

Session 1 Introduction & Defining Diversity

Chapter 1 The Challenge of Managing Diversity — Taylor Cox Jr.

Defining Diversity

Diversity is the variation of social and cultural identities among people existing together in a defined employment or market setting.

- Hence three dimensions:
 1. Social and cultural identity
 2. Employment and market systems
 3. Geographic scope of employment market settings

Problems and Opportunities

- Diversity as a potential performance barrier:
 - Reduce the effectiveness of communication
 - Increase conflict
 - Lower levels of commitment
- Diversity as a value-added activity:
 - Improving problem-solving
 - Increasing creativity and innovation
 - Increasing organizational flexibility
 - Improving the quality of personnel
 - Improving marketing strategies

Making Differences Matter: A New Paradigm for Managing Diversity — David A. Thomas & Robin J. Ely

Discrimination-and-Fairness Paradigm

- Diversity is measured by how well the company achieves its recruitment and development goals
- Due process and equal treatment of all employees
- Colour-blind and gender-blind
- Pressure on employees that important differences among them do not count

Access-and-Legitimacy Paradigm

- Predicated on the acceptance and celebration of differences
- Matching the demographics of the organization to critical consumer or constituent groups.

Emerging Paradigm: Connecting Diversity to Work Perspectives

- Incorporate employees' perspectives
- Rethinking primary tasks
- Redefining:

○ Markets,	○ Missions,
○ Products,	○ Business practices
○ Strategies,	○ Organizational cultures

Preconditions for making paradigm shift

1. Understanding diverse workforce embodies different perspectives and approaches
2. Commitment to persevere through the learning and the relearning that the new paradigm requires
3. Org. Culture includes expectation of high standards and performance from everyone
4. Org. Culture must stimulate personal development
5. Org. Culture encourages openness
6. Workers must feel valued
7. Organization – well-articulated and widely understood mission

- 8. Relatively egalitarian, non-bureaucratic structure.

Third-Paradigm Companies in Action

- They are making mental connections
- They are legitimating open discussion
- They actively work against forms of dominance and subordination that inhibit full contribution.
- They are making sure organizational trust stays intact.

Session 2 The Legal Landscape



- Important for HR role: business acumen, employment law/legislative awareness & talent management
- Primary objective of EM legislation is to prevent ER from exploiting EE
- Adopted from US National Labour Relations Act w/ 3 main diff:
 - We're more inclined to accept & expect government mandated regulations about org activities
 - ERs are allowed to terminated EE w/o reason provided they give notice
 - Provincial/territorial EM law governs ~90% of wrkers, 10% @ fed lvl

Regulations legally binding rules established by special regulatory bodies created to enforce compliance w/ the law and aid in its interpretation

The Canadian Charter of Rights and Freedoms

Charter of Rights and Freedoms Fed law enacted in 1982 that guarantees fundamental freedoms to all Canadians

Freedoms

- Freedom of conscience and religion
- Freedom of thought, belief, expression and opinion
- Freedom of peaceful assembly
- Freedom of association

Section 15 – Equality Rights

- Right to equal protection and benefit of the law without discrimination

Canadian Charter of Rights and Freedoms

Mobility Rights

(2) Every citizen of Canada and every person who has the status of a permanent resident of Canada has the right

- a) to move to and take up residence in any province; and
- b) to pursue the gaining of a livelihood in any province.

Equality Rights

15. (1) Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.

(2) Subsection (1) does not preclude any law, programme or activity that has as its object the amelioration of conditions of disadvantaged individuals or groups including those that are disadvantaged because of race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.

Human rights legislation jurisdictions specific legislation that prohibits intentional and unintentional discrimination in EM situations and in the delivery of goods and services

Jurisdiction

Federal laws

- Federally regulated employers (federal civil service, Crown corporations and agencies, transportation, banking and communications)

Provincial/territorial employment laws

- All other employers (90% of Canadian workers)

Employment Equity

- Federal Employment Equity Act
- Based on Charter of Rights
- Proclaimed in 1987, amended in 1995
- Protects women, visible minorities, persons with disabilities, Aboriginal peoples
 - Removes employment barriers and Promotes equality

Employment Equity Act

Purpose of Act

2. The purpose of this Act is to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women, aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.

Reasonable Accommodation

Requirement for Reasonable Accommodation

- Adjustment of employment policies/practices so that no individual is denied benefits or is disadvantaged
- Based on prohibited grounds in human rights legislation (Ex. work station redesign for wheelchair)

Undue Hardship

- Financial costs make accommodation impossible

What is undue hardship?

- Neither legislation nor the courts have really defined undue hardship.
- “Undue” hardship implies more than “negligible” hardship, and more than “inconvenience”
- “...considering health, safety, and cost.” Case by case analysis based on these three factors

Chapter 2: The Changing Legal Emphasis; Compliance and Impact on Canadian Workplaces

Discrimination Defined

“... a distinction, exclusion or preference based on one of the prohibited grounds that has the effect of nullifying or impairing the right of a person to full and equal recognition and exercise of his or her human rights and freedoms.”

Discrimination a distinction, exclusion or preference based on one of the prohibited grounds that has the effect of nullifying or impairing the right of a person to full and equal recognition and exercise of his or her human rights and freedoms

Prohibited Grounds of Discrimination

FIGURE 2.2 Prohibited Grounds of Discrimination in Employment by Jurisdiction

Prohibited Grounds of Discrimination	Federal	Alta.	B.C.	Man.	N.B.	N.L.	N.S.	Ont.	P.E.I.	Que.	Sask.	N.W.T.	Y.T.	Nunavut
Race	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Colour	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Creed or religion	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Sex	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Marital status	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Age	◆	◆ 18+	◆ 19-65	◆	◆	◆ 19-65	◆	◆ 18+	◆	◆	◆ 18-64	◆	◆	◆
Mental & physical disability	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Sexual orientation	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
National or ethnic origin	◆			◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Family status	◆	◆	◆	◆			◆	◆	◆	◆	◆	◆	◆	◆
Ancestry or place of origin		◆	◆	◆	◆			◆			◆	◆	◆	◆
Political belief			◆	◆	◆	◆	◆		◆	◆			◆	
Association				◆	◆		◆	◆	◆			◆	◆	◆
Source of income		◆		◆			◆		◆	◆	◆			
Social condition or origin					◆	◆				◆			◆	
Language								◆		◆			◆	
Pardoned conviction	◆											◆	◆	◆
Record of criminal conviction										◆			◆	
Assignment, attachment, or seizure of pay						◆								

Source: Prohibited Grounds of Discrimination in Canada. http://www.chrc-ccdp.ca/pdf/prohibit_en.pdf, Canadian Human Rights Commission, 2006. Reproduced with the permission of the Ministry of Public Works and Government Services Canada, 2012.

Types of Discrimination

Intentional Discrimination

- Direct
- Differential or unequal treatment
- Indirect (3rd party)
- By association

Differential or unequal treatment treating an individual differently in any aspect of terms and conditions of EM based on any of the prohibited grounds

Discrimination because of association denial of rights because of friendship or other relationship with a protected group member

Unintentional Discrimination

- Constructive or systemic discrimination
- Embedded in policies with adverse impact on specific groups

Unintentional/constructive/systemic discrimination: discrimination based on policies and practices that appear neutral on the surface and are implanted impartially, but have an adverse impact on specific groups of people for reasons that are not job related or required for safe/efficient operations

FIGURE 2.3 Examples of Systemic Discrimination

- Minimum height and weight requirements, which screen out disproportionate numbers of women and people from Asia, who tend to be shorter in stature.
- Internal hiring policies or word-of-mouth hiring in workplaces that have not embraced diversity.
- Limited accessibility to company premises, which poses a barrier to persons with mobility limitations.
- Culturally biased or non-job-related employment tests, which discriminate against specific groups.
- Job evaluation systems that are not gender-neutral; that is, they undervalue traditional female-dominated jobs.
- Promotions based exclusively on seniority or experience in firms that have a history of being white-male-dominated.
- Lack of a harassment policy or guidelines, or an organizational climate in which certain groups feel unwelcome and uncomfortable.

Source: Based on material provided by the Ontario Women's Directorate and the Canadian Human Rights Commission.

Bona Fide Occupational Requirement (BFOR)

- Justifiable reason for discrimination
- Based on business necessity (safe and efficient operations)
- Intrinsically required by tasks EE has to perform
- Ex. vision standards for bus driver

Meiron Case

Established 3 criteria used to determine if discrimination qualifies as BFOR

1. Was policy based on legitimate, work-related purpose
2. Question of good faith: did decision makers honestly believe it was required?
3. Reasonable necessity: was it impossible to accommodate w/o imposing undue hardship?

Accommodation

Reasonable Accommodation: Adjustment of EM policies and practices an ER is expected to make, so no individual is denied benefits, disadvantage in EM or prevented from carrying out essential components of a job

- Be provided in a manner that respects dignity
- If discrimination exists it must be legally defensible (undue hardship)
- Accommodation requires individualized approach

Undue hardship the point to which ERs are expected to accommodate EEs under H-R legislatives

Duty to Accommodate Shared Responsibilities

Person w/ disability	ER
<ul style="list-style-type: none"> • Tell ER or union your needs • Provide supporting info • Participate in accommodating solutions 	<ul style="list-style-type: none"> • Accepts request in good faith • Request only required info and doc • Take active role • Deal w/ requests quickly/ cover costs

Disability

SCC has 3 broad inquiries to determine discrimination

1. Differential treatment
2. An enumerated ground
3. Discrimination in substantive sense

Harassment

- Unwelcome behaviour that demeans, humiliates or embarrasses a person and that reasonable person would have known it was unwelcomed

Sexual harassment offensive or humiliating behaviour that is related to a person's sex, as well as behaviour of a sexual nature that creates an intimidating, unwelcome, hostile, or offensive work environment or that could reasonably be thought to put sexual conditions on a person's job or EM opportunity

Sexual coercion harassment of a sexual nature that results in some direct consequence to the worker's EM status or some gain in or loss of tangible job benefits

Sexual annoyance sexually related conduct that is hostile, intimidating, or offensive to the EE but has no direct link to tangible job benefits or loss thereof

Harassment Policies

To reduce liability ER should post

1. Anti-harassment policy statement
2. Info for victim
3. EE's rights and responsibilities
4. ER's responsibilities
5. Anti-harassment policy procedures
6. Penalties for retaliation against complainant
7. Guidelines for appeals
8. Other options
9. How policy will be monitored and adjusted

