

UNIT SUMMARY

What is the unit about?

This unit is about taking a lead in actively promoting equality of opportunity, diversity and inclusion 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, diversity and inclusion 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' that need to be applied in promoting equality of opportunity, diversity and inclusion 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

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Ensure senior management commitment to promoting equality of opportunity, diversity and inclusion, including making them priority areas in terms of informing the organisation's overall vision, values, objectives, 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, diversity and inclusion.
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, diversity and inclusion policy and that this is clearly communicated to all people who work for the organisation and other relevant parties.
7. Ensure that the equality, diversity and inclusion 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, diversity and inclusion 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, diversity and inclusion issues.
10. Seek and make use of specialist expertise in relation to equality, diversity and inclusion issues.
11. Ensure that systems are in place to monitor, review and report on progress in relation to equality of opportunity, diversity and inclusion 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, diversity and inclusion and assess their implications for your organisation.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You constructively challenge the status quo and seek better alternatives.
2. You model behaviour that shows respect, helpfulness and co-operation.
3. You use communication styles that are appropriate to different people and situations.
4. You recognise the opportunities presented by the diversity of people.
5. You understand individuals' needs, feelings and motivations and take an active interest in their concerns.
6. You encourage and support others to make the best use of their abilities.
7. You use a range of leadership styles appropriate to different people and situations.
8. You show a clear understanding of different customers and their needs.
9. You treat individuals with respect and act to uphold their rights.
10. You show integrity, fairness and consistency in decision-making.
11. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. Different definitions of diversity and inclusion.
2. The different forms which discrimination and harassment might take.
3. The business case for ensuring equality of opportunity and promoting diversity and inclusion and how to use it to persuade and influence others.
4. The probable effects of not promoting equality of opportunity, diversity and inclusion in an organisation.
5. Why it is important to ensure senior management commitment to promoting equality of opportunity, diversity and inclusion 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, diversity and

inclusion priority areas 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, diversity and inclusion.
9. How to recognise when the behaviour, words and actions of others does and does not support a commitment to equality of opportunity, diversity and inclusion.
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 improvement and how to do so effectively.
12. How to develop an effective written equality, diversity and inclusion policy and what it should cover.
13. How to communicate the organisation's equality, diversity and inclusion 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, diversity and inclusion 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, diversity and inclusion and ways in which this can be provided.
16. How to carry out benchmarking to identify good practice in relation to promoting equality, diversity and inclusion.
17. Sources of specialist expertise in relation to equality, diversity and inclusion.
18. How and when to consult with people who work for the organisation or their representatives on equality, diversity and inclusion issues.
19. How to establish systems for monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion within an organisation.
20. How/where to obtain information on wider developments in relation to equality, diversity and inclusion and how to assess their implications for your organisation.

Industry/sector specific knowledge and understanding

1. Sector-specific legislation, regulations, guidelines and codes of practice relating to equality, diversity and inclusion.
2. Equality, diversity and inclusion issues and developments that are particular to the industry or sector.

3. Information sources on equality, diversity and inclusion in the industry or sector including those at an international level.

**Context specific knowledge
and understanding**

1. The overall vision, values, objectives, plans and culture of the organisation.
2. The planning and decision-making processes within the organisation.
3. Your organisation's current and potential customers and their needs.
4. The diversity of your organisation's workforce.
5. Appropriate comparators for reviewing the diversity of your organisation's workforce.
6. Other relevant parties with an interest in equality, diversity and inclusion in your organisation.
7. The organisation's written equality, diversity and inclusion policy and action plan and how they are communicated to people who work for the organisation and to other relevant parties.
8. Mechanisms for consulting with people who work for the organisation or their representatives on equality, diversity and inclusion issues.
9. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
10. Organisations to benchmark against in terms of their approach to promoting diversity and inclusion.
11. Sources of specialist expertise in relation to equality, diversity and inclusion used by your organisation.
12. Systems in place for effective monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion.