40916   Implement and review a strategy for a positive and inclusive workplace culture

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

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

Hua o te ako | Learning outcomes	Paearu aromatawai | Assessment criteria
1. Research positive and inclusive strategies for the workplace.	a. Analyse current workplace culture practices and systems which support and encourage team engagement and inclusive workplaces.
	b. Research strategies for implementing a positive and inclusive workplace culture.
2. Implement a strategy to enhance a positive and inclusive workplace culture.	a. Select a strategy to enhance practices for a positive and inclusive workplace culture.
	b. Apply strategy to enhance practices for a positive and inclusive workplace culture.
3. Review the effectiveness of the implemented strategy.	a. Review the effectiveness of implemented strategy in terms of how inclusivity is valued and how this supports an organisation.
	b. Reflect on own leadership role in implementing the strategy and any lessons learned.

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

Assessment specifications:

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

The *strategy* should be to support a positive and diversity inclusive workplace culture in an organisation which can enhance organisation performance, retention, and wellbeing.

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

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

Assessment materials should allow for learner, regional, cultural, or community contexts.
For example, a learner may wish to be assessed in a context that includes te ao Māori perspectives such as mātauranga, and tikanga specific to them. Assessment materials refer to assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

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

Definitions

Inclusive workplace culture refers to the policies, behaviours, practices, and actions that includes diversity, equity, and inclusion. This includes being inclusive of differences in between colleagues such as age, gender, ethnicity, religion, disability, sexual orientation or identification, neurodiversity, education, and national origin.

Positive workplace culture refers to a culture where everyone feels safe, welcomed, supported, valued, and respected, and where differences are embraced and celebrated.

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

Ngā momo whiwhinga | *Grades available*

Achieved

Ihirangi waitohu | Indicative content

Understanding diversity in the workplace

- concepts, benefits and challenges of diversity

- legal and organisational responsibilities

- te Tiriti o Waitangi obligations.

Workplace practices and approaches

- organisational practice

- cultural practices

- tikanga

- manaakitanga

- whanaungatanga

- training.

Strategies for implementing a positive and inclusive workplace culture

- organisational

- processes such as planning, communicating, monitoring, making adjustments

- frameworks such as Tapasā, Tātaiako, tikanga

- diversity and inclusion frameworks.

Reviewing the effectiveness of the strategy and value of inclusivity

- surveys

- increased team engagement and participation

- focus groups

- interviews

- behaviour

- pulse check.

Reflection on own leadership

- leadership style

- strengths

- areas of improvement

- impact on others

- processes and decisions

- future application.

Rauemi | Resources

- Employsure – Understanding Workplace Diversity and its Benefits.

- Groundwork.org.nz – Te Tiriti articles in practice.

- Te Ara – Principles of The Treaty of Waitangi.

- Jeff Evans (2021) *Reawakened - Traditional navigators of Te Moana-nui-a-Kiwa. Massey University Press.*

- Ministry of Education. Tapasā. Cultural competencies framework for teachers of Pacific learners.

- Te Tāhuhu O Te Mātauranga | Ministry of Education. Education Council New Zealand | Mataū Aotearoa. Tātaiako – Cultural Competencies for teachers of Māori learners.

- Diversity Works New Zealand – Aotearoa Inclusivity Matrix and Assessment Tool.

- Diversity Works New Zealand – Template: Diversity and Inclusion strategy.

- Diversity Works New Zealand – Policy Template – Workplace Diversity and Inclusion Policy.

- Diversity Works New Zealand – Getting Started: Leadership.

- Te Kawa Mataaho | The Public Service – Glossary - Diversity and Inclusion.

Pārongo Whakaū Kounga | Quality assurance information

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

Hātepe | Process	Putanga | Version	Rā whakaputa | Review Date	Rā whakamutunga mō te aromatawai | Last date for assessment
Rēhitatanga | Registration	1	18 December 2025	N/A
Kōrero whakakapinga | Replacement information	N/A		
Rā arotake | Planned review date	31 December 2030		

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