



Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT605B Manage diversity

Revision Number: 1

PSPMNGT605B Manage diversity

Modification History

Not applicable.

Unit Descriptor

Unit descriptor

This unit covers productive diversity management to maximise workforce effectiveness. It includes contributing to, promoting and monitoring a diversity strategy; facilitating the development of a workforce that promotes and values diversity; and facilitating communication with a diverse workforce.

In practice, managing diversity occurs in the context of other generalist or specialist work activities such as managing compliance, managing people and performance, managing recruitment and selection, managing employee relations, managing client service etc.

This unit is one of a series of 6 competencies relating to diversity in the public sector, located in the Competency fields of *Working in Government* and *Management*. Related units of competency are:

PSPGOV201B Work in a public sector environment

PSPGOV308B Work effectively with diversity

PSPGOV408A Value diversity

PSPGOV505A Promote diversity

PSPMNGT702A Influence and shape diversity management

This unit replaces and is equivalent to *PSPMNGT605A Manage diversity*.

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Employability skills This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in *bold italics* is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

1. Contribute to the development of a diversity strategy

- 1.1 The organisational context and framework for the diversity strategy are identified and key result areas are established
- 1.2 A *diversity strategy* is developed that identifies *diversity issues* and objectives to enhance business unit and organisational effectiveness in accordance with *public sector legislation and policies*
- 1.3 The strategy is used to identify *benefits and opportunities* provided by a diverse workforce and complies with legislative requirements, organisational policies and practices
- 1.4 Diversity objectives in the strategy are linked with the demographic profile of the client base, the organisation's strategic goals and the core business of the *business unit*
- 1.5 The strategy is developed in consultation with *stakeholders*, including people from key equity groups and the organisation's clients
- 1.6 The strategy is designed to provide a mechanism through which diversity issues can be integrated within *organisational policies and procedures*, for example, recruitment and selection

2. Promote and review diversity strategy

- 2.1 The strategy is communicated and *promoted* within the business unit and the organisation in accordance with audience needs and organisational requirements
- 2.2 The need for diversity support programs is identified and programs are established in accordance with the objectives of the diversity strategy
- 2.3 Individuals are encouraged to align everyday work with the diversity strategy in recognition that individuals are the implementers who will ensure the strategy's success
- 2.4 Progress of diversity strategies within business plans is monitored and reported on in accordance with organisational policy and procedures
- 2.5 The effectiveness of the strategy in contributing to organisational effectiveness is monitored and reviewed according to its specifications, and recommendations for enhancements are identified and acted upon

3. Facilitate the development of a workforce that promotes and values diversity

- 3.1 Benefits of a *diverse workforce* are identified and communicated to those working within the business unit and the organisation
- 3.2 Initiatives and resources to address *barriers* to equal employment opportunity within the organisation are developed or adopted in accordance with the diversity strategy
- 3.3 A range of leadership styles is employed to facilitate

ELEMENT**PERFORMANCE CRITERIA**

- intercultural management and to manage diverse teams
- 3.4 The diversity factors associated with individuals within the workforce are identified and utilised in the delivery of services to diverse clients
- 3.5 A range of working styles that are reflective of a diverse workforce is accepted and encouraged, unified to the organisational context
- 3.6 Diversity training and awareness programs are utilised, as appropriate, to promote the benefits of a diverse workforce
- 4. Facilitate communication within a diverse workforce**
- 4.1 Language, literacy and numeracy issues are identified and addressed to facilitate full participation of all members of the workforce in work and development activities
- 4.2 A range of *communication strategies* is employed to meet the needs of a diverse workforce and client base
- 4.3 The target audience is identified and tailored communications strategies are adopted
- 4.4 Resources to facilitate effective communication within the workplace are identified and utilised in accordance with organisational policy and procedures
- 4.5 Ineffective and inappropriate communication strategies are identified and adjusted to meet the information needs of a diverse workforce and client base

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Skill requirements

Look for evidence that confirms skills in:

- monitoring and reporting on the progress of diversity strategies
- using communication involving exchanges of complex oral information
- communicating with people from diverse backgrounds (including gender and disability)
- managing diverse teams
- applying intercultural management
- using a variety of words and language structures to explain complex ideas to diverse audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace
- preparing written advice and reports requiring reasoning and precision of expression
- using plain English in written documents

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- the concept of diversity and its integration within and across all human resource and management functions and areas
- cultural diversity, including issues of racism, discrimination, harassment and victimisation
- the organisation's policies and strategic goals relating to diversity and the implications of these for current and future human resource management
- the relationship between management of diversity and organisational effectiveness
- equal employment opportunity, access and equity principles
- productive diversity principles including flexibility, multiplicity, devolution, negotiation and pluralism
- institutional racism and resulting indirect discrimination
- jurisdictional legislation, instructions, directions and standards that underpin or impact on workplace diversity
- public sector policies, practices and procedures related to diversity

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:

PSPETHC601B Maintain and enhance confidence in public service

PSPGOV601B Apply government systems

PSPGOV602B Establish and maintain strategic networks

PSPLEGN601B Manage compliance with legislation in the public sector

PSPMNGT603B Facilitate people management

PSPMNGT606B Manage quality client service

PSPMNGT615A Influence workforce effectiveness

PSPPOL603A Manage policy implementation

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- diversity management in a range of (2 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- information on diversity management in the context of public sector management and human resource management
- legislation, policy, procedures and guidelines relating to/impacting on diversity
- case studies and workplace scenarios to capture the range of situations likely to be encountered when managing diversity

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be

EVIDENCE GUIDE

encountered in the workplace, including coping with difficulties, irregularities and breakdowns in routine

- management of diversity in a range of (2 or more) contexts (or occasions, over time)
- a variety of management contexts (2 or more) such as managing compliance, managing people and performance, managing recruitment and selection, managing employee relations, managing client service etc

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- simulation or role plays
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

RANGE STATEMENT

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in *italics* in the Performance Criteria is explained here.

