



Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT702A Influence and shape diversity management

Release 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2.	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers influencing and shaping the development of organisational culture, structures and processes to maximise the strategic advantages of a diverse workforce. It includes influencing organisational culture, providing strategic direction in diversity management and formulating strategic diversity priorities.

In practice, influencing diversity management occurs in the context of other strategic activities such as providing strategic direction, leading change or providing leadership in human resources management, 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
- PSPMNGT605B Manage diversity

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

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. Influence organisational culture

- 1.1 The *strategic advantage of diversity* to the core business of the organisation, the organisation's strategic goals and the demographic profile of the client base is reflected in the leadership position adopted on all *matters related to the organisation's human resources*.
- 1.2 Diversity strategies and performance indicators are embedded in organisational strategies, policies and senior management performance agreements to mainstream workplace diversity as 'the way we do business' rather than an added requirement.
- 1.3 Initiatives to attract and advance the position of equity groups within the organisation are supported and resourced in accordance with the organisation's diversity objectives.
- 1.4 Diversity *education* is embedded in induction, on-the-job learning and professional development opportunities provided to staff to support the development of a diverse workforce responsive to a diverse client base.
- 1.5 Staff with a range of attributes that are reflective of a diverse workforce are recruited, developed and deployed in accordance with organisational *policies* and procedures, and *legislative requirements* to maximise the organisation's strategic advantage.
- 1.6 Organisational culture, working relationships, business outcomes and client feedback are monitored and positive diversity achievements are identified and celebrated in accordance with organisational policy.

2. Provide strategic direction in diversity management

- 2.1 Future trends and issues that may impact upon workplace diversity are identified, analysed and communicated to senior management, business unit and line managers.
- 2.2 Different leadership styles are modelled and promoted for application in different contexts with a diverse workforce and client base.
- 2.3 The current and future diversity needs of the organisation are identified, and the development of strategies is initiated to address gaps in accordance with organisational policy and procedures.
- 2.4 Key *stakeholders* are kept informed, in a manner suited to their needs, of what constitutes good practice in the area of diversity management and its potential impact on the organisation.

3. Formulate strategic diversity priorities for the organisation

- 3.1 Strategic priorities are formulated in consultation with key stakeholders in the organisation and the community, and set out a shared vision for the future that provides challenging but realistic objectives to address *equity and diversity issues* and maximise outcomes.
- 3.2 Strategic priorities are identified that support overall

ELEMENT**PERFORMANCE CRITERIA**

government diversity policy and are embedded in performance measures to encourage staff to be creative and innovative in their approach to attaining the organisation's diversity objectives.

3.3 Strategic priorities are communicated to stakeholders using a variety of *strategies* tailored to their needs and purposes and in such a way as to attract their support.

3.4 Implementation is monitored to ensure strategic diversity priorities are addressed through related business unit and individual objectives.

3.5 Stakeholders are engaged to contribute to the evaluation of outcomes, and strategies are continued, enhanced or replaced, based on feedback and supporting organisational data.

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:

- using a range of leadership styles in different contexts depending on the diversity of the workforce or client base
- articulating and applying a cultural change model that has worked in similar contexts
- influencing and persuading others involving complex exchanges of oral and written information
- reading and interpreting statistics
- developing innovative strategies to progress or impact on organisational culture
- responding to diversity, including gender and disability
- interpreting and explaining complex, formal documents and influencing others to action them in the workplace
- using a variety of words and language structures to explain complex ideas to diverse audiences
- preparing written advice and reports requiring reasoning and precision of expression

Knowledge requirements

- Look for evidence that confirms knowledge and understanding of:
 - the concept of diversity and its integration within and across all human resource, management and operational functions and areas
 - cultural diversity, including issues of racism, discrimination, harassment and victimisation
 - productive diversity principles including flexibility, multiplicity, devolution, negotiation and pluralism
 - institutional racism and resulting indirect discrimination
 - the critical influence of organisational culture on the success of diversity objectives
 - the nature of cultural change and the influence that can be exerted when cultural change is initiated from the higher echelons of management
 - cultural change models
 - the organisation's policies and strategic goals relating to diversity and the implications of these for current and future human resource requirements
 - the relationships between strategic management of diversity and the organisation's core business and strategic goals
 - equal employment opportunity, equity and diversity principles
 - public sector legislation, regulations, standards, instructions, policies, practices or procedures that underpin or impact on diversity management in the

organisation

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:
 - PSPETHC701A Lead and influence ethical practice in the public sector
 - PSPHR703A Provide leadership in strategic human resource management
 - PSPMNGT701B Provide strategic direction
 - PSPMNGT703A Lead and influence change
 - PSPMNGT704A Undertake enterprise risk management

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)
- influence on and shaping of 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 leadership and management in the context of public sector management
- public sector legislation, regulations, standards, instructions, policies, practices or procedures that underpin or impact on diversity management in the organisation
- case studies and workplace scenarios to capture the range of situations likely to be encountered when influencing and shaping diversity management

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 encountered in a workplace, including coping

- with difficulties, irregularities and breakdowns in routine
- influence on and shaping of diversity management in a range of (2 or more) contexts (or occasions, over time)
 - a variety of strategic leadership contexts (2 or more) such as providing strategic direction to the organisation, providing strategic leadership in human resources management

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
- 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

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 ***bold italics*** in the Performance Criteria is explained here.

Strategic advantages of workplace diversity may include:

- a workplace reflective of local demographics
- being an employer of choice
- cultural enrichment
- economic benefits
- equity and fairness
- facilitation of attainment of organisation goals
- greater capacity for flexibility and responsiveness to change
- harmonious, inclusive, supportive work culture
- improved community public relations
- improved service delivery
- increased people management skills
- innovative, creative staff
- less staff turnover
- positive relationship with the community
- responsive and valued client service
- social benefits
- wide competency pool for meeting the organisation's future skill needs
- wide pool of talent for recruitment, selection and promotion
- wider circulation of agencies' services through informal diversity based networks

Diversity may include:

- age
- cultural background
- disability
- educational level
- 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
- political orientation
- race
- religious belief
- sexual orientation
- socio-economic background
- thinking styles
- work experience
- working styles

Matters related to human resources may include:

- preparation of duty statements and selection criteria
- recruitment and selection
- learning and development
- performance management
- performance appraisal
- promotion and retention of staff
- employment status
- remuneration
- employment conditions
- work allocation
- job design and re-design
- organisational restructures
- job rotations
- acting opportunities
- work-life balance

Diversity education may include:

- specific training programs for middle and senior managers
- core organisational training for a diverse workforce
- necessary support programs for a diverse workforce

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)

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 public sector organisations
 - community organisations
 - non-government organisations
 - union and association representatives
 - boards of management
 - government
 - Ministers

Equity and 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
 - 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
 - inappropriate supervisory treatment of equity group members
 - culturally inappropriate workplaces
 - making reasonable adjustment to work processes
 - quality of service delivery to clients from diverse backgrounds
 - enabling access to buildings to people with a disability

- 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 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
- oral advice and guidance
- one-on-one meetings
- small group meetings
- telephone contact and/or electronic mail
- information presentations
- written documentation
- use of plain English
- policy and procedure statements
- guides
- information brochures and pamphlets
- online resources

Strategies to communicate with stakeholders may include:

Unit Sector(s)

Not applicable.

Competency field

Management