

Personnel Development in the Social Sector

Dossier No. 6: Harness diversity



Dear Readers,

The social sector faces major challenges. On the one hand, it is a growth industry, because the demand for social services is growing in line with the demographic development. On the other hand, the demographic change also means a drop in the overall supply of labour which makes it increasingly difficult for companies in the social sector to find qualified staff in sufficient numbers.

To counter these consequences effectively, the Federal Ministry of Labour and Social Affairs (BMAS) together with the Federal Association of Non-statutory Welfare (BAGFW) have developed the "rückenwind" programme for social sector employees. Since 2009, this programme has supported personnel development projects in the not-for-profit social sector with funding from the European Social Fund (ESF) and the BMAS. Over the course of six funding rounds, 131 projects were set in motion which follow a wide range of approaches to personnel recruitment and retention and also to the establishment of sustainable personnel management.

The aim of this series of dossiers on "Personnel development in the social sector" is to contribute towards publicising a good selection of the valuable approaches from the sponsored projects and to highlight possible actions for social sector companies, providers and associations. The topics of the six dossiers are guided by the various sections supported by this programme. All interested parties will thus have an opportunity to get a multi-layered insight into the "rückenwind" programme and its projects. The dossiers are published on our website www.bagfw-esf.de.

This sixth dossier is dedicated to the topic of harnessing diversity. The following pages give you an introductory overview of the topic. This is followed by the more detailed presentation of a selection of "rückenwind" projects that approach the topic of diversity in different ways – from the development of an analysis instrument to harness personnel diversity within the company to concepts for integrating and qualifying groups of individuals that were previously not given sufficient consideration and models that consider the principles of generation- and culture-sensitive personnel development. In addition, the dossier also contains further links and literature on the topic.

We hope you enjoy this booklet and take inspiration from it!

Dr Gerhard Timm
BAGFW Director

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In conversation

Dr Werner Reimann is the Chief Financial Officer at the Central Welfare Agency of the Jews in Germany (ZWST) and represents his association in the steering group of the “rückenwind” programme.

Dr Reimann, why does the “rückenwind” programme assign such importance to the topic of diversity?

In the coming years all professions in the social sector will have to deal with an increasingly heterogeneous workforce as well as a more differentiated client structure. For employees, it is not just about the previously neglected potential of people with a migrant background or with a disability but, for example, also about the issue of how we can provide appropriate career prospects in social sector professions for older employees or the concepts that exist in order to improve equal opportunities between women and men. In times of globalisation and demographic change, we can only remain successful in the long term if we cultivate diversity in the social sector.

How important is diversity within the ZWST and has “rückenwind” been able to contribute to the effective use of these resources?

The ZWST is a classic example of the cooperation of people from different cultures. Since 1989, the Jewish communities in Germany have grown from about 28,000 to well over 100,000 members. The majority of members now come from the former Soviet Union, where they were also professionally socialised. Many of them are now also employed full-time, as carers, social workers

or managers, etc., in the over 100 Jewish communities nationwide. They often bring language and cultural competencies but are not familiar with the German legal and social system and its wide-ranging regulations. Thanks to “rückenwind”, together with the Erfurt University of Applied Sciences, we have been able to train these employees as part of a modular training programme, providing them with long-term career prospects in the social sector.

What challenges does the social sector face with regard to the increasing diversity of the workforce in the coming years?

Identifying and harnessing existing diversity is not just a sign of social responsibility, it also has corporate benefits. That’s why old and traditional structures, rules and traditions in the area of corporate personnel policy has to be reconsidered. There is an urgent need for action if we want to remain leaders in the competition for the best employees in the long-term. The focus will be on identifying and promoting the various skills and talents of employees. In this sense, social sector companies have to be open to new groups of employees and be prepared to establish a corporate culture that is characterised by trust and tolerance. Diversity management is a strategically important approach, which will also entail economic benefits in the long-term.

