becoming an inclusive leader is not as easy as it sounds. It requires a major shift in their way of thinking, an openness to different ways of doing things, leaning into some discomfort, and demonstrating courage to embrace the unknown and the unfamiliar. But when achieved, inclusive leadership does have great rewards and benefits.

"DIVERSITY IS LIKE BEING INVITED TO THE PARTY OR YOUR COMPANY/ORGANIZATION, AND INCLUSION IS BEING ASKED TO DANCE, WHICH IS TO BE INVOLVED AND ENGAGED" - VERNA MYERS, DIVERSITY AND INCLUSION EXPERT

Are you the kind of leader that makes people want to stay or leave the company/organization?
Do you empower people to want to do their best work or do just enough to complete the task?

Why to Be an Inclusive Leader?

More and more companies/organizations realize that they must focus on developing inclusive leaders, because they have a direct link to employee engagement, job satisfaction, rich & diversified workplace, and team performance, which has a direct impact to the bottom line.

Employee engagement refers to the connection and the commitment that employees exhibit towards a company/organization leading to higher levels of productive work and behaviors.

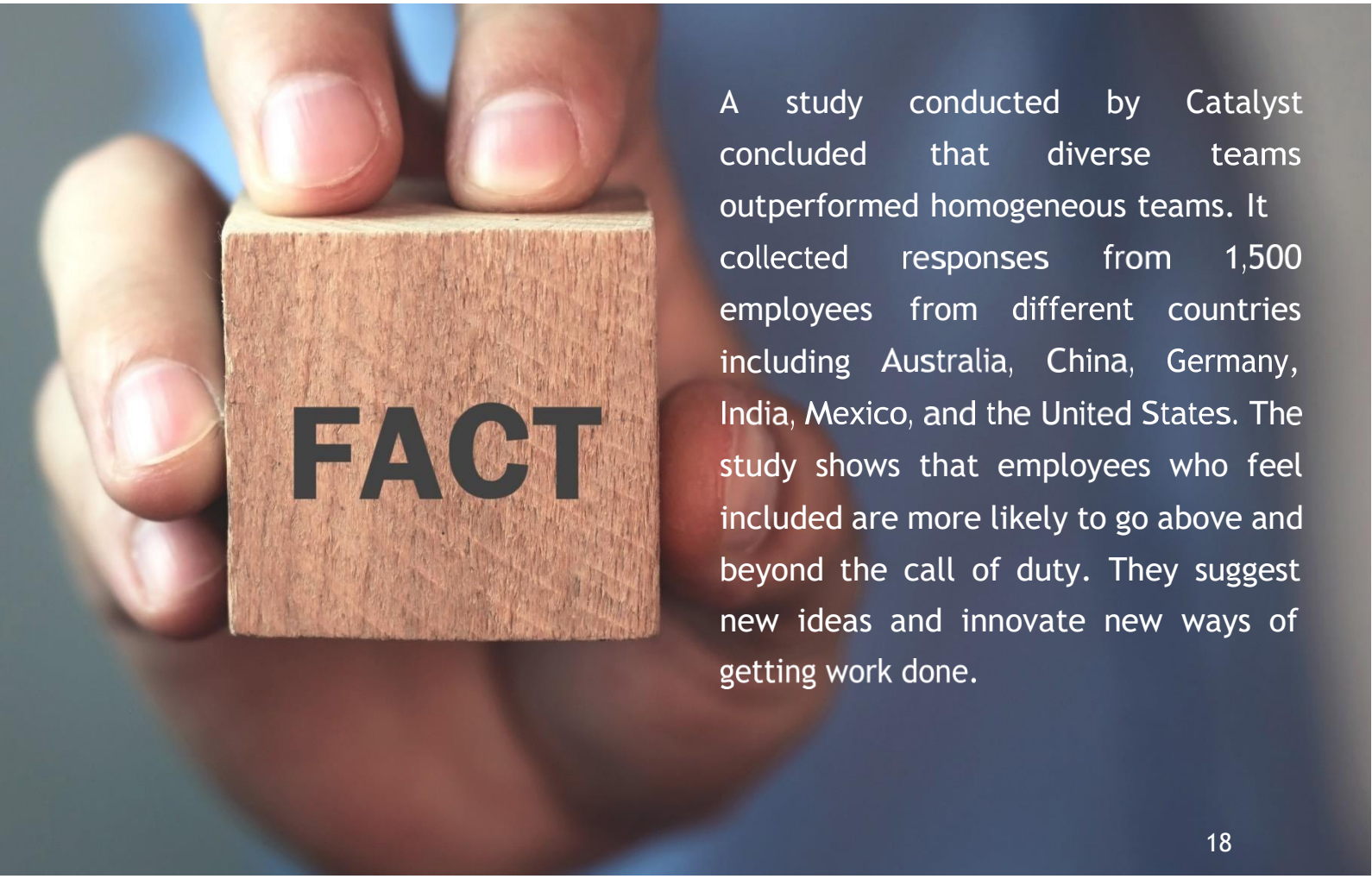
According to a Gallup's State of the Global Workplace report, only 15% of workers are actively engaged at work i.e., they want to work at your organization, they are productive and invested in the company, they go above and beyond, and they are ambassadors for the organization, both internally and the economic consequences of this global norm are approximately seven trillion dollars in lost.

Why to Be an Inclusive Leader?

Job satisfaction is how employees feel about different aspects of their job. This includes their compensation and benefits, their work environment, career learning and development, and relationships with their manager and colleagues.

When employees feel that they have a fair space to succeed and develop, and when their supervisor is open to their ideas, an active listener, and his or her actions are aligned with what they say, employees have greater job satisfaction and higher engagement.

