



Federale Overheidsdienst
Personeel en Organisatie

Women in Government: Engendering Public Policies in the MENA region

Granada 1-2/12/2011

Women in Civil Service: Promoting Equal Representation – Diversity driven HRM in Belgium

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Personnel & Organization - Belgium*



Rationale

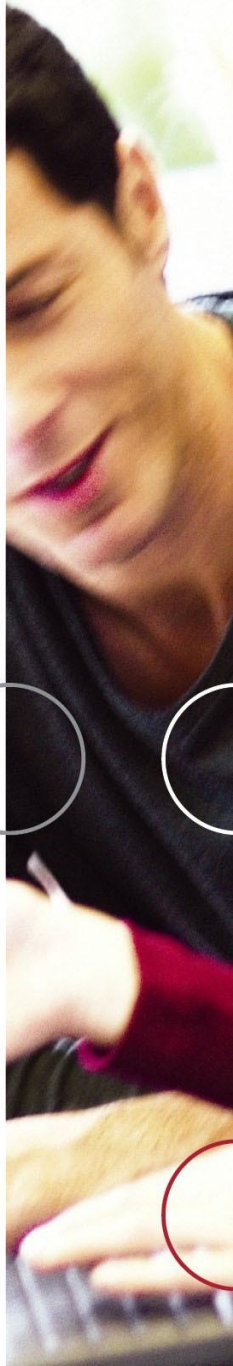
- Public administration: mirror of society & a role model
- HR= people with the best competencies to perform public service delivery to internal & external clients/citizens efficiently & effectively without discrimination in regard to gender, ethnic origin, sexual orientation, age, creed,...

⇒ Diversity =

- legitimate, normal, essential & necessary
- > gender issues
- Global issue, concerns and affects the entire administration

- Integrated HR-approach:

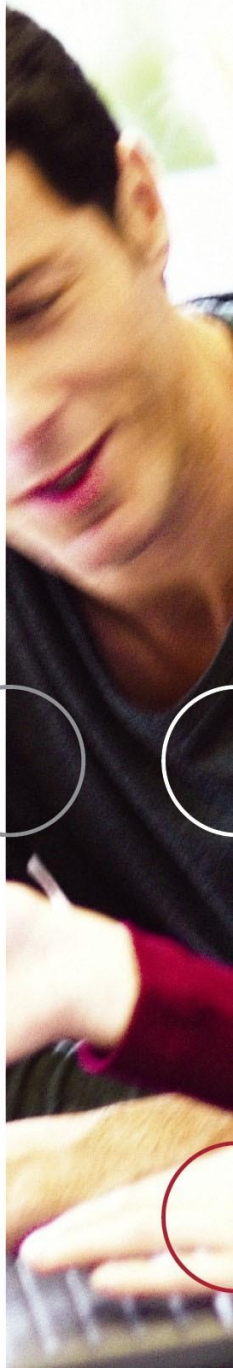
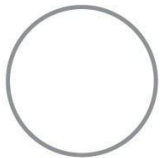
- promoting equal opportunities
- Increasing diversity
- Employing diversity
- Guard neutrality of HR-processes
- Guarantee non-discrimination
- Diversity = part of every HR-process





