

Migration Policy Group

Becoming a Party of Choice: a Tool for Mainstreaming Diversity

Compendium of Benchmarks and Indicators

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BENCHMARK – VOTERS

Outcome indicators assess a party’s actual or desired situation with respect to the equal consideration of the needs, aspirations and contributions of people with a migrant background and those of other individuals. Process indicators, on the other hand, look at party constitutive documents, outreach and dialogue activities.

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
OUTCOME	Equal consideration	ELEC/O/1 Party voters with a migrant background feel that their needs and aspirations are considered by the party to be on an equal footing with other voters’ needs and aspirations	<ul style="list-style-type: none"> • Surveys demonstrate that people with a migrant background have similar satisfaction rates with regard to their needs and aspirations being considered by the party
PROCESS	Stating the electorate’s importance	ELEC/P/1 Key party documents state the importance of voters with a migrant background	<ul style="list-style-type: none"> • Party statements about the importance of voters with a migrant background
	Outreach to and targeting of migrants	ELEC/P/2 The party proactively targets potential voters with a migrant background	<ul style="list-style-type: none"> • Diversity and equality manifesto • Voter registration campaigns through affiliated party groups working in partnership with migrant associations, specialised media outlets etc. • Meetings regularly organised in community centres in areas with large populations of people with a migrant background, and regularly attended by these people
	Listening to migrants’ needs and aspirations	ELEC/P/3 The party maintains a structured and systemic dialogue with migrant associations	<ul style="list-style-type: none"> • Party consultative committees and working groups on different subjects hold regular meetings with migrant associations
	Mapping the electorate	ELEC/P/4 Equality and diversity data is used to map the electorate	<ul style="list-style-type: none"> • Surveys of the electorate include diversity and equality data

BENCHMARK – PARTY MEMBERS

Outcome indicators assess the actual or desired situation of a party with regard to the composition of its membership at various levels and the experience of party members with a migrant background. Process indicators, on the other hand, look at nationality and residency requirements for membership, outreach to and training activities for party members with a migrant background, and monitoring and target-setting tools.

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
OUTCOME	Composition of the party's membership (nationwide)	MEMB/O/1a The composition of the party's membership reflects the diversity of the country's population	<ul style="list-style-type: none"> Percentage of members with a migrant background increases over time so as to reflect the percentage of the country's population with a migrant background
	Composition of the party's membership (local)	MEMB/O/1ab The composition of the party's membership reflects the diversity of the local area's population	<ul style="list-style-type: none"> Percentage of members with a migrant background increases over time so as to reflect the percentage of the local area's population with a migrant background
	Experience of party members with a migrant background	MEMB/O/2 Party members with a migrant background receive fair and equal treatment from other members, and enjoy similar satisfaction rates to other members with regard to party membership	<ul style="list-style-type: none"> Survey on the resolution of complaints made by members with a migrant background regarding racial harassment, discrimination and victimisation shows increased satisfaction rates Surveys of party members with a migrant background on treatment by fellow members/the party administration show that members with a migrant background have similar satisfaction rates to other members with regard to party membership
PROCESS	Nationality and residency requirements in statutes and/or by-laws	MEMB/P/1 Party membership is open to all residents, without nationality requirements	<ul style="list-style-type: none"> Clause in party statutes and/or by-laws Survey on the resolution of complaints related to residency/nationality requirements show increased satisfaction rates
	Recruitment of members	MEMB/P/2 The party displays a proactive policy of recruiting members with a migrant background	<ul style="list-style-type: none"> Targeted recruitment efforts through migrant associations, self-help groups, community centres, specialised media outlets etc.

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
	Training and development	MEMB/P/3 All party members, whatever their background, are invited to attend a tailor-made training course on diversity and equality issues	<ul style="list-style-type: none"> • Percentage of members attending the training • Percentage of members completing the training • Evaluation of participants' feedback shows that the training is effective in raising awareness on diversity and equality issues
	Party activities (working groups, party conferences etc.)	MEMB/P/4 Members with a migrant background take part in party activities on an equal footing with other members	<ul style="list-style-type: none"> • Percentage of party members with a migrant background against the percentage of party members with a migrant background who take part in party activities (for each activity) • Activities are organised in a culturally sensitive way
	Monitoring and target setting	MEMB/P/5 Equality and diversity data is used to monitor the party's membership at all geographical levels and is used to set targets for recruitment efforts	<ul style="list-style-type: none"> • Monitoring system in place to identify members' migrant backgrounds • Examples of data collection for monitoring and target purposes: <ul style="list-style-type: none"> ○ Percentage of members with migrant backgrounds (at all levels, i.e. national, regional and local party offices) ○ Percentage of members with migrant backgrounds leaving the party ○ Percentage of members with migrant backgrounds submitting complaints related to party membership

BENCHMARK – PARTY CANDIDATES

Outcome indicators assess the actual or desired situation of a party with regard to the composition of its pools of candidates, as well as the extent to which candidates with a migrant background are given winnable constituencies or placed in eligible positions on party lists. Process indicators, on the other hand, look at recruitment issues such as nationality requirements for candidates and outreach activities targeting potential candidates with a migrant background, as well as the availability of training and financial support and monitoring and target-setting tools.

