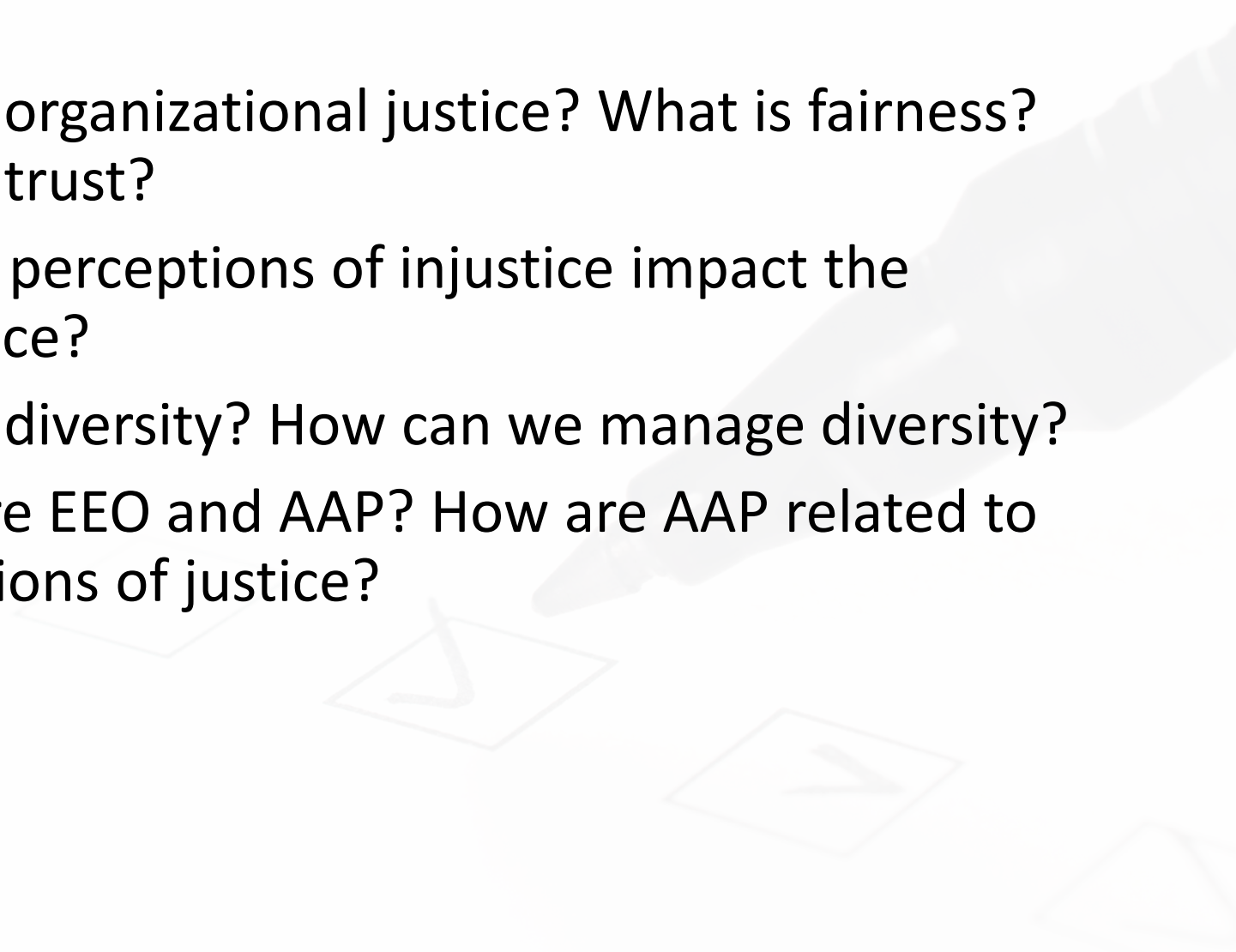
