



Diversity Management in the Municipality of Vienna

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Vienna was characterised by a dramatic demographic change during the last three decades. Today, Vienna is a growing and prosperous capital in the centre of Europe. Among its 1.6 mill. inhabitants, 31% have a so called “migration background”. That means, that this person or its mother or father was born outside Austria. In 2003 the City of Vienna introduced a new way for the promotion of integration and diversity. A year later the Municipal Department 17, Integration and Diversity (MA17) was established to advice and enable all departments of the city administration to improve their diversity capability. In the field of integration the city provides a lot of language courses, job trainings and projects for mutual understanding for migrants.

A service for all

Diversity – as seen in Vienna – has a focus on ethnicity and acts in a society characterised by immigration. Therefore diversity management is seen as a tool for the administration to meet the present needs of a diverse population. First of all awareness for diversity was raised. The fact, that people regardless of their ethnic background, language etc. have skills and talents and contribute to the success of society, has been made clear. Because migration is now seen as something “normal”, the administration is in an on-going process of transforming and reorganising its services. Now, the City of Vienna regards itself as a service-provider

for all its citizens. A long-term goal of the administration is to become a “mirror of its population”. The city administration wants to take advantage of its diversity and tries to recruit more people with a migration background. Hence to have more bilingual people in the staff is regarded as an asset.

Diversity as strategy

For the implementation of diversity management several ways are in use. Contract management for example is one way where each department sets its diversity goals for the next year. Secondly diversity has to be implemented “top-down” and needs partners among high level decision makers. Currently MA 17 is working on a quality orientated tool called “Diversity Check”. It should enable each department to find out its strengths and weaknesses and develop a diversity strategy that fits. For the near future, a system of diversity monitoring will be implemented to collect and analyse more data and experience for diversity relevant strategic decisions and projects.

Good practise examples

So far, MA 17 – Department for Integration and Diversity, has established itself both as an internal service provider for other departments as well as an assistance for diversity-orientated development. A few examples in the field of customer relations: to create „win-win-situations“ for clients and staff, multilingual forms and brochures can help to bridge the communication gap. Selected web-pages on www.wien.at in English, Turkish, Bosnian/Croatian/Serbian language give migrants useful information about social and educational issues. To reach out to ethnic and religious communities, MA 17 organizes “extramural information meetings” with experts from other municipal departments at community-centres, churches, mosques etc. On these occasions various topics are discussed, i.e. of legal relevance, about social security or health. Diversity trainings and workshops for Vienna’s administration staff also help to make services more customer friendly and raise awareness for the needs of a diverse society. An other example for the diversity orientation in Vienna is the new management for apprenticeship. The administration provides educational training for 800 apprentices in 30 jobs. The City of Vienna has positioned itself as an attractive workplace and welcomes people with a migration background. This is documented through multilingual folders and a statement at the web-site. Furthermore intercultural education is offered at the vocational school for apprentices who become office-clerks.

Diversity management framework

All these measures to strengthen the diversity competence of Vienna’s administration take place within the framework of antidiscrimination laws and the rapid demographic change caused by ongoing migration, the EU-integration process and the globalisation. Therefore decision-makers in the administration are more and more

aware of the fact that diversity management is a key competence and an executive function as well. Diversity management can be used as a management tool and is something that can be learned and be improved. A modern administration will clearly see the benefits of diversity management: from better customer relations to time and cost efficiency, from a better motivated staff to newly acquired human resources will the organization receive a surplus. Last but not least the administration will have a commercial advantage and improve its image as a customer orientated institution.

Vienna's main migrant communities:

	Migration background	Austrian Citizenship
Serbia & Montenegro	111.557	35.662
Turkey	69.254	30.101
Poland	37.325	24.111
Germany	37.901	15.135
Bosnia-Herzegovina	30.564	12.822
Croatia	19.821	3.215

Vienna's population with and without migration background (MB), 2007

