



**Australian Government**

# **DEFEQ003B Manage equity and diversity**

**Release 2**

## DEFEQ003B Manage equity and diversity

### Modification History

Release	TP Version	Comments
2	DEF12V2	Layout adjusted. No changes to content.
1	DEF12V1	Primary release.

### Unit Descriptor

This unit covers the competency required to manage equity and diversity.

The unit requires commanders, managers and equity advisers in the Australian Defence organisation to contribute to, implement and review equity and diversity programs in their workplace; to encourage the development of their workforce; and to communicate and display the values of the equity and diversity principles to their workforce.

### Application of the Unit

As agreed in the creation of this Training package, applications for units transferred from the PUA00 Public Safety Training Package will be developed as part of continuous improvement plans, and taking into account the change in Unit of Competency format as detailed in templates for Streamlined Training Packages.

### Licensing/Regulatory Information

Not applicable.

### Pre-Requisites

Not applicable.

### Employability Skills Information

This unit contains employability skills.

## Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency.

Performance Criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Required Skills and Knowledge and/or the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

## Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. <b>Contribute to the development, implementation and review of equity and diversity strategies</b>	<p>1.1 <i>Equity and diversity issues</i> in the workplace are identified in accordance with <i>legislative requirements</i>, and <i>organisational policies and practices</i>.</p> <p>1.2 <i>Equity and diversity strategies</i> are developed in consultation with stakeholders, including people from key equity groups and the organisation's clients.</p> <p>1.3 Strategies are promoted within the <i>organisation</i> in accordance with <i>standard procedures</i>.</p> <p>1.4 Achievable reporting and feedback processes are incorporated into strategies in accordance with standard procedures.</p> <p>1.5 Effectiveness and efficiency of strategies is monitored and reviewed, and recommendations for enhancements are identified and acted upon in accordance with standard procedures.</p>
2. <b>Facilitate the development of a workforce that promotes and values equity and diversity</b>	<p>2.1 <i>Benefits of a diverse workforce</i> are identified, modelled and communicated to those working within the organisation.</p> <p>2.2 Initiatives and <i>resources</i> to advance the position of equity and diversity groups within the organisation are developed and/or adopted.</p> <p>2.3 Diversity factors associated with individuals are identified and utilised to address business needs.</p> <p>2.4 Diversity training and awareness programs are utilised, as appropriate, to promote and encourage the benefits of a diverse workforce in accordance with <i>equity and diversity principles</i>.</p> <p>2.5 Assistance is provided to maximise individual contribution to the attainment of the organisations objectives.</p> <p>2.6 Strategies are applied to resolve grievance and complaints and to maximise the benefits obtained through a diverse workforce.</p>
3. <b>Communicate with a diverse workforce</b>	<p>3.1 Language and literacy issues are identified and addressed to facilitate full participation of all members in work and development activities.</p> <p>3.2 Target audience is identified and tailored communications strategies are adopted in accordance with standard procedures.</p>

3.3 A range of communication strategies are employed to meet the needs of a diverse workforce base in accordance with standard procedures.

3.4 Resources to facilitate effective communication within the workplace are identified and utilised in accordance with standard procedures.

## Required Skills and Knowledge

This describes the essential skills and knowledge and their level, required for this unit.

### Required Skills

- interpret equity and diversity legislation
- manage equity and diversity principles, policies and practices
- apply the guidelines related to unacceptable behaviour
- manage equity and diversity resources
- manage cross-cultural communications
- communicate and apply interpersonal skills
- provide feedback
- analyse and solve problems
- facilitate group discussion
- liaison
- analytical and evaluation

### Required Knowledge

- equity and diversity legislation
- defence equity and diversity policies and practices
- equity and diversity principles
- equity and diversity resources
- unacceptable behaviour
- change management
- code of behaviour
- professional codes of practice
- roles and responsibilities of team leaders
- techniques for giving and receiving feedback in a constructive manner
- leadership principles
- team dynamics
- composition of teams and roles and responsibilities of team members
- verbal and non-verbal communication techniques including body language, language style, active listening
- written communication to a level required to complete workplace forms and reports

- techniques for supporting others/team members

## Evidence Guide

### **Critical aspects for assessment and evidence required to demonstrate competency in this unit**

Assessment must confirm the ability to constructively contribute to, implement and review equity and diversity programs in the workplace; to encourage the development of the workforce and to communicate the values of the equity and diversity principles to the workforce.

Assessment must also confirm the ability to:

- develop effective strategies in consultation with stakeholder groups
- act on recommendations to enhance the strategies
- promote the values of a diverse workforce
- implement and utilise equity and diversity training
- resolve grievance and complaints

### **Consistency in performance**

Competency should be demonstrated over time and should be observed in a range of actual or simulated work contexts.

### **Context of and specific resources for assessment**

#### **Context of assessment**

Competency should be assessed by observing an individual within the workplace or simulated environment in a role where the management of equity and diversity is required.

When assessment is conducted in a simulated environment, the simulation should re-create realistic workplace scenarios. These may include role-plays based on a full range of strategies used to implement and review equity and diversity programs in the workplace.

#### **Specific resources for assessment**

There are no special resource requirements for this unit.

## Range Statement

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the Performance Criteria is detailed below.

