



# LEADERSHIP STRATEGIES FOR PROMOTING RACE EQUALITY IN THE WORKFORCE: ENVISIONING EQUALITY OF OPPORTUNITY

## Policy

1. Identify functions and policies relevant to promoting equality of opportunity - consult, make changes, monitor for impact, publish information and train staff.
2. Get, maintain and refine data on the racial composition of the workplace.
3. Develop an equal opportunities policy, covering recruitment, promotion and training<sup>1</sup>.
4. Communicate your commitment to race representation and equal opportunity verbally and in writing to all decision-makers in the organization. Prominently display this commitment at the place of work.
5. Clarify the standards for employee behavior and back these standards up with appropriate rewards.
6. Ensure that complaints of discrimination<sup>2</sup> are recorded and reviewed by your Human Resource Manager or designate, for policy or procedural follow-up.
7. Inform (in writing) employees recruited from overseas of their duty to promote race equality and equality of opportunity; ensure that the duty is explicitly communicated in their employment offer.
8. Ensure that employees attending committee and senior executive meetings represent a market-driven proportion of the racial & cultural community of Bermuda.
9. Consider the racial and cultural impact of all decisions regarding policy implementation and procedures, on employees and clients.
10. Follow, review and implement the Code of Practice guidelines where appropriate.
11. Review recruitment, selection, promotion, and training procedures, regularly, to ensure that you are delivering on the policy. - use the data; make plans; follow thru with them.

## Consultation

12. Ask non-management and professional employees for feedback (constructive criticism and other comments) on managements' ability to deal with situations that appear to involve racial and cultural diversity.
13. Ask non-management and professional employees for feedback on managements' initiatives in promoting a diverse and racially representative department.
14. Conduct both qualitative and quantitative surveys on employees' experiences.
15. Publish the results of its survey and questionnaire outcomes.
16. Consult with local racial and cultural community groups (informally or formally) on policy, service or other developments

## Decision Making & Planning

17. Diversify your Corporate Board or Executive with appropriately qualified blacks, Portuguese and women members so that their varying perspectives can be adequately represented- the forthcoming initiatives are informed by that perspective!
18. Report on the barriers to race representation- provide an explanation, describe initiatives, measures and objectives to eliminate them in your race equality or equality of opportunity plan.
19. Include Executive, Managerial and Operational employees from across the organisation on your internal Advisory Committee for ensuring equality of opportunity or implementing the Code of Practice.

## Workplace environment

20. Acknowledge and protect the human rights of your employees and clients.
21. Acknowledge and protect the rights of your employees, to adhere to the customs, beliefs and practices that comprise their culture.
22. Reflect the racial population of the community of clients your organisation serves (or the racial composition of the workforce population) in public relations materials and other publications.
23. Reflect the racial population of the community of clients your organisation serves, in visual images within your building or office.

## Recruitment

24. Ensure that job criteria are clear, justifiable, demonstrably objective, and job-related. Qualifications should not serve to exclude historically-disadvantaged groups of people (i.e. people of colour).
25. Consider educational disadvantages and other hurdles that had to be overcome by Bermudians of working class backgrounds (a black majority) to reach levels of academic achievement<sup>3</sup>.
26. Offer pre-employment training, where appropriate, to prepare potential job applicants for selection tests and interviews; you should also consider positive action training to help employees, less represented in the organisation, to apply for jobs in areas where they are underrepresented.
27. Send a copy of a job description you intend to advertise to all overseas Bermudians before accepting non-Bermudian applicants.
28. Draw from a diverse racial pool, with increased potential in countries with high black populations<sup>4</sup> when recruiting from overseas.
29. Offer loans, scholarships and/or bursary awards based on both need and merit, thus permitting promising youth from humble backgrounds to attend quality colleges that would otherwise be financially "off-limits".
30. Develop links with local community groups, organisations and schools, in order to reach a wider pool of potential applicants (i.e. National Training Board, Departments of Labour and Education, Bermuda Careers Centre, YouthNet, the Bermuda Human Resource Association).
31. Place advertisements for employment in publications or places targeting historically-disadvantaged people.

32. Extend the same compensation packages (travel, relocation, housing, private school subsidies) to Bermudians living overseas who accept a job in Bermuda, as are extended to overseas recruits- particularly at the management levels.

## New Recruit and Employee Training

33. Send Bermudians (particularly Black Bermudians who continue to represent a historically disadvantaged group) overseas to the company's overseas affiliates to work, train and gather "international business experience".
34. Work extensively with schools to connect with working class youth, guiding them along an educational and training path that could lead to a successful career in the business and corporate sector.

## Sensitivity Training

35. Organise and deliver diversity, cross-cultural and cross-racial awareness seminars within the organization.
36. Require that all employees attend diversity, racial sensitivity, or cross-cultural competence training- including the CEO, senior and middle managers.
37. Provide training for all people, including managers, throughout the organization, to ensure they understand the importance of equal opportunities; provide additional training to staff that recruit, select and train employees.

