MODULE 4

BEST PRACTICES FOR DIVERSITY-COMPETENCE IN NON-PROFIT HUMAN SERVICE ORGANIZATIONS: HUMAN RESOURCES MANAGEMENT

SUMMARY OF MODULE

PURPOSE

The purpose of this module is to help participants understand the basic tasks that an organization should undertake **with respect to human resources management,** if it wants to develop its capacity to serve diverse social and cultural groups in a manner that respects and accommodates the social and cultural characteristics of those groups**.**

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SYNOPSIS OF CONTENT

Major Best Practices for Diversity-Competence at the Human Resources Management Level

(Human resources management refers to the work of those managers and supervisors responsible for recruiting, developing and managing staff of the organization.)

- An assessment of the capacity of the organization's workforce to provide services to diverse groups in the community.

- Human resource policies explicitly acknowledge issues of diversity and provide directions for managing these issues effectively (includes anti-discrimination policies for the organization).

- Recruitment and retention practices explicitly reflect a commitment to valuing diversity and equity. (advertising in ethnic media, observing various religious holidays, etc.)

- The existence of a diverse workforce within the organization. (racially, culturally, etc.)

- On-going training of staff and volunteers in the areas of diversity, anti-oppression, multiculturalism, etc., and especially about the relationship between service quality and cultural differences among clients of the organization.

- Remuneration practices reward the valuing of diversity and the practice of diversity-competence in the everyday work of staff.

- Conflict management policies and practices take the diverse cultural and social backgrounds of staff and clients into consideration.

- A welcoming environment is provided for staff and volunteers from socially marginalized groups.

- Sufficient money and other resources are acquired for the additional costs involved in recruiting, training, and retaining a diversity-competent workforce.

The human resources management function of the organization is important for the development of diversity-competence within the organization in several ways. First, a diverse workforce, representative of the diversity in the community has to be recruited and maintained. Second, the individual staff members and volunteers have to be trained and supervised to deliver culturally appropriate services to the community and to do so in a non-discriminatory way. Third, the organization has to know how to manage people of diverse cultural and social backgrounds in a non-discriminatory and supportive way. Fourth, a highly trained, diverse workforce has to be maintained and sustained over time, if the organization is to continue being a diversity-competent organization. **In other words, the human resources department of the diversity-competent organization has to know how to manage diversity within the organization itself and, at the same time, how to develop the capacity of the individual workers to provide socially and culturally appropriate services to diverse groups in the community.**

Background: Defining Human Resources Management

☑ **Human resources management refers to the management of labour in the organization.**

☑ **Three groups of employees are usually associated with human resources management:**

- Human resources managers

- Staff supervisors (works directly with frontline staff, technical staff, etc.)

- Front-line and technical staff (managed by staff supervisors and human resources managers)

☑ **The activities usually associated with human resources management are:**

- Hiring   (job-advertising, interviewing, etc.)

- Training

- Supervision

- Promotion

- Remuneration

- De-hiring, firing, lay-offs, etc.

Human resources managers are responsible for ensuring that the organization has staff and volunteers from diverse racial, cultural and social backgrounds.   They are also responsible for ensuring that the staff and volunteers have the necessary attitudes, knowledge and skills for serving diverse groups in the community. Most importantly, they are also responsible for ensuring that employees and volunteers of diverse social, racial and cultural backgrounds are treated respectfully and fairly by their colleagues and by the organization itself.

Staff supervisors work directly with front-line and technical staff of the organization. Hence, it is very important for them to have positive attitudes towards employees of diverse racial, cultural and social backgrounds. It is also important for them to be able to treat employees from diverse backgrounds fairly and not to show preference for one group over another.

4.1   HUMAN RESOURCES MANAGEMENT: ATTITUDES FOR DIVERSITY-COMPETENCE

In the diversity-competent organization, all staff – from managers to front-line staff – have to have non-discriminatory attitudes towards diverse groups in the community. This principle is especially important for human resources managers who are responsible for recruiting and maintaining a diverse workforce and training that workforce to provide services to diverse groups in the community. Human Resources Managers, themselves need training to develop positive attitudes towards issues of diversity and equity.

☑ **Attitudes to be Developed and Nurtured Among Staff and Volunteers**

☑ **Training for the Development of Positive Attitudes Towards Diverse Groups**

☑ **Artifacts Reflecting and Celebrating Diversity**

☑ Attitudes to be Developed and Nurtured Among Staff and Volunteers

• Diversity among human beings is a natural phenomenon that should be accepted as a matter of fact and valued.

