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**PRIDE
NETWORK
LEAD**

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WP₂ Summary



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Introduction

A report by McKinsey (2018) shows that greater diversity in the workforce (including LGBTQ diversity) results in greater profitability and value creation. Teams with members from diverse backgrounds (gender, age, ethnicity, sexual orientation, etc.) are more creative and perform up to 35% better than non-diverse teams.

This is just one of the reasons why there was a need to define the figure of the Pride Network Leader within corporate contexts; in fact, this manual contains the three main sections developed within the Pride Network Lead project that refer specifically to the definition of the professional profile of the Pride Network Leader, the selection procedures and the definition of the guidelines related to the implementation of the Pride Network Leader role within the company.

The Pride Network Leader plays a crucial role in promoting an inclusive and supportive working environment for LGBTQ employees and supportive working environment for LGBTQ+ employees. By giving voice to their concerns, needs and perspectives, the leader ensures that the voices of the LGBTQ+ community are heard by senior management, human resources and other stakeholders. This representation helps shape policies practices and initiatives that promote diversity, equality and inclusiveness. Of course, it is important to note that the specific requirements and configuration of this role may differ depending on the unique characteristics and objectives of each organisation.

Another important piece of this document is the definition of the selection procedures for future pride network leaders, specifically the tools and procedures that will ensure the selection of the best candidate for this role. Once these procedures have been defined, the last part of the document provides the guidelines for the implementation and correct definition of the objectives of the pride network leader.

These three sections of this document therefore represent an important theoretical node that lays the foundations for the introduction of this new figure within the corporate fabric of existing companies and those that will be created in order to guarantee inclusion and diversity in every corporate context.

Description of the Professional Profile

A comprehensive description outlining the new role's responsibilities, desired skills, sample tasks, and performance indicators to evaluate the effectiveness of their efforts within the organization.



RESPONSIBILITIES

The primary responsibilities of the Pride Network Lead can include:

ADVOCACY AND REPRESENTATION

- acting as a spokesperson and champion for LGBTQ+ employees within the company;
- expressing the interests, requirements, and viewpoints of this community to senior management, HR, and other key parties involved;
- contributing to the development of policies and practices that foster diversity, inclusivity, and equality in the organization.

COMMUNITY BUILDING

- creating a sense of community and belonging among employees;
- organising events, activities, and initiatives that bring people together;
- facilitating networking and mentorship opportunities;
- providing a safe space for open dialogue and support.

EDUCATION AND AWARENESS

- promoting education and awareness about LGBTQ+ issues within the company;
- developing and delivering training sessions, workshops, and presentations to help educate colleagues on topics such as LGBTQ+ rights, terminology, allyship, and unconscious biases;
- fostering a more inclusive and understanding workplace culture.

RESOURCE AND SUPPORT

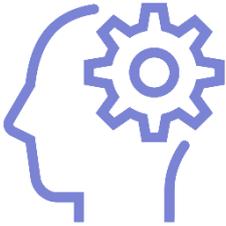
- serving as a resource for LGBTQ+ employees;
- providing guidance, support, and information on various matters;
- offering assistance with navigating workplace challenges;
- connecting individuals with relevant resources and external networks;
- providing a confidential and empathetic ear to listen to concerns.

COLLABORATION AND PARTNERSHIP

- collaborating with other ERGs (Employee Resource Groups), diversity and inclusion teams, and external LGBTQ+ organizations to promote intersectional initiatives and foster an inclusive work environment;
- actively seeking opportunities to collaborate on joint events, campaigns, and advocacy efforts;
- amplifying the collective voice and impact of diverse communities.

MEASUREMENT AND IMPACT

- tracking the progress and impact of the Pride Network's activities;
- collecting feedback, measuring employee engagement and satisfaction;
- assessing the effectiveness of initiatives and policies to continuously improve the support provided to LGBTQ+ employees.



THE JOB QUALIFICATIONS

Also the competencies of the Pride Network Lead can vary depending on the organization's specific requirements and expectations, but some of them may include:

EXPERIENCE AND KNOWLEDGE

Demonstrated experience in LGBTQ+ advocacy, diversity and inclusion, or related areas is beneficial. This could include previous involvement in ERGs, LGBTQ+ organizations, or community initiatives. A solid understanding of LGBTQ+ issues, terminology, and best practices in promoting LGBTQ+ inclusion in the workplace is important.

