

UNIT B12 PROMOTE EQUALITY OF OPPORTUNITY AND DIVERSITY IN YOUR ORGANISATION

UNIT SUMMARY

What is the unit about?

This unit is about taking a lead in actively promoting equality of opportunity and diversity in your organisation. There are a multitude of organisational benefits from doing this ranging from releasing the full potential of the workforce to being seen by customers, suppliers, potential employees and the wider community as a fair, forward looking and ethical employer. There is also the need to comply with equality legislation and any relevant codes of practice.

The unit involves committing senior management to promoting equality of opportunity and diversity and backing this up by ensuring that a policy and an action plan exist and are communicated and implemented across the organisation. It also involves monitoring and reviewing progress in order to identify further actions and changes to practice.

For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority **or** a significant operating unit, with a relative degree of autonomy, within a larger organisation.

Who is the unit for?

The unit is recommended for senior managers.

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.

Skills

Listed below are the main generic 'skills' which need to be applied in promoting equality of opportunity and diversity in your organisation. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Leadership
- Influencing and persuading
- Monitoring
- Information management
- Communicating
- Thinking strategically
- Motivating
- Reporting
- Valuing and supporting others
- Balancing competing needs and interests
- Reviewing
- Prioritising
- Planning
- Consulting
- Benchmarking
- Decision-making
- Risk management

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Outcomes of effective performance

You must be able to do the following:

- 1 Ensure senior management commitment to promoting equality of opportunity and diversity, including making it a priority area in terms of informing the organisation's overall vision, values, objectives and planning and decision-making.
- 2 Ensure that your behaviour, words and actions and those of people working for the organisation support a commitment to equality of opportunity and diversity.
- 3 Identify the organisation's and your own responsibilities and liabilities under equality legislation and any relevant codes of practice.
- 4 Review the diversity and needs of the organisation's current customers and potential customers and identify areas where needs are not being satisfied and where the diversity of customers should be improved.
- 5 Review the diversity of the workforce, at all levels, in comparison to the local and/or national population, as appropriate, and the organisation's current and potential customers and identify areas for improvement.
- 6 Ensure that the organisation has a written equality and diversity policy and that this is clearly communicated to all people who work for the organisation and other relevant parties.
- 7 Ensure that the equality and diversity policy is supported by an action plan, which prioritises areas for improvement and identifies required resources, and that the plan is communicated and implemented across the organisation.
- 8 Carry out benchmarking to identify good practice in relation to promoting equality of opportunity and diversity and what lessons can be learnt and applied to your organisation.
- 9 Ensure ongoing consultation with people who work for the organisation or their representatives and other relevant parties on equality and diversity issues.
- 10 Seek and make use of specialist expertise in relation to equality and diversity issues.
- 11 Ensure that systems are in place to monitor, review and report on progress in relation to equality of opportunity and diversity within your organisation and that the findings are used to identify required actions and changes to practice.
- 12 Monitor wider developments in relation to equality and diversity and assess their implications for your organisation.

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Behaviours which underpin effective performance

- a You constructively challenge the status quo and seek better alternatives.
- b You model behaviour that shows respect, helpfulness and co-operation.
- c You use communication styles that are appropriate to different people and situations.
- d You recognise the opportunities presented by the diversity of people.
- e You understand individuals' needs, feelings and motivations and take an active interest in their concerns.
- f You encourage and support others to make the best use of their abilities.
- g You use a range of leadership styles appropriate to different people and situations.
- h You show a clear understanding of different customers and their needs.
- i You treat individuals with respect and act to uphold their rights.
- j You show integrity, fairness and consistency in decision making.
- k You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.

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Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

- 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 and how to use it to persuade and influence others.
- 4 The probable effects of not promoting equality of opportunity and diversity in an organisation.
- 5 Why it is important to ensure senior management commitment to promoting equality of opportunity and diversity and how this can be demonstrated.
- 6 How and where to identify the organisation's and your personal responsibilities and liabilities under equality legislation and any relevant codes of practice.
- 7 Why it is important to make equality and diversity a priority area and how to do so effectively.
- 8 Why it is important to lead by example in terms of your behaviour, words and actions supporting a commitment to equality of opportunity and diversity.
- 9 How to recognise when the behaviour, words and actions of others does and does not support a commitment to equality of opportunity and diversity.
- 10 The importance of reviewing the diversity and needs of an organisation's current and potential customers in order to identify areas for improvement and how to do so effectively.
- 11 The importance of reviewing the diversity of an organisation's workforce, at all levels, in order to identify areas for improvements and how to do so effectively.
- 12 How to develop an effective written equality and diversity policy and what it should cover.
- 13 How to communicate the organisation's equality and diversity policy to all people who work for the organisation and other relevant parties.
- 14 What should be covered in an action plan for the promotion of equality and diversity and how it should be communicated across the organisation and to other relevant parties.
- 15 The type of support and resources required across the organisation to promote equality of opportunity and diversity and ways in which this can be provided.
- 16 How to carry out benchmarking to identify good practice in relation to promoting equality and diversity.
- 17 Sources of specialist expertise in relation to equality and diversity.

