

**BUS108**

W5

**Chapter 3****Managing Diversity**

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**Learning objectives**

1. Define workplace diversity, and explain why managing it is so important.
2. Describe the changing workplaces in Canada and around the world.
3. Explain the different types of diversity found in workplaces.
4. Discuss the challenges managers face in managing diversity.
5. Describe various workplace diversity management initiatives



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**What Is Workplace Diversity?** (1 of 2)**Workforce Diversity:**

the ways in which people in an organization are different from and similar to one another.



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### Exhibit 3-1 Abridged history of the Evolution of Employment Equity in Canada

<b>1977</b>	Canada passes the Canadian Human Rights Act and sets up the Human Rights Commission.
<b>1982</b>	The Canadian Charter of Rights and Freedoms becomes part of Canada's constitution.
<b>1983</b>	The federal government introduces the Federal Affirmative Action Program, which focuses on increasing the representation of women, Aboriginal persons, and persons with disabilities in the public sector.
<b>1986</b>	The federal Employment Equity Act comes into force.
<b>1996</b>	Sexual orientation is added as a ground for discrimination in the Canadian Human Rights Act.

Source: Based on "The New Global Mindset: Driving Innovation Through Diversity" by Ernst & Young, January 27, 2010.

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### What Is Workplace Diversity? (2 of 2)

#### Surface-level diversity

Easily perceived differences that may trigger certain stereotypes, but do not necessarily reflect the ways people think or feel.

#### Deep-level diversity

Differences in values, personality, and work preferences.

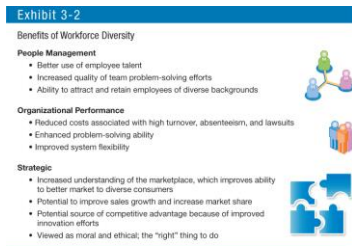
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### Why Is Managing Workforce Diversity So Important?

- **People Management** – diversity is, after all, about people, both inside and outside the organization.
- **Organizational Performance** – cost savings include reducing employee turnover, absenteeism, and the chance of lawsuits.
- **Strategic** – workforce diversity is a key to extracting the best talent performance, market share, and suppliers from a diverse country and world.

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## Exhibit 3-2 Benefits of Workforce Diversity



Sources: Based on Ernst & Young, "The New Global Mindset: Driving Innovation Through Diversity," EYGM Limited, 2010.

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## The Changing Workplace

- Gender Balanced
- Multi-ethnic
- Still in Transition
- Changing Demographics
  - Canadian population
  - World population



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## Characteristics of the Canadian Population

- Characteristics of the Canadian Population –
  - **Total population of Canada** is projected to increase to 51 million by the year 2063
  - **Racial/ethnic groups** – changes in the immigrants from Asia & Africa
  - **Aging population** – median age of 40.2 years up from 23.9 years in 1921



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### Exhibit 3-3 Changing Age Structure of Canada

	2013	2063
<b>Demographic Cohort</b>		
Age 14 and under	16.1 percent	15.5 percent
Age 15–64	68.6 percent	58.9 percent
Age 65 and older	15.3 percent	25.6 percent

\*According to medium-growth projections

Source: Based on "Population Projections for Canada (2013 to 2063)" by Nora Bohnert, Jonathan Chagnon, and Patrice Dion, from Statistics Canada, November 11, 2015.

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### What About Global Workforce Changes ? (1 of 2)

#### Top 10 Most Populous Countries

1	China	1,379,302,771
2	India	1,281,935,911
3	United States	326,625,791
4	Indonesia	260,580,739
5	Brazil	207,353,391
6	Pakistan	204,924,861
7	Nigeria	190,632,261
8	Bangladesh	157,826,578
9	Russia	142,257,519
10.	Japan	126,451,398

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### What About Global Workforce Changes ? (2 of 2)

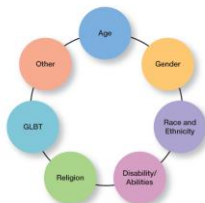
- An aging Population
  - Reshapes the global workforce
  - Happening at an unprecedented rate

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## Exhibit 3-4 Types of Diversity Found in Workplaces

Exhibit 3-4

Types of Diversity Found in Workplaces



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### Types of Workplace Diversity (1 of 5)

- **Age** – Both Canada's Human Rights Act and the Charter of Rights and Freedoms prohibit discrimination based on age
  - The Human Rights Act also restricts federally regulated employers from setting a mandatory retirement age.
- **Gender** – Women (48%) and men (52%) now each make up almost half of the workforce.
  - Gender pay gap an issue



