The policy maker as an inclusive worker

An analysis of policy makers in the municipality of Utrecht

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Word count: 11.994

Master thesis in the Master Track 'Management of Cultural Diversity'

Master Thesis Circle:

Monitoring diversity

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Preface

In the train back from an information night about the Master 'information and communication sciences', I met the coordinator of this master study. She asked me about my interests and intrinsic motivation behind finding a new master study and gave me the advice to look at the premaster and master of 'Management of cultural diversity'. I can say that this was the moment my life took another direction because, after a talk with Hans Siebers and two current Master students, I subscribed to the premaster and started looking for a place to live in Tilburg.

Now I am handing in my Master thesis and this is another 'change of direction' in my life and hopefully, a direction that creates career opportunities in the field of diversity and, especially, cultural diversity. I would like to thank Hans Siebers for sharing his wisdom and knowledge with my classmates and me during the premaster and Master. The knowledge that we received created tools that are, not only valuable for my career but also in my daily life. I would also like to be appreciative to my supervisor Dr. Jef Van der Aa and second reader Professor Kroon for their feedback and support during the creation of this Master Thesis. Furthermore, I would like to thank the municipality of Utrecht and especially my contact person, Marja Manders, for giving me the opportunity to do my research at this municipality and for the opportunity to get experience in the field of a civil servant. All of the talks and feedback were very important for this Master thesis. Finally, I would like to thank my parents and sister for their support in motivating to follow the path that I am interested in and for dealing with my discussions and questions during this period.

Hopefully, this thesis can create more knowledge and awareness in an organization about the way that these organizations should deal with their organizational cultural and internal diversity.

I wish you a nice and inspired read,

Mathijs Moors
Tilburg, June 2016

Abstract

In the coalition agreement "Utrecht maken we samen" ("We create Utrecht Together") of the municipality of Utrecht during the period of 2014-2018, the most important aspect is the inclusive way of working that this coalition wants to implemented for the development of policies. Therefore, the following research question was developed.

In what way do the policy makers within the municipality of Utrecht use inclusive working as a starting point for the policy development?

During the literature review two main themes came up that are important for the research question and the study on inclusive working. The first theme was about the use of *inclusive working* in the organization. Throughout all of the interviews, it showed that the interlocutors were not aware of this way of working and that they do not recognize it in their policy development. The second theme is what a interlocutor stated as '*practice what you preach*' and this can be seen as the need to focus more on the justice case for diversity and not only on the business case for diversity. This means that the municipality should critically look at the process within the internal organization instead of focusing on the performance that the business case represents. During the two months of collecting the data through interviews and observation two other important themes came up that are important for the structure of this paper. The first theme that echoed through in the interviews and observation was the *window opening and prioritizing* in the organization and this means that inclusiveness and the way of working is not high on the agenda of the municipality

. The second important theme that came up was *profiling* which stands for speaking up and standing out in a way that colleagues see and hear you during meetings and social events.

All of these themes are important for the structure of this paper and if the municipality wants to use the inclusive way of working in the policy development these four themes should be dealt with by the municipality of Utrecht.

Keywords

Utrecht, Inclusive working, Diversity, Government, Policy, Coalition agreement, Business case. Justice case, Profiling

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1. Introduction and problem statement

This study is about inclusive working within the organization of the municipality of Utrecht. It explores the pros and cons that are linked to this way of working and how it may be enhanced in the future. The first chapter contains a description of the problem statement. Furthermore the scientific and societal relevance of the research will be justified and finally, the research question and sub-questions are set out. The second chapter presents the literature review that provides a theoretical foundation to the arguments given in the study. In the third chapter, the methods and research design that are used to conduct the study are explained. The fourth chapter contains the findings of the interviews and observation that were conducted. In the fifth chapter the conclusion of all the findings that were retrieved from the data collection and the answer to the research question is explained. The sixth, and the last chapter of this paper, is dealing with the discussion of the findings and the literature described in the earlier chapters. Furthermore, it shows the limitations that need to be dealt with and recommendations are given that may help the organization in future plans containing inclusive working and diversity.

1.1 Problem statement

The Municipality of Utrecht created a coalition agreement, "Utrecht maken we samen" ("We create Utrecht Together"), which can be seen as an indication of policies in the period of 2014-2018. The parties that have agreed upon this agreement are the VVD (Liberals), SP (Socialists), D66 (Democrats) and Groenlinks (Greenleft). A central issue in this agreement is 'inclusive working', which stands for the way of working in which policy makers include all the people of the municipality in their policy making process. In an internal document about diversity in the organization of the municipality of Utrecht, there is a more in-depth definition of inclusive working. The statement is:

> Inclusion is the inclusivity in the society of subordinated groups on the basis of equal right and duties. Inclusion has been especially used in the discourse on allochthones, underprivileged and people with less functionality. The responsibility to 'adjust' does not lay with the socially subordinate group, like with integration. It is the society that adjusts and sees diversity as an added value. Barriers to social participation will be (literally and figuratively) removed so that everybody can participate in the societal life. [Translation by the author from Dutch to English]

Inclusive working within the municipality has effect on the internal way of working and for the external way of working towards the citizens and organizations in the municipality. On the one hand, there are policy makers that create policies for the internal organization of the municipality. These policy makers will have to focus on aspects that lead to diversity within the organization e.g. in a mail that was send to me by the HRM advisor that deals with internal diversity, the focus in the organization of the municipality is on the business case of diversity and that stands for the enhancement of diversity because it is good for the performance of a team or the organization. Their arguments for using the business case for diversity is that the organization should be a representation of the society and its inhabitants. Since the citizens of the municipality are diverse in their ethnicity and cultures, there should also be a diverse personnel file. Yet, in the findings section, there will be quotes of interviewees about the 'lack' of diversity within the organization of the municipality. Inclusive working and the business case of diversity are two main themes that are reviewed in the literature and underlined in the interviews and observations that were conducted at the municipality with policy makers from various department and, therefore, it is important to look at how policies are developed and can be evaluated after they have been developed. This means that policy formation and the way of implementing policies will be reviewed in the literature chapter.

During the two-month period of conducting interviews and observations, there were two other themes that showed patterns in the data. The first theme is the window opening and opportunities that focus on the relevance that inclusive working has within the organization and if the municipality puts the inclusive way of working high on the agenda. The term window opening is a metaphor to explain a situation when circumstances make it possible to push a subject higher on the agenda (Van Reisen, 2009). The second theme is profiling and this is used by employees during meetings and social events. Profiling can be seen as a way to show yourself in meetings and social events, and attracting attention to yourself or your project. Moreover, the interviews and observations show that an employee can receive more appreciation for his work because of profiling in meetings and on the work floor.

