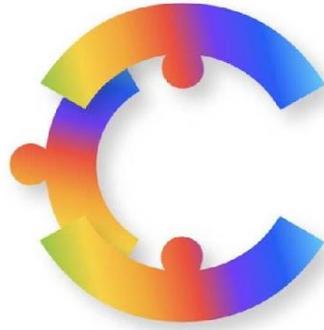




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**PRIDE
NETWORK
LEAD**

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Implementation of a New Role



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INTRODUCTION

When integrating the role of the Pride Network Leader, several factors have to be taken into account, such as the size of the company, the representation of the group within it, the resources allocated, the actions to be achieved, etc.

Therefore, the main point at the time of implementation will be the correct definition of the objectives, the timeframe and the development of the implementation with respect to the timetable.

There will also be a series of characteristics of the position that will be necessary, such as effective communication, or clear functions, and other advisable ones, such as a previous piloting in a part of the company or continuous feedback from employees, managers and people involved in the implementation.

When implementation begins, there will be a series of tasks that need to be addressed in order to achieve the objectives in an optimal and orderly manner, in which the correct use of resources and time will achieve the objective in the shortest possible time.

In the case of small companies, the creation of this figure may be complicated due to lack of resources, but the use of an external advisor can be a solution to replace the role of the employee in this new role and thus guarantee inclusion and diversity in the company.



ANALYSIS OF THE COMPANY'S SITUATION AND OBJECTIVES

When it comes to making any change in the organisational chart of a company, it is always necessary to take into account the real needs for the new job role to be implemented, carrying out a thorough study to help assess the feasibility of the change and the necessary timeframe for the full implementation of the figure of the leader within the work environment.

DEFINE THE PURPOSE AND OBJECTIVES.

The first thing the company has to be clear about is the purpose of hiring this figure within its workforce, and what are the main objectives to be addressed in it, as it can be a mere tool to avoid conflicts in the working environment of large companies, collaborating in a safe and pleasant working environment. Or it can go further by being a social task of commitment and cooperation with the community where it is installed and helping people from a disadvantaged and marginalised environment and group to find employment, so that, as a result of this cooperation, a synergy of social collaboration and support for the community can be established that contributes to the sustainability of the company, a term that is increasingly gaining strength in the different areas of our day-to-day life.

CONDUCT AN ANALYSIS OF NEEDS

One of the main points for the implementation of the figure of the leader within a company is to identify the possible problems and challenges to be faced and how this will contribute to the growth and efficiency of the business.

To do this, one of the first actions should be to meet with the company's management to find out about the company's situation and the social needs of its employees that have led them to consider the need to incorporate this figure into their workforce. Likewise, to find out the concerns of the management in terms of integration and visibility of the group and how they think it can benefit the correct functioning of their workers in a non-hostile environment and thus improve their work performance and profit.

Another action will be to carry out a survey among workers on the considerations they have regarding the collective, both labour and social, which can help to draw up a more effective plan of action towards the areas that may be considered most detrimental to the proper functioning of the working community.

PLAN THE IMPLEMENTATION AND ITS TIMING.

One of the factors that must be taken into account when implementing the Pride Network leader is the implementation schedule. Being clear about how long the analysis phase has to last, or when the first actions have to be carried out or when the first results have to be seen, should be a very important task in this implementation phase, as the optimisation of time can determine the success of the different actions carried out.

A complete and well-structured calendar will help to plan the different actions and activities to be carried out in an orderly and constant manner, in order to avoid oversaturation or breaks in the different periods, and thus to establish a routine within the working environment that will help the full integration of the LGBTQ+ group.

RESEARCH THE IMPLEMENTATION OF OTHER COMPANIES.

The analysis of actions carried out by other companies in the field of LGBTIQ+ integration can help to inspire the model to be implemented in the company.

More and more companies are committed to providing employment opportunities for the most disadvantaged members of the LGBTQ+ group, such as trans women or people who identify as non-binary gender, as they still face a high degree of discrimination in the social and employment spheres.

These actions can be taken into account for the figure to be installed and analyse how all these actions can benefit the company, how they have benefited others, and above all, what mistakes should not be made, learning from the experiences that can be found in different social networks or social forums.

CREATE A COMPANY IMPLEMENTATION TEAM.

This team should be multidisciplinary, diverse and made up of employees who are interested in collaborating with the implementation of the Pride leader. They should be interested in its progress and have some connection with the LGBTQ+ community. This will ensure that there is specialised advice and constant feedback on the progress made, the new challenges to be faced and the general perception of this new figure within the working community.



NEEDS AND RECOMMENDATIONS FOR THE NEW ROLE.

