

Equality & Diversity Your Obligation - Membership Session



Session Starts at 9:30am

Disability Act 2005

- 'Reasonable Accommodation' for staff with (or who acquire) disabilities
- Customer access to goods and services
- Range of employee grants and supports available
- Public Service - quotas

Maternity Protection of Employment Act

- Leave entitlements for pregnancy
- 26 weeks paid maternity leave
- 16 weeks additional unpaid leave
- Stillbirth, premature, adoption and miscarriage provisions
- Two weeks paternity leave

Parental Leave Act

- 26 weeks of unpaid leave per child
- Up to the child's 12th birthday
- Six weeks notice, rules around concurrency and postponing
- Often agreed as a way of working part time
- Paternity leave being introduced

Common issues

- Do not take action on anything related to employment legislation yourself!
- Refer to your HR department or HR consultant
- You need to know which aspects of your manager role are affected by legislation to be able to do this

Diversity at work?

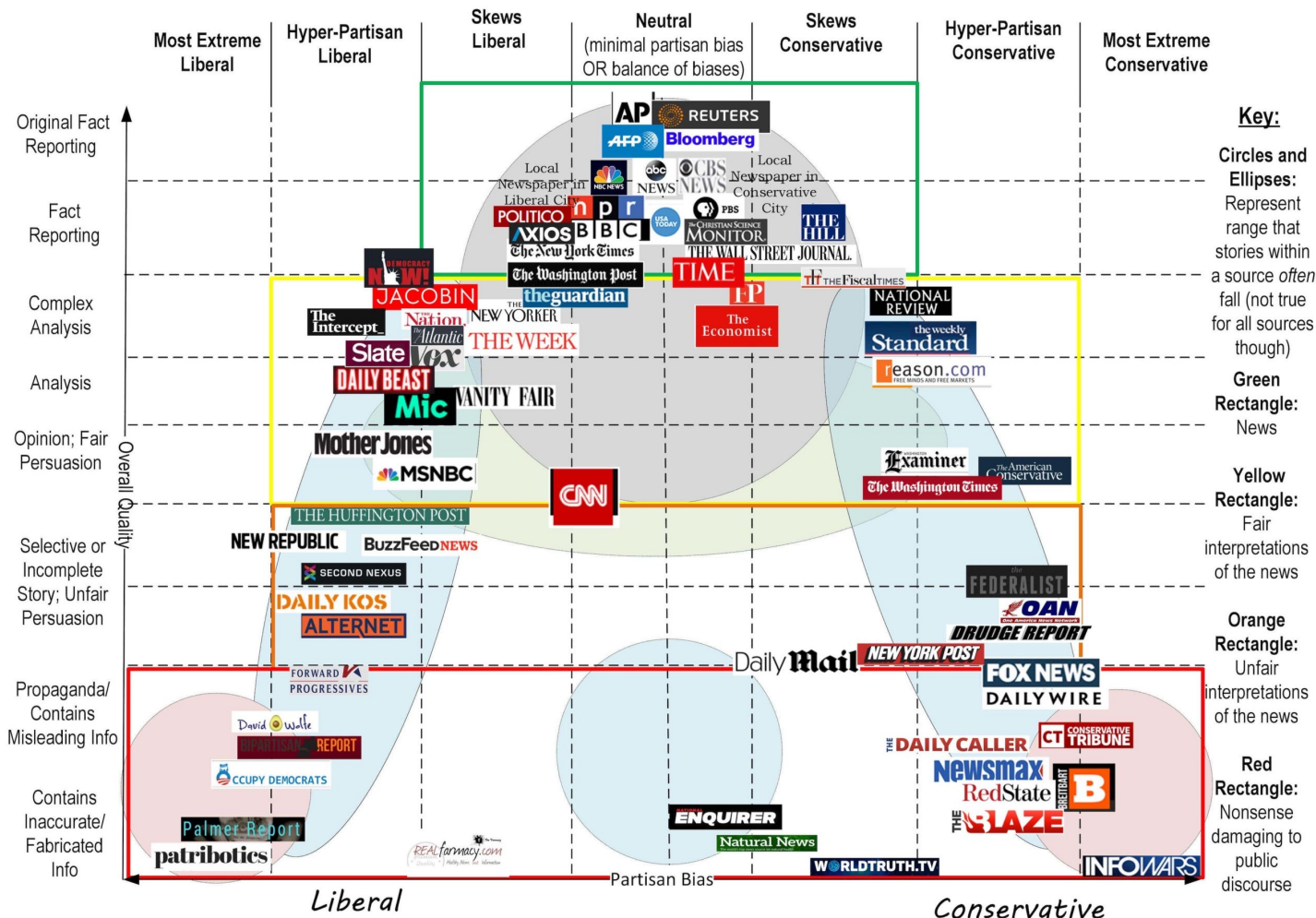
- Empowering people by recognising and appreciating what makes them different
- Different how?
- Via any characteristic that can be used to group people together
- Group exercise

Exercise

- When did you first become aware of racial/ethnic differences?
- Share a situation when you were in the minority
- Describe a time you witnessed discrimination
- Your best experience with a person of a different race/ethnicity
- What makes you different?
- How do your thoughts about diversity differ from your parents'?
- Describe a time you experienced prejudice

Exercise

- Where do you see prejudice?
- How do you respond to jokes that are demeaning or derogatory?
- A time you felt like an outsider and how you dealt with it
- A time when someone went out of their way to make you feel included?
- A time you went out of your way to make someone feel included?
- A time you shared an unpopular idea
- Describe a time you felt lonely in a big group of people



Confirmation bias

- We seek out information that matches our internal views
- We ignore information that conflicts with our internal views
- ...because revising our opinions is uncomfortable
- Social media drives this process
- Happens to everyone, even very smart people

Confirmation bias

- We build up very difficult to break mental constructs
- Gradually construct mental viewpoints of others
- Judge other cultures based on our constructed views
- Stereotyping
- We stereotype all sorts of groups!