Utrecht is part of the G4 i.e. the four biggest municipalities in the Netherlands: Amsterdam, Rotterdam, The Hague, and Utrecht. This means that there is a responsibility to create a forefront role in multiple issues that can be encountered in the municipality or in the Netherlands. In the latest research among the inhabitants of Utrecht, conducted by the municipality, 13 % felt discriminated the last year and is important for the policy makers that deal with these factors (Utrecht, 2015). The societal relevance of this study is that policy maker's work for the municipality and its citizens and if they use the inclusive working correctly as they state in their coalition agreement, they will include all the citizens in their municipality equally. Inclusive working means that all the groups in society are represented in the policymaking process and when these groups are heard and spoken too, it can have an impact on the societal level of implementation. One of the meetings that I have observed was about the fact that there were complaints about the way of working of neighborhood teams (health care) in the areas. These teams are not using inclusive working to achieve more sensibility about the clients and factors that can lead to discrimination or other complaints. Moreover, most of the complaints were about the fact that the professionals in these teams were discriminating. During the meeting between policy makers and program managers of the municipality of Utrecht, one of the project managers said, "We are talking about the clients and not with them". This means that it is not clear what the problem or solution is and the municipality should talk to the people that are involved. For this study, the example shows an example of decisions that can influence the society when policy makers are having a hard time working inclusively and focusing on all the groups in society.

Furthermore, in the Dutch constitution, there is a very important article about the treatment of people in society. Article one of the constitution goes as follows:

All persons in the Netherlands shall be treated equally in equal circumstances. Discrimination on the grounds of religion, belief, political opinion, race or sex or on other grounds whatsoever shall not be permitted.

This means that everybody has the same rights as a person and this argument is a good start for the way that policy makers use the inclusive way of working.

1.3 Research question and sub questions

On the basis of the aforementioned coalition agreement and the various meetings with my contact-person within the municipality, the following research question was developed:

In what way do the policy makers within the municipality of Utrecht use inclusive working as a starting point for the policy development?

To answer the research question, multiple sub-questions are developed and these questions were used to operationalize the research question. Furthermore, these questions became the basis of the interviews and observations to collect the data at the municipality of Utrecht:

- Do policy makers make use of inclusive working?
- What kind of policy process do they use in the making of new policies?
- What factors are considered, when making decisions in the policy process?
- Is there a difference between the 'physical' departments and the 'social' departments in dealing with inclusive working?

2. Literature Review

To create a good insight in inclusive working it is important to gain more knowledge on aspects that are relevant to the municipality of Utrecht and the research question. The first concept that is important to underline is inclusive working that the municipality of Utrecht is working with. Theory will give a direction of what it means to work in an inclusive climate but the individual level and policy maker level is a new area of research. In the introduction it shows that the HRM advisor stated that the municipality is focusing on the business case for diversity in their internal diversity policy and, therefore, this will be the second concept to focus on in the literature review. Thirdly, there is a closer look to what has been researched on the formation on policies and what the main aspects are because the process will give a better insight at were inclusive working is used or should be used and at what stage in the policy process there is a need for evaluating the policies. The fourth and last concept that the literature review deals with is the way that policies are implemented within the organization. These different ways of implementing are top-down, bottom-up and the combined approach and create a sense of how the municipality implements their policies and how they use a certain implementation to work inclusive.

2.1 Inclusive working

The first concept that is important to the research question is the inclusive working that is a central theme in the coalition agreement. In an internal document that deals with diversity in the organization of the municipality of Utrecht the description of inclusivity is:

Inclusion is the inclusivity in the society of subordinated groups on the basis of equal right and duties. Inclusion has been especially used in the discourse on allochthones, underprivileged and people with less functionality. The responsibility to 'adjust' does not lay with the socially subordinate group, like with integration. It is the society that adjusts and sees diversity as an added value. Barriers to social participation will be (literally and figuratively) removed so that everybody can participate in the societal life. (Internal document)

This definition of the municipality is closely linked to what Nembhard and Edmondson (2006) call the leader inclusiveness. This leader inclusiveness entails behaviors that promote the inclusion of all the members in the team in discussions and decisions in which their different points of view are encouraged and valued. Leader inclusiveness is focusing on situations that are characterized by differences of power or status and acknowledge the value of diversity in views and opinions. The difference between the definition that was given by the municipality and leader inclusiveness is the fact that the municipality is focusing on the

policy makers and not the leaders in meeting. This research and the description of inclusiveness of the municipality sets a new area of inclusiveness because literature and research are more focused on individual inclusiveness and not on the level of policy making. To get a better understanding of the inclusive working, the literature focuses on inclusive climate. Inclusive climate is what Shore, Randel, Chung, Dean, Erhart & Singh (2011) have stated as a particular attention on the groups that are stigmatized in the host society or for the groups that have had less historical opportunities. Shore et al. (2011) defined inclusion as "the degree to which individuals experience treatment from the group that satisfies their need for belongingness and uniqueness" (p. 1265). There are three important aspects that came forward in this definition. First, the satisfaction of individual needs within a group is seen as inclusion. Second, inclusion consists of two components on the one hand, there is an aspect of belongingness that can also be seen as "being accepted" or having a "sense of belonging". On the other hand, uniqueness comes up in research that deals with "individual talents" and that "their voices are heard and appreciated". Third, the group includes the individual, rather than the individual who connects to the group.

2.2 Business/ justice case

2.2.1 The business case for diversity

As it has been mentioned in the introduction, the HRM advisor and, therefore, the municipality of Utrecht focuses on the business case for diversity because in their view it helps to create a better understanding with their diverse society and citizens. The business case is an approach to the cultural diversity that emphasizes the motivation for organizations to increase diversity within the organization (Litvin, 2002). This way of approaching cultural diversity considers diversity by its effect on the performance of an organization or team and it argues that diversity may lead to creativity and innovation, which will enhance performance. Therefore, the organization will profit from the multi-ethnicity of their workforce due to a wide range of perspectives and ideas for new ways of working or the development of products (Noon, 2007). Valuable human resources will be missed out when failing to employ a diverse workforce and they could have fewer opportunities to address a broad range of customers (Noon, 2007). So on the one hand the business case increases the performance of the organization by increasing diversity but as Millkin and Martins (1996) show, diverse work

groups have less satisfaction among their members and the turnover is higher than the homogeneous groups. Furthermore, their study shows that individuals that are different from their group members and supervisors can have less satisfactions and the evaluation on the performance is lower.

2.2.2 The justice case for diversity

Because the municipality focuses on the business case, there are some important factors within the organization that may stay the same as the organization will not have a critical look at the internal processes that lead to less diversity in the personnel file. Therefore, it is important to look at another possibility within the literature on diversity. The justice case for diversity points out that organizations should guarantee equality in opportunities when considering access to resources, such as jobs, promotions, salary, opportunities for development etc. for every individual (H. Siebers, personal communication, 3 November, 2015). However, inequality and unequal access seem to exist among ethnic minority individuals (Heath & Cheung, 2007).