• Human services professionals should carry out their professional duties in a manner that is in accordance with Canada's Charter of Rights and Freedoms, Canada's Human Rights Legislation, and Canada's Multiculturalism Act and other public laws and policies of Canada and its provinces.

• All human beings have the right to be treated equally and fairly.

• People should be valued and respected regardless of their biological, social, economic and cultural characteristics.

• Differences among people of diverse backgrounds should be seen as assets and not as liabilities, as complementary and not as conflicting.

• It is morally wrong to place differential value on the characteristics of diverse groups. (For example, it is wrong to view racial groups in a hierarchical manner with one group being labelled as better or more valuable than another.)

• It is good to work with people from diverse groups and to learn from them.

• Co-workers from diverse racial, cultural and social backgrounds should be treated respectfully and fairly.

• It is the obligation of the human services professional to provide services that are respectful of and responsive to the social and cultural characteristics and needs of diverse groups in the community.

There should be zero tolerance for attitudes of discrimination (racism, sexism, homophobia, etc.) within the organization.

☑ Training for the Development of Positive Attitudes Towards Diverse Groups

Anti-oppression training should be provided to all staff and volunteers, including human resources managers and staff supervisors, to help them understand and address systemic discrimination in society and organizations:

• Racism

• Sexism

• Homophobia

• Discrimination against persons with disabilities

• Classism

• Ageism

• Ethnocentrism

Training should be provided to all staff and volunteers, including human resources managers and staff supervisors:

• to understand their own attitudes towards people of diverse racial, social and cultural backgrounds;

• to value and respect the differences among themselves and to relate to each other in a manner that is respectful of the diversity among them;

• to develop positive attitudes about providing services to diverse groups;

• to develop positive attitudes about collaborating with different groups in the community in order to develop approprate and effective services for those groups;

• to develop positive attitudes towards having the organization go through a change process to develop its capacity to provide appropriate and effective services to diverse groups in the community.

☑ Artifacts Reflecting and Celebrating Diversity

The office of the human resources manager, other human resources staff and staff supervisors should overtly reflect and celebrate diversity among human beings. The same applies to the staff room and other public spaces within the organization.

• pictures of people from diverse groups

• motivational posters extolling the virtues of diversity and team work

• art and sculpture from different cultures, etc.

4.2 HUMAN RESOURCES MANAGEMENT: POLICIES AND PROCEDURES FOR DIVERSITY-COMPETENCE

Human resources managers and staff supervisors responsible for recruiting and developing a diverse workforce and training that workforce to effectively serve diverse groups in the community, have to be guided by organizational policies and procedures which direct them to do this. Furthermore, they have to be held accountable for complying with those policies and procedures.

☑ **General Corporate Policy Statement on Diversity and Human Resources Management for the Organization**

☑ **Specific Policies and Procedures for Developing the Diversity-Competence of Staff and Volunteers**

☑ **An Action Plan for Developing the Diversity-Competence of Staff and Volunteers**

☑ **A Financial Plan for Developing the Diversity-Competence of Staff and Volunteers**

☑ **A Communication Plan for Developing the Diversity-Competence of Staff and Volunteers**

☑ **General Corporate Policy Statement on Diversity and Human Resources Management for the Organization**

This is a general statement of the intention and commitment of the organization to develop a diverse workforce capable of providing socially and culturally appropriate services to clients from diverse groups in the community. This policy statement does not provide specific information on how the policy is to be implemented. Specific policies on implementation address this issue.

☑ **Specific Policies and Procedures for Developing the Diversity-Competence of Staff and Volunteers (Examples)**

• The human resources policies of the organization should be respectful of and based upon the public laws governing the treatment of people in society and in the workplace, with emphasis on adherence to the Canadian Charter of Rights and Freedoms, Canadian Human Rights Legislation, the Canadian Multiculturalism Act and the Ontario Employment Standards Act.

• The organization should advertise job vacancies in the mainstream media and in the print and electronic media of diverse groups in the community.

• The organization should recruit and retain workers from diverse racial, social, cultural and linguistic backgrounds.

• The organization should provide all staff and volunteers with training on anti-oppression and the delivery of services to diverse groups in socially and culturally appropriate ways.

