



BSBHRM417

ASSESSOR GUIDE

Support human resources functions and processes

Assessment 2 of 2

Written Report

Assessment Instructions

Task overview

This assessment task is divided into three parts. This includes:

- Part A: **HR briefing report**
- Part B: **Collect data and report** on diversity and inclusion practices
- Part C: **Diversity and Inclusion Report**

Read each question carefully before typing your response in the space provided.

Additional resources and supporting documents

To complete this assessment, you will need to access the following CBSA policies and procedures including:

Part A

- Human Resource Strategy - [BSBHRM417_02_Written Report_PartA_HRStrategy](#)
- CBSA Business Plan - [BSBHRM417_02_Written Report_PartA_BusinessPlan](#)

Part C

- CBSA Code of Ethics - [BSBHRM417_02_Written Report_Part C_CodeOfEthics](#)
- Access Equity and Anti-Discrimination Policy - [BSBHRM417_02_Written Report_Part C_AccessEquityAndAnti-DiscriminationPolicy](#)
- Workforce Cultural Survey - [BSBHRM417_02_Written Report_PartC_WorkforceCultureSurvey](#)
- Workforce Demographic Data - [BSBHRM417_02_Written Report_PartC_WorkforceDemographicData](#)

Assessment Information

Submission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

- the processes for conducting the assessment (e.g. allowing additional time)
- the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.



Please consider the environment before printing this assessment.

The following assessment tasks use a simulated business called **Complete Business Solutions Australia** (CBSA). In order to complete the assessment tasks, you need to access information, templates, policies and procedures associated with CBSA using the links provided.

Part A: Prepare the HR Briefing Report

CASE STUDY

You work for Complete Business Solutions Australia (CBSA) – a consulting powerhouse that aims to help businesses help themselves through deep analysis and solution development. We collaborate with clients to help them understand their position, what is holding them back and what options would offer them the best rewards.

Your name is Zane O'Brien, and you are a Human Resources Consultant at CBSA, reporting to Glenda Williams, the Human Resources Manager.

Throughout this assessment, you will receive a set of tasks you need to complete and report on for Glenda to be applied at CBSA.

Download the following documents:

- Human Resource Strategy - [BSBHRM417_02_Witten Report_PartA_HRStrategy](#)
- CBSA Business Plan - [BSBHRM417_02_Witten Report_PartA_BusinessPlan](#)

Read the following email from Glenda Williams and then complete the task that follows.

	To:	Zane O'Brien (zane.obrien@cbsa.com.au)
	From:	Glenda Williams (glenda.williams@cbsa.com.au)
	Date/time:	Monday 10.05 a.m.
	Subject:	HR Briefing

Good morning Zane,

Last week the CBSA Board met and approved a new Human Resources Strategy. This strategy has been developed to support significant growth across the business over the coming 12-18 months. I have attached a copy of the Human Resources Strategy for you to review.

While the Human Resource Strategy provides high-level direction for the business, I will be responsible for developing and managing the implementation of these strategies at an operational level. This will likely mean significant changes in our policies and processes.

As a key member of the human resources team, you will be directly involved in supporting the business to review and analyse our human resource functions and develop recommendations for change.

I would like to meet on Thursday morning to discuss our first project, which will focus on improving the CBSA's workforce diversity and inclusion practices.

CBSA is also keen to invest in our Human Resources capability. One of the keyways we plan to do this is to identify and build on professional networks to support our capability development in employment law and human resources best practices. This is particularly important in terms of developing our ability to support diversity and inclusion within the organisation.

Before our meeting, I would like you to conduct some preliminary research and develop a briefing report to present during the meeting. Your report will need to make recommendations for professional networks and identify key information sources that can be used to gather key human resources information and data. I have attached a template I would like you to use when compiling this report.

I look forward to meeting with you on Thursday to discuss our plans for improving diversity and inclusion across the organisation.

Kind Regards,

Glenda Williams

Human Resources Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222



Prepare the HR Briefing Report using the template provided to do this you must:

- Review the contents of the email from Glenda Williams
- Review the Human Resource Strategy – [BSBHRM417_02_Witten Report_PartA_HRStrategy](#)
- Review the CBSA Business Plan - [BSBHRM417_02_Witten Report_PartA_BusinessPlan](#) to identify CBSA's business goals.
- Conduct internet research on human resource professional networks that can help build the HR team's capability by providing support and resources on HR issues, including diversity and inclusion.
- Conduct research on websites or other information sources that can provide:
 - statistical data relating to diversity and inclusion in the community and workforce
 - resources or information to support diversity and inclusion in the workplace.