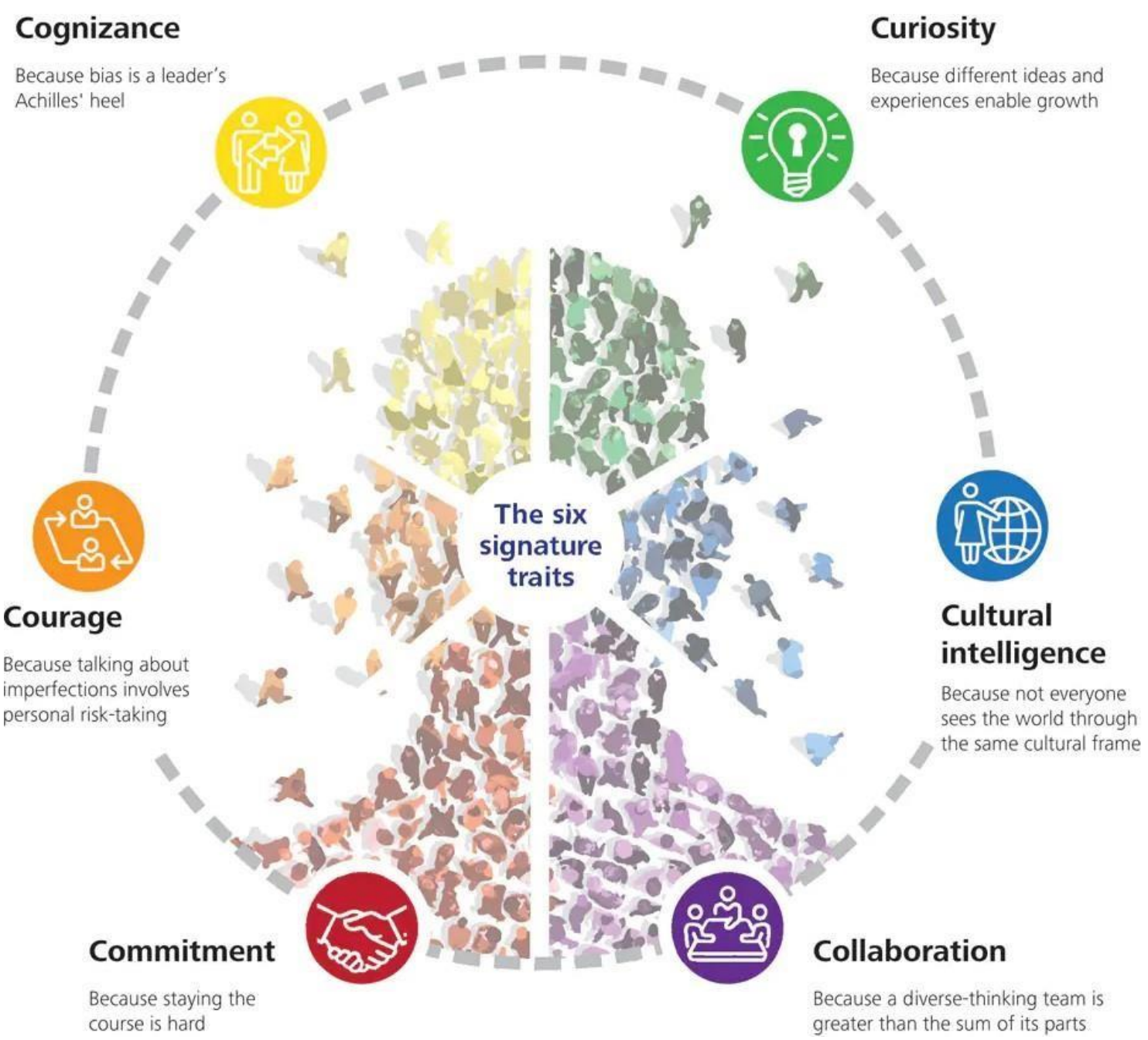
Team Performance is boosted team diversity increases.



A study conducted by Catalyst concluded that diverse teams outperformed homogeneous teams. It collected responses from 1,500 employees from different countries including Australia, China, Germany, India, Mexico, and the United States. The study shows that employees who feel included are more likely to go above and beyond the call of duty. They suggest new ideas and innovate new ways of getting work done.

Inclusive Leadership Model -

The 6 Signature Traits of an Inclusive Leader



Inclusive Leadership Model -
The 6 Signature Traits of an Inclusive Leader

Commitment: Inclusive leaders know that by committing their time, energy, and support to investing in people they are creating inclusive workplaces. By demonstrating this level of commitment, they empower and inspire others to achieve their potential.

Courage: Inclusive leaders challenge the status quo and aren't afraid to call out deeply held and ingrained beliefs, attitudes, and behaviors that foster homogeneity. They demonstrate humility by recognizing their own shortcomings and are willing to admit to their mistakes.

Cognizance of bias: Inclusive leaders understand that personal and organizational biases narrow their field of vision and preclude them from making objective decisions. They exert considerable effort to identify their own biases and learn ways to prevent them from influencing talent decisions. They also seek to implement policies, processes, and structure to prevent organizational biases from stifling diversity and inclusion.

For each trait, give yourself a rating on a scale of one to five, five being very effective, one being not effective at all

Inclusive Leadership Model -
The 6 Signature Traits of an Inclusive Leader

Curiosity: Inclusive leaders have an open mindset and a hunger for other perspectives and new experiences to minimize their blind spots and improve their decision making. Additionally, their ability to engage in respectful questioning, active listening to others, and synthesizing a range of ideas makes the people around them feel valued and respected and creates a sense of belonging. Inclusive leaders also refrain from making quick judgments, knowing that snap decisions can be frequently marked with bias.

Cultural Intelligence: Inclusive leaders have an ability to function effectively in different cultural settings. They also recognize how their own culture impacts their personal worldview, as well as how cultural stereotypes can influence their expectations of others. They know when and how to adapt while maintaining their own cultural authenticity.

Collaborative: Inclusive leaders understand that collaboration is the key to team performance and success. As a result, they create a safe space in which all individuals feel empowered to express their opinions freely within the group without judgment or retribution. They also realize that diversity of thought is critical to effective collaboration, thus they pay close attention to team composition and team processes.

Now that you've rated yourself, consider some actions that you can do to improve your leadership skills.

Inclusive Leadership –
What to Avoid

Lacking vision and goals: Leaders who don't provide a compelling vision for others to follow will struggle with them staying focused and committed. Great leaders see the untapped potential in others and they seek to bring out the best in them.

Treating everyone the same: Treat others the way they want to be treated. This is the Platinum Rule that inclusive leaders know and follow nowadays. They understand that everyone is different and that each individual must be treated differently.

Failing to provide feedback: All employees need feedback on their work and how they're doing. Positive and constructive feedback is constantly needed. Because most of the leaders avoid the "tough conversations", this is one of the skills that most leaders lack. Inclusive leaders develop this skill and make it a consistent practice.

Inclusive Leadership –
What to Avoid

Being inflexible: Unwillingness to consider new ideas or new ways of doing things kills innovation. Inclusive leaders accept and understand different perspectives and opinions and are open to new suggestions.

