

SFJ AA2

Develop a culture and systems that promote equality and value diversity



Overview

This standard is about developing a culture and systems within an organisation to promote equality/good relations and value diversity i.e. setting the context in which others in an organisation are themselves able to promote equality/good relations and value diversity.

Target Group

The standard is for managers in organisations who have a functional senior responsibility and accountability for developing a culture and systems that promote equality/good relations and value diversity within their part of the organisation.

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Performance criteria

You must be able to:

- P.1 interpret relevant legislation and employment regulations to inform how equality/good relations and individuals' rights and responsibilities should be promoted, and diversity valued, in your organisation
- P.2 evaluate the effectiveness of your organisation's systems, policies, procedures and guidelines in promoting equality/good relations and valuing diversity
 - P2.1 formally
 - P2.2 informally
- P.3 take the appropriate actions to ensure that your organisation's systems, policies, procedures and guidelines do promote equality/good relations and value diversity
- P.4 actively promote equality/good relations and value diversity by internally and externally:
 - P4.1 profiling the workforce and promoting a diverse workforce
 - P4.2 acting as a mentor / role model for people in relation to equality/good relations and diversity
 - P4.3 involving diverse groups in different pieces of work
 - P4.4 setting objectives for own team to promote equality/good relations and value diversity
 - P4.5 ensuring that the organisational processes that you are responsible for are fair
 - P4.6 regularly seeking the views of under-represented groups on their experiences (in the organisation and the local population) and acting on them
 - P4.7 communicating the importance of equality/good relations and diversity at every opportunity linking it to the wider work of the organisation.
 - P4.8 committing resources and supporting training
- P.5 actively demonstrate by your behaviour the promotion of equality/good relations and valuing of diversity
- P.6 regularly review your organisation's systems and processes and improve them to address issues related to unfair and discriminatory practice
- P.7 actively support individuals whose rights have been compromised in having their complaints appropriately addressed
- P.8 actively challenge the discriminatory behaviour of individuals and institutional discrimination.

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Knowledge and understanding

You need to know and understand:

- K1 how to interpret current and emerging relevant legislation and employment regulations that apply to the promotion of equality/good relations and the valuing of diversity
- K2 your duty of care under legislation and employment regulations
- K3 the strategic importance and the benefits of diversity and the promotion of equality/good relations
- K4 how inequality and discrimination affect individuals, groups and communities and society as a whole
- K5 the differences between justified and unjustified discrimination
- K6 the impact of:
 - P6.1 disability and background in relation to communication difficulties
 - P6.2 sensory impairments and the steps taken to mitigate these
- K7 why the promotion of equality/good relations and valuing of diversity is of vital importance in the justice sector
- K8 how the promotion of equality/good relations and valuing of diversity can be actively promoted by you in your day-to-day work and in a way which inspires others to see its value
- K9 the meaning of the term 'organisational culture', who this is set by and your role in this
- K10 the meaning and effect of organisational culture on all groups, including those who are a minority and how they may respond as a result
- K11 how leadership roles and styles can be used in the promotion of equality/good relations/good relations and diversity and in challenging individual discrimination and institutional discrimination
- K12 how you can use complaints and grievance processes as a way of tackling discrimination and oppression
- K13 your own areas for personal growth in relation to promoting equality/good relations and valuing diversity and how this will benefit you as an individual
- K14 how the promotion of equality/good relations and valuing of diversity can be built into and may be affected by systems and structures and your role in actively tackling these
- K15 the actions you may need to take to help other people promote equality/good relations and value diversity and how to do this effectively
- K16 what you need to do to support people whose rights have been compromised
- K17 how you can actively challenge and monitor individual cases and/or organisational discrimination and why it is necessary to take these risks
- K18 how to monitor practices to assess for any disproportionate impact
- K19 who can support you in challenging individual and organisational discrimination

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- K20 effective methods of evaluating the effectiveness of equality/good relations and diversity policies and procedures within your area of responsibility
- K21 how you can contribute to developing and implementing good practice in relation to equality/good relations and diversity
- K22 why you should seek support when there are gaps in your understanding of how to promote equality/good relations and diversity, where this support can be gained and how to use it effectively

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Scope/range related to performance criteria

In P1 'legislation and employment regulations' relate to:

- age (including children and young people)
- employment
- dependents – people who have caring responsibilities and those who do not
- disability
- gender and gender identity
- human rights (including those of children)
- language
- learning disabilities
- marital status / civil partnership
- pregnancy / maternity
- mental health / illness
- political opinion
- racial group (including travellers)
- religious belief / non-belief
- sexual orientation
- nation
- origin
- organisation
- general public sector duty (where applicable)

In P2 an example of 'formally' may include equality impact assessments.

In P2 and P3, 'organisation's systems, policies, procedures and guidelines' will include those relating to:

- the management and development of people in your organisation (i.e. recruitment, selection, management, appraisal, training and development, disciplinary etc)
- the services offered by your organisation to the public
- the views of staff (e.g. through staff surveys)
- complaints processes
- grievance procedures
- trade union activities/membership (where applicable)
- equality impact assessment processes

In P4 an example of 'ensuring that the organisational processes that you are responsible for are fair' may include recruitment and selection.

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Links to other NOS This standard is a key requirement for senior managers in the justice and safer communities sector as the promotion of equality/good relations and valuing of diversity is an essential component of all actions in the sector.

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