Consider sources that could be used to gather data and information about diversity and inclusion practices within the workforce. These may include existing data sources most businesses would hold and methods that gather information from within the business.

Complete the HR Briefing Report below to document your findings. Ensure you address all areas of the template, including:

- project objectives – identifying business and HR strategies relevant to the project and identify the business goal most relevant to the strategy
- HR professional networks – identifying HR networks or events that provide support and resources for HR professionals (including diversity and inclusion issues)
- key information sources – identifying external and internal information sources to support a review of diversity and inclusion practices.

(Approximate word count: 150 words in total)

Assessor Instructions

When reviewing the report, assess the student's ability to demonstrate the following skills:

- Develop documentation using tone, structure and language suited to context and audience (such as, report written using professional language, correct spelling and grammar, avoidance of slang words or rude language, etc.)
- Use digital tools to complete work tasks (such as, document created using Microsoft Word or similar word processing application, document printed or sent to Assessor electronically)

Sample answers are included in the report template below.

HR BRIEFING REPORT	
Project Name:	Diversity and Inclusion Review
Project Description:	<ul style="list-style-type: none">▪ To review and analyse CBSA's performance in terms of diversity and inclusion across the organisation.▪ To report on outcomes of the review and make recommendations for change where required.
Project Objectives	
<p>List the human resource strategies the project aims to support.</p> <p>At a minimum, the student must identify the following human resource strategy:</p> <ul style="list-style-type: none">▪ Creating an equitable and diverse workplace – Diversity across our team that reflects the broader Australian community has the benefit of building a broad base of community support and meeting important social, moral and human rights and commitments to equity and diversity. A diverse staff will improve the quality of decision-making across the business. This commitment is important in terms of social justice and an important attraction and retention strategy. <p>Students may also identify other strategies:</p> <ul style="list-style-type: none">▪ Creating a safe and supportive workplace culture – Physically and psychologically safe work environments and safe work practices are key aspects of CBSA's risk management strategy. CBSA has a high commitment to safety, not only for its employees but also for all customers and visitors. Maintaining CBSA as an employer of choice requires a positive, inclusive and high-performance culture marked by cooperation and respect. The work environment promotes work/life balance for all employees. <p>List the business goal/s the project aims to support. Briefly explain how the project will support these goals.</p> <p>The information provided in the email and HR Strategy both point to business growth, so the business goal "to become Australia's largest business consulting firm" is appropriate.</p> <p>Students may select other business goals; however, they must have a sound justification for how the project will support the goal. For example, answers may be similar to the following:</p> <p>The recently released Human Resource Strategy, which includes 'creating an equitable and diverse workforce', has been developed to support the planned business growth. This directly relates to the business goal 'To become Australia's largest business consultancy firm'.</p>	
HR Professional Networks	

HR BRIEFING REPORT

Identify at least three (3) human resource networks or events aimed at HR professionals. Ensure that some of these networks can provide resources and/or support in terms of diversity and inclusion in the workplace.

Answers will vary but must identify real networks relevant to HR professionals. The Assessor should confirm that each network can provide support and resources in terms of diversity and inclusion. Some applicable example networks have been provided below for reference:

- Australian Human Resources Institute (AHRI)
- Diversity Australia
- International Association for Human Resources Information Management
- HRM Online
- Diversity Council Australia.
-

Key Information Sources

List at least two (2) external information sources that can be used to obtain human resources data and information.

Answers will vary. Examples of external information sources include:

- Surveys and Benchmarking Studies
- Academic Research
- Government Databases
- Professional Associations
- Industry Reports and Research

List at least three (3) types of information or data sources within the organisation that may support review and analysis of workplace diversity and inclusion.

Answers will vary. Examples of information or data sources include:

- Recruitment Data
- Learning Management Systems
- Demographic Data
- Performance Management Data
- Exit Interviews
- Focus Groups
- Employee Surveys

Part B: Collect data and report on diversity and inclusion data

Read the following email and attachments and then complete the tasks that follow.



To: Zane O'Brien (zane.obrien@cbsa.com.au)
From: Glenda Williams (glenda.williams@cbsa.com.au)
Date/time: Thursday 3.24 p.m.
Subject: Diversity and Inclusion Survey

Good afternoon Zane,

Thanks for your work on the HR Briefing Report. I found this very helpful.

