

L5 3 Implement strategies for a positive, diversity inclusive, workplace culture

Kaupae Level	5
Whiwhinga Credit	15
Whāinga Purpose	This skill standard is intended for people who work or want to work in leadership positions at an operational level. This skill standard will provide learners with the knowledge and skills to implement strategies for a positive, diversity inclusive, workplace culture. This skill standard can be used in programmes leading to the New Zealand Certificate in Business (Level 5) with strand in Leadership [Ref: 2459] or other leadership credentials.

Hua o te ako me Paearu aromatawai | Learning outcomes and assessment criteria

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Analyse and research inclusive and cultural diversity in the workplace.	a. Analyse current workplace culture practices and systems which support and encourage team engagement and workplace diversity.
	b. Research strategies for implementing positive, diversity inclusive, workplace culture.
2. Apply strategy for a positive, diversity inclusive, workplace culture.	a. Select strategy to enhance practices towards a positive, diversity inclusive, workplace culture.
	b. Apply strategy to enhance practices towards a positive, diversity inclusive, workplace culture.
3. Review the effectiveness of strategy for a positive, diversity inclusive, workplace culture.	a. Review the effectiveness of applying the strategy in terms of how diversity is valued and how this supports an entity.
	b. Reflect on own leadership and the lessons learned.

Pārongo aromatawai me te taumata paearu | Assessment information and grade criteria

Assessment specifications:

Evidence for assessment must relate to leadership, may be a short term or long term, or repeated activity. It could be leading an individual or group, community, or project, and may include thought-leadership, leading an idea or kaupapa.

The *strategy* should be to support an entity such as performance, retention, wellbeing.

This skill standard may be assessed in a role where leadership is demonstrated, when appropriate situations arise, or in a training environment if simulated conditions are able to be provided that reflect the standards of a workplace and/or leadership context.

Evidence of assessment must reflect where applicable, any workplace policies and procedures such as standard operating procedures, safety procedures, equipment operating procedures, codes of practice, quality management practices and standards, procedures to comply with legislative and local body requirements.

Assessment materials should allow for learner, regional, cultural, or community contexts. For example, a learner may wish to be assessed in a context that includes te ao Māori perspectives such as mātauranga, and tikanga specific to them.

The task or activity used for assessment may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](#).

Definitions

Assessment materials refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

An *entity* can be an organisation, or a commercial or other enterprise, not necessarily for profit, a community organisation, and can be a discretely managed business unit within a larger organisation.

Diversity refers to differences between colleagues such as age, gender, ethnicity, religion, disability, sexual orientation or identification, neurodiversity, education, and national origin.

Strategy refers any action or activity designed to establish and maintain positive, diversity inclusive, workplace culture.

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Understanding diversity in the workplace

- concepts of diversity
- benefits of diversity
- challenges of diversity
- legal and organisational responsibilities
- te Tiriti o Waitangi obligations.

Workplace practices and approaches

- organisational practice
- cultural practices
- tikanga
- manaakitanga
- whanaungatanga
- training.

Strategies for implementing positive, diversity inclusive, workplace culture

- organisational
- processes such as planning, communicating, monitoring, making adjustments
- frameworks such as Tapasā, Tātaiako, tikanga

Commented [SC1]: This has been broadened out to reflect a leadership context can be simulated.

- diversity and inclusion frameworks.

Reviewing the effectiveness of the strategy and value of diversity

- surveys
- increased team engagement and participation
- focus groups
- interviews
- behaviour
- pulse check.

Reflection on leadership

- leadership style
- strengths
- areas of improvement
- impact on others
- processes and decisions
- future application.

Rauemi | Resources

- Emplysure - [Understanding Workplace Diversity and its Benefits](#)
- Groundwork.org.nz - [Te Tiriti articles in practice](#)
- Te Ara – [Principles of The Treaty of Waitangi](#)
- Jeff Evans (2021) *Reawakened- Traditional navigators of Te Moana-nui-a-Kiwa*. Massey University Press.
- Ministry of Education. [Tapasā. Cultural competencies framework for teachers of Pacific learners](#)
- Te Tāhuhu O Te Mātauranga | Ministry of Education. Education Council New Zealand | Mataū Aotearoa. [Tātaiako – Cultural Competencies for teachers of Māori learners](#).
- Diversity Works New Zealand – [Aotearoa Inclusivity Matrix and Assessment Tool](#)
- Diversity Works New Zealand– [Template: Diversity and Inclusion strategy](#)
- Diversity Works New Zealand – [Policy Template – Workplace Diversity and Inclusion Policy](#)
- Diversity Works New Zealand – [Getting Started: Leadership](#)
- Te Kawa Mataaho | The Public Service – [Glossary- Diversity and Inclusion](#)

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Ringa Hora Services Workforce Development Council
Whakaritenga Rārangi Paetae Aromatawai DASS classification	Business> Business Operations and Development > People Development and Coordination
Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga CMR	0112

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
Rēhitatanga Registration	1	[dd mm yyyy]	[dd mm yyyy]
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	[dd mm 2030]		

Please contact Ringa Hora Services Workforce Development Council at Qualifications@ringahora.nz to suggest changes to the content of this skill standard.