



SENSENET



SEO's Performance Assessment Tool

- instructions guide -

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The SENSENET project (Social Enterprises Sustainability Network aims to strengthen the skills of managers and human resources of social economic organisations in the management of diversity and its performance. This project, running from September 2017 to August 2020, is held in 5 countries (Denmark, France, Italy, Portugal and Romania) with 7 organisations.

The implementation of this project stems from an observation: the social economy organisations (SEOs) and enterprises (SEEs), if they have an ambition of social inclusion, do not have the necessary tools and skills to recruit and support in employment profiles from diversity. The Consortium's goal is to answer to this issue by supporting SEOs and SEEs deal with diversity through the development and experimentation of adapted tools and trainings.

One of the main outcomes of the project is **a performance assessment tool**, aiming to identify SEOs' managers and human resources' learning needs, provide guidelines and optional paths. This tool will facilitate SEOs' recruitments and will improve the performance management in these organisations. This output is connected closely with the next ones, **a learning programme**, easily accessible, providing SEOs' managers and human resources staff with effective learning paths, to upgrade or promote their diversity management, recruitment and staff management skills, and **a learning network model**, to provide a practical guide to support SEOs' managers and human resources staff to implement diversity and performance management.

The SENSENET performance assessment tool includes an analysis of managers and human resources' learning needs and a description of the methodology to be implemented by SEOs to improve their recruitment and management performance.

The tool specifically targets managers and human resources of SEOs and SEEs.

Further, we will discuss the structure of the assessment tool and how to use it, the technical features, in order to get an effective result in the end.

SENSENET – Performance Self-Assessment Tool Structure

The **Performance Self-Assessment Tool** framework structure and contents have been built keeping in great consideration the needs and recommendations identified on the Evidence Review by the SENSENET Consortium throughout the desk research on existing promising practices on Diversity in SEEs and SEOs and national stakeholders' workshops. Together with these preliminary research activities, we have conducted a baseline research on existing similar tools, focusing on diversity, human resources and performance management.

Keeping into consideration that managers usually have a limited spare time and in order to keep the performance self-assessment tool as a valuable and easy useable tool, the total number of questions are 34, but some of them will appear only based on your previous answers. This measure aims at tackling the risk that managers could abandon the assessment before finishing it, as it is perceived as too long or as it requires too much time to be completed.

Link to access the tool:

English - <https://form.jotformeu.com/91053853443355>

French – <https://form.jotformeu.com/93314475023351>

Dansk – <https://form.jotform.com/193464571407361>

Portuguese – <https://form.jotformeu.com/193464019828365>

Romanian – <https://form.jotform.com/193463697170366>

Italian – <https://form.jotform.com/200192707515349>

The Performance Self-Assessment Tool is structured in two parts:

Part I. Which level is your organisation on Diversity and Inclusion?

This section offers the opportunity to have a first general overview on your organisation's formal attitude towards Diversity, Inclusion and Sustainability.

This part is having **9 questions**, but not all of them are mandatory, 6 of them will appear only if you answer Yes on the question *Do you want to know on which level is your organisation in implementing Diversity and Inclusion?*. If your answer is No, the questionnaire will skip the 6 items and jump directly on part II.

Part II. Implementation and Actions

This section offers you the opportunity to assess your organisation's concrete behaviour (existing actions) towards Diversity, Inclusion and Sustainability in practice, focusing on key human resources practices.

In order to identify the dimensions that would better fit with the scope of the project to be examined in this part of the questionnaire, we focused our research activity on similar existing assessment tools, in particular those analysing workplaces, enterprises, managers, employers and employees, those with a clear probing focus on diversity, gender equality, integration and inclusion and eventually the national ones suggested by the SENSENET consortium.

Therefore, this part has a total number of **25 questions**, but some of them will appear based on the answer you provide.

For example: Do you collect data to follow the career evolution and development of your employees in regards with diversity?

If your answer is Yes, the next question will follow - *How often do you collect these kind of data?*

If your answer is No, these additional questions will be skipped automatically.