• The organization should treat staff and volunteers in a manner that respects and accommodates their particular social and cultural characteristics, while adhering to government laws and policies governing the work of the organization.

• The organization should provide incentives for staff and volunteers to develop and demonstrate their capacity for providing services to people of diverse social and cultural backgrounds.

• The organization should evaluate staff and volunteers with respect to their performance in developing and delivering services to persons of diverse social and cultural backgrounds.

• The organization should communicate its policies on diversity issues to staff and volunteers at every level of the organization.

• The organization should continually review and improve its policies for recruiting, retaining and supporting staff and volunteers who are capable of providing appropriate and effective services to diverse groups in the community.

<u>Procedures to be developed (Examples)</u>

- What the organization should and should not do in order to recruit and retain staff and volunteers from diverse backgrounds.

- How staff and volunteers are to be supervised and supported in their efforts to provide services to diverse groups in a manner that respects and accommodates the social and cultural characteristics and needs of each of those groups.

- Procedures for dealing with conflicts related to diversity and discrimination issues:
    - among staff
    - between staff and clients
    - among volunteers
    - between volunteers and clients.

- Procedures for communicating - to all staff and volunteers - the organization's policies and procedures for developing a diversity-competent workforce.

☑ An Action Plan for Developing the Diversity-Competence of Staff and Volunteers

The Human Resources Manager should develop an action plan which specifies how the human resources department will go about developing a diversity-competent workforce for the organization. This action plan should specify what will be done, how it will be done, when, and by whom.

☑ A Financial Plan for Developing the Diversity-Competence of Staff and Volunteers

In relation to the above action plan, the Human Resources Manager (s) should estimate the cost of developing a diversity-competent workforce for the organization and communicate this information to the Financial Manager of the organization or other appropriate party within the organization.

☑ **A Communications Plan for Developing the Diversity-Comptence of Staff and Volunteers**

The Human Resources Manager(s) should develop a plan for informing everyone in the organization about the organization's policies and plans for developing a diversity-competent workforce for the organization. At minimum, communication on this issue should include:

- policies and procedures for developing a diversity-competent workforce

- specific activities to be undertaken

- updates on work in progress

- updates on accomplishments

- updates on challenges

- request for on-going support of staff and volunteers

- contact information of persons responsible for the human resources management component of the organization's diversity-competence project.

4.3 HUMAN RESOURCES MANAGEMENT: KNOWLEDGE/INFORMATION FOR DIVERSITY-COMPETENCE

When it comes to human resources management, the diversity-competent organization relies on factual and accurate information about diverse groups in the community and the capacity of its workforce to provide services to those groups. Equally important, it is informed about the laws governing the treatment of people from diverse groups and the provision of services to them.

☑ **Information on the Laws Governing the Treatment of People from Different Groups**

☑ **Information on Different Groups in the Community**

☑ **Information for Advertising to a Wide Range of Groups in the Community**

☑ **Information for Preparation of Training on Diversity and Equity Issues**

☑ **An Assessment of the Current Capacity of the Organization to Develop a Diverse Workforce Capable of Providing Appropriate and Effective Services to People from Different Groups in the Community**

☑ **Information on the Laws Governing the Treatment of People from Different Groups**

• Legal information on the obligations and responsibilities of an organization for the treatment of staff and clients of diverse racial, social, cultural and linguistic backgrounds. (Human rights legislation, Charter of Rights and Freedoms, Employment Laws, etc.)

• A list of lawyers or legal firms that specialize in employment law, with emphasis on those that are knowledgeable about the non-profit sector, human services, and diversity issues.

☑ **Information on Different Groups in the Community**

<u>Information on Diversity Within the General Population</u>

- Size of different groups in relation to the general population

- Proportion of different groups in relation to the general population

- Growth rate of different groups in comparison to the growth rate of the general population

- Geographic distribution of different groups in the community

<u>Information on Specific Groups in the Community/or Target Client Groups of the Organization</u>

- Size of group

- Rate of growth

- Geographic distribution

- Socio-economic characteristics (education, occupation, income, home-ownership, etc.)

- Language(s) spoken

- Major cultural characteristics: history, customs, beliefs, religion, etc.