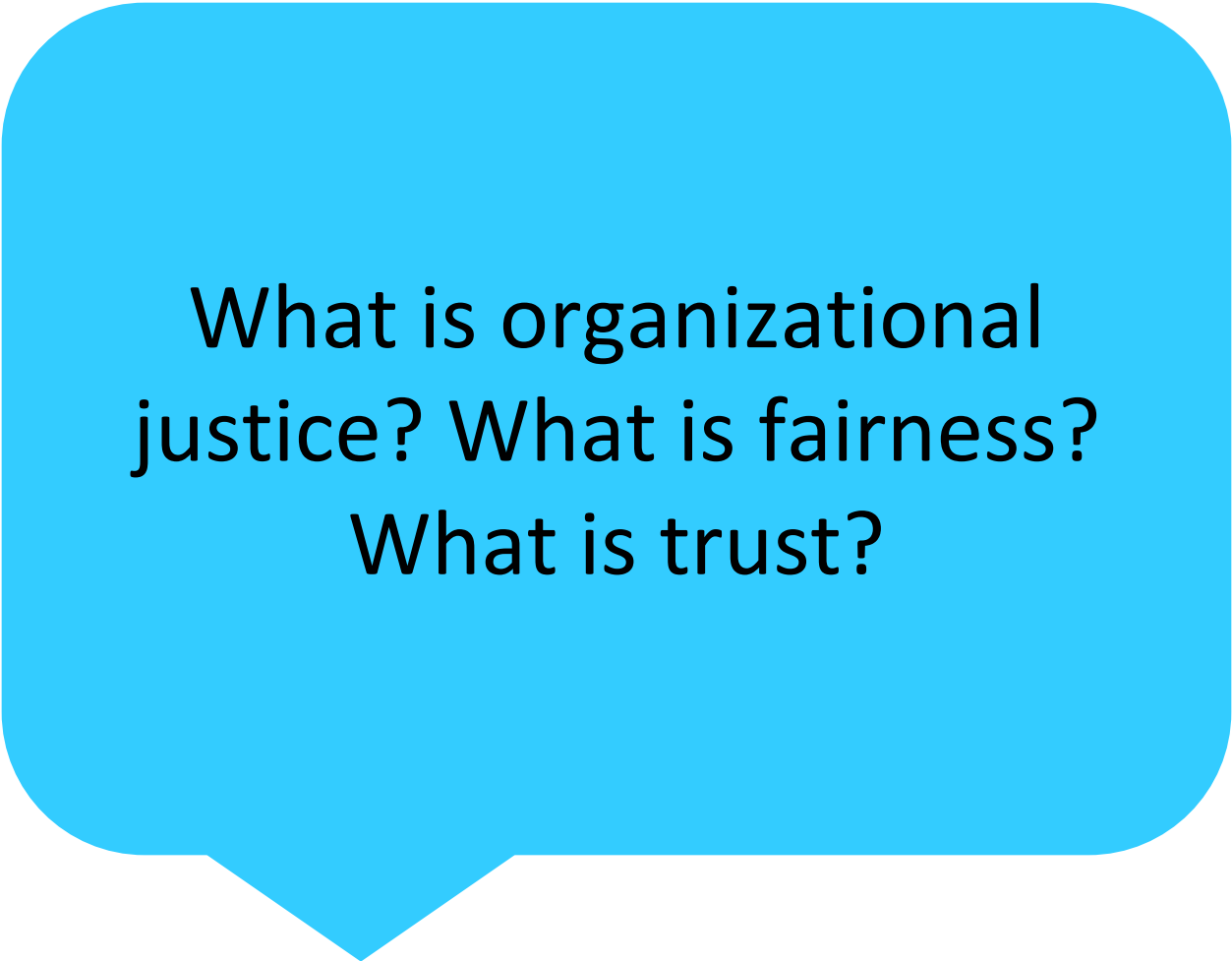