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### Types of Workplace Diversity (2 of 5)

- **Race** a socially constructed category used to classify humankind according to common ancestry and physical characteristics
- **Ethnicity** Social and cultural characteristics maintained by a shared heritage, language, or religion or other group bond



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## Types of Workplace Diversity (3 of 5)

### • Disability/Abilities

- 2.3 million Canadians between 15 and 64 reported a disability
- Protection from discrimination comes from the Canadian Charter of Rights and Freedoms and from the government under the Canadian Human Rights Act

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## Exhibit 3-5 Employers' Fears About Disabled Workers

Exhibit 3-5 Employers' Fears About Disabled Workers	
<b>FEAR:</b> Hiring people with disabilities leads to higher employment costs and lower profit margins.	<b>REALITY:</b> Absentee rates for sick time are virtually equal between employees with and without disabilities; workers' disabilities are not a factor in formulating calculating insurance costs for workers' compensation.
<b>FEAR:</b> Workers with disabilities lack job skills and experience necessary to perform as well as their able-bodied counterparts.	<b>REALITY:</b> Computerized technologies such as the Internet and voice recognition software have eliminated many of the obstacles for workers with disabilities; many individuals with disabilities have great problem-solving skills from finding creative ways to perform tasks that others may take for granted.
<b>FEAR:</b> Uncertainty over how to take potential disciplinary action with a worker with disabilities.	<b>REALITY:</b> A person with a disability for whom workplace accommodations have been provided has the same obligations and rights as for his job performance.
<b>FEAR:</b> High costs associated with accommodating disabled employees.	<b>REALITY:</b> Most workers with disabilities require no accommodation but for those who do, more than half of the workplace modifications cost \$500 or less.

Source: Based on "Disabled Workers: Employer Fears Are Groundless," by R. Brown, from *Disability BusinessWeek*, October 2, 2009.

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## Types of Workplace Diversity (4 of 5)

### Religion

- Section 2 of the Canadian Charter of Rights and Freedoms outlines a list of "fundamental freedoms," including freedom of religion.
- Religious beliefs also can prohibit or encourage work behaviours.

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### Types of Workplace Diversity (5 of 5)

- **LGBT: Sexual Orientation and Gender Identity**
  - 1996 the Human Rights Act was amended to protect Canadians from discrimination based on sexual orientation
- **Other Types of Diversity** – Diversity refers to *any* dissimilarities or differences that might be present in a workplace

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### Challenges in Managing Diversity (1 of 2)

- **Personal Bias**
  - **Bias** – A tendency or preference toward a particular perspective or ideology.
  - **Prejudice** – A pre-conceived belief, opinion, or judgment toward a person or a group of people.

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### Challenges in Managing Diversity (2 of 2)

- **Stereotyping** – judging a person based on a prejudicial perception of a group to which that person belongs.
- **Discrimination** – when someone acts out their prejudicial attitudes toward people who are the targets of their prejudice.
- **Glass Ceiling** – the invisible barrier that separates women and minorities from top management positions.

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### Exhibit 3-6 Forms of Discrimination (1 of 2)

Type of Discrimination	Definition	Examples from Organizations
Discriminatory policies or practices	Actions taken by representatives of the organization that deny equal opportunity to perform or unequal rewards for performance	Older workers may be targeted for layoffs because they are highly paid and have lucrative benefits. <sup>a</sup>
Sexual harassment	Unwanted sexual advances and other verbal or physical conduct of a sexual nature that create a hostile or offensive work environment	Salespeople at one company went on company-paid visits to strip clubs, brought strippers into the office to celebrate promotions, and fostered pervasive sexual rumours. <sup>b</sup>
Intimidation	Overt threats or bullying directed at members of specific groups of employees	African American employees at some companies have found nooses hanging over their workstations. <sup>c</sup>
Mockery and insults	Jokes or negative stereotypes; sometimes the result of jokes taken too far	Arab Americans have been asked at work whether they were carrying bombs or were members of terrorist organizations. <sup>d</sup>

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### Exhibit 3-6 Forms of Discrimination (2 of 2)

Type of Discrimination	Definition	Examples from Organizations
Exclusion	Exclusion of certain people from job opportunities, social events, discussions, or informal mentoring; can occur unintentionally	Many women in finance claim they are assigned to marginal job roles or are given light workloads that don't lead to promotion. <sup>e</sup>
Incivility	Disrespectful treatment, including behaving in an aggressive manner, interrupting the person, or ignoring his or her opinions	Female lawyers note that male attorneys frequently cut them off or do not adequately address their comments. <sup>f</sup>