Enforcement

- Of H-R acts falls on HRC

Systematic remedies forward looking solutions to discrimination that require respondents to take positive steps to ensure compliance w/ legislation, both in respect to current complaint and any future practices

Restitutive remedies monetary compensation for the complainant to put him or her back to the position he or she would be in if the discrimination had not occurred

The Plight of the Four Designated Groups

Women

- Underrepresentation in certain fields
- Glass ceiling

Aboriginals

- Concentration in low skill, low job pay

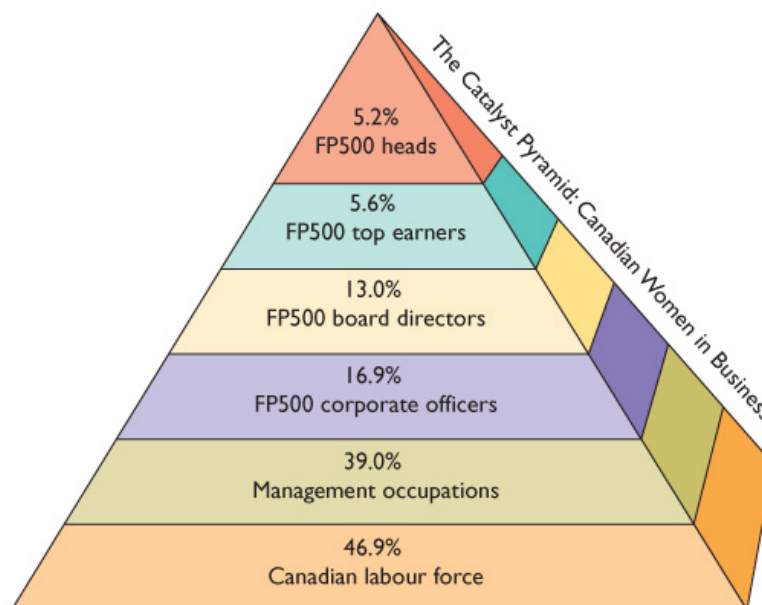
Peoples with Disabilities

- Underrepresentation in all areas
- Low pay

Visible Minorities

- Underemployed

FIGURE 2.8 The Catalyst Pyramid—Canadian Women in Business



Sources: Catalyst, 2008 Catalyst Census of Women Corporate Officers and Top Earners of the FP500 (2009); Catalyst, 2007 Census of Women Board Directors of the FP500: Voices of the Boardroom (2008); Statistics Canada, Labour Force Survey (2008). Reproduced by permission of Catalyst, www.catalystwomen.org.

Occupational segregation existence of certain occupations that have traditionally been male dominated and others that have been female dominated

Glass ceiling invisible barrier, caused by attitudinal or organizational bias, that limits the advancement opportunities of qualified designated group members

Employment Equity Program

Detailed plan to identify and correct existing and redress past discrimination, to achieve balanced representation of designated groups in orgs

Implementation Steps

1. Senior management commitment and support
2. Data collection and analysis
3. Employment systems review
4. Plan development
5. Implementation
6. Monitoring, evaluating, revising

Equal pay for equal work specifies that an ER cannot pay male and female EEs differently if they are performing the same substantially similar work

KSAs knowledge, skills and abilities

Underemployment being employed in a job that does not fully utilize one's KSAs

Diversity Management

- Broader/more inclusive than employment equity
- A set of activities designed to:
 - Integrate all employees in multicultural workforce
 - Use diversity to enhance organization's effectiveness

Creating an Inclusive Environment

- Top management commitment
- Integration of diversity initiatives and talent management
- Diversity training programs
- Support groups
- Critical relationship networks
- Open dialogue
- Management responsibility and accountability

Session 3 Why We Should Care, a Case for Diversity

Business Reasons for managing diversity

- Diversity mismanagement has negative impact on the bottom line:
 - Higher turnover costs
 - Higher absenteeism rates
 - Lawsuits of sexual, race and age discrimination
 - Takes up resources, focus
 - Affects public image
- Winning the competition for talent – attracting, retaining and promoting excellent employees.
- Driving business growth
 - Improving marketplace understanding
 - Increasing creativity and innovation
 - Producing higher quality problem-solving
 - Enhancing leadership effectiveness
 - Diversity of thought
 - Building effective global relationships

Structuring the business case

- Determining business objectives
- Identifying actions required for each objective
- Conducting a cost/benefit analysis
- Developing tracking mechanisms to assess progress and financial impact

Extracted from:

Diversity Management as Systemic Kathryn A. Canas & Harris Sondak
Opportunities and Challenges of Workplace Diversity Chapter

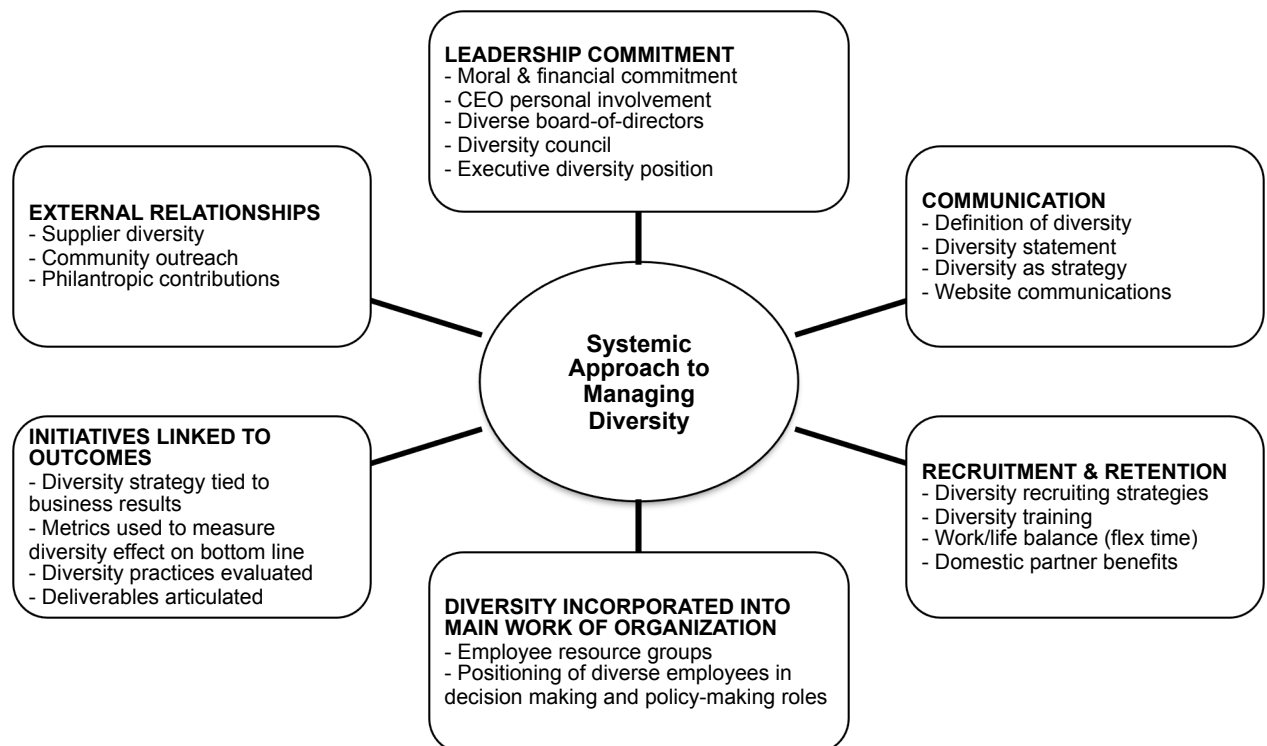
Diversity Management as Systemic

- DiversityInc's methodology for ranking diversity = human capital, CEO commitment, corporate communications and supplier diversity

#1: Johnson & Johnson

- Strong CEO (William C. Weldon) leadership in Diversity Management (DM), regular meetings w/employee resource groups CDO has direct report
- Organizational culture values D “++ than 6% of CEO bonuses tied to D results”
- Board of directors: 9% black, 9% Asian, 9% Latino, 27% female

A SYSTEMIC APPROACH TO MANAGING DIVERSITY



Leadership Commitment

- Foundation for effective DM, requires authentic commitment from CEO → allows strategies to be integrated
 - Sustained through supportive communication, behaviour and financial backing
- CEO should articulate clearly, w/ conviction the org's position on DM, skilled CEO often connect their diversity philosophy to personal values or life experiences
 - Verizon CEO Ivan Seidenberg "I have always had a personal belief that having the benefit of a diversity of experiences and perspectives results in better outcomes"
- Leadership must also support the creation of a diverse board of directors
- Support of diversity council: which help develop org's diversity strategies, check overall progress of DM program, and set diversity goals
- Creation of executive level diversity positions such as VP of diversity, Director of diversity or CDO
 - Responsible for crafting, implementing and managing overall diversity strategy and also has direct communication w/ CEO

Communication

- Crafting of clear definition of diversity that suits the org, formation of diversity statement
 - Should be common knowledge and posted on company website

Recruitment and Retention

Recruitment

- Important in building and managing diversity
- Effective recruitment practices have been "the most direct way to transform a corporation's culture and its responsiveness to the marketplace"
- Carol Kulik and Loriann Roberson offer 3 strategies for effective recruitment
 - 1. Use of recruiting advertising photos or text that highlights the diversity of organization's workforce
 - 2. Inclusion of statements that communicate the org as equal employment opportunity or DM policies
 - 3. Use of female and racial minority recruiters

Retention

- 4 retention strategies include: diversity training, mentoring, flex time and domestic partner benefits
- Diversity training: create awareness of how ppl's diff identity groups affect who they are on personal and professional levels
 - Describe diversity benefits
 - Explain how diversity can become a competitive advantage
 - Explicate company's diversity strategy
 - Teach skills that will increase inclusive language and behaviour
 - Distribute info related to legal dimension of workforce diversity
 - Encourage open, honest conversation about diversity

Advantages

- Raising awareness about indirect discrimination and privilege
- Providing voice to those who have been historically underrepresented
- Debunking myths and stereotypes
- Sending msg that diversity is important

Disadvantages

- Training is poor as result of design or educator w/ no experience
- Can create additional stereotypes if content too simplistic
- Alienate dominant groups

DiversityInc 10 suggestions for successful diversity training:

1. Make it mandatory for entire workforce, w/ clear public support from CEO
 2. Hold top mgrs. accountable for measurable training goals
 3. Tie the net outcome to the company's overall business direction
 4. Offer it frequently, at least once/month
 5. Have it last at least 1 day
 6. Design training that enables employees to be more effective in their jobs
 7. Add the component of personal leadership
 8. Do not talk about theories or use platitudes. Use case studies and facts and figures
 9. Make the training hands-on and intellectually stimulating
 10. Have formal follow-up
- In addition, have mentoring programs focus on: career development and advancement; and retention
 - Studies found women and ppl of colour face barriers when advancing career rather than beginning
 - Lack of role models in racial/ethnic groups and influential mentor or sponsor were cited
 - Mentoring relationships have led to higher career satisfaction, larger salaries and faster promotion rates

Work-Life Balance and Domestic Partner Benefits

- Flex-time—where, when and how org members do their work
 - W/o flexible org structure, women re-entering the workplace find it psychologically demeaning and financially detrimental
 - Women lose 37% of their earning power when they spend 3 or more years out of the workforce
- To retain talented women, org should create more on-ramps for women to return to work or negotiate creative work models (Ex. Acting as consultant)
- DPB = treating all employees equally is not only the right thing to do but enhances job satisfaction and security

Incorporation of Diversity into the Main Work of Organization

- 2 primary strategies: creation and development of employee resource groups
 - Having women and minorities in decision-making and policy-making roles
- Employee resource groups is a company sanctioned group w/ similar bg or interests
 - Typically created around identity groups such as gender, race, national origin, age, religion, sexual identity, and or disabilities
 - Goals: facilitate networking w/co-workers and executives, help employees voice concerns over work-related issues
 - Use members' ideas to enhance org's bottom line
 - Help org understand how to market effectively to diverse clients
 - Understand how to better recruit, advance and retain women and minorities
- Incorporating women and minorities in key positions across corporate structure
 - Provides access to decision-making and organizational power

Linkage of Diversity Initiatives to Organizational Outcomes

- Collecting data helps link diversity strategies to organizational goals, determine the efficacy of particular diversity initiatives, articulate diversity deliverables, facilitate support—moral and financial
- Diversity metrics: Diversity return on investment (DROI)
 - # of diverse employees in formal mentoring programs who get promoted

- % of diversity objectives aligned w/ key strategic business objectives that are tied to bonus and compensation systems
- Representative mix on the board of directors
- Overall org climate and culture ratings and their effects on all represented groups

External Relationships

- Supplier diversity, community outreach programs and philanthropic contributions such as creating scholarships or supporting diversity-based non profit orgs

Constructive Disruption

- Signalled that diversity was a strategic goal, Gerstner convened various TF to resolve a range of strategic choices and issues
 - Use same structure to refine and achieve IBM's diversity-related objectives
- New approach of calling attention to differences, w/ hopes of learning from them and making improvements to the business
- Kicked off TF on Bastille Day July 14, 1995
 - Each TF comprised of 15-20 senior mgrs., cutting across company's business units, from one of the following demographic employee constituencies
 - Eligibility based on executive rank and membership to constituency
 - Each TF had 2 or more executive co-chairs, and assigned a sponsor, 1 or 2 HR employees and a senior HR executive for administrative support, and lawyer for legal guidance
 - Also received logistical and research support from Global Workforce Diversity org
 - Email sent to all U.S. employees detailing TF mission and importance of initiatives
 - Asked for responses and suggestions to make IBM more inclusive
 - Responses led to focus on: communications, staffing, employee benefits, workplace flexibility, training and education, advertising and marketplace opportunities, and external relations

Pillars of Change

- Strong support from company leaders
- Employee base that is fully engaged w/ initiative
- Management practices that are integrated and aligned w/ the effort
- Strong and well-articulated business case for action

Demonstrate Leadership Support

- To help executives deepen their awareness and understanding: began w/ structure of TF— how they operate and who is on them
 - Groups are a formal mechanism for learning, endorsed at the highest levels of the company
 - CDO Ted Childs, acts as a partner w/ CEO as well as coach and adviser to executives
 - Gerstner sanctioned TF process and sought to be role models

Engage Employees as Partners

- Partnerships worked b/c of: mutual expectations, mutual influence and trust

Integrate Diversity with Management Process

- Sustaining changes requires diversity become an integrated part of management practices
- IBM uses it as one of the core competencies to assess mgr's performance
- Included in mandatory training and orientation for new mgrs.

Linked Diversity Goals to Business Goals

- Efforts to develop client base among women-owned businesses have expanded to include focus on Asian, black, Hispanics, senior citizens and native American markets

IBM created eight task forces to enhance diversity within the organization. What constituencies do these task forces represent? Did they help IBM manage diversity? How?

- Asians, Blacks, ppl w/ disabilities, white men, women, LGBT, Hispanics and Native Americans
- Focused on communications, staffing, employee benefits, workplace flexibility, training and education, advertising and marketplace opportunities, and external relations
- Issues at first: reluctance, dissenting opinions made it difficult to present united front to senior management and secure support, disagreements on tactics
- Women TF: "EXITE" (Exploring Interests in Technology and Engineering) camp

Session 4 Social Inequality & Stratification in Canada

What is social inequality and stratification?