When implementing the new role of Pride Network Leader, it is necessary to take into account a series of needs and recommendations that must be followed for an optimal result. The main needs would be a clear allocation of responsibilities and effective communication with the rest of the workers and groups in the work environment, as well as ongoing training and education that allows the worker to be updated in terms of changes in current regulations and in the advances that can be achieved or the resources for conflict resolution that can be addressed.

It is also recommended to establish a pilot period and small-scale testing within a department or workplace, to have continuous feedback and performance evaluation in order to celebrate the successes of the implementation.

ASSIGNING CLEAR RESPONSIBILITIES.

One of the main needs for the implementation of the figure of the Pride leader is to have well-defined and marked responsibilities on the part of the company, in order to be able to carry out their functions as effectively as possible without exceeding or falling short in aspects such as protection and defence or the promotion of respect and visibility of the group.

Well-defined responsibilities will ensure that the objectives are achieved on time and with a high level of success, thanks to the prior organisation of tasks, activities or dissemination plans.

To this end, it is very important that communication with the company's management and with the members of the collective is constant and effective.

EFFECTIVE COMMUNICATION.

This is another key need for the implementation of the new role. This will be key to ensuring that all team members understand the changes and are aligned with expectations and is essential to the successful implementation of a new job role. Ensure that a transparent, informative and responsive approach is maintained in an effective manner.

Pre-planning will be important to convey a clear and consistent message that explains the purpose of the new role and conveys the message consistently in all communications.

Active listening and two-way communication will also be key to effective communication, as well as the establishment of continuous feedback to ensure the quality and effectiveness of the implementation of the role. Periodic evaluations to measure the performance and effectiveness of the new role may require adjustments based on results and feedback from employees.

ON-THE-JOB TRAINING AND EDUCATION

On-the-job training and education, also known as on-the-job training, is a method that companies apply in order for employees to acquire certain knowledge in a specific professional area.

Training and education for work can include a set of programmes, courses and activities aimed at providing pride network leaders with the skills and knowledge they need to perform their jobs effectively. This training can be provided by the company itself or by institutions and associations specialised in the field.

Among the main advantages would be the creation of more effective human resources processes, the improvement of communication between the different work groups or the improvement in the management of conflicts and problematic relationships.

PILOTING AND TESTING.

It is advisable, when talking about large companies and the implementation of a new role, to first establish it within one of the company's departments or, if there are different work centres, to carry it out in one of them.

In this way, the results on a small scale can be extrapolated to the final and general implementation, having solved most of the problems that have arisen, this type of implementation being more fluid, effective and with results in the short term.

FEEDBACK.

Effective communication with other departments, managers and employees, as well as implementation partners, if any, can lead to continuous feedback as progress is made, as this will result in an implementation that is more in line with the real needs of the company, being less globalised and more applicable to the day-to-day running of the company in which it is being developed.

PERFORMANCE EVALUATION.

Within the implementation schedule of the Pride Network Leader in the company, dates must be established to audit whether the objectives are being achieved on time and in accordance with what was established in the needs analysis. In this way, possible planning failures will be corrected and the results obtained will be known in the short term in order to adjust the calendar and be able to implement the role more effectively.

In this section, it would be advisable to celebrate the achievements obtained in order to motivate the team in charge of the implementation and thus emphasise the importance of this new role within the company.



DEFINED ACTIONS TO BE DEVELOPED BY THE NEW ROLE.

Once the implementation of the new role of the Pride Network Leader has started, the actions to be taken for a correct implementation within the established timeframe must be defined.

The study of the company's situation with respect to the LGBTQ+ community will be key to establish the different guidelines to follow during implementation to ensure inclusion, diversity and visibility.

From there, a series of actions and collaborations will help to speed up the first positive results and progress towards the full implementation of the role.

GENERATION OF NON-DISCRIMINATION POLICIES AND CODES OF CONDUCT.

One of the first challenges to be faced by the new role when implementing it will be to study the knowledge of the company's employees and managers about the LGBTQ+ community and, above all, about the false myths and discrimination they suffer. Once the results have been analysed, which may arise from a test given to the employees, an initial training should be generated based on these results so that the employees have a good knowledge and understanding of the existing non-discrimination policies within the company. Supporting material, such as brochures or posters, can also be produced to disseminate these non-discrimination policies.

TRAINING, AWARENESS-RAISING AND THE CREATION OF SUPPORT NETWORKS.

One of the main concepts to be fostered will be empathy, as well as mutual respect, as this is the basis for teamwork and the smooth running of a company.