Judging people based on criteria, like ethnic background, gender or class can be discriminating and can lead to inequality. From a justice case perspective, organizations need to avoid such forms of inequality in order to promote equality and fairness (Bobocel, Son Hing, Davey, Stanley, & Zanna, 1998). Adding to this review of the justice case, the literature gives two types of employment justice, on the one hand distributive justice and on the other hand procedural justice. The former refers to the perception that people have regarding to the fairness of resources (e.g. promotions, jobs and salary) that are distributed (Adams, 1965; Homans, 1961; Greenberg & Cohen, 1982) and mainly focuses on the outcomes. The latter strongly focuses on the process and refers to the fairness of the procedures so that everyone has equal opportunities, resources and/or money (Bobocel et al, 1998).

Finally, it can be discussed that organizations need to strongly focus on the justice case in order to encourage the business case as well. Noon (2007) discusses that equal opportunities are considered to be a human right, based upon moral legitimacy instead of economic circumstances. Moral legitimacy is the basis but the business case could provide for additional economic value. Furthermore, if every individual is not assured of equal opportunities, highly skilled minority employees may be restrained by inequality, which consequently also hampers the business case (Siebers, 2009).

2.3 Policy formation

This research is on policy makers and the organizational culture of the municipality and, therefore, it is valuable to get more knowledge retrieved from the literature about policies, policy makers and the formation of policies. The first focus is on the concept of policy as it is a key area of this research. In a scholarly definition, Hoogerwerf & Herweijer (2008, p 21) describes a policy as a "systematic and purposive activity aiming at achieving well-defined goals using well-defined means in a well-defined time structure". Next to the more formal definition, a policy can be seen as an answer to problems. Furthermore, it can diminish, solve or prevent problems in a specific way.

The second important concept, for the formation of policies, is the policy process that the actors are in. On the basis of other (Dutch) publications, Kroon (2000) creates a cycle in which policymaking takes place. The cycle is divided in eight steps: (1) ideology formation, (2) agenda formation, (3) policy preparation, (4) policy formation, (5) policy implementation, (6) policy evaluation, (7) feedback, and (8) policy termination. This cycle can be used to analyze the existing policies and the development of new policies. For this research, it is important to find out what kind of process the interlocutors use when developing a policy and these interlocutors are the policy makers within the municipality.

The policy makers in this research are, what Hoogerwerf & Herweijer (2008) call, the highest government officials that have the authority to make policy-determining decisions. When focusing on the policy makers in an organization, there are two main approaches that they can elaborate on within the policy making process. One the one hand there is the colorblind approach which is rooted in the idea that the members of a racial group and differences based on race should not be put into the decision making process or the formation of impressions. Furthermore, by implying the colorblind approach, it may lead to discrimination and prejudice (Apfelbaum, Norton and Sommers, 2012). On the other hand, the multicultural approach is one that can enter the process. This approach, as Apfelbaum et al. (2012) state, is about acknowledging and accepting the racial differences. The former has been researched and the findings were more leading to increase of biases and less engagement in the workplace than with the latter, multicultural approach (Plaut, Thomas and Goren, 2009). These approaches are not only there for cultural diversity issues but also challenges with people that are less functional in the society. In this way, policy makers should not look at everybody as equal but include some aspects that need change and recognition because of

the aforementioned differences and, therefore, policy is for all.

2.4 Top- down, Bottom-up, and combined approach

Governments have been dealing with multiple ways of implementing policies. The coalition agreement that was set up in 2014 shows that the citizen takes a central place in the policy making and, therefore, the approach that should be taken can come from the policy makers down to the target group or from the target group up to the policy makers. The approach that a municipality and organization can take is a very important aspect for the implementation of a policy and if the actors in the field will accept it. There are three main approached that can be described and underlined. Therefore, this section shows these most important approaches and their pros and cons.

2.4.1 The Top-down approach

In the top-down approach, the policy makers are the central actors that concentrate on manipulating factors at the central level as been argued by Matland (1995). Matland continues by stating that actors who use this approach are usually prioritizing clear policies. Policy makers can be seen as the civil servants, representatives of the people, board of directors or people that have authority by law (Hoogerwerf & Herweijer, 2008). The strength of the Top-down approach is seeking to develop a more generalizable policy and create consistently recognizable patterns across various policy areas (Matland, 1995). Nevertheless, this approach has been criticized for the implementation as an administrative process and does not look at local actors that are important for using these policies.

Very important top-down theorists in the field of implementation, Daniel Mazmanian and Paul Sabatier (1989), discuss that effective implementation requires the following conditions:

- Policies must contain clear and consistent objectives.
- Policies must be based on adequate causal theory.
- The implementation process must be legally structured to enhance compliance.
- Implementers should include committed and skillful implementing officials.
- Policies must maintain support of interest groups and sovereigns.
- The Implementing environment should include only changes in socio-economic

conditions, which do not substantially undermine political support for a causal theory.

In practice, these conditions are rarely met but the top-down theorists created this list as a checklist for an explanation why the policy is a success or not. Furthermore, these objectives can be seen as a to-do list for programs or policies to be accomplished over time. The top-down approach is focused on the policy maker and the process that can create more generalizable and clear policies for the company or organization. Therefore, the local actors are not in the picture when creating new policies.

2.4.2 The Bottom-up approach

Matland (1995) describes the bottom-up approach as a making of policies at the local level and it focuses its policies on target groups within the society or in the organization. The criticism about the top-down approach, not looking at local actors, is the starting point for the development by Hanf, Hjern and Porter (1978) of the bottom-up approach. It focuses more on the networks of actors that are involved in the local areas of the policy and tries to assess their opinion on the strategies, activities, goals and contacts that they have and/or need. Furthermore, it uses these aspects to develop a technique for networking at various levels in society. This creates a move from the actors at the local level to the top-policy makers in the private and public sectors (Sabatier, 2005). In short Matland (1995) states that the policies in the bottom-up approach see the policy as a greater uncertainty in the policy area because it comes from the actors in the field and policy makers have to formulate their comments and ideas into policies. A very important benefit of this approach is the contextual factors that are involved in the implementation and this is due to the fact that is has a strong focus on the actors within central locations. This focus on actors and their activities and goals is significant to comprehend the implementation. Matland (1995) argues that the bottom-up approach gives a description of factors that cause trouble in reaching the goals and not a prescriptive advice for policies. The description has flexible strategies so that policies can adapt to contextual factors in the field. Nonetheless, there are two critical points to this approach. The first critic is that the control of policies should be with the actors that have power from their authority due to the elected representation and this is usually not the case with the local actors. Secondly, it overemphasizes the local autonomy in the policy-making area. (Matland, 1995)

The bottom- up approach is not about generalizable policies but about the actors in the field that are important for implementation. The contextual factors in the field can have a major influence on the policies and factors that can cause trouble for the company or organization.

2.4.3 The combined approach

In the literature that follows the different approaches to the policy making process, there is an increased focus on combining the bottom-up and top-down approaches as implementation for polices. The strengths of both the approaches are used to create a solid approach that functions on different levels from top down and bottom up within the organization or areas (Cerna, 2013, Matland, 1995). Suggett (2011) creates a combined approach that distinguishes the level of political conflicts on goals and the uncertainty level of the means to achieve the goals that are set. Combining the two approaches can have all the strengths while minimizing their fragile components. The implementation of policies usually takes place because there is an interaction between lots of different stakeholders and between various levels of policy makers on the ground and local actors in the field. All these different actors are necessary when implementing the policy and this combined approach can have a positive outcome on all the different policy areas.

