

Promoting Equality in Intercultural Workplaces

work **against** racism

Promoting Equality in Intercultural Workplaces

November 2004



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Foreword

Migrant workers have a significant presence in the workplace across a broad range of sectors. They have played and continue to play a valuable role in the growth and success of the economy. The ethnic diversity they bring to the workplace is further enhanced by the presence of other Black and minority ethnic employees (including Travellers).

There are indicators to suggest that many employers have developed models of good practice promoting equality in ethnically diverse workplaces. The Anti-Racist Workplace Week initiative has sought to highlight these so that there can be a wider dissemination of the important learning they offer.

There are also indicators to suggest that this ethnic diversity has been accompanied by significant levels of discrimination. In 2003 Equality Authority casefiles on the race ground accounted for 30% of all their casefiles under the Employment Equality Act. The race ground accounted for the highest level of casefiles.

Casework outcomes in relation to the race ground have been important as a deterrent to discrimination. A recent Labour Court decision has provided an important interpretation of the legislation. This set out a duty on employers to ensure their disciplinary policies and procedures take account of the practical implications of cultural and linguistic diversity. The decision would suggest it is important that employers review all their employment policies and procedures to ensure they take account of cultural and linguistic diversity.

This is the fifth year Anti-Racist Workplace Week has been organised. The initiative reflects a shared goal of the partners involved to stimulate and support workplaces to:

- be free from discrimination and harassment.
- be welcoming to Black and minority ethnic (including Traveller) employees and customers.
- accommodate and value cultural and linguistic diversity in the workplace, alongside a wider accommodation of diversity including making reasonable accommodation for employees with disabilities.
- take practical steps to achieve full equality in practice.
- communicate a message for greater equality within its wider community.

This fifth Anti-Racist Workplace Week takes place within a context that has changed from previous years. The enlargement of the European Union has encompassed many countries from which migrant workers come. This has changed their position in relation to work permit requirements. Enlargement has also focused debate on migrant workers coming from the new member states. This debate has highlighted negative perceptions of migrant workers and the contribution they make to the economy.

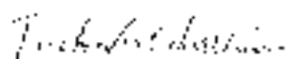
New equality legislation which seeks to transpose EU Directives, including the 'Race' Directive, into Irish law was enacted this year. This legislation also contributes to a new context for migrant workers. In particular, protection from discrimination in employment is now afforded to people in domestic employment and positive action is now allowed on all grounds covered by the legislation in support of full equality in practice.

This new context poses challenges and offers potential to the further development of anti-racist and intercultural workplaces. Anti-Racist Workplace Week seeks to stimulate and support ambitious, effective and beneficial responses to these challenges and this potential.

This publication draws from previous work carried out by the partners as part of Anti-Racist Workplace Week 2003. This was published as "Achieving Equality in Intercultural Workplaces" and set out a framework for action that could be taken by organisations and enterprises. This publication identifies a key practice to be implemented under each dimension of this framework for action. It sets out steps to implement each practice initiative. In this way it aims to support and inform new practice, new achievement and new ambition by organisations seeking to achieve equality in intercultural workplaces.

It is important to acknowledge the valuable North–South dimensions to Anti-Racist Workplace Week. This dimension allows mutual learning along with a wide dissemination of these new practices, achievements and ambitions. This dimension has been developed around the joint coordination of Anti-Racist Workplace Week by the Equality Authority and the Equality Commission for Northern Ireland. It has involved an important exchange of ideas and information at a round table meeting of the social partners North and South. It is reflected in parallel initiatives to highlight Anti-Racist Workplace Week in Ireland and Northern Ireland.

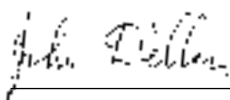
We are grateful to Sean Ruth and Vincent Edwards for the drafting work done in preparing this publication. We are also grateful to the European Commission, the Department of Justice, Equality and Law Reform and the Equality Authority for the funding that has made Anti-Racist Workplace Week possible.