Knowing it all: Today's employees appreciate it when leaders show some level of vulnerability and authenticity. Inclusive leaders surround themselves with people who are smarter than they are and who have strengths that they don't and they are not threatened by it. This creates an environment where employees can innovate and thrive.

Doesn't recognize, reward, or appreciate: Every employee deserves and desires to feel valued and appreciated. When leaders take the time to recognize employee's achievements and developments, the result is improved performance, loyalty, and self-esteem.

Showing favoritism: When a leader singles someone out as their favorite, they are excluding or overlooking others. When leaders avoid showing favoritism and provide a sense of belonging and equity, a fair workplace and a sense of trust can be established.

Now look back at your leadership practices, how many pitfalls do you need to avoid?

The Roadmap to an Inclusive Workplace

The Roadmap to an Inclusive Workplace - A Step-by-Step Guide

1 Culture Assessment

The first step to take, when attempting to initiate a more inclusive and fairer environment, is to gain a better understanding of your culture. It is an indication to what extent does your workplace fosters a culture of respect and engagement.

Give a Yes or No answer to the below questions:

#	Question	Yes	No
1	Does your organization regularly acknowledge and reward effective communication skills?		
2	Does your organization regularly celebrate successes? Even the little ones?		
3	Does your organization provide regular manager and supervisor training on how to "do" performance management?		
4	Have managers been provided with tools to coach negative employee behavior in a collaborative way?		
5	Do staff meetings start with an open forum, where people are allowed to share ideas, thoughts, questions, and concerns?		
6	Does your organization regularly provide training programs under the umbrella of respect and civility (e.g., interpersonal skills, teamwork, professionalism, etc.)?		
7	Does your organization provide trainings in relation to diversity? LGBTI in specific?		
8	Is leadership transparent about their support for a healthy and positive workplace?		
9	Is there a general sense of collaboration, where everyone feels free to offer suggestions and information without backlash?		
10	Do your managers encourage employees to think for themselves, and trust employees to make the right decisions?		
11	Do employees talk about "the way it is around here" in a positive light?		
12	Is feedback usually focused on what's being done right, instead of what's being done wrong?		
13	Do your performance evaluation forms define effective communication skills?		
14	Do performance evaluation forms require managers to discuss goals, resources, timelines, and other items for problem areas in performance?		

1 Culture Assessment

15	If an employee, supervisor, or manager gets a low score on their performance evaluation for communication, are they placed on an improvement plan?		
16	Do you have a Healthy Workplace Policy in place?		
17	Do you have a D&I policy in place?		
18	Do your organizational values match the values of your employees?		
19	Does your organization have a program in place to ensure everyone lives the organization's core values on a daily basis?		
20	Would you say that your organization has a strong culture that everyone knows and can describe easily?		
21	Do your peers and colleagues speak with a positive tone of voice and use positive language?		
22	If your work is stressful and oriented toward sharp deadlines, do employees feel free to discuss the work load, their stress, and priorities with their managers and leaders?		
23	Are manager and department head rewards based in part on their ability to maintain a positive and healthy work environment among their staff?		
24	Do your managers talk regularly with employees about how their work affects the mission and vision?		
25	Do you have a rewards program in place that acknowledges not just good work, but also positive behaviors?		

Hopefully you answered "yes" to all of the questions! If you did, it is likely your company/organization is doing well in building a thriving and positive work environment.

If you answered "no" to some of the questions, then those are possibly opportunities for improvement. Take a closer look at those items and decide if they might evolve into action items for you. Are those things you can implement to make a difference in your company/organization's culture?

2 Focus Groups

Focus groups are a good idea to get a better understanding of your work environment. You can set up those groups and ask their members to share what the strengths and weaknesses of the company/organization are, what they see as great, unresolved problems, their sense of employee morale, and what they really like about working there. You can also ask them if theythink of the company/organization as a healthy workplace for LGBTI team members.

How to set up the Focus Groups?

- Randomly select 6 to 10 employees for each group.
- Make the meetings private.
- Make sure that the team leader has the trust of the workplace.

3 Pre-Survey

Before you enter into survey mode, it's good to take a step back and ensure you are ready to act on the results.

The below questions will help you in the planning. The first questions are asking you to determine what inspired the survey and what you hope to learn. Use the information that you gathered in the focus group and your other information to answer those questions.

The below helps you ensure that you are ready to act on the results. It's not enough to have budget for the survey. You've got to have budget and time to act on the results. Be sure you're ready to do so, or you'll burn trust as people think the results were ignored.

- What inspired you to want to conduct a survey?
- What is your objective? In other words, what do you hope to understand from the survey? What information you are looking for, or what problem you are trying to solve? What are you hoping to learn?
- What else have you already done to attempt to understand these same issues?
- How will you ensure confidentiality? What theme do you want to convey through the employee survey, and how is this integrated with other initiatives?
- How are you and the top leaders going to demonstrate commitment to the process?

3 Pre-Survey

- Do you already have permission to act on the survey results? In other words, are the leaders aware that time and money will need to be spent on resolving issues that come up in the survey? Do you have permission to spend some of the budget on the survey outcome? If not, hold off on the survey until you have that permission.
- Do the survey questions match your culture? Do the survey questions get at the right topics?
- What is the optimal time to send the survey? (For example, don't send survey during your busiest month of the year.)
- Will you have time to put together a quick summary of the survey results and send it out to the workforce within 7 days of the survey close? Will you have time to create a clearer analysis and report within 14 days? Schedule time to put those together in your calendar.
- Who will manage the survey outcomes?
- Has the top leader already made it clear to managers and supervisors that they will be held accountable to assist in addressing the survey results?
- Is there data from previous surveys that should be looked at as you analyze the results?
- After the survey: What are the key areas for action, and which are most likely to affect business and individual performance?
- Will you send the survey out annually to measure your success? And are you willing to send out a pulse survey at least once a month to keep track of culture?

4 Developing a Communications Plan

Before the Survey

- Giving a heads up that it's coming: the leader should send out a communication that the survey is coming and that participating is paramount. Describe why it's important, what will be done with the results, and commitment to improvement.

Roll Out and Support During the Survey

- Communication to send the survey link out and ensure confidentiality. It is recommended to send reminders (few emails should go out encouraging participation) a minimum of twice, and a third time from the top leader while it's open.