Colourful rather than just black and white –

Harnessing diversity with effective diversity management

Whether age, gender, ethnicity or religious affiliation – the diversity of employees in German companies appears to be limitless. This is due to inclusion and the breakdown of gender-specific role models in the working world as well as migration and demographic change.

According to the Federal Statistical Office, in 2011, 81 percent of men and 71 percent of women were gainfully employed. Of the non-EU citizens and the over 55 sector, about 60 percent are in regular employment.¹ This shows that personnel diversity in German companies and organisations is becoming more and more of a reality. This also applies for the social sector, which is being increasingly characterised by large cultural differences. The proportion of carers with a migrant background in geriatric care has already reached 18.3 percent in 2009.²

What does this increasing diversity mean for the social sector? First of all, this makes it necessary to deal with the expectations of a multi-faceted workforce. And secondly, clients will become older and more heterogeneous in the future.³ There will be more older people with migrant backgrounds and an increasing need for more culturally sensitive nursing care and healthcare.⁴ In order to overcome these challenges, social companies must harness the personnel diversity

in their own ranks. Successful personnel development in this respect is the recognition of the individual knowledge, skills and personality characteristics, requirements, motives and attitudes of all employees.⁵ Efficient diversity management allows these characteristics to be specifically exploited. This requires a corporate culture that recognises and promotes individual strengths regardless of origin, age, gender, disability, religion or sexual orientation. This culture of respect also increases the motivation of the workforce and their identification with the organisation. The positive effect of diversity management with regard to personnel recruitment and loyalty is also shown by a study published by the European Commission: 83 percent of the companies surveyed indicated that they obtained economic benefits from personnel diversity.⁶

But what does successful diversity management look like in practice? It is essential that an appreciation for individual diversity exists at both the management level as well as in the workforce. This corporate image must also be externalised to allow new employees to be attracted and new markets to be developed.⁷ Every facility must identify their individual approach. This means: successful diversity management requires creative and unconventional methods that consider the specific characteristics and needs of previously insufficiently considered groups of employees.⁸ Specifically, this may include mixed age and culture teams or tandem or mentoring

¹ Statistisches Bundesamt (2012): Frauen und Männer auf dem Arbeitsmarkt. Deutschland und Europa. Wiesbaden, p. 6

² Robert Koch Institut/ Statistisches Bundesamt (2009): Gesundheitsberichterstattung des Bundes, Themenheft 46 – Beschäftigte im Gesundheitswesen, Ergänzende Wertebellen zu den Abbildungen. Berlin, p. 31

³ cf. Deutsches Institut für Erwachsenenbildung (2006): Migrantinnen und Migranten in der Altenpflege. Bonn, p. 8

⁴ cf. *ibid.*, p. 10

⁵ Marco Bambach/ Christine Kuhn-Fleuchaus (2011): Diversity Management – Unsichtbare Potenziale fördern. Stuttgart, p. 124

⁶ European Commission (2005): Geschäftsnutzen von Vielfalt – Bewährte Verfahren am Arbeitsplatz. Luxembourg, p. 7

⁷ cf. Die Beauftragte der Bundesregierung für Migration, Flüchtlinge und Integration (2007): Vielfalt nutzen. Diversity Management in mittleren und großen Unternehmen – Vorschläge aus der Praxis. Berlin, p. 100



programmes. Supplementing job profiles with skills such as language competencies or developing family-friendly rosters is also conceivable. Competence and intercultural training courses are important in order to identify special requirements.⁹

Diversity management is particularly successful in the long-term if there is a planned approach: this includes measures such as diversity analysis and raising awareness amongst employees and management. A five step approach has proven itself in this respect.¹⁰

The first step is to define what the company wants to achieve through diversity management. The second step determines the actual situation. The third step compares the objectives with the actual situation and develops appropriate measures as well as a concept. These establish the framework for the fourth step: the implementation. This is then followed by an evaluation – including with a view to any potential changes.¹¹

Many companies do not make full use of the potential of heterogeneous workforces as job profiles and training admissions continue to be determined by rigid standards and values.¹² Breaking down these structures and harnessing the resources provided by personnel diversity must be one of the future personnel development objectives in the social sector. This is the

only way to meet the needs of a market characterised by change.