As a next step, I would like you to develop and distribute a diversity and inclusion survey. This will be used to capture the views and experiences of some of your external contacts on diversity and inclusion practices in their workplace. We will use this information to help us review our own diversity and inclusion practices.

I have added some questions you will need to address within your survey, these include:

- Do you feel that your unique attributes, traits, characteristics, skills, experience and background are valued at work? (Yes/No and ask for comments on why)
- Do you mask or downplay any aspect of your physical, cultural, spiritual or emotional self at work? (Yes/No and ask for comments on how and/or why)
- Have you faced any obstacles in your career progression or ability to participate fully in work processes not experienced by your colleagues? (Yes/No and ask for comments to describe those obstacles.)
- Have you faced or witnessed discrimination, harassment or bullying in your work setting? (Yes/No and if yes ask for them to describe what happened.)
- Can you describe a typical employee at your organisation? Typical leader? (Open comment.)
- What suggestions would you make to any organisation in terms of improving workplace diversity and inclusion? (Open comment.)

You will need to document the responses to these questions and submit them to me when completed.

Kind Regards,

Glenda Williams

Human Resources Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222



Task 1: Develop and distribute diversity and inclusion survey

You have been asked to develop and distribute a survey to collect information on how diversity and inclusion works in practice within other organisations.

You are required to submit the following information:

- a. As you role play Zane O'Brien, draft an introduction or survey briefing communication to participants outlining what you are asking and what you hope to achieve with the survey.
- b. A copy of five (5) raw survey submissions collected through this process. The questions must be clear when presenting these submissions.

Use the instructions below to develop and collect the survey and capture your evidence in the spaces provided.

SURVEY INSTRUCTIONS

Instructions for survey development and distribution:

The survey is to be distributed to a group of external contacts who have volunteered to participate in the survey.

All participants must consent to their submission being provided as evidence in this assessment.

Survey data must be collated to present a picture of diversity and inclusive practices.

Survey contacts:

- You may use any contacts as long as they are actively working and are willing to have their information used for this purpose.
- You must provide your contacts with a briefing based on the information in the email above.
- You must collect five (5) responses from your contacts.
- You must capture the following information about your contacts:
 - Name
 - Role
 - Organisation
 - Industry
 - Permission to provide survey submission for assessment.

Survey development:

- You must develop a short, professional introduction to your external contacts that:
 - identifies your role
 - Identifies the company you represent
 - outlines the purpose of the survey
 - includes instruction on how to complete and submit the survey
 - discloses how the information will be used both in its raw submission format and in analysed results.
- The introduction must inform the external contact that submission will constitute permission to use this information for this purpose.
- You should include an estimated time commitment to complete the survey.

SURVEY INSTRUCTIONS

- You may use any format you choose to communicate with your contacts and conduct your survey; however, a completed submission is required for each. It is recommended that your introduction communication be circulated via email; however, you may choose to use Google forms, develop a word document survey or use another technology-based format for the survey capture.
- You must use a mix of direct and open-ended questions. You may reframe any of the questions requested by Glenda to achieve this.
- You must use appropriate salutations, language, spelling and grammar within all communications with your contacts, including in the survey.

IMPORTANT NOTE: You must be able to report on the results and make recommendations (Part B, Task 2 below) based on this information, so keep this in mind when developing your survey.

- a. Submit a copy of **Zane's** introduction/ survey briefing communication circulated to participants below. You may copy and paste from your email or document or submit an image of your screenshot or photograph, depending on the format of this communication.

(Approximate word count: 170 words)

Assessor Instructions

The communication from students to survey participants may be in any format and must address the following:

- An introduction of themselves and CBSA.
- The purpose of the survey.
- How to complete and submit the survey.
- How the information will be used.
- Confirmation that submission will form consent for participation and sharing of their data.
- A link or attachment reference for the survey.
- Appropriate salutations, language, spelling and grammar.

A sample answer is provided below.

SURVEY BRIEFINGS

Hello [Contact],

As you may know, my name is Zane and I work as a Human Resources Consultant for CBSA.

I am in the process of conducting a survey on diversity and inclusion practices across a range of organisations.

I am hoping to gather a range of experiences, what works well and what does not in this space so that I can develop some best practice in this space for implementation at CBSA.

