

# How to Use Your Competency Framework to Advance Diversity and Inclusion in the Workplace

Many organizations see inclusion as a priority. However, in order to progress on their inclusion journey, they need to be able to describe **what this looks like in everyday work** and **what is expected from leaders and employees**.

If your competency framework does not include diversity and inclusion skillsets and behaviours, you are missing out on an opportunity to move to the next level.

**TRIEC's Inclusive Workplace Competencies** is a framework that is specific to diversity and inclusion and can easily be leveraged to enhance your existing competencies.

The competencies in TRIEC's model are divided into three categories:

Within  
Myself

Within  
My Team

Within My  
Organization,  
Workplace and  
Community

Organizations around the world are already using the Competencies to create effective diversity, equity and inclusion programs and policies, and also to enhance their existing competency models.

## Case Study:

### Association of International Certified Professional Accountants



**The Association of International Certified Professional Accountants**® (the Association) is the most influential body of professional accountants, combining the strengths of the American Institute of CPAs® and the Chartered Institute of Management Accountants® to power opportunity, trust, and prosperity for people, businesses and economies worldwide.



**Association  
of International  
Certified Professional  
Accountants**®

The Association recently leveraged components of **TRIEC's Inclusive Workplace Competencies** to incorporate critical diversity and inclusion skillsets into their existing competency model. This will help employees at member firms better understand what is expected of them at work in terms of diversity and inclusion.

The organization's existing framework focused on five key areas (**Productivity, Technical Knowledge, Client Service, People Development and Business Development**) and also outlined different competencies for different job levels (**associate, senior, manager, director/senior manager, partner**).

The Association believed that diversity and inclusion skillsets should be embedded in each role, and that at each level of the organization, those attributes would vary based on your position.

When incorporating TRIEC's Inclusive Workplace Competencies, they used the behaviours outlined in the three categories – "within myself", "within my team", and "within my organization" – and applied them to each of the various roles within the organization. Here are few examples:

### Within Myself

The Association included **"commit to understanding dimensions of diversity and continuously build greater cultural awareness"** as an expectation of employees at all levels of their member firms.

The complexity and depth of that understanding would differ depending on the role, but the expectation of continuous learning stays the same.

Similarly, the most popular TRIEC competency, **"adjusts and adapts communication styles to be effective in a diverse workplace,"** was included as an expectation for almost all levels.

#### Technical Ability / Business Knowledge

Associate	Senior	Manager	Director	Partner
Commits to understand dimensions of diversity and continuously build greater cultural awareness.				

### Within My Team

Under the Team category, **different roles would mostly have different expectations attached to them.**

For example, non-managers would be expected to be able to work effectively in diverse teams, while managers would be expected to help build and motivate diverse teams. Senior leaders were expected to develop strong mentoring relationships with talented employees from different equity groups and actively sponsor them.

#### People Development / Teamwork

Associate	Senior	Manager	Director	Partner
Able to work effectively in collaborative and diverse teams.		Successfully builds, directs and maintains motivated, empowered and diverse teams.	Develops mentoring relationships with talented diverse Manager/s.	Develops strong mentoring relationships with talented diverse Manager/s.

## Within My Organization, Workplace and Community

At an organizational level, the Association identified that **competencies would be different for management and senior leadership.**

Leaders were expected to understand and communicate the business case for diversity and inclusion in the accounting profession, while associates and other non-manager roles were expected to know and describe the importance of working in a diverse and collaborative environment.

### Business Development

Associate	Senior	Manager	Director	Partner
Understands and communicates the importance of working in a collaborative environment with diverse teams to promote creativity and innovation.			Understands and communicates the business case around why the accounting profession should focus on diversity and inclusion.	

## How to Get Started

The Association offers their tips on how to get started integrating **TRIEC's Inclusive Workplace Competencies** into your existing framework.

- 1. Get buy-in from senior leaders before you even start.** This will ensure your diversity and inclusion initiatives are taken seriously and are embedded within the organization.
- 2. Think about what you want inclusion within your organization to look like.** What would you classify as an inclusive employee? Brainstorm some ideas of good practices.
- 3. Look at the TRIEC model and compare it to your list of inclusive practices.** Does the model highlight everything you want to address, or are there additional competencies specific to your organization that you need to add?
- 4. Be sure to incorporate different competencies at various levels.** The skillset and expectations of a C-Suite executive would be different than an entry-level team member. Having the competencies specific at each career level is also a simple way to tie it into your performance management system and ensure people are following the competencies.
- 5. Validate it with colleagues and partners** who have a deep understanding of the profession and what is expected at each role.

You can hear the full story of how the Association enhanced their inclusive competencies in our webinar. **Watch the recording:** <https://vimeo.com/502353740>

To download TRIEC's Inclusive Workplace Competencies, visit [triec.ca](http://triec.ca).  
To see the CPA Firm Competency Model - New Diversity and Inclusion Competencies, visit [aicpa.org](http://aicpa.org).