Defence Diversity and Inclusion Practitioner - D&I (P) Course

Completion Pack October 2024
Version 9
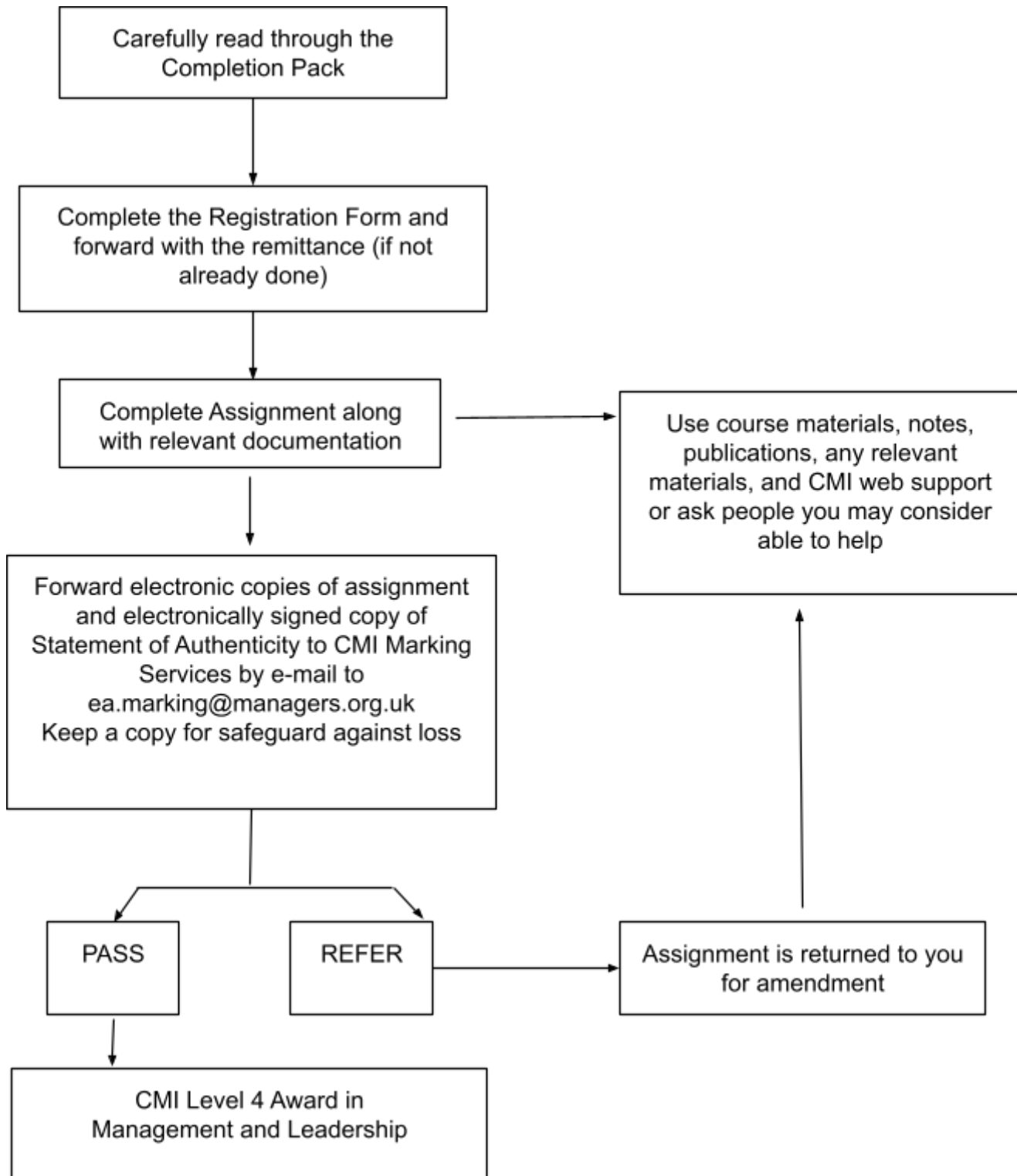
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┌──────────────────────────┐
│  Carefully read through   │
│   the Completion Pack     │
└──────────────────────────┘
             │
             ▼
┌──────────────────────────┐
│ Complete the Registration │
│ Form and forward with the │
│  remittance (if not       │
│    already done)          │
└──────────────────────────┘
             │
             ▼
┌──────────────────────────┐         ┌──────────────────────────────┐
│  Complete Assignment      │ ──────▶ │ Use course materials, notes,  │
│  along with relevant      │         │ publications, any relevant    │
│  documentation            │         │ materials, and CMI web support│
└──────────────────────────┘         │ or ask people you may consider│
             │                        │      able to help             │
             ▼                        └──────────────────────────────┘
┌──────────────────────────┐                        ▲
│ Forward electronic copies │                        │
│ of assignment and         │                        │
│ electronically signed copy│                        │
│ of Statement of           │                        │
│ Authenticity to CMI       │                        │
│ Marking Services by e-mail│                        │
│ to ea.marking@managers.   │                        │
│ org.uk                    │                        │
│ Keep a copy for safeguard │                        │
│ against loss              │                        │
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         │        │                                  │
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   ┌────────┐  ┌────────┐      ┌──────────────────────────┐
   │  PASS  │  │ REFER  │ ───▶ │ Assignment is returned to │
   └────────┘  └────────┘      │    you for amendment       │
       │                        └──────────────────────────┘
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┌──────────────────────────┐
│ CMI Level 4 Award in      │
│ Management and Leadership  │
└──────────────────────────┘
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The Chartered Management Institute (CMI) has undertaken detailed mapping of the MOD service courses with a view to recognising them against nationally recognised qualifications. CMI has fully recognised that your Defence Diversity and Inclusion Practitioner - D&I (P) Course meets some of the requirements for the CMI Level 4 Award in Management and Leadership.

