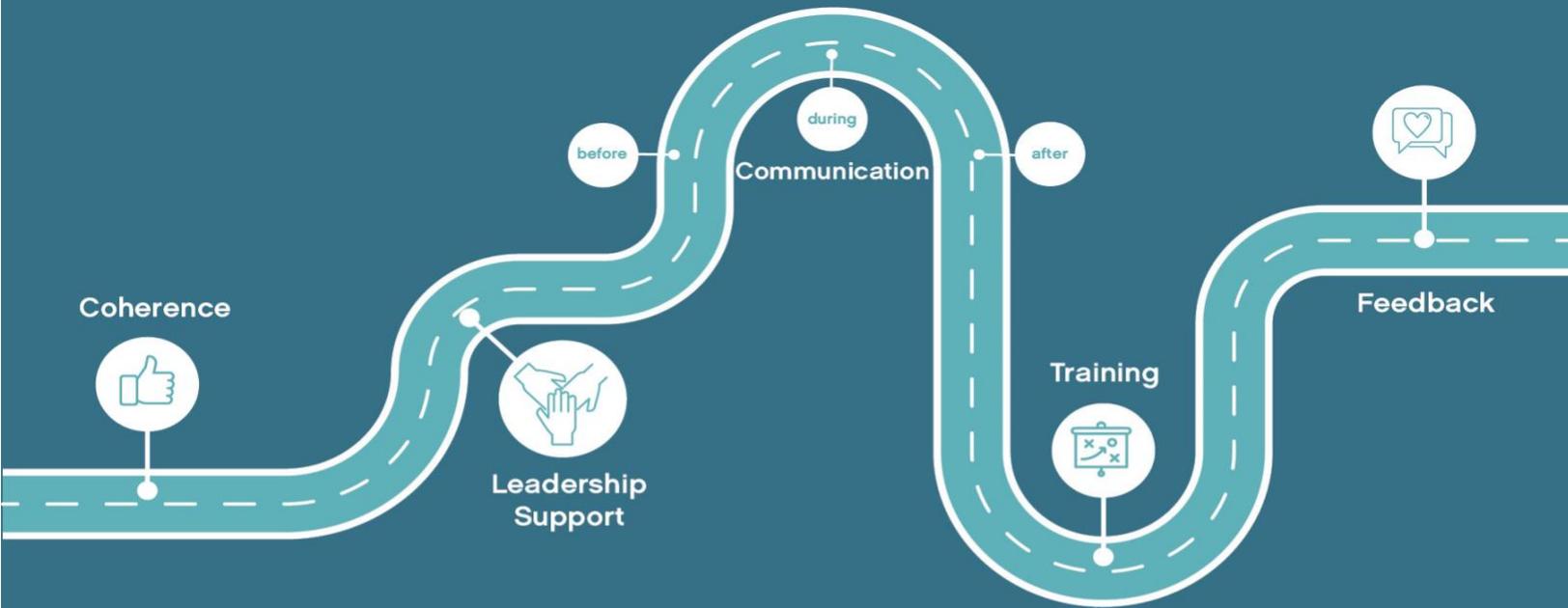




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# POLICY ROLLOUT



# Step 5: Rollout the Policy

## Phase 1: Ensure coherence in the context

During the policy drafting phase, you already started thinking about how the policy will be implemented (through the step by step procedure), and who the main stakeholders are. Policy actions and criteria need to be clear during the drafting process, something we emphasize on, to ensure that all the stakeholders can interpret and implement the policy consistently. When implementing the policy, think about the different parts of the organization that will be impacted and where change and implementation efforts will be occurring at the same time.

## Phase 2: Reinforce leadership support

In step 1 of the Roadmap, we recommended including at least one member of the DEI team who is a key decision-maker in the organization, that can provide the necessary support, and liaison with the rest of the leadership team in rallying behind the policy and getting their explicit support. Leaders are needed in reshaping the current structure of the organization and in modeling the behavior that is expected by the rest of the employees.