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Jana Stahlschmidt is a personnel consultant at conQuaesso®. The sociologist, specialising in labour, career and organisation, supports companies in recruiting qualified specialists and managers in the healthcare and social sectors. She is the author and co-author of various specialist publications, which focus on personnel development as well as the use of web2.0 instruments to recruit personnel and increase employee loyalty.

⁸ Marco Bambach/ Christine Kuhn-Fleuchaus (2011): Diversity Management – Unsichtbare Potenziale fördern. Stuttgart, p. 130

⁹ cf. Die Beauftragte der Bundesregierung für Migration, Flüchtlinge und Integration (2007): Vielfalt nutzen Diversity Management in mittleren und großen Unternehmen – Vorschläge aus der Praxis. Berlin, p. 5-7

¹⁰ Ibid., p. 11

¹¹ cf. ibid., p. 8

¹² "diversity hamburg" (Hg.) (2005): Diversity-Management als Chance für kleine und mittlere Betriebe. Hamburg, p. 63

Practical examples:

Recognise diversity – improve corporate culture

Project

Personal – Demografie –
Strategie

Term

01/08/2009 - 31/07/2012

Region

nationwide

Field

cross-sectoral

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For diaconical institutions, being Christian is not enough to improve personnel loyalty. They must also be open to the different needs of their employees.

The specific implementation varies and depends on characteristics such as gender, age, religion, disability, sexual orientation or ethnic background through to marital status and personal lifestyle. As a result, the Führungsakademie für Kirche und Diakonie in Berlin (FAKD) has developed the "Index Personal" – a questionnaire that helps managers to determine the personnel diversity and the different lifestyle choices of employees in their company. The index also records how the organisation currently deals with diversity, what is being done and how the current activities are being received. The objective is to be able to use the results to implement measures in the participating facilities and services, which increase the individual job satisfaction of employees. This includes the establishment of more flexible work time models as well as health care projects or offering Muslim employees canteen meals that don't include pork. In order to prepare the managers in the participating companies for these organisation development processes, the FAKD offers training courses on topics such as personnel marketing and generation, knowledge or health management. Around 300 managers from diaconical institutions throughout Germany have so far participated in the training courses.

Action strategies:

- Development of a questionnaire ("Index Personal") to record diversity in social sector organisations
- Illustration, evaluation and analysis of the collected results and their presentation, if applicable
- Recommendation by experts on the identified need for action in the company

- Conception and implementation of conferences and training courses for managers in the social sector on related personnel development topics

Recommendations:

- The interdisciplinary cooperation with experts from various sectors promotes a constructive transfer of experiences.
- An active networking culture between social sector companies can contribute to the development and sustainability of individual diversity characteristics.
- Networks between organisations also ensure learning effects in the versatile approach to dealing with demographic change.
- Even minimal change processes in the companies in the consultation process can contribute to a structural change in terms of diversity.

"The focus is on equal opportunities and on the constructive use of social diversity – always together with the objective of securing economic success."

Christine Zarft, Project Manager

Practical examples:

Promoting technical terminology competencies

About 50 percent of carers at the Workers' Welfare Service (AWO) have a migrant background. The majority of these have not kept up with the increasing communication challenges in their profession.