As a conclusion of the policy formation, there is a main argument described by Cerna (2013). The implementation of a policy is very important to focus on the different content and type of policy that a policy maker wants to implement in the field or organization. Furthermore, there should be more focus, in the literature and research, on the contextual factors that have an influence on the policy and the policy process. For some policies, it is valid to have a top-down approach and for other policies it is necessary to have a bottom-up approach, thus, it is hard to generalize the approaches in the field of policy making. The flexibility of policies and policy makers is essential to create balance and support from the actors in the field.

3. Methodology

3.1. Research design

To address the research question, it is important to have a qualitative research that will try to get more insight knowledge from the respondents. The repeating cycle to create data within qualitative research (iterative process) will be on the basis of grounded theory that was introduced by Glaser and Strauss (1967). They argued that there was a need for researchers to move from the data towards a theory so that new theories could emerge. Moreover, the theories would be 'grounded' from the data rather than on pre-existing theories. Thus, the grounded theory is a process of collecting data to create a theory whereby the researcher collects, codes, and analyses the emerging data and makes a decision on what to collect next and where to find it. (Glaser and Strauss, 1967)

In this research, data was collected using observations and interviews. After the first collection of data, the data was explored by using open coding and after the process of coding, clear categories were being established to come up with a structure for the collected data and bring it down to the most important patterns. The next step in the process was returning to the field to collect more data and the constant repetition of collecting data and coding will ultimately lead to theoretical saturation. In other words, at a certain point, the interviews and observations will not create new data that needs to be collected to answer and discuss the research question. This method of collecting data is not just a self-ongoing process but the researcher must deliberate and actively develop the initiation, process and the termination of the process (Biernacki & Waldorf, 1981). This positioning of the researcher is also stated by Yin (2009) as he brings up the problem of limiting the number of cases in the sample of the subgroup. Yin continues that the researcher should reflect upon questions like; how many more cases should be added to the research and in what direction should new information go? This decision should be based on the minimum of two aspects: repetition of the data and the representativeness of the sample (Yin, 2009). Furthermore, this research will, in basis, have a constructionist, interpretive mode of understanding; as it will try to focus on the meaning that actors, high civil servants, in the field make in the process of policy making. This study will have an inductive approach as it uses the data from interviews to gain more knowledge and, afterwards, underline these data with literature. Nevertheless, a form of deductive research is applied when focusing on the basic concepts that are used in the research question. To have

more insight into the most important concepts, qualitative secondary data will be used in this research: this includes coalition agreement, scientific articles, journals, and books. All information found, other than the coalition agreement, is retrieved from academic databases indicating good quality and reliability.

3.2 Observation

During team meetings, informal talks, and meetings with external partners observations were conducted. These observations were written down into field notes that could be discussed with interlocutors, colleagues, and other attendees and have the same strength as interviews. Between 10 and 15 observations were conducted during the two months of data collection at the municipality of Utrecht and they had a length of 30 to 60 minutes per observation. During the formal meetings, the position as researcher included of listening to the participants and writing down quotes or interpretations of actions in the meeting and no audio was used during these meeting. These quotes and interpretations can be used as citations or arguments for the analysis of data. Furthermore, to give extra attention to the field notes, these quotes and interpretations were discussed with several participants and the contact person within the organization. For example, after the meeting about cultural sensitivity, a participant asked for feedback about the meeting and what I have analyzed during the meeting. After this informal talk, an insight was given on the way that a participant thought about the meeting and about several issues that were discussed during this meeting.

3.3 Interviews

In the two months of collecting data, eight different policy makers were interviewed at the municipality of Utrecht. These interviews took place at different locations within the main building of the municipality and were between 30 to 60 minutes per interview. The interviews were semi-structured and the questions were open ended because this would invite the interlocutor to answer the questions openly and with meaningful real-life events.

Before creating interview question and inviting policy makers for the interview, my contact person at the municipality set up a meeting to discuss what kind of information would be relevant to my research question. In this way, it became clear to compose a short but clear mail that has a solid introduction to the problem. "Do not think that everybody knows what

inclusive working is" was the advice the contact person gave when showing the first draft of the invitation mail. Another important aspect of the mail is also to ask for a concrete case or assignment that can show this inclusive way of working. Moreover, it can create a sense of preparation before having the interview and the interviewee can use this as an example of the policy process. The sampling procedure for the interviews was based on contact that the contact person has within the organization and the interviewees would, based on the interview, help to find new interlocutors. This is called snowball sampling and creates an ongoing process until no new information is gathered (Sekaran & Bougie, 2013). After discussing who could have valuable information for this research, the contact person called these informants and asked if they would be interested in sharing this information to the researcher and if they had time for interviews. The chronological next step was sending the email and setting up the interview. This setting up contained questions that were formulated to get a view of multiple important aspects of inclusive working and in what way this way of working is used in the policy making process. These questions are shown in the Appendix (8.2).

3.4 Data analysis

For the analysis of the data that was gathered with observations and interviews, there is a constant circle of stages that need to be applied. It starts with the gathering of data, open coding, classification, and theoretical formulation (Siebers, 2009). Data that was gathered during the interviews and observation were first transcribed into a document and afterwards the most important quotes were highlighted. This process is called open coding and it a fundamental process in grounded theory. In this research, the open coding is done sentence-by-sentence and multiple codes are used to highlight the most important themes that came forward in the data. The two themes that were already set by the literature review and the quotes that were linked to these themes are copied into the correct boxes that belonged to these themes. Furthermore, there were patterns in the data that came up during the interviews, observations, and the process of transcribing and these patterns were also set in two themes to complete the structure of categorizing. These four categorize became the four main themes to be the structure of the analysis and the process of transcribing and coding was constantly enhanced with more data because of multiple interviews and observations that followed during the two-month period of the data collection.

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3.5 Research quality indicators

Since this study has a qualitative approach, the validity concepts to be considered include internal and external validity. This research will have internal validity because of the size of the sample of interviews and this study and the paper will be representative for the municipality of Utrecht but not, directly, for other municipalities in the Netherlands. Furthermore, the external validity will be enhanced due to a bigger sample of interviews, the use of internal official documents and because observations in team meetings and city talks will be applied. Next to internal and external validity, the ecological validity needs to be considered as well. Cicourel (1982) defines this as the degree to which the behaviors observed and recorded coincide with the everyday world of the respondents. Hereby, it is important to consider that standardized questions would mean a high reliability of the interview, yet, a low ecological validity. Therefore, in order to reduce the control that is imposed on the interviewee, interviews were conducted in a semi-structured manner, leaving space for open-ended questions. Since communicative patterns of an interview may be in contrast to respondents' everyday interactional patterns, it is essential to create a more natural environment. This is achieved by integrating small talk at various parts of the interview. By conducting the interviews at the municipality of Utrecht, respondents were present within their natural work environment during the interview as well. Overall, these aspects increased the ecological validity of the present study.