After the Survey

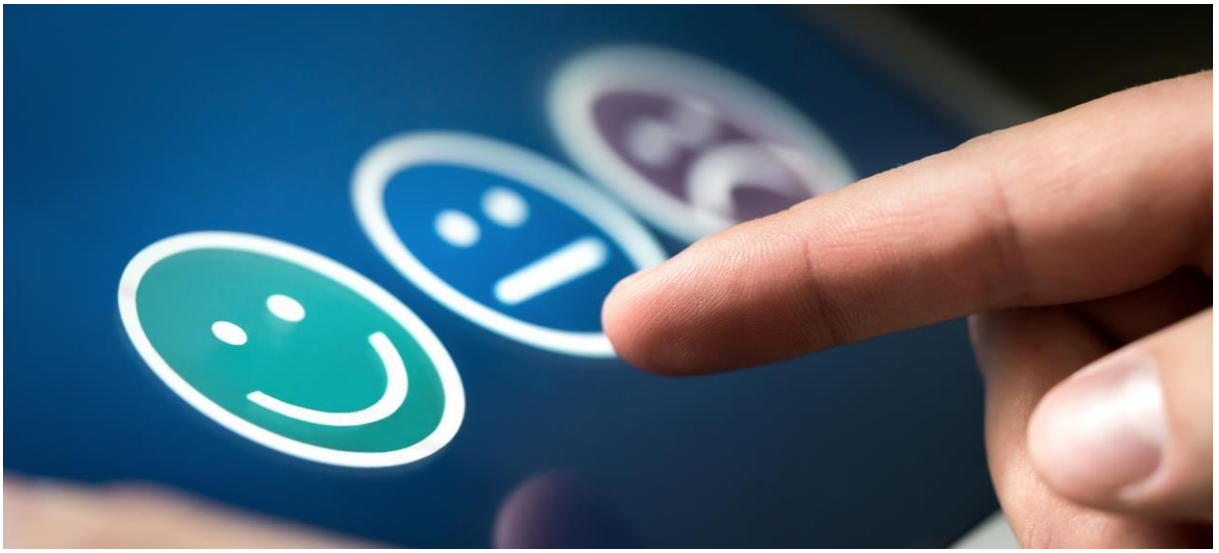
- Communication to acknowledge conclusion and timeline for results: Within seven days of the survey close date, the leader should email that the results are being analyzed and highlighting the themes being discovered.
- Communication about the plan in place to address the survey results: Within 14 days, send another email laying out some action items that will be implemented immediately to show good faith that the results are taken seriously, and share that a plan will be developed to address any real issues

5 Survey

You should create questions based on what you think you need to know. Your questions will vary depending on what you are focusing on. If you're focused on LGBTI community, your questions should address their work environment, acceptance, needs, among others. You can easily locate survey templates online that work for you. Things to watch out for:

1. **Surveys should be no more than 55 questions.** This will require about 10 minutes of the survey taker's time. Too many questions, and the surveyed will lose interest. Too little number of questions, and you might not get what you need.

2. **Use a four-point scale**. These are rating systems. For example, you may have been asked to rate how likely you are to recommend your spa to others and you had some choices, ranging from extremely likely to not at all likely. Too many options will dilute your data. What's the difference between not at all likely and not likely? So, in asking people to rate whether they feel they have a say in decisions that affect them, the scale might be not at all, sometimes, usually, or all the time.



5 Survey

3. **Beware of compound questions.** If you ask people to rate the statement, “I believe in our strategy”, you've used a compound question. It should be broken up into multiple questions, because they might have different answers. I believe in our mission statement and I believe in our vision or values are much more valid.

4. **Don't forget the open-ended questions.** Those are the most informative because it's rich with real life examples and ideas.

5. **When sharing results, be sure that comments are broken up** enoughthat no one would know who said what.

6 Create a Positive Culture Committee

Who should be on it?

The committee must not have more than eight members. They should be from all levels of the company/organization and they should be people who are natural leaders.

How to appoint members of the committee?

This depends on the situation. You may want to send out an email that you're looking for volunteers. But if you're worried about “negative voices” coming back at you, you may want to just pick members instead. You might also consider asking for nominations and then selecting those who have the most votes.

What do committees do?

1. They champion change.
2. They spread positive gossip about the things that the committee is working on.
3. They develop and execute your strategic plan.
4. They aren't just committee members executing action items, they are cheerleaders for your company/organization.

6 Create a Positive Culture Committee

When should they meet?

Their first meeting should be right after the survey is closed. They will review the data immediately so they can determine what are the quick wins that can result of that data. It's important to display quickly that the results were reviewed and being acted upon. Shortly following that, you need to share with the company/organization what other actions are upcoming. From there, the members should meet as often as they need to finalize your company/organization's strategic plan and ensure it's executed.

Where should the committee meet?

Somewhere fun offsite can be a good place for their first meeting. This would pick up the energy from the start. They can later meet at the company/organization's premises, as long as they maintain the same level of energy.

6 Create a Positive Culture Committee

The Committee's Success Factors

- The committee needs the full attention and commitment of leadership to providing the resources needed to make culture change. Leadership has to be open to the feedback that it receives and can't get defensive.