I was hoping that you would be happy to complete this short survey (approximately 7 minutes) for your current organisation/position. The information you submit will be reported on in its raw format (your submission) and included in the analysis completed and reported on.

If you are happy to contribute and consent to your information being used in this way, please use the following link to complete your survey: [<link to survey>](#)

Thank you for your time and I look forward to gaining insight into this space across organisations.

Regards,
Zane O'Brien
Human Resources Consultant
CBSA

- b. Demonstrate how you have used technology to gather workforce data by submitting a copy of each of your five (5) survey submissions below.

Assessor Instructions

Students must include the raw data captured for all five (5) contacts in the space below. Depending on the system used, this may be done as individual submission documents, or a spreadsheet with the result captured per participant.

This information is evidence that they have completed the distribution and collection of results, so you just need to be able to clearly see their contacts details, the six questions addressed in the survey and the submission.

The language may vary, however the six questions include:

- Do you feel that your unique attributes, traits, characteristics, skills, experience and background are valued at work?
- Do you mask or downplay any aspect of your physical, cultural, spiritual or emotional self at work?
- Have you faced any obstacles in your career progression or ability to participate fully in work processes not experienced by your colleagues? Describe those obstacles.
- Have you faced or witnessed discrimination, harassment or bullying in your work setting? Describe what happened.

- Can you describe a typical employee at your organisation? Typical leader?
- What suggestions would you make to any organisation in terms of improving workplace diversity and inclusion?

A sample survey submission is provided below.

COMPLETE

Edit
Delete
Export

Collector: Web Link 1 (Web Link)

Started: Friday, October 01, 2021 9:44:48 AM

Last Modified: Friday, October 01, 2021 9:45:09 AM

Time Spent: 00:00:20

IP Address: 101.166.21.137

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Q1
Name

Fred Wong

Q2
Position/Role

Business Analyst

Q3
Organisation

ABC Analysts

Q4
Do you feel that your unique attributes, traits, characteristics, skills, experience and background are valued at work?

Yes

How?:
My language skills and understanding of asian culture is sought after when working with clients aligned to this element of diversity.

Q5
Do you mask or downplay any aspect of your physical, cultural, spiritual or emotional self at work?

Yes

Why? How?:
When not working with asian clients I try to minimise my accent to help fit in.

Task 2: Report on survey results

Using the survey results captured in Part B, Task 1 above, analyse the data and report on the findings.

Capture the survey results in the Survey Results Report below. template provided.

Include the following information in this report:

- Survey title
- The survey participants – name, position and organisation
- The key findings for each question. Report on the percentage of yes/no answers and summarise key comments as applicable.
- Identify one (1) suggestion that could potentially benefit CBSA and explain why.

(Approximate word count: 30-50 words per finding/summary)

Assessor Instructions

Student's answers will be based on the submissions captured in Part B, Task 1b above and as such will vary. When reviewing the report, assess the student's ability to demonstrate the following skills:

- Capture and consider the data collated in the survey submissions
- Use digital tools to complete work tasks (such as, document created using Microsoft Word or similar word processing application, document printed or sent to assessor electronically)

A sample answer is included in the report template below.

SURVEY RESULTS REPORT		
Survey Title	Diversity and Inclusion Survey	
Survey Participants		
1. Name	2. Position	3. Organisation
Fred Wong	Business Analyst	ABC Analysts
Key findings for each of the following questions.		
4. Do you feel that your unique attributes, traits, characteristics, skills, experience and background are valued at work?		

SURVEY RESULTS REPORT

40% of respondents felt this was done well, while 60% did not.

Individual experiences included a range of devaluing aspects from people being pushed to work with clients dis-similar to themselves, while others worked with those they were more alike to people being actively told not to communicate with clients in a common language other than English.

5. Do you mask or downplay any aspect of your physical, cultural, spiritual or emotional self at work?

80% of people said they felt they were expected to downplay a range of personal aspects in the workplace. This related to their emotions in particular and in one case someone was asked to minimise their accent_

6. Have you faced any obstacles in your career progression or ability to participate fully in work processes not experienced by your colleagues? Describe those obstacles.

100% of respondents felt that at some point they were unfairly overlooked for career opportunities with automatic appointment to roles by management without the opportunity to apply or present themselves for consideration the main issue raised.

7. Have you faced or witnessed discrimination, harassment or bullying in your work setting? Describe what happened.

Only 1 respondent was willing to discuss direct discrimination, harassment and bullying in the workplace. This incident went unreported however, so no resolution was achieved, and the employee left that company_

8. Can you describe a typical employee at your organisation? Typical leader?

Typical employees ranged dramatically due to the range of organisations/industries approached.

9. What suggestions would you make to any organisation in terms of improving workplace diversity and inclusion?

Some suggestions included:

- Fairness
- Transparency
- Equality for career opportunities
- Ask employees **if** they would like to be considered for work with clients with specific language preferences.

SURVEY RESULTS REPORT

Overall summary of survey results

With these results in mind, what is one suggestion you believe could be implemented at CBSA?

Based on the results above, it seems that this topic is not discussed openly with staff. I believe that a more direct and respectful approach be applied where we ask employees their preferences for applying their language and cultural skills/knowledge when assigning clients.

Part C: Collect and report on diversity and inclusion data

Read the following emails and attachments and then complete the task that follows.

To: Zane O'Brien (zane.obrien@cbsa.com.au)
From: Shannon Reeves (sreeves1445@yahoo.com.au)
Date/time: Thursday 3.34 p.m.
Subject: Unfair application

Hi Zane,

I recently applied for a role with CBSA as a Marketing Consultant.

This role requires me to work in the office at a desk with no travel involved.

In the pre-screening process I enquired about office accessibility as I use a wheelchair to get around.

As soon as I asked this question, the tone of the conversation changed, and I was advised that there is no wheelchair accessibility to or within the office so I would not be able to proceed with my application.

There was no discussion around options – I was just dismissed.

I am a very hard worker with a lot of valuable experience that I was hoping to bring to the role you advertised. And I was very interested in working at CBSA as they have a good reputation in the industry. After this interaction, however, I am very upset by the lack of basic decency, let alone the lack of accessibility and flexibility experienced during this process.

Obviously, this is a breach of anti-discrimination legislation, and I would like to know what you are going to do to address this.

Regards,

Shannon Reeves

You advise Glenda of the complaint received above and she replies with the following email.

To: Zane O'Brien (zane.obrien@cbsa.com.au)
From: Glenda Williams (glenda.williams@cbsa.com.au)
Date/time: Friday 11.47 a.m.
Subject: Diversity and Inclusion Report



Good afternoon, Zane,

Thank you for filling me in on the issue recently raised by Shannon Reeves in relation to his recruitment experience.

This clearly should not have happened and further highlights our need to review the current Diversity and Inclusion practices at CBSA.

Addressing this experience, as well as your report on the survey group, I'd like you to conduct a review of our internal diversity and inclusion practices. To do this, you will need to complete the following:

- Review our existing policies and procedures and Code of Ethics
 - [BSBHRM417_02_Written Report_Part C_AccessEquityAndAnt-DiscriminationPolicy](#)
 - [BSBHRM417_02_Written Report_Part C_CodeOfEthics](#)
- Review legal and ethical requirements that relate to diversity and inclusion (specifically addressing Shannon's issue).
- Gather and analyse relevant CBSA human resource metrics, including:
 - the results of the survey group data
 - workforce demographic data - [BSBHRM417_02_Written Report_Part C_WorkforceDemographicData](#) (highly confidential). This was collected directly from employees HR and Payroll records for our active staff.
 - workplace culture survey results – [BSBHRM417_02_Written Report_Part C_WorkforceCultureSurvey](#). Recently a workplace culture survey was conducted, and the data attached was collected and collated. Submissions were anonymous.

You will need to write a report on the outcomes of your review and analysis, which should identify options and potential barriers within the business and recommendations on how we can improve our diversity and inclusion practices across the business.

I have attached a template that I would like you to use to present this report.

The CBSA Board is meeting on Monday in two weeks; however, I will need to review the report before it is presented, so you will need to submit this to me in one week. I know this is a significant report to do in that timeframe, so you will need to plan and prioritise your time to ensure you can complete this task within the given timeframe.

Kind Regards,

Glenda Williams

Human Resources Manager

300 Fictional Way, Sydney, NSW 2000

Phone: 1800 111 222



You are to conduct a review of CBSA's current diversity and inclusion processes (refer to CBSA Access, Equity and Anti-Discrimination Policy) and analyse workforce data about the performance of CBSA's diversity and inclusion practices. Based on this review and analysis, you will need to write a report and make recommendations for change to improve CBSA's policy and procedure framework.