Finally, during the research, there were meetings with the contact person, at the municipality of Utrecht, every week to ensure that all the interlocutors can be interviewed and when I want to gain more information I can have access to it via interviews or internal documents. Furthermore, all interviewees and contact person will have anonymity within this research. Therefore, no names will be mentioned in this paper.

4. Findings

The findings reported in this section have been organized under the themes that represent the literature that was reviewed and important data that was retrieved from interviews and observations. The headings inclusive working and practice what you preach are two themes that were found in the literature and also came forward in the data that was collected in interviews and observations. Yet, the window opening/opportunities and profiling can be directly linked to the interviews and observations during the two months of data collection at the municipality of Utrecht and were not found in the literature on the subject. The findings are underlined by quotes which are translated from Dutch to English by the author.

4.1 Inclusive working

In the coalition agreement that was created by the Municipality of Utrecht it is important to focus on the inclusive way of working. The important question, for this research, was 'do the policy makers make use of the inclusive way of working?' but what actually came forward was that the interviewees did not know what inclusive working is and what this specific coalition agreement entails. This was clear when the first answer I got was:

> Can you explain what inclusive working is?

This question came from a team leader within the organization and what showed in the interviews was that most of the interlocutors talk about 'generalists'. This means that every employee can do all the work and with every client but this is more about content than about the person that is in front of you. The explanation of the contact person at the municipality showed that these are two different ways of working and that it is important that you can work with the person that is in front of you. This shows that it is not clear what inclusive working means and how to deal with it.

> Within the neighborhood teams (Health care teams) we want employees that can create access to the Moroccan families in Kanaleneiland but, in their next meeting, they should create access with two transgender people that live together and raise a child.

These neighborhood teams are working in the various districts of the city. They are usually the ones that talk to the citizens about their health care and when they see 'problems', they are

the ones that should report it. Therefore, it is important that they are sensitive to different situations and different clients but there is no direct training for the employees to coop with this.

> Yes, they have an intensive schooling program because it is still a young organization. Uhhm they have a lot of different thinks that are about 'how can you see if the situation is still safe for the child in the family' and 'if there is child abuse and the child should be taken away'. Well, they have employees with a Moroccan and Turkish background and they will share information within the organization.

These teams have a very important function within these districts and get training for specific health care situations. Dealing with cultural aspects of this health care is not directly handed to them and their advice is even to ask their colleagues about it. In an informal talk with an employee of the municipality of Utrecht, that has direct contact with the teams in the districts got a complaint about the language that client needs to have. The conclusion of the treatment of the complaint was that the client needed to talk Dutch and if she/he was not able to fully express her/himself then she/he should ask a friend to translate. This is sometimes very difficult because the information can be personal and is about the health of that person. During the interview with a policy maker who deals with the neighborhood teams, this policy maker did not know of any complaints that were made about the neighborhood teams and moreover, the neighborhood teams are working very well. A big issue came up when the question about monitoring the inclusive working was asked.

> There is no specific monitor to know what employee goes to what family.

This issue concerns the monitoring of diversity with the external partners. There are no specific evaluations or statistics to control on the diversity and inclusive working when handing out subsidies to external partners like the neighborhood teams.

> Then we handed out a new subsidy and we have talks about 'so would it be possible to, for instance, hire more people from that group so that there is a better distribution in your personal file.

This quote comes from the policy maker that deals with the discussion about the terms of the subsidies for the health care teams. There are no real demands that are specified and made public which are connected to the subsidies. So on the one hand there are problems creating demands for external partners and, on the other hand, it seems that there is no real priority in the achievements and training of inclusive working in and outside the organization.

4.2 Practice what you preach

The municipality of Utrecht wants to be an inclusive organization in which everybody wants to work and gets the opportunities to create a career. An insight in how they want to do this was given in a mail from the policy maker that is responsible for the diversity within the organization. This mail was sent after declining the invitation for an interview.
An Interesting point of view was mentioned in the mail:

> We assume the business case for diversity because the organization should look like the clientele. This
> to know what the cliental want.

An interesting focus that the organization is dealing with the business case because they want to look like the cliental and, therefore, the city. The city of Utrecht is a divers place with many different cultures and ethnic differences but looking at the organization of the municipality, there is not a lot of diversity when you are walking around the workplace. As a team leader mentioned:

> If you are talking about diversity and that kind of things then I only have 1 Moroccan employee in my
> team.

Another employee within the organization of the municipality of Utrecht has the same point of view and stated that:

> It is a bit of 'Practice what you preach'. If you want to create a policy on it then you have to have it in
> your own organization too.

In all of the interviews, there is the same feeling of 'lacking diversity' within the organization. As an employee with a Moroccan background states:

> Yes that is way too little. No man it is really white. Yeah that is just.. you should do more about that and
> not saying that you cannot get anyone.. that is nonsense.. that is really nonsense. If you really want… I
> got in right?..

It shows again and again that there is not a lot of diversity within the organization and, therefore, it is not a good representation of the city. As the same employee mentions:

> Well, I would find it funny if I would see some women with a headscarf. It does not have to be a Moroccan… certainly not.. but I would find that a good representation of the society and as a municipality I would say… you stand for something.. that is what you read everywhere.. then you have to stand for something and create time and money and give people chances.

The fact that there is not a good representation of the society creates, what the respondents have called, a 'white' organization that wants to be diverse but does not have the right state of mind to follow up with what it stands for. If there is not enough diversity in the organization it can affect the performance and efficiency of employees and teams. This is underlined with a statement from a team leader:

> Efficiency is the way that you can connect with someone and that this someone thinks "all right I will listen to you and I feel free in talking to you" and in the way that someone believes in U and that has nothing to do with your diploma or what you have to say. So actually you need the diversity in your employees and that is difficult because if you wander around the 8th floor (of the office building) , it is not that divers.

This quote shows that it can affect the efficiency and performance of the team/organization and that the qualities that a person has can affect the way that the team and that person is working in the field. Especially when dealing with youngsters who have a different ethnic background (Non-Dutch) there is a need for quality in the way of working. So there is a need for diversity in the organization and qualities in the way of working. This is also seen in a statement from the employee with a Moroccan background:

> You have to get quality in the organization.. you really need quality and not just because someone is Moroccan. You have to have quality… but and that is very important..you need to be a representation of the society and that is not the case right now.

4.3 Window opening and prioritizing

The setting of priority also echoed from the e-mail that was sent after declining an interview, with the HRM advisor that is dealing with internal diversity, about inclusive working in the organization. This research and the interview could have a beneficial influence in dealing with diversity in the organization. For this study, it would be important to get a clear idea about the way that the policy maker in the organization is setting the agenda for

diversity and for this research this person would be a key figure with valuable information. Furthermore, the priority in training employees to work with sensitivity to the person and his/her culture is not high as is shown in the following quote:

> And those are new employees, yeah they have not had that kind of training because they first have to follow a lot of others.

