

# Competency Framework



**Workplace Inclusion**  
PROFESSIONAL ACCREDITATION

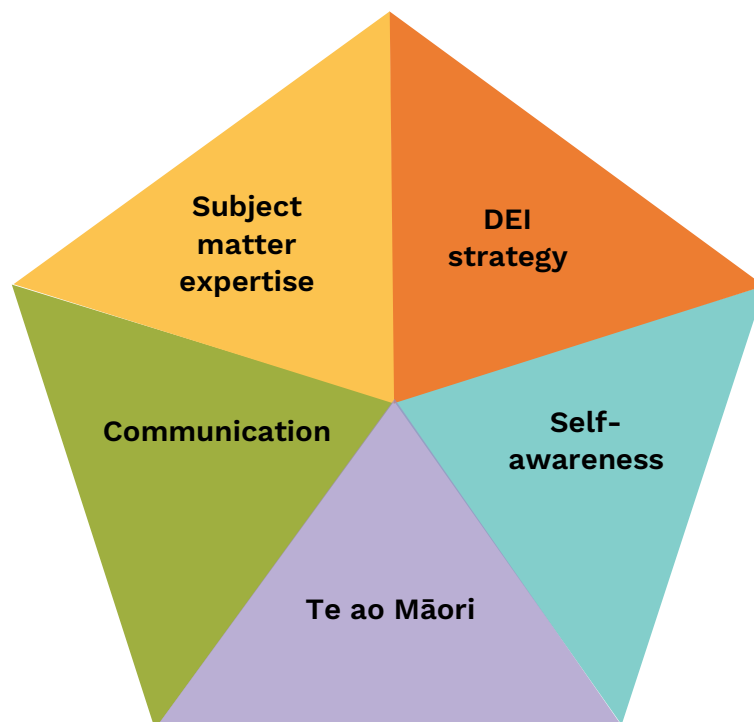
## Introduction

Leading diversity, equity and inclusion (DEI) in organisations demands a high level of competence, authenticity, empathy and resilience.

Competence is generally made up of a combination of knowledge, experience, attributes, attitudes, values, beliefs and more. Being competent means having the necessary ability, knowledge or skill to do something successfully or effectively. In addition, competence in DEI demands the ability to leverage one's own lived experience as a point of entry to understanding privilege and prejudice, and to use storytelling to motivate and mobilise people and organisations to create workplaces of belonging.

This framework serves to outline the core technical and personal competencies expected of a proficient workplace inclusion advisor. It recognises the difference in competence between operational implementation of DEI programmes versus DEI strategy development and executive influence.

The competency statements are categorised within five core competency groups.



## Competency statements

Self-Awareness
<ul style="list-style-type: none"> <li>• Understand your own cultural and cognitive influences, identities, values, triggers, dimensions of diversity and how you are situated within the organisation and Aotearoa.</li> <li>• Engage in continuous learning, self-reflection and development on issues related to DEI to build empathy towards individual experiences and their impact on workplace communities.</li> <li>• Recognise your own cultural and positional power and privilege when engaging with internal and external stakeholders about DEI issues.</li> </ul>

Subject Matter Expertise	
<p><b>Practitioner</b></p> <ul style="list-style-type: none"> <li>• Understand and apply evolving DEI terminology into DEI programmes.</li> <li>• Understand and apply standards and best practices, especially those that are relevant to your specific industry, in developing and delivering DEI programmes.</li> <li>• Use knowledge about external influences (society, work, regulatory, etc.) to ensure DEI programmes respond to current context.</li> <li>• Maintain DEI programmes with the collaboration of relevant communities to facilitate respectful cross-cultural communication and meaningful participation of diverse groups.</li> </ul>	<p><b>Professional</b></p> <ul style="list-style-type: none"> <li>• Understand how power is concentrated and institutionalised to disadvantage non-dominant groups.</li> <li>• Incorporate domestic and global DEI trends and best practices, especially those that are relevant to your specific industry, into DEI programmes.</li> <li>• Co-design DEI programmes based on knowledge about external influences (society, work, etc.) and respond to the current context and emerging trends.</li> <li>• Co-create DEI policies with relevant communities to facilitate respectful cross-cultural communication and meaningful participation of diverse community members.</li> </ul>

