CAF- Diversity Checklist	Box to tick
Criterion 1: Leadership	
Criterion 1.1 Provide direction for the organisation by developing its mission, vision and values	
The organisation is driven by a common **understanding of diversity**. This contains the understanding for inequality, anti-discrimination, the proactive prevention of discrimination, the shaping of fair systems and contributing to social change ("shaping fair change").	
The common understanding of diversity is anchored in leading documents such as a **mission statement** and a **strategy**. The mission statement is based on a fair composition of the organisation and social variety. Diversity of society and just arrangements within the organisation are part of our mission statement.	
The common understanding of diversity serves as an **orientation framework** for fair and non-discriminatory work of all employees.	
Discriminatory behavior will be prevented. All employees will be supported in their dealings with diversity.	
A **code of conduct** for diversity, equality and the prevention of discrimination is in force.	
Criterion 1.2 Manage the organisation, its performance and its continuous improvement	
In order to guarantee the implementation of the understanding of diversity as well as its strategies and goals, the organisation has defined all necessary **structures**. It is ensured, that **no group of persons is being excluded**.	
Necessary resources (time, finances, space) for **diversity management** have been allocated.	
The management systems comprise **indicators** for diversity management.	
A documented **system**, guaranteeing that diversity management comprises all relevant business- and activity areas, is in force.	
An **employee** has been **appointed** for diversity coordination and all accompanying activities.	
Procedural rules for the internal as well as the external **communication** of diversity management (Intranet, company reports, customer feedback, participation at diversity awards) are in place.	
Criterion 1.3 Motivate and support people in the organisation and act as a role model	
United standards, feedback and participation in defining the diversity goals increase the **diversity competence** and the employee´s motivation to participate. Management takes actively part in diversity management.	
The employees are actively **involved** in the diversity management processes of the organisation. They are regularly informed and sensitized about various diversity activities.	
Positive initiatives concerning diversity and equality of the employees are valued and **acknowledged**.	
The employee´s personal needs and circumstances in terms of **cultural diversity** will be considered as far as possible.	
Criterion 1.4 Manage effective relations with political authorities and other stakeholders	
Goals in diversity, equality and diversity management are included in the process of goal and task- definition.	
The achievements of the organisation in terms of **diversity** and **gender equality** will explicitly be pointed out.	
Criterion 2: Strategy and Planning	
Criterion 2.1 Gather information on the present and future needs of stakeholders as well as relevant management information	
c	The organisation is **aware of the current developments in its field of responsibility** and keeps an overview of legal and technical developments. Changes and developments in the field of diversity management and equality are included.	
Constantly, **data and information of all relevant population groups** (social, cultural, economic and demographic) will be gathered to avoid discrimination and minimise unfair treatment.	
Criterion 2.2 Develop strategy and planning, taking into account the gathered information	
e	**The aspect of equality between men and women** will be taken into account in the performance information.	
The aspects of diversity and equality will be considered comprehensively in the planning of performance information (for example between men and women or between older and younger people).	
Criterion 2.3 Communicate and implement strategy and planning in the whole organisation and review it on a regular basis	
The **diversity strategy** will be implemented through concrete measures.	
b	The **strategy and the goals are known** to all employees. This is also valid for the diversity strategy.	

	The organisation has the necessary instruments to **depict and control the planned and achieved results** of the diversity strategy at its disposal. There are defined responsibilities, tasks, ways of communication and the measures have their own assigned budgets and schedules.	
	The goals and the **indicators of diversity management system** are integrated into strategic controlling.	
	Criterion 2.4 Plan, implement and review innovation and change	
	The organisation is open to **innovative approaches in diversity management** (e.g. diversity index, diversity scorecard, regional and supra-regional initiatives etc.).	
	During the innovation process, it must be ensured that **no discrimination** is taking place by involving the affected groups.	
	During **surveys and interviews**, care must be taken that no groups are systematically excluded (e.g through language barriers).	
	Themenfeld 3: People	
	Criterion 3.1 Plan, manage and improve human resources transparently with regard to strategy and planning	
	Fairness, equality and anti-discrimination are reflected in the staff policy of the organisation. Both staff recruitment as well as career development are affected.	
b	**Guidelines for staff management** have been developed (concerning flexible working hours, paternity- and maternity leave, sabbaticals, age-appropriate working conditions, equal opportunities, gender and cultural diversity, employment of people with disabilities).	
	During the planning of staff needs, focus is being laid on a **"balanced staff structure"** (diversity-oriented composition of the workforce), taking into account diversity-relevant aspects (which field of work requires which colleagues?).	
	Diversity-relevant knowledge, competences and experiences will be taken into consideration during the hiring process of new staff.	
g	Preference will be given to women **with equal qualifications** when filling management positions. There is a balanced share of men and women in the organisation. **Fairness, Equal opportunities and anti-discrimination** are strongly pursued.	
	Diverse **advertising materials and recruitment channels** will be used for the filling of vacancies in order to guarantee a broad and open scope. Legal requirements for anti-discrimination against disabled persons will be taken into account.	