Fairness and Diversity in the Workplace



Agenda

- What is organizational justice? What is fairness? What is trust?
 - How do perceptions of injustice impact the workplace?
 - What is diversity? How can we manage diversity?
 - What are EEO and AAP? How are AAP related to perceptions of justice?
- 
- A faint, light gray background illustration of a hand pointing with its index finger towards a checklist. The checklist consists of several square boxes, some of which contain checkmarks. The hand and checklist are positioned on the right side of the slide, behind the main text.



What is organizational
justice? What is fairness?
What is trust?

What is organizational justice?

- **Organizational justice:** A belief about the fairness of an organization, manager, or event
 - Includes considerations of organizational procedures, outcomes, and interpersonal interactions



What is fairness?

- Various definitions of what is “fair”
 - **Equality norm:** People should receive equal rewards
 - **Equity norm:** People should receive rewards based on their contributions or merit
 - **Need norm:** People should receive rewards in proportion to their needs

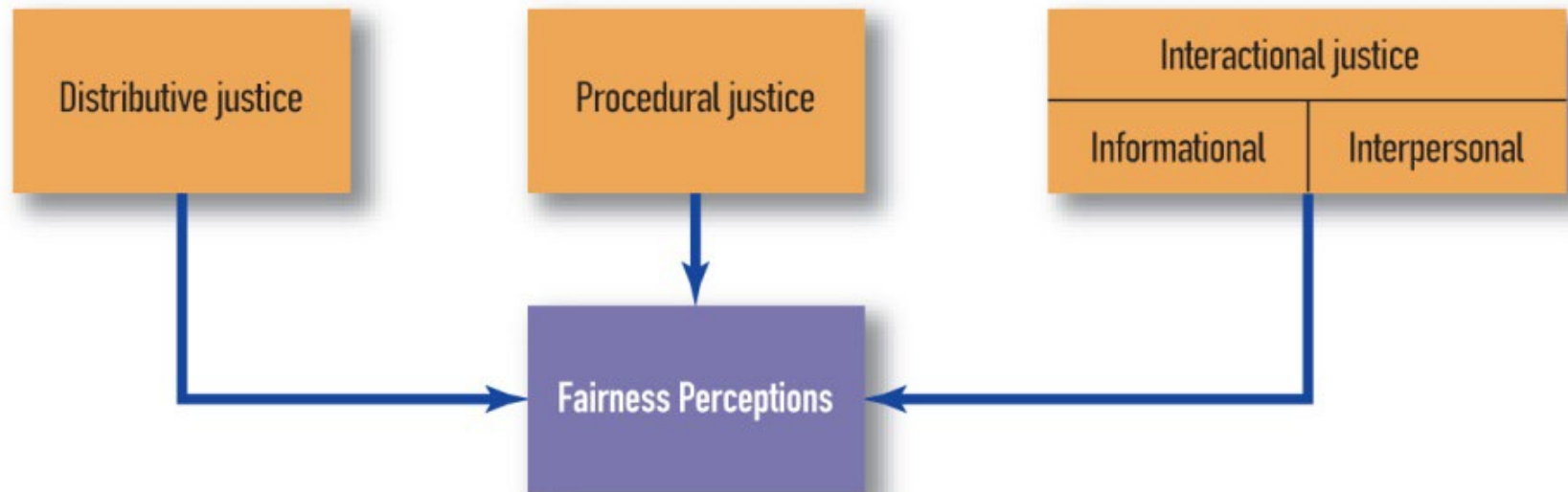


What is trust?

- **Trust:** A belief or expectation about how a person or organization *will* act in the future
- Trust in organizations has eroded since the 1960s
- Difficult to rebuild
- Timely explanations can minimize retaliation

**FOOL ME ONCE,
SHAME ON YOU.
FOOL ME TWICE,
SHAME ON ME.**

What is organizational justice?



What is organizational justice?

- **Distributive justice:** Beliefs about the fairness of a particular outcome
- Tips:
 - Communicate the link between performance and rewards
 - Select trustworthy leaders and managers




What is organizational justice?

- **Procedural justice:** Beliefs about the fairness of the process used to determine outcomes
- Tips:
 - Be consistent in the application of processes
 - Create an appeals process and communicate the steps
 - **Voice:** Having the possibility of influencing or expressing an objection to a process or outcome
 - Encourage participation

What is organizational justice?

- **Interactional justice:** Beliefs about the fairness of how we are treated
 - **Informational justice:** Beliefs about the fairness of how relevant information is shared with us
 - **Interpersonal justice:** Beliefs about the fairness of how others treat us with dignity and respect
- **Tips:**
 - Minimize interpersonal bias
 - Communicate consistently and frequently



How do perceptions of
injustice impact the
workplace?