● The CMI Level 4 Award in Management and Leadership unit 4008V1 that totals 70 TQT.

Note: You may register for this qualification but this must be clearly indicated on the Registration Form. Combining qualifications will increase personal cost, though this may be substantially reduced if SLCs can be used.

To acquire the CMI Level 4 Award in Management and Leadership, you must complete and submit the following assignment (4008V1), comprising a number of tasks, and contained in this completion pack.

The qualifications are immediately transferable to, and acknowledged by, the civilian business world as a benchmark qualification expected for a team leading management position. The qualifications are recommended to all students as an extremely valuable addition to your in-service qualifications.

Qualification Registration Duration

Qualification Structure	Period of Registration
Award	Up to 12 Months
Certificate	Up to 36 Months
Diploma	Up to 36 Months
Extended Diploma	Up to 36 Months

It is very important that you contact CMI by telephone: +44 (0) 1536 207496 before this time if you are encountering difficulties (see below).

There are no refunds for lapsed candidates.

This CMI qualification Completion Pack provides you with the support information you need for the External Assignment.

For the duration of your qualification programme you receive complimentary 'Affiliate Membership' of CMI, enabling you to access a wide range of support material on the CMI website and ManagementDirect. If you are already a member you cannot claim a refund of membership fees.

NOTE: If you have not previously registered on the CMI Website you now need to do so using the information contained in your CMI Welcome Letter.

We ask where possible for you to access on personal devices and networks to prevent any issues with MOD security and firewalls.

How do I get started and access my learning resources?
1. Click here to set your password
2. Follow the on-screen instructions
3. Click here to access ManagementDirect
4. Username is the email as registered with CMI

Once logged in to ManagementDirect, use the following steps to access support for Unit 4008V1:

Unit 4008V1
● Opening Screen - Click on Qualification Support* for Level 4 Award in Management and Leadership.
● Next Screen - Click View Qualification
● Next Screen - Scroll to find Unit 4008V1
● Select 'Mapped Resources to Learning Outcomes' or Key Resources

Between the LOs there are links to 'View Resources'. By 'clicking' these open you will find comprehensive support for the appropriate LO. Resources include documents, checklists, video clips and recommended reading. Note that there may be some duplication of resource references as the LOs are interrelated.