- Citizenship status (immigrants, refugees, Canadian citizens)

- Current challenges and needs

- Existing resources in the community for addressing challenges and needs of group

- Existing approaches for addressing challenges and needs of group

- Service delivery preferences of the group

- Social and cultural taboos with respect to service delivery and overall etiquette

- Organizations (cultural, social, religious, economic, political, etc.)

- Media

- Community leaders

- Experts on the group

☑ Information for Advertising to a Wide Range of Groups in the Community

- Schools, colleges and universities providing programs of studies on diversity issues (their graduates are potential employees.)

- Media outlets for diverse racial, social and cultural groups (newspapers, internet sites, radio, television, etc.)

- Social, cultural and professional organizations of diverse groups in the community

☑ Information for Preparation of Training on Diversity and Equity Issues

- Schools, colleges and universities providing programs of studies on diversity issues

- Professional trainers and consultants on diversity and anti-discrimination issues

- Training curricula and materials on diversity and anti-discrimination issues

- Different approaches to training staff on diversity and equity issues

☑ An Assessment of the Current Capacity of the Organization to Develop a Diverse Workforce Capable of Providing Appropriate and Effective Services to People from Different Groups in the Community.

Factual Information

- The Extent of Racial, Cultural, and Other Types of Social Diversity Inside the Organization. Which groups are represented? Which are not? (Provide reliable statistics)

  - Board

  - Managers

  - Technical Staff

  - Frontline, Service Delivery Staff

  - Volunteers

  - Consultants

- The Recruitment Practices of the Organization

  - Where are jobs advertised? (Are they advertised in the media of diverse groups?)

  - How are jobs advertised?

  - To what extent are human resources managers and others responsible for hiring staff professionally trained to recruit persons from diverse groups in the community?

- The Training/Professional Development Practices of the Organization

  - How are training opportunities distributed among staff from diverse groups?

  - What kinds of diversity training, if any, has the organization provided to its staff and volunteers?

- The Supervision and Disciplinary Practices of the Organization

  - To what extent does the organization take the particular social and cultural characteristics and needs of staff into consideration when supervising staff (religious days, social and cultural practices and taboos of particular groups, gender issues, disability issues, age-related issues, etc.)?

  - Which groups tend to be "disciplined" more than others?

  - Which groups tend to get a particular type of reprimand/discipline more than other groups?

  - Which groups tend to launch complaints against management and other staff more than others?

  - How many of those complaints have to do with issues of diversity, equity, fairness, etc.?

  - How have those complaints been dealt with, and with what consequences for the staff involved and the organization as a whole?

- The Promotion Practices of the Organization

  - Which groups tend to get promoted more often in the organization?

  - Are any of the criteria for promotion likely to affect one group more negatively than another?

- The Remuneration Practices of the Organization

  - Which group tends to get higher salaries and benefits?

  - Which group tends to get pay increases more than others?

  - Which group tends to get higher pay increases than others?

Attitudinal/Subjective Information (to be collected from staff and volunteers)

- Attitudes towards diverse groups in the community

- Perception of the organization's treatment of staff from diverse backgrounds

  - recruitment/hiring practices

  - training practices

  - supervision and disciplinary practices

  - promotion practices

  - remuneration practices

- Perceptions of the relationships among staff from different racial, cultural and social backgrounds

- Perceptions of the organization's treatment of clients from diverse backgrounds

- Perception of one's own knowledge of diverse groups in the community

- Perception of one's own skills in providing services to people from different groups

- Attitudes towards change and risk-taking in general

- Attitudes towards the organization going through a change process to become diversity-competent

- Feelings about the Board, senior managers, human resources managers, staff supervisors and front-line staff and volunteers, with respect to their interest and commitment to the related values of diversity, equity, fairness, etc.

- Perception of the kinds of support that one needs from the organization in order to provide appropriate and effective services to clients from diverse groups in the community.

4.4 HUMAN RESOURCES MANAGEMENT: SKILLS FOR DIVERSITY-COMPETENCE*

Human resources managers and staff supervisors should have effective skills in the following areas. Existing human resources management staff should be provided with training to develop these skills. When new human resources management staff are to be hired, the preferred candidates should be those who are knowledgeable about diversity issues and who have the skills to develop a diverse workforce.