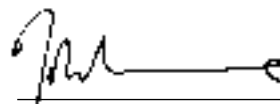
Turlough O'Sullivan
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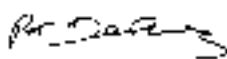
David Begg
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Congress



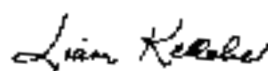
John Dillon
President
Irish Farmers Association



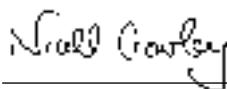
John Dunne
Chief Executive
Chambers of Commerce of Ireland



Pat Delaney
Director
Small Firms Association



Liam B. Kelleher
Director General
Construction Industry Federation



Niall Crowley
Chief Executive Officer
Equality Authority

An Agenda for Action¹

Workplace equality in a context of ethnic diversity can be identified in terms of a workplace that:

- is free from discrimination and harassment on the race and Traveller grounds.
- accords value to cultural and linguistic diversity and takes steps to accommodate the practical implications of this diversity, alongside the accommodation of a wider diversity including making reasonable accommodation for employees with disabilities.
- takes steps to achieve full equality in practice for Black and minority ethnic (including Traveller) employees and customers.

Action is required across a spectrum of seven objectives to promote this workplace equality in a context of ethnic diversity. These are:

1. Adapting the Minority

Migrant workers in the workplace should be supported to adapt to Irish workplace practices.

2. Making Cultural Allowances

Cultural and linguistic diversity should be acknowledged with initiatives taken to accommodate the practical implications of these.

3. Changing Majority Attitudes

The majority Irish workforce should be supported to explore and change if necessary, their attitudes to migrant workers and to cultural diversity.

4. Changing Majority Behaviour

The majority Irish workforce should be appropriately supported and required as necessary, not to discriminate against or harass Black and minority ethnic (including Traveller) workers.

¹ This agenda for action is described in "Achieving Equality in Intercultural Workplaces" by Patrick Taran of the International Labour Office and August Gächter of the Centre for Social Innovation, published by the Equality Authority as part of Anti-Racist Workplace Week 2003.



5. Changing Rules and Procedures

Workplace systems should be developed as necessary to ensure that they do not discriminate against Black and minority ethnic (including Traveller) employees, that they take account of cultural and linguistic diversity, and that they promote full equality in practice.

6. Active Recruiting and Promotion

Positive action measures should be developed to promote full equality in practice for Black and minority ethnic (including Traveller) employees.

7. Mainstreaming Equality

An equality focus should be embedded in all decision making, practices, procedures and policies in the workplace.

The following sections highlight one key practice to be pursued in relation to each of the seven objectives in the spectrum set out above. This is not a comprehensive exploration of all activities that could be pursued under each objective. Rather it seeks to establish a practice that could contribute to creating a new basis for achieving equality in intercultural workplaces.

1. Adapting the Minority

Key Practice: Providing Induction Training to Migrant Workers

Aim

To give migrant workers an understanding of Irish workplace practices and their role in the workplace.

To provide assistance to migrant workers in settling in and dealing with problems of adapting to an unfamiliar culture or environment.

Rationale

Induction training will reduce stress and isolation for migrant workers and support them to be more involved in the workplace and the local community.

Migrant workers receiving induction training are more positive and productive in the workplace.

Implementation

Preparation

- Get feedback from existing migrant workers on the types of information and other assistance they needed on first joining the organisation.
- Check with Equality Officers or Human Resource Personnel in other organisations as to what they have found useful in setting up induction training for migrant workers.
- Consult advocacy, cultural and representative organisations or groups about the needs of their particular minority ethnic constituencies on joining the workforce and on the design of appropriate induction programmes.
- Prepare an initial draft of the training programme content based on the needs identified.



- Include opportunities in the programme for migrant workers to raise questions, identify difficulties and request assistance with practical problems of adjustment and adaptation.

Delivery

- If possible, train groups of migrant workers together rather than having individual migrant workers on non-specialised induction programmes where they may be reluctant to raise their specific problems.
- If there are not sufficient numbers to justify a separate training programme, provide a specialised, additional module for migrant workers as part of the general induction programme.
- If possible, involve migrant workers in the delivery of the training.
- Provide the training as close to the starting date of the migrant worker as possible.
- Ensure that the training is understandable for migrant workers using appropriate languages as necessary.

Content

- Content of induction training should include a focus on the following:
 - A.** Employee rights including information on holidays, sick pay and sick leave, maternity leave, parental leave, equality legislation, working time and minimum wage.
 - B.** Workplace policies and procedures including health and safety issues, grievance and disciplinary procedures, equality policies and procedures, anti-sexual harassment and harassment policies and procedures.
 - C.** Settling in including information on trade unions and other sources of support, on tax and social welfare issues, on transport and accommodation issues, on health and social services, on childcare, on leisure activities and on the local community.
 - D.** Basic language training.