Notes:

- a. J. Levitz and P. Shishkin, "More Workers Cite Age Bias After Layoffs," *Wall Street Journal*, March 11, 2009, pp. D1–D2.  
 b. W. M. Bulkeley, "A Data-Storage Titan Confronts Bias Claims," *Wall Street Journal*, September 12, 2007, pp. A1, A16.  
 c. D. Walker, "Incident with Noose Stirs Old Memories," *McClatchy-Tribune Business News*, June 29, 2006; and D. Solis, "Racial Horror Stories Keep EEOC Busy," *Knight-Ridder Tribune Business News*, July 30, 2005, p. 1.  
 d. H. Ilish and A. Stewart, *Report on Hate Crimes and Discrimination Against Arab Americans: The Post-September 11 Backlash*, September 11, 2001–October 11, 2001 (Washington, DC: American-Arab Anti-Discrimination Committee, 2003).  
 e. A. Raghavan, "Wall Street's Disappearing Women," *Forbes*, March 16, 2009, pp. 72–78.  
 f. L. M. Cortina, "Unseen Injustice: Incivility as Modern Discrimination in Organizations."

Source: Adapted from S. Robbins and T. Judge, *Organizational Behavior*, 15th ed., Prentice Hall, p. 43.

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### The Legal Aspect of Workplace Diversity

- Federal laws have contributed to some of the social change we've seen over the last 50-plus years.
- Workplace diversity needs to be more than understanding and complying with federal laws.
- Organizations that are successful at managing diversity use additional diversity initiatives and programs.

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### Exhibit 3-7 Major Canadian Equal Employment Opportunity Laws

Year	Law or Ruling	Description
1951	Fair Employment Practices Act (Ontario)	Prohibits employment practices that discriminate "against men and women in respect to their employment because of race, creed, colour, nationality, ancestry or place of origin."
1960	Canadian Bill of Rights	The first quasi-constitutional law is introduced, outlining Canadians' basic rights.
1964	Fair Employment Practices Act	British Columbia amends the Fair Employment Practices Act to prohibit discrimination on account of age. Other provinces follow.
1974	Human Rights Act (Nova Scotia)	Nova Scotia amends its human rights act to prohibit discrimination against the physically handicapped, unless the handicap prevents job performance.
1977	Human Rights Act (Canada)	The federal government passes the Canadian Human Rights Act and sets up the Human Rights Commission.
1982	The Canadian Charter of Rights and Freedoms	The Canadian Charter of Rights and Freedoms is introduced outlining the constitutional basic rights of all Canadians. The Constitution Act is also amended to recognize Aboriginal rights and the Métis people.
1986	Employment Equity Act	Federal agencies are required to engage in proactive employment practices to increase the representation of designated groups: women, people with disabilities, Aboriginal peoples, and visible minorities.
1996	Human Rights Act (amended)	The Canadian Human Rights Act is amended to prohibit discrimination based on sexual orientation.
2016	Human Rights Act (amended)	Bill C-16 is passed, amending the Canadian Human Rights Act to prohibit discrimination based on gender identity or gender expression.

Source: Canadian Human Rights Commission, <http://www.chrc-ccdp.gc.ca>.

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### Top Management Commitment to Diversity (1 of 2)

- **Mentoring** – a process whereby an experienced organizational member (a mentor) provides advice and guidance to a less-experienced member (a protégé).
- **Diversity Skills Training** – specialized training to educate employees about the importance of diversity and to teach them skills for working in a diverse workplace.

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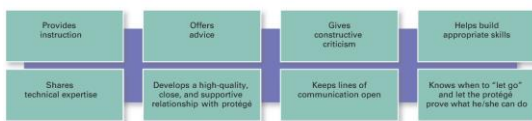
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### Exhibit 3-8 What a Good Mentor Does

#### Exhibit 3-8

What a Good Mentor Does



Source: Based on J. Pardo and C. A. Moss-Racusin, "Engaging Men in Gender Initiatives: What Change Agents Need to Know," Catalyst | [www.catalyst.org](http://www.catalyst.org), 2009.

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**Top Management Commitment to Diversity**  
(2 of 2)

**Diversity Skills Training**

Specialized training to educate employees about the importance of diversity and teach them skills for working in a diverse workplace

**Employee Resource Groups**

Groups made up of employees connected by some common dimension of diversity.

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