Areas for skills development for human resources managers and staff supervisors:*

☑ **Recruitment and Retention of Staff and Volunteers From Diverse Social and Cultural Backgrounds**

☑ **Promoting Positive Relations Among Staff and Volunteers from Diverse Groups**

☑ **Developing the Capacity of Frontline Staff and Volunteers to Provide High Quality, Effective Services to Clients from Diverse Groups in the Community**

*Please note that detailed information on the skills for frontline workers and volunteers are provided in the next module on Service Delivery.

☑ Recruitment and Retention of Staff and Volunteers From Diverse Social and Cultural Backgrounds

- How to recruit staff and volunteers from diverse racial, social and cultural groups, especially those from marginalized and disadvantaged groups.

- How to retain and support staff and volunteers from diverse racial, social and cultural groups, especially those from marginalized and disadvantaged groups.

- How to supervise staff and volunteers' performance in providing services to diverse social and cultural groups in the community.

- How to evaluate staff and volunteers' performance in providing services to diverse social and cultural groups in the community.

☑ Promoting Positive Relations Among Staff and Volunteers from Diverse Groups

- Cross-cultural communication skills

- Cross-cultural conflict management skills

- How to motivate teams comprised of people from diverse racial, social and cultural backgrounds

- How to manage conflict in racially, socially and/or culturally diverse groups

- How to manage incidents of discrimination in the workplace (racism, sexism, ageism, etc.)

- How to deal with formal accusations of discrimination: against human resources managers, supervisors, and individual workers

☑ Developing the Capacity of Frontline Staff and Volunteers to Provide High Quality, Effective Services to Clients from Diverse Groups in the Community

How to develop and deliver a diversity-competence training program for frontline staff and volunteers on how to provide services to clients from diverse groups. (The next module on Service Delivery is of major relevance for this training task, especially the section on Skills, Section 5.4.)

4.5 HUMAN RESOURCES MANAGEMENT: PERFORMANCE FOR DIVERSITY-COMPETENCE

The performance of human resources management staff with respect to the development of a diverse and effective workforce is the actual application of the training provided to them for this purpose and the policies and procedures developed to guide their work. Hence, the performance of human resources management staff in the diversity-competent organization should be reflective of the policies and training provided by the organization to ensure that the organization has a diverse workforce, capable of providing appropriate and effective services to diverse groups in the community.

Indicators of Successful Performance:

☑ **Policy**

☑ **Recruitment**

☑ **Training**

☑ **Supervision and Evaluation**

☑ **Remuneration**

☑ **Resources**

☑ Policy

A human resources management policy that explicitly states the organization's commitment to developing a diverse workforce capable of providing appropriate and effective services to diverse groups in the community.

☑ Recruitment

- Recruitment and retention of staff and volunteers from diverse racial, social, cultural and linguistic groups.

- Human resources managers and supervisors from diverse racial, social and cultural backgrounds.

- Human resources managers and supervisors who are knowledgeable of diversity issues, anti-discrimination, and management of staff and volunteers from diverse racial, social and cultural backgrounds.

- Persons from different racial, social and cultural groups in leadership and management positions throughout the organization. (Persons of one or two particular racial, social or cultural groups are not over-represented in these positions. Persons of one or two particular groups are also not heavily concentrated in the lowest positions of authority in the organization.)

☑ Training

- Development and delivery of a training program for human resources managers and staff supervisors on how to recruit and develop a diverse workforce capable of serving diverse groups appropriately and effectively.

- Development and delivery of a training program for frontline staff and volunteers on how to provide appropriate and effective services for clients from diverse backgrounds.

- On-going opportunities for professional development of human resources managers and other staff in relation to diversity and anti-discrimination issues.

- Equitable distribution of training and professional development opportunities among staff.

☑ Supervision and Evaluation

- Equal and fair treatment of all staff and volunteers regardless of their physical, social or cultural characteristics, with emphasis on providing a respectful and supportive working environment for workers from traditionally marginalized and disadvantaged groups in society.

- Provision of management support for staff in relation to diversity issues.

- Evaluation of human resources managers and staff supervisors include an appraisal of their performance in recruiting and developing a diverse workforce capable of providing socially and culturally appropriate services to different groups in the community.

- Evaluation of frontline workers and volunteers include an appraisal of their performance in providing services to people from different groups in the community.

☑ Remuneration

- Rewards and other incentives provided for staff and volunteers' performance in providing services to clients of diverse racial, social and cultural backgrounds.

- Equal and fair approach to remuneration of staff from different groups.