DEI Strategy	
<p><b>Practitioner</b></p> <ul style="list-style-type: none"> <li>• Have knowledge of setting DEI strategic objectives and priorities.</li> <li>• Identify metrics to evaluate DEI outcomes and progress.</li> <li>• Use data to obtain valid information about the DEI performance of an organisation.</li> <li>• Draw insights from multiple sources of information to support strategic objectives and recommendations.</li> <li>• Identify opportunities to strengthen engagement with diverse groups.</li> <li>• Align DEI priorities with core strategic and operational business plans.</li> </ul>	<p><b>Professional</b></p> <ul style="list-style-type: none"> <li>• Use data to assess the organisation's current position relative to its DEI goals.</li> <li>• Define roles and responsibilities to create shared accountability.</li> <li>• Co-design and develop DEI programmes, metrics, and objectives in the short and long-term.</li> <li>• Co-design DEI development plans to fill gaps between current and future organisational needs.</li> </ul>

## Communication

### Practitioner

- Articulate a compelling vision and DEI business case as an organisational imperative.
- Engage with stakeholders across different dimensions of diversity in order to implement DEI programmes.
- Contribute to challenging and sensitive conversations about DEI issues with employees across all levels of the organisation to implement DEI programmes.

### Professional

- Articulate the complex intersectionality of DEI issues as they relate specifically to non-dominant groups.
- Develop and articulate a compelling vision and DEI business case as an organisational imperative.
- Inspire and influence key internal and external stakeholders to incorporate DEI initiatives into core business strategy and results.
- Effectively facilitate, navigate and contribute to challenging and sensitive conversations about diversity dimensions from both a moral and commercial lens.
- Apply a logical approach to bring disagreements/conflict into the open and co-design inclusive solutions.

## Te Ao Māori

- Understand the historical context of Aotearoa and Te Tiriti/Treaty of Waitangi
- Recognise and understand te Ao Māori – values, traditions and belief systems of Māori – and how this is demonstrated using te reo Māori me ona tikanga.
- Locate and understand the mātauranga required to support the integration of te ao Māori into DEI programmes.
- Adapt practice in response to te Ao Māori to effectively apply Māori values to DEI programmes.

# How to use this framework

## 1. Awarding of workplace inclusion designations

Become part of the growing number of DEI practitioners and professionals who take their career as workplace inclusion specialists seriously.

The assessment criteria for the Aotearoa Workplace Inclusion designations is based on this framework. Candidates will need to show evidence, in various forms, of their knowledge and experience in the competence areas outlined, as detailed in the accreditation guidebook.

Accreditation as a Workplace Inclusion Practitioner or Professional holds the following benefits:

- Competence – through attaining this designation, you provide assurance of your ability to effect positive cultural change in organisations through DEI
- Confidence – being an accredited practitioner or professional provides you and your stakeholders with the confidence and credibility to develop and implement DEI strategies
- Charter of Conduct – subscribing to the Workplace Inclusion Professional Accreditation Charter of Conduct provides assurance that you are being held accountable for your practice as a workplace inclusion specialist. It also offers you recourse should you be accused unfairly of misconduct
- Continual professional development (CPD) – participating in the compulsory annual CPD requirement provides assurance that your competence and knowledge remain current.

## 2. Recruitment

Organisations can use this framework as a basis to assess potential candidates for DEI roles.

## 3. Self-assessment

Existing and prospective DEI specialists can use this framework to assess their own areas for development to support them in their DEI career. It will also assist with identifying any continuous professional development to be done.

## 4. Performance evaluation

This framework can be used to guide the performance evaluation for individual workplace inclusion practitioners and professionals in respect to their contribution to effect positive cultural change in the organisation. Other areas also need to be considered but this provides a good basis to start.