

Inclusive **HR practices**

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Introduction

HR professionals have the responsibility to ensure D&I policies are deployed throughout the organisation and known and understood by all. This is especially important in the context of hybrid and remote work (HRW), as remote employees may feel or be excluded from the community due to them not being present and seen around the office.

The following checklist aims at making sure HR professionals have taken the necessary steps to promote the D&I policy and initiatives and mitigate the risk of exclusion or discrimination in HRW.

Defining the organisation's position

Define a clear rule that is...

- ☒ **Compliant with the law**
- ☒ **From an equity perspective**
- ☒ **Applicable to everyone without distinction** (both in-office and remote workers)
- ☒ **Representing the interests of all people** involved in the organisation
- ☒ **Consistent** with all pre-existing processes and systems
- ☒ **Based on organisational imperatives**
- ☒ **That can be mobilised in complete impartiality**
- ☒ **Stable over time**

Establishing a transparent working environment

Integrate the legal framework into internal regulations

Make this regulation a resource and not a constraint

Rely on the idea that it is not a matter of complicating daily activities, but, on the contrary, of allowing the organisation to function optimally

Understand and consider the specificities of your work environment to build your action plan:

Teams, positions, working hours, tasks, the singularities of each person, teleworking conditions, etc...

Formalise the expectations of the diversity policy regarding the skills of managers

It is important to define the managerial skills relevant to your context, formalise them and ensure that they can be assessed. For example, the question "Is your manager inclusive of remote workers?" is too broad; "how does it include remote workers?" is a formulation that calls for more detail.

Assess the impact of training in terms of expected and developed skills

This can involve reviewing the training in the following months to assess how it has been integrated by managers into their daily work and whether they think they have access to relevant tools.

Capitalise on one-on-one interviews

Improve the experience of individual meetings by ensuring that managers' annual interviews include a "managerial skills assessment" section and that the interview is part of a series of regular meetings during which managerial skills and managerial issues are discussed.

Foster a safe work climate

This helps to avoid self-censorship behaviour or fears of reprisals, which can lead to sensitive topics being taboo.

Propose a framework promoting exchanges between peers

Based on feedback and reflection, they make it possible to solve individual management and/or team management problems. This is especially useful in HRW.

Provide information on the people and/or services to be contacted in the event of uncertainty or problematic situations (diversity, HR or legal departments)

Establish a committee to assess the most problematic situations to answer questions from those concerned

Involving key stakeholders

Confront points of view

Include as many stakeholders as possible whose input can be important on key D&I topics in brainstorming meetings: managers at different levels, as well as employees from different departments, and in-office and remote workers

Establish bottom-up processes

Thematic seminars, hackathons, managerial focus groups, individual and group interviews or ERGs (employee resource groups): they have the advantage of taking into consideration the needs and expectations of managers and empowering them as "key players" of the solution.

Define, assess and work around managerial skills

It is a matter of starting from the daily life of managers to co-construct with them the best way to integrate D&I issues into their management. This can be done, for example, by setting up an individual or collective target-based bonus dedicated to managers' commitment to include remote workers.

Ensuring the same level of information to all managers

Formalise the employer's position and translate it into operational tools

Create internal guides, charters, etc..., illustrated by concrete examples of practices, by involving staff representatives and trade unions and people from all levels of the company (from top management to operations); be able to inform candidates and employees about their means of recourse in conjunction with institutional actors; ensure that these resources are known to each manager, and that they cover the needs of hybrid and remote teams

Communicate internally, to managers and employees, to make the organisation's position on D&I topics known

Meet the remote teams and increase the spaces for meetings and exchanges

Increase communication formats and channels without increasing messages

Managers all get information in different ways. To ensure that your messages reach them, consider using all formats (face-to-face training, conferences, publications, intranet, videos, podcasts, internal newsletters, posters, etc...).

Do not assume that because "processes exist"

(charters, training, resource guides, etc...), they are known, understood and used by everyone. Do not hesitate to renew messages several times and assess processes' impact

Identify who can be your policy representatives among the managers the ambassadors. By supporting them and providing them with specific resources, they will become real spokespersons on whom to rely.

Ensure that there are no information gaps between recently promoted managers and managers with more seniority, as well as between in-office and remote managers. D&I issues are often integrated into the training of new managers; However, as these subjects evolve rapidly, it is necessary to establish mandatory reminders, at least every five years.

**References**

This checklist was adapted from the 2023 AFMD and Numeum's toolkit on Integrating diversity and inclusion into management practices, available in French: <https://www.afmd.fr/mode-demploi-integrer-la-diversite-et-linclusion-dans-le-management>