The "Fachsprache Deutsch in der Altenpflege" project by the Workers' Welfare Federal Association provides support in this area. The project managers developed eight training modules together with experts from the areas of "Berufsbezogenes Deutsch" (Professional German) and geriatric care. These are supplemented by additional online self-learning units and are being trialled at ten locations with 100 participants from 22 AWO facilities. The objective is to improve the confidence and assurance of employees with migrant backgrounds in everyday communication and the work processes as well as improve their opportunities for advancement. This will ultimately also improve the quality of the services provided. The target group primarily includes nursing assistants as well as nurses with migrant backgrounds. In order to provide these extremely customised training courses, the project employees interviewed nursing staff, managers, residents and relatives prior to their commencement. The focal points of the modules can also be adapted to the specific learning requirements of the participating employees. The training materials are summarised in a manual and made available to all AWO nursing care facilities and nursing colleges as well as other welfare associations. In the future, the AWO Bundesakademie will also offer workshops for multipliers and lecturers.

Action strategies:

- Determination of the language requirements in various workplace situations in inpatient nursing care facilities in two regions
- Development of eight training modules with job-related focal points (care planning, care documentation, case review, communication

with residents and colleagues) as well as supplementary online modules

- Implementation of internal training courses with approximately 30 nursing staff and 70 nursing assistants in inpatient geriatric care facilities
- Organisation of workshops for multipliers and lecturers on the optic of "Fachsprache Deutsch" (Technical German Terminology)

Recommendations:

- In light of the increasingly diverse clientèle, there needs to be more of a focus on improving the potential of nursing staff with specific cultural and language competencies. A preceding offer aimed at raising awareness amongst facility managers must be prepared and closely linked to the project implementation.
- Employees with migrant backgrounds have differing educational needs with respect to technical terminology. Training courses must therefore be designed so that they can meet the precise needs of participants.
- A qualification approach that is adapted to the working conditions in nursing with attendance and online offers makes it easier to reach the target group.

"The FaDA project has enabled us to develop an offer to improve the language skills of employees as well as their employability."

Dragica Baric-Büdel, Project Manager

Project

Fachsprache Deutsch in der Altenpflege (FaDA)

Term

01/05/2011 - 30/04/2014

Region

Baden-Württemberg, Bavaria, North Rhine-Westphalia, Saarland, Thuringia

Field

geriatric care

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Practical examples:

Competitive through intercultural openness

Project

VITAL! Vielfalt fördern – Interkulturelle Talente finden!

Term

01/11/2011 - 31/10/2014

Region

North Rhine-Westphalia

Field

cross-sectoral

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In the fight for qualified professionals, it can be especially helpful for small, regional services and facilities to develop an individual profile – such as through intercultural openness.

This is the strategy employed by the Caritas Iserlohn and the establishment of intercultural nursing teams in outpatient care. The objective is to respond to the increasing care service demands for people with migrant histories in the region and to facilitate the recruitment and integration of employees with migrant backgrounds. The aim is also to improve the cooperation of culturally diverse teams. The project aims to improve the intercultural competencies of the association's entire nursing staff as part of team development workshops. At the same time, company managers also receive training in modular qualifications and coachings on personnel marketing and personnel development methods under the umbrella of the internally established "CariUniversity" learning network. This aims to place managers in a position to specifically attract professionals with different cultural backgrounds for the area of outpatient care. Internal implementation projects ensure knowledge transfer in practice and form the basis for a best practice collection of successful personnel development approaches in the area of intercultural openness. Another objective of the "CariUniversity" is the promotion of collegial exchanges as well as a transfer of experiences relating to the developed concepts.

Action strategies:

- Gradual build-up of intercultural nursing teams
- Development and testing of customised personnel and team development modules on the topic of intercultural competence for all nursing staff
- Manager training on personnel management, personnel marketing and personnel development methods within "CariUniversity", including managing diversity, compatibility of family and career and gender mainstreaming

- Networking activities (e.g. with migrant communities) for personnel marketing and customer acquisition
- Compilation of best practice methods in a practical manual for managers

Recommendations:

- The communication of managing diversity approaches and methods to managers must be as practical as possible and should be linked with a transfer to the individual work area and collegial consulting.
- Supporting team development measures are important in order to actively involve all employees in the intercultural openness process.
- Practical intercultural knowledge of individual employees must be identified as a competence and exploited.
- Active networking with migrant organisations helps to target the supply and demand structure of culturally sensitive nursing care towards the target group.