Diversity legislation

- The Employment Equality Acts 1998–2015

- Make it illegal to discriminate at work on the basis of:

- ▷ race, gender, sexual orientation, religion
- ▷ civil status, family status, disability (including mental health)
- ▷ age, Traveller community membership

- HR guidance, company policies, ground rules

Groups

Political Belief Mental Illness Training

Education

Parental Status Illness

Body type National Origin Experience

Ethnicity Handedness

Hair colour Sports / Hobbies

Diet Gender

Disability Music preference Marital Status

Personality Sexual orientation Age

Social Background Religious Belief

Stereotyping

- Assuming that all members of a group share certain qualities
- Ignores unique or individual qualities
- Portrays all group members as the same
- Exercise: have you ever been stereotyped?

Stereotyping

- “Millennials are entitled and self-obsessed”
- “Teenagers are moody”
- “Introverts don’t make good managers”
- “Irish people are great craic!”
- “Disabled people are so brave!”

Most commonly around race, religion, sexual orientation and ability

Encouraging diversity at work?

- Hiring practices – CVs with names removed
- Fair and open procedures for training, development, promotion
- Recognise your own biases, try to avoid making assumptions
- Diversity training and awareness programs, diverse cultural celebrations
- Lead by example – set ground rules and call out issues
- Allyship - calling out discrimination as a member of a majority group
- Don't limit yourself to cultural diversity!

Encouraging diversity at work?

- Age, background, personality, experience...
- Different rewards for effort – not always the night out
- Broad range of social activities
- Do a staff-based KSA: what knowledge, skills and attitudes to individual staff members have, can you make use of these?
- Can you use peer delegation to help develop staff?
- Do a Belbin exercise with your team

Exercise

- Do you do anything to encourage diversity in your own workplace?
- Are there issues around culture, nationality, gender, other?
- Are they dealt with, if so how?
- What tools that we have learned so far could you use?

Inclusion

- Being valued, heard and respected...
- ...while being able to be yourself
- Inclusion is about taking advantage of diversity to improve your organisation
- Competitive advantage when managed

Hiring

- We tend to hire people like us
- Sometimes 'fit' = monoculture
- Hiring SOPs (standard operating procedures)
- Standardised CV information for managers
- Standardised interview structure, multiple interviewers

Inclusion

- Valuing everyone's unique strengths and characteristics
- Introverts vs extraverts – rewards and socialising
- Internal promotion procedures

Inclusion

■ Comprehensively studied for competitive advantage

■ Organisations that manage diversity and inclusion:

- Are better at innovating
- Adapt more quickly to changing market conditions
- Operate more effectively in global markets
- Are perceived more positively by customers
- Attract skilled staff more easily

EXHIBIT 1 | Companies with More Diverse Leadership Teams Report Higher Innovation Revenue

Companies with
below-average diversity scores



Companies with
above-average diversity scores



Source: BCG diversity and innovation survey, 2017 (n=1,681).

Note: Average diversity score calculated using the Blau index, a statistical means of combining individual indices into an overall aggregate index.

Diversity and Inclusion is an Important Factor in Millennials' Job Search

Millennials are significantly more likely than older generations to consider the diversity and inclusiveness of a workplace to be an important criterion in their job search.

"If I were to look for a new job tomorrow, a diverse and inclusive workplace would be important in my job search" (% agree)

47*



Employed Millennials

33



Employed Gen Xers

37



Employed Boomers

**Significantly higher than other generations*

Cultural awareness is...

- Treating people with respect
- Trying not to make assumptions (am I labelling?)
- Apologising genuinely when you do make mistakes
- Listening actively if someone explains something about their culture or group
- Talking to people, listening to their stories, broadening your reading/watching habits

Cultural awareness is...

- Noticing your tendency to favour news you agree with
- Using a variety of news sources
- Disrupting your mental stereotypes
- Practicing allyship – in your community, at work, online
- Helping others to notice their microbehaviours
- Encouraging ground rules and processes for diversity and inclusion at work



Cultural Awareness

Notice your microbehaviours

Microbehaviours

- Small, unconscious behaviours when dealing with others
- Can be positive or negative
- Micro-inequities: discriminatory behaviours
- Micro-aggressions: bullying behaviours

<https://www.youtube.com/watch?v=cj9sdNXjcW4>

Microbehaviours

- Micro-behaviours are cumulative
- Ever experienced any?
- Getting stared at in the street
- Getting ignored or talked over at meetings
- Security keeping an eye on you at the supermarket
- Difficult for the victim to call out

Microbehaviours

- Easier to notice other microbehaviours

 - directed at other people

- Allyship – next

- Me Me Me feedback technique

