

LEARNER'S GUIDE

ORGANIZATIONAL RELATIONSHIPS BUILDING

RET-PMD-4004-1.1

ORGANISATIONAL RELATIONSHIPS BUILDING

This Learner's Guide belongs to

<i>Name</i>	
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<i>Date</i>	
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WORKFORCE SKILLS QUALIFICATIONS (WSQ) TRAINING

TSC FRAMEWORK Organizational Relationship Building	TSC CATEGORY Personal Management and Development
DATE: FEB 2020	TSC UNIT CODE RET-PMD-4004-1.1
COMPETENCY UNIT Organizational Relationship Building	

Version History

Version	Effective Date	Changes	Author
1.0	Feb 2020	Initial Release	Sarojaini Nair

Occupational Safety and Health

The above training & assessment are in compliance in accordance to the guidelines on occupational safety and health for hospitality industry from Ministry of Manpower, Singapore, website:

<http://www.mom.gov.sg/OSHD/Resources>

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Module Information

WSQ Skills Framework for Retail	Technical skills and competencies
TSC Category	Personal Management and Development
Unit Code	RLT-PMD-4004-1.1
Course Title	Organisational Relationship Building
TSC Proficiency Description	On completion of this module, the learner will be able to acquire the skills and knowledge required to facilitate a culture of open communication and encourage team members to achieve a common purpose in building workplace relations
Competency Level	Level 4
Credit Value	3
Version Number	1.0
Effective Date	1 Feb 2020
Pathway	Facilitated Learning
Review Date	Annual Cycle
Total no of Training hours	13 hours
Summative Assessment hours	2 hours
Total no. of E-learning Hours	1 hour
Total Course Duration	16 hours (2 days)

GENERAL INFORMATION ON SKILLS FRAMEWORK

WHAT IS SKILLSFUTURE?

Skills future is a national movement to provide Singaporeans with the opportunities to develop their fullest potential throughout life, regardless of their starting points. Through this movement, the skills, passion and contributions of every individual will drive Singapore's next phase of development towards an advanced economy and inclusive society.

The Singapore Workforce Skills Qualifications (WSQ) is a national credential system that trains, develops, assesses and certifies skills and competencies for the workforce. As a continuing education and training (CET) system, WSQ supports the Skills Future movement to:

- Promote recognition of skills and competencies to facilitate progression, mastery and mobility;
- Promote holistic development of the workforce through technical and generic skills and competencies;
- Support economic development by professionalizing skills and competencies to drive industry transformation, productivity and innovation efforts; and
- Encourage lifelong learning.

Training programs developed under the WSQ system are based on skills and competencies validated by employers, unions and professional bodies. This process ensures existing and emerging skills and competencies that are in demand are used to inform training and development under WSQ. With the roll out of the Skills Frameworks* in 2016, the WSQ adopts the skills and competencies covered in the Skills Frameworks. The WSQ programs are funded and quality-assured by Skills Future Singapore, which awards the WSQ certifications.

The Skills Framework (SFw) is a Skills Future initiative developed for the Singapore workforce to promote skills mastery and lifelong learning, and is an integral component of the Retail Industry Manpower Plan.

Jointly developed by Skills Future Singapore (SSG), Workforce Singapore (WSG), and the SPRING Singapore, together with industry associations, education institutions, training providers, organisations and unions, the Skills Framework for Retail provides useful information on:

- Sector information;
- Career pathways;
- Occupations and job roles;
- Existing and emerging skills; and
- Training programs for skills upgrading and mastery.

WHO IS SKILLSFUTURE FOR?

Everyone is part of Singapore's Skills Future journey. The choices you make or guide others to make in education, jobs or careers should lead to opportunities to maximize one's potential and develop a mastery of skills. To meet challenges and achieve success, chart your own paths through lifelong learning and skills mastery. Every Singaporean, every job, at every stage of life, counts

OVERVIEW OF ORGANISATIONAL RELATIONSHIP BUILDING



to Organizational Relationship Building Module (blended}

1 Module Purpose and Overview

This module 'Organizational Relationship Building' (Blended). It is designed to help you to Build Relationship at the workplace to influence and facilitate the ability of leaders to create and foster strong organizational relationships to provide strategic value to the organization

1.1. Learning Outcomes

This unit addresses the required skills and knowledge for managers and team leaders to create and foster strong organisational relationships to provide strategic value to the organization. It also includes developing strategic leadership networks, creating a diverse and cooperative work environment to support organizational priorities.

The overall learning outcome for the learners is to have the ability to cultivate collaborative and productive relationships at the workplace to support organizational priorities. It also includes development of strategies to support diversity.

At the end of this workshop, you will be able to understand and demonstrate the following knowledge and abilities as they pertain to Organizational Relationships Building:

We are confident that at the end of the workshop, you should be able to have

Knowledge	<p>The ability to understand</p> <ol style="list-style-type: none">1. Legal and ethical considerations relating to workplace diversity2. Organizational policies and procedures which provide clarification or assistance in relation to diversity within the organization3. Common barriers to developing a diverse and cooperative workplace4. Workforce characteristic5. Individual roles and accountabilities for promoting workforce diversity6. Team leader role and accountability for promoting workforce diversity7. Scope of responsibilities as the manager of a department8. Cross functional teams, in leading and managing several work teams or projects
Abilities	<p>The ability to:</p> <ol style="list-style-type: none">1. Develop systems and processes that support organizational diversity strategies2. Monitor the implementation of systems and processes to support workforce diversity3. Adjust interpersonal style to the social and cultural business contexts

1.2 Assumed Skills and Knowledge

The assumed skills and knowledge for this unit are as follows.

Learners are assumed to be able to:

- Basic requirement is Minimum 'O' Level and be able to read, listen, speak and write English as a proficiency level of the Employability skills workforce skills qualification (ES WSQ Level 6) Workplace Literacy
- Basic requirement is to be at Employability skills workforce skills qualification (ES WSQ Level 4) Workplace Numeracy.
- Minimum service industrial experience for at least 3-5 years or have prior experience in leading and managing people

1.3 Training and Assessment Approach

Training Delivery Methodology

- Mini lectures- to succinctly explain the concepts and theories
- Interactive activities: Group participations and discussions on knowledge and procedural process.
- Group and individual exercises for practical activities
- Independent learning sessions to practice skills and evaluate own progress based on case studies involving extensive trainee participations in order to ensure maximum understanding
- Reflection exercises to share the learning experiences with the class
- Simulated Role Play Activities

Learning Strategy

This module will be delivered in a blended learning style utilizing the following methods;

1. **Pre-work** – readings and videos with reflective questions, online quizzes, workplace reflection and research.

2. **Face to face workshops** – a combination of lecture style presentations that incorporate activity learning exercises (individual and group), debrief, discussion, case study analysis and presentations

Learners will be required to utilize their current experience, problem solving and analytical skills to apply the principles learned (through pre-work and face to face workshop) to various exercises presented during the workshop sessions.

Each of the exercise is designed and developed to put into practice the principles and theoretical knowledge provided and then transfer this experience back to their workplace

Questions that arise during this process will be answered in pre-and post-workshop quizzes and during debrief and discussion time allocated in the face to face workshops.

Delivery Hours & Class Size

Recommended Hours: 16 hrs (9am-6pm)

Recommended Class Size and Facilitator-Learner Ratio

- It is recommended that the maximum number of learners per class should be:
- For classroom training: 20 persons
- The facilitator-learner ratio 1: 20.

Assessment Methods, Duration and Assessor to Candidate Ratio

In this course, learners are assessed on the knowledge, skills and attitudes relating to a set of competency elements.

Assessment Strategies

Assessment Methods	Duration	Ratio (Assessor to Learner)
Written Assessment LU2 & LU3	(80 minutes)	1:20
Written Assessment LU4 (Case Study)	(30 minutes)	1:20
Role Play	(10 minutes)	1:1
Total Assessment Duration	120 minutes (2 hours)	

Note: Legend for assessment methods

WA: Written Assessment : RP: Role Play

Statement of Attainment (SOA)

Participants who have been assessed to be competent' and has attained a minimum attendance of 75% for classroom-based learning, he/she will receive a Statement of Attainment (SOA).

A Statement of Attainment indicates partial completion of the Organizational Relationship Building Module under the TSC Personal Management and Development Category

Assessment Execution Method (closed Book)

- The Summative Written Assessment will be completed in the Assessment Booklet and submitted to the Assessor after the assessment at the end of 1st Day & Day 2nd of the training session
- Instructions for the Candidates on the WA Assessment Activities will be found in the Assessment Booklet

Who can Benefit?