"Employees with intercultural training are a key requirement for culturally sensitive nursing care."

Angela Köneke, Project Manager



Practical examples:

Other approaches

Several other projects in the “rückenwind” programme deal with the issue of diversity. Below we have listed some interesting approaches for you. Please visit the website of the ESF-Regiestelle (programme managing authority) for further information about projects and latest developments in the “rückenwind” programme: www.bagfw-esf.de.

Project

WingOrganization

Contact

Der Paritätische Wohlfahrtsverband
Gesamtverband e. V.
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Keeping companies on course

WingOrganization gives HR officers of Paritätische member organisations the tools to develop personnel management strategies. Training courses and coaching offers tailored to the organisation empower participants to initiate personnel development processes in their companies. The focus on the topic of “Diversity Management”, places particular emphasis on managing mixed-age and multicultural teams and the development of innovation potentials.

For more information: www.der-paritaetische.de

Project

Sozialwirtschaft Inklusiv – Weiterbildung zur Realisierung von Inklusion

Contact

DRK Soziale Arbeit und Bildung gGmbH
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Promoting inclusion

People with disabilities are only rarely employed as professionals in social sector companies. Many facilities and services also lack the knowledge on how successful inclusion can be made possible. As a result, the DRK Soziale Arbeit und Bildung is holding modular training courses for 50 specialists and managers to enable them to establish an inclusive structure within their organisation and act as multipliers. The long-term objective is to create several workplaces for people with disabilities in the facilities.

For more information: www.drkborken.de

Project

Flexibel bleiben – Altersgerechte und generationensensible Personalentwicklung in sozialen Arbeitsfeldern

Contact

Stiftung Das Rauhe Haus
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Age-appropriate planning

In addition to manager training courses on demographically- and generation-sensitive personnel management, the Stiftung Das Rauhe Haus together with three Hamburg partner organisations is trialling measures to establish age-appropriate working conditions. This includes work shadowing to promote the willingness to switch between work areas, coaching for older employees as well as team development offers and quality circles in order to prepare guidelines and a catalogue of measures with strategies for age-appropriate personnel development

For more information: www.rauheshaus.de/das-rauhe-haus/fachforum.html#c805

More on the topic

Together for diversity

The diversity charter is a corporate initiative to promote diversity in companies. The group of signatories has now grown to over 1,350. Since 2010, the initiative has been sponsored by the not-for-profit association Charta der Vielfalt e. V. The association provides an extensive database with success stories on the implementation of diversity in companies on its internet site and publishes a regular newsletter on current activities relating to the initiative as well as innovations in the field of diversity management.

For more information:

www.charta-der-vielfalt.de

Help with discrimination

The Federal Anti-Discrimination Agency (ADS) is an independent contact point for people affected by discrimination. It was established in 2006, when the Allgemeine Gleichbehandlungsgesetz (AGG – General Equal Treatment Act) entered into force and supports people that experience discrimination with expert legal advice. The ADS and its activities are enshrined in the anti-discrimination law and align with the EU Equal Treatment Directive. The Anti-Discrimination Agency is also working towards furthering their knowledge on the topic of discrimination and promoting associated research.

For more information:

www.antidiskriminierungsstelle.de

Knowledge of diversity management

The International Society for Diversity Management (idm) is a national network of members from business, science, politics, administration, as well as associations and NGOs. The idm offers member organisations the opportunity to exchange ideas and consult in a network of international experts. Its website provides information on special events and training courses in the area of diversity management. The idm also publishes a comprehensive bibliography on the topic and a list of organisations with expertise in implementing diversity management.

For more information:

www.idm-diversity.org

Site notice

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www.bagfw-esf.de