



Australian Government

BSBLDR804 Influence and shape diversity management

Release: 1

BSBLDR804 Influence and shape diversity management

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 1.0.

Application

This unit describes the skills and knowledge required to influence and shape 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.

It applies to individuals who use cognitive and creative skills to review, critically analyse, consolidate and synthesise knowledge, in order to generate ideas and provide solutions to complex problems. They use communication skills to demonstrate their understanding of theoretical concepts and to transfer knowledge and ideas to others.

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

Unit Sector

Management and Leadership - Leadership

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Influence organisational culture	1.1 Adopt a leadership position which reflects understanding of the strategic advantage of diversity to the organisation 1.2 Embed diversity strategies and performance indicators into organisational strategies, policies and senior management performance agreements 1.3 Develop, support and resource initiatives to attract and advance the position of equity groups within the organisation 1.4 Embed diversity education in induction, on-the-job learning and

ELEMENT	PERFORMANCE CRITERIA
	professional development opportunities 1.5 Recruit, develop and deploy staff with a range of attributes that are reflective of a diverse workforce 1.6 Monitor, identify and celebrate organisational culture, working relationships, business outcomes and client feedback for positive diversity achievements
2. Provide strategic direction in diversity management	2.1 Research, analyse and communicate future trends and issues that may impact upon workplace diversity to senior management, business unit and line managers 2.2 Model and promote different leadership styles 2.3 Identify the current and future diversity needs of the organisation and initiate strategies to address gaps 2.4 Keep key stakeholders 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 Formulate strategic priorities 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 3.2 Identify strategic priorities and embed them in performance measures to encourage staff to be creative and innovative in their approach to attaining the organisation's diversity objectives 3.3 Communicate strategic priorities 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 Monitor implementation to ensure strategic diversity priorities are addressed 3.5 Engage stakeholders to contribute to the evaluation of outcomes 3.6 Monitor and continue, enhance or replace strategies, based on feedback and supporting organisational data.

Foundation Skills

This section describes language, literacy, numeracy and employment skills incorporated in the performance criteria that are required for competent performance.

Skill	Performance	Description
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	Criteria	
Reading	2.1	Sources, evaluates and critiques ideas and information from a range of complex texts
Writing	1.2, 1.4, 3.1	Develops texts dealing with complex concepts using specialised and detailed language to convey strategy, context, intent and organisational requirements
Navigate the world of work	1.2, 1.5, 2.3, 3.1, 3.2	- Takes a lead role in the development of organisational goals, roles and responsibilities - Leads the development of and adherence to organisational policies and procedures that are compliant with government policy and legal requirements
Interact with others	1.1, 2.2, 2.4, 3.1, 3.3, 3.5	- Identifies and uses a variety of appropriate conventions and protocols when communicating with colleagues and external stakeholders - Plays a lead role in situations requiring effective collaboration, demonstrating high-level influencing skills, focusing and shaping awareness, and engaging and motivating others - Understands all aspects of diversity and integrates diversity into the work context, for managing change, making decisions and achieving shared outcomes
Get the work done	1.3, 1.4, 1.5, 1.6, 2.3, 3.2, 3.4	- Develops flexible plans for complex, high impact activities with strategic implications that involve diverse stakeholders with potentially competing demands - Monitors agreed outcomes and required indicators

Unit Mapping Information

Code and title current version	Code and title previous version	Comments	Equivalence status
BSBLDR804 Influence and shape diversity management	Not applicable	New unit	No equivalent unit

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=11ef6853-ceed-4ba7-9d87-4da407e23c10>

Assessment Requirements for BSBLDR804 Influence and shape diversity management

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Performance Evidence

Evidence of the ability to:

- research, analyse and communicate legislation, regulations and initiatives for diversity
- work with stakeholders to develop and communicate a shared vision and strategic priorities for managing diversity
- integrate diversity policies and procedures within and across all human resource, management and operational functions and areas of the business including strategic plans and key performance indicators, policies and procedures, training, and recruitment
- develop, support and resource initiatives to attract and advance equity groups including identifying and celebrating success, and modelling different leadership styles
- monitor and review diversity priorities and processes.

Note: If a specific volume or frequency is not stated, then evidence must be provided at least once.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- explain how diversity policy and initiatives apply within human resource, management and other operational functions and areas
- explain diversity, including issues of racism, sexism, ageism, ethnicity, sexual orientation, religious beliefs, physical and intellectual abilities, gender, culture, religion, discrimination, harassment and victimisation
- outline the legislative and regulatory context of the organisation with reference to equal employment opportunity, equity and diversity
- develop organisation-specific proposals for taking action on diversity and outline how these proposals can convince the organisation's senior management
- give examples of the critical influence of organisational culture on the success of diversity objectives

- describe the nature of cultural change and the influence that can be exerted when cultural change is initiated from the higher echelons of management
- describe the positive relationships between strategic management of diversity and the organisation's core business and strategic goals.

Assessment Conditions

Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the management and leadership field of work and include access to:

- organisational and industry information and data
- examples of strategic planning documents
- equity, diversity and equal opportunity legislation and regulations
- case studies and, where available, real situations
- interaction with others.

Assessors must satisfy NVR/AQTF assessor requirements.

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