The diagram features a light blue background with several white, fluffy clouds. A large white cloud in the center contains the text "Perceptions of Injustice". Three bright yellow lightning bolts originate from the bottom of this central cloud and point downwards towards the words "Satisfaction", "Commitment", and "Performance", which are arranged horizontally at the bottom of the image. The lightning bolts are stylized with multiple points and a jagged path.

Perceptions of Injustice

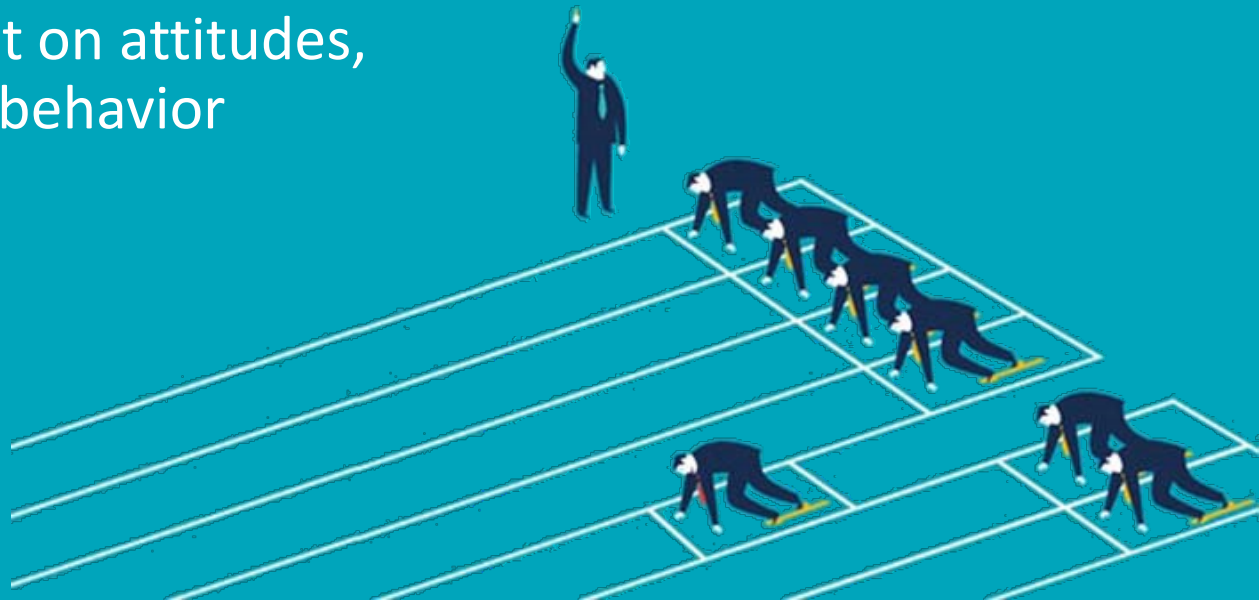
Satisfaction

Commitment

Performance

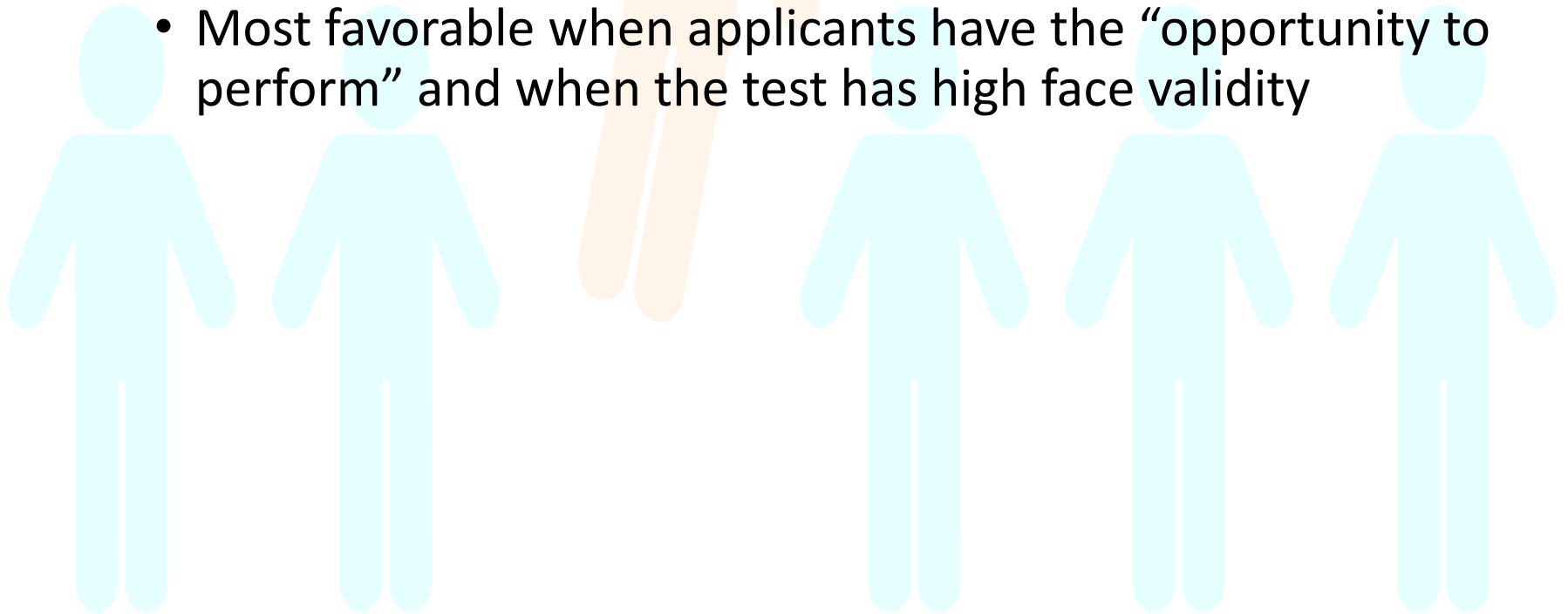
How do perceptions of injustice impact the workplace?

- Perceptions of injustice can lead to:
 - Retaliation
 - Reduced effort
 - Reduced motivation
 - A lasting impact on attitudes, emotions, and behavior



How do perceptions of injustice impact the workplace?

- Reactions to selection procedures
 - Influence applicants' decision to accept/reject an employment offer, the organization's reputation, and the likelihood of litigation
 - Most favorable when applicants have the “opportunity to perform” and when the test has high face validity



How do perceptions of injustice impact the workplace?

- Reactions to performance evaluation
 - Related more to the fairness of the process than the content of the evaluation
 - Impacted by voice, feedback, participation, and managers' perceptions of justice





What is diversity? How can
we manage diversity?

What is diversity?

- **Diversity:** Differences in individuals' characteristics
 - **Surface-level diversity:** Differences in demographics (e.g., gender, race, ethnicity, age)
 - **Deep-level diversity:** Differences in values, interests, experiences, attitudes, and KSAOs
- **Inclusion:** The process of establishing a work environment that makes *all* employees feel included