The job role that would be relevant to may include those with responsibilities for the daily operation and performance of team leaders, supervisors and junior managers from various services including retail and the public sectors like:

- Existing employees performing limited range of duties under supervision.
 - Store Managers, Team Leaders
 - Retail / Sales Assistants
 - Customer Service Executives / Assistants / Service Attendants
 - Operations Executives / Assistants / Store-Keepers
 - Visual Merchandising Executives, etc.

This Learner's Guide is yours to keep.

Using the Learner's Guide

The Learner's Guide is designed to maximize your learning experience; which includes the following sign post:

	The Learner's Guide is designed to maximize your learning experience; which includes the following sign post:
	Self-Reflection Activities Self-Reflection is an optional exercise during breaks. Learner will relate the learning points to own experiences. This is to help increasing retention of knowledge by relevancy.
	Learning Tools Learning tools serve as additional guide. It includes selective but not comprehensive templates, methodology, pointers, etc deem appropriate to speed up the thought process for completing worksheets
	Reading Reading materials are given for selected subjects with principles and theories to help learners understand more about the concept behind.
	Case Studies are given. Learners will discuss in groups and present the case. The case is to help learners to connect all the related chapters and steps in holistic view



At the beginning of each session, the specific learning outcomes which you are expected to achieve are outlined. It is useful for you to review your learning checklist in preparation for the assessment



Key Points to help you:

- Follow your trainer's PowerPoint presentation.
- Write clearly and legibly wherever indicated in the workbook, or at your trainer's instruction.
- Keep your Learner's Guide after this programme as it will serve as a useful reference and study aid.



Important Information Administrative Matters

- You are required to sign on the attendance sheet
- Please use the same signature

ICE BREAKER

Getting to Know You



Ice-breaker	:	Introduce Yourself: Welcome	Activity
Duration	:	10 minutes	Materials : Tent cards and markers
Instructions	:	This is an excellent opportunity to make some friends. Let's get to know each other!	
		<ul style="list-style-type: none">• Write your name on the tent card.• Introduce yourself (name and profession).• Share what you hope to get out of this workshop.	

Learning Objective of this activity is to inspire participants to know more about their team members and build a positive relationship



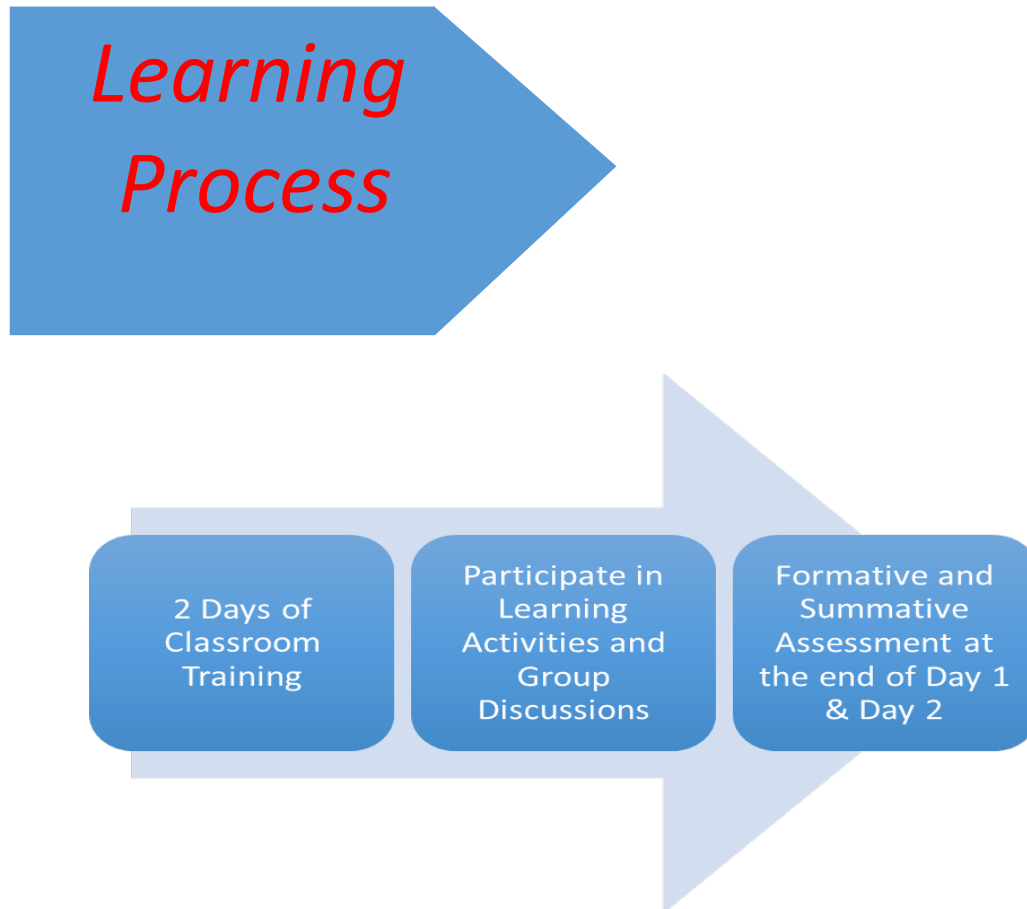
My Goals For This Workshop

What are the skill and knowledge I hope to learn from the workshop?

1. _____

2. _____

3. _____





Introduction

- Organizational Relationship Building***
- E-Learning***

Learning Outcome

This unit addresses the required skills and knowledge for managers and team leaders to create and foster strong organisational relationships to provide strategic value to the organization. It also includes developing strategic leadership networks, creating a diverse and cooperative work environment to support organizational priorities.

The overall learning outcome for the learners is to have the ability to cultivate collaborative and productive relationships at the workplace to support organizational priorities. It also includes development of strategies to support diversity.

Learning Unit 1

E- Learning

E-activity and reading will prepare the learner to have a better understanding on the course objective as well to analysis of their own strength and weakness

The pre-work constitutes **1 hour of pre-course reading**. A 30 minutes online quiz and 30 minutes of online discussion.

There is an expectation that all learners have completed the necessary pre-work before each workshop.

The exercises have been designed as an effective lead into the workshops. You will not be able to effectively participate in the workshop sessions if you have not completed the pre-work.

The self-assessment activity will allow the learner to understand and assess their own unique way of building workplace relationship.

Online Discussion

- Prior to this workshop. Learners will start with an on-line E-reading cum self-assessment test on individual's ability to identify skills requirements before the face-to-face classroom training in building organizational relationship
- In this module, the digital learning will occur asynchronously over the internet learning management system which includes automated performance and completion tracking capabilities before the workshop sessions.
- This task aims to stimulate discussion online and then again during the workshop session, so feel free to be provocative or present a different argument
- This is a compulsory activity that requires all learners to post a comment and comment on other learners' posts for each of the workshops.
- The facilitator will also do a brief recap and debrief on the contents of the online learning done before the workshop and during the workshop itself.

Duration: 60 mins



E- Learning Activity #1 – Individual Activity

Activity: Relationship Building

Duration: 60 minutes

The following quizzes questions are intended to be undertaken online before and after the workshop sessions.

The correct answers are shown in the system for the benefit of the person inputting this information into LMS.

They are not intended to be shared with the learner.

Choose one of the LinkedIn posts and explain how it is relevant to you and your organization.

Answer the following questions

1. What LinkedIn Post did you choose?
2. How is it relevant to you and your organization?
3. Why is organizational Relationship Building important?
4. What are the benefits of having an individual networking plan and an organization networking plan to build workplace relationship?



Learning Unit 1:

Let us review what we have learnt.

Reflecting on the above questions and summary points, list the lessons you will take back to your workplace following this workshop? (we encourage you to take down other learners' lessons learned that you identify with)

Clarify doubts. Ensure that you are able to understand and apply the knowledge gained from this session.

