

U28603: Promote equality of opportunity and diversity in your area of responsibility

Unit Descriptor:

This unit is about actively promoting equality of opportunity and diversity in your area of responsibility. It is intended to go beyond compliance with equality legislation and move towards a situation where there is awareness in your area of and active commitment to the need to ensure equality of opportunity and the benefits of diversity. The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

PERFORMANCE CRITERIA

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

To be competent you must achieve the following:

This element requires that you:

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| 1. Promote equality of opportunity and diversity, including making it a priority area in terms of informing the vision and objectives for your area and planning and decision-making, within your area of responsibility. | a Use communication styles that are appropriate to different people and situations. |
| 2. Ensure that your behaviour, words and actions and those of people working in your area of responsibility support a commitment to equality of opportunity and diversity. | b Understand individuals' needs, feelings and motivations and take an active interest in their concerns. |
| 3. Identify your personal responsibilities and liabilities under equality legislation and any relevant codes of practice. | c Encourage and support others to make the best use of their abilities. |
| 4. Identify the diversity and needs of your area's current customers and potential customers and identify areas where needs could be better satisfied and where the diversity of customers could be improved. | d Use a range of leadership styles appropriate to different people and situations. |
| 5. Ensure that the organisation's policies and practices on equality and diversity are clearly communicated to all people in your area of responsibility and other relevant parties. | e Show a clear understanding of different customers and their needs. |

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| 6. Implement the organisation's policies and practices on equality and diversity policy in your area, including relevant parts of any accompanying organisation-wide action plan, seeking and making the required resources available. | f | Treat individuals with respect and act to uphold their rights. |
| 7. Ensure regular consultation with people in your area of responsibility or their representatives on equality and diversity issues. | g | Show integrity, fairness and consistency in decision making. |
| 8. Seek and make use of specialist expertise in relation to equality and diversity issues. | h | Make time available to support others. |
| 9. Ensure that working arrangements, resources and business processes in your area of responsibility respond to different needs, abilities, values and ways of working. | i | Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes. |
| 10. Monitor, review and report to the relevant people on progress in relation to equality of opportunity and diversity within your area of responsibility, identifying required actions and changes to practice. | | |

UNDERPINNING KNOWLEDGE

General knowledge and understanding

You need to understand:

1. Different definitions of diversity.
2. The different forms which discrimination and harassment might take.
3. The business case for ensuring equality of opportunity and promoting diversity.
4. The probable effects of not promoting equality of opportunity and diversity within your area of responsibility.
5. How commitment within your area of responsibility to promoting equality of opportunity and diversity might be demonstrated.
6. Why it is important to make equality and diversity a priority area and how to do so effectively.
7. Why it is important to lead by example in terms of your behaviour, word and actions supporting a commitment to equality of opportunity and diversity.
8. How to recognise when the behaviour, words and actions of others does and does not support a commitment to equality of opportunity and diversity.
9. How and where to identify your personal responsibilities and liabilities under equality legislation and any relevant codes of practice.
10. The importance of identifying the diversity and needs of your area's current and potential customers in order to identify areas for improvement and how to do so effectively.
11. How to communicate the organisation's equality and diversity, policies and practices to people who work in your area of responsibility and other relevant parties.
12. The importance of implementing an organisation's equality and diversity, policies and practices, and any supporting action plan.
13. The type of resources which might be required to support implementation of an equality and diversity policy and any supporting action plan.
14. How and when to consult with people in your area of responsibility or their representatives on equality and diversity issues.
15. Sources of specialist expertise in relation to equality and diversity.
16. How to provide working arrangements, resources and business processes in your area of responsibility that respond to different needs, abilities, values and ways of working.
17. How to monitor, review and report on progress in relation to equality of opportunity and diversity within your area of responsibility.

UNDERPINNING KNOWLEDGE (continued)**Industry/sector specific knowledge and understanding**

18. Any relevant sector-specific legislation, regulations, guidelines and codes of practice relating to equality and diversity.
19. Equality and diversity issues and developments that are particular to the industry or sector.
20. Information sources on equality in the industry or sector.

Context specific knowledge and understanding

21. The vision, objectives and operational plans for your area of responsibility.
22. The planning and decision-making processes within your area of responsibility.
23. The overall vision, values, objectives, plans and culture of the organisation.
24. The diversity of the people working in your area of responsibility.
25. Your area's current and potential customers and their needs.
26. Other relevant parties with an interest in diversity in your area of responsibility.
27. The organisation's policies and practices, equality and diversity policy and any accompanying action plan and how they are communicated to people who work for the organisation, people in your area and to other relevant parties.
28. Sources of specialist expertise in relation to equality and diversity used in your area of responsibility.
29. The support and resources allocated to and across your area of responsibility to promote equality of opportunity and diversity.
30. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
31. Working arrangements, resources and business processes in your area of responsibility.
32. Systems in place in your area of responsibility for monitoring, reviewing and reporting on progress in relation to equality of opportunity and diversity.
33. Allocated responsibilities for promoting equality of opportunity and diversity in your area of responsibility and the organisation in general.

EVIDENCE REQUIREMENTS**1. Critical Aspects of Evidence**

Performance Criteria	Evidence of Performance Criteria: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
	Polices, systems, procedures and reports you have originated or instigated in relation to equality of opportunity and diversity:				
O1 O2 O3 O5	• records of training, consultations, working groups, project teams, committees and other forums you have organised and/or participated in to raise awareness of and review legal obligations, and to develop, review and implement policies in relations to equality of opportunity and diversity relating to your area of responsibility	a, b, d, e, f g, i	1, 2, 3, 4 5, 6, 7, 9 11, 12 14, 15	18,19,20	21,22,23 26,27,28 29,33
O7 O8 O9	• equality of opportunity and diversity values and policy statements you have developed, initiated and/or agreed relating to your area of responsibility	a, b, d, e, f g, i	1, 2, 3, 4 5, 6, 7, 9 11, 12 14, 15	18,19,20	21,22,23 27,28,29 33
	Records of actions you have taken to implement policy and address any problems identified:				
O1 O2 O3 O4	• monitoring systems you have designed or introduced, reviews of equality of opportunity and diversity in the practices and outcomes in your area of responsibility that you have undertaken or initiated (eg recruitment practices, employment or service use levels relative to the relevant population), and reports you have prepared and proposals you have made or agreed as a result	a, b, c, d, e f, g, h, i	1, 2, 3, 4 5, 7, 8, 9 10, 12 17	18,19,20	22,24,25 26,27,28 29,30,31 32
O5 O6 O8 O9 O10	• systems and procedures, roles and responsibilities you have developed, consultations and training you have organised and other actions you have initiated or taken to implement policy and bring about changes in behaviour and working practices	a, b, c, d, e f, g, h, i	1, 2, 3, 4 5, 6, 7, 8 9, 11, 12 13, 14, 15, 16	18,19,20	21,22,23 24,25,26 27,28,29 30,31,33
	• personal statements (reflections on your own attitudes and behaviours and actions you have taken in relation to equality of opportunity and diversity in the workplace)	b, d, e, f, g, i	1, 2, 3, 4 5, 6, 7, 9	18,19,20	21,22,23, 24,27,28 29,30,31 32

EVIDENCE REQUIREMENTS (continued)**2. Methods of Assessment**

A combination of direct performance evidence (e.g. observation of performance and products of work) and supplementary evidence such as witness testimony personal statement, professional discussion and questioning.

3. Context of Assessment

The unit should be assessed using evidence from the workplace. Simulations is **not** allowed.

4. Links to other units

This unit links to a number of units in the overall suite of National Occupational Standards for management and leadership which involve managing or working with people.