



Australian Government

Australian Public Service Commission

Candidate Skills Recognition Booklet

PSP50104 Diploma of Government

PSPGOV505A: Promote diversity



**NATIONALLY RECOGNISED
TRAINING**

**Candidate Name:
Department/Agency:
Telephone:
Email:**

Skills Recognition

This Booklet is designed for the recognition candidate to initially self-assess against each element within the unit of competency. It is, however, recommended that the supervisor is involved in supporting the Candidate through the assessment of their skills.

While this Booklet addresses each of these elements individually, they will be assessed together as a Unit of Competency or in conjunction with a number of Units.

This Booklet:

- ⇒ provides a framework to guide the Candidate in preparing a portfolio of evidence as a basis for recognition under the National Skills Framework for this Unit of Competency
- ⇒ breaks the unit down into its component elements and addresses these in order. While the recognition process itself will be more holistic, the Booklet allows Candidates to address each element either in isolation or in combination with other elements or Units
- ⇒ encourages the Candidate to identify evidence from within the workplace, if possible
- ⇒ contains a range statement that explains some of the terms in italics used in the Performance Criteria for each element
- ⇒ provides examples and optional work based activities
- ⇒ includes a third party report template and a feedback form.

Candidates should familiarise themselves with the information contained in the Candidates Information Guide that can be downloaded from the Australian Public Service Commission's website: <http://www.apsc.gov.au/rto/>

More information about the Unit of Competency contained in this booklet is available from the National Training Information Service. A link to the unit is included on page 3 of this booklet.

Note: Evidence must be gathered over time in a range of contexts to ensure you can achieve the unit outcome and apply the competency in different situations and environments.

This Booklet can be downloaded from the Australian Public Service Commission website www.apsc.gov.au/rto/ and printed for completion by hand or electronic means. If there is insufficient space to record your input, please insert or attach additional pages. A completed copy of this booklet (with appropriate supporting evidence) can be submitted for recognition which can lead to the awarding of a nationally recognised Statement of Attainment or a Qualification from the Australian Public Service Commission.

Introduction

This is a core unit of competency in the PSP50104 Diploma of Government and covers complex workplace communications for working at middle management level, with internal and external clients, colleagues and other staff. Being competent in this unit means being able to:

- ✓ *Provide diversity input to strategies, policies and plans*
- ✓ *Attract, develop and promote a diverse workforce*
- ✓ *Monitor diversity outcomes.*

There are other related competencies in the key area of working in government and management that deal with diversity. If you feel this unit: **Promote diversity** is not appropriate to your skill level, please consider one of the Units below as an alternative.

- PSPGOV408B Value diversity
- PSPMNGT605B Manage diversity

Useful links

Unit of Competency: PSPGOV505A Promote diversity

<http://www.ntis.gov.au/Default.aspx?/trainingpackage/PSP04/unit/PSPGOV505A>

The National Training Information Service: <http://www.ntis.gov.au/>

Guidelines on Workplace Diversity :

<http://www.apsc.gov.au/publications01/diversityguidelines.htm>

The APSC Registered Training Organisation website: <http://www.apsc.gov.au/rto/>

Relationship to the Integrated Leadership System

This Unit of Competency underpins the following capabilities outlined in the Integrated Leadership System.

EL1 Cultivates productive working relationships

- Values individual differences and diversity

For further information

Please consult the Commission's [Candidate Information Guide](#) for additional information on the recognition process and how to initiate formal assessment and recognition by the Australian Public Service Commission.

Information for supervisors

As a supervisor you play an important role in assisting the Candidate to develop their skills. By undertaking this recognition activity, the Candidate will be assessed against competencies developed by Government Skills Australia, the Industry Skills Council with responsibility for the public sector. By having their skills recognised, the Candidate is contributing to the identification of your organisation's intellectual capital.

As every organisation is different, you may be able to assist the Candidate identify the work requirements, work practices and knowledge relevant to your environment.

The Candidate is encouraged to complete the self-assessment checklist and identify appropriate evidence, which is then recorded in the 'supporting evidence list' section. Sample work-based activities have been included in the Booklet for the candidate who is unable to identify sufficient evidence to address each competency and needs to produce further evidence of their skills and knowledge. The sample activities in the Booklet could be modified by the candidate and their supervisor to better suit workplace requirements and needs.

