



Australian Government

PSPGEN117 Implement and manage diversity and inclusion strategies

Release: 1

PSPGEN117 Implement and manage diversity and inclusion strategies

Modification History

Supersedes and is not equivalent to PSPMGT004 Manage diversity.

Application

This unit describes the performance outcomes, skills and knowledge required to implement and manage diversity and inclusion strategies to maximise workforce effectiveness.

Those undertaking this unit work autonomously with management responsibilities. They perform sophisticated tasks in a range of contexts.

The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice.

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

Pre-requisite Unit

Nil

Competency Field

General

Elements and Performance Criteria

ELEMENTS

Elements describe the essential outcomes

PERFORMANCE CRITERIA

Performance criteria describe the performance needed to demonstrate achievement of the element.

1. Contribute to the development of a diversity and inclusion strategy.
 - 1.1. Identify the organisational context and framework for the diversity and inclusion strategy and establish key result areas.
 - 1.2. Identify diversity and inclusion issues and objectives to enhance business unit and organisational effectiveness.
 - 1.3. Use the strategy to identify benefits and opportunities provided by a diverse workforce and inclusive work practices.
 - 1.4. Link diversity objectives in the strategy with the demographic profile of the client base, organisational strategic goals and the core business of the business unit.
 - 1.5. Consult with stakeholders in relation to developing the strategy and foster a codesign approach that supports effective outcomes.
 - 1.6. Design the strategy to provide a mechanism through which diversity and inclusion issues can be integrated.
2. Promote and review the diversity and inclusion strategy.
 - 2.1. Communicate and promote the strategy within the business unit and the organisation.
 - 2.2. Identify the need for diversity and inclusion support programs and establish programs in accordance with strategy objectives.
 - 2.3. Encourage individuals to align everyday work with the strategy.
 - 2.4. Monitor and report progress of diversity and inclusion strategies within business plans.
 - 2.5. Monitor and review effectiveness of the strategy and identify and act upon recommendations for enhancements.
3. Facilitate the development of a workforce that promotes and values diversity and inclusion.
 - 3.1. Identify and communicate benefits of a diverse workforce and inclusive practices to those working within the organisation.
 - 3.2. Develop or adopt initiatives and resources to address barriers to equal employment opportunity in the organisation.
 - 3.3. Employ a range of leadership styles to facilitate inclusive management and to manage diverse teams.
 - 3.4. Identify and use the diversity factors associated with individuals in the workforce in the delivery of services to clients.
 - 3.5. Accept and encourage a range of working styles and inclusive work practices that are reflective of a diverse workforce within the organisational context.
 - 3.6. Use diversity and inclusion training and awareness programs, to promote the benefits of a diverse workforce.

4. Facilitate communication within a diverse workforce.
 - 4.1. Identify and address language, literacy and numeracy issues to facilitate full participation of all members of the workforce.
 - 4.2. Employ a range of communication strategies to meet the needs of a diverse and inclusive workforce and client base.
 - 4.3. Identify the target audience and tailor communications strategies accordingly.
 - 4.4. Identify and use resources to facilitate effective communication within the workplace.
 - 4.5. Identify and adjust ineffective and inappropriate communication strategies to meet the workforce and client information needs.

Foundation Skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

SKILLS	DESCRIPTION
Reading skills to:	• interpret complex, formal documents and relate them to organisation purpose and processes.
Writing skills to:	• prepare written advice and reports requiring reasoning and precision of expression • communicate complex ideas, matching style of writing to purpose and audience.
Oral communication skills to:	• interpret and explain complex, formal documents and facilitate others to apply them in the workplace.
Numeracy skills to:	• interpret mathematical data to report and monitor diversity and inclusion performance in the organisation.

Unit Mapping Information

Supersedes and is not equivalent to PSPMGT004 Manage diversity.

Links

Companion Volume implementation guides are found in VETNet - <https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=bebbece7-ff48-4d2c-8876-405679019623>

Assessment Requirements for PSPGEN117 Implement and manage diversity and inclusion strategies

Modification History

Supersedes and is not equivalent to PSPMGT004 Manage diversity.

Performance Evidence

Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and on at least one occasion:

- design a diversity and inclusion strategy and explain the relationship of the strategy to organisational objectives and underpinning legislative requirements to stakeholders
- identify and address a barrier to an equitable outcome in the organisation
- communicate the same workplace change to two different audiences adjusting style, resources and strategies to meet the requirements of each.

Knowledge Evidence

Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:

- organisational policies and strategic goals for diversity and inclusion and the implications of these for current and future human resource management
- relationship between management of diversity, inclusive work practices and organisational effectiveness
- jurisdictional legislation and standards that underpin or impact on diversity and inclusion in the organisation
- key aspects of the legislation:
 - direct discrimination
 - indirect discrimination
 - grounds of discrimination
 - areas of discrimination
- key principles of:
 - inclusion
 - equal employment opportunity
 - access and equity
- aspects of diversity:
 - definitions
 - benefits
 - challenges
 - avoidance of bias in language
- how to identify and avoid bias in language and organisational communications

- organisational policies, practices and procedures including; reporting requirements and grievance procedures related to diversity and inclusion
 - evidence-based decision-making processes
- inclusive communication strategies including:
 - co-design
 - accessing information and participation of people with lived experience
 - using accessible language in communication.
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Assessment Conditions

Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions.

Assessment must ensure access to:

- information on diversity management in the context of organisational leadership and management and human resource functions.
- jurisdictional legislation and standards that underpin or impact on diversity and inclusion
- organisational policies, practices and procedures for diversity and inclusion.
- statistical reports used in the organisation for monitoring implementation of related policy.

Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.

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