## Evaluation

38. Regard cross-cultural experiences and the ability to manage racial and diversity issues as core competencies.
39. Appraise and evaluate managers on their ability to deal successfully with persons of a different racial or cultural background.
40. Evaluate employees in positions where they make hiring and other key decisions, for the levels of race and cultural diversity in their departments; or evaluate them for their initiatives in mentoring<sup>5</sup> and succession planning for increased racial representation in their divisions or departments.
41. Link rewards and recognition incentives to the facilitation of valuing diversity and the demonstration of cultural competence.
42. Seek and highly regard good communication and conflict resolution skills in potential employees.

## Promotion, Career and Succession Planning, & Retention

43. Adopt a well-defined and highly-structured professional development planning program.
44. Indicate short and long term goals, actions required for success, promotion prospects and resources available for employees.
45. Document a career development program for each under-represented employee.
46. Attach extensive educational and training programs to a career development program.
47. Review career development programs every 6 months.
48. Encourage Bermudian managers to take an active role in identifying people from historically-disadvantaged groups who are capable of promotion.
49. Encourage Bermudian managers to nurture, monitor and guide members of historically-disadvantaged groups in the ways of corporate advancement, recognizing that many of them will feel themselves to be on very unfamiliar turf.
50. Develop programs that consider the needs of the historically-disadvantaged population, i.e. Corporate sponsored day-care centers on or near the place of employment.
51. Consider flexible working schemes, career breaks, providing childcare facilities, and so on, to help women in particular, meet domestic responsibilities and pursue their occupations; also consider providing special equipment and assistance to help people with disabilities.
52. Promote mentoring programs, shadowing, and overlapping designate schemes.
53. Assess, document and publish the differences between a 'recognised' college program with rigorous entrance, exit requirements and acceptable quality education, versus a 'diploma mill' or remedial high school (which can be mistaken for a college) to assist new graduates.

## Post-Employment

54. Conduct exit interviews and distribute questionnaires to all employees who leave your organisation; specifically ask about perceived barriers, experiences related to race (observed, experienced and perceived), working conditions and organizational culture.
55. Ask "Why did you start looking in the first place?" NOT "Why are you leaving?" at exit interviews.

## Partnership and Procurement

56. Make race equality central to any jointly-created statements of values and aims, when you contract or partner on projects.
57. Target businesses owned or run by people from racially disadvantaged backgrounds for opportunities to receive contracts or to partner-up.

## Strategic Planning

58. Tie into, and incorporate, policies and objectives for race equality and equality of opportunity into the organization's strategic plan- where there's no plan there's no change!
59. Analyze and use the data from surveys and questionnaires to revise, augment or create new policies with regard to race equity.
60. Use the country's workforce representation and the highest of the industry's profiles to set objectives for the organisation's racial demographic profile, at all levels of employment and other indicators.
61. Set an action plan with targets, so that Managers and employees have a clear idea of what can be achieved and by when<sup>6</sup>.
62. Enlist support for change, from employees, at all organizational levels.
63. Designate one person to be responsible for overseeing equality of opportunity policy, procedure and strategy in a larger organizations and departments.

## Evaluation and Follow-up Options

- Assess the organisation's present position to establish a starting point for equality of opportunity initiatives.
- Monitor progress in achieving objectives.
- Conduct Periodic Equality of opportunity/ Code of Practice/ Race Relations or Cultural Audits.
- Conduct periodic employee opinion surveys.
- Give Annual survey feedback for managers.
- Offer ongoing awareness training for new hires.
- Create Dialogue Circles (Monthly informal dialogues about working together).
- Monitoring recruitment, hiring, development and promotion trends.
- Create an internal Facilitation Agent position to coordinate ongoing workplace improvement.
- Create Equal Employment/Diversity Newsletters and Communications.
- Diversify work groups and decision-making groups.

<sup>1</sup> Equal opportunity is the principle that no person should be discriminated against because of race, gender, religion, or other inherent attributes. The policy is a formal statement setting forth the employer's commitment to a program of non-discrimination and fairness in all employment matters.

<sup>2</sup> Complaints could be related to perceptions of subtle slights, acts of insensitivity, perceptions of glass ceilings and preferential treatment that might otherwise go undocumented.

<sup>3</sup> Talent can be demonstrated in many ways, and it is important to maintain a degree of flexibility in assessing it. Employers may not only rely on formal qualifications, proven competence or experience, but also allow candidates to submit proof of prior learning, relevant experience, life skills and potential.

<sup>4</sup> Employers should make an effort to diversify their expatriate pools so that the overseas managers, who are brought into Bermuda, are not almost always white. This can be done without compromising quality standards, by increasing recruitment efforts in areas of the U.S. or the Caribbean with large, skilled black populations, or by extending the recruitment net to the English-speaking black populations of Africa (Source: 'A Common Destiny' Report by Carol M. Swain & Associates, Princeton, NJ).

<sup>5</sup> Mentoring has three primary purposes: 1) to help mentees with career advancement- to give them guidance, assistance in obtaining positions, select networking opportunities and help them adapt to subcultures that have norms that are unspoken, and to be sensitive to the political climate; 2) aid with development by modeling competence and a solid professional identity; 3) assist in maintaining and enhancing quality of life (Williams-Nickelson, GradPSYCH, January 2005).

<sup>6</sup> With respect to economic trends, industry growth and where physical qualifications and capabilities are not a factor

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