	Criterion 3.2 Identify, develop and use competencies of peole aligning individual and organisational goals	
	Management and the employees are **trained and sensitized** in the context of equal opportunities, anti-discrimination and diversity.	
	The organisation offers **opportunities for trainings and further education in the field of diversity** in order to enhance the socio-cultural and inter-cultural skills of the workforce.	
k	**Career development of women** is being promoted systematically.	
	Equal opportunities in career development are being promoted systematically.	
	Kriterium 3.3 Involve employees by developing open dialogue and empowerment, supporting their well-being	
	Employees are **involved in the creation process of Performance information and Indicators for diversity management.**	
	Employees know and are informed about the **diversity strategy**.	
	Employee surveys contain questions on equality and anti-discrimination.	
k	**Employees with special needs** receive proper workplace equipment.	
	Themenfeld 4: Partnerships and Resources	
	Criterion 4.1 Develop and manage partnerships with relevant organisations	
	In **partnership argreements**, focus is laid on the diversity understanding of the organisation.	
f	In case of use of **external services**, caution is laid that the providers follow their social responsibilities.	
	Criterion 4.2 Develop and implement partnerships with the citizens/customers	
	Focus is laid on **participation** of all groups.	
	Clients and citizens are being involved in the activities and processes in the field of diversity and equality.	
	Partnerships with citizens as well as with customers are **easily accessible and barrier-free.**	
	The goals and results of diversity management are being **publicly communicated.**	
	Criterion 4.3 Manage finances	
	A planned **budget** for diversity management is present.	
	Criterion 4.4 Manage information and knowledge	
	For the use of available systems and methods for the processing of knowledge, attention is being paid to **accessibility** (font size, comprehensibility).	
	Criterion 4.5 Manage technology	
	The IKT-strategy as well as the IT-management of the organisation take into consideration the necessary **accessibility**.	
	Specific IKT-solutions support equal opportunities (e.g. screen reader programmes, braille lettering, special screens for people with visual impairment etc.).	

	Criterion 4.6 Manage facilities	
a	The buildings (offices and other premises) are **meeting the needs** of the employees and the customers (e.g. fire safety, barrier-free access, accessibility by public transport, parking spaces).	
	Die **gesetzlichen Vorgaben zur Barrierefreiheit** werden eingehalten. **Legal requirements for accessibility** are being complied with.	
	Themenfeld 5: Processes	
	Criterion 5.1 Identify, design, manage and Innovate processes on an ongoing basis, involving the stakeholders	
	Diversity-related aspects are being taken into consideration during the re-organisation of working processes (such as consideration of part-time employees during scheduling).	
	The **processes of diversity management** are clearly defined. Quality management of the results is being carried out by the Controlling department/team.	
	The department offers opportunities for appeals and suitable **means for resolving disputes** (point of contact for inquiries) in terms of diversity, equality and discrimination.	
	Criterion 5.2 Develop and deliver citizen/customer-oriented services and products	
	The **existing socio-kultural knowledge** of the customers and all other relevant people will be integrated and used for the design, the devopment and the improvements of the products.	
	The information will be processed with a **focus on the target group**.	
c	The **service- accessibility** is user-friendly (e.g. flexible opening hours, draft of documents in plain language through the Internet/billboards/brochures/braille).	
	Criterion 5.3 Coordinate processes across the organisation and with other relevant organisations	
a	While structuring and improving of the processes, a certain **process-perspective** is taken and diversity aspects will be considered.	
	Themenfeld 6: Citizen/Customer-oriented Results	
	Criterion 6.1 Perception measurements	
f	We measure the customer´s and citizen´s level of satisfaction with the **products and services** of the organisation (e.g. quality, reliability, equal treatment, consideration of diversity).	
	Kriterium 6.2 Performance measurements	
	We measure the number of **complaints** regarding diversity, gender equality and discrimination.	
	Themenfeld 7: People Results	
	Criterion 7.1 Perception measurements	
	We measure the **level of satisfaction with diversity management among the employees** (in terms of comprehensibility, usefulness for the daily workd, meaningfulness for the organisation as a whole, the own contribution to achieving the effect etc.).	
j	We measure the satisfaction of the employees in terms of **equal opportunities, gender equality and fair treatment**.	
	Criterion 7.2 Performance measurements	
	We measure the **readiness** of the workforce to deal with the **topic of diversity management** (e.g. number of completed trainings about diversity management/matters of diversity, gender equality and discrimination).	
	Themenfeld 8: Social Responsibility Results	
	Criterion 8.1 Perception measurements	
	We measure the level of social interaction with **topics of diversity** within the organisation (e.g. diversity representing enrichment, equal opportunities, handling of discrimination issues etc.).	
	By observing the media coverage of the organisation´s activities in terms of **diversity and gender equality**, we measure the perception by the media.	
	Criterion 8.2 Performance measurements	
	We measure the organisation´s support of **diversity, gender equality and integration**.	
	Themenfeld 9: Key Performance Results	
	Criterion 9.1 External results: outputs and outcomes to goals	
	We measure the compliance with **diversity standards**.	
	Criterion 9.2 Internal results: level of efficiency	
	We have **results about gender equality and diversity** at our disposal.	