<p><b><i>Equity and diversity issues</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• Age</li> <li>• gender</li> <li>• ethnicity</li> <li>• cultural background</li> <li>• language</li> <li>• sexual orientation</li> <li>• physical differences</li> <li>• political or religious belief</li> <li>• family or carer responsibility</li> <li>• education level</li> <li>• expertise and work experience</li> <li>• working style</li> <li>• socio-economic background</li> <li>• personality profile</li> <li>• geographic location</li> <li>• marital status</li> <li>• interests</li> </ul>
<p><b><i>Legislative requirements</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• Racial Discrimination Act 1975</li> <li>• Sex Discrimination Act 1984</li> <li>• Human Rights and Equal Opportunity Commission Act 1986 Privacy Act 1988</li> <li>• Work health and safety (Commonwealth Employment) Act 1991</li> <li>• Disability Discrimination Act 1992</li> <li>• Workplace Relations Act 1996</li> <li>• Public Service Act 1999</li> </ul>
<p><b><i>Organisational policies and practices</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• PERS 12–1 General Scope of Legal Assistance Provided to Service Personnel and Legal Aid to Australian Defence Force Members Overseas</li> <li>• PERS 19–2 Work health and safety (Commonwealth Employment) Act 1991 Implementation within the Australian Defence Force</li> <li>• PERS 26–2 ADF Policy on Religious Practices of ADF Members</li> <li>• PERS 32–1 Employment of Women in the ADF</li> <li>• PERS 32–2 Defence Equity Adviser Network</li> <li>• PERS 34–1 Redress of Grievance – Tri-Service Procedures;</li> </ul>

	<ul style="list-style-type: none"> <li>• PERS 34–2 Complaints of Discrimination and Harassment through the Human Rights and Equal Opportunity Commission</li> <li>• PERS 34–3 Inquiries by the Commonwealth Ombudsman and the Defence Force Ombudsman affecting the Department of Defence and the Australian Defence Force</li> <li>• PERS 35–2 Application of the Sex Discrimination Act to the ADF</li> <li>• PERS 35–3 Discrimination, Harassment, Sexual Offences, Fraternalisation and other Unacceptable Behaviour in the Australian Defence Force</li> <li>• PERS 36–3 Inherent Requirements of Service in the Australian Defence Force</li> <li>• PERS 42–1 ADF Family Support Policy</li> <li>• PERS 44–1 ADF Policy Regarding the Avoidance and Elimination of Racial Discrimination and Racist Behaviour</li> <li>• PERS 45–1 Jurisdiction under the Defence Force Discipline Act – Guidance for Military Commanders</li> <li>• PERS 49–2 Variable Working Hours for Australian Defence Force Members</li> <li>• PERS 50–1 Equity and Diversity in the Australian Defence Force</li> <li>• PERS 51–1 Australian Defence Force Policy for Inter-Service Couples</li> <li>• other departmental instructions related to equity and diversity</li> </ul>
<p><b><i>Equity and diversity strategies should</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• Compliance with legislative requirements and organisational policies and practices</li> <li>• Benefits and opportunities provided by equity and diversity</li> <li>• Links between equity and diversity to the core business of the unit, the organisation’s strategic goals and the demographic profile of the client base</li> <li>• A mechanism through which diversity issues can be integrated within organisational policies and procedures, for example, recruitment and selection</li> </ul>
<p><b><i>Organisation</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• The Defence department</li> <li>• The Australian Defence Force (ADF)</li> <li>• And may include units of the ADF</li> </ul>
<p><b><i>Standard procedures</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• Written and verbal orders</li> <li>• Standing orders</li> <li>• Standing operating procedures</li> </ul>



	<ul style="list-style-type: none"> <li>• Routine orders</li> <li>• Defence instructions</li> <li>• Procedure manuals</li> <li>• Doctrine pamphlets</li> <li>• Job guides</li> </ul>
<b><i>Benefits of a diverse workforce</i></b> may include:	<ul style="list-style-type: none"> <li>• Individual competencies</li> <li>• Styles and qualities</li> <li>• A range of working styles</li> </ul>
<b><i>Resources</i></b> may include:	<ul style="list-style-type: none"> <li>• Training materials</li> <li>• Supervisors in the chain of command</li> <li>• Equity advisers</li> <li>• Psychologists</li> <li>• Social workers</li> <li>• Medical officers</li> <li>• Legal officers</li> <li>• Chaplains</li> <li>• Family liaison officers</li> <li>• Civil authorities</li> <li>• Social welfare agencies</li> <li>• Defence equity advice lines</li> <li>• Defence equity organisation web site</li> </ul>
<b><i>Equity and diversity principles</i></b> may include:	<ul style="list-style-type: none"> <li>• Treating each other with respect and dignity</li> <li>• Recognising all people as individuals and valuing differences</li> <li>• Using the different contributions that people can make to the team</li> <li>• Making judgements genuinely based on fairness and merit</li> <li>• Eliminating artificial, unfair and inappropriate barriers to workplace participation</li> <li>• Providing appropriate means to monitor and address discrimination and harassment</li> <li>• Providing opportunities for flexibility when meeting organisational requirements</li> <li>• Consulting people on policies and decisions that affect them</li> </ul>

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**Unit Sector(s)**

Not applicable.

## **Corequisite Unit/s**

**Co-requisite Unit/s**                      Nil