Tasks 1 - 3 require you to review and analyse information and data. In Task 4, you must write a report on your review and analysis. It is recommended that you document your research and analysis in Tasks 1 - 3 and use this information to write your report in Task 4.

Task 1: Review and research diversity and inclusion frameworks.

Step 1:

Conduct some research about social sustainability and consider potential sustainability issues that relate to diversity and inclusion in the workplace. You should consider how issues or problems around diversity and inclusion may impact social sustainability. You should also consider how effective diversity and inclusion practices can support the business to be sustainable in the future.

Step 2:

Download the attached documents:

- CBSA's Code of Ethics - [BSBHRM417_02_Written Report_Part C_CodeOfEthics](#)
- CBSA's Access, Equity and Anti- Discrimination Policy - [BSBHRM417_02_Written Report_Part C_AccessEquityAndAnti-DiscriminationPolicy](#)
- CBSA's Workforce Culture Survey results - [BSBHRM417_02_Written Report_Part C_WorkforceCultureSurvey](#)
- CBSA's Workforce Demographic Data - [BSBHRM417_02_Written Report_Part C_WorkforceDemographicData](#)

Review CBSA's Access, Equity and Anti-Discrimination Policy and Code of Ethics to identify any procedures that may relate to diversity and inclusion practices. Consider the potential strengths and weaknesses of the processes and whether the procedures provide clear direction to support and encourage diversity and inclusivity in the workplace.

Step 3:

Conduct research to identify legislation that relates to diversity and inclusion in the workplace. Consider how these requirements need to be applied by the HR Team. Think about functions like recruitment practices, onboarding processes, employee relations, fair work requirements, learning and development, performance management and/or WHS requirements.

Consider behaviours that are associated with working ethically in terms of diversity and inclusion.

Task 2: Analyse human metrics

Step 1:

Review CBSA's Workforce Demographic Data.

Step 2:

Calculate the following to obtain information about the diversity of the workforce:

- age diversity as a percentage
- gender diversity as a percentage
- country of birth as a percentage
- language diversity as a percentage
- Aboriginal and Torres Strait Islander population as a percentage
- disability as a percentage.

Step 3:

Review the qualitative data collected from the survey group. Compare the demographic data with the survey group feedback. Does the information correlate or identify particular trends?

Task 3: Identify improvement opportunities and options.

Based on your review of existing frameworks and the human metrics data collected and the issue raised by Shannon Reeves, you need to identify areas for improvement and develop some options for change.

- Conduct some research on best practice relating to diversity and inclusion. Consider processes or initiatives that may be options for change within the business.
- Identify at least two (2) areas where CBSA could improve its performance in terms of diversity and inclusion. These areas may relate to specific diversity groups, workplace culture or human resource functions.
- Conduct some research about potential barriers to change that the business may need to deal with. You may also consider the feedback you have received from the survey group. Identify at least two potential barriers.
- Decide upon at least one (1) recommendation for change to CBSA policies and procedures. Consider how the recommendation would be implemented, why it would address the issues identified and how the change would support the business goals and human resource strategies of CBSA.

Task 4: Write the Diversity and Inclusion Report.

Use the diversity and inclusion report template below to write a report that details your review and analysis.

Ensure that all areas of the report template are completed and that:

- you use appropriate business language and grammar
- your recommendations for change are based upon a formal review and analysis of:
 - CBSA's Code of Ethics
 - CBSA's Workforce Culture Survey
 - CBSA's Workforce Demographic Data
 - CBSA's Access, Equity and Anti-Discrimination Policy
 - Data gathered from the external survey group.
- You include recommend improvements based upon your analysis of the issues. These recommendations should demonstrate lateral thinking to solve the identified issues.

Assessor Instructions

When reviewing the Diversity and Inclusion Report, **assess the student's ability to demonstrate the following skills:**

- Develop a range of documentation using tone, structure and language suited to context and audience (i.e., the report is written using appropriate business language and grammar).
- Take responsibility for planning, sequencing and prioritising tasks and own workload for efficiency and effective outcomes.
- Use formal decision-making processes for more complex and non-routine situations (i.e., making a decision about recommendations for change that are based upon a formal review and analysis of information).
- Contribute to continuous improvement of current work practices by applying basic principles of analytical and lateral thinking (i.e., making improvement recommendation based upon analysis of the issues. Recommendations made demonstrate lateral thinking to solve the issues).
- Use features and functions of digital tools to gather workforce data and information to review human resource functions (i.e., effectively use Microsoft Word and the template provided to develop review and analysis report). Print or electronically submit the report to the Assessor.

