

## UNIT SUMMARY

### What is the unit about?

This unit is about actively promoting equality of opportunity, diversity and inclusion 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 and inclusion.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

### Who is the unit for?

The unit is recommended for first line managers and middle 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 area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

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

## OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Ensure commitment within your area of responsibility to promoting equality of opportunity, diversity and inclusion, including making them priority areas in terms of informing the vision and objectives for your area and planning and decision-making.

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, diversity and inclusion.
3. Identify your personal responsibilities and liabilities under equality legislation and any relevant codes of practice.
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.
5. Ensure that the organisation's written equality, diversity and inclusion policy is clearly communicated to all people in your area of responsibility and other relevant parties.
6. Implement the organisation's written equality, diversity and inclusion policy in your area, including relevant parts of any accompanying organisation-wide action plan, seeking and making the required resources available.
7. Ensure regular consultation with people in your area of responsibility or their representatives on equality, diversity and inclusion issues.
8. Seek and make use of specialist expertise in relation to equality, diversity and inclusion issues.
9. Ensure that working arrangements, resources and business processes in your area of responsibility respond to different needs, abilities, values and ways of working.
10. Monitor, review and report to the relevant people on progress in relation to equality of opportunity, diversity and inclusion within your area of responsibility, identifying required actions and changes to practice.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You use communication styles that are appropriate to different people and situations.
2. You understand individuals' needs, feelings and motivations and take an active interest in their concerns.
3. You encourage and support others to make the best use of their abilities.
4. You use a range of leadership styles appropriate to different people and situations.
5. You show a clear understanding of different customers and their needs.
6. You treat individuals with respect and act to uphold their rights.
7. You show integrity, fairness and consistency in decision-making.

## Promote equality of opportunity, diversity and inclusion in your area of responsibility

8. You make time available to support others.
9. 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.
4. The probable effects of not promoting equality of opportunity, diversity and inclusion within your area of responsibility.
5. How commitment within your area of responsibility to promoting equality of opportunity, diversity and inclusion might be demonstrated.
6. Why it is important to make equality, diversity and inclusion priority areas and how to do so effectively.
7. 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.
8. 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.
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 written equality, diversity and inclusion policy to people who work in your area of responsibility and other relevant parties.
12. The importance of implementing an organisation's written equality, diversity and inclusion policy and any supporting action plan.
13. The type of resources which might be required to support implementation of an equality, diversity and inclusion policy and any supporting action plan.
14. How and when to consult with people in your area of responsibility or their representatives on equality, diversity and inclusion issues.
15. Sources of specialist expertise in relation to equality, diversity and inclusion.
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, diversity and inclusion within your area of responsibility.

#### 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 and diversity and inclusion in the industry or sector, including those at an international level.

#### Context specific knowledge and understanding

1. The vision, objectives and operational plans for your area of responsibility.
2. The planning and decision-making processes within your area of responsibility.
3. The overall vision, values, objectives, plans and culture of the organisation.
4. The diversity of the people working in your area of responsibility.
5. Your area's current and potential customers and their needs.
6. Other relevant parties with an interest in diversity and inclusion in your area of responsibility.
7. The organisation's written equality, diversity and inclusion 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.
8. Sources of specialist expertise in relation to equality, diversity and inclusion used in your area of responsibility.
9. The support and resources allocated to and across your area of responsibility to promote equality of opportunity, diversity and inclusion.
10. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
11. Working arrangements, resources and business processes in your area of responsibility.
12. Systems in place in your area of responsibility for monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion.
13. Allocated responsibilities for promoting equality of opportunity, diversity and inclusion in your area of responsibility and the organisation in general.