*If you do not have a link to Qualification Support please contact the team (see below)

Unsure about anything?
Please contact CMI on: +44 (0) 1536 207496 during office hours (0900-1700 hours Monday to Friday), or
mod.qualifications@managers.org.uk

You are required to complete one unit assignment to obtain the 'standalone' Level 4 Award in Management and Leadership

Guidance on completing the assignment and submitting your work to CMI are on the following pages. You are also encouraged to submit a reflective statement of no more than 300 words (in addition to the assignment word count) describing the value and knowledge gained from undertaking the assignment. This statement will not be assessed; however it encourages you to review the value and application of your learning.

CMI Level 4 Award in Management and Leadership	Credits	Actions
Unit 4008V1 - Promoting Equality and Diversity	7	● Register ● Submit evidence of course completion through submission of JPA ● Complete assignment

QUALIFICATION REGISTRATION

If you have not already done so, you need to register for the qualification. The registration form must be accompanied with a copy of the relevant section of your end of course certificate (i.e. JPA print out), and the requisite remittance (cheque or credit/debit card details). Send this to the CMI at the address shown on the form.

SUBMISSION OF ASSIGNMENTS

Submitting your work for:

CMI Level 4 Award in Management and Leadership.

Submission directly to CMI Marking Services

Once you have completed all assignments, you must forward them, along with a signed copy of the Statement of Authenticity (as a single file with your completed Statement of Authenticity as the first page) by e-mail to ea.marking@managers.org.uk

The main body of the email should include the following: full name, P number, unit and submission number i.e Assignment Blogs_P123456_Unit_number_submission number.

You are strongly advised to keep a copy of your assignment to safeguard against loss; your assignment will not be returned to you but will be destroyed by safe and confidential means.

Please note that CMI does offer a paper based assessment service for learners who are unable to provide an electronic copy. Post the assignment along with your signed Statement of Authenticity to:

External Assignments/MOD,
Awarding Body,
Management House,
Cottingham Road,
Corby,
Northamptonshire NN17 1TT.

PASS: If a pass is achieved, the Institute will issue you with your qualification certification and your units / credit certificate along with an offer of graded membership of the Chartered Management Institute. This level of membership may be lower than that offered by the MOD guaranteed membership scheme – you can opt for either.

REFERRAL: If your assignment does not meet the pass standard, it will be returned to you with guidance notes for completion. You must meet the additional requirements before re-submitting the assignment. You will be allowed two further re-submissions.

Following two Referrals for your assignment, a Resubmission Fee of £20 (+ VAT) will be payable to CMI before work is reassessed. For more information please contact ea.marking@managers.org.uk or call 01536 207496 option 1.

ASSESSMENT GUIDANCE FOR LEARNERS

CMI provides a comprehensive external quality assessment service. Currently all units within the Management and Leadership qualifications from Level 2 to 7 have an assignment brief available.

CMI provides a six week service level on all assignments received.

Learners are required to complete all tasks and Assessment Criteria.

ASSESSMENT GUIDANCE

Programme Director submission

All work must be submitted in a single electronic document (.doc file). The document must be marked with the learner's name, P number and unit number. Electronic assignments should be sent to the Programme Director.

Please note CMI do offer a paper based assignment service for learners that are unable to provide an electronic copy only. Please post the assignment to External Assignments, Awarding Body, Management House, Cottingham Road, Corby, Northamptonshire, NN17 1TT.

The assignment should be your own work and not direct copies of theories or models. Any models described and other quotes used must be properly attributed and referenced as appropriate. Learners must acknowledge or reference any sources that have been used to complete the assignment, listing reference material and web sites used, appendices must not be included.

Learners are encouraged to produce a reflective statement of no more than 300 words (which does not count towards the final word count), describing the value and knowledge gained from undertaking this assignment. The reflective statement is not assessed; however it encourages you to review the value and application of your learning.

PLAGIARISM & COLLUSION

In submitting the assignment the learner must complete a statement of authenticity (included in the Completion Pack) confirming that the work submitted for all tasks is their own and does not contravene CMI policies including word count and plagiarism.

