

**104 | Guidebook to enhance  
Diversity & Inclusion practices  
*in Social Economy***





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#### PARTNERS

DLF - Det Lærende Fængsel

APROXIMAR – Cooperativa de Solidariedade Social

FACE – Fondation Agir Contre L'exclusion

Associação IBIS – Iniciativa Beira Inovação Social

CPIP – Center for Promoting Lifelong Learning

EASI – European Association for Social Innovation

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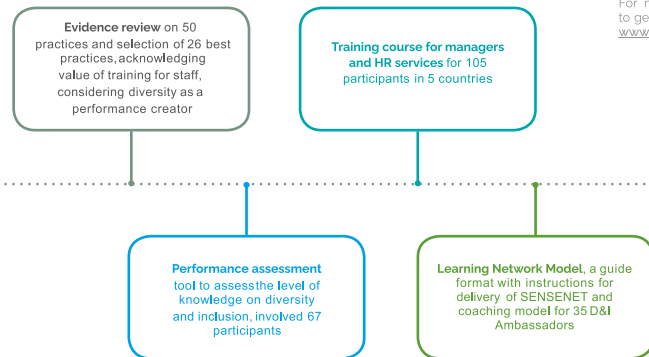
# About SENSENET

The SENSENET project aims to increase the skills of managers and human resources staff from Social Economy Enterprises and Organizations (SEOs) in diversity and performance management. The expected outcomes of SENSENET are an increased:

- Awareness on diversity and its benefits;
- Capacity to assess SEOs' managers and HR learning needs;
- Capacity to deliver training courses, fostering diversity in the recruitment and management procedures of SEOs;
- Sustainability and performance focused on improved relationships with other employees.

The results expected to drive the above-mentioned outcomes are 4 Intellectual Outputs, developed and implemented throughout the project lifetime:

Figure 1. RESULTS OF SENSENET (2017-2020)



## Why this Guidebook?

The SENSENET project developed a pack of outputs targeting Social Economy Organisations (SEOs) and the practices of Diversity & Inclusion (D&I) inside their management processes. Each single output serves as a standing-alone resource to enhance Diversity & Inclusion. Nevertheless, the information and knowledge available for an efficient and value process are insufficient. In this sense, there is a need to provide a step-by-step approach and a methodology to take up the full SENSENET tools, and improve the acceptance of a diverse pool of human resources and an inclusive environment. The mobilization of initiatives and practices of D&I requires the acquisition of new knowledge and learn other perspectives and ways of doing. A learning process is a key stage. This guidebook aims to provide clear insights, tips and a structure to support SEO's implementing a learning path focused on Diversity & Inclusion policies and practices. It intends to support end-user's future adoption of SENSENET model and tools.

## To whom is this Guidebook addressed?

The SENSENET Guidebook targets every manager and HR staff or responsible of Social Economy Organizations (SEOs) dealing with Diversity and Inclusion in the workplace, focusing on their internal stakeholders.

## How is this Guidebook structured?

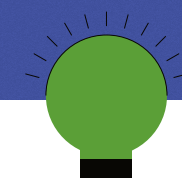
The SENSENET Guidebook is organized following the intellectual outputs created during the SENSENET project. It conveys a sort of a roadmap defining the steps SEOs managers and HR staff need to take to become more familiar with D&I concepts and practices, increasing your own skills. This SENSENET Guidebook provides a Journey into Diversity and Inclusion!





# Performance Assessment Tool of D&I *in Social Economy*

This tool acts as a wake-up call for users! It helps managers and human resources integrating **diversity** in their processes, enabling them to diagnose their knowledge and learning needs and providing them a set of recommendations, in terms of recruitment and management. It is composed by an online questionnaire, to be used whenever and wherever the organisations are, offering additional resources, including a glossary.



The structure of the **Performance Assessment Tool** is organised in two parts, with a total of 34 questions:

## **Part I. Which level is your organisation on Diversity and Inclusion?**

General overview on your organisation's formal attitude towards Diversity, Inclusion and Sustainability.

## **Part II. Implementation and Actions**

Organisation's concrete behaviour towards Diversity, Inclusion and Sustainability in practice, focusing on human resources practices.



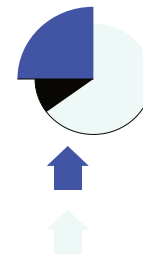
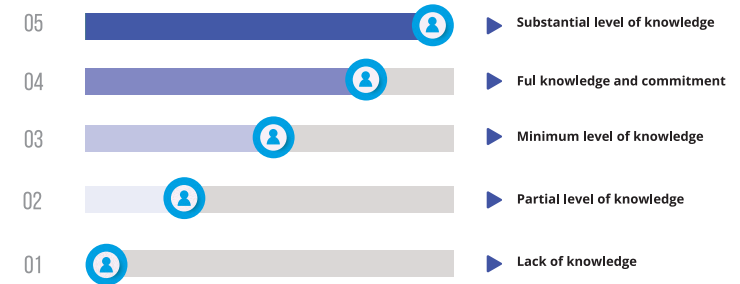
The average number of employees from participating organisations was 67.