## Phase 3: Rollout communication plan

Communication is key in successful implementation of the policy, and comes in different forms and purposes during the policy rollout phase.

**3.1** Once the policy has been drafted, and before implementation, it will be important to communicate live (e.g: face to face meetings, teleconferences, etc.), with managers, supervisors, and other stakeholders who will be expected to apply the policy. It is important to discuss any thoughts or concerns stakeholders may have, and that they understand the importance of this new policy and the impact it will have. During these meetings, it is also important to ensure that stakeholders have a complete understanding of their new responsibilities, and enroll them in any necessary trainings (e.g.: enroll anyone involved in the recruitment process in trainings on inclusive recruitment and unconscious bias).

**3.2** Once you obtain stakeholder understanding and support, it is time to publicize the policy to the rest of your employees. Employees should be given enough details to know what is being implemented, why it is important to implement, and how it ties to a larger change initiative for the organization. Depending on the nature and sensitivity of the policy being rolled out, determine how to distribute the policy (memo, e-mail, meetings, townhalls, etc.) Give employees an opportunity to ask questions about the policy, and make sure that they have a clear understanding of the policy and its effective starting date. We suggest having your leaders deliver the message.

**3.3** Once the policy is rolled out, show off your work and make it public! Include the policy on the organization's website and in your newsletters and social media accounts. Include a disclaimer about the inclusive policies you offer as an organization. For example, if you have a policy on equal pay for equal work, or if you offer flexible working arrangements and other benefits, make sure this is included in your job advertisements and job descriptions. Not only will this enhance your brand, but it will also encourage more women to apply.

**3.4** Communication on policy doesn't stop after its rollout. In fact, keep sharing information continuously on its progress. Share and celebrate successes and wins!

#### Phase 4: Enroll stakeholders in relevant trainings

It is time to train the rest of the employees. Be aware that not everybody is going to need the same type of training. Identify what percentage of people need full training, partial, or just a refresher. One of the most important enablers of a successful implementation is proper training of staff who are supposed to implement the policy. For example, if the employer wants to introduce a fair and 'bias-free' interview policy, then the interviewers will have to be trained on how to be aware of biases in the interview process.

#### Phase 5: Establish feedback mechanisms and start tracking

Feedback mechanisms should be established prior to and launched with the policy rollout. Mechanisms include surveys, meetings with stakeholders, and others. Policies should be reviewed on a regular basis and updated according to feedback received. Other than collecting feedback, it is important to collect data that can give you a better understanding of what impact the policy has had, and this will also aid in policy revision, gain employee trust and acceptance, as well as drive future policy efforts. More on this phase will be discussed in the final step of the Roadmap.

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**GENERAL DISCLAIMER:** The Policy Templates and materials related to the SAWI Project are intended to assist employers, HR managers, and other decision-makers as they strive to improve workplace policies and practices related to more inclusive recruitment, retention, and promotion (RRP) within their organization. While we have made every attempt to provide templates relating to HR policies that are accurate and draw from a broad range of regional and international standards, it is not possible to include the technical detailing nor the discussion of everything necessary to ensure a gender-inclusive RRP working environment in a presentation of this nature. Thus, the information provided by the SAWI Project, its staff, and partners must be understood as a tool for addressing workplace policies, rather than an exhaustive statement of an employer's legal obligations, which are defined by statute, regulations, and standards of their local industry standards, and national legislative landscape. Likewise, to the extent that this information references practices or procedures that may enhance inclusive RRP, but which are not required by a statute, regulation, or standard, it cannot, and does not, create additional legal obligations. Finally, over time, regulators may modify rules and interpretations in light of new technology, information, or circumstances; to keep apprised of such developments, or to review information on a wide range of inclusive HR topics. All information, toolkits, templates, and other related material under the SAWI project is provided therefore as a free of charge guide, and is, therefore "as is" without warranty of any kind of risk."