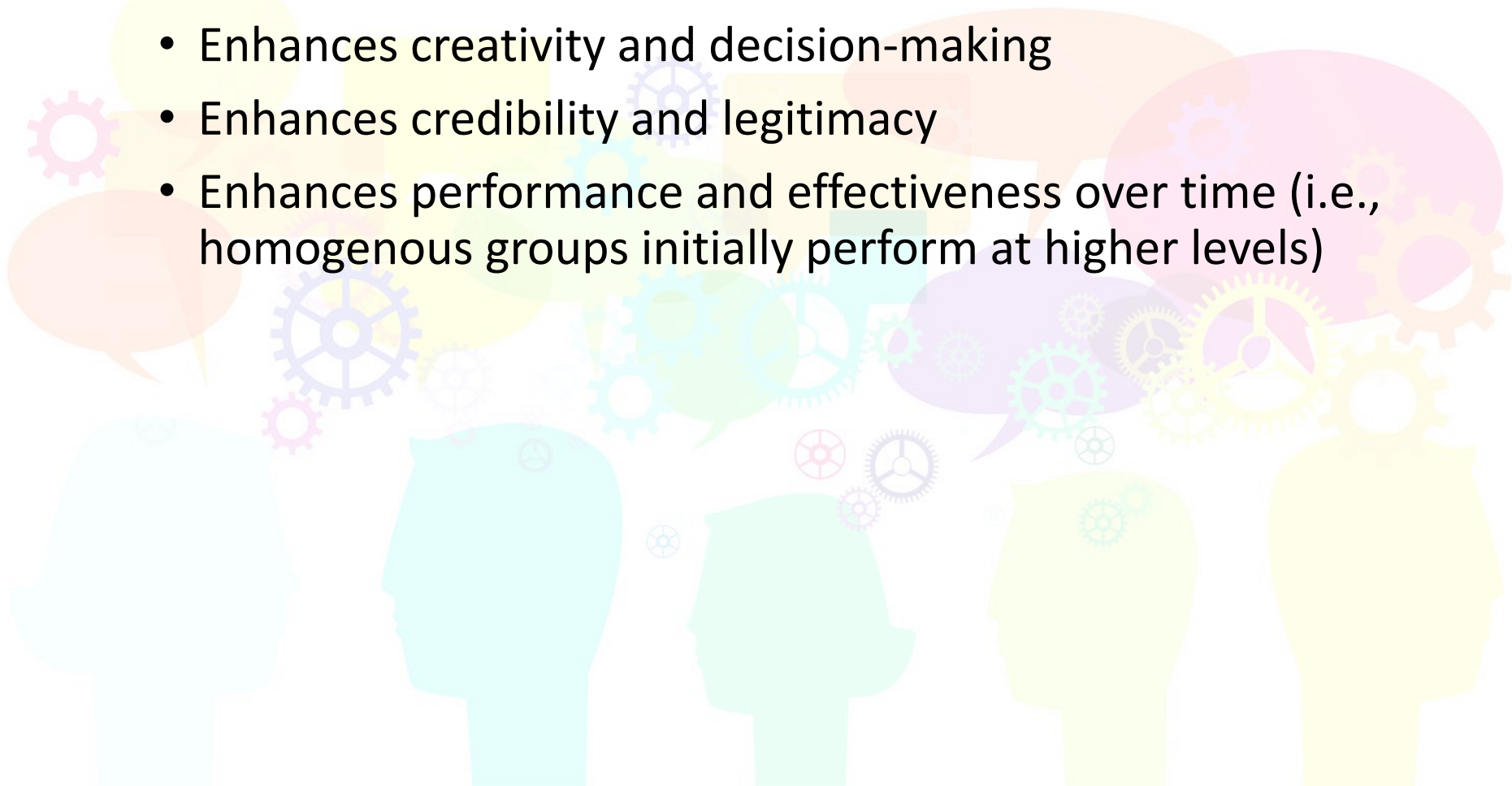
What is diversity?

	<i>ATTRIBUTES MORE LIKELY TO BE TASK-RELATED</i>	<i>ATTRIBUTES MORE LIKELY TO BE RELATIONSHIP-ORIENTED</i>
Readily detected attributes	Department/unit membership Organizational tenure Formal credentials and titles Education level Memberships in professional associations	Sex Socioeconomic status Age Race Ethnicity
Underlying attributes	Knowledge and expertise Cognitive skills and abilities Physical skills and abilities	Religion Political memberships Nationality Sexual orientation Gender Class identity Attitudes Values Personality Sexual identity Racial identity Ethnic identity Other social identities

What is diversity?

- Benefits of diversity:

- Enhances creativity and decision-making
- Enhances credibility and legitimacy
- Enhances performance and effectiveness over time (i.e., homogenous groups initially perform at higher levels)



What is diversity?

- Groups tend to be homogeneous!
 - Consequence of social processes (e.g., similarity)
 - Enhances trust, communication, satisfaction, and commitment,
- In diverse groups:
 - Differences in values and perceptions lead to differences in vision
 - Differences in vision and expertise lead to disagreements

How can we manage diversity?

- **Diversity management** is an organization's deliberate attempt to create a workplace that values and supports all employees.
- Begins with recruitment, selection, training, and retaining diverse employees
- Involves effective diversity training

How can we manage diversity?