Academic offences, including plagiarism and collusion, are treated very seriously. Plagiarism involves presenting work, excerpts, ideas or passages of another author without appropriate referencing and attribution. Collusion occurs when two or more learners submit work which is so alike in ideas, content,

wording and/or structure that the similarity goes beyond what might have been mere coincidence. Plagiarism and collusion are very serious offences and any learner found to be copying another learner's work or quoting work from another source without recognising and disclosing that source will be penalised.

In submitting their assignment for the unit, and completing the relevant statement of authenticity, learners are confirming that the work submitted for all tasks is their own and does not contravene the CMI policies including word count, plagiarism and collusion. CMI reserves the right to return assignments if the necessary statements of authenticity have not been completed.

Learners found to be in breach of these regulations will be reported to the relevant CMI contact for deliberation. The learner will be notified in writing of the outcome of the investigation. In the event that a learner is found to have perpetrated malpractice, the learner will be withdrawn from his/her qualification immediately; fees will not be refunded, the relevant Regulatory Body will be informed and membership of the CMI will be withdrawn.

APPENDICES

Appendices should not be included. All use of tables, graphs, diagrams, Gantt charts and flowcharts should be incorporated into the main text of the assignment. Any published secondary information such as annual reports and company literature, should be referenced in the main text of the assignment but not included.

CONFIDENTIALITY

Where learners are using organisational information that deals with sensitive material or issues, they must seek the advice and permission from that organisation about its inclusion in an assignment. Where confidentiality is an issue, studying members are advised to anonymise their assignment so that it cannot be attributed to that particular organisation.

WORD COUNT POLICY

In total, it is required that your assignment should be between 2500-3000 words. Learners must comply with the required word count, within a margin of +10%. These rules exclude the index (if used), headings, information contained within references and bibliographies. When an assessment task requires learners to produce presentation slides with supporting notes, the word count applies to the supporting notes only.

Where a learner's work has contravened the word count policy, it will be reviewed by the Marker and Lead Moderator before a final decision is made.

REFERENCING & PROFESSIONALISM

A professional approach to work is expected from all learners. Learners must therefore identify and acknowledge ALL sources/methodologies/applications used. The learner must use an appropriate referencing system to achieve this. Whilst marks are not awarded for the use of English, the learner must express ideas clearly, succinctly, and ensure that appropriate terminology is used to convey accuracy in meaning.

INSTRUCTIONS & INFORMATION FOR LEARNERS

The external assignment is set and assessed by the Chartered Management Institute. It is designed to assess your achievement of all the Learning Outcomes and associated assessment criteria in the relevant unit of the qualification you are undertaking.

You should make sure that you plan your work carefully, to ensure that you cover all the requirements of the assignment, and complete it within the time limit specified.

Your statements, in answer to the tasks, need to be prefixed with the specific task number and unit title. This will help you keep on track and should ensure you address the details. Work submitted without a task prefix will be returned unmarked. Your statements should not be just a description of workplace activities but should include what you have learned from your programme of study. In other words you need to show how you can relate what you have learned to day-to-day management activities.

You must submit your work as a single electronic word document (.doc file). You should mark the assignment with your name, learner number, the unit number, Defence Diversity and Inclusion Adviser - D&I (P) Course with Defence Leadership Centre D&I(P) Course and a brief description of the context in which the assignment was undertaken. You may include a title page if you wish. You must show a total word count on the front page of your assignment. You are strongly advised to keep a copy of your completed assignment before you submit it for assessment – the copy you submit will not be returned to you. Your assignment may be kept by the CMI for quality assurance purposes. Any assignment not kept for quality assurance will be securely destroyed.

CMI will assess your assignment, and the result will be sent to you, normally within 6 weeks of receipt by the Institute.

If your assignment is assessed as referred, notification will be sent to you with an indication of the areas to be addressed. You may resubmit an assignment on a further two occasions during your period of registration as a CMI learner.

If there is anything in these instructions or in the assignment itself which you do not understand, please seek guidance from CMI by phone on 01536 207496.