Third party reports

At the end of the booklet is a blank Third Party Report template. In some cases the candidate may require a corroborating statement from a third party. Supervisors, or other third parties, can complete these reports, where appropriate, which Candidates can add to their portfolio of evidence.

On completing their portfolio of evidence, Candidates can submit it to the Australian Public Service Commission for recognition, which can contribute to the awarding of a Diploma of Government.

Benefits for Supervisors

The self assessment process will enable you and your staff to identify current skill levels and assists you in determining if your staff are ready to undertake recognition or whether they may require additional training and/or development. Formal training can be an expensive option, especially if the Candidate can already demonstrate their existing skills and have them recognised.

Additionally, the assistance you provide the Candidate can be used as evidence for recognition of your skills against the *PSPGOV416A Monitor performance and provide feedback* and *PSPGOV510A Undertake and promote career management units of competency*.

Further information

If you have any questions, you can contact the National Recognition Coordinator on 02 6202 3787 or email your query to rto@apsc.gov.au.

Feedback

Finally, a feedback form template is included at the end of this Booklet. As we seek to continuously improve our processes, procedures and resource materials, we would appreciate your feedback as a supervisor. You can use a copy this template to detail your comments. If you provide feedback, consider keeping a copy of your submission as it supports *PSPGOV405B Provide Input to change processes*.

1 Provide diversity input to strategies, policies and plans

This element requires:

- **Quantitative and qualitative workplace diversity** data is collected, analysed, and used for planning strategies, policies and plans to achieve a more diverse workforce
- Workplace **diversity** data is compared with data on the diversity of the organisation's client base and the community it serves to ensure strategies, policies and plans are responsive to all stakeholders
- Diversity strategies are developed in consultation with stakeholders, including people from key equity groups and clients
- **Effectiveness measures** are developed to evaluate the effectiveness and outcomes of workplace strategies, policies and plans in relation to diversity
- Actions to address the implementation of workplace diversity objectives are included in workplace business plans in accordance with organisational requirements
- Reporting and feedback processes are incorporated into strategies and plans in accordance with organisational policy and procedures

Text in *italics* is explained in the Range Statement on page 13 of the Booklet.



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I collect, analyse and use quantitative and qualitative workplace diversity data for planning strategies, policies and plans to achieve a more diverse workforce?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I compare workplace diversity data with data on the diversity of the organisation's client base and the community it serves to ensure strategies, policies and plans are responsive to all stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I develop diversity strategies in consultation with stakeholders, including people from key equity groups and clients?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I develop effectiveness measures to evaluate the effectiveness and outcomes of workplace strategies, policies and plans in relation to diversity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Do I include actions to address the implementation of workplace diversity objectives in workplace business plans in accordance with organisational requirements?

Do I incorporate reporting and feedback processes into strategies and plans in accordance with organisational policy and procedures?



Examples of evidence

The following list may provide guidance in identifying suitable evidence of your knowledge and skills.

- An analysis of your agency or team’s staffing profile with a comparison of how those profiles compare with client diversity. Describe how this information has influenced your workplace diversity strategies and include copies of the strategies.
- A workforce diversity plan you’ve created in consultation with others (this can be for your work team, unit, division or agency). It should be accompanied by a series of strategies and/or recommendations.
- A recent evaluation you’ve authored or co-authored identifying organisational strengths and weaknesses in relation to workforce diversity and proposing actions for improvement.
- Minutes from a meeting where you presented a critique of the agency’s workforce diversity – this should be accompanied by all notes used for your presentation and a description of follow up activities/strategies.
- A review of diversity policies and procedures undertaken in consultation with others (identify the individuals/groups consulted) and a copy of the recommendations and changes that resulted.
- A description of evaluation techniques you’ve adopted to assess the effectiveness of workforce diversity strategies. Explain how and when they are employed and their findings to date.



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work

based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.