These employees are the members of the neighborhood teams that serve their clients in the districts. The society is very diverse and it is necessary that the professionals can connect with every individual customer. What came forward in the interviews is that many interlocutors agree with the fact that it is important to jump into a situation when the window is opening. As the team leader mentioned in the interview:

> That is what we are dealing with a lot these days (refugees). There is a lot happening around that. About radicalizing, there are some people that got training.

This is a quote that shows that when circumstances are made as conducive as possible to push a subject onto the agenda this will open the metaphorical window for this subject. This window opening is only a very short period of time and actors have to be ready to use it. (Van Reisen, 2009) The opening of the window is also echoed through in the interview with a team member by stating:

> No in general no..no. It is exactly what you say..you hit the nail on the head..indeed with radicalizing..yes and then.. I went for the radicalizing to the training, together with a colleague. The two of us went and that for a team of 30 people. So no in this respect that is too meager. Well, I get the underlining idea because these are expensive courses and not everybody can go, but I think it is very meager. On other areas there is nothing.. no…no.. so there should definitely be an improvement in that.

The team member is clearly stating that there is no training in other fields than the field that is important because of the opening of the window. When time/money becomes available because of societal issues it becomes a priority and it will become has possible to enter and investigate this field during the, metaphorically speaking, opening of the window.
When writing the coalition agreement about the various subjects that are important to the municipality and the society, the inclusive working has not been set as a priority in the organization. All the interviews, observations and informal talks have shown that there is (very) little knowledge about the term 'inclusive working' and there is no visible importance to highlight this way of working within the organization. A policy maker in the area of culture and art has formulated it as follows:

What I also do not like about windowdressing, is that the government is writing a lot in the coalition agreements but actually not really doing anything with that. So it is better to leave it out.

Window dressing is a term that is defined as a "deceptively appealing presentation of something" (Encarta Dictionary, 2005). Within an organization this can refer to the existence of an ethics framework in a policy document. Yet, this might only be to make the policy appear ethical and to present an outward image of action, without really implementing this in practice (Giacomini, Kenny & DeJean, 2009).

However, window dressing is not only about introducing ethics frameworks into policy documents, but window dressing can also be presenting women or minority employees as directors of the policy document (Carter, Simkins & Simpson, 2003), though, again, only to create an ethnic outward image.

4.4 Profiling

The last major aspect that showed itself within the interviews, observation, and informal talks was the important way of profiling yourself in the organization. Practically speaking this is not about the knowledge or experience that you have but more about standing out. As the contact person at the municipality of Utrecht explained 'it is about always showing your face and being there at meetings, drinks, and celebratory events'. As an employee with Moroccan background stated in the interview:

> Well, sometimes I think that..yes.. yeah sometimes I think that. I am thinking 'shit I really have to do that man, because else… nothing will happen'… because if you want something extra.. everybody wants the appreciation..everybody want..you understand?. And you get it but if you want something extra then you have to profile yourself.

So this employee wants to have that extra attention but has a hard time profiling and this means that, only because of not standing out, this employee will not get that extra appreciation. It is not about the quality but it is about standing out and getting the attention about those qualities. When observing team meetings I saw who is good at profiling him/herself and who has difficulties with it. But, as the former quote shows, profiling can be harmful to yourself and even your career. In the next quote there is a solid example of a project that could have gained appreciation if there had been more profiling:

Well, I have done quite a nice project, good project recently on a school. Really, with a difficult focus group and …yeah then I think about it 'damn had I… it is your thing and you have… everything went well. Everything was correct.. the analysis were solid.. yeah I could have done more with that [profiling; mm]

Creating and monitoring a project is an important factor within the organization and gives insights into the quality of your employees. Successful projects will get you promotions and appreciation from colleagues but, as it shows in the quotes, it is also very important to profile yourself with this project to get, on the one hand, appreciation for your work and, on the other hand, the extra positive feedback from your team and team leader.

Focusing on the factors that profiling can have on your career in the organization, it is of interest to look at the team meetings and in what way team leaders and colleague's act. The latter is about the way that colleagues act to create an atmosphere in which you feel free to give your opinion. For example this quote from the Dutch-Moroccan employee:

> My colleagues gave me feedback by saying 'You have such good ideas on behalf of the approach of Moroccan youngsters, you know the school drop outs etc' (..) and they really gave me the advice like 'do it men, talk about it, let's go do it'. But it is really hard when it is not inside of you.

The first thing that is noticeable is that colleagues are trying to help with giving feedback. In this way, other employees can be sensitive to the fact that someone else is lacking this personal quality. Yet, the colleagues can also help him within meetings to ask for his opinion and give him the floor to speak up. This is a form of inclusiveness because there should be sensitivity towards other people. Maybe not even because of cultural reasons but every person is different in the way he/she acts and behaves. In a team meeting, this was also shown but with an employee that has a Dutch background. Before this particular meeting there was a team workshop on giving feedback and that there is a difference in the way that people respond to feedback. During informal talks, it was noticeable that a younger employee wanted to give his opinion, during team meetings, more often and when all the team members got back together he was asked about this and said that he had a hard time speaking up in the team. Everybody that was represented agreed that there was nothing to worry about and he could speak up but there should also be more moments to ask his opinion. The meeting a week later there was no awareness of this person and he was not asked to give his opinion directly. Indirect moments were there, but that was something he had a hard time with. So by just saying that someone can speak up is not the only way to deal with the situation. One the one hand, colleagues should be more aware and ask for opinions from, lets us say, the quiet ones. On the other hand, the team leader has an important role in this by leading the meeting and getting everybody involved in asking questions or entering discussions. Involving everybody in the meeting can create surprising opinions or nuanced arguments in discussions.

Including all the team members in discussion and decision is what Nembhard and Edmonson (2006) call the leader inclusiveness and is an important aspect within profiling because when only focusing on the employees that are profiling themselves by giving opinions it can happen that important arguments/opinions are missed out on.

5   Conclusion

This study is focused on answering the research question. Let me repeat the research question that was set up for this research.

In what way do the policy makers within the municipality of Utrecht use inclusive working as a starting point for their policy process?

To answer this question it is important to focus on four main themes by which two themes are formed by the reviewed literature and the other two themes are formed by important patterns in the collected data. The first theme is about the use of *inclusive working* in the organization. Throughout all of the interviews, it showed that the interviewees did not know about the implementation of this way of working and, therefore, did not see their work as inclusive. So, on the one hand, there are problems creating demands for external partners. On the other hand, it seems that there is no real priority in the achievements and training of inclusive working in and outside the organization.

Second, there is a need to focus more on the justice case and not only the business case. As one interlocutor stated '*practice what you preach*' when you deal with diversity outside the organization and as displayed in the literature review, if the justice case is dealt with, then the business case will also be enhanced.