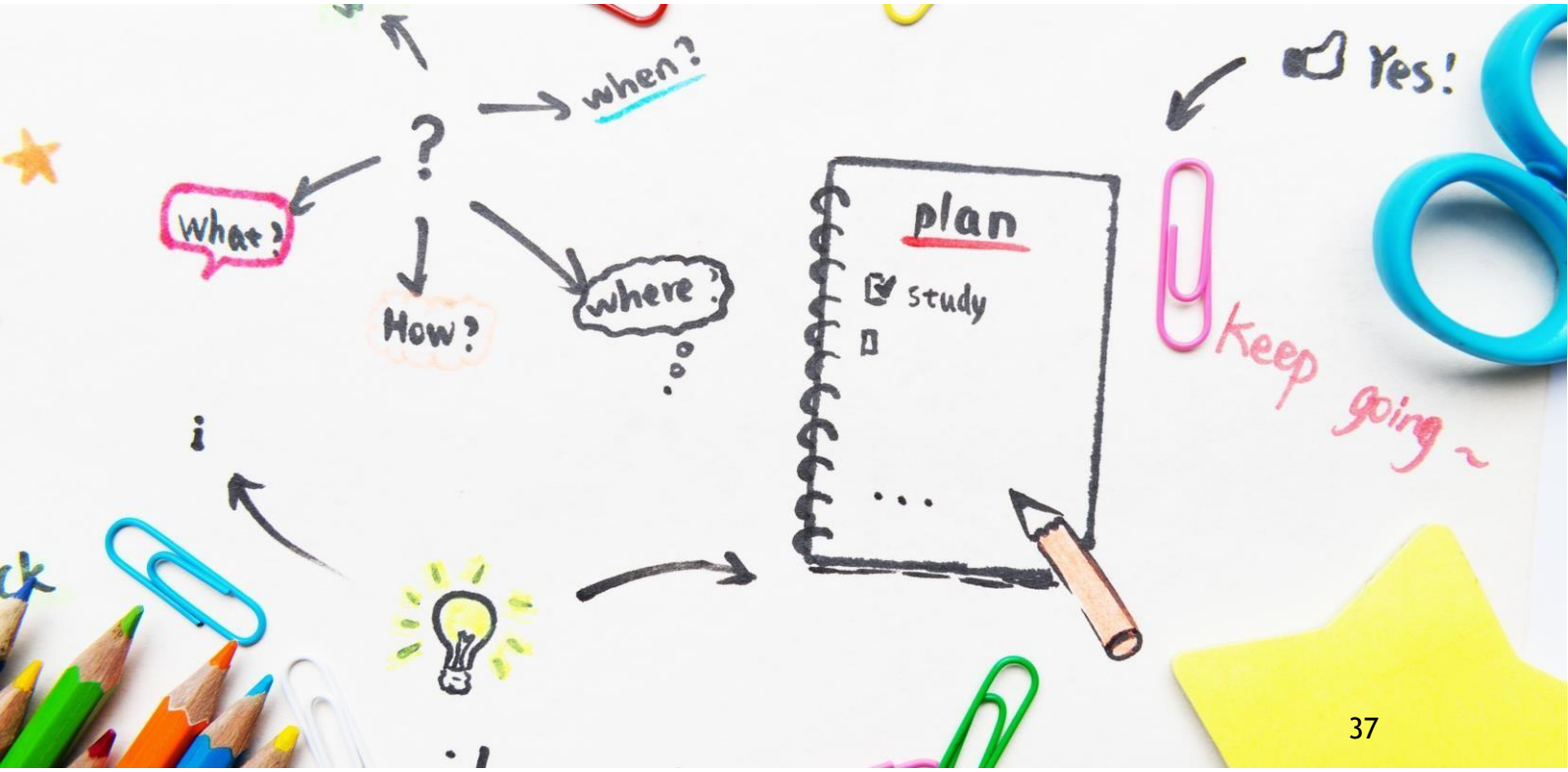
- The committee needs to feel that it's a safe place to talk openly and freely without judgment or fear of consequence. It is recommended that, at the first meeting, that they all come up with some rules of engagement. For example, determine who is going to keep minutes of their meetings and track action items. Also, they need to consider things like the rules for returning emails and where documents are going to be stored. Who's going to the lead the meetings? Should they trade off or vote on a leader?

7 Create a Strategic & Action Plan

The positive culture committee will work on a strategic plan based on the survey results. Steps to setting a strategic plan are by articulating the company/organization's:

1. Vision
2. Core Values
3. Mission
4. Goals
5. Action Items

Assuming that the company/organization's vision and mission are developed, the committee will be working on developing the core values,followed by the goals and action items related to Diversity, Inclusion in general, and the inclusion of LGBTI employees in specific.



7 Create a Strategic & Action Plan - The Values

Core values are the principles that your company/organization stands on. They speak to how the company/organization, and its people, will behave in order to achieve the vision and mission. So, the vision is the why. The mission is the how. And the values are how you will act in order to get there.

If you have core values, but they aren't being used, you don't need them anyway, because no one knows them. Start over, and create new ones.

How to?

During your next company/organization-wide meeting (to be led by the committee):

1. Break your attendees up into groups of four, and give them 15 minutes to answer some questions, such as:
   - how would you like to be treated by your peers and managers?
   - how do we need to behave to meet our vision and mission? if your company/organization is too large, or spread out to do company/organization-wide meetings, you can always pass the exercise along to the department heads, and let them run it in their own teams. Then collect and consolidate their answers.

2. After 15 minutes, ask each group to share their answers.

7 Create a Strategic & Action Plan - The Values

3. As they do so, **type them** onto a projected document, so everyone can see what everyone else said.

4. From there, you can **determine** themes in the answers, and create core values using those themes. Start making categories as you see them, and then move things around as you go.

For example, you may notice a trend of bullet points that say, acknowledge, praise, say thank you, and recognize others' good work. You can put those into a category called appreciation. After going through all of the answers, you'll find several themes, and you'll have to filter them. It is recommended to have no more than five powerful, profound statements, that people will remember, because they ignite emotion.

7 Create a Strategic & Action Plan - The Values

20 Ways to Bring Your Core Values to Life

1. Include your values graphic on your company/organization's "About" page.

2. Weave values into your jobs portal or applicant tracking system.

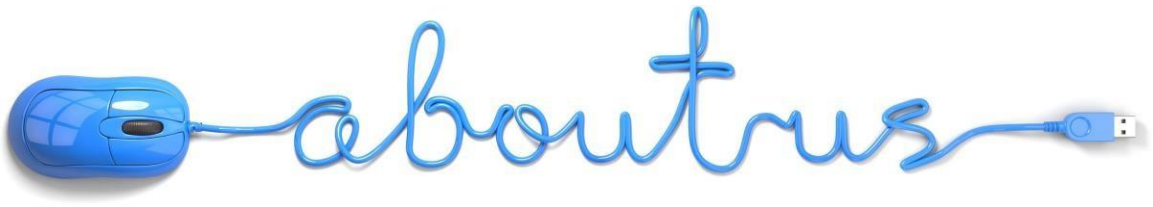
3. Include a link to information about your values in your online job postings.

4. Offer a quarterly prize that recognizes individuals who have done something that specifically reinforces or exemplifies a certain value.

5. Include behavior-based interview questions around your core values in your interviews, to ensure candidates already embody those values personally, before joining your company/organization.

6. Create an e-book about your vision, mission and core values that anyone on your site can download, that can be used in social media, and that employees can review as needed.

7. Ask each employee to pick a core value and put it in their email signature.



7 Create a Strategic & Action Plan - The Values

20 Ways to Bring Your Core Values to Life

8. Hold a poster or photo contest related to your values. Ask people to choose photos or design a poster for each value, then hold a vote.

9. Creatively display your values, especially in places where customers, partners, job candidates and employees will see them regularly. You could even use your own employees on those posters.