My notes:

Learning Unit **2**

Trends and Characteristics of the Workforce

(CLASSROOM LEARNING)

Knowledge & Abilities covered

- K4- Workforce characteristics
- K1- Legal and ethical considerations relating to workplace diversity
- K2 - Organizational policies and procedures which provide clarification or assistance in relation to diversity within the organization



On completion of this unit, you should have ability to:

- Understand the workforce characteristic and the legal and ethical consideration relating to workplace diversity policies and procedures within the organization

K4 - Workforce characteristics

Welcome to the Organizational Relationship Building Module:

In this section you will learn on the trends and characteristics of the rapidly changing workforce from the way we communicate and collaborate to the benefits and perks that attract and retain generations of workers unlike any other

Workforce Characteristics

When we talk about workforce characteristics, we include the following major profiles:

- Earnings
- Educational profile
- Full-time or part-time work/ hour of work

As markets shift to a global arena, trends and characteristics of the workforce becomes a business necessity as corporates require their employees to gain insights to the business and markets conditions that they operate in, thus providing a competitive advantage for their business.

Today the workplace can be a challenging environment with increasing complexity and pace.

Demand for higher productivity and better returns had resulted in management and business owners seeking new opportunities and ideas.

Diversified Workforce

Diversity goes beyond just race or gender; it includes all kinds of differences that matter to you, your peers, your customers, your employees and your stakeholders.

The workplace continues to evolve in order to meet the needs of both employees and employers.

- A diversified workforce is a reflection of a changing world and marketplace.
- While the global workforce fears the introduction of artificial intelligence removing jobs from the economy, they will eventually have to work side-by-side with these technologies in order to become more productive and free up time.
- Diverse work team bring high value organization to today's rapidly changing work with digitalization, use of big data and the growing skills gap are some of the challenges in the business.
- The more diverse a workplace is the more success it achieves, and organisations. Well-managed diverse teams tend to be more creative and effective in problem-solving. If the teams are not managed well, communication and trust can break down and result in lower performance.
- Digital platforms have made coordinating components of work more transparent, timely and efficient.
- As a result, this gives rise to the micro job offers that companies can sub out to Freelancers who may provide greater flexibility over the company's core permanent staff.

Characteristics of Pro- Diversity workplace

These **characteristics** may include race, ethnicity, gender, religion, political ideologies, sexual orientation, age, physical abilities or socio-economic status.

These **characteristics** also may include life experiences and cognitive approaches toward problem solving..

Equal Opportunities: It ensures that policies, procedures and practices within the company is a formal manifesto that sets out an organization's commitment to fairness. It is about treating people fairly and equal

Diversity

Workplace **diversity** involves recognizing the value of individual differences and managing them in the workplace. **Diversity** in this context covers gender, age, ethnicity, cultural background, sexual orientation and religious belief. Singapore's workforce diversity is increasing with employees from different generations, gender, nationalities and cultures coming together in an organisation

Importance of managing diversity:

- Enhance organisation's reputation with job seekers to attract the best workers in the market.
- Employees are more engaged and motivated when they feel included valued and rewarded.
- An inclusive and harmonious environment is the key driver in employee engagement and commitment leading to a reduced turnover
- Maximizing and capitalizing on workplace diversity is an important issue for management

No Direct Discrimination occurs when a person is treated less favorably because of a protected characteristic that they either have or are thought to have.

Direct discrimination can also occur by way of association, which is when a person is treated less favorably because, for example, their spouse or partner or other relative has the protected characteristic.

Harassment is unwanted conduct that violates an individual's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. Harassment can take many different forms and may involve inappropriate actions, behavior, comments, emails or physical contact that causes offence or are objectionable.

Positive Actions refers to measures taken to assist employees who have been under represented in specific areas, to reach a level of workplace knowledge and competencies that are comparable with representative employees.

The biggest workplace trends include:

1. The co-existence of workers and robots.

Both humans and robots coexist in the new workforce as many companies employ robots to supplement their workforce as opposed to completely replacing it.

Despite the fear that robots are predicted to take over most jobs, the future might, in fact, be more about working alongside robots rather than robots running the workforce completely. The robotic process automation (RPA) revolution is already in full swing with most organisations. We are in the midst of a Skills Revolution. Technology is transforming organizations, in-demand skills are changing rapidly.

2. Employees want a more flexible workweek

Modern day employees are looking for more flexibility in the workweek.

They want to adjust their work schedule to their busy lives, not the other way around.

The most common forms of flexible schedules include flexible starting and leaving times and the compressed work week have influenced companies to provide more flexible work schedules.

3. Companies take diversity more seriously. While the subject of diversity has become the topic of conversation, it has almost reaching a tipping point, where companies are investing money in improving the composition of their workforce.

4. The aging workforce. The workforce is continuing to age, with baby boomers living longer than previous generations and retiring later.

About three in every four persons plan to work past retirement age and almost two-thirds said they will continue to work part-time.

5. The deregulation of labor laws. Under the current administration, more labor laws are being deregulated, which is costing companies money, and impacting their ability to promote diversity and protect worker rights.

6. Digital platforms have made coordinating components of work more transparent, timely and efficient.

As a result, this gives rise to the micro job offers that companies can sub out to Freelancers who may provide greater flexibility over the company's core permanent staff

Benefits of Diversity in the Workplace Diversity is beneficial to both employees and employers.

Although employees are interdependent in the workplace, respecting individual differences can increase productivity.

Diversity in the workplace can reduce lawsuits and increase marketing opportunities, recruitment, creativity, and business image.

In an era when flexibility and creativity are keys to competitiveness, diversity is critical for an organization's success.

Challenges if Diversity in the Workforce

There are challenges to managing a diverse work population. Managing diversity is more than simply acknowledging differences in people. It involves

- Recognizing the value of differences
- Combating discrimination
- And promoting inclusiveness

Managers should implement policies such as mentoring programs to provide employees access to information and opportunities.

K1 - Legal and ethical considerations relating to workplace diversity

In this unit we will focus on the Legal and ethical considerations relating to workplace diversity

In the last decade, Singapore's workforce has become increasingly diverse. It is now not uncommon to find people of different ages, gender, ethnicity, and nationality working together

. As our population ages and we encourage more women to enter the workforce, implementing fair and merit-based employment practices have become more significant in the recent years.

Treating employees fairly and with respect enables employers to retain valued employees to grow their businesses. Organisations must ensure that they create policies and procedures in alignment with regulatory authorities

A legal consideration is guided by the laws of the country. In Singapore, there is legislation introduced to ensure that employees are fairly treated without any discrimination or exploitation

What is meant by legal and ethical considerations?

Difference between Legal and Ethical:

- ⇒ Legal: Written rules that is followed by everyone. Contravening the rules will result in punishment or penalties of various severities.
- ⇒ Legal can be defined as a consistent set of universal rules that are generally accepted and usually enforce

- ⇒ Ethical: Conducting or carrying out an activity that is governed by good moral
- ⇒ Ethics involves learning what is right and wrong and then doing the right thing

Legal Guidelines include:

- ⇒ Singapore Statutes
- ⇒ Various industries guidelines and requirements

Organization Legal and Ethical Considerations

Organization's legal and ethical consideration includes:

- Societal ethics
 - Compliance with laws
 - Compliance with contractual provisions
- Occupational ethics
 - Compliance with regulations
 - Compliance with codes of practice
 - Compliance with policies or procedures
 - Health and safety
 - Industry/ professional standards
- Individual ethics
 - Compliance with policies or procedures
- Organisational ethics
 - Environmental or social impact

1. Tripartite Guidelines on Fair Employment Practices

The Tripartite Guidelines on Fair Employment Practices formulated by the Tripartite Alliance for Fair Employment Practices (TAFEP), sets out fair employment practices for adoption by employers. The aim of this is to help prevent discrimination at the workplace and to encourage employers to adopt progressive HR practices that will benefit both employers and employees.

Under the Tripartite Guidelines on Fair Employment Practices guidelines follows 5 fundamental principles of employment

- Meritocratic recruitment
- Fair treatment of employees
- Respectful treatment of employees
- Equal opportunities for employees to achieve their full potential
- Fair remuneration based on competency

Legal Considerations Related to Employment

- Recruit and select employees based on merit (such as skills, experience or ability to perform the job), regardless of age, race, gender, religion, marital status and family responsibilities, or disability.
- Treat employees fairly and with respect and implement progressive human resource management systems.
- Provide employees with equal opportunity to be considered for training and development based on their strengths and needs, to help them achieve their full potential.
- Reward employees fairly based on their ability, performance, contribution and experience.
- Abide by labour laws and adopt the Tripartite Guidelines on Fair Employment Practices.

Under the Constitution of Singapore, discrimination based on religion, race, descent and place of birth is illegal and prohibited. Workers with proof of discrimination on establishing or carrying on of any trade, business, profession, vocation or employment can report companies to the Ministry of Manpower.