Follow up

- In the weeks following the training, check with participants individually to see how well they are adapting and whether they have any other needs for assistance or support.
- Provide a follow-up meeting within a short period (e.g. one month) to identify emerging problems, address loose ends and pick up additional questions.
- Provide mentors (or buddies) that individuals can refer to for information or support in the period following the training.
- Provide staff manuals and workplace documents to migrant workers in appropriate languages.

2. Making Cultural Allowances

Key Practice: Implementing Work-Life Balance Working Arrangements for Black and Minority Ethnic (including Traveller) Workers

Aim

To create an organisation in which Black and minority ethnic (including Traveller) workers feel recognised, respected, appreciated, welcomed and at ease.

To develop a culturally competent organisation with a capacity to operate effectively in cross-cultural situations.

Rationale

Black and minority ethnic (including Traveller) staff are more likely to remain in and contribute fully to the organisation if it respects and takes account of their cultural or religious needs.

Black and minority ethnic (including Traveller) staff experience less stress and achieve a more positive workplace involvement where their cultural and religious needs are accommodated.

Implementation

Research

- Get feedback from existing Black and minority ethnic (including Traveller) workers on their cultural and religious needs, obligations and expectations.
- Consult advocacy, cultural and representative organisations or groups about the religious or cultural needs of their particular minority ethnic constituencies within the workplace.
- Check with Equality Officers or Human Resource Personnel in other organisations as to what they have found useful in making flexible cultural allowances for Black and minority ethnic (including Traveller) workers.

- Conduct focus group meetings with Black and minority ethnic (including Traveller) workers to identify their cultural or religious needs and to suggest ways of accommodating these needs.
- Establish a work-life balance steering group to review and make recommendations on work-life balance working arrangements generally and specifically in relation to Black and minority ethnic (including Traveller) employees.

Strategies

- Providing easy access to information in relevant languages about the full range of work-life balance working arrangements available and how to get access to these.
- Examples of making cultural allowances in the area of work-life balance might include:
 - » Providing flexible holidays or unpaid leave to allow for longer visits to countries of origin for marriages or other significant family events or holidays.
 - » Accommodating needs for sudden visits to countries of origin in cases of family emergencies, illnesses or deaths.
 - » Providing space and flexibility around working time for Black and minority ethnic (including Traveller) workers to observe their religious duties or to respect cultural imperatives.
 - » Acknowledging, accommodating, celebrating, or providing time off to celebrate relevant national, ethnic or religious holidays or festivities.
- Examples of other types of cultural allowances might include:
 - » Catering for the dietary needs of minority ethnic workers.
 - » Accommodating the dress code requirements of religious or minority ethnic employees.
 - » Using the first languages of minority ethnic workers in management and union communications.



- » Providing visual displays, maps, flags, art, etc., which represent minority ethnic cultures, in public areas of the organisation.
- » Providing translators or interpreters where required.
- » It is important to note that some of these initiatives may be required to avoid discrimination.

Review, Evaluation and Further Development

- Monitor and get feedback from Black and minority ethnic (including Traveller) employees about the appropriateness and effectiveness of the cultural allowances that have been adopted.
- Based on the evolving experience involve majority and minority ethnic workers in preparing a statement of cultural competency for the organisation.

3. Changing Majority Attitudes

Key Practice: Providing Equality and Diversity Training for all Employees

Aim

To assist in creating a workplace that is characterised by equality and a welcoming of cultural diversity.

To assist in creating a harmonious working environment where all employees can contribute to their full capacity.

Rationale

Providing equality and diversity training assists organisations in complying with equality legislation.

It contributes to a harmonious and productive working environment.

It builds the skills necessary to manage diversity and promote equality.

Equality and diversity training enriches the quality of working life for all employees by creating a culture of respect for difference.

It enriches the working environment of all employees by improving relationships, communication and contact across diverse cultural identities.

Implementation

Preparation

- Check with Equality Officers or Human Resource Personnel in other organisations as to what they have found useful in setting up equality and diversity training in relation to cultural diversity in the workplace.
- Survey workplace perceptions on equality and cultural diversity.