For this part we identified 7 main topics to be analysed in the questionnaire, which emerged as pivotal, most representative for the scope of the project and that can be scaled to the SEO/SEE workplace structure¹. These are the following:

- a. Recruitment policies
 - b. Welcoming
 - c. Retention
-

- d. Career development/Career pathways
- e. Training
- f. Work-life balance
- g. Inclusive physical environment

Each identified dimension aims at probing different subdimensions, such as D&I policies awareness and knowledge, unconscious bias, inclusiveness and satisfaction of employees, equal opportunities within the organisation and empowerment of employees, which have emerged from the Evidence Review activities as important among the lacking competences of managers and human resources in Social Economy.

At the end, the tool has an optional section aiming to collect information for the future improvement of the tool and for tailoring the training modules on the needs of the users in each country.

An e-mail address will be required with the purpose of receiving the results of the assessment tool.

By entering your email address, you agree to receive the results from this assessment tool, as well as other materials in accordance with our **Privacy Policy**. Please review our [Privacy Policy](#) page – which provides information on how we use and process your data. You can change your mind at any time by contacting us at easi.assistant@gmail.com.

SENSENET – Performance Self-Assessment Tool Structure - Technical information

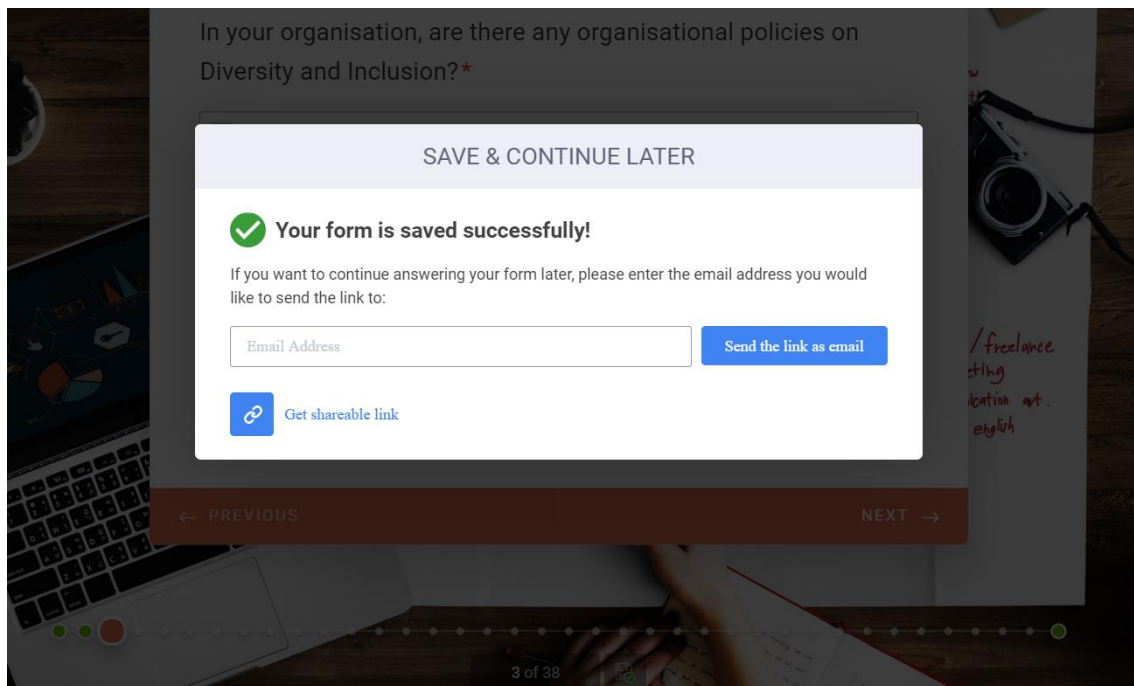
The online source where the tool is hosted is called Jotform and has a set of features that allows us to make the tool more accessible for the users.