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
OUTCOME	Composition of the party's list of candidates (single-winner systems)	CAND/O/1a The composition of the party's national list of candidates reflects the diversity of the country's population	<ul style="list-style-type: none"> Percentage of candidates with a migrant background increases over time so as to reflect the percentage of the country's population with a migrant background and above the eligible voting age
	Winnable constituencies (single-winner systems)	CAND/O/1b Candidates with a migrant background are allocated as many winnable constituencies as other candidates	<ul style="list-style-type: none"> Percentage of candidates with a migrant background allocated winnable constituencies (i.e. considered 'safe' by the party)
	Composition of the party's list of candidates (list-based multiple-winner systems)	CAND/O/2a The proportion of candidates with a migrant background on the party's area list is commensurate with the proportion of people with a migrant background living in the area (national, regional or local constituency)	<ul style="list-style-type: none"> Percentage of candidates with a migrant background on the list increases over time so as to reflect the percentage of the population with a migrant background and above the eligible voting age in the area
	Eligible positions (list-based multiple-winner systems)	CAND/O/2b The proportion of candidates with a migrant background in eligible positions on the party's area list is commensurate with the proportion of people with a migrant background living in the area (national, regional or local constituency)	<ul style="list-style-type: none"> Percentage of candidates with a migrant background in eligible positions increases over time so as to reflect percentage of population with a migrant background and above the eligible voting age in the area

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
PROCESS	Nationality and residency requirements in statutes and/or by-laws	CAND/P/1 Candidate applications are open to holders of dual citizenship	<ul style="list-style-type: none"> • Clause in party statutes and/or by-laws • Survey on the resolution of complaints related to nationality requirements show increased satisfaction rates
	Recruitment of candidates	CAND/P/2 The party proactively encourages applications from potential candidates with a migrant background	<ul style="list-style-type: none"> • Information for potential candidates provides details of skills and competencies required for applications for candidacy, including the relevance of non-political experience (running businesses, caring responsibilities etc.) • Targeted outreach efforts through migrant associations, self-help groups, community centres, specialised media outlets etc.
	Selection of candidates	CAND/P/3 Diversity and equality principles are integrated into candidate selection procedures	<ul style="list-style-type: none"> • Diversity and equality training for members of selection committees • Competence-based assessment process • Low minimum membership period and reference requirements • Use of quotas and targets
	Funding for candidates	CAND/P/4 Means-tested financial support is provided to candidates from under-represented groups, including those with a migrant background	<ul style="list-style-type: none"> • Independently regulated diversity fund within the party
	Training and development	CAND/P/5 The party offers tailor-made training and support opportunities to talented candidates with a migrant background	<ul style="list-style-type: none"> • Talent-spotting mechanisms for identifying promising candidates • Mentoring and/or shadowing schemes • Training schemes for leadership, use of media, public-speaking and team-building skills

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
	Monitoring and target-setting	<p>CAND/P/6 Equality and diversity data is used for monitoring the party's pool of candidates and the candidacy cycle at all geographical levels, and are used to set targets for outreach efforts</p>	<ul style="list-style-type: none"> • Monitoring system in place to identify candidates' migrant backgrounds • Examples of data collection for monitoring and target setting purposes: <ul style="list-style-type: none"> ○ Percentage of candidates with a migrant background ○ Percentage of candidates with a migrant background winning seats ○ Percentage of candidates with a migrant background losing elections ○ Percentage of candidates with migrant background submitting complaints related to their candidacy

BENCHMARK – PARTY LEADERS AND EXECUTIVE STRUCTURE MEMBERS

Outcome indicators assess the actual or desired situation of a party with regard to the composition of its leadership and executive structure, as well as the experience of party leaders and decision-makers with a migrant background. Process indicators, on the other hand, look at the extent to which constitutive documents include diversity and equality considerations such as nationality and residency requirements, the responsibilities given to leaders and executive structure members with a migrant background, outreach and training policies and monitoring and target-setting tools.