 **Work-based activity:** Provide diversity input to strategies, policies and plans

The following suggestion for a work-based activity may be of use in demonstrating your ability to meet the competency requirements of this unit.

Undertake a review in your workplace to identify the range of diversity awareness and present your findings to your supervisor and workgroup. It would be useful to discuss this activity with the person responsible for diversity in your workplace or a recognised subject matter expert.

The following checklist may assist you in this activity. It may also be useful to review the other activities in this booklet and the extract entitled “Workplace diversity in the Australian Public Service” on page 12, prior to commencing.

Activity summary

Whom did you discuss this workplace activity with prior to undertaking the review?	
What form of review/survey technique did you employ? A copy can be included as evidence in your portfolio.	
How did you document your findings?	
How did you present your findings?	

2 Attract, develop and promote a diverse workforce

This element requires:

- Diversity principles are integrated with and underpin **human resources policies and practices** in the work area in accordance with the organisation's diversity strategy
- Strategies to increase the recruitment and retention of equity groups and others who don't fit the dominant organisational paradigm are promoted and implemented in the workplace in accordance with **legislation, policies and procedures**
- Barriers that prevent the recruitment, retention and progression of staff from diverse backgrounds are identified, and strategies developed to address them
- **Development opportunities** are identified and tailored to address the needs of a diverse workforce in accordance with diversity objectives and resourcing constraints
- Individuals with the capacity to operate in a variety of business and cultural settings are identified and **mentored** to maximise their contribution to the organisation and its clients in accordance with organisational procedures and diversity objectives
- A harmonious and supportive work environment is created by valuing and promoting the **benefits of a diverse workforce** to those working within the business unit and/or the organisation in accordance with diversity objectives



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I integrate diversity principles with human resources policies and practices in the work area in accordance with the organisation's diversity strategy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I promote and implement strategies to increase the recruitment and retention of equity groups and others who don't fit the dominant organisational paradigm in the workplace in accordance with legislation, policies and procedures ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Do I identify barriers that prevent the recruitment, retention and progression of staff from diverse backgrounds, and develop strategies to address them?

Do I identify and tailor *development opportunities* to address the needs of a diverse workforce in accordance with diversity objectives and resourcing constraints?

Do I identify and **mentor** individuals with the capacity to operate in a variety of business and cultural settings to maximise their contribution to the organisation and its clients in accordance with organisational procedures and diversity objectives?

Do I create a harmonious and supportive work environment by valuing and promoting the **benefits of a diverse workforce** to those working within the business unit and/or the organisation in accordance with diversity objectives?



Examples of evidence

- A copy of your organisation's HR policies with a description of:
 - the impact their implementation has had on workforce diversity
 - steps you have taken to attract and retain a more diverse workforce.
- A description of workforce strategies you've developed to:
 - encourage individuals from diverse backgrounds to apply for new, project or promotional positions
 - promote professional development and cultural/workforce diversity. This should be verified by your line manager.
- Minutes of meetings where you formally presented ideas for encouraging workforce diversity. This should be accompanied by a copy of your notes or proposal along with minutes of subsequent meetings recording action and outcomes.
- A performance management or staff development document outlining all the activities you've initiated or supported to encourage and develop workplace diversity. If not already indicated, mention: degree of staff involvement, time frames, resourcing requirements, evaluation strategies and outcomes.
- A work team business plan clearly linking diversity to the achievement of team goals and listing the steps/strategies to attract and promote diversity.



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this Booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Attract, develop and promote a diverse workforce

Use the following checklist to prepare review diversity activities in your organisation.



Activity checklist

Locate a copy of your organisation's diversity policy / strategy.	
What legislation is specifically referred to in your organisation's diversity documentation?	
Does your organisation employ a Diversity Coordinator or similar? Who occupies this position and what is their role?	
Identify how your organisation's diversity policy impacts on your workgroup.	
Identify how your organisation reports on diversity matters.	
What does your organisation do to promote diversity in the workplace?	