- Identify skills and skills deficits in relation to combating discrimination and promoting equality.
- Secure and refer to "Guidelines on Equality and Diversity Training in Enterprises" published by IBEC, Congress and the Equality Authority.
- Identify specific outcomes of the training for the participants – what is to be achieved and for whom in terms of knowledge, attitudes, skills and behaviour.
- Identify the target groups for the training, e.g.:
 - » All employees
 - » Senior management
 - » Human Resources staff
 - » Management and supervisory staff
 - » Equality and diversity personnel
 - » Designated Contact Persons
 - » Equality Committee
 - » Trade union members and representatives

Delivery

- Decide whether the training will be delivered by in-house staff or external trainers. Ensure that the trainers chosen have a track record and expertise in this area of equality.
- If possible, involve members of Black and minority ethnic (including Traveller) groups in delivering the training.
- Ensure the training is designed around empowering people and creating positive attitudes rather than making people feel guilty.

- Agree the number of participants on each programme. Programmes with a focus solely on information may allow for larger numbers and a shorter length of time. More in-depth programmes focused on attitude and behaviour change will require smaller groups and a longer time period.

Content

- Content of an equality and diversity training programme in a context of cultural diversity might involve:
 - A.** Provision of information on equality legislation, workplace equality policies and procedures, workplace anti-sexual harassment and harassment policies and procedures.
 - B.** Review of attitudes through exploring definitions of racism, approaches to cultural diversity and facts/figures/myths/assumptions about Black and minority ethnic (including Traveller) people.
 - C.** Development of skills in the management of diversity, in the development and implementation of equality action plans and in human resource practices that promote equality and accommodate cultural diversity.

Follow up

- Evaluate the equality and diversity training.
- Monitor the achievement of desired outcomes from equality and diversity training.
- Create a context for personnel who have been trained to apply new skills and reflect new attitudes.

4. Changing Majority Behaviour

Key Practice: Anti-Discrimination, Sexual Harassment Policies and Procedures

Aim

To support compliance with equality legislation.

To eliminate harassment, sexual harassment and discriminatory treatment of Black and minority ethnic (including Traveller) workers.

Rationale

Policies and procedures in relation to discrimination, sexual harassment and harassment are required or employers could be held liable in cases under the equality legislation.

Harassment, sexual harassment and discrimination can lead to expensive legal action.

Harassment, sexual harassment and discrimination undermine the efficiency and effectiveness of individual employees and their workgroups.

Harassment, sexual harassment and discrimination increase stress levels and detract from the overall working environment.

Implementation

Consultation

- Consult with trade union and employee representatives in developing and adopting all such policies and procedures.
- Check with Equality Officers or Human Resource Personnel in other organisations and with the Equality Authority as to what they have found useful in developing and communicating these policies.

Anti-Harassment and Sexual Harassment Policy and Procedures

- Secure and use the Equality Authority 'Code of Practice on Sexual Harassment and Harassment in the Workplace'.
- Put in place an anti-harassment and sexual harassment policy, in accordance with the requirements of the equality legislation, that clearly outlines the rights of employees under the legislation, the procedures and supports available for dealing with complaints of harassment and sexual harassment and the steps to ensure a workplace free from harassment and sexual harassment.
- Provide support structures to assist employees in using the appropriate procedures, e.g. Designated Contact Persons who can be consulted confidentially in cases of harassment or sexual harassment.
- Provide training on the policy and procedures to support a culture that does not tolerate sexual harassment and harassment and to ensure employees know how to avail of the procedures.

Anti-Discrimination Policy and Procedures

- Secure and refer to "Guidelines for Employment Equality Policies in Enterprises" published by Congress, IBEC and the Equality Authority.
- Put in place an equality policy that states the organisation's commitment to equality and diversity, the specific ways that this will be reflected in procedures related to recruitment, selection, training, appraisal, promotion, work-life balance and other aspects of the workplace, and the procedures and supports available for dealing with complaints of discrimination.
- Provide specialised training for managers, supervisors, interviewers, human resource personnel and others in relation to their obligations under the policy.