- A diversity strategy is*
- an expression of what a business unit or organisation intends to do to utilise diversity as a productive resource in order to maximise effectiveness and efficiency
- Diversity issues may include*
- equal employment opportunity issues such as:
 - direct and indirect discrimination - discriminatory systems and practices
 - harassment
 - racism
 - under-representation of equity groups in the public sector
 - employment of equity groups concentrated at lower levels in the public sector
 - women making up more than half of the public sector workforce but disproportionately represented at lower salary levels
 - barrier (or glass ceiling) that prevents equity group members progressing to higher salary levels
 - disproportionate representation of equity group members in non-permanent, casual or contract positions
 - inappropriate supervisory treatment of equity group members
 - sidelining staff from diverse backgrounds to 'diversity roles' rather than the opportunity to pursue what interests them, or where they add most value
 - workplace systems or practices that don't allow a balance between work and family responsibilities
 - inequitable access to acting opportunities, workplace training and development
 - culturally inappropriate workplaces
 - making reasonable adjustment to work processes
 - enabling access to buildings to people with a disability
 - quality of service delivery to clients from diverse backgrounds
 - people from recognised diversity groups not choosing to be identified through usual statistical collection methods
 - questioning/disregarding the dominant paradigm of the organisation
 - inappropriate treatment of those who don't fit the dominant

RANGE STATEMENT

- paradigm of the organisation
 - risks associated with diversity not managed
 - different values:
 - uncertainty avoidance
 - collectivist/individualist
 - power/distance
 - masculine/feminine
 - resolving communication issues
 - developing cultural competence
 - negotiating commonalities
 - resolving conflict
 - negotiating difference
- Public sector legislation and policies (relating to diversity) may include*
- Commonwealth legislation addressing diversity issues, for example:
 - Racial Discrimination Act 1975
 - Sex Discrimination Act 1984
 - Disability Discrimination Act 1992
 - Workplace Relations Act 1996
 - Privacy Act 1988
 - Human Rights and Equal Opportunity Commission Act 1984
 - State/Territory legislation addressing diversity issues, such as Victoria's Racial and Religious Tolerance Act
 - public service/public sector management acts
 - workplace diversity guidelines
 - national and international codes of practice and standards
 - the organisation's plans, strategies and policies relating to diversity
 - policies relating to language services
 - government policy mandating equal employment opportunity and/or workplace diversity requirements, such as:
 - Managing diversity in the Western Australian public sector, August 1995
 - Valuing cultural diversity, State of Victoria, 2002
 - public sector ethics/values/codes of conduct
 - public sector management standards (subordinate law)
 - Commissioner's directions/instructions
 - community guidelines, policy and practices (such as those within Aboriginal and Torres Strait Islander communities)
- Benefits and opportunities of diversity in the workplace may include*
- improved client service (internal and external)
 - improved access to government services and programs
 - improved relationship with the community

RANGE STATEMENT

- wider sources of recruitment
 - greater responsiveness to change
 - cultural enrichment
 - a workplace reflective of local demographics
 - promotion of creativity
 - retention of staff
 - community public relations
 - facilitation of attainment of organisation goals
 - improved service delivery
 - promoting equity and fairness
 - creation of a harmonious and supportive work environment
 - increased skills and experience added to the workplace
 - balanced workforce in terms of age, gender, race and culture
- Business unit may include*
- a program
 - sub-program
 - cost centre
 - area
 - division
 - branch
 - production unit or section located within the organisation
- Stakeholders may include*
- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services, including
 - employees at all levels of the organisation
 - other government and non-government organisations
 - union and association representatives
 - boards of management
 - government
 - Ministers
 - community
 - clients
- Organisational policies and procedures may relate to*
- recruitment and selection
 - learning and development
 - performance management
 - promotion and retention of staff
 - employment conditions
 - organisational mission and values
 - performance assessment
- Methods of promoting diversity plans may*
- written documentation
 - manuals

RANGE STATEMENT*include*

- policy and procedure statements
- guides
- information brochures and pamphlets
- oral advice and guidance
- one-on-one meetings
- small group meetings
- telephone contact and/or electronic mail
- training programs
- online resources

Diverse workforce refers to

- a workforce comprising employees with differences in:
- age
- culture
- disability
- educational background
- ethnicity
- expertise
- family responsibilities
- gender
- interests
- interpersonal approach
- language
- learning styles
- life experience
- marital status
- not fitting the dominant paradigm of the organisation
- personality
- physical capability
- race
- religious belief
- sexual orientation
- socio-economic status
- thinking styles
- work experience
- working styles

Barriers to equal employment opportunity may include

- individual and structural/institutional racism, sexism and other forms of exclusion and discrimination
- direct and indirect discrimination
- issues related to cultural diversity
- exclusionary workplace practices

Communication strategies

- small group information sessions

RANGE STATEMENT*may include*

- use of plain English
- translated information
- use of bilingual staff

Unit Sector(s)

Not applicable.

Competency field**Competency field** Management