☑ Resources

Sufficient money and other resources are acquired to cover the costs involved in developing a diverse and effective workforce.

4.6 HUMAN RESOURCES MANAGEMENT: EVALUATION FOR DIVERSITY-COMPETENCE

☑ **A conceptual framework for evaluating the work done by the human resources managers and staff supervisors to develop a diversity-competent workforce for the organization. (Use the information provided in this module, especially that on "Indicators of Successful Performance" in Section 4.5)**

☑ **A procedure(s) for evaluating the work of human resources managers and staff supervisors for developing a diversity-competent workforce for the organization.**

☑ **Tools for evaluation and measurement (survey questionnaires, inventories, etc.)**

☑ **Undertaking of the evaluation**

☑ **Communication of the findings and recommendations of the evaluation**

☑ **A procedure for implementing the recommendations of the evaluation**

☑ **Implementation of the recommendations of the evaluation**

4.7   HUMAN RESOURCES MANAGEMENT: RESOURCES FOR DIVERSITY-COMPETENCE

☑ **Senior Management Support**

☑ **Internal Champions**

☑ **External Champtions/Resource Persons**

☑ **Professional Labour and Services**

☑ **Time**

☑ **Money**

☑ **Senior Management Support**

- Consensus between the Board, senior management and the human resources management team that the latter should undertake the development of a diversity-competent workforce for the organization.

- Consensus between senior management and the human resources management team that they should work together on developing the diversity-competence of staff and volunteers and provide visible leadership on this task for the rest of the organization to see and emulate.

- Commitment of senior management staff to be supportive of the human resources management team in developing a diversity-competent workforce for the organization.

☑ **Internal Champions**

- The CEO or Executive Director should appoint the Human Resources Manager to be the leader of the organization's efforts to develop a diversity-competent workforce.

- The Human Resources Manager should appoint some staff supervisors and frontline staff and volunteers to form a working group for the development of a diversity-competent workforce for the organization. This group should be co-chaired by the Human Resources Manager and a representative of the Board of Directors.

- The main focus of the working group should be to provide advice and support to the Human Resources Manager. The support provided by this group should include promoting the value of diversity throughout the organization and encouraging co-workers to participate in the training and other activities designed to produce a diverse workforce capable of serving people from diverse groups in the community. This working group could also assist with the coordination of training for diversity-competence.

☑ **External Champions/Resource Persons**

- Professional networks or associations that focus on diversity and equity issues in human resources management.

- Human resources professionals in other organizations who are knowledgeable about diversity and equity issues.

- Human resources professionals working on specific projects related to diversity and equity in employment and training.

The Human Resources Manager and/or some of the members of his or her diversity-competence working group should network and collaborate with the above parties as much as possible. These external professionals are a source of knowledge and can provide professional and emotional support for the work of the organization's human resources management team on diversity issues.

☑ **Professional Labour and Services (existing staff or staff hired specifically for particular functions)**

- Project leader/coordinator

- Staff/consultants for development of policies and procedures

- Trainer(s)

- Clerical support for staff and consultants involved

- Legal services, if necessary

☑ **Time**

- To recruit staff or consultants to assist the human resources management team.

- To develop and implement the policies and procedures for developing diversity-competence at the staff and volunteer levels.

- To acquire the necessary information, do the required assessments, surveys, etc.

- To provide training to staff and volunteers.

- To participate in inter-agency networks and professional associations that address issues of diversity and equity at the human resources management level of organizations.

- To seek funding for the organizational change process that the organization has to undertake to develop diversity-competence throughout all parts of itself.

- To make mistakes and learn from them.

☑ **Money**

- To purchase the professional labour and services required.

- To purchase training curricula, materials and other resources of relevance to diversity-competence issues.

- To rent training facilities if necessary.

- To participate in professional networks/associations focused on diversity and equity issues.

- To purchase artifacts promoting diversity and equity (pictures, posters, sculptures, etc. for the staff room and other meeting rooms and public spaces in the building(s) of the organization).

- To purchase legal services if necessary.

Questions for Review and Discussion

- How relevant is the information presented in this module for:

  - You/your position in your organization?

  - Your organization?

- Is there anything in the module that you disagree with? Why?

- What issues were not made clear/need further clarification?

- What else should have been included in the information presented?

- What insights do you have after studying this module?

- How do you think you can apply the information presented in this module to your organization or agency?