UNIT 4008V1

Assignment Brief: Promoting Equality and Diversity

Click here to download the Assignment Brief.

INTRODUCTION

This unit is about understanding the need for and having the practical skills to be able to promote equality and valuing diversity of individuals and teams.

SCENARIO

Learners may use their own employment context, or that of another organisation with which they are very familiar, to base their assignment. However, in the case that they are not able to do so, please use the below scenario:- You are a junior manager, leading a team of 6 staff in a medium sized company. Your organisation has all the necessary employment policies in place, actively monitors the equality and diversity of the workforce, and rigorously follows up any behaviour that is contrary to company policy.

TASK 1

Provide a brief summary of the current UK legislation and regulations in the area of Equality and Diversity, including the key points of the legislation and a list of the characteristics it covers. Describe how the legislation affects organisations both in terms of regulatory requirements which must be adhered to and the (organisation's) different employment policies. Discuss some of the benefits to an organisation of acknowledging, recognising and valuing individuals' background and beliefs, and why we should respect the diversity of colleagues and team members. Explain what is meant by discrimination and the implications of acting in a discriminatory manner against individuals.

Guideline word count: 700 - 800 words

A.C. 1.1 - Describe the need to acknowledge and recognise individuals' background and beliefs

A.C. 1.2 - Discuss the need to respect diversity, value people as individuals, and not discriminate against individuals

Using the scenarios of induction, discipline and grievance and redundancy, describe in each case the processes that organisations use to ensure that employees are aware of their rights, and can make informed choices about exercising those rights.

Guideline word count: 250 - 350 words

A.C. 1.3 - Describe the process of providing individuals with the information needed for them to make informed decisions about exercising their rights

TASK 3

Provide two practical examples describing the effect that one person's behaviour can have on another individual and the team, in terms of equality and diversity. Describe the effect an organisation's culture or behaviour can have on an individual and the team.

Guideline word count: 500 - 600 words

A.C. 2.1 - Describe how individual behaviour can affect an individual and a team

A.C. 2.2 - Describe how organisational behaviour can affect an individual and a team

TASK 4

Describe the different methods you could use to collect feedback from individuals on personal behaviours demonstrated in the workplace. How would you categorise responses and analyse the feedback? You may use a chart to illustrate this section of your answer. What practical data and information management considerations would you have to take into account during this exercise, and why?

Having analysed the results of your feedback exercise, devise an improvement action plan to address the issues arising. If it is not possible to use a workplace example, then you may use fictitious statistics to demonstrate how you would tackle feedback of a negative nature.

Guideline word count: 350 - 450 words

A.C. 2.3 - Analyse feedback from individuals on personal behaviour

A.C. 3.1 - Devise an improvement plan based upon received feedback

TASK 5

Provide a minimum of three examples of how you would identify if a team member was not promoting equality and diversity. For each example provided, describe how you would challenge the individual about his/her behaviour. As a manager of a team, describe the tools and techniques you would deploy in order to provide the team collectively, and individuals, with opportunities to actively promote equality and value diversity. Use practical examples where possible to illustrate your answer. Where would you go to seek support both within

and outside the organisation if you were looking for advice in this area? Discuss the channels of information and support and the type of occasion when you might select each of these.

Guideline word count: 700 - 800 words

A.C. 4.1 - Identify situations where others are not promoting equality and valuing diversity

A.C. 4.2 - Provide opportunities to help others to promote equality and value diversity

A.C. 4.3 - Discuss sources from which to seek support when experiencing difficulty in understanding how to promote equality and value diversity

STATEMENT OF AUTHENTICITY

Click here to download the Statement of Authenticity form.

This statement must be completed and electronically attached to the completed assessment submitted to CMI. Any pieces of work that do not have this signed statement/declaration are inadmissible and will be returned to the Centre.