To achieve this, the Pride Network Leader can establish different resource groups for LGBTQ+ employees, such as LGBTQ+ employee groups or provide a safe space where employees can share their experiences, receive support and encourage inclusion with other employees.

These support networks can be open to promote the inclusion and visibility of different LGBTQ+ employees in relation to other employees in the company, so that the issue of exclusion, discrimination or abuse in the workplace is based on a more empirical and less formative experience and can be understood by other employees based on the experience of their own colleagues.

ENSURING DIVERSITY IN RECRUITMENT

The new role will need to be in direct contact with the labour and human resources departments of companies to ensure that recruitment processes are free of bias and inclusive.

While it is not necessary to be present in training processes, it is advisable to be familiar with the procedures, questions or scenarios that may arise to ensure inclusion and diversity.

COMPLAINTS AND FOLLOW-UP CHANNEL.

This will be one of the key points in the implementation of the new role. A confidential channel will be established for reporting incidents of discrimination and harassment of LGBTQ+ people at work, which can be used by any employee.

It will also guarantee total anonymity and the correct follow-up of the case until it is resolved with the parties involved as quickly as possible.

INCLUSIVE COMMUNICATION AND MARKETING.

During the implementation of this new role in the company, communication with the advertising, marketing and communication department should be constant to promote inclusive language in internal and external communications and advertising. Likewise, ensure that the LGBTQ+ community is represented in a respectful and positive way and avoid stereotypes, showing a diverse and inclusive company image.

EXTERNAL ALLIANCES AND COLLABORATIONS.

During the implementation of this new Pride Network Leader in the company, the collaboration and advice of associations, authorities or external collaborators will be requested in order to achieve a better approach to the different actions to be taken.

These collaborations may also form part of the training for workers on inclusion and diversity and will serve in a very effective way to learn about the reality of the group, not only in the workplace, but also in the social sphere.

PARTICIPATION IN LGBTQ+ EVENTS AND CELEBRATIONS.

Participation in Pride events or even encouraging internal company events to celebrate the date is an act of inclusion of the community that is increasingly seen in more and more companies, with the use of the collective flag and various awareness-raising events and campaigns. Not only in terms of the more well-known LGBTQ+ sectors, such as gays and lesbians, but also with an emphasis on those sectors that still face more discrimination and less visibility, such as trans, gender non-binary and bisexual people.

It will always be a help for the collective to make it visible in all its aspects for greater integration in society and a decrease in discrimination.



IMPLEMENTATION OF THE NEW ROLE IN SMALL AND MEDIUM BUSINESSES

In the case of small and medium-sized companies, it may be impossible to think of a figure such as the Pride Network Leader, as for various reasons it may not be profitable, either because they do not have the necessary resources. The LGBTQ+ community within the company does not stand out from other disadvantaged communities, or the fear of positive discrimination that may generate complaints from other groups within the work environment and further undermine the inclusion of different groups.

ASSESSING THE RESOURCES REQUIRED

The introduction of a new role in a company requires a thorough assessment of the resources needed to ensure a successful implementation.

It is necessary to take into account the employees who will be involved in this new role, as well as the training costs, the necessary tools and technology, and the physical structure or the different financial resources for dissemination, payroll, allowances, etc.

This may mean that, depending on the size of the company, its financial situation or its resources, it may not be possible to count on this figure as part of its permanent staff, having to look for other channels to be able to supply this figure at the lowest possible cost to the company's accounts.

HIRING AN EXTERNAL ADVISOR

In the case of not having the necessary resources, a good option is to hire the services of an external advisor with training in the tasks to be carried out, either as a member or collaborator of an LGBTQ+ association or as part of a labour consultancy with experience in disadvantaged or discriminated sectors of society.

In this way, this figure of the leader could be substituted until a financial or resource improvement is achieved or a greater need for the figure of the Pride Network Leader as part of the company's permanent staff is achieved.

THE DANGER OF POSITIVE DISCRIMINATION

Positive discrimination aims to address inequalities and promote fairness, but it also presents potential risks in terms of interpersonal relations, work performance and efficiency in a company. It is essential to design and implement these policies in a balanced and considered

manner, taking into account possible side effects and seeking to address inequalities in an effective and sustainable way.

While the intention in addressing discrimination is always noble and honest, it can present certain risks that may be associated with it, such as resentment and dissatisfaction of employees who are not beneficiaries. Also, competition may be seen in non-employment factors such as performance or team division.

If affirmative action policies are not accompanied by efforts to address the underlying causes of inequalities, they may not have a sustainable long-term impact. It is important to adopt a holistic approach that promotes diversity, equity and inclusion effectively.