Tools

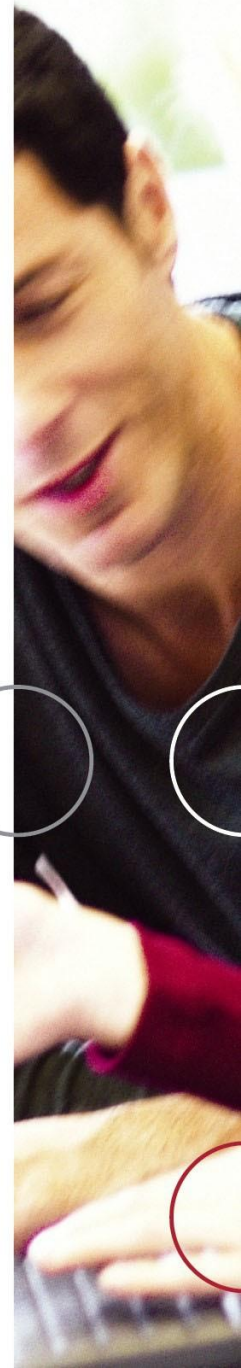
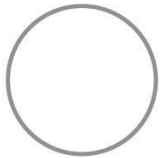
- Diversity Charter
- Diversity Unit within the FPS P&O and within SELOR (recruitment & selection)
- Formal: Network of Diversity Officers (each FPS)
- Informal: FELINK
- Methodological guide: a methodology broken down into 6 successive stages & a number of steps in which actions & tools are developed to execute the diversity policy
- Action plan 2011-2014: 30 priority actions on 5 pillars:
 - Awareness & diversity in general
 - Recruitment & selection
 - Intake & integration
 - Training & development
 - Mentoring & coaching





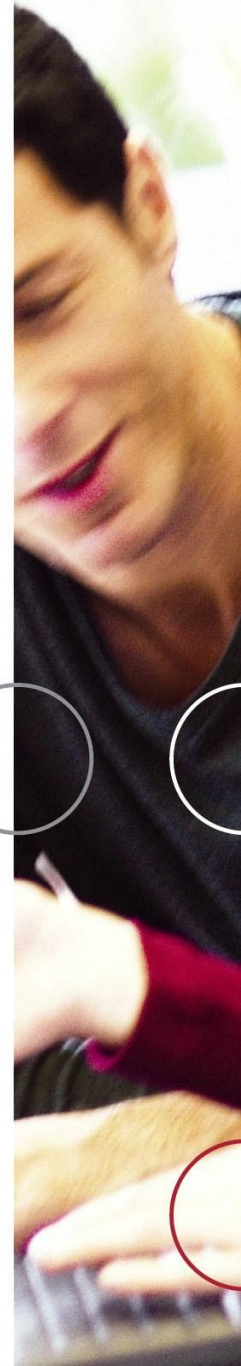
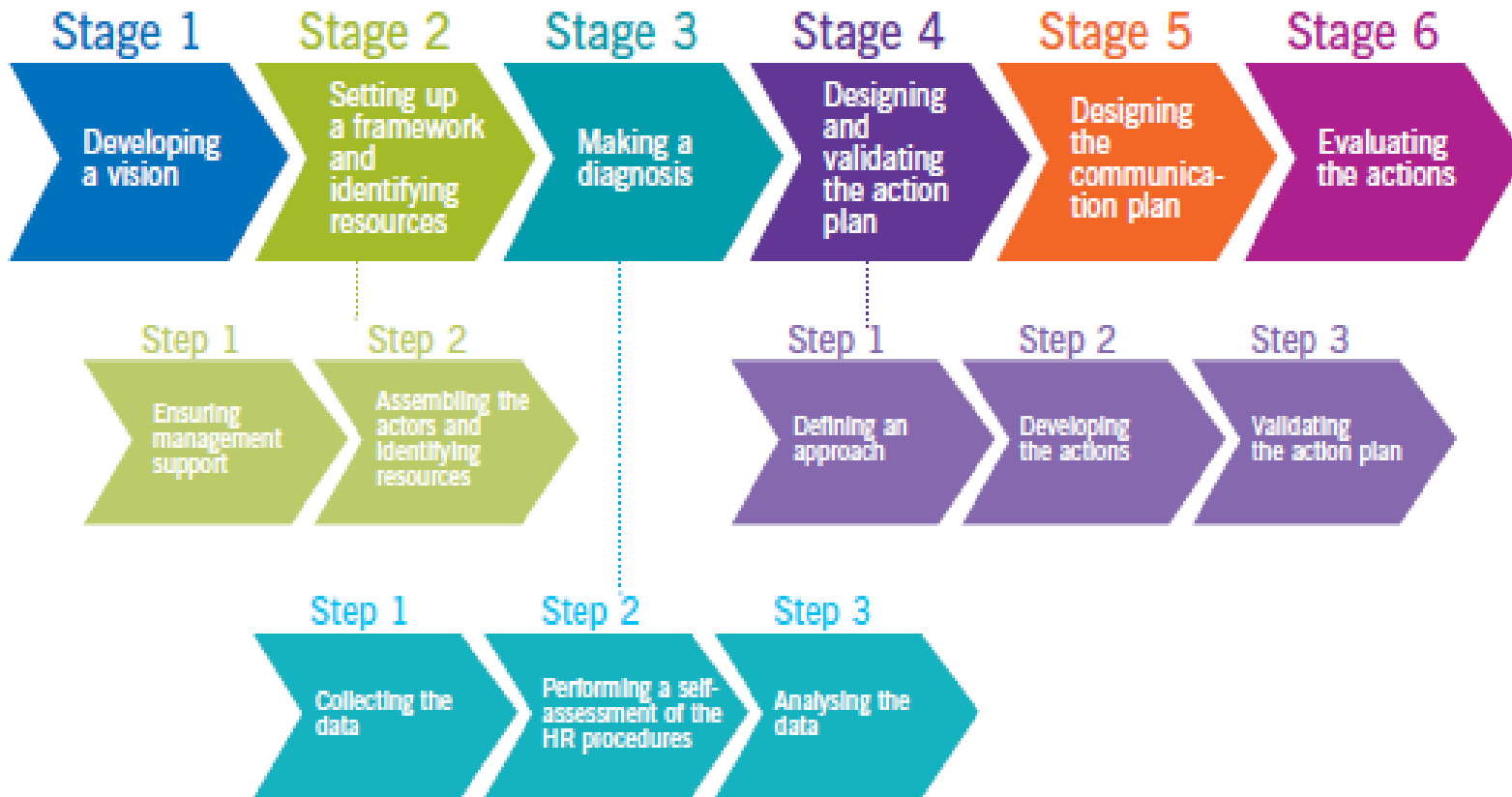
Action plan 2011 - 2014