Disciplinary Policy and Procedures

- Ensure that the disciplinary policy includes reference to complaints of discrimination, harassment and sexual harassment.
- Ensure that a proper disciplinary policy, along with appropriate procedures and sanctions, is in place to deal with situations where complaints of sexual harassment, harassment and discrimination are upheld after investigation.

Awareness Raising

- Publicise, raise awareness of, and inform people widely about the existence of these policies and procedures through employee handbooks, posters, notice boards, email, summary pamphlets, meetings and training.
- Ensure that these policies and procedures and their dissemination take account of cultural and linguistic diversity.
- Take steps to ensure the policy and procedures are accessible to those who do not speak fluent English.

Monitoring

- Monitor complaints to identify patterns or trends that require more active and systematic intervention.

It is important to note that these initiatives may be required to avoid discrimination.

5. Changing Rules and Procedures

Key Practice: Review Employment Policies and Procedures to Ensure they Accommodate Cultural and Linguistic Diversity

Aim

To ensure that employment systems, policies and procedures take account of cultural and linguistic diversity.

Rationale

The Labour Court has held that migrant workers have special needs in employment arising from a lack of knowledge concerning statutory and contractual employment rights together with differences of language and culture. The Labour Court has ruled that to apply the same procedural standards to a migrant worker as would be applied to an Irish worker could amount to the application of the same rules to different situations and could therefore amount to discrimination. This sets out a positive duty on employers to take account of cultural and linguistic diversity in disciplinary policies and procedures. The decision would suggest it is important that employers review all their employment policies and procedures to ensure that they take account of cultural and linguistic diversity.

Implementation

Review

There are a range of steps for conducting a review of employment systems, policies and procedures:

- Consult with advocacy, cultural and representative organisations to identify any difficulties experienced by Black and minority ethnic (including Traveller) workers in relation to employment systems, policies and work procedures in organisations generally.



- Consult with trade union and employee representatives and other relevant parties as to their views and experiences on the operation of employment systems, policies and procedures in the context of cultural and linguistic diversity.
- Establish a working group, including, if possible, Black and minority ethnic (including Traveller) employees, to review employment systems, policies and procedures in terms of:
 - A.** How effectively these are communicated to Black and minority ethnic (including Traveller) workers,
 - B.** How easily understood their content is,
 - C.** How sensitive they are to the effects of cultural and linguistic diversity,
 - D.** Possible adverse effects on Black and minority ethnic (including Traveller) workers, and
 - E.** Any unintended consequences for Black and minority ethnic (including Traveller) workers.
- Develop hypothetical scenarios or case studies involving the application of specific employment systems, policies and procedures to employees who:
 - A.** Have a less than fluent command of English,
 - B.** Are unfamiliar with Irish culture, customs, institutions, legislation and practices,
 - C.** Have different religious or cultural customs and practices, or
 - D.** Have very few or no work colleagues with the same cultural or linguistic background,

in order to assess the operation, appropriateness, ease of understanding, ease of access to, ease of use and effects of those systems, rules, policies and procedures.

- Conduct a focus group meeting with Black and minority ethnic (including Traveller) employees to get feedback on their views and experiences in relation to employment systems, policies and procedures and the extent to which these accommodate cultural and linguistic diversity.
- Ensure that a specific person or group (e.g. Equality Officer, Equality Committee) has been tasked with responsibility for on-going monitoring of employment systems, policies and procedures for their ability to accommodate cultural and linguistic diversity.

Support Strategies

- Put procedures in place (e.g. induction training, video presentations, staff handbooks, written job descriptions, rule books, etc.) to acquaint Black and minority ethnic (including Traveller) employees with the full range of rights, obligations, policies and procedures that apply in the organisation.
- In the case of employees whose first language is not English, provide access to translations or interpreters in communicating about employment systems, policies or procedures.
- Where necessary, modify employment systems, policies and procedures to take account of any cultural or linguistic diversity and to mitigate any adverse effects.

It is important to remember that some of these initiatives may be required to avoid discrimination.

6. Active Recruitment and Promotion

Key Practice: Develop an Equality Action Plan for Full Equality in Practice

Aim

To promote equality for Black and minority ethnic (including Traveller) groups in the workplace.

Rationale

Equality legislation allows for positive action to be taken to support full equality in practice.

Positive action initiatives help to compensate for traditional, historical and structural barriers to equality for Black and minority ethnic (including Traveller) workers.