- *Social inequality* is the varying degree of access to and control over valued resources
- *Stratification* relates to the distinct or unequal groups (or strata) existing within Canadian society

Inequalities of Income and Wealth in Canada

- **Income** is the flow of money received over specified period of time
- **Wealth** accumulation of assets
- **Disposable income**- income above that required for necessities
- 1st Q or lowest Q get half their income from government transfer payments, such as welfare benefits, children's benefit and EI (Single-parent families and new immigrants make up most)

History

- In Ontario: social assistance rate fell from 12.1% in 1993 to 5.5% in 2003
- Early 1980s – mid 1990s incomes were stationary
- 1920 – 1980 incomes quadruple
- 2001 9/11 attack – north American economy took a hit
 - Reductions in interest rates help stimulate econ growth
 - 2008 severe econ downturn, in US bankruptcy of many lending institutions and waves of mortgage foreclosures

Inequality Correlates

Ethnicity and Race – racial divide

- Coloured Canadians
 - Less likely to be full-time workers
 - More likely to be unemployed
- Blacks and Asian - despite high post-secondary education level – equivalent income not earned
 - Targets of discriminatory hiring practices
 - New immigrants employed at lower end of organization
 - Unlikely even a few will join economic elite

Social background

- Important determinant of education levels
- Working-class people:
 - Possess lower levels of secondary school education
 - Difficulty financing post-secondary education
 - Education not major part of life and culture
 - Parents less involved – defer to teacher and school system
- Middle-class people:
 - More likely to have books around the house
 - Encourage children's schooling

Sex

- Despite similar levels of education, in 2008 working women earnings 77% of average of employed men.
 - Men occupy most management and ownership positions
 - Women disproportionately employed in “soft” occupations – teaching, nursing and social work.
 - Many women in “double ghetto” – work for wage and housework
 - Number of single-parent families headed by women has doubled.

Feminization of poverty

- Increase of working wives has essentially displaced single mothers from certain occupations.
- With increasing educational requirements for jobs, single mothers have found it increasingly difficult to obtain necessary qualifications.
- Many mothers receive no child support from the fathers and so are forced to live almost wholly on government assistance

Age - Seniors

- 2007 – 14.3% of unattached women and 13% of unattached men living below the poverty line.
- Those, who are physically able, work in low-prestige minimum-wage jobs

Disability

- Increasingly people with disabilities participating actively and fully in work and social activities
- Significant remnants of stereotyping, prejudice and discrimination.
- As a group – severe social inequality, high level of unemployment and welfare

Class Structure

- Upper Class – 4% to 5% of the population either through inherited wealth or new money
- Middle Class – own some property – house, 1 or 2 cars – perhaps a cottage
- Working Class – little or no wealth – low paying and insecure occupations
- Sub working Class – lowest or no incomes
 - Homeless, welfare recipients, the unemployed, single-parent families, the aged

Social mobility in Canada

- Structural functionalist view that econ success is achieved through individual hard work and determination
- In Canada – greater than most other Western countries
- Ascribed status continues to affect movement up and down social and occupational hierarchy
- Very top and very bottom of status hierarchy remain relatively closed
- Level of education is an important element of upward mobility

Extracted from *Subtle Biases and Covert Prejudice in the Workplace* Leah K. Hamilton Richard Ivey School of Business

Subtle Biases- associations b/w groups & group characteristics

- Are automatically activated associations or stereotypes that relate groups (e.g. Men and women) with attributes or characteristics often outside of our awareness

Subtle Biases - Problems

1. Content is often incorrect and/or inaccurate
2. Application to individuals is logically flawed
3. Create illusions of causality
4. Activation is automatic and unnoticed

How does Subtle Biases Operate in the Workplace?**Example 1: The case of the “unkind” women**

- Psychologist Laurie Rudman and Peter Glick demonstrate ppl's stereotypes of female kindness can penalize women who violate this prescription

Example 2: Subtle bias and EM discrimination

- Study at University of Maryland, two groups, 1 group played EE whose top mgrs endorses race as criteria in hiring
- Showed strong bias against African-American

Example 3: What's in a name?

- White names received 50% more callbacks than blacks

Example 4: the case of unintentional segregation

- Study at large bank showed newly black 4x more likely to be assigned to black sup

Example 5: case of differential customer service

- Car sales price: white women quotes \$210 higher, black women: \$470, black men: \$962

Covert Prejudice- attitudes towards groups

- **Prejudice** –ve attitude against or opinion about person/group based on their group membership
 - Concealed negative opinions about members of other groups:
 1. Generalized opinions about groups and their members
 2. Remnants of negative affect toward others
 3. Explicit denial of prejudice
 4. Situationally contingent expression of prejudice

How does Covert Prejudice Operate in the Workplace?

Example 1: case of ambiguous college applications

- Study where individuals looked at admissions app and asked to recommend a white and black candidate for admission
- With mix credentials blacks seen as less favourable than whites

Example 2: case of unequal EM opportunity programs perceived to benefit black EEs

- Study show orgs whose EEO policies were seen to benefit blacks appeared less favourable as ER to whites

Example 3: case of Hispanic accents

- Purkiss et al.: ethnic name and accent = -ve evaluations

Example 4: case of work group homogeneity

- Evaluate black job applicants –vely when they had a business justification
- Ppl w/ low covert prejudice not affected and treated white and blacks =

Example 5: case of “protection” or “wanting the best for the minority EE”

- Survey of African-American execs found: reason they were denied promo was their mgrs wanted to shield them from failure