- Stimulate the integration of diversity goals in the management agreements /plans
- Manage the network of diversity officers
- Support the implementations of the goals of the Diversity Charter
- Organize information sessions on the anti-discrimination laws
- Organize activities on diversity for the managers
- Support the implementation of gender mainstreaming in collaboration with the Institute for Equality of Women & Men.
- Advocate good practices on intergenerational collaboration





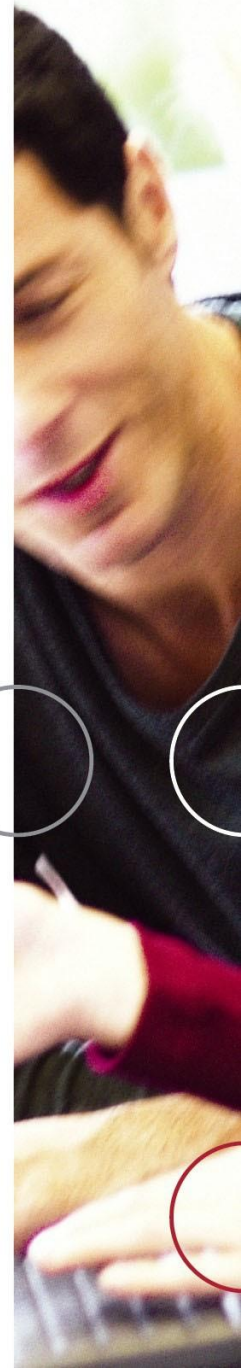
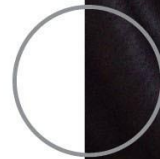
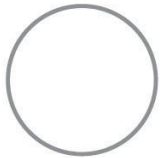
Diversity policy in practice