More specifically, the laws relating to, and not limited to, employment in Singapore can include.

2. Singapore Employment Act

The Employment Act (Cap 91) was enacted in 1968 to provide the basic terms and working conditions for all types of employees except those employed in managerial or executive positions, seamen and domestic workers. It also spells out the rights and responsibilities of employers as well as employees under a contract of service. The Employment Act is Singapore's main labour law. It specifies the rights and responsibilities of employers and employees under a contract of service.

3. Workplace Safety and Health Act

The Workplace Safety and Health Act covers the safety, health and welfare of all persons at work in a workplace. It requires everyone to be responsible and accountable for the safety and health of workers at a workplace.

4. Retirement and Re-Employment Act

The Retirement and Re-employment Act (RRA) ensure that all Singaporeans and Permanent Residents who joined a company before 55 are protected. The company is not allowed to ask the worker to retire before that age.

In accordance with the RRA, the minimum retirement age is 62 years. Your company cannot ask you to retire before that age.

5. Industrial Relations Act

The Industrial Relations Act regulates the functions of the trade union in Singapore. As unions typically represent the lower wage workers in Singapore, this Act is important to ensure the lower wage workers are properly represented in dialogues with their employers.

6. Work Injury Compensation Act

The Employment Act is the main labour law in Singapore covering local and foreign employees earning less than \$4500 a month. Employees not covered under the Employment Act are subject to the individual employment contracts.

The Work Injury Compensation Act allows compensation for workers for work-related injuries or diseases without the need.



Legal and ethical considerations relating to workplace diversity

Companies will have different approaches towards policies and procedures governing and promoting business networking, organisational diversity.

Under the Constitution of Singapore, discrimination based on religion, race, descent and place of birth is illegal and prohibited.

Workers with proof of discrimination on establishing or carrying on of any trade, business, profession, vocation or employment can report companies to the Ministry of Manpower.

Diversity Ethics

Respect for diversity is important in the workplace environment.

Employees should be free from comments and behaviours offensive to their particular cultural differences.

The workplace environment should maintain a policy of tolerance for differences of religion, race, gender, sexuality and culture.

Diversity ethics extends to hiring and promotion practices.

Legal Considerations



Non-Disclosure Agreement

In a Non-Disclosure Agreement (NDA), the receiving party agrees to maintain confidentiality and not to disclose any confidential information of the Disclosing party to any other parties.

Here is an example of NDA from Infocomm Development Authority of Singapore (IDA)

http://www.ida.gov.sg/~media/Files/PCDG/Licensees/Interconnect%20Access/IndividInterconAgmt/Model_Confidentiality_Agreement.pdf

Ethical Considerations

Ethics are common values among all human beings. According to Online Ethics Centre at www.onlineethics.org, they are values that are:

- 1 Divinely ordained
- 2 Part of the Natural Order
- 3 Eternally Valid
- 4 Valid without Exception
- 5 Directly knowable by anyone who is rational
- 6 Perceivable by a “moral sense”

4.1

Ethical codes

Ethical codes have been adopted and practiced by organisations to assist employees in understanding the difference between 'right' and 'wrong' actions. An ethical code generally implies documents at three levels

- Codes of professional practice
- Codes of business ethics
- Codes of conduct for employees

Code of Ethics (Corporate or business ethics)

- Set of values that underpin the code and will describe an organization's obligation to its stakeholders
- Includes details of implementation of values and vision
- Includes guidelines on ethical standards for employees
- Contributes to employee commitment, investor loyalty, customer satisfaction and profits
- Characteristics of strong ethical leaders
 - Strong personal character
 - Passion to do right
 - Proactive
 - Consider stakeholders' interest
 - Role models for the organization's values
 - Transparent and actively involved in organizational decision making

K2 - Organizational policies and procedures which provide clarification or assistance in relation to diversity within the organization

In this unit we will focus on the Organizational policies and procedures in relation to diversity within the organization

What is Workplace Diversity?

Workplace diversity is defined as the presence of people of different cultures, languages, ethnicities, genders, races, religions, ages, nationalities and social classes in an organization

Workforce in all sectors has become increasingly diverse over the last decade. Employees from different generations, gender, nationalities and cultures often work together in the same organization.

With such workforce diversity, it becomes important for organizations to put in place policies and practices to build an inclusive and harmonious workplace

Diversity in the workplace has become a prevalent feature in modern businesses due to globalization and the free-flowing movement of labour. As such, people with multiple backgrounds bring about their relative strengths and weaknesses to the organization, which can prove to be a competitive edge for the company.

However, it should also be noted that there are also barriers faced brought about by workplace diversity. It is therefore imperative that organizations create proper systems and processes to support these diversities and converting them to useful strategies.



Organizational Policies and Procedures includes:

- Compliance with laws
- Compliance with regulations
- Compliance with codes of practice
- Compliance with contractual provisions
- Compliance with policies or procedures
- Health and safety
- Industry/ professional standards

Organisational Diversity Policies and Procedures which provides clarifications and assistance in relation to diversity within the organization

At a national level, the Ministry of Manpower of Singapore has put together Workplace Diversity Management Toolkit to help organizations understand the benefits of managing workplace diversity, assess their current state of diversity management, and implement diversity management practices and policies. The key components are:

Component	Brief Description
Introduction on Workplace Diversity	This section explains the increasing diversity of our workforce and how this toolkit can help companies to manage workplace diversity.
Business Case for Workplace Diversity Management	This section of the toolkit helps Human Resource practitioners identify the business case for an inclusive and harmonious workplace.

Diversity Management Assessment	This self-assessment tool helps organizations assess their state of workplace diversity management, identify gaps and highlight opportunities for improvement.
Workplace Diversity Management Initiatives	This section of the toolkit contains information on the various workplace diversity management initiatives that companies can introduce to foster workplace inclusiveness and harmony.
Manager's Guide	This guide contains tips for managers to be more effective in understanding and managing diverse teams.
Inclusiveness Pulse Check	This evaluation tool helps employers assess their employees' perception of the state of workplace inclusiveness and harmony in their organizations, the effectiveness of workplace diversity management policies and practices and their employees' ability to work in diverse teams.

Diversity needs to be recognised and valued by the company employees. People generally are fearful of changes and the unknown. Companies seeking to encourage organisational diversity have to step forward and be proactive in nudging human resource practices towards encompassing different views.

Senior management accountable for diversity. In some large organisations with enough resources, a senior position would be created to monitor and foster diversity within the company. Such a person will have the authority to direct actions to ensure that diversity measures taken within the company can function properly. Some of these measures include;

- Coming up with a code of conduct to guide individual behaviours. The code of conduct will cover dos and don'ts to ensure that everyone's beliefs and personal space are protected. For example, racist, sexist and political jokes are not allowed within the company.

- Showing the value of diversity. Encouraging and demonstrating to employees that diversity brings about benefits to the company in terms of new markets, new products, better work processes etc. The attribution of diversity to the above should not be overstated but clearly shown to the employees.
- Human resources to be clear and non-discriminatory to talents from a diverse background. Hiring practices should not exclude people from any backgrounds without clear justifications. For example, unless a certain language is crucial to a job scope, language proficiency cannot be used as a hiring criterion. Promotion and rewards should be based on achievements and attainments and not based favouritism.
- A better understanding of different cultures and backgrounds through the provision of more information on different cultures, different generation's needs and wants (like GEN X, Y and Z, etc.), and special needs.

Ethical Considerations Related to Employment Policies

Ethical consideration is guided by the values of the companies and their management. While ethical consideration may be similar to and might even be covered under legal consideration, ethical infringements are usually subtle and hard to prove

Some of the common ethical considerations for the workplace can include:

1. Technology and Social Media

Social media is such a well-known topic in today's society and many people have become so dependent on it for day-to-day life. Companies are finding it a challenge to manage staff who use social media during work to share about their work. While social media can play a vital role in helping a person within the workplace, it can also harm them as well. If a person social media is not private what they post on social media is visible by anyone with internet access.

2. Privacy

Employees using the office phones to make personal calls or use the office mail for letters. According to the guidelines, all correspondence done on official email accounts are properties of the company and thus employees are not accorded any privacy rights to these emails.

3. Transparency

Transparency at work, or **transparency** in business, **means** communicating openly and honestly with your team members and cultivating a culture where information can flow freely between people and teams

4. Environmental Protection

Organisations are to consider environmental protection when planning work processes by addressing pollution prevention measures and regulatory compliance by providing procedures for Workplace safety and environmental protection.

