



Overview

This unit is appropriate for you if your role involves:

- reviewing and developing systems which ensure that employees are fairly treated and that equality of opportunity and diversity are promoted
- establishing clear policy statements and effective processes for ensuring equality of opportunity, including the recognition of diversity within the workforce across a range of organisational disciplines, functions and levels
- designing and establishing effective monitoring and evaluation procedures

The activities you are likely to be involved in:

- creating and disseminating organisational statements and policies about equal opportunities and diversity
- setting the direction for training and development programmes to increase awareness, knowledge and skills levels in relation to equality of opportunity and diversity issues
- reviewing all primary functions within the organisation to ensure fair and equitable practices and procedures, including recruitment and selection, individual development and support
- identifying ethical issues where there may be conflicts of interest or dilemmas requiring audit and evaluation
- identifying and evaluating the potential for, and impact of, e-personnel approaches
- creating a positive culture which encourages good practice
- setting up monitoring systems to gather and evaluate information on equality of opportunity and diversity policies and practices

What the unit covers:

- 1 reviewing and developing a strategy for promoting equality of opportunity and recognising diversity
- 2 gaining support for equal opportunity and diversity policies and processes
- 3 taking responsibility for implementing equality of opportunity and diversity plans
- 4 evaluating the effectiveness of the equal opportunity and diversity strategy



Element P8.1: Review and develop a strategy for promoting equality of opportunity and recognising diversity

Performance criteria

You must be able to do the following:

- a Develop policies and procedures which reflect the beliefs of the organisation, uphold equality of opportunity for all, and reflect the principles of diversity in employment.
- b Apply and embed the requirements of all equal opportunities legislation and relevant codes of practice across the organisation's functions.
- c Review existing equality and diversity strategies and evaluate them against organisational needs.
- d Seek advice and guidance from recognised sources of expertise in the development of policies and procedures for their implementation.
- e Involve all interested and affected parties in the development and consultation on policies and procedures.
- f Base policies and practices on current best practice.
- g Identify the potential role and impact of e-personnel systems.
- h Establish systems that monitor compliance with legal requirements, codes of practice and organisational policy.

Element P8.2: Gain support for equal opportunity and diversity policies and processes

Performance criteria

You must be able to do the following:

- a Communicate sufficient and clear information about the policies and procedures in a way that meets the needs of the different audiences, and in a manner likely to promote trust and goodwill.
- b Explain the benefits and implications of effective equal opportunities and diversity procedures to the organisation, and support your case with valid data and sound argument.
- c Seek and obtain the support of all key stakeholders in the organisation.
- d Make clear the benefits to the organisation and the ways in which any changes will contribute to the organisation's strategy.
- e Encourage questions, contributions and feedback and give them due consideration.
- f Handle fears and objections in an equitable manner in accordance with legislation, policy and practice, and resolve them as far as is possible.



Element P8.3: Take responsibility for implementing equality of opportunity and diversity plans

Performance criteria

You must be able to do the following:

- a Carry out benchmark activities to identify agreed good practice.
- b Identify the overall structure needed to implement the process.
- c Identify the requirements needed to implement the process, and the best way of meeting them.
- d Identify appropriate people to implement the process.
- e Develop a detailed action plan for the implementation.
- f Identify the key stakeholders in the process and gain their commitment.
- g Delegate activities to appropriate people to ensure effective implementation.
- h Take direct responsibility for steering and influencing the implementation process.

Element P8.4: Evaluate the effectiveness of the equal opportunity and diversity strategy

Performance criteria

You must be able to do the following:

- a Establish the success criteria by which the equality of opportunity and diversity programme will be measured.
- b Assess the effectiveness and efficiency of the equality and diversity programme.
- c Build stakeholder feedback into the evaluation process.
- d Choose cost-effective methodologies for evaluating programmes.
- e Collect valid and comprehensive data.
- f Evaluate the data against the organisation's wider strategic objectives.
- g Make recommendations to modify or maintain the equality and diversity programme.



Knowledge requirements

You need the following knowledge to perform this Unit of Competence. You will show this through the outcome of your work activities and through evaluations of your systems and processes.

You need to be able to show that you have general knowledge and understanding of the following:

Nature and role of equality of opportunity and diversity within the organisation

- 1 how to establish the strategic link between equality of opportunity and diversity and the organisation's aims and objectives
- 2 how strategies designed to enhance equality of opportunity and diversity relate to the overall management strategy
- 3 how to apply criteria for assessing the contribution of equal opportunity and diversity strategies to the achievement of the goals of the organisation
- 4 how to establish equal opportunity and diversity policies which inform and support other organisational policies
- 5 how to present the implications to the organisation of poor equal opportunities and diversity practices
- 6 how to select and use appropriate forms of communication with all those involved in the process
- 7 how to identify and manage the impact of the processes on day-to-day activity
- 8 how to tailor communication methods to gain the support of different interest groups
- 9 how to establish the organisation's approach to key aspects of equality of opportunity and diversity, including approaches to equality, equity, access and entitlements across the full range of the organisation's functions
- 10 how to set up effective measures for the profiling of the organisation's workforce in relation to key aspects of equality of opportunity and diversity

Principles and concepts

- 11 how to identify and make use of appropriate benchmarks of good practice
- 12 how to make effective use of action planning techniques
- 13 how to interpret the concepts of direct and indirect discrimination and their impact on policies and practices
- 14 how to identify and accommodate the key features of diversity and their impact on all employment functions
- 15 how to identify the key stakeholders in the process, and appropriate ways of engaging them in the process
- 16 how to set up and operate equality audit procedures
- 17 how to present equality and diversity issues in a non-threatening and supportive manner
- 18 how to overcome resistance to confronting and challenging issues of direct and indirect discrimination



- 19 how to select comprehensive and incisive monitoring systems which ensure policies and procedures can be evaluated
- 20 how to develop positive attitudes and motivation towards equality and diversity
- 21 how to identify appropriate methods to document and explain policies and procedures
- 22 how to obtain appropriate information about equal opportunities and diversity practices
- 23 how to select and apply appropriate data collection and analysis techniques, including representative sampling, and testing for reliability and validity
- 24 how to evaluate equality and diversity information against a range of criteria, including budget, the marketplace, employee satisfaction, the organisation's strategy, legal requirements, and the ways of identifying and using quantitative and qualitative information
- 25 how to select and apply appropriate questionnaire survey and interview techniques
- 26 how to summarise and present data

External factors influencing equality of opportunity and diversity

- 27 how to apply the main provisions of statute and case law in relation to equality of opportunity and diversity
- 28 how to identify and follow codes of practice and current best practice in relation to equality of opportunity and diversity within employment contexts
- 29 how to identify and seek guidance from appropriate statutory bodies, commissions and other organisations capable of assisting organisations to implement best practice
- 30 how to identify and make use of developments in e-personnel and other technological developments when planning the delivery of personnel services