LEADERSHIP SKILLS

Strong leadership abilities are essential for effectively leading the Pride Network. Previous leadership experience, whether within or outside the organization, is valuable. Leadership skills can include the ability to inspire and motivate others, delegate tasks, resolve conflicts, and drive positive change.

COMMUNICATION SKILLS

Excellent verbal and written communication skills are crucial for an ERG leaders. They should be able to articulate ideas, initiatives, and goals clearly and effectively to diverse audiences. The ability to listen actively, engage in constructive dialogue, and to use inclusive and intersectional language.

RELATIONSHIP BUILDING

Building relationships and fostering collaboration is key for every ERG leader. The ability to develop strong working relationships with colleagues, senior management, HR, and external partners is valuable. Networking skills and the capacity to engage and influence stakeholders are beneficial.

PROJECT MANAGEMENT

Strong organizational and project management skills are often necessary for planning and executing events, initiatives, and programs related to LGBTQ+ inclusion. This includes setting goals, establishing timelines, managing resources, coordinating logistics, and evaluating outcomes.

EMOTIONAL INTELLIGENCE

Pride Network Lead should possess emotional intelligence to create a supportive and inclusive environment. This includes self-awareness, empathy, and the ability to navigate sensitive discussions and provide support to LGBTQ+ employees.

CULTURAL COMPETENCES

Cultural competence is important for understanding and respecting diverse identities and experiences. A leader of a Pride Network should have an understanding of LGBTQ+ culture, as well as other intersecting identities, and the ability to promote inclusion and equity for all employees.

COLLABORATION AND INFLUENCING SKILLS

Collaboration and influencing skills are valuable for working with various stakeholders and driving positive change. The ability to collaborate effectively, build consensus, and influence decision-making is beneficial in promoting LGBTQ+ inclusion within the organization.

CONTINUOUS LEARNING

A commitment to continuous learning and staying updated on LGBTQ+ issues, best practices, and trends is important. This can include attending relevant workshops, conferences, or training sessions and actively seeking opportunities for professional development.



KEY TASKS

The leader of a company's Pride Network (ERG) is responsible for various key tasks to promote LGBTQ+ inclusion and support within the organization. Some of the key tasks of an ERG leader include:

STRATEGIC PLANNING

The Pride Network Lead plays a crucial role in developing a strategic plan for the Pride Network. This involves setting goals, defining the scope of activities, and aligning the ERG's objectives with the overall diversity and inclusion goals of the organization.

ADVOCACY AND REPRESENTATION

The leader serves as an advocate and representative for LGBTQ+ employees within the organization. Liaises with senior management, HR, and other stakeholders to voice concerns, proposes initiatives, and influence policies and practices that promote LGBTQ+ inclusion and equality.

EVENT PLANNING AND COORDINATION

The Pride Network Lead is responsible for organizing and coordinating events, programs, and initiatives that promote LGBTQ+ inclusion. This can include panel discussions, workshops, guest speaker events, diversity celebrations, and awareness campaigns. This person ensures logistical arrangements, secures speakers or facilitators, and promotes participation among employees.

EDUCATION AND AWARENESS

The leader fosters education and awareness about LGBTQ+ issues within the organization. Organizes and facilitates training sessions, workshops, and presentations to enhance understanding of LGBTQ+ identities, terminology, challenges, and best practices.

COMMUNITY BUILDING AND NETWORKING

The Pride Network Lead focuses on building a sense of community among LGBTQ+ employees: creates opportunities for networking, mentoring, and peer support. This can involve organizing social events, facilitating employee resource group meetings, and establishing communication channels to connect LGBTQ+ employees across the organization.

COLLABORATION

The leader collaborates with other ERGs, diversity and inclusion teams, and external LGBTQ+ organizations to foster intersectional initiatives and partnerships. The Pride Network Lead also collaborates with HR and senior management to ensure that LGBTQ+ inclusion is integrated into the organization's policies, practices, and employee benefits. They work together to implement inclusive HR policies, provide training and education to employees, and address any LGBTQ+-related concerns or issues that arise. His/her actively seeking opportunities for joint events, campaigns, and advocacy efforts, amplifies the collective impact of diverse communities.