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General knowledge and understanding (continued)

- 18 How and when to consult with people who work for the organisation or their representatives on equality and diversity issues.
- 19 How to establish systems for monitoring, reviewing and reporting on progress in relation to equality of opportunity and diversity within an organisation.
- 20 How/where to obtain information on wider developments in relation to equality and diversity and how to assess their implications for your organisation.

Industry/sector specific knowledge and understanding

- 21 Sector-specific legislation, regulations, guidelines and codes of practice relating to equality and diversity.
- 22 Equality and diversity issues and developments that are particular to the industry or sector.
- 23 Information sources on equality and diversity in the industry or sector.

Context specific knowledge and understanding

- 24 The overall vision, values, objectives, plans and culture of the organisation.
- 25 The planning and decision-making processes within the organisation.
- 26 Your organisation's current and potential customers and their needs.
- 27 The diversity of your organisation's workforce.
- 28 Appropriate comparators for reviewing the diversity of your organisation's workforce.
- 29 Other relevant parties with an interest in equality and diversity in your organisation.
- 30 The organisation's written equality and diversity policy and action plan and how they are communicated to people who work for the organisation and to other relevant parties.
- 31 Mechanisms for consulting with people who work for the organisation or their representatives on equality and diversity issues.
- 32 Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
- 33 Organisations to benchmark against in terms of their approach to promoting diversity.
- 34 Sources of specialist expertise in relation to equality and diversity used by your organisation.
- 35 Systems in place for effective monitoring, reviewing and reporting on progress in relation to equality of opportunity and diversity.

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Evidence requirements

Outcomes	Evidence of Outcomes: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
Policies, systems, procedures and reports you have originated or instigated in relation to equality of opportunity and diversity:					
O1 O2 O3 O6 O8 O9	<ul style="list-style-type: none"> records of training, consultations, working groups, project teams, committees and other forums you have organised and/or participated in to raise awareness, develop, review and implement policies in relation to equality of opportunity and diversity across the organisation 	a, b, c, d, g, j, k	1, 2, 3, 4, 5, 6, 7, 8, 12, 13, 17, 20	1, 2, 3	1, 2, 6, 7, 8, 9, 11
	<ul style="list-style-type: none"> reviews you have initiated or conducted of the organisation's legal, social and ethical responsibilities in relation to equality of opportunity and diversity 	b, d, g, h, k	1, 2, 4, 5, 6, 7, 8, 10, 11, 12, 17, 18, 20	1, 2, 3	1, 2, 3, 4, 6, 7, 8, 9, 11, 12
	<ul style="list-style-type: none"> studies you have initiated or undertaken of best practice across the organisation and other organisations in the same sector and elsewhere 	b, d, g, h, k	1, 2, 3, 4, 5, 6, 7, 16, 17	1, 2, 3	5, 6, 10, 11
	<ul style="list-style-type: none"> equality of opportunity and diversity values and policy statements you have developed, initiated and/or agreed for the organisation 	a, c, d, g, j, k	1, 2, 3, 4, 5, 6, 7, 12, 13	1, 2	1, 2, 7, 9
Records of actions you have taken to implement policy and address any problems identified:					
O1 O2 O3 O4	<ul style="list-style-type: none"> monitoring systems you have designed or introduced, reviews of equality of opportunity and diversity in the organisation's practices and outcomes 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, c, d, e, f, h, j, k	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 14, 17, 18, 19, 20	1, 2, 3	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
O5 O7 O10 O11 O12	<ul style="list-style-type: none"> 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, c, d, e, f, g, h, j, k	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 14, 17, 18, 19	1, 2, 3	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
	<ul style="list-style-type: none"> 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) 	a, b, d, e, f, g, j, k	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3	1, 3, 4, 7, 11