



Short version for the debate
**DIVERSITY AND INCLUSION:
WHY & HOW?**

This theme is of key importance for U4U, who has already published [a working paper](#) on this issue and invites you to the debate.

Definition

When considering diversity and inclusion in terms of approach and organization,

One could translate ***Diversity*** as "how to ensure that you have diverse people in your community, just like in our society;

and ***Inclusion*** as "how to ensure there is no exclusion, that everyone is integrated, valued and recognized", regardless of their characteristics.

Preamble: why a diversity & inclusion policy?

While reviewing its human resources policies, the European Commission is keen to develop the concepts of "diversity and inclusion" within our Institutions.

U4U supports this approach. However, our union also wants to highlight the many other dimensions that this approach should cover. Indeed, U4U considers that diversity and inclusion are not limited to a single dimension. There are 3 essential and interrelated dimensions to be taken into account:

- The **societal dimension** (*gender, language, age, disability, ethnic origin, social origin, family situation, physical appearance, political opinions, beliefs, etc.*)
- The **social dimension** (*status, remuneration and income/grade/category disparities, access to information and dialogue, health care guarantees, mobility...*)
- The **cognitive and/or professional dimension** (*knowledge, qualifications, skills, experience, training, types of work, different cultures, values, status, etc.*)

The objective for our institutions would not be to represent all the diversity types of society, but rather to ensure that none in particular is excluded!

Context and challenges: how to implement a diversity & inclusion policy?

In order to be able to promote inclusion and diversity among all colleagues while ensuring **dialogue** and **communication**, it is essential to:

1. **Take stock of :**
 - 1.1. the effectiveness of measures already in place;
 - 1.2. the current obstacles to equal treatment;
 - 1.3. the views of colleagues, including their perceptions of their current work environment.
2. **Identify the needs,**
 - 2.1. by looking for the talent we lack;
 - 2.2. by not limiting ourselves to the obvious diversities for each of the 3 dimensions (*societal, social and professional*).
3. **Understand and/or convey** that the implementation of this policy promotes work efficiency, the well-being of colleagues and strengthens the Institution.
4. **Establish a framework for inclusion and diversity:**
 - 4.1. by providing **sufficient human and budgetary resources** to ensure **inclusive management** of the personnel service;
 - 4.2. by developing a **common institutional culture of inclusion**;
 - 4.3. by promoting an **institution** that **engages in dialogue** at all levels and allows for **concrete actions to be taken** to achieve the objectives.

For U4U, the diversity and inclusion policy should aim at the following major objectives:

1. Promote diversity **at the societal level** by avoiding exclusionary attitudes;
For example,
 - by maintaining and developing equal treatment in all regulatory provisions, whether in terms of language, recruitment, appointment, evaluation, promotion rates, reimbursement of medical expenses, etc. (*guaranteeing school allowances regardless of family situation, extending the right to reimbursement by the JSIS of medically assisted procreation, etc.*)
 - by setting up training and follow-up actions on multiculturalism and the acceptance of and respect for differences, from the moment of entry into the organisation but also throughout the career, in order to build a common culture specific to the institution (*provide training on intercultural dialogue at the heart of institutional processes - meetings, drafting of documents, etc. -, training on how to adapt to a colleague who becomes disabled or is suffering during his/her career, etc.*).
 - by ensuring that colleagues feel comfortable in their environment, whatever their gender, age, language, disability, etc. (*provide logistical, linguistic and scheduling arrangements, etc.*).
2. Promoting **social** inclusion by combating discrimination, disparities & insecurity and differences in careers;
For example,
 - by guaranteeing recruitment to a grade and function group corresponding to training, experience and the nature of the tasks entrusted, in order to reduce under-classification on recruitment;
 - by increasing the number of reclassification actions that take into account qualifications, work done, performance evaluation in order to reduce existing disparities and inequalities;
 - by ensuring equal management of staff, whether on statutory or contractual terms (*replacement of maternity leave, reimbursement of medical expenses, access to crèches/schools/childcare centres, etc.*);
 - by organising regular and planned competitions for establishment with a significant number of successful candidates.
3. Promote diversity and inclusion **at the professional level, i.e. in qualifications, experience and skills**, by changing recruitment and training methods to allow for greater diversity and flexibility;
For example,
 - by adopting recruitment methods that promote the inclusion of a diversity of talents, skills and experience (*diversify recruitment methods that promote the inclusion of talents, following the example of the "Junior Professional Program"; in addition to general external competitions, develop competitions and calls for applications adapted to needs and profiles, etc.*);
 - by considering the length and objectives of the probationary period and, in this context, by improving the induction and training of newcomers (*increasing the probationary period to allow a real assessment of the skills of future officials and thereby giving this period the value of professional experience*);
 - by developing a policy of internal competitions that allow for career development;
 - by promoting a forward-looking and not only administrative management of Human Resources which is able to anticipate the indispensable needs and talents but also to follow and accompany the personnel throughout their career;
 - by promoting an administration that is open to and encourages debate, whether it is related to working life and/or the implementation of Union policies.

U4U invites you to reflect on this theme that concerns us all

Any comments, questions, suggestions?

Contact us: REP-PERS-OSP-U4U@ec.europa.eu