Section 1 -

Qualification Title	
Unit Number and Title	
Centre Name	
Learner Name	
Learner CMI Number	

I _____ confirm that the work submitted is my own and that I am the sole author of this completed assessment and Sections 1 & 2 of this form have been checked and completed before submission. I have referenced/acknowledged any sources of information and Artificial Intelligence (AI) tools used in the submission; in line with the Qualification Handbook, CMI's Assessment Guidance Policy and CMI's Plagiarism, Collusion and Artificial Intelligence (AI) Statement.

I consent to this assessment, or any extract from it, to be anonymised following which it may be used for assessment standardisation and, where appropriate, for the dissemination of good practice. The assessment will be kept in accordance with GDPR, if you have any concerns regarding this, please refer to our **Data Privacy Policy**	**Tick here to opt-out**	

Section 2 -

Requirement prior to submission	Learner Signature / Initial to confirm
The Assessment Criteria (AC) have been used as headings or I have indicated or sign-posted within my work where each AC has been met.	
Word count is shown on the front sheet and is within the CMI guidelines for the unit.	
All answers relating to the Assessment Criteria (AC) are contained within the body of the text.	
Learner name and CMI membership number are identified on each page within the assessment (header or footer) and each page is numbered.	
All work that is <u>not</u> my own is clearly indicated and referenced using a formal referencing system.	
The work has been reviewed for spelling and grammar.	
Where work has been translated, the accuracy of the translation has been checked.	
I understand that CMI may use plagiarism software in the detection of plagiarism, collusion and AI misuse for this submission.	

I understand that a false declaration is a form of malpractice.

Learner Signature*	
Date (DD/MM/YYYY)	

Please note electronic signatures are accepted

Ofqual unit number	T/504/9022
RQF level	4
Guided learning hours	30
Total unit time	70
Credits	7
Aims of unit	This unit is about the skills of effective and efficient managerial style and behaviour. It will assess how managerial styles and behaviour may be adapted in line with organisational expectations.
Good Practice	CMI's Unique Selling Point (USP) is that our centres can deliver and assess our qualifications in a variety of ways, provided the learner demonstrates achievement of the assessment criteria. The best practice details offered below aim to support our USP and at the same time give our centres an idea of the type of evidence of knowledge, understanding or ability that we would wish to see from learners. When assessing this unit please be aware that the learner has to meet all the assessment criteria in order to pass. The unit is written using framework level descriptors and the assessment criteria is at a level 4 level of difficulty.

Learning Outcome 1
Understand legislation, regulations, policies, and codes of practice relevant to equality and valuing of diversity
Assessment Criteria
1.1 　 Describe the need to acknowledge and recognise individuals' background and beliefs
Good Practice
You could begin this section with a brief explanation of what is covered by the Equality Act 2012 and the principles that should be followed to ensure diversity is valued and individuals' identity considered appropriately and then go on to describe why it is important to do so. This can be linked to AC1.2, which moves from acknowledging and recognising individuals' background and beliefs to a need to respect and not be discriminatory. You should be familiar with the 'protected characteristics' of the Act and the key legal principles enshrined in the legislation, as well as relevant policies and codes of conduct from your own organisation or those which any organisation would be expected to hold.
Assessment Criteria
1.2 　 Discuss the need to respect diversity, value people as individuals and not discriminate against individuals
Good Practice

You could begin this section with a brief explanation of what is covered by the Equality Act 2012 and the principles that should be followed to ensure diversity is valued and individuals' identity considered appropriately and then go on to describe why it is important to do so. This can be linked to AC1.2, which moves from acknowledging and recognising individuals' background and beliefs to a need to respect and not be discriminatory. You should be familiar with the 'protected characteristics' of the Act and the key legal principles enshrined in the legislation, as well as relevant policies and codes of conduct from your own organisation or those which any organisation would be expected to hold.

Assessment Criteria

1.3	Describe the process of providing individuals with the information needed for them to make informed decisions about exercising their rights

Good Practice

If you are able to draw on the actual processes in your organisation that would be helpful, you should be able to describe the process (what it is, or should be) of providing information to individuals to cover at least: induction, discipline and grievance and redundancy.