Positive action initiatives can assist in increasing the diversity of employees to match more closely the growing diversity within Irish society, to create more inclusive organisations, and to increase the range of talent, expertise and creativity of the workforce.

Implementation

An Equality Action Plan

- Conduct an employment equality review of workplace policies, procedures, practices and perceptions for their impact on equality in the workplace.
- Develop an equality action plan based on this review to support full equality in practice including for Black and minority ethnic (including Traveller) workers.

Encouraging More Black and Minority Ethnic (including Traveller) Job Applications

- Clearly indicate in all advertisements that Black and minority ethnic (including Traveller) applicants are welcome.
- Make use of equal opportunity statements in job advertisements.
- Place advertisements in designated community media, job fairs and in relevant housing areas to ensure they will be seen by potential Black and minority ethnic (including Traveller) applicants.
- Translate job advertisements into minority ethnic languages.
- Translate application forms into minority ethnic languages.
- Use outreach programmes to target schools and other training and educational institutions with a large number of Black and minority ethnic (including Traveller) students.
- Target Black and minority ethnic (including Traveller) community groups and representative organisations in order to reach potential applicants.
- Consult with trade unions and existing Black and minority ethnic (including Traveller) employees as to the best strategies for encouraging applications.

Improving Employability of Job Applicants

- Provide internships, traineeships, scholarships, pre-employment or job preparation training and work experience placements to qualify Black and minority ethnic people (including Travellers) for potential employment in the organisation.
- Support school programmes including cultural programmes in areas where Black and minority ethnic (including Traveller) people live.
- Support special training schemes for Black and minority ethnic (including Traveller) young people.
- Provide management and leadership training for Black and minority ethnic (including Traveller) employees to support them to qualify for promotion.



- Ensure that Black and minority ethnic (including Traveller) workers are given the opportunity to gain sufficient work experience on the job to enable them to qualify for promotion.
- Set up a mentor system for Black and minority ethnic (including Traveller) workers to assist them to adapt to the organisation and to qualify for promotion.
- Provide feedback to candidates following interviews so they can learn from the experience.

Selection Procedures

- Provide training for job interviewers to ensure that selection and promotion interviews are compliant with equality legislation.
- Consult with advocacy, cultural and representative organisations to find out about the customs and conversational etiquette of Black and minority ethnic (including Traveller) people so as to avoid misunderstandings and to assist the candidates to perform at their best.
- Ensure that due weight is given to qualifications obtained abroad and to previous learning and work experience.
- If possible, include Black and minority ethnic (including Traveller) people on interview boards.
- Where possible and appropriate, arrange for translation facilities at interviews.

Monitoring and Setting Targets

- Monitor application, job offer and promotion statistics to assess progress in achieving full equality in practice for Black and minority ethnic (including Traveller) candidates and employees.
- Set targets, i.e. percentages that the organisation will aim for by a specific date, for the employment and promotion of Black and minority ethnic (including Traveller) people.

7. Mainstreaming Equality

Key Practice: Embed an Equality Focus into Everyday Management

Aim

To ensure that equality and non-discrimination become a normal, routine and integral part of business and management planning.

Rationale

Equality and anti-discrimination initiatives are unlikely to be continued with and ultimately to succeed, unless they are embedded into everyday planning and action in the organisation.

Mainstreaming equality maximises the potential of employees, creates a wider talent pool, builds an enriched working environment, creates better communication and more effective procedures, enhances the ability, commitment, competence and creativity of the workforce and minimises the potential for non-compliance with legislation.

Implementation

Management

- Provide a clear statement of commitment from senior management to the principles of equality and non-discrimination and ensure this is a regular agenda item at management meetings.
- Set measurable equality performance indicators and accountabilities for senior managers, departments, etc. that can be evaluated regularly.
- Build equality and anti-discrimination objectives into the performance review or appraisal of managers and supervisors.
- Gather planning data on the make-up of the workforce against which the success of equality and anti-discrimination initiatives can be benchmarked.



- Include equality and anti-discrimination objectives in all corporate, business and human resource plans.
- Include reviews of equality and anti-discrimination initiatives and their results as a standard section in quarterly and annual business reports.

Decision Making

- Ensure the representation of Black and minority ethnic (including Traveller) workers on decision-making bodies.
- Ensure that Black and minority ethnic (including Traveller) workers are represented and involved in collective bargaining processes.