Example 6: the Shoney case

- Shoney's restaurant sued for discrimination against black EE

Managerial Relevance

1. Prevalence of subtle biases and covert prejudice
2. Liability
3. Structural Changes in the Workplace
 - a. Elimination of hierarchies and formal reporting systems pushed responsibilities to individuals thereby opening the door for biases to affect decisions
 - b. Use of teamwork
 - c. Performance evaluations focus on processes and social and EI
4. Demographic changes
5. Globalization of the business world and the growing service sector

Managing to avoid subtle biases and covert prejudice

1. Becoming mindful and aware of biases and prejudices
 - a. Through observation, analysis and action
2. Understanding the costs and benefits of biases and prejudices
3. Understanding the roots of biases and prejudices
4. Managing biases and prejudices by continuous testing

Session 5 Aboriginals & Religion in the Workplace

- By about 15000 years ago, Aboriginal people had arrived in Canada
- Vikings came for a short stay 1000 years ago.
- 93 % of Canadian History is Aboriginal

The Many Tongues of Native Cultures

- Algonquian: Ojibwa, Cree, Mi'kmaq, Maliseet, Innu, Abenaki, Blackfoot
- Athabaskan: Beaver, Carrier, Chilcorin, Chipewyan, Dogrib, Han, Hare, Kaska, Gwich'in, Sarcee, Sekani, Slavey, Tahltan, Tutchone
- Eskimo: Aleut and various distinctive dialects of Inuktitut
- Iroquian: Mohawk, Oneida, Onondaga, Cayuga, Seneca, Tuscarora
- Siouan: Nakota or Assiniboine, Dakota
- Canada – “the village” – comes **from which language** family?? - from Iroquian family
- Aboriginals **cannot be treated as one homogeneous lump.**

Demographics: Historical

- 500,000 to 2 million at time of first contact
- Greatest population in areas now known as Vancouver, Toronto and Montreal
- Open “empty” lands of Canada created by disease – smallpox being the greatest killer
- Most of the Native nation died within few years of first contact with Europeans.

Demographics: Contemporary

- 1876 – Indian Act enshrined sexist definition:
- Any man belonging to a particular band, and any child of such
- Any woman marrying s/o not legally Indian loses Indian status, as well as her children
- White woman marrying Indian gains Indian status
- 1985 – Bill C-31 enabled reinstatement of people who lost Indian status through marriage or through marriage of their mother.
- Currently, 700,000 registered Indians.

Inuit – in Canada for less than 10,000 years

- 1939 – Canada asserted territorial claims in the Arctic
 - When Canada took official responsibility for the Inuit - **60 % of Inuit have disk numbers** as a token of their status
- 1940s & 1950s – projects killed off caribou
- 1953 – moved people of Inukjuak (Port Harrison) 3200 kms to Ellesmere Island

- 1950s/1960s – Inuit – highest rate of TB in the world
- 1999 – Nunavut established on 1 April
 - **Status takes on new nature:**
 - 80% of Nunavut's (means "our land") population of 25,000 is Inuit
 - Own 18% of the land
 - **Subsurface rights** to oil, gas and other minerals for about 2% of Nunavut

Métis – 500,000 to 1 million

- Descended of French fur traders and Cree women
- 18th century – developed a European/native culture
- Michif language: French nouns – Cree verbs
- Legal battles with the Hudson Bay Company since 1670
- 1938 – 11 Métis colonies established in Alberta – 8 still existing
- 1969 to present seeking:
 - Colony to have political power of a municipality
 - More say concerning economic development
- 1670 – Charter from Charles II who did not know (or care) what was at stake.
- **Municipality** – not successful – **check why.....in having a say on economic development**
- **Decision in January (?) Métis can register as Indians**

Champlain "your sons will marry our daughters and we will be one people"

Treaties - international agreement between nations

- 1763 Royal Proclamation:
 - Land not part of New France & not owned by HBC is "Indian" land
 - Indian land can only be taken through "public purchase"
- Importance to Aboriginal people
 - Treaties recognize them as sovereign nations
 - Few treaties that have not included grievances on broken verbal or written promises

Treaties

- Royal Proclamation of 1763
- Peace and Friendship Treaties –various 1713 to 1752
- Robinson Treaties - 1850
- Numbered Treaties – 1 to 11
- James Bay and Northern Quebec Agreement - 1975
- Nisga'a Treaty - 2000

Reserves

- "Home and Native land"
- Not a minority subject to discrimination
- Reserves have unique legal status
- Most Natives live on reserves
- No municipal taxes

Urban Reserves - Saskatchewan

- Move to urban areas especially in the last 40 years
 - Land promised in treaties over 100 years ago – still outstanding
 - Increasing number of Aboriginals moving to the cities
 - Economic potential of urban reserves greater than rural areas.
- Federal government and First nations want them to be more economically self-sufficient

So what is the relationship of the Aboriginal Peoples to the rest of Canada

- Interdependent
 - Need government to provide services
 - Canada requires their resources and talents
- First Nations won every case against companies involving their land

Summary

- Diversity exists as well as sameness
- Understanding native culture requires knowledge of historical roots involving damaging prejudice and discrimination
- Native people are legally and culturally different from other Canadians
- Native culture is vibrant and adaptive

Diversity in the News

- Aboriginals under 30 years fastest growing segment in Canada's workforce
- Gaps in education make it hard to meet formal education
- Deloitte's 10 practices to increase opportunities
 1. Partner w/ high schools, colleges and universities
 2. Provide students w/internships to give them training and experience
 3. Question standard job requirements
 4. Review screening/hiring/advancement practices to recognize unconventional talent and culture
 5. Conduct company wide cultural training
 6. Hire more than one Aboriginal person
 7. Promote aboriginal people to senior roles
 8. Assess business/employment practices that could create barriers to Aboriginal ppl
 9. Develop an Aboriginal hiring and retention strategy
 10. Communication and celebrate success