5. Data Protection

With the digitalisation of the economy and rise in e-commerce, companies are increasingly collecting personal data from their customers so as to facilitate transactions.

The PDPA establishes a data protection law that comprises various rules governing the collection, use, disclosure and care of personal data. It recognises both the rights of individuals to protect their personal data, including rights of access and correction, and the needs of organisations to collect, use or disclose personal data for legitimate and reasonable purposes.

Implementation of systems and processes to support workforce diversity

Promote and to achieve workforce diversity is a process. An organisation's most valuable resource is its people and the cost of not helping employees learn to respect and value each other is enormous.



Good employment practices

Employers should screen policies to remove unfair discrimination and bias: this is the key to affecting the creation of open workplace cultures where to be different is not a problem but an asset. Addressing issues to race and religious belief, as part of a coherent diversity strategy is essential.

Systems and processes to support workforce diversity

- Practices/policies in staff recruitment, development and performance management
- Practices/policies to create an inclusive and harmonious workplace
- Tracking and monitoring of effectiveness of the system and processes

Learning about team members background and sharing experiences

A diverse team always brings fresh ideas and innovative approaches if managed efficiently.

It is important to understand the background of team for effectiveness at managing diverse them.

Sharing sessions to build awareness

Employee networks can help facilitate an inclusive and harmonious environment by providing employees with opportunities to connect, obtain support and get career advice.

Organizations can build employee networks through setting up employee resource groups and mentorship programmes:

How to Build Positive Workplace Relationships?

Here are a few additional tips to encourage positive workplace relationships:

- **Be responsible** – if you say you are going to do something, do it. If you're unable to complete a task for some reason, make sure information is communicated to all team members who would be impacted.
- **Participating and Leading communication** or consultation activities relating to the team or organization
- **Develop practical solutions** to every-day problems
- **Building and maintaining** relationships with colleagues, managers, clients or customers by being friendly and encouraging
- **Communicate** with your team on a regular basis.
- **Provide a support system** where employees can learn how to respond to challenges and obtain advice

Workplace Design

The design of a workplace can facilitate an inclusive and harmonious culture by encouraging interaction between employees, as well as being sensitive to the needs of various employee populations.

Organizations can design their workplaces to facilitate inclusiveness and harmony by:

- Creating spaces for employees to interact and meet informally (e.g. pantries with sufficient space and facilities)
- Creating an open office environment which minimises walls or barriers
- Designing the workplaces with needs of different employee populations in mind (e.g. nursing rooms for mothers, handicap access for the disabled, workplace ergonomics for older workers) other, from other precedent negative stereotype that was formed

Learning Activity 2 – Legal and Ethical Consideration related to Diversity Markers



Co-operative Learning Activity and Presentation

In your groups of 3 to 4 team members read the case study and discuss:

Background ABC Company strives for high standards both as an employer and as a provider of services. In doing so they recognize the need for encouraging diversity and support a policy of equal opportunities in all areas of their work and responsibilities

Maximizing and capitalizing on workplace diversity is an important issue for the management to be a diversity-management leader in talent development and the innovative use of its people to connect with clients globally and domestically.

You are the Human Resource Manager whose role is to parallel the needs of the changing organization to be more resilient, adaptable, quick to change policies, and customer centric.

The company is always in search of talent and are involved in the on boarding process of new employees. ABC company will promote equality and diversity within the framework of roles and responsibilities.

Employee resource group success is measured in different ways e.g. promotion, retention, engagement and contribution to the business.

In conclusion ABC Company continue to demonstrate consistent progress in building diversity into its global business goals to a more diverse leadership and better financial performance.

You are looking to recruit three staff for the Sales and Business Development Department by being mindful of the legal considerations that we have just discussed

Duration: 30 minutes

Following the group discussion answer the questions below;

1. Based on the organizational requirement explain how would you plan a recruitment advertisement for ABC company by adhering to the organizational policies in recruiting a diverse workforce
 2. What are the Legal and Ethical considerations that you have to consider in your recruitment strategy to promote equality and diversity?
 3. What types of competitive advantages could the company gain from having such a diverse workforce for its global business?
 4. Explain what are the policies and procedures which provide clarifications or assistance in relation to diversity in the organization
 5. What are the disadvantages for an organization that lacks in workplace diversity?
- Reflect for 3 mins and write your name and responses on post-stick pad as supplied and stick on the flip chart under the classification of Workplace Diversity Makers

You are expected to brainstorm strategies and identify initiatives that aligns with the organisation policies/procedures in relation to promoting workplace diversity. You are required to provide details during the class discussion

My responses





Learning Unit 2:

Let us review what we have learnt. You should be able to:

- Understand Workforce characteristics.
- Understand the legal and ethical considerations
- Understand Organisational policies and procedures which provide clarification or assistance in relation to diversity within the organisation.

Clarify doubts. Ensure that you are able to understand and apply the knowledge gained from this session.

My notes:

Learning Unit 3

Leading and managing work teams in developing systems to support workplace diversity.

Knowledge & Abilities covered

- K7 – Scope of responsibilities as the manager of a department
- K8 – Cross functional teams, in leading and managing several work teams or projects
- A1 – Develop systems and processes that support organizational diversity strategies
- A2 – Monitor the implementation of systems and processes to support workforce diversity
- A3 – Ability to adjust interpersonal style to the social and cultural business contexts



On completion of this unit, you should have ability to:
Understand the Scope of responsibilities as the manager of a department and cross functional teams, in leading and managing several work teams or projects and to develop systems and monitor the implementation of systems and processes to support organizational workforce diversity strategies

K7 – Scope of responsibilities as the manager of a department

Being a manager or holding a management role presents a larger responsibility in that you not only act as the bridge between the top management and the team leaders, but also, have to juggle many cross linked projects, sometimes across borders.

Thus, when managing the people that you interact with, it is important to keep yourself calm and balanced, remain proactive and always be positive

The role of the manager necessitates both the management of people and the achievement of results

Managers are responsible for acting as change agents and modelling behaviours which promote and support workforce diversity. Your role as a manager is to :

- Managers need to opportunities to reflect upon and understand their personal strengths and challenges and how they interact with others to ensure success of the teams
- Awareness of different generations, cultures, styles and values; the ability to understand differences in team and help them feel valued.
- Ensure compliance with established policies and procedures of managing a diverse team.
- Communicate sensitively and effectively in a respectful manner with employees of diverse backgrounds.
- Display of exemplary behaviours and taking lead in matters relating to inclusive and harmonious workplaces.
- Make fair employment decisions and to provide equitable opportunities.
- Adapt working styles and make work arrangements to cater to the needs of different groups of employees.
- To foster strong organizational relationships to provide strategic value to the organization and to developing strategic leadership networks, creating a diverse and cooperative work environment and supporting team building initiatives.

Managers role and accountability for promoting Workplace Diversity

Managers are responsible for promoting and supporting workforce diversity.

Your role as a leader:

- To ensure that proper records of employment decisions are maintained and regular reviews of employment practices are carried out
- To ensure that individuals within their area are aware of their legal responsibilities, and the organisation's Diversity Policy
- Awareness of different generations, cultures, styles and values; the ability to understand differences in team and help them feel valued.
- Ensure both self and others can achieve their maximum potential in a diverse team.
- Communicate sensitively and effectively in a respectful manner with employees of diverse backgrounds.
- Display of exemplary behaviours and taking lead in matters relating to inclusive and harmonious workplaces.
- Reviewing personal skills and capabilities, strengths and weaknesses of team leaders, to understand skills gaps
- Make fair employment decisions and to provide equitable opportunities.
- Adapt working styles and make work arrangements to cater to the needs of different groups of employees
- To promote actively the benefits of employee and participant diversity in employment and training

Every employee is responsible for focusing on inclusion and appropriate and supportive workplace behaviour. Everyone can help create a positive work environment by identifying and working to change practices by identifying behaviours that offend, isolate, stereotype, and/or create a hostile working environment

K8 – Cross functional teams, in leading and managing several work teams or projects

Cross functional teams take place when company whose structures, ideas and cultures affect the work is planned and carried out. Most functions will have in someone in the role of a project manager

Perspectives of a manager's scope and responsibilities in managing departments or cross functional teams

Scope of Responsibility of Department or Cross Functional Team Manager

Scope of responsibility, as the manager in leading and managing cross-functional teams and managing several work teams includes:

- To support Line Managers, offer advice and make recommendations in relation to Equal Opportunities and Diversity and implement relevant policies and procedures
- Manager of a department or cross functional team, in leading and managing several work teams or projects in decision making
- Empowering employees to take ownership of goals and objectives
- Manager of a department or cross functional team, in leading and managing projects that are managed by subordinate supervisors who are responsible for a group of employees performing similar functions or projects
- Lead and direct employees in creating opportunities for regular exchange of ideas and information
- Empowering people across the organisation to develop their own ways of working within agreed boundaries
- Develop or modify systems to ensure compliance with corporate governance and social responsibilities
- Develop processes for reporting non-compliance and risks

- Ensure employees comply with corporate governance requirements
- Nurture and reinforce conduct and behavior that support cross functional and project team cooperation

Responsibilities of a manager in charge of cross functional work teams and projects

Set Clear Objectives

Before you can convince the organization that your objectives are a priority, members of the cross-functional team have to be clear about what those objectives are:

- **Confidant to staff** – able staff to share their personal problems that affects employees' work performance is a skill that all managers need to have.
- **Delegate responsibilities** to individuals according to their personality type to ensure that making the project a success is one of the departmental goals of each functional department





Self Reflection Activity 1

Reflective Question

Managers are responsible for acting as change agents and modelling behaviours which promote and support workforce diversity.