3 Monitor diversity outcomes

This element requires:

- **Employee data** and feedback from staff or interviews are evaluated to identify changes and trends in diversity outcomes for the work area
- Progress against workplace diversity effectiveness measures and policy/legal obligations is regularly monitored, outcomes reported and adjustments made to the diversity strategy or objectives in accordance with organisational procedures, to ensure its continued relevance and success



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I evaluate Employee data and feedback from staff or interviews to identify changes and trends in diversity outcomes for the work area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I regularly monitor progress against workplace diversity effectiveness measures and policy/legal obligations, report outcomes and make adjustments to the diversity strategy or objectives in accordance with organisational procedures, to ensure its continued relevance and success?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- A copy of your evaluation plan for monitoring the team's diversity outcomes. The plan should identify:
 - the areas to be assessed
 - the time frame
 - the methodology
 - mechanisms for modifying strategies and implementing further change.
- A report presented to your work team or line manager evaluating diversity outcomes.
- Copies of feedback received from your work team describing the impact your initiatives have had on the team (this can relate to training and development, employment, retention, etc). Summarise how you responded to this feedback.
- A testimonial from your line manager or the agency's access and equity officer (or equivalent) describing your ability to introduce, promote and monitor initiatives designed to create a more diverse workforce.



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this Booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Monitor diversity outcomes

Answer the following questions in relation to your organisation. Incorporate your findings in a report to your work area on diversity outcomes.



Activity questionnaire

Using published reports, identify what diversity changes have occurred in your organisation / workplace over the past five years?	
How does the composition of your workgroup compare to the composition of you organisation as a whole?	

Workplace diversity in the Australian Public Service

Diversity in this context covers gender, age, language, ethnicity, cultural background, sexual orientation, religious belief and family responsibilities. Diversity also refers to the other ways in which people are different, such as educational level, life experience, work experience, socio-economic background, personality and marital status. Workplace diversity involves recognising the value of individual differences and managing them in the workplace.

The diversity of the people in the APS is one of its greatest strengths. Managing diversity successfully means creating an environment that values and utilises the contributions of people with different backgrounds, experiences and perspectives. Organisations need to develop people management strategies that accommodate differences in the background, perspectives and family responsibilities of their employees. They need to recognise the

contribution that diversity of perspectives makes to generating new ideas and ways of doing things.

The concept of workplace diversity includes the principle of equal employment opportunity (EEO). EEO policies address continued disadvantage experienced by particular groups of people in the workplace, including women, Indigenous Australians, people with disabilities and those who suffer disadvantage on the basis of race or ethnicity. These policies remain an important foundation for workplace diversity policy.

Source: <http://www.apsc.gov.au/publications01/diversityguidelines.htm>

Range statement

The following information is taken from the Unit of Competency as outlined in the Public Sector Training Package (PSP04).

The range statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The range statement also provides a focus for assessment. It relates to the unit as a whole. Text in italics in the Performance Criteria is explained here.

Quantitative and qualitative workplace diversity data may include

- distribution of equity groups by public sector level (number and proportion)
- barriers to progress illustrated by drop in numbers above a certain level in the hierarchy
- employment status
- changes over time in employment status
- comparison with client base
- representation of equity groups at senior executive level
- comparison with the rest of the public sector
- comparison with historical data
- desegregation and cross-referencing of data on the basis of gender, disability, ethnicity and age (to identify intersectionality)

Analysis of data may include

Diversity may include

- age
- cultural background
- educational level
- ethnicity
- expertise
- family responsibilities
- gender
- interests
- interpersonal approach
- language
- life experience
- marital status
- not fitting the dominant paradigm of the organisation
- personality
- physical ability
- political orientation
- religious belief
- sexual orientation
- socio-economic background
- thinking/learning styles
- work experience
- working styles

Diversity effectiveness measures may include

- an increase in the proportion of equity group members in relation to the workforce as a whole
- improved employment status
- increased representation at higher salary levels
- increased recruitment and retention of equity group members
- removal of barriers to progression
- reduction in complaints/grievances (eg harassment, racism)
- reduction in requests for review of actions/grievances from equity group members