Diversity and Inclusion Report Template

DIVERSITY AND INCLUSION REPORT
<p>1. The Business Case for Diversity and Inclusion</p> <p>Identify sustainability issues that relate to diversity and inclusion processes and practices. Consider how diversity and inclusion practices can hinder and help the business to be sustainable in the future.</p> <p>(Approximate word count: 50 words)</p>

Assessor Instructions

Students must explain how the improvement of workplace diversity and inclusion practices can assist the business in developing workforce sustainability. Responses will vary; however, the student must be able to identify sustainability issues that are relevant to human resources management. Examples of sustainability issues that may be addressed include the following:

- Reduce staff turnover.
- Attract more talent from a wider pool.
- Increase employee well-being.
- Increase employee satisfaction and engagement.

2. Review of Current Diversity and Inclusion Policy and Procedure

- a. Identify and briefly outline CBSA Policy and Procedure relevant to diversity and inclusion in the workplace.
- b. Analyse the strengths and weaknesses of existing policy and procedure in terms of promoting a diverse and inclusive workplace.

(Approximate word count: 100 words)

Assessor Instructions

- a. Students must identify and briefly outline the diversity and inclusion policy:
 - Access, Equity and Anti-Discrimination Policy
- b. Students must analyse the strengths and weaknesses of existing policy and procedure to promote a diverse and inclusive workplace. Answers will vary; however, students must outline their analyses. For example:
 - Strengths:
 - The recruitment process is based on merit.
 - Weaknesses:
 - The Access equity and anti-discrimination policy does not provide any direction on how to act if a person is a victim of harassment or bullying or if they see this occur in the workplace.
 - There does not seem to be any process for training staff on inclusive practices in the policy.

3. Legal and Ethical Considerations

- a. Identify and briefly outline relevant code of ethics, explaining how diversity and inclusion support the business's ethical standards.
- b. Identify at least three (3) legislative requirements that relate to diversity and inclusion in the workplace – with reference to the issues raised by Shannon Reeve's experience. Provide examples of how each legislation applies to the work conducted by the Human Resources team.
- c. Provide three (3) examples of behaviours in the workplace that demonstrate the application of legal and ethical requirements.

(Approximate word count: 150 words)

Assessor Instructions

- a. Students must identify values within the CBSA code of ethics supported by diversity and inclusion in the workplace. At a minimum, students must identify the following value from the code of ethics:
- Be inclusive: ensure that all internal and external customers are treated the same.

Students may also mention sustainability or professionalism as relevant values.

- b. Students must identify at least three (3) laws that relate to diversity and inclusion in the workplace. For example:

- Age Discrimination Act
- Sex Discrimination Act
- Disability Discrimination Act
- Fair Work Act

Students must then provide an example of how this legislation is applied when recruiting staff for CBSA. For example:

- CBSA has a merit-based recruitment policy that ensures that selection is free from discrimination.

- c. Students must provide three (3) examples of behaviours in the workplace that demonstrate the application of legal and ethical requirements. Responses will vary but must demonstrate their understanding of the legal and ethical requirements of their role. For example:

- treating all team members with respect and dignity regardless of individual difference
- providing reasonable adjustment for a person with a disability so they can access premises or participate in work
- not using sexist language in the workplace.

4. Organisational Performance

- a. Data sources - Identify and briefly outline the workforce data and workforce culture survey report data that has been collected. Explain how the data was gathered/ sourced.
- b. Results - Report on the results of the data. In this section, you should provide an analysis of the data collected. Include an analysis of the following information:
- CBSA workforce demographical information, including:
 - age diversity
 - gender diversity
 - country of origin
 - language diversity
 - Aboriginal and Torres Strait Islander population
 - disability.

Summarise qualitative data gathered from the external survey group for consideration:

- employee perceptions and experience of diversity and inclusion
- issues identified by survey group
- suggestions made by survey group.

c. Analysis of data

- Document your analysis of the demographic data, including areas where diversity is identified or lacking.
- Analyse the feedback gathered from the workforce culture survey report, highlighting positive and negative results.
- Analyse the feedback gathered from the external survey group, detailing areas of success and areas for potential improvement.
- Identify any areas where the demographic data supports the feedback from the internal culture survey report and/or the external survey group.