Write your answer below

1. Explain briefly what are the scope of responsibilities of a manager of a department by stating two examples

A
B

2. Explain the Scope of responsibility, as the manager of a department or cross functional team and managing several work teams stating two examples:

A
B

A1 – Develop systems and processes that support organizational diversity strategies

In this section, you will **learn how to build, manage and promote workplace diversity**. Incorporating these guidelines will help you create and maintain a more diverse and inclusive company culture and improve your company's bottom line.

Systems and processes that can be used to encourage diversity and cooperation

Organisations can only remain competitive if recognize and obtain the best talent and value the diverse perspectives that come with the differences. They can nurture and train that talent and create an atmosphere that values its workforce.

Developing performance measures in diversity management and monitoring progress regularly

Develop Practices/policies defining clearly the vision for diversity and inclusiveness in the organisation, and how it will impact the business, its clients and all employee



Systems and processes that can be used to encourage workplace diversity and cooperation that may include:

- Celebrate various ethnic festivities: Ethnic festivities are great opportunities to enrich understanding and nurture members from diverse backgrounds. Through organisation of gatherings to celebrate major holidays of various nationalities and ethnicities can help to create a higher awareness of other cultures
- Encourage members to draw on diversity as a resource: Team members can leverage their team members' diverse backgrounds and knowledge skillsets. It helps to foster creativity and offer a range of fresh perspectives and ideas to challenges and offer new solutions.
- Recruiting employees who speak different languages: Organizations should adopt recruitment policies which are consistent with the Tripartite Guidelines on Fair Employment Practices. Ensure a fair and consistent recruitment process.
- Recruitment outreach efforts should target a wide variety of academic, professional and community organizations for the most talented and qualified persons in diverse groups
- The important approach to managing differences in a diverse team is communication. This can be achieved during the induction program for new employees.
- Employee Development by engaging in employee development systems that are designed to promote diversity
- This self-assessment tool to help organizations assess their state of workplace diversity management, identify gaps and highlight opportunities for improvement

Diversity Programme

A comprehensive diversity programme has three pillars:

- Organisational commitment: Organisations see diversity programmes as a process and the key to success is a long-term commitment.
- Employment practices: Organisations design a plan that actively recruits of different ethnicities, family situations, disabilities and sexual orientation and foster a climate for retention.
- One approach is to make special efforts to plug into networks that are often ignored by corporate recruiters.
- Training and development of employees of different backgrounds

Organisations also need training programmes to equip managers and employees the tools they need to work more effectively together regardless their background.

Create A Workplace Culture That Facilitate Positive Interaction and Promote Diversity

Organizations can put in place to promote an inclusive and harmonious workplace culture through:

Workplace activities

- Organize formal and informal activities to facilitate interaction between employees of different profiles and departments encourage bonding such sports, family life (family day excursion) etc
- Organise events to promote greater understanding through celebrations of major holidays of other nationalities and ethnic festivals

Workplace design

- Design workplaces to facilitate interaction between employees
- Common spaces for employees to interact and meet informally with pantries

- Make provisions for different needs of employees such as nursing room, handicap access or workplace ergonomics for older workers.

Buddy system

Buddy programmes can also be incorporated as part of the orientation process to help put new employees to facilitate the setting in process

The buddy provides relevant information and a safe channel for questions and concerns. Specific guidelines for buddies to ensure consistency that may include:

- Initial introduction to colleagues.
- Invitations to formal and informal workplace events.
- Share insights of organisation's policies and procedures.
- Regular check-ins with new employees to ensure they are well-integrated.

Employee networks

- Set up employee groups and/or mentorship programmes to provide a support system for employees to seek help or advice

Mentorship programmes:

- To provide junior employees with opportunities to tap on mentor's experience and junior employees can also share insights that senior employees can benefit from

Awards and recognition

- Recognize exemplary leaders who promulgate values and behaviours that foster inclusive and harmonious workplaces

Manage employee grievances

- Set up formal and informal channels for employees to raise concerns and obtain assistance

Key attributes and behaviors in workplace

- What are key attributes and behaviours which employees and managers should display to create a positive environment embracing diversity

Top Management leadership and commitment

Every direction requires the support and full endorsement from the top management. The organization's mission, vision and values must reflect the accepting of diversity from the start. It is only when lower level staff sees the commitment from the top management, will they accord the necessary respect.

- **Diversity management programs** are designed to help different cultures appreciate each other better.
- **Dialogues to build rapport & understanding** is about finding out more about one another

Orientating foreign employees

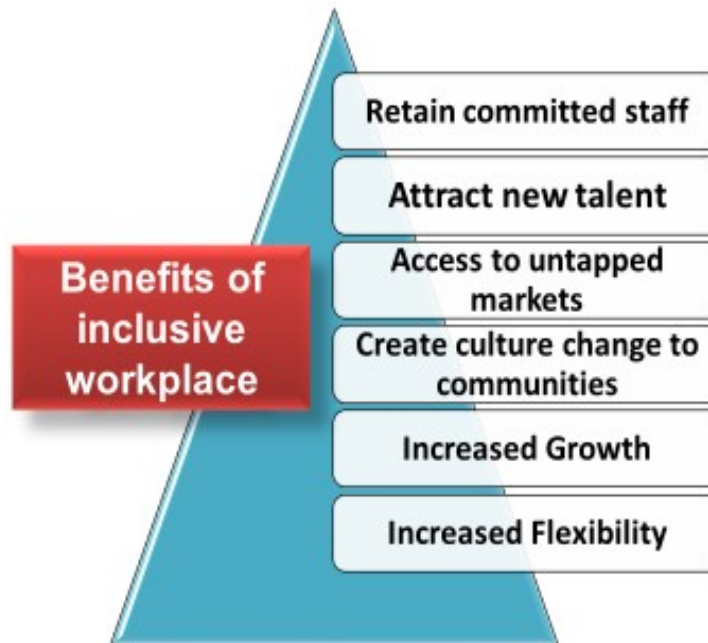
For foreign employees who are working in Singapore for the first time, organizations should facilitate their entry not only into the workplace, but also into a new country.