10. As part of the ongoing performance process, challenge employees to self-identify how they can better align their own work and behavior to core values.

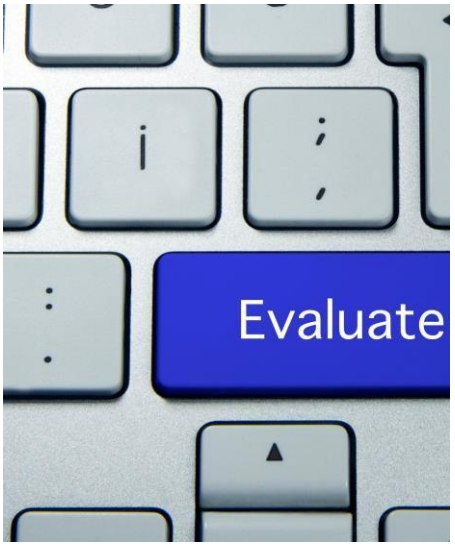
11. Ask each department manager to work with their team to audit their own practices, policies, and procedures against the vision, mission, and values. What changes can they make to realign themselves?

12. Invite employees to blog about how they see values represented at the company/organization from their own perspective.

7 Create a Strategic & Action Plan - The Values

20 Ways to Bring Your Core Values to Life

13. Evaluate whether your performance management process appropriately accounts for employees' embodiment of core values. People should be measured on, and rewarded for, exemplifying them.



14. Discuss in depth your vision, mission, and core values during your interviews with candidates. Talk about the importance of the vision and mission and the history behind it.

15. At the start of each staff meeting, share a story an incident that occurred that has brought your business one step closer to solving that problem laid out in your vision.

16. Ask employees to brainstorm how they can share the core values with new employees when they're hired on. What steps will they take personally toengrain new hires in the culture?

7 Create a Strategic & Action Plan - The Values

20 Ways to Bring Your Core Values to Life

17. Ask employees to create a 30-second video on their phone about why the vision and mission are important to them, and/or how they live the core values every day. Compile them together into one video, and hold a viewing gathering/e-gathering. Use them for social media, too.

18. Choose a value anytime you have an all-staff meeting, discuss that value, or make it the theme of your gathering.

19. Create a business card with the vision, mission, and core values on it, and give one to each employee.

20. Make your vision, mission, and core values the deciding factor on everything you do.

7 Putting Together Your Strategic & Action Plans

Now that you know how you culture looks like, how you want it to look like, what your employees think you should do, you can put together your action plan.

Based on the results of the survey, the committee will put together a set of action items to be implemented within a well-set timeframe. There will be activities that can be immediately implemented. Others that can be completed in the near future while others will take some time.

As every other action plan, the following components for every activity must be identified:

1. Owner: who will be responsible for this activity?
2. Resources Needed: Human, Financial, and others
3. Time Frame: when should this activity be completed?
4. Measure of success: How will we know that this activity is actually completed?

7 Putting Together Your Strategic & Action Plans

Implement Immediately: Within Seven Days					
Activities		Timeframe	Owner	Resources	Measure of Success
Short-Term Goals: Within Six Months					
1. Objective: Improve internal communication.					
Activities		Timeframe	Owner	Resources	Measure of Success
1.1 Goal: Improve communication between managers and employees.					
1.2 Goal: Improve work-life balance.					
2. Objective: Core value—make maximum impact					
Activities		Timeframe	Owner	Resources	Measure of Success
2.1 Goal: Remind employees of impact they make now.					
2.2 Goal: Create internal processes for "maximum impact".					
One-Year Goals: Within 12 Months					

Once all these are set, your committee will be able to work towards implementing its strategic goals and make sure that you are closer to a more inclusive and diversified environment. As a result, your LGBTI employees, will feel more comfortable, become more engaged and definitely more productive.

8 Driving the Change

"MAJOR CHANGE IS OFTEN SAID TO BE IMPOSSIBLE UNLESS THE HEAD OF THE COMPANY/ORGANIZATION IS AN ACTIVE SUPPORTER." — JOHN P. KOTTER

The toughest part is initiating and driving the change in your culture. The following helps in doing so:

1. **Creating a sense of urgency:** This is necessary to drive change as urgency sends the message that the change is extraordinarily important and without it, the company/organization will surely fail. In the case of culture change, once the survey is done, leadership has to respond immediately to the results, implement quick wins, and get the strategic plan together quickly, then execute the plan's action items quickly.

2. **Creating a "volunteer army" to help with the change:** The committee will lead the change, but the "volunteer army" will be its ambassador. Change needs followers so it can constantly inspire people to support the change. Constantly ask your employees how they will be a part of this change. This will minimize resistance to change and make a smoother cultural transition.

8 Driving the Change

3. **Use all existing communication channels** available to broadcast the vision, the action items in place to achieve it, and what's next. While communication may come in the form of emails and newsletters, it better comes in the leadership's actions. Leadership must show its team members that they are exemplifying the new core values and doing everything in their power to ensure the change is successful.

4. **Form Employee Resources Groups (ERGs):** ERGs are small groups of different "identities". For example, an ERG that supports mothers can be formed. The group better understands the work life balance needs of mothers and can better translate this point of view to the committee. Consequently, the committee will be able better informative decisions concerning the working conditions of mothers. Similarly, LGBTI ERG can be formed that will be help in creating the work environment that will make them feel more comfortable and included.
Connect with these groups, and find out about their events and initiatives. That way the affinity groups can help with the follow up and can continue the momentum.

Diversity Recruitment

What is Diversity Recruitment?

Diversity Recruitment is ensuring that the recruitment process is free from biases related to a candidate's personal characteristics. These include sexual orientation, age, color, race, looks, disability, religion or any other characteristic that is not related to the job qualifications and do not affect job performance.

Diversity Recruitment starts with the understanding that there is lack of diversity in the company/organization, which negatively reflects on the bottom line, and hence the need for a diversified recruitment process.

Steps to diversity recruitment are no different than regular recruitment except for the fact that you, the employer, is ensuring that each and every step is free of bias. Hence, your job post, job description, interview, screening, and shortlisting are all being monitored and directed to be bias fee.

Is your recruitment process free of bias?

Are there any barriers to entry that are not job-related or skill-based?

How to do Diversity Recruitment?

Revise your job descriptions:

Recruitment is a multistage process, but it all starts with a job description. While we usually focus on attracting candidates, we need to ensure that we are not actually doing the opposite, i.e., repelling candidates. Do not use words like “perfect”, or “unparalleled”. This would definitely create bias for the disabled and maybe other groups.