You can consult or download the glossary (key concepts that will be analysed in the assessment) since the beginning of the assessment.

Another feature will allow you to stop and fill the tool later by using the button Save and Continue. You will have to provide your email address to receive the form that you have started to complete.



Save and continue button (on the bottom of the page)



In the end, you can see the total score and review your answers. On this step, you can still change your answer, by clicking Edit on the question or using the button Back to form.

It is very important, after the review of your answers to click the button FINISH.

SENENET Assessment Tool

1.

[Glossary.pdf](#)

2. Are you aware that stereotypes may influence managers' leadership decisions and result in inefficient choices for the organisation?

No

3. In your organisation, are there any organisational policies on Diversity and Inclusion?

Actions: my organisation has implemented some actions on D&I and sustainability

4. Do you want to know on which level is your organisation in implementing Diversity and Inclusion?

NO

5. Does your organisation have an inclusive recruitment policy?

No

6. When you open a new vacancy in your organisation, do you make sure to advertise it in a way that aims at attracting

[BACK TO FORM](#)

[FINISH](#)

SENSENET – Performance Self-Assessment Tool – Results

In order to obtain the adequate scoring, when calculating the results, each question in the questionnaire will have a specific weight – e.g. questions with percentages estimation (% of hired people from minorities) or types of policies/programs implemented will have a higher weight than “yes/no” questions. The score starts from 0 to 1 (0.25, 0.5, 1).

For having a more complete picture on your level of maturity for each assessed topic, these are the **maximum possible scores** for each part of the questionnaire you have completed:

Part 1 - Which level is your organisation on Diversity and Inclusion?: 12

Part 2 - Implementation and Actions: 34.5

- a. Recruitment policies: 4*
- b. Welcoming: 3*
- c. Retention: 7*
- d. Career development/Career pathways: 5*
- e. Training: 7*
- f. Work-life balance: 5.5*
- g. Inclusive physical environment: 3*

Each result will unlock a series of resources, which will be tailored according with the resulting level of awareness and competence on the topics.

The total score that you receive at the end of the questionnaire, will place you on one of the following level.

- **Lack of competences** [score between 1-9] - *No action taken to address the topics in SEOs;*
- **Minimum level of competences** [score between 10-18] - *Some initial actions taken to address the topics and/or a discussion has been initiated to address the topics within the SEO;*
- **Partial level of knowledge** [score between 19-27] –*Some actions taken toward specific needs but lack of a written support to the actions/hotspot actions taken with no actual planning for the future;*
- **Substantial level of competences** - [score between 28-36] - *meaning Defined written and verbal standards to support the topics’ policies within the SEO/SEE;*
- **Full competence and commitment** - [score between 37-46.5] *Frequent actions taken with a medium-long term planning, topics are integrated into workplace norms and in the SEO/SEE culture.*

The next step after the submission of your answer will be to receive an email containing two attachments:

- a copy of your answers, including your final score;
- a guide explaining your results - your level of knowledge, the modules of SENSENET training according to each analysed competence, a set of tips and resources for implementing Diversity and Inclusion .

Dear user,

Thank you for accessing the self-assessment tool developed within SENSENET project.

SENSENET aims to promote more inclusive environments within the social economy sector. The SENSENET Tools and training programme that will be developed intend to increase the skills of managers and human resources staff from Social Economy Enterprises and Organizations (SEOs) in the recruitment and management of diversity and to support them in implementing inclusive practices.

This questionnaire is a first step to help you launching your process to promote diversity & inclusion within your organization, but it is not sufficient in itself.

To go further, you will find here attached several documents to support you in this process :

- *A copy of your answers*

- *A glossary of concepts*

- *A guide explaining your results, providing a set of tips and external resources to rely on*

The SENSENET training programme is currently under construction. You will be informed as soon as it is complete and ready to use.

Kind regards,

SENSENET team

2 Attachments



If you want to analyse more deeply your results, please discuss with the trainer during the face-to-face sessions of SENSENET Learning Program.



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www.sensenet-project.org

PARTNERS