- Ineffective models:
 - **Assimilation model:** Recruit, select, train, and motivate employees so that they share the same values and culture
 - **Protection model:** Identifies disadvantaged and underrepresented groups and provides special protections for them

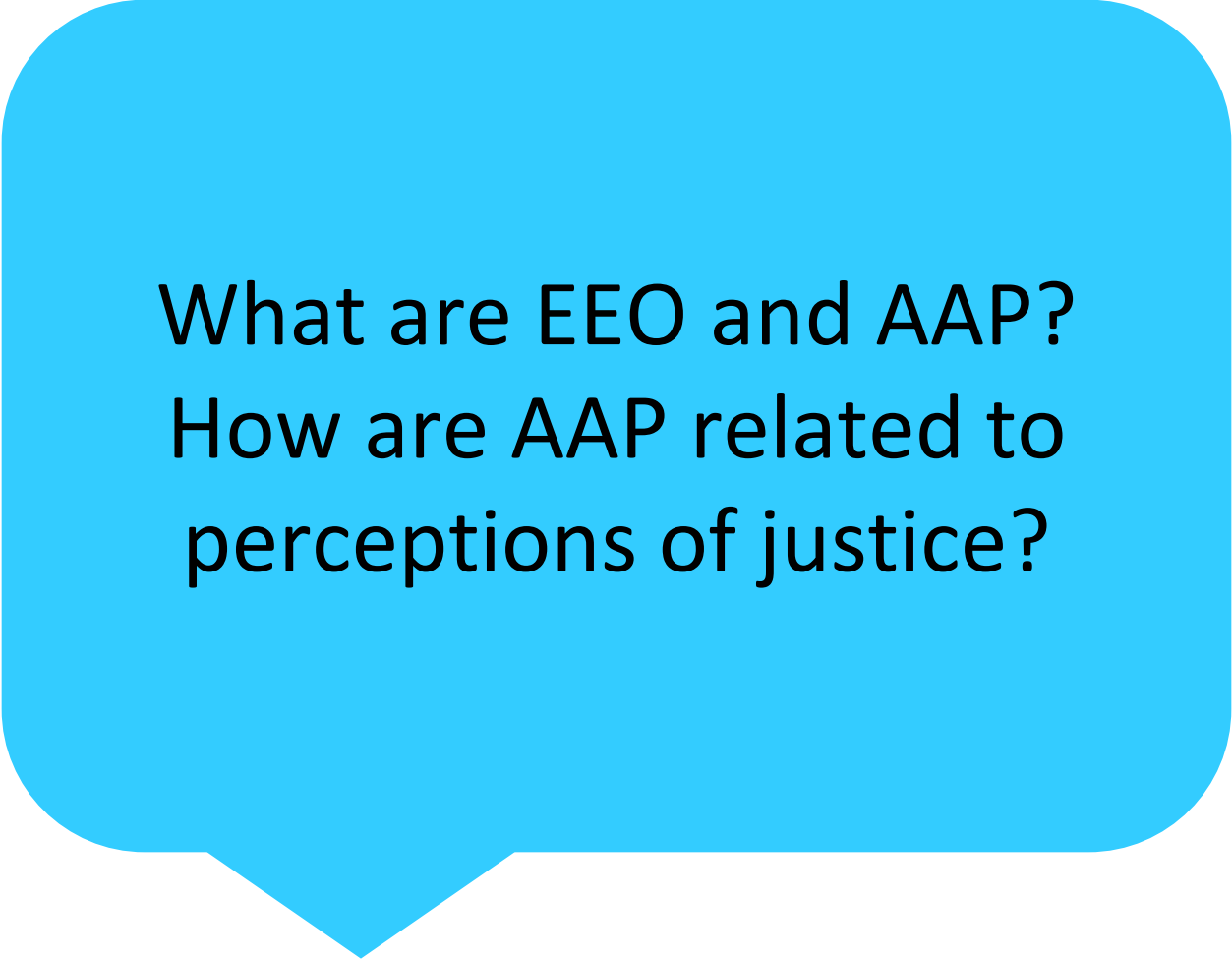
How can we manage diversity?

- Ideal model:
 - **Value model:** Values each element of an organization for what it uniquely brings to the organization
 1. Recruit specifically with diversity in mind
 2. Make career development available for everyone
 3. Develop connections to broader culture groups
 4. Seek input from diverse group members
 5. Provide diversity training
 6. Provide support



How can we manage diversity?