67 answers were gathered during SENSENET project, with a Partial Level of Knowledge (average score of 22.2 at ex-ante phase).

57 participants were aware that stereotypes may influence managers' leadership decisions, but only 31 put in place strategies to help people feel included in the workplace.

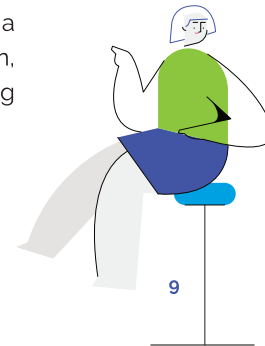


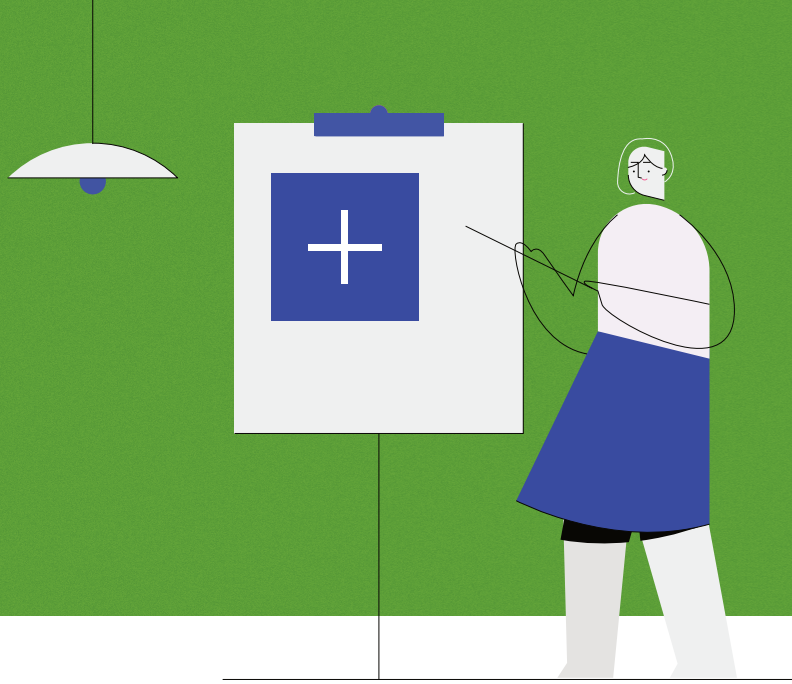
As it is meant to identify learning, the **Performance Assessment Tool** is designed for individual use. However, the utilization of this tool in a group might support awareness raising in different areas of an organisation (e.g. departments). The final result positions the user in a 5-level scale:



The use of this assessment tool must be part of a continuous improvement process of an organisation, making efforts to improve HR practices and introducing **D&I for a “full knowledge and commitment”**.

Get to know more [here](#)





# Learning Programme for D&I in Social Economy

This is an impactful blended<sup>3</sup> training programme focused on managing diversity for HR, based on an approach of diversity, in a logic of highest common denominator, which ensures that it is inclusive of every types of differences. It is devised in 6 Learning Units covering different D&I topics with a goal of helping Social Economy Organizations to introduce D&I in its management and performance strategies and policies, including four key stages of human resources management.



<b>I. D&amp;i Business Case</b>	<b>Diversity and Inclusion Business Case</b> - Importance and setting the mood
<b>II. D&amp;I Policies</b>	<b>D&amp;I Policies</b> - Plans and preparing the road
<b>III. Attract People</b>	<b>Attract People</b> - Recruitment and onboarding
<b>IV. Develop People</b>	<b>Develop People</b> - Carrer paths and work-life balance
<b>V. Retain People</b>	<b>Retain People</b> - Policies and methods
<b>VI. Team Management</b>	<b>Team management</b> - Communication and inclusive leadership

<sup>3</sup> Mix of online and face-to-face activities and sessions.



The duration of the training was diverse, according to different learning needs, varying from 6 to 24 hours face-to-face sessions and covering one, two or all learning units.

All participants from SENENET piloting expressed they would recommend the training course to others.

Example of activities within the learning programme:

**Activity #1: Topic D&I Plan**

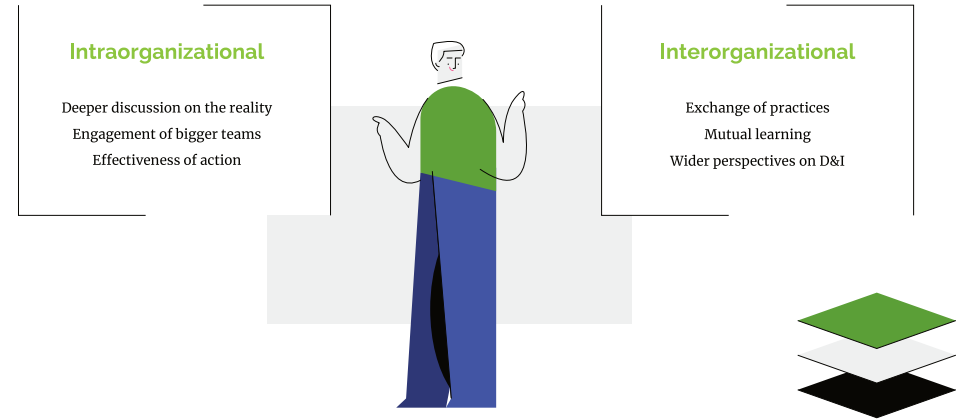
Focus: Identify strengths and weaknesses from fictional description of organisations and draw the priorities

**Activity #2: Topic Attract People**

Focus: Role-play an interview with two different fictional scenarios

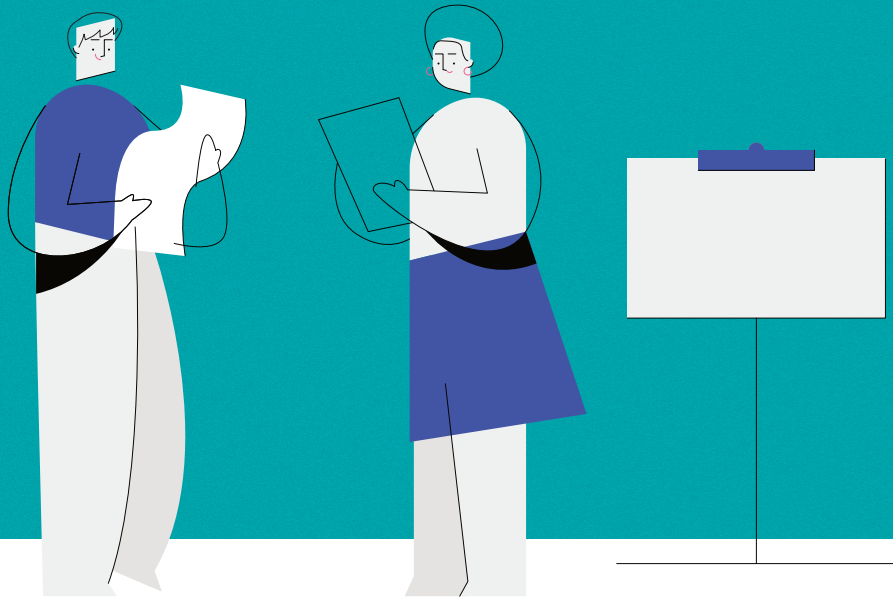


The **Learning Units** consist in a series of materials to promote learning within a group. It can be organised in intra or interorganizational format:



The best way to make the most out of the learning programme is to combine it with the results from the assessment tool and bring it to face-to-face sessions. It can work as generic discussions or individual work on improving the situation of organizations taking part in the course.

Get to know more [here](#)



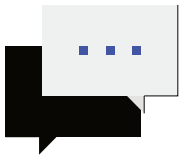
## Coaching Model for D&I *in Social Economy*

An effective participation in SENSENET Performance Assessment Tool and Learning Programme is the one that takes the learning outcomes inside the organization, by the creation of an action and a learning path throughout all the staff members. The Coaching model ensures a cascade effect and maximises the peer learning network from one to another.

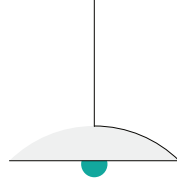
The Coaching model includes:

**Methodology** ➤ **Objectives** ➤ **Train-the-trainers concept**

The Coaches are the managers who took part in the course who will use the tips and recommendations to instil D&I in their teams. They will do this using the **Protrepis** model of a coaching conversation.

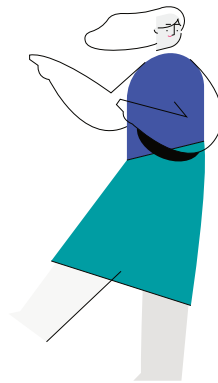






## Case study – APROXIMAR

Aproximar is a non-profit organization aiming to enhance organisations' social and human capital as a strategy to build their capacity to take advantage of challenges and opportunities raised by the external conditions. Aproximar mobilized 5 staff members to join the staff training organised for IO4 Coaching Model, including 1 board member. The staff training launched the opportunity for Aproximar to collect inputs from the 4 executive members on their perception of D&I at Aproximar – the average score was 22, setting the organization at a "Medium level of knowledge" (taken from IO2 – Performance Assessment Tool). After the train-the-trainers on the Coaching Model for D&I, Aproximar executive members decided on a top priority area for improvement. The development of this work was undertaken by 3 staff members, enrolled in the pilot course of SENSENET, based on the concepts and methodology of the Coaching Model (IO4).



Get to know more [here](#)

## Where to find us:

[www.sensenet-project.org](http://www.sensenet-project.org)



<https://www.facebook.com/SenseNet2017/>





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