Test the job descriptions with others within your company/organization and request their feedback.

Closely monitor your screening process:

When screening is done in the way that most companies/organizations do it, it looks like a way to put up road blocks and barriers to entry. Screening is the act of conducting a more detailed review of a person's CV to determine whether or not they meet the basic requirements of the job. By using the qualifications as the only criteria for rejection, there is less probability that you will unintentionally eliminate someone because of a bias. Avoid looking at names and age to also eliminate bias. You want to shortlist based on qualifications that match the Job Description.

How to do Diversity Recruitment?

Use Impartial interview techniques:

- Start by diversifying your recruiting team. You cannot actively seek diversity if your own team does not reflect that value.
- Standardize interview questions, and provide hiring managers and other interviewers with a collection of questions to choose from. Assessing these questions in advance to ensure they don't contain any biasness will help result in a shortlist of candidates that is diversified.
- Use a Competency-based scorning sheet. Competencies measure major performance indicators: Performance= knowledge+ skills+ attitude (behavior).

Avoid common recruiting mistakes:

- Treating your diversity recruitment strategy like a one-time thing.
- Thinking that making a policy change is enough. Candidates and other stakeholders need to know that you are making changes. If you don't tell them, they will not know.
- Offering a salary to a candidate based upon what they will accept rather than what the job is actually worth.
- Do not ignore your onboarding process. Make sure that it is a healthy one.

Measurement Techniques

"WHAT GETS MEASURED, GETS DONE"

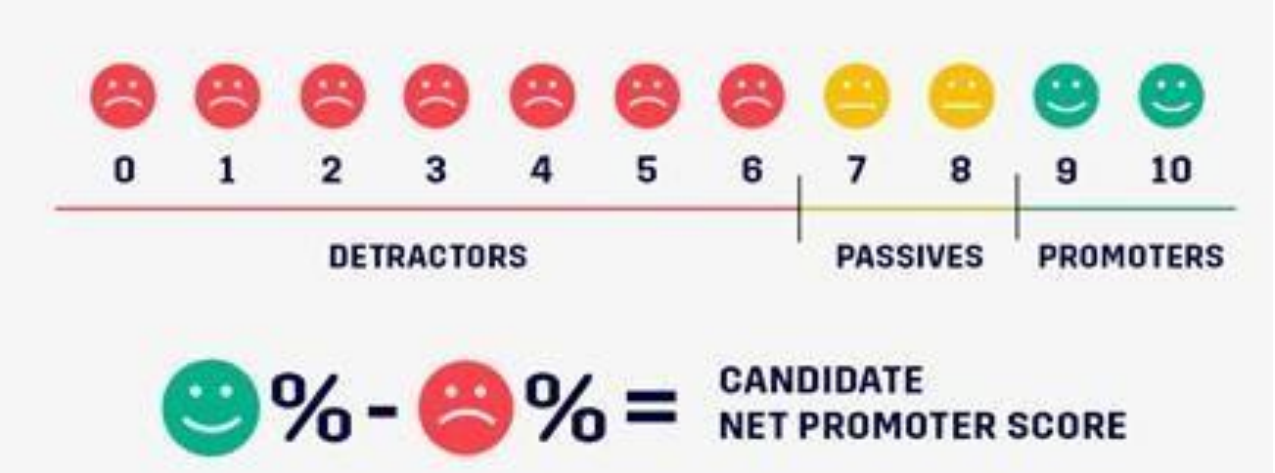
How to Evaluate Your Overall Recruitment Process? CNPS

Assessing the recruitment process: Candidate Net Promoter Score - CNPS

This is a relatively new concept in assessing how well a company/organization is doing. Simply put, it allows you to measure how happy were candidates with your recruitment experience regardless if they were hired or not.

The question that will be used to measure this metric is “how likely will you recommend company/organization x to a friend?”

Based on the answers, you can compare your figures on regular basis, and you can also benchmark to other companies/organizations once they have their own score.
Candidates can answer on a scale ranging from 0-10. 0 gives a low score and the perfect 10 is the highest score.



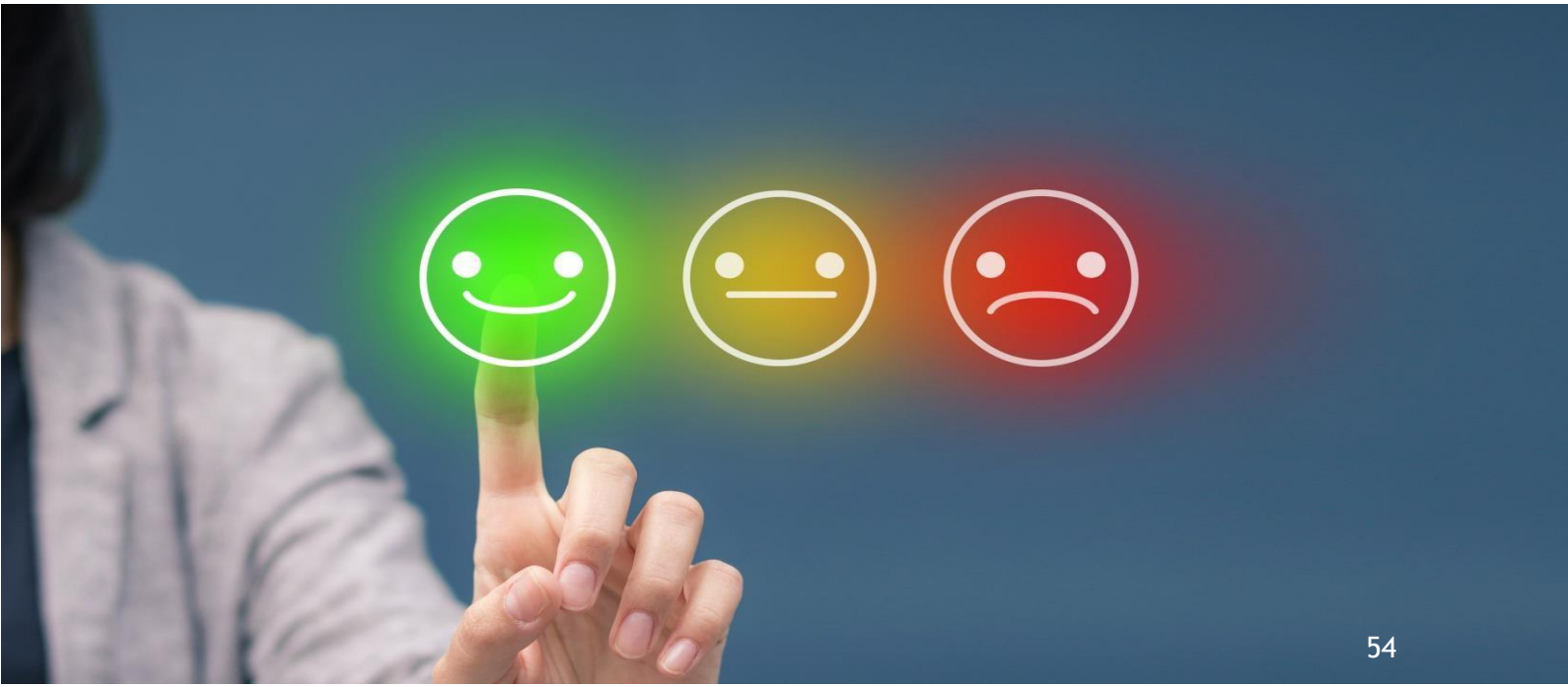
How to Evaluate Your Overall Recruitment Process? CNPS