Organizations can:

- Provide an orientation package which includes relevant information
- such as rental and housing, laws and regulations, social and cultural norms to new employees before they arrive in Singapore
- Introduce the new employee to existing employee(s), who can help to questions and provide reassurance prior to arrival
- Conduct an orientation programme about living and working in Singapore upon commencement

Importance to have an inclusive and harmonious workplace:

- Everyone is valued, treated with respect.
- Provide with fair opportunities to maximise employee's potential.
- More effective team with open communication, mutual trust and better teamwork.
- Improves organisation's performance.
- Motivate employees to work better in a great environment



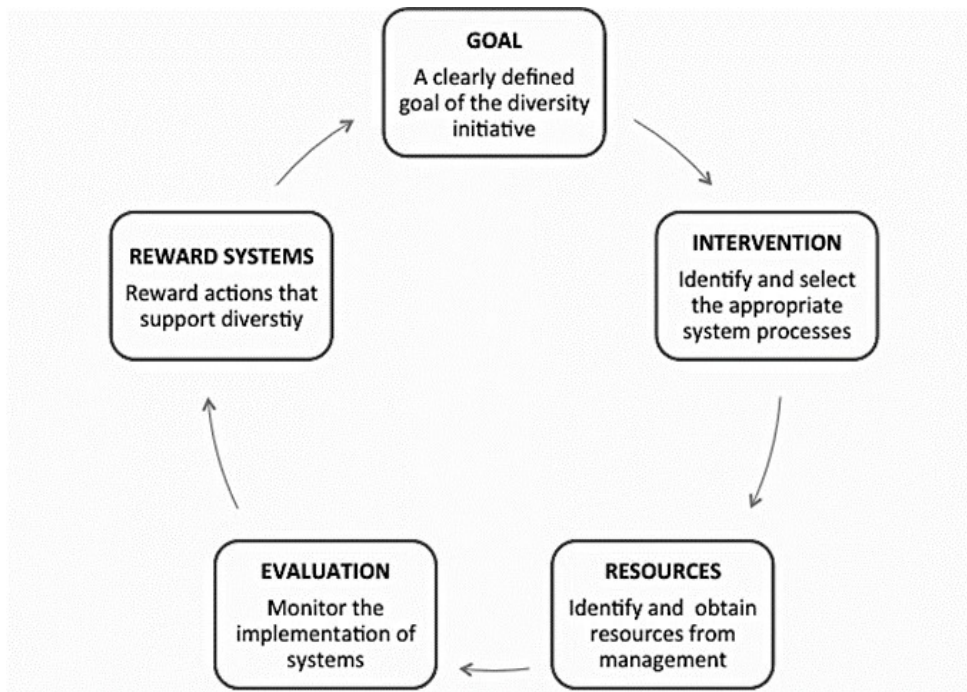
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Awareness on Diversity Management

This could come in the form of formal training or briefings for employees to be made aware of such a situation. It is only with awareness that staff can proceed to exercise better restraint, before upgrading themselves to learn more skills to deal effectively in tense or potential conflict situations.



Steps in developing systems and processes for supporting organisational diversity strategies



1. Set a clearly defined goal of a diversity vision, clear, compelling, and communicated, must be put in place for effective change to occur.
2. Identify and select the appropriate system processes
3. Evaluate and monitor the implementation of the system.
4. Identify and obtain resources from the management
5. Reward systems that support diversity.

A2 - Monitor the implementation of systems and processes to support workforce diversity

It is important to monitor and measure the results of the diversity initiatives that have been implemented, to track and evaluate if the objectives are met. Outcomes such as improved employee survey scores should be captured.

The employer must establish procedures for periodic review of the diversity and inclusion initiatives and goals. After a diversity initiative has been implemented for a period, the employer should resurvey employees regarding their perceptions of the company's efforts collect data to refocus its diversity and inclusion programme.

Ways to monitor implementation of systems and processes to support workforce diversity

The Diversity Management Assessment assesses whether an organization has put in place diversity management practices to support workforce diversity in the following areas:

- Strategic importance of diversity management in an organization, and the extent of leadership commitment and support
- Practices/policies in staff recruitment, development and performance management
- Practices/policies to create an inclusive and harmonious workplace
- Tracking and monitoring of effectiveness of the system and processes
- Identifying relevant performance measures in diversity management and monitoring progress regularly
- Monitoring the implementation of Toolkits and guides on how to work with various employee groups (e.g. working with colleagues with disabilities, strategies on managing diverse teams)
- Monitoring the facilitation of an inclusive and harmonious culture by encouraging interaction between employees

Methods to obtain employees' feedback

The results of the initiatives should be communicated at all levels to demonstrate the return on investment and value-add to the organisation. To identify areas for improvement, it can be monitored through:

- Employees' feedback
- Focus groups with stakeholders
- Interviews - observing natural interactions and asking questions that elicit honest answers about diversity and how organisation works
- Surveys or questionnaires

Employee Surveys: Find Out What They Really Think





Self Reflection Activity 2

Brainstorm diversity strategies to develop and encourage diversity systems to identify potential impacts or implications of the systems. Also, identify the potential barriers to implementation of the system and how to overcome them.

Diversity Management – Implementation

Write your answer below

Diversity Strategy	Implications	Barriers
1.		
2.		
3.		
4.		
5.		

A3 - Ability to adjust interpersonal style to the social and cultural business contexts

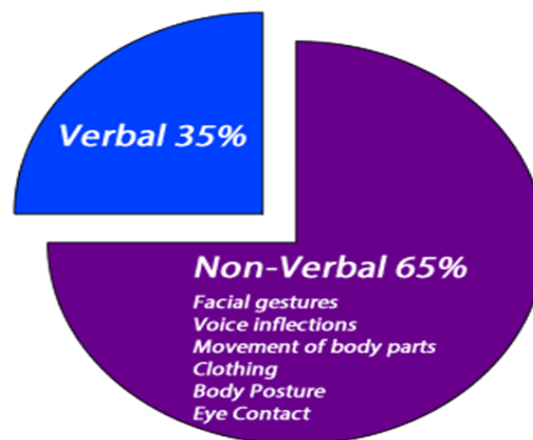
In this section we will learn ways to adjust interpersonal style and respond appropriately to emotional cues when interacting with others to meet the requirements of the social and cultural business context.

Effective management is important to enable the team to work effectively together and help all members reach their full potential, thereby harnessing the advantages of a diverse team.

In a diverse workforce, it is crucial that the individuals adjust individual personal style to respond appropriately to ensure functioning team.

During interactions, it is important that emotional cues can be read properly so that responses are made appropriately. However, different cultures can provide cues differently.

Differences in body languages are quite prominent across cultures. There are many books dedicated to highlighting differences in body language across



Here are some ways to manage interpersonal and communication styles:

- Be aware of member's different value systems and priorities that may influence their communication styles.
- Be aware of verbal and non-verbal cues that are acceptable according to cultures.
- Show willingness to embrace new ideas.
- Be approachable, encourage new ideas and show a willingness to consider them.
- Practise active listening and ask questions in a polite and respectful manner for clarifications.
- Use various forms of communication to reach out to others
- Foster deeper understanding by learning to understand other cultural norms and taboos.

Why It is Important to Have Good Interpersonal Skills

Interpersonal skills are vital for forming and maintaining effective working relationships in a diverse environment.

You can develop your interpersonal skills in four key areas:

1. **Communication skills.** Craft your message carefully, with your audience in mind, be aware of body language, and listen.
2. **Managing differences.** Deal with difficult people assertively but with good grace, and learn to resolve conflict.
3. **Managing agreement.** Establish trust and a supportive working environment. Accept the strengths and weaknesses in your team, and give effective feedback.
4. **Personal integrity.** Recognize your core values, and act accordingly.



Learning Activity 3 – Adjust interpersonal style

Conversational Role Play and Presentation

You will get into pairs and conduct a conversational role play with your partner

You will take turns within your groups during a briefing session to explain the implementation of systems and process for the Organisational Diversity Plan.

You will adjust your interpersonal style to the social and cultural business context when communicating and presenting the effectiveness of the systems and processes that supports organizational diversity strategies to senior management and stakeholders on the merits of your findings for their endorsement

- During the role play you will be approachable, encourage new ideas and show a willingness to consider them.
- You will practise active listening and ask questions in a polite and respectful manner for clarifications.
- You will use various forms of communication to reach out to others and foster deeper understanding of the diverse environment



Learning Unit 3:

Let us review what we have learnt. You should be able to:

- Understand the scope of responsibilities as the manager of a department and the cross functional teams, in leading and managing several work teams or projects
- Develop systems and processes that support organizational diversity strategies and monitor the implementation of systems and processes to support workforce diversity
- Adjust interpersonal style to the social and cultural business contexts

Clarify doubts. Ensure that you are able to understand and apply the knowledge gained from this session.

My notes:

Learning Unit 4

Individual and Team roles and accountability to promote workforce diversity.