Learning Outcome 2

Understand how organisational and individual behaviour affects individuals and teams

Assessment Criteria

2.1	Describe how individual behaviour can affect an individual and a team

Good Practice

In this whole section you need to demonstrate that you understand the impact of negative behaviours such as aggression, discrimination, and bullying and harassment in the workplace, and of the positive behaviours of assertiveness and treating people equally. If you are able to use personal examples to illustrate your answer that would be very useful here. You should be looking at how positive and negative behaviours impact on a team and on individuals and the nature of the impact. You may wish to comment on how an organisation deals with this.

Assessment Criteria

2.2	Describe how organisational behaviour can affect an individual and a team

Good Practice

Organisational behaviour can be described as institutionalised in certain circumstances; you may wish to investigate this further and perhaps make comparison between organisations whose behaviour has positive outcomes on individuals and teams those that tend to be detrimental.

Assessment Criteria

2.3	Analyse feedback from individuals on personal behaviour

Good Practice

The exact nature of any analysis is dependent on how the information was collected – you may wish to comment on how you would go about this. This may be formal – e.g. via performance appraisal systems, or a 360° feedback process in which case you may have a framework to discuss here – or informal e.g. verbal feedback – direct or indirect. Describe how you would analyse responses, use real data from your workplace if possible. You could present your findings as a chart. This data and your analysis may be quite sensitive, you may wish to

comment on how you would feedback any results and any special precautions that would need to be put in place, for example to may wish to devise a feedback process or you may insist that all those involved sign a confidentiality/ nondisclosure document.

Learning Outcome 3
Be able to use feedback to devise an improvement plan

Assessment Criteria	
3.1	Devise an improvement plan based upon received feedback

Good Practice
You may wish to use the results of your analysis above as the basis for this section. It would be good practice to use real workplace data if possible. Your plan should include key milestones and activities, such as any training events, project management meetings, reviews and success criteria.

Learning Outcome 4
Understand how to encourage equality and diversity in others

Assessment Criteria	
4.1	Identify situations where others are not promoting equality and valuing diversity

Good Practice
Here you could describe situations where others are not promoting equality and valuing diversity, if you can use real-life examples that would be useful. Explain in what way the individuals do not appear to be complying with legislation or organisational policies.

Assessment Criteria	
4.2	Provide opportunities to help others to promote equality and value diversity

Good Practice
In this section you could be describing how organisations promote equality and value diversity and what opportunities you provide, as a manager to encourage and support team members to actively promote equality and value diversity. Your answer would be enhanced by suggestions of how you would go about monitoring the effectiveness of opportunities to help promote equality and value diversity. You might want to include reference to your Human Resources department, and other professional support that might be available in your organisation. Externally you might want to show your understanding of the work of ACAS and other Government organisations that specialise in dealing with one or more aspects of equality and diversity issues. There is also a wealth of literature, journals, scholarly articles and books written around promoting equality and valuing diversity, as well as some informative websites and organisations dedicated to this. You should research what is available and identify those you found particularly helpful and why. It is likely that there is no single source as support requirements will depend on the nature of your difficulty. This section will help you to come to know a pool of resources to support you, as a manager in promoting equality and valuing diversity.

Assessment Criteria	
4.3	Discuss sources from which to seek support when experiencing difficulty in understanding how to promote equality and value diversity

Good Practice

In this section you could be describing how organisations promote equality and value diversity and what opportunities you provide, as a manager to encourage and support team members to actively promote equality and value diversity. Your answer would be enhanced by suggestions of how you would go about monitoring the effectiveness of opportunities to help promote equality and value diversity. You might want to include reference to your Human Resources department, and other professional support that might be available in your organisation. Externally you might want to show your understanding of the work of ACAS and other Government organisations that specialise in dealing with one or more aspects of equality and diversity issues. There is also a wealth of literature, journals, scholarly articles and books written around promoting equality and valuing diversity, as well as some informative websites and organisations dedicated to this. You should research what is available and identify those you found particularly helpful and why. It is likely that there is no single source as support requirements will depend on the nature of your difficulty. This section will help you to come to know a pool of resources to support you, as a manager in promoting equality and valuing diversity.