The final CNPS will range between -100 and +100.

Candidates who answer between 0 and 6 are called Detractors. They will probably not recommend your company/organization. 7 and 8 are the Passives that you cannot tell what will they be doing. Finally, the Promoters who will give you a score of 9 or 10 and will give a positive feedback about your company/organization.

- Step 1: Sum up all the scores (Detractors, Passives, and Promotors)
- Step 2: Calculate the Percentage of each
- Step 3: Subtract the percentage of Detractors from the Promotors (Detractors – Promotors)

Then you have your CNPS that will range from -100 to +100.



Other Indicators to Measure Your Employee Experience

Level 1: The implementation of the Strategic and Action Plan
By keeping track of the progress made on your action items in your strategic plan, you are monitoring and evaluating your employee experience.

Level 2: Creating a Dashboard that Includes Indicators of Interest
Continuous monitoring of the below list of indicators allows you to better understand your culture and your employee's experience. Each indicator can be read differently and hence it touches a different touchpoint of the employee with your company/organization.

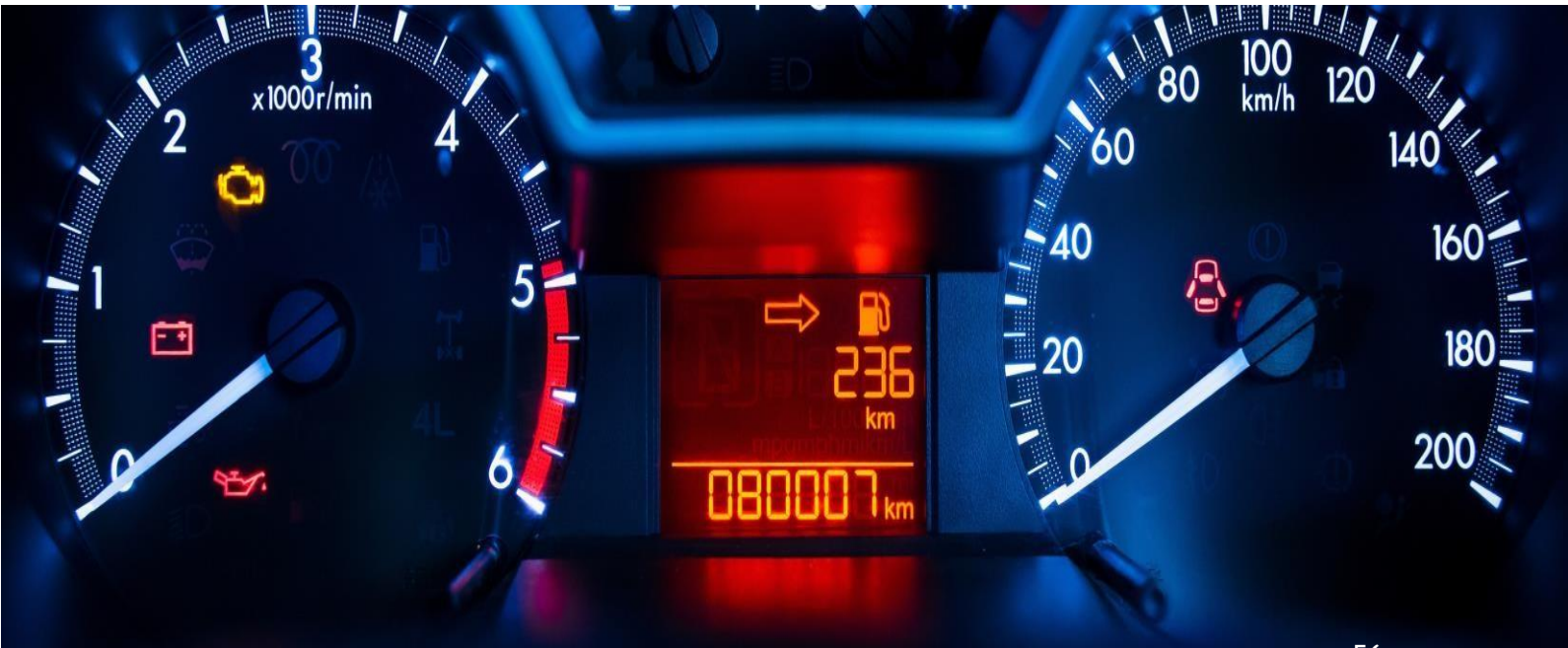
- Reasons that workers exit the company/organization (exit interviews): Keep a close eye on what is written in your exit interviews. They are the most informative!
- Promotion rates: are promotions limited to a certain religion, group, or orientation?

Other Indicators to Measure Your Employee Experience

- Assignment of special projects: Are special projects being assignedto the same group?
- Turnover rates: They tell a lot. The higher your turnover rate, the less happy your employees are.
- Reduction in pay inequities: Is there a big gap in your employee rewards? Are some paid more than other for the same position?
- Employee complaints: Give your employees a mean to complain anonymously and listen carefully to what's in there!
- Employees' demographics: is your company/organization dominatedby a certain gender or religion or any other group?

Choose two or three of the above indicators and work on it in the next 90 days.

For a more LGBTI inclusive environment, see the percentage of self-identified LGBTI employees. Is this percentage increasing after you have implemented your D&I action plan?



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