Knowledge & Abilities covered

- K5 - Individual roles and accountability in promoting diversity in workplace
- K6 - Team leader's roles and accountabilities for promoting workforce diversity
- K3 - Common barriers to developing a diverse and cooperative workplace



On completion of this unit, you should have ability to:

Understand the Individual and Team leader's roles and accountabilities for promoting workforce diversity and the common barriers to developing a diverse and cooperative workplace

K5 - Individual roles and accountabilities for promoting workforce diversity

In this section we will learn the Individual and Team leader's roles and accountabilities for promoting workforce diversity

Everyone plays a part in promoting diversity at the workplace. As an individual, it is important to show:

- **Respect.** First and foremost, an individual need to show respect when dealing with anybody, regardless of position, background, skill set, culture and all. This applies to when dealing with both internal staff or more importantly, external stakeholders including customers.
- **Having succinct level of Emotional Intelligence.** The modern hiring of employee focuses not only on the level of intellect of a person, but also, focuses on the emotional quotient of the individual. This include having a mature sense of empathy, which is the ability to understand another person's emotions and viewpoint
- **Cooperation to achieve the common goal.** Working together despite the diversity in a team is a real, everyday issue faced by many. It is important to always see the big picture else, differences in opinion will result in a higher level of stress with little or no work done.
- **Learning to learn** continuously- Accepting diversity and embracing it can take a long time. Continue to re-examine personal stereotypes and biases when making a decision.

K6 - Team Leader's Roles and Accountability for Promoting Workplace Diversity

Leaders are responsible for acting as change agents and modelling behaviours which promote and support workforce diversity. Your role as a leader:

- To ensure that proper records of employment decisions are maintained and regular reviews of employment practices are carried out.
- Awareness of different generations, cultures, styles and values; the ability to understand differences in team and help them feel valued.
- Ensure both self and others can achieve their maximum potential in a diverse team.
- Communicate sensitively and effectively in a respectful manner with employees of diverse backgrounds.
- Display of exemplary behaviours and taking lead in matters relating to inclusive and harmonious workplaces.
- Make fair employment decisions and to provide equitable opportunities.
- Adapt working styles and make work arrangements to cater to the needs of different groups of employees
- Coaching and mentoring to develop and retain talent and for the facilitating the process of valuing diversity among individuals.

You are also accountable to:

- Comply with organisation's diversity policies and actively enforce them.
- Be mindful of legal and ethical obligations to fair employment.
- Take preventive measures to avoid violation of fair treatment and corrective measures to address issues that hinders diversity practices.

Every employee is responsible for focusing on inclusion and appropriate and supportive workplace behaviour.

They need not embrace all the differences within the workforce, but they must learn to acknowledge, accept, and understand that similarities and differences do exist and to treat everyone with dignity and respect.

Everyone can help create a positive work environment by identifying and working to change practices by identifying behaviours that offend, isolate, stereotype, and/or create a hostile working environment

Strategies for communicating in a courteous and respectful manner that considers social and cultural differences, which may include:

- Dealing constructively with situations that you find unclear or confusing when working with people of different age groups, from various nationalities and diverse cultures
- Maintaining respect for individuals when you are unable to understand or empathize with their views and behaviours
- Reflecting on the impact of your behaviour and use of language when working with people of different age groups, from various nationalities and diverse cultures, and adapt them to improve results in the future

K3 - Common barriers to developing a diverse and cooperative workplace

Common barriers to developing a diverse and cooperative workplace Building inclusive and harmonious workplace

In the globalized working environment, where individuals come from diverse background, organizations and senior members must be ready to set the right benchmark and example to tackle any discrimination problems arising diversity.

Organizations should adopt zero tolerance towards such behaviour.

Some of the common barriers to workplace diversity include:

- Stereotype
- Cultural differences
- Ethnocentrism
- Exclusivity (amongst group members)
- Prejudice
- Poor structural integration
- Institutional bias policies and systems
- Lack of Governmental support (bias agenda)

Stereotype

What is stereotyping and how to overcome it in a workplace setting?

It normally occurs when people from different backgrounds are brought together for the first time and they formed misconceived judgment about another, from other precedent negative stereotype that was formed. c

Cultural differences



In this global economy, it is necessary to interact with colleagues, suppliers, vendors and customers of other cultures. Whatever their cultural backgrounds, they still display human characteristics such as happiness, sadness, insecurities and desire for acknowledgment and

acceptance of others.

Most businesses environment is now with people from different culture.

Organization investing in cultural diversity it better reflects today's business environment because you have faces representing different populations.

Employees are a valuable resource to any business because through diversity there is an increase in marketplace understanding.

This is also more appealing to a customer base because there will be employees for customers to identify with; this can even lead to growth of the customer base.

Cultural Differences	Examples	Techniques to deal with the cultural differences
Language and usage	English spoken by Mainland Chinese, an Indian nationality, an American, a Briton and a Singaporean is spoken differently with different pronunciation and accents	Use Active listening skills to confirm and understand the communication accurately
Beliefs, Values and Practices	The Japanese usually bow from a distance, perhaps shaking hands when better acquainted. They and the Chinese always accompany introductions with visiting cards	Take an interest in the different culture and respect their cultures Practice appropriate body language to the person's culture
Religious and Spiritual observations	It is compulsory for every Muslim to pray for 5 times a day.	It is advisable to avoid meetings during their prayer timing so as to allow them to perform their prayer

Barriers to Developing a Diverse and Cooperative Workplace

Barriers to workplace productivity can lower the morale of an entire department or business. If employees face obstacles to performing their jobs or to achieving advancement within the company, they may have trouble completing assignments. In addition, real or perceived barriers may lead to higher turnover rates, resulting in the loss of talented and competent staff members.

Although a variety of barriers can exist in a workplace, the top three can affect many situations resulting in decreased productivity.

Multitasking

- Multitasking is the act of performing more than one duty at once. With access to technology at work, employees can feel that it's necessary to check e-mail, answer customer calls and send text messages at the same time.
- Multitasking is a barrier to productivity because it can prohibit an employee from remembering important information and, instead, grasping unnecessary details that distract from satisfactorily performing the job duties.

Poor Communication

- Without appropriate levels of communication between employees and management and among coworkers themselves, productivity can suffer.

Inconsistent Policy Enforcement

- If your company applies employee policies inconsistently or doesn't have formal guidelines at all, it can pose a barrier to staff productivity. If employees feel that there is a level of unfairness in the workplace, discontent, low morale and questions of favoritism can arise.

Barrier Removal

- One way to remove barriers to workplace productivity is to specify performance expectations for all employees. Upon hiring, new workers should be given a performance plan that describes their most important duties in detail and how they should be completed

Some considerations may include:

- Negative attitudes such as stereotyping, discrimination prejudice can harm working relationships.
- Lack of management support in their policies, practices and value system.
- Poor implementation, monitoring and evaluation to sustain diversity management.
- Ineffective communication of key objectives results in confusion, lack of teamwork and low morale



How should an organization be set up to create a positive environment embracing diversity?

- Developing such an environment requires total support from all facets and levels of the organization.
- It is important to create an inclusive and harmonious environment to facilitate positive interaction and understanding between colleagues of various profiles.

What are key attributes and behaviours which employees and managers should display to create a positive environment embracing diversity?

Managers	Employees
<ul style="list-style-type: none">• Be aware of different generations, cultures and values• Understand how their preferences may affect decisions especially when choosing the next level of supervisors• Make fair HR decisions• Be able to communicate sensitively and effectively• Lead by example	<ul style="list-style-type: none">• Be able to appreciate the differences and needs of others• Be able to adapt to different working styles• Be able to communicate sensitively and effectively• Be willing to learn about other diverse groups

Learning Activity 4 – Reflective Journal

Group Discussion and Presentation



In your Group of 3 to 4 team members, discuss the reflective questions and present your answers in the flipchart on the following:

1. As a manager, representing the sales division of the organisation explain what is your roles and accountability for promoting workplace diversity

<u>Roles</u>	<u>Accountability</u>
1.	1
2.	2

2. Specify two (2) examples of the scope of responsibility, as the manager of a department or cross functional team, in leading and managing several work teams or projects for promoting workforce diversity

<u>Roles</u>	<u>Accountability</u>
1.	1
2.	2

3. As a manager of a diverse team explain two (2) common barriers or challenges to creating diverse and cooperative workforce in your organization.

1.

2.



Learning Unit 4:

What have you learnt?

Let us review

A competent person should be able to:

- Understand the individual and Team leader's roles and accountabilities for promoting workforce diversity
- Understand the common barriers to developing a diverse and cooperative workplace

Clear all doubts. Ensure that you are able to understand and apply the knowledge gain



My notes:

CONCLUSION

Working with Purpose

You are now equipped with the knowledge and skills to Organisational Relationship Building. Do you consider the possibility of working with a true purpose rather than just moving papers around on your desk?

Determine Your Training Objectives

Think about what you have gained from the program. Certainly you will learn skills you need to build good workplace relationships.

Key Learning Points	Actions that I will take to Build Relationships in my Organisation

Appendix: 1 References/Bibliography

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All the best!

for Your Assessment!