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
OUTCOME	Composition of the party's leadership and executive structure	LEAD/O/1 The composition of the party's leadership and executive structure reflects the diversity of the country's population	<ul style="list-style-type: none"> Percentage of leaders and members of the executive structure with a migrant background increases over time so as to reflect the percentage of the country's population with a migrant background
	Experience of party leaders and decision-makers with a migrant background	LEAD/O/2 Leaders and members of the executive structure with a migrant background receive fair and equal treatment from their colleagues	<ul style="list-style-type: none"> Survey on the resolution of cases brought under the complaints procedure for protection against racial harassment and victimisation shows increased satisfaction rates Surveys of members of the executive structure with migrant background on treatment by colleagues show that members with a migrant background feel they receive equal treatment
PROCESS	Mirroring society's composition	LEAD/P/1 Constitutive party documents state the need for the party to reflect society's diversity	<ul style="list-style-type: none"> Clause in party statutes and/or by-laws
	Nationality and residency requirements in statutes/by-laws	LEAD/P/2 Leadership positions and membership of the party's executive structure is open to holders of dual citizenship	<ul style="list-style-type: none"> Clause in party statutes and/or by-laws Survey for the resolution of complaints related to residency/nationality requirements shows increased satisfaction rates
	Responsibilities of leaders with a migrant background	LEAD/P/3 Leaders and members of the executive structure with a migrant background are given responsibilities in line with their expertise, not only with their background	<ul style="list-style-type: none"> Proportion of members with a migrant background that are responsible for diversity and equality issues compared to other areas Surveys of members of the executive structure with migrant backgrounds on treatment by colleagues show that they feel valued for their expertise, skills and competencies and not only because of their background

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
	Anti-discrimination policies in the selection of members of the executive structure	LEAD/P/4 The party displays a proactive policy of selecting members with a migrant background in its executive structure	<ul style="list-style-type: none"> • Incorporation of diversity and equality considerations in selection procedures for membership of the executive structure • Internal policy statements
	Training and development	LEAD/P/5 The party offers tailor-made training opportunities to members of the executive structure with a migrant background	<ul style="list-style-type: none"> • Talent-spotting mechanisms, including the use of diversity ‘champions’ within the party • Mentoring and/or shadowing schemes • Support and training opportunities for leadership, media and team-building skills
	Monitoring and target setting	LEAD/P/6 Equality and diversity data is used to monitor the party’s leadership and executive structure at all geographical levels, and is used to set targets	<ul style="list-style-type: none"> • Monitoring system in place to identify leaders’ and members’ migrant backgrounds • Examples of data collection for monitoring and target setting purposes: <ul style="list-style-type: none"> ○ Percentage of leaders with migrant backgrounds (at all levels, i.e. national, regional and local party offices) ○ Percentage of selected candidates with migrant backgrounds ○ Percentage of members with a migrant background promoted to leadership positions ○ Percentage of members with migrant backgrounds leaving the executive structure ○ Percentage of members with a migrant background submitting complaints related to racial harassment and victimisation

BENCHMARK – PARTY EMPLOYEES

Outcome indicators assess the actual or desired situation of a party with regard to the composition of its workforce at various section levels, levels of intercultural awareness among staff members and whether employees with a migrant background receive fair and equal treatment. Process indicators, on the other hand, look at the various steps of the employment cycle, including the use of monitoring and target-setting tools.

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
OUTCOME	Composition of the party's workforce (nationwide)	EMP/O/1a The composition of the party's workforce at central headquarters, across all staffing levels, reflects the diversity of the country's population	<ul style="list-style-type: none"> Percentage of party staff with a migrant background (at all staffing levels) increases over time so as to reflect the percentage of the country's population with a migrant background
	Composition of the party's workforce (local)	EMP/O/1b The composition of the party's workforce in local offices, across all staffing levels, reflects the diversity of the local area's population	<ul style="list-style-type: none"> Percentage of party staff with a migrant background (at all staffing levels) increases over time so as to reflect the percentage of the area's population with a migrant background
	Intercultural awareness of party staff	EMP/O/2 Party staff (and HR staff in particular) demonstrate intercultural awareness and understanding	<ul style="list-style-type: none"> Consideration of religious and cultural needs in working arrangements Specific tailor-made training on intercultural communication/diversity and equality issues across all staffing levels (including the number of intakes and, if applicable, certificates awarded) Clear guidelines for HR managers on respecting diversity and equality principles in HR policy and procedures (including interviews, selection, promotion and appraisal systems)
	Treatment of staff with a migrant background	EMP/O/3 Staff with a migrant background receive fair and equal treatment from their managers and colleagues	<ul style="list-style-type: none"> Satisfaction survey on the resolution of cases brought under the complaints procedure for protection against racial harassment and victimisation show increased satisfaction rates Surveys of party staff with a migrant background on treatment by managers and colleagues show that staff with a migrant background feel they have an equal chance of promotion