Responsibility for Embedding

- Appoint an Equality Officer with responsibility for initiating, monitoring and overseeing the implementation of equality objectives and for embedding these in everyday business processes.
- Establish an Equality Committee, including Black and minority ethnic (including Traveller) workers along with representatives of management and trade unions, to work with the Equality/Diversity Officer in planning equality initiatives, in monitoring and overseeing the implementation of equality objectives and in embedding these in everyday business processes.

Action by Trade Unions, Farming Organisations and Business and Employer Networks

Trade Unions, farming organisations, and business and employer networks have engaged with the Anti-Racist Workplace Week as a means of providing leadership on the challenge of achieving equality in intercultural workplaces. In common with individual enterprises these organisations are also grappling with the challenges posed by and the potential offered by cultural diversity.

The agenda for action can usefully be tailored to support such organisations in effectively addressing ethnic diversity in their constituencies where possible and appropriate. Practical initiatives that can be taken include:

- Producing their materials in relevant minority ethnic languages.
- Providing equality and diversity training for their staff.
- Putting in place their own equality policies and procedures and anti-sexual harassment and harassment policies and procedures.
- Supporting the inclusion of proactive approaches to promoting equality in collective bargaining.
- Establishing networks of Black and minority ethnic (including Traveller) members to identify and articulate their specific concerns.
- Removing any barriers and providing supports for Black and minority ethnic (including Traveller) members to achieve positions of authority in their organisations.
- Taking steps to enhance recruitment of Black and minority ethnic (including Traveller) members.

Resources Available

Publications

1. Code of Practice on Sexual Harassment and Harassment at Work
Equality Authority
2. Guidelines for Employment Equality Policies in Enterprises
IBEC, Congress, Equality Authority
3. Guidelines on Equality and Diversity Training in Enterprises
Congress, IBEC, Equality Authority
4. Achieving Equality in Intercultural Workplaces
Anti Racist Workplace Week
Equality Authority
5. Anti-Racism Resource Pack (Available on Equality Authority Website only)
Anti Racist Workplace Week
Equality Authority
6. Information for Migrant Workers
City Bridges
7. Dealing with Racism and Sectarianism Training Manual
City Bridges
8. Diversity and Language Training Programmes (online resource)
Interact
9. Resource Manual (online resource)
Interact
10. Managing Diversity in the Workplace Handbook: Focusing on the Employment of Migrant Workers
Chambers of Commerce Ireland, NCCRI, ITB
11. Guide to Employment Law 2004
IFA

Training

1. A training module on managing a multi-cultural workplace for senior and frontline managers
IBEC
2. Introductory course on equality for workplace representatives
NIC/ICTU in partnership with the Equality Commission for Northern Ireland and Belfast Institute for Further and Higher Education
3. Anti-Racism and Intercultural Training
NCCRI
4. Diversity Management Module
Institute of Technology, Blanchardstown
5. Interact Training Programmes
 - Managing an Intercultural Workplace - A Programme for Senior Managers
 - Managing an Intercultural Workplace - A Programme for Frontline Managers
 - Diversity Training for “Union Officials and Shop Stewards”
 - Language and Communication Training
 - Training and Managing non-Irish nationals
 - Induction Programme Guidelines
 - Workplace Language Course

Websites

1. www.equality.ie
2. www.equalityni.org
3. www.nccri.com
4. www.ictu.ie
5. www.ibec.ie
6. www.stop-discrimination.info
7. www.interact2.com

Construction Industry Federation

Construction House
Canal Road
Dublin 6
Telephone: (01) 406 6000
Fax: (01) 496 6953
Email: cif@cif.ie
Website: www.cif.ie

The Equality Authority

2 Clonmel Street
Dublin 2
Ireland
Telephone: (01) 417 3333
Text phone: (01) 417 3385
Fax: (01) 417 3331
Email: info@equality.ie
Website: www.equality.ie

Public Information Centre
Lo Call: 1890 245 545

IBEC

Confederation House
84-86 Lower Baggot Street
Dublin 2
Telephone: (01) 605 1500
Fax: (01) 638 1500
Email: info@ibec.ie
Website: www.ibec.ie

Irish Congress of Trade Unions

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Irish Farmers Association

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