1. Ensuring non-discrimination

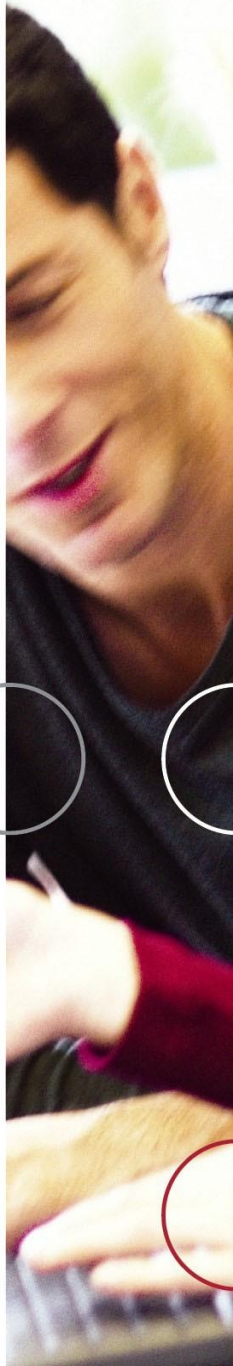
- an aspect of personnel management as much as the service provided to the public.
- refusing to turn a blind eye to the existence of discrimination in a department
- engage in the battle against discrimination rather than to avoid it
- Setting up a non-discrimination policy
- Handling complaints (*low threshold!- formal court procedure only in last resort*)
- Staff training (anti-discrimination law January 12 2007)





- Screening selection tests: analyzing selection tests to ensure that candidates are not discriminated on the basis of their origin or their gender.
- Insisting on the inclusion of the “diversity” criteria in the purchasing and development of new tests.
- Making diversity training obligatory for all Selor staff to ensure that selection is nondiscriminatory.
- Reasonable facilities for candidates with a disability in all selection procedures.
- Monitoring recruitment in order to provide data on male and female candidacy, persons with a disability, persons from other ethnic origins, etc.

These data will have to be analyzed in order to make projects more concrete and to remedy any imbalances.



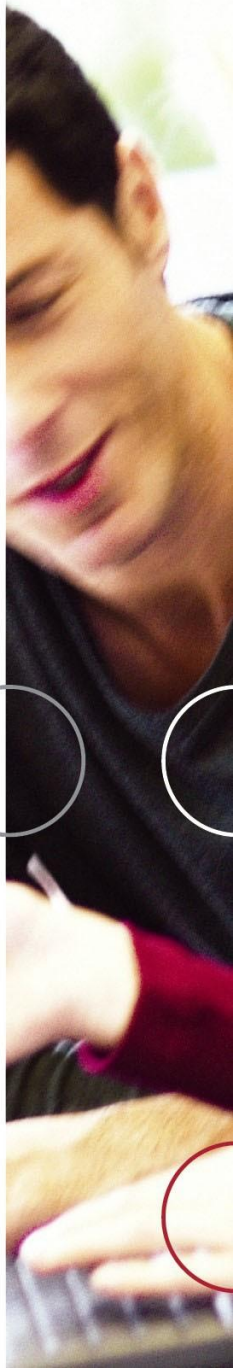
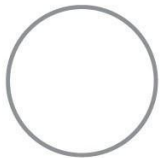


2. Promoting equal opportunities

- create a favourable environment for a cultural change
- ensure staff involvement

3. Increasing diversity

- Reasonable selection procedure facilities for candidates (disability)
- **PAS Project** (previously acquired skills): allowing candidates lacking a qualification but in possession of the right skills and the required experience to be issued with an entry ticket (a skills certificate) for selection procedures.
- **TOP SKILLS Project**: providing women with a managerial skills audit so that they become aware of their true level of competence, with a view to increasing their participation rate in selection procedures for management positions and their presence on the Board of Directors.





4. Employing diversity

- FELINK network: assists women with building their network and supports their personal growth.
- Workers' personal experiences (on internet/intranet websites, in the annual report, and in other publications).