(Approximate word count: 250 words)

Assessor Instructions

- The student must identify the workforce data that has been collected and explain how it was collected and collated. Specifically, they must identify the following, at a minimum:
 - Survey Group feedback – responses were documented
 - Employee demographic data – collated.
- The student must then report on the results of the data, including both quantitative and qualitative results. At a minimum, this must include the following information.

Personal demographics:

- Average Age – 36.7 years (accept responses rounded up to 37 years)
- Age Range – 24-58
- Men – 15 (52%)
- Women – 14 (48%)

Country of origin:

- Australia – 19 (66%)
- China – 1 (3.5%)
- Crete – 1 (3.5%)
- Japan – 1 (3.5%)
- Kuwait – 1 (3.5%)
- New Zealand – 2 (7%)
- United States of America – 1 (3.5%)
- United Kingdom – 3 (10%)

Language diversity:

- English speaking only – 23 (79%)
- Non English speaking – 2 (7%)
- English + another language spoken – 4 (14%)

Social demographics:

- Aboriginal Torres Strait Islander – 2 (7%)
- People with a Disability – 0 (0%)

Summary of qualitative data – External Survey Group

Answers will vary; however, the summary must relate to information captured in the external contacts survey data and report completed in Part B.

Students must provide their analyses of the quantitative data they provided, ensuring they address each point listed. Answers will vary.

- c. Students must provide their analysis of the quantitative data they provided. Specifically, the feedback gathered from the survey group detailing areas of success and areas for potential improvement

Students must identify any areas where the demographic data supports the feedback from the survey group. Answers may vary but must address issues brought up during the survey and reflect on the demographics data obtained. For example, the demographic data confirms that there are no staff over 50 except for the Managing Director. The perception that the average employee was a young white male is confirmed in the data. There are more men and more young people in the organisation.

5. Recommendations

- a. Identify at least two (2) key areas where there is room for improvement in CBSA's culture and practices. These must address the issue raised by Shannon Reeves above, as well as any issues captured in the Survey.
- b. Discuss at least two (2) barriers to change that may exist within the organisation.
- c. Make at least one (1) recommendation for change to CBSA's current policy and procedure. This may include adjustments to existing procedures or additions of new policies and procedures and should resolve the issue raised by Shannon Reeves so that this situation does not recur.

(Approximate word count: 400 words)

- a. Students must identify a minimum of two (2) key areas where they have identified room for improvement in CBSA's culture and practices. Answers may vary; however, improvement areas may include the following:
 - Improve accessibility or implement flexibility to ensure staff with specific needs (such as wheelchair access) are accommodated.
 - Employ more a diverse workforce, based on age (particularly over 50s) and ability (those with disabilities) for example.
 - Provide opportunities for people from diverse backgrounds, including Aboriginal and Torres Strait Islander people.
 - Use a more equitable performance review system.
- b. The student must discuss at least two (2) barriers to the changes they identified that could exist within the organisation. Responses will vary depending on the recommended changes specified but must identify reasonable barriers to change concerning their ideas for improvement. This might include the following:
 - Most employees do not feel empowered to raise questions/concerns around current work practices.
 - Most employees do not feel CBSA are responsive to the need to change.

DIVERSITY AND INCLUSION REPORT

- c. The student must make a minimum of one (1) recommendation for change to CBSA's current policies and procedures to support diversity and inclusion in the organisation. This may include adjustments to existing procedures or additions of new policies and procedures. This might include the following:
- Address office/workplace accessibility options to support employees with a disability.
 - Develop flexible work arrangements to support employees unable to attend an office for any reason.
 - Revise recruitment practices to incorporate affirmative action recruitment to increase diversity within the organisation.
 - Make harassment and discrimination policy and procedure clearer.
 - Provide training to all staff on policy and procedure, including incorporating into inductions.
 - Review/revise the performance review system to ensure that all recommendations for a pay rise or promotion are based on performance and that social culture plays no role in these decisions.

Assessment checklist:

Students must have completed all tasks within this assessment before submitting. This includes:

Part A		
1	Human Resources Briefing Report	<input type="checkbox"/>
Part B		
1	a. Survey communication	<input type="checkbox"/>
	b. Raw survey submissions	<input type="checkbox"/>
2	Survey Results Report	<input type="checkbox"/>
Part C		
1	Diversity and Inclusion Report (Section 1-5)	<input type="checkbox"/>

Congratulations you have reached the end of Assessment 2!

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