The third theme is focusing on the *Window opening and prioritizing.* When writing the coalition agreement about the various subjects that are important to the municipality and the society, the inclusive working has not been set as a priority in the organization. All the interviews, observations and informal talks have shown that there is no knowledge about the term 'inclusive working' and there is no visible importance to highlight this way of working within the organization.

The last theme of this research is the use of *profiling* in the organization. Profiling is a way of showing yourself in meetings, informal talks, and celebratory events. Not only being present is important but also giving your opinion and speaking up are factors that are being

perceived as profiling by the interviewees. In the findings it shows that it can have negative impact on your career when you do not use it to create attention towards your project or yourself but profiling can also help you to get a promotion when implementing it properly. One the one hand, colleagues should be more aware and ask for opinions from the more quiet employees. On the other hand, the team leader has an important role in leading the meeting and getting everybody involved in asking questions or entering discussions.

When focusing on these four themes it becomes clear that there is no inclusive working in the development of policies. The municipality of Utrecht should take the responsibility to enhance these four themes to include this way of working in the development of policies internally and externally.

6   Discussion

6.1 Discussion

The municipality of Utrecht is implementing inclusive working in their organization and for the policy makers. The first theme that popped up in the interviews and observations was that the interviewees and observed policy makers did not know anything about the *inclusive working* that the organization wants to enhance. Inclusivity is from the perspective of the municipality; the inclusion of all the groups in society and the society should see diversity as something beneficial. Interviewees usually focus on 'generalists' that can do all the work and with every client. This is something different from what the organization sees as inclusive working. So there is already a discrepancy between the organization's policy and what the policy makers do. Shore et.al. (2011) discuss two very important aspects in inclusiveness. On the one hand, there is an aspect of belongingness for the employee with a non-Dutch background that can also be seen as "accepted" or the "sense of belonging" towards colleagues in the team and organization. On the other hand, uniqueness comes up in researchers that deal with "individual talents" and that "their voices are heard and appreciated". So employees want to be accepted within the group and they want to show their unique skills. The former has been shown in the interviews because employees feel that they are appreciated and valued. But the latter is harder because of the multiple aspects that are shown in the interviews, for example, there are no training methods that can be followed, in the basic training, to create unique skills to work inclusively as the organization wants and

there is no monitoring of inclusive working in the organization and with handing out subsidies to external partners.

The city of Utrecht is a diverse society with a lot of people with different ethnic backgrounds living among each other. The latest research (Utrecht, 2015) showed that 33 % of the total population in Utrecht has a non-Dutch background. To *practice what you preach* is about the representation of the organization and their citizens. In many documents, like the coalition agreement and the diversity document that was spread internally, the municipality is stating that they want to be this representation of the society so that they can identify with every citizen in Utrecht. Yet, in the mail that was send about the approach on diversity, it is clear that the organization wants to lean on the business case of diversity and this approach is about the enhancement of performance due to the increase of diversity. Diversity in itself is very important and Noon (2007) argues that missing out on diversity will create fewer opportunities to address a broad range of customers and there will be a loss of valuable human resources. The business case has a beneficial influence on the performance but the organization needs to have a stronger focus on the justice case in order to encourage the business case as well. Equal opportunities are considered to be a human right (Noon, 2007) and, therefore, every individual should be assured of these equal opportunities otherwise highly skilled minority employees may be restrained by inequality, which consequently also hampers the business case. So it is important to focus on the aspects in the organization that harm the process of diversity and this will lead to a better level of performance in the teams and organizations. The interviews showed that employees are also keen on focusing on the process more than on only on the performance so that the organization can deal with diversity in the long run.

The aforementioned themes were represented by the literature and also found in the data that was collected at the municipality. An important theme that echoed through in the interviews and observations is the *window opening and priorities* within the organization as it seems to have no real priority in the organization otherwise there would be more training methods or, even, presentations on the aspects of inclusive working. There seems to be no real need to prioritize the inclusive working within the organization. For example, the HRM advisor who is dealing with internal diversity, would not have an interview concerning inclusive working and this can be interpreted as no real need to have a research like this that can help the organization benefit from diversity and show what the organization should do to increase the level of inclusive working. Furthermore, new employees are not directly trained

on aspects of inclusive working and dealing with diversity in their policymaking. Another important content that revealed itself during two months of observing and interviewing is that there is a need to push inclusive working further up the agenda and not let it jump into a situation that is metaphorically called 'opening of the window'. This means that when circumstances are made as conducive as possible there will be a need to push a subject onto the agenda and give more priority to this subject. For instance, when there is a terrorist attack in Europe there will be a need to focus on radicalization and, therefore, be put higher on the agenda within the organization. The opening of the window is only a short period of time and all the attention will be drawn upon this short period. As the example of more training possibilities on the radicalizing of citizens has shown, a lot of money and time is spent on 'new' situations that can also be dealt with in a longer period and sometimes even with training on inclusive working. Interesting is that some employees see the coalition agreement and, therefore, inclusive working as a form of window dressing. So policies are presented as an image of action for the outside without the real implementation (Giacomini, Kenny & DeJean, 2009).

The last theme that came forward in the findings is that the use of *profiling* can have a very positive effect on you career but it can also, as it shows in the findings section, harm your career development. The interviewee was clearly stating that there was more to be gained from the project when doing more profiling about their success. Profiling can be linked to what Alvesson & Kärreman (2004) discuss as socio- ideological control. Alvesson and Willmott (2002) describe this socio ideological control as actions that are based on emotions, norms, values and levels of attitude. Furthermore Siebers (2015) states that these personality traits can be understood as 'soft skills' and are very fuzzy (Moss and Tilly, 1996). Siebers (2015) continues by stating that these skills are not concrete and distinct developments in the workers themselves, but create meaning from the strategic possibilities that soft skills can have in hiring or letting go of employees. In this way, team leaders or managers can have control over the employees without having objective ways to measure their arguments. Siebers (2015) discusses that this way of assessing people can create defenseless situations for the candidate as every psychological trait has been set to a job-related soft skill and, therefore, a criterion of assessment. The other way of controlling for the management is the technocratic control. In Technocratic control the management controls for systems and arrangement that measure outputs. So this can be seen as a more objective way of assessing the employees. (Alvesson & Kärreman, 2004)

There are two ways to deal with these soft skills and to create awareness of the aspects of profiling. The first way to deal with this is to make the profiling more objective and create ways to teach the employees to deal with it. In this way, employees get familiar with the importance of profiling in the organization and everybody will be equal in their opportunities. The second way to deal with it is only focusing on technocratic skills that can be measured objectively and all the employees will not be judged on their personalities but on their performances in a team and in the organization.