RESOURCE AND SUPPORT

The Pride Network Lead provides resources and support for LGBTQ+ employees: offers guidance, mentorship, and assistance in navigating workplace challenges related to LGBTQ+ inclusion. Also can connect individuals with relevant resources, support networks, and external organizations for additional assistance.

FEEDBACK, EVALUATION, MEASUREMENT AND REPORTING

The leader of the pride network collects feedback from LGBTQ+ employees to gauge their experiences, needs, and concerns. This person should seek input on ERG initiatives, events, and policies to continuously improve and adapt their efforts. Regular evaluation and assessment of the Pride Network's impact help measure progress and identify areas for growth.

The Pride Network Lead also tracks the impact of the Pride Network's activities and prepares reports or presentations to share with stakeholders. Measures employee engagement, satisfaction, and the effectiveness of initiatives, and uses data to advocate for further improvements and support for LGBTQ+ employees.



THE EFFICIENCY ASSESSMENT & KPIs

The success rate of the leader of a company's Pride Network or Employee Resource Group can be evaluated based on several factors, that align with the organization's goals, measure the impact of the Pride Network's initiatives, and reflect the specific context and priorities of the organization. Key Performance Indicators (KPIs) can help measure the effectiveness and impact of their efforts in promoting LGBTQ+ inclusion. Regular tracking and evaluation of these KPIs can provide valuable insights into the effectiveness of the ERG leader's role and guide continuous improvement efforts. Depending on goals and priorities, here are some common KPIs for the role:

EMPLOYEE ENGAGEMENT

- Measure the level of engagement and participation of LGBTQ+ employees in ERG activities, events, and initiatives.
- This can be assessed through attendance, feedback, surveys, or other forms of employee input.

PRIDE NETWORK MEMBERSHIP GROWTH

- Track the growth of ERG membership over time.
- This indicates the appeal and relevance of the Pride Network and its ability to attract and retain members from the LGBTQ+ community and allies.

AWARENESS AND UNDERSTANDING

- Assess the increase in awareness and understanding of LGBTQ+ issues among employees.
- This can be measured through pre- and post-training assessments, surveys, or other forms of evaluation.

POLICY AND PRACTICE INFLUENCE

- Measure the extent to which the Pride Network's advocacy efforts have influenced company policies and practices related to LGBTQ+ inclusion.
- This can include tracking the implementation of inclusive HR policies, employee benefits, and other initiatives.

COLLABORATION AND PARTNERSHIPS

- Assess the level of collaboration and partnerships established with other ERGs, diversity and inclusion teams, and external LGBTQ+ organizations.
- This indicates the ability of the ERG leader to build relationships and engage in meaningful collaboration.

EMPLOYEE SATISFACTION

- Measure the satisfaction of LGBTQ+ employees with the company's efforts in LGBTQ+ inclusion.
- This can be done through employee surveys, feedback, or inclusion-related indices.

IMPACT OF PRIDE NETWORK INITIATIVES

- Assess the impact of specific ERG initiatives on LGBTQ+ employees and the organization as a whole.
- This can include evaluating the outcomes of events, programs, or campaigns, and measuring changes in employee experiences or perceptions.

EXTERNAL RECOGNITION

- Track any external recognition or awards received by the Pride Network or ERG leader for their efforts in promoting LGBTQ+ inclusion.
- This indicates external validation and acknowledgment of their work.

Description of Selection Process

Recruitment procedure

Connection with the LGBTQIA+ local community

Description: The first part of the recruitment would be the identification of the best candidates. This should be done by appropriately connecting with the local LGBTQIA+ community. Companies/organizations should 'scout' for Pride Network Leaders from the local community, to be people with expertise and experience in advocating for the rights of LGBTQIA+ people. Connections could be made by 'sponsoring' for the local community, taking part in and supporting local Pride Parades, etc. Connection and identification of the best candidates could also be through publishing open calls and communicating them with the LGBTQIA+ community via the internet, to be published in their websites as well.

Identification from the company's/organization's workforce

Description: The Pride Network Leader could also be identified and recruited from the company's workforce, by also considering some specific requirements regarding their profile. If the possible Pride Network Leaders are to be identified within the company's workforce, the employer should ensure that they comply with the indicative requirements regarding their profile and role.

"Two-phase" conduction of interview

Description: Due to the complex role and duties of the Pride Network Leader, which concern both technical issues of LGBTQIA+ inclusion within a company/organization, but also actual advocacy for the LGBTQIA+ individuals' inclusion and problem-solving, the interview cannot be conducted in a single phase of oral interview between candidate and employer. The interview should be rather conducted within a first phase of face-to-face or online interview, and a second phase with the final best candidates, where they could be presented with case scenarios, so that the employer considers how they would react during these specific cases/incidents and solve them. Examples of case scenarios, for the proper validation of the candidates' competences are listed below, in the section about "*Necessary procedures for validating competences*".

Informational and Promotional Materials

The following Recruitment Announcement sample is specifically in regard to the 'Pride Network Leader's' role. This sample can serve as informational material for the new role when recruitment announcements are made.

<i>LOGO OF COMPANY/ORGANIZATION</i>
[COMPANY NAME] WE'RE HIRING
Location: ... Contact: ... Duration: <i>[optional]</i> Salary: <i>[optional]</i>

Company Description

In this section, you should provide some basic information regarding your company's background, such as:

- **Main activities**
- **Company goals, mission, objectives**
- **Offices, headquarters**
- **N. of employees**
- **Corporate Social Responsibility (CSR)**
- **Company website**

Job Specification

Job title	Pride Network Leader
Department	As part of the HR department <i>(depending on the company's/organization's size/preferences, it can also be a separate department of the 'Pride Network Department' or have the Pride Network Leader be an external advisor/consultant)</i>
Reports to	HR Management, Senior Management
Purpose of the position	The 'Pride Network Leader' will, generally, be responsible to support the inclusion of LGBTQIA+ people in the work environment and build openness for diversity and inclusion conditions within the company. Their role will, specifically, cover the development of strategies and measurement/reporting of the diversity and inclusion condition of the company, also in conjunction with HR and/or other Diversity & Inclusion (D&I) departments; the organization and implementation of training opportunities for the development of an inclusive working environment and a non-discriminatory culture; the representation of the company/organization within the local LGBTQIA+ community, to potential allies, at conferences, as well as to clientele and suppliers for relevant matters; the setting and measurement of goals regarding LGBTQIA+ matters and overall CSR of the company.
Working conditions	<p>Flexible working hours (full-time or part-time), from office with the opportunity also of remote working <i>(depending on whether they'll work as external consultants or as part of a company's department)</i></p> <p>MAIN TASKS</p> <ul style="list-style-type: none"> • Strategy planning for the Pride Network. • Advocacy and representation of LGBTQIA+ employees within and outside of the organization. • Event planning and coordination: programs, conferences, awareness campaigns. • Education and awareness within the organization: trainings and workshops for the development of a culture of allyship and openness. • Community building and networking (both internally and externally). • Support for LGBTQIA+ employees: guidance and mentorship.

	<ul style="list-style-type: none"> • Measurement and Reporting: collection of feedback regarding LGBTQIA+ employees' needs and experiences, analysis of universal 'non-discrimination culture' and KPIs, and action planning for improvement.
Educational qualifications	<p>At least BA Degree in one of the following fields:</p> <ul style="list-style-type: none"> • Gender Studies • Anthropological Studies • Social Sciences/Social work • Psychology <p>Optional:</p> <ul style="list-style-type: none"> • MA/M.sc. Degree in relevant fields/matters • Certificates of attendance of events/training opportunities on relevant matters
Working experience	<p>Previous experience in same/similar position is not required, however previous experience in working/advocating for equal treatment, volunteering for LGBTQIA+ community and relevant experience will be considered positive during selection.</p>
Competences	<p>The following key competences will be considered positive during selection:</p> <ul style="list-style-type: none"> • Organizational and management competences • Educational/teaching competences
Specific sector skills	<ul style="list-style-type: none"> • Strategies' and Action Plans' development, as well as measurement and reporting of Implementation. • Relationship building, both within the organization and with external stakeholders, advocating for LGBTQIA+ issues. • Project Management: strong sense of responsibility, ability to coordinate relevant projects (events, initiatives, programs) and evaluate their impact. • Cultural Competences: comprehension of LGBTQIA+ culture, of the community's issues, ability to advocate and support the community, as well as critical thinking and intercultural competences, for the efficient approach and support towards other cultures as well.
Digital skills	<p>Basic ICT knowledge and skills</p>
Personality traits	<ul style="list-style-type: none"> • Communicational skills