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
PROCESS	Anti-discrimination policies in recruitment	EMP/P/1 The party promotes itself as an employer of choice towards people with a migrant background	<ul style="list-style-type: none"> • Incorporation of diversity and equality considerations into the job specifications (e.g. non-discriminatory language and qualification requirements) • Measures in place to proactively recruit staff with migrant backgrounds, especially in areas with a high proportion of immigrants; party engages in campaigns such as targeted recruitment fairs organised in co-operation with relevant NGOs; dissemination of job advertisements via targeted media/networks; public statements etc. • Positive action to ensure access to internships and temporary vacancies in particular, as these types of position are vital to gain contacts and experience and are often filled without a formal recruitment process
	Anti-discrimination policies for retention	EMP/P/2 Diversity and equality principles are integrated into the recruitment, promotion and appraisal systems and procedures	<ul style="list-style-type: none"> • Competency-based recruitment procedures (e.g. anonymous CVs, simulation tests etc.) • Positive action mechanisms, including talent-spotting, to ensure that promising staff members with a migrant background have an equal chance of promotion • Complaint procedure in place for protection against racial harassment and victimisation
	Monitoring and target setting	EMP/P/3 Equality and diversity data is used to monitor the party's workforce and employment cycle at all geographical levels, and is used to set targets for recruitment efforts	<ul style="list-style-type: none"> • Monitoring system in place to assess the diversity and equal treatment of the workforce and of applicants • Examples of data collection for monitoring and target setting purposes: <ul style="list-style-type: none"> ○ Percentage of applicants with a migrant background (at all hierarchy levels) ○ Percentage of selected candidates with a migrant background ○ Percentage of staff with a migrant background receiving promotions ○ Percentage of staff with a migrant background leaving employment ○ Percentage of staff with a migrant background submitting complaints related to racial harassment and victimisation

BENCHMARK – PARTY SUPPLIERS

Outcome indicators assess the actual situation of a party regarding equality of access to tenders and the composition of its pool of suppliers. Process indicators, on the other hand, look at the legal and promotion aspects of the procurement cycle (including the use of social inclusion clauses), and how the latter is monitored in order to identify obstacles which migrant entrepreneurs may encounter.

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
OUTCOME	Equal opportunities for bidding	PROC/O/1 Migrant-owned businesses have an equal chance to bid for party tenders	<ul style="list-style-type: none"> Percentage of migrant-owned businesses participating in the party's calls for tender Results from surveys with migrant-owned businesses show increased satisfactions rates regarding the equal chance to bid for party tenders
	Composition of the party's pool of suppliers	PROC/O/2 The party's pool of suppliers is composed of businesses which apply diversity and equality principles in their employment practices	<ul style="list-style-type: none"> Increase in the percentage of suppliers who: <ul style="list-style-type: none"> Train staff in intercultural awareness Set up equal opportunities and competency-based recruitment procedures Work with diverse delivery staff Implement social clauses Have set up a complaints procedure
PROCESS	Procurement procedures	PROC/P/1 Diversity and equality principles are integrated into the party's procurement procedures	<ul style="list-style-type: none"> Diversity and equality requirements are inserted into the tender specifications Diversity and equality requirements are used as selection or award criteria Social clauses are used in order to promote the recruitment of people who are excluded from the labour market, including people with a migrant background; and to prevent their exploitation Tailor-made diversity and equality training of procurement officers

TYPE OF INDICATOR	CATEGORY	BENCHMARK	EXAMPLES OF RELEVANT INDICATORS
	Promotion of diversity and equality principles to suppliers	PROC/P/2 The party promotes diversity and equality principles in its dealings with suppliers	<ul style="list-style-type: none"> • Via contract performance conditions, contractors are obliged to: <ul style="list-style-type: none"> ○ Train staff in intercultural awareness ○ Set up equal opportunities and competency-based recruitment procedures ○ Work with diverse delivery staff ○ Set up complaints procedure • Conditions are applied down the supply chain in compliance with diversity and equality clauses used in tenders, and this can be evidenced by contractors
	Monitoring of the procurement cycle	PROC/P/3 Diversity and equality data gathered from successful tenders and bidders is monitored and is used to set procurement targets	<ul style="list-style-type: none"> • Data monitoring system in place that enables a general diversity and equality assessment of the party's existing pool of suppliers and the identification of obstacles which migrant-owned businesses may encounter in the procurement cycle • Lessons learned feed into improved processes/activities in order to address barriers (clearer requirements, help with implementing social clauses etc.)