Extracted from: Walk a Mile Chapter 6 RELIGION**Summary – Chapter 6**

- Religion is clearly a major player in the architecture of Canada's public (and foreign) policy—from defining the Canadian family to the limits of religious accommodation of non-Christian immigrants
- Where churches once provided not only spiritual answers but also social unity, they are now closing down
- As Canada marches towards secularism, its immigrants come with their religious traditions intact, creating more possible fault lines in the multicultural divide (Friesen & Valpy, 2010)

Society and Religion

- Religion has been one of the strongest sources of social cohesion
- Communities were united as much in their beliefs and traditions as they were by their exclusion of the "other"
- Fundamental religious beliefs periodically come into conflict with "fundamental Canadian values"
- History of religious freedom in Canada is different from that in the United States, and the ways in which we have sought to protect it

"No Religion"

- Protestants remain the second-largest religious group in Canada
- Roman Catholics and Protestants represent roughly 70% of Canadians
- One of the fastest-growing groups in Canada is made up of those marking "no religion" on census forms
- Almost 2 million immigrants arrived in Canada between 1991 and 2001
- One-fifth claimed no religious affiliation
- Particularly true of immigrants arriving from China, Hong Kong, and Taiwan

Religion and Age

- Younger Canadians are more likely to report "no religion" than older Canadians
- 94% of Canadians over the age of 65 reported some degree of religious affiliation in 1991 versus 86% of those between the ages of 15 and 44
- Those over 65 were more likely to be affiliated with Catholicism, Protestantism, or Judaism
- Those between 15 and 44 were more likely to be affiliated with Eastern religions, such as Islam, Hinduism, Buddhism, and Sikhism (Statistics Canada, 2001)

Accommodation and Dogma

- **Religious accommodation:** arrangements made by an employer so that employees can do their jobs and practise their faith at the same time
- **Dogma:** a system of beliefs or bodies of knowledge believed to be true by a particular group—often a church

Pluralism: A Fundamental Principle

- The four fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms include the freedom of conscience and religion
- It means that the government is responsible for eliminating barriers for those wishing to practise their religion
- Problems occur when the rights of one Canadian infringe on the rights of another

Post-Christian Society

- In 1985 the Supreme Court found the Lord's Day Act was a violation of Charter Rights
- The court ruled that requiring a business to close on the traditional Christian day of rest was illegal and unconstitutional
- Since that case, many of the inherent assumptions about Canada being a "Christian nation" have been challenged
- Many city halls across Canada add Diwali, Hanukkah, and Eid decorations to the traditional nativity scenes
- **"Post-Christian" society:** a society in which the traditional values, beliefs, and symbols of Christianity are declining in meaning, leading toward secularization

Exclusions of Human Rights Protections

- Law does not protect political views or a doctrine that involves any criminal activity
- Not intended to elevate one religion over another

Cases and Their Impact

Case 1

- *Chambly v. Bergevin* in Quebec 1994; three Jewish teachers working for the Catholic school board were given an unpaid day off to celebrate Yom Kippur
- The teachers' union claimed that the loss of pay was discriminatory
- As a result employers are now required to honour employees' requests for religious days off as long as the request does not cause undue hardship
- Equal treatment requires that at least two (in some cases three) paid days off be available to those requesting religious leave

Case 2

- *Saadi v. Audmax Inc.*, 2009
- Seema Saadi brought a religious discrimination suit against Audmax Inc., a corporation that places Canadian newcomers in the workplace
- Ms. Saadi's placement with Audmax was terminated because the company deemed that she was not a "good fit"
- Part of the misfit was caused by Ms. Saadi's wearing of a Muslim hijab or headscarf, which Audmax referred to as a "cap" and inappropriate business attire
- The OHRC found that Audmax was guilty of discrimination

Case 4

- *Hutterian Brethren of Wilson County v. Province of Alberta*
- Alberta had allowed religious groups opposed to having their photograph taken to have a photo-less "G" licence
- In 2003 Alberta changed its policy; Hutterian Brethren objected to the photo on religious grounds
- Supreme Court held their beliefs were sincere but ruled in favour of the universal requirement

- Province's necessity of a universal photo bank to combat fraud outweighed the religious rights of the Hutterian Brethren
- Driving is a privilege not a right

Case 5

- Friesen v. Fisher Bay Seafood
- Courts have also ruled that someone's sincerely held beliefs requiring them to preach in the workplace are not covered by the Charter of Rights and Freedoms
- In 2008, Seann Friesen's employment was terminated because he refused to stop preaching to fellow employees
- Several employees complained
- British Columbia Human Rights Tribunal found the company had tried to accommodate Friesen in a reasonable manner by allowing him to preach during non-work hours to those employees willing to listen, for example (CanLII, 2009).

Hate Crimes

- Race and ethnicity are the highest motivators for police-reported hate crimes, but religion is a close second
- Religion accounts for approximately 29% of all hate crimes
- Jewish community continues to have the highest number of crimes directed towards them
- Number of hate crimes directed towards Muslims has increased significantly over the last few years