- **Leadership skills:** ability to coordinate the workplace, assign tasks and responsibilities, and resolve problems.
- **Collaboration and Influencing skills:** ability to Inspire and motivate others, build relationships, both within the organization and with external stakeholders/clients, Inspire collaboration and consensus.
- **Continuous learning:** commitment and eagerness for continuous Improvement and knowledge over new trends, new activities, practices, and Initiatives; openness to constructive criticism for their practices.
- **EQ/Soft skills:** Empathy, active listening, self-awareness, time management, sense of teamwork, adaptability.

Necessary procedures for validating competences

This section seeks to provide procedures for validating the candidates' competences; it is not enough to simply gather a candidate's skills and competences, based on their application for recruitment and their CVs.

Testing of the competences through case scenarios

Description: This procedure concerns the conduction of the above suggested second phase of the recruitment procedure of the final candidates for the role of Pride Network Leaders. This procedure concerns the testing of competences regarding problem-solving of incidents that may arise and require the Pride Network Leader to prove their managerial/leadership skills, time management and adaptability. The employers can engage the candidates in case scenarios of incidents that might require problem-solving procedures regarding LGBTQIA+ and inclusion matters within the company, and validate the ways in which the Pride Network Leaders might react.

Examples of case scenarios (these are indicative; may/should be adjusted based on the company conducting the interview):

- **Incident of homophobia/transphobia, discrimination and/or harassment**
"Say that one of the employees reports to you an incident of homophobic/transphobic discriminatory attitude, or even harassment. Describe the steps of your actions to shed light to this incident and resolve it."
- **Incident of conflict with employees (reluctance to attend workshops, to follow rules of inclusion, etc.)**

"Say that one or more of the employees seem reluctant to follow some rules specified under your strategies, or attend trainings and contribute to LGBTQIA+ inclusion within the company, due to personal discriminatory beliefs. What actions do you take?"

- **Incident of conflict with customers**

"Say that you experience discriminatory attitudes and dislike from one or more of our customers due to our strategies for LGBTQIA+ support and inclusion, both internally and externally. What actions do you take?"

- **Performance difficulties: Not meeting the goals specified within the strategies**

"Say that you've indicated specific indicators and goals within your strategies to support the company's Pride Network and its employees in terms of LGBTQIA+ inclusion, but these do not seem to be achieved within the timeframe that you've defined. How do you solve this issue?"

****All the above-described case scenarios are only indicative and serve as a general guide for what incidents employers could provide to their candidates as examples during the second phase of the Pride Network Leaders' interviews. These scenarios can be adjusted to the actual needs, characteristics and reality of each business/organization.***

Interdisciplinary approach of interview

Description: The role of Pride Network Leader requires the effective management of several matters within a company, from technical and managerial ones to active support and consultation during possible incidents that may require the Leader to prove their soft skills and specific sector skills. To that end, another proposed procedure is for the candidates to be interviewed not only by the employer/recruitment manager, but also from a committee consisting of other experts as well, such as social workers/psychologists, etc. The final decision of the recruitment should be made by taking into consideration also their point of view regarding the validation of the candidates' skills, especially regarding the evaluation of the case scenarios' answers.

Guidelines for conducting a non-discriminatory, stereotype-free selection

This part of the selection concerns the ways in which employers should potentially approach, attract and recruit their candidates for the role of 'Pride Network Leaders', so that they avoid any discriminatory attitudes towards them.

'Gender neutral' communication

Description: This proposal concerns both the language used for the recruitment announcements and the conduction of interviews of the selection process. It is proposed that recruitment managers/employers use a 'gender neutral' communication strategies, so that the language used during the overall process will be inclusive and attracting to all candidates, whether they are LGBTQIA+ individuals or not. The interviewing process should also ensure that there is a safe space, that 'homonormativity' is not promoted (especially regarding candidates from the LGBTQIA+ community), and that the language used is not promoting stereotypes/misconceptions.