6.2 Limitations

For this research it was important to focus on the quality of the data and reaching the level of theoretical saturation. Therefore, due to its narrow scope, this research is not representing the organization as the entire corporation. Yet, as Cicourel (1982) explains, there is ecological validity because the behaviors and data coincide with the respondent's everyday world. Furthermore, multiple forms of bias can enter the research. First, as the research informant of the municipality of Utrecht chose the interviewees, a selection bias may have taken place (Sekaran & Bougie, 2013). Second, a confirmation bias may underlie the interviews and the literature review. This bias can be defined as "the seeking or interpreting of evidence in ways that are partial to existing beliefs, expectations, or a hypothesis in hand" (Nickerson, 1998). Confirmation bias is thus a tendency to focus on one's expectations by searching for confirming information. Finally, an interviewer-induced bias may have had an influence on the responses to questions due to variables such as personality, political views, gender, race or age (Briggs, 1986). Ultimately, as the interviews were conducted in Dutch, the passages for this paper had to be translated into English but because I belong to the same life world this will be downsized to a minimum. Therefore, minor differences compared to the original texts and quotes may be found.

6.3 Recommendations

This study contributes to the use of inclusive working in the municipality of Utrecht and these recommendations may help the organization to benefit from this inclusive way of working that the municipality wants to implement. The municipality of Utrecht uses the business case of diversity to increase their internal diversity and, therefore, the first recommendation is to focus more on the justice case of diversity and look at the process

within the organization to, in the future, increase the performance of the teams and the business case for diversity.

The second recommendation is about the priority that inclusive working should have. Inclusive working should be high on the agenda of the organization. Creating training possibilities and presentations about the aspects of inclusive working and what the benefits of this way of working are may enhance the priority and knowledge about the inclusive way of working.

The third recommendation that echoes through in this paper focuses on the use of profiling within the organization. The first aspect of this recommendation is to make the profiling more objective and to create ways to enhance the awareness among the employees to deal with this socio-ideological control. In this way, employees get familiar with the importance of profiling in the organization and everybody will be equal in their opportunities. The second aspect of this recommendation is only focusing on technocratic skills that can be measured objectively and this means that all the employees will not be judged on their personal characteristics but on their performances in the team and organization.

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8   Appendix

Naam:

Functie:

Wat is voor u beleid?

Wat is voor u een beleidsmaker binnen gemeente Utrecht?

Hoe ziet het beleidsproces er voor u uit? Voorbeeld?

Wat voor rol speelt diversiteit binnen jullie werkzaamheden/afdeling?

Bent u bekend met het inclusief werken van de gemeente Utrecht?

Zijn er processen waar u het inclusief werken zag gebeuren? Voorbeeld?

In welk moment binnen het beleidsproces wordt er gekeken naar of gedacht aan het inclusief werken?

Welke factoren spelen een rol bij het inclusief werken?

Wanneer wordt er over het inclusief nagedacht en wanneer niet?

Ziet u dat er genoeg gedaan wordt om het inclusief werken te promoten? Training?

Ziet u dat collega's genoeg doen om de samenleving te promoten binnen het beleid maken?

Ziet u dat de afdeling waarin u werkt genoeg doet om het inclusief werken te promoten?

Is er een bepaalde verantwoording/monitoring voor het inclusief werken?

Moet er inclusief gewerkt worden volgens u?

Wat moet er gebeuren om inclusief werken meer te promoten? En is dit nodig?

8.2 A piece of coded transcript

M: En merk je het ook binnen je team dat het invloed heeft. Dat soort dingen die echt van buitenaf komen.

K: uhhmm bedoel je dan mijn eigen team? Of..

M: ja ja nu ff bij jou zijnde.

K: Uhh Ja uhhhmm…. Niet iedereen reageert .. iedereen leest het wel.. dat zie ik natuurlijk… iedereen leest het wel. Niet iedereen reageert dus zij hebben daar ook een mening over. Misschien durven sommige mensen het niet.. weet ik niet.. Ik ben niet op mijn mondje gevallen uhhh ik heb een uitgesproken mening en die steek ik niet onder stoelen of banken. Dus ja ja sommige gaan daar met mij over in gesprek, maar ook heel veel niet…

M: ja ja precies. Nou in de theorie komt het wel eens voor dat dus 'als er iets van buitenaf komt dan moet ik opeens een groep verdedigen..

K: ja ja nee, maar dat.. dat idee heb ik niet. Althans voor mijzelf niet, maar ik vind uhhhmmm… dat heb ik niet, maar ik wil wel graag mijn stem laten horen. In de zin van 'Ho Ho' uhhm… ja hoe moet ik dat uitleggen... Ik wil wel graag mijn stem laten horen dat uhhmm.. nee.. ja goed een concreet voorbeeld was uhh Rutte had gereageerd (Op kwestie Johan Derkens, Marokkanen in het voetbal)

M: Owww ja

K: ja Rutte had gereageerd en de minister had gereageerd en dan.. ja en dan.. Dan zet ik heel groot met koeienletters uhh uhhh VERDOMME HET ZIJN NEDERLANDERS RUTTE. Ofzo weet je. Dat laat ik dan wel en dan hebben we het opeens over Marokkanen. Ander concreet voorbeeld is Afellay bij het Nederlands elftal.. ik noem maar ff een voetballer. Dat is makkelijker voor mij. Uhhh dan is dat een Nederlander en dan uhh Hakim Ziyech is nu opeens een Marokkaan..

M: ja ja jaa

K: nou en dat zijn hele….dan laat ik echt mijn stem gelden of in ieder geval dan laat ik het goed merken… en dan ja oke.. nu heel stuk in Arnhem uhhm je wordt er ook een beetje moe van he..

M: ja dat geloof ik direct.

K: Je wordt er echt moe van uhhhm als het goed gaat dan ben je Nederlander en als slecht gaat dan ben je een Marokkaan.. en daar word ik wel een beetje moe van. Dan denk ik van 'ho ho' dus dan laat ik mijn… dan laat ik mij wel horen ja.

M: nee ja dat snap ik ook wel.

K: Dus, maar hier op de afdeling speelt dat gelukkig niet. Tenminste niet in mijn gezichtsveld.

8.3 A piece of field note

Contact person

- Colourblind approach (Equality) but be human. "Er moet gelijkheid zijn in de procedures"
- "Do not put people into groups, but see them as individuals. (Het word 'allochtonen'niet meer in de communicatie van gemeente Utrecht.
- Geen doelgroepen, maar groepen.

Colleague

- Do not keep telling people off, create internal consistency. (Subsidizing).

The building of the organization

- Flexible work stations but still somewhat the same places for the same people.
- Paperless working. Do not waste paper and no paper on the work stations. If you bring papers, take them back home. (Little storage near the office space→ in cabinets).
- Hard to know who your co-workers are. ("if you need someone, you can call him/her).

- Lot of areas to have (in) formal meetings within the workplace (Lounge area, coffeebar, area to read and sit in a hammock. → you hear people whispering and this changes tone when you enter or leave.

- Because of the flexible work stations, you need to search for a computer when you get in later or after an appointment longer than an hour. (Half an hour is max to leave your computer locked.

- Tijdens straat interviews→ "collega's van vastgoed zeiden dat het ze niks interesseert en ze doen er niks mee". "nou van collega's moet je het hebben''.