- **Diversity training:** Specific programs that teach employees the how to succeed in a diverse work environment
 - Identified through needs assessment,
 - Part of a larger diversity effort,
 - Supported by leadership and delivered by managers,
 - Based on the values model,
 - Based on input from diverse stakeholders,
 - Designed to enable face-to-face and hands-on activities.



What are EEO and AAP?
How are AAP related to
perceptions of justice?

What are EEO and AAP?

- **Equal employment opportunity (EEO):** Equal opportunity to secure and retain employment in a company
 - Hiring practices based on qualifications and merit
 - Based on equity definition



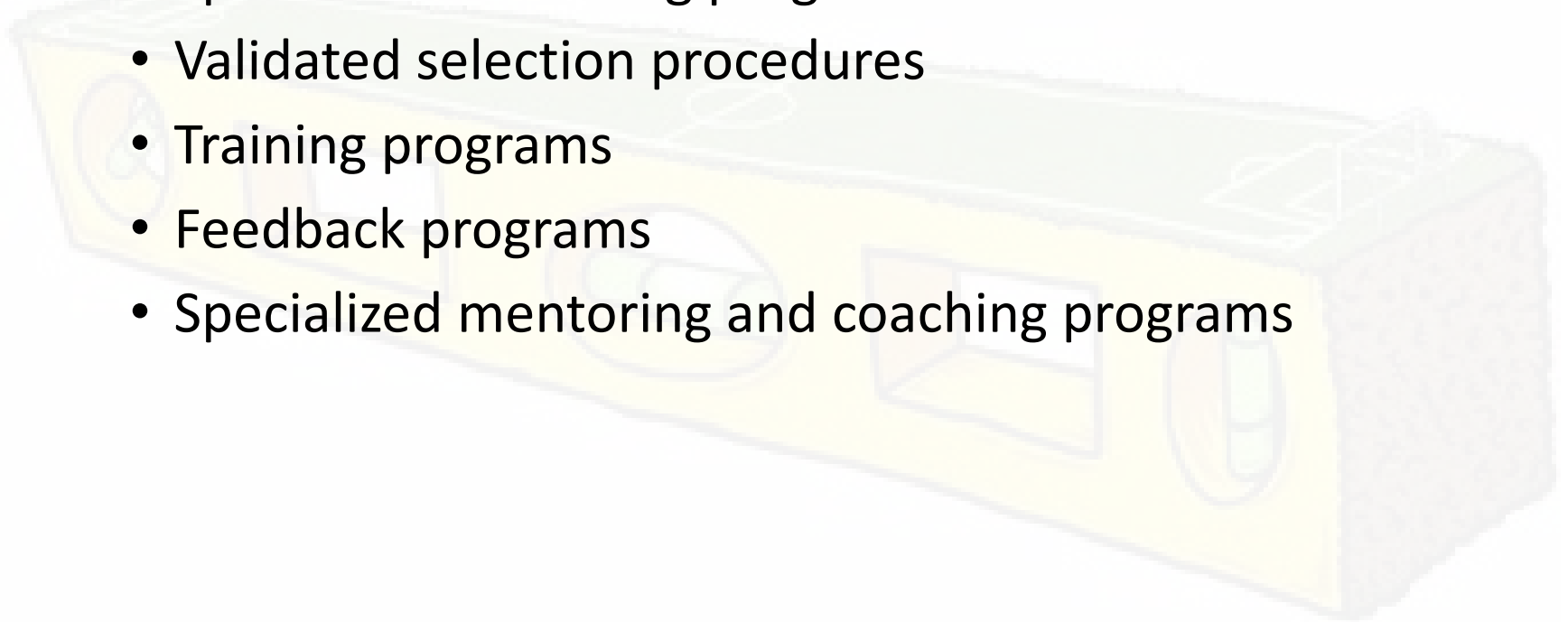
What are EEO and AAP?

- **Affirmative Action Programs (AAPs):** Collections of HR practices designed to eliminate discrimination against historically disadvantaged groups
 - Based on equality and need definitions