Guidelines for gender-neutral and inclusive communication set by the UN

Below we provide some general effective tips and methods of conducting stereotype-free communications, which have been set by the United Nations. These guidelines, which are further elaborated in the [official website of the UN](#), can be followed and/or adjusted in each specific company's Manual/Handbook, which -as mentioned later- can serve as a general guide of stereotype-free selection and communication for each specific business, based on its needs and scope of work.

- **Respect:** Respect towards pronouns of the individuals, i.e., he/him, she/her, they/them.
- **Visibility of all gender identities when needed/when relevant:** This concerns the visibility of all identities, using their pronouns, when needed in the communication. For example, texts referring to individuals shouldn't use only the "**he**" pronoun, because it would cause discrimination towards feminine individuals. Instead, in phrases/sentences referring to individuals, use "**she/he**" or "**they/them**", to be inclusive.
For example: "If someone is interested in our proposal, **she/he** should contact our administrative department" **or** "If someone is interested in our proposal, **they** should contact our administrative department".
- **Avoidance of gender definition when not needed/not relevant:** In some cases, when the gender identity is not relevant to the context of communication, then defining it is not relevant and may be perceived as discriminatory towards several gender identities. Gender-neutral communication tips and strategies include **inclusive words**. For example, the word

"mankind" should be avoided - it may be considered discriminatory. Use the word "humankind" instead. The same goes for words like "manpower"; use the word "staff" instead.

As derived from the above, the main tip considers the proper use of gender pronouns and respect towards all gender identities during written or oral communication, either by defining them properly when relevant in a respective communication context, or by avoiding gender visibility when not relevant, to avoid perpetuation of discrimination.

Consultation of Manual/Handbook for a stereotype-free communication and selection

Description: It is proposed that the companies/organizations have in place a special Handbook/Manual regarding communication strategy, based on their specific needs, target groups, clientele, workplace, etc., so that the selection process and communication within the company is non-discriminatory. Both employers and employees should consult this Manual so that recruitment and internal/external communication is conducted in a non-discriminatory manner. This Handbook Manual, apart from specific guidelines and strategies set by each respective company, should include the guidelines for 'gender neutral communication' as set above.

Implementation of a New Role



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 LGBTQIA+ group.

RESEARCH THE IMPLEMENTATION OF OTHER COMPANIES.

The analysis of actions carried out by other companies in the field of LGBTQIA+ 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 LGBTQIA+ 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 LGBTQIA+ 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 figure of the Pride Network Leader has begun, the actions to be taken for a correct implementation within the established deadlines must be defined.

The study of the company's situation (when we talk about a company, we are referring to the private sphere as well as the public and governmental sphere) with respect to the LGBTQIA+ community will be key to establishing the different guidelines to follow during implementation to ensure inclusion, diversity and visibility.

From there, a series of actions and partnerships will help to accelerate the first positive results and move 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 LGBTQIA+ 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 LGBTQIA+ employees, such as LGBTQIA+ 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 LGBTQIA+ 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 LGBTQIA+ 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 LGBTQIA+ 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 LGBTQIA+ 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 LGBTQIA+ 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 LGBTQIA+ 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 LGBTQIA+ 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.

Conclusion

The document provides a comprehensive overview of the Pride Network Leader role, outlining its key responsibilities, qualifications, and the selection process. The establishment of this role signifies a commitment to fostering inclusivity and diversity within the organization, particularly in supporting the LGBTQ+ community. By defining clear guidelines for the implementation of the Pride Network Leader role, the document aims to ensure consistency and effectiveness in the selection and execution of this pivotal position.

The Pride Network Leader is positioned as a key advocate and facilitator, responsible for spearheading initiatives that promote an inclusive and supportive environment for LGBTQ+ employees. The selection process emphasizes a combination of relevant experience, leadership qualities, and a genuine commitment to promoting diversity and equality. The guidelines outlined in the document provide a roadmap for integrating the Pride Network Leader seamlessly into the organizational structure, emphasizing collaboration with existing teams and aligning the role with broader diversity and inclusion goals.

Ultimately, the introduction of the Pride Network Leader role reflects the organization's dedication to creating a workplace where all employees feel valued, respected, and able to contribute their best. By implementing the guidelines outlined in the document, the organization is poised to enhance its commitment to diversity and inclusion, fostering a culture that embraces and celebrates the unique perspectives of its LGBTQ+ members.