Human resource policies and practices may include

- planning
- selection and recruitment
- performance management
- performance appraisal
- training and development
- occupational health and safety
- workplace relations
- anti-harassment strategies
- diversity
- workplace standards
- Commonwealth and State/Territory legislation addressing diversity issues for example:
 - Racial Discrimination Act 1975
 - Sex Discrimination Act 1984
 - Disability Discrimination Act 1992
 - Workplace Relations Act 1996
 - Privacy Act 1988
 - Human Rights and Equal Opportunity Commission Act 1984
- public service/public sector management acts
- organisational workplace diversity guidelines
- national and international codes of practice and standards
- the organisation's plans, strategies and policies relating to diversity
- policies relating to language services
- government policy mandating equal employment opportunity and/or workplace diversity requirements, such as:
 - Managing diversity in the Western Australian public sector, August 1995
 - Valuing cultural diversity, State of Victoria, 2002
- public sector ethics/values/codes of conduct
- public sector management standards (subordinate law)
- Commissioner's directions/instructions
- community guidelines, policy and practices (such as those within Aboriginal and Torres Strait Islander communities)

Development opportunities may include

- mentoring
- sponsorship
- coaching
- work trials
- more challenging work
- shadowing
- demonstration
- role modelling
- acting opportunities
- job rotation
- formal study/training
- scholarships
- cadetships
- self-accessed learning

Mentoring may include

- equity groups such as:
 - women
 - people from culturally and linguistically diverse backgrounds
 - Aboriginal and Torres Strait Islander people
 - people with disabilities
- current work skills development
- literacy and numeracy development
- personal development
- career development
- management talent development

Benefits of diversity
may include


- improved client service - internal and external
- improved service delivery
- promotion of equity and fairness
- improved access for clients from diverse backgrounds to government services and programs
- improved relationship with the community
- wider sources of recruitment
- greater responsiveness to change
- cultural enrichment/promotion of creativity
- creation of a harmonious and supportive work environment
- retention of staff
- facilitation of attainment of organisation goals
- increased skills and experience added to the workplace
- a workforce representative of the client base
- a balanced workforce in terms of age, gender, race and culture

Employee data may
include

- employment status
- position level
- recruitment and retention patterns
- take-up of training
- flexible working arrangements
- length of service

Interviews may include

- exit interviews
- performance management interviews
- grievances or complaints
- manager interviews

 **Third party report**

Third party reports provide supplementary evidence to support the recognition of your skills. Completed Third Party Reports can be referenced in your booklet and a copy placed in your portfolio of evidence. Copy this form if you require additional Reports. An electronic version in Microsoft Word format can be downloaded from <http://www.apsc.gov.au/rto/downloads.html>.

 **Candidate to complete:**

Dear <insert name of third party>,

In support of my seeking skills recognition I am requesting a third party report for the following Unit of Competency element.

<Candidate to write in element name>

I would appreciate your comments in relation to myself against the above criteria I would appreciate your return of the report to me on completion

Portfolio reference: _____

Candidate Name:.....Signature:.....

 **Third Party to complete:**

It would be appreciated if you could provide comments relating to the above-named Candidate for recognition against the criteria they have selected

Please provide your appraisal on the Candidate in the context of observed performance. Where possible please refer to relevant situations and examples of which you have observed or are aware.

Name:	Signature:
Position:	Date:
Relationship to Candidate: Indicate one (eg supervisor, manager, peer, other)	Duration: for months

If you have any queries about this process, please email the rto@apsc.gov.au
Additional information is available on the Australian Public Service Commission's RTO website:
<http://www.apsc.gov.au/rto/>

Feedback

The Australian Public Service Commission welcomes for comments, feedback and suggestions for improvement.

We hope you have had the opportunity to review this booklet and would especially appreciate your thoughts.

Please forward completed forms to:

National Recognition Coordinator
Level 5, 16 Furzer Street
PHILLIP ACT 2606
Facsimile: 02 6202 3799
Email: rto@apsc.gov.au

Please Note:

If you provide feedback, keep a copy for your evidence portfolio as it supports *PSPGOV405B Provide Input to change processes*.

Please tick / circle your answers

1. I found this Skill Recognition Booklet to be?

Difficult to use 1 2 3 4 5 Easy to use

2. What suggestions do you have to improve this Skills Recognition Booklet?

- 3 Other comments