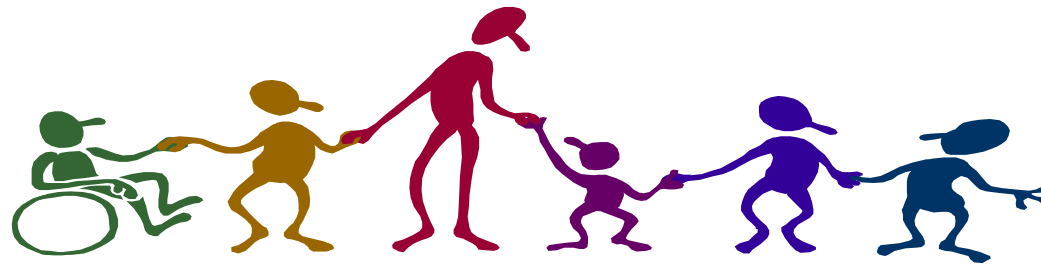


# Diversity as an Asset



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# *The County Administrative Board of Stockholm*

- † Implement government decisions**
- † Link between people, municipalities, government and central authorities**
- † Permissions, supervision and development**

# *The County Administrative Board of Stockholm*

- † Number of employees: 556  
(67 % women, 33 % men)**
- † Average age: 45,5**
- † A wide range of educational  
backgrounds**

## *Unemployment rates in Sweden*

### Total unemployment (age 20-64):

Natively born: 4,7 %

Non-natively  
born: 11,0 %

Total: 5,6 %



## *Overall goal*

To create a non-discriminating and attractive workplace by welcoming, making use of and appreciate different ideas, values and backgrounds.

## *Reasons behind the case*

- t Prevent discrimination**
- t Reflect the diversity of the people**
- t Competence advantages**
- t Diversity essential for achieving growth, effectiveness and an attractive workplace**

## Results

- † General attitude changes
- † Effects of trainee program
- † Increased awareness in recruitments
- † Numerical increase of employees with non-Swedish background
  - 12 % in 2005
  - Recruitment peak in 2006: 23 % with non-Swedish background

## *Process and perspective*

- t Goals and methods continuously developed
- t Broadened definition of Diversity
- t Initial concentration on trainees and educational activities
- t Later focus on creating useful tools and on development of groups and organization

# *The Diversity Organisation*

## † HR department

## † Diversity Council

- Representatives from managerial board, HR-department, internal integration officers, unions (appointed for one or two years)
- Support managerial board in diversity related issues, arrange educational activities and meetings of diversity ambassadors.

## † Diversity Ambassadors

- Representatives for diversity related questions and ideas in the respective departments

# Supporting documents

- t Diversity policy
- t Diversity plan
- t **FEED-evaluation**  
(Framework for Excellence in Equality and Diversity)



# *Trainee program*

## **t Three programs in different stages**

## **t Main goals**

- Work experience and references for unemployed academics with non-Swedish background
- More experience of non-Swedish workforce and create attitude change in the organization

# *Trainee program* - continuation

## t **First two programs:**

- One trainee at all departments for 3-6 months
- All trainees had tutors
- Network and educational activities for tutors

## t **Third and present program:**

- Smaller scale but continuous
- Proper requirement profile from departments
- Interviews
- Tutors at department and HR department but no tutor network

## *Educational activities*

- † One day seminar about diversity and attitudes
  - Managerial body
- † “Managing Inclusion”
  - Managers and HR Consultants
- † “Diversity and Dialog” (Mångfald och Dialog, MOD)
  - Managers and Diversity Ambassadors
- † Courses in discrimination legislation
  - Managers, Diversity Council and Diversity Ambassadors

## *Educational activities* - continuation

- † Interactive theatre and role play
  - Managers, HR Consultants, Diversity Ambassadors, Diversity Council and others
- † Network
  - Diversity Ambassadors
- † Courses in diversity and tools for work with attitude change
  - Diversity Ambassadors
- † Continuous inspirational lectures and seminars on the subject
  - Managers, HR Consultants, Diversity Ambassadors, Diversity Council and others

# Recruitment

- † Recruitment Guidelines
- † Emphasizing languages and cultural capital as valuable competences in the job advertisement
- † Broadened marketing of vacant jobs
- † Evaluation form after every completed recruitment

# *“Differences as an Asset”*

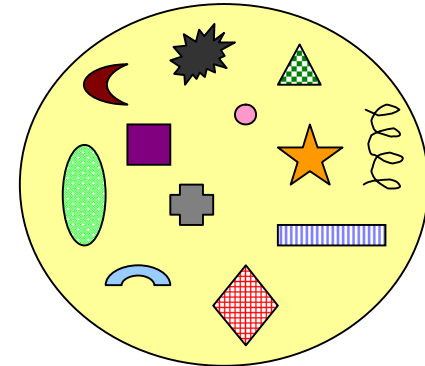
† Group development program 2005 –2006

† 7 groups (including managerial body)

† Three-day seminars

† Content:

- Learning how to make use of differences and see them as assets instead of obstacles
- The influence of values and attitudes in team work
- The importance of openness and communication for development and growth



## *Obstacles*

- † Miscalculation in selection of trainees
- † Insufficient information about the purpose of the trainee position
- † Difficulties maintaining cohesion and motivation amongst the Diversity Ambassadors
  - Clarification of role
  - Yearly activity plan
  - Participation in “Differences as an Asset”

## *What we have learned*

- † Importance of managerial support
- † Importance of annual budget
- † Widespread commitment for achieving greater impact and attitude changes
- † Long-term goals as well as short-term goals
- † Not expecting fast changes – time and patience

A considerable amount of work remains



- but we are a lot closer to reaching the goal