Lecture 10/11, Jan 30, 2023

Discrimination Continued

- Types of (intentional) discrimination:
  - Discriminatory policies or practices: action directly taken by the organization
  - Sexual harassment
  - Intimidation: intentional discrimination, explicit threats, bullying etc
  - Mockery and insults: often jokes taken too far
  - Exclusion
  - Incivility: disrespectful treatment, including aggression, interrupting, ignoring, etc
- In different jurisdictions there are criminally prohibited grounds of discrimination outlined by law

Fairness

- What is fairness? Everyone values fairness, but how do we ensure fairness?
  - Fairness in measurement refers to the value judgements people make about the decisions or outcomes that are based on measurements
  - An unbiased measure may still be unfair
- KSA stands for knowledge, skills and abilities
- A bona fide occupational requirement (BFOR) is a requirement for a job that is necessary; classifying a characteristic as a BFOR allows you to discriminate based on that characteristic
  - "Justifiable reason for discrimination"
  - e.g. vision standards for a bus driver
- Reasonable accommodation the idea that adjustments of the workplace has to be made to reasonably accommodate an employee
  - e.g. someone who's worked in the company where their eyesight deteriorated, the employer has to accommodate for this
  - If the employer is limited in their ability to accommodate the individual, then the characteristic is a BFOR
  - The employer has to accommodate the individual up to the point of *undue hardship*
  - Tests for undue hardship:
    1. Financial costs make it impossible
    2. Cant rely on outside sources of funding (e.g. government)
    3. Creates a challenge to health and safety requirements

Disability

- A basis determined by the courts, not necessarily the individual workplace
- The employers face a question of substantive sense – is burden imposed or benefit withheld?
- Who has to prove that a disability is there? What counts/does not count as a disability?

Values

- Values inform our biases and actions; they are part of what motivates us
- Sometimes we learn what we value through deficiencies in ourselves or others – we can learn what we like or what we don't like
- Different generations tend to have different values, but generational stereotypes exist
  - How do these differences in values impact how we work together in the workplace?
- Culture also influences our values
  - Culture consists of transitional ideas and values; patterned ways of thinking, feeling, and reacting
- Work centrality: different cultures value work differently
  - For some people work is integral to the way they engage; for others it is less important
  - Do you live to work or work to live?
- Geert Hofstede discovered 4+ basic dimensions of culture:

- Power distance: level of unequal distribution of power (acceptance by members of the society)
  * In a more equal society, there is less power distance
- Individualism vs. Collectivism: individualistic societies stress independence and individual initiative; collective cultures favour interdependence and loyalty
- Masculinity vs. Femininity: masculine cultures support defined gender roles and stress the dominance of a gender; feminine cultures accept fluid and open gender roles and gender equality
- Uncertainty avoidance: level of comfort with uncertain and ambiguous situations
  * Cultures with more rules and customs tend to avoid uncertainty
- Time orientation: long-term time orientation emphasizes persistence and the future
  * e.g. long-term well-being, education
  * Can effect economics as well, e.g. investment in infrastructure
- Indulgence: how much people control their desires and impulses
  * Indulgent cultures encourage doing things for pleasure, joy and mutual satisfaction
  * Lower levels of control for behaviours
- Organizations need to tailor management practices to the home culture's concerns
  - Globalization has brought management practices from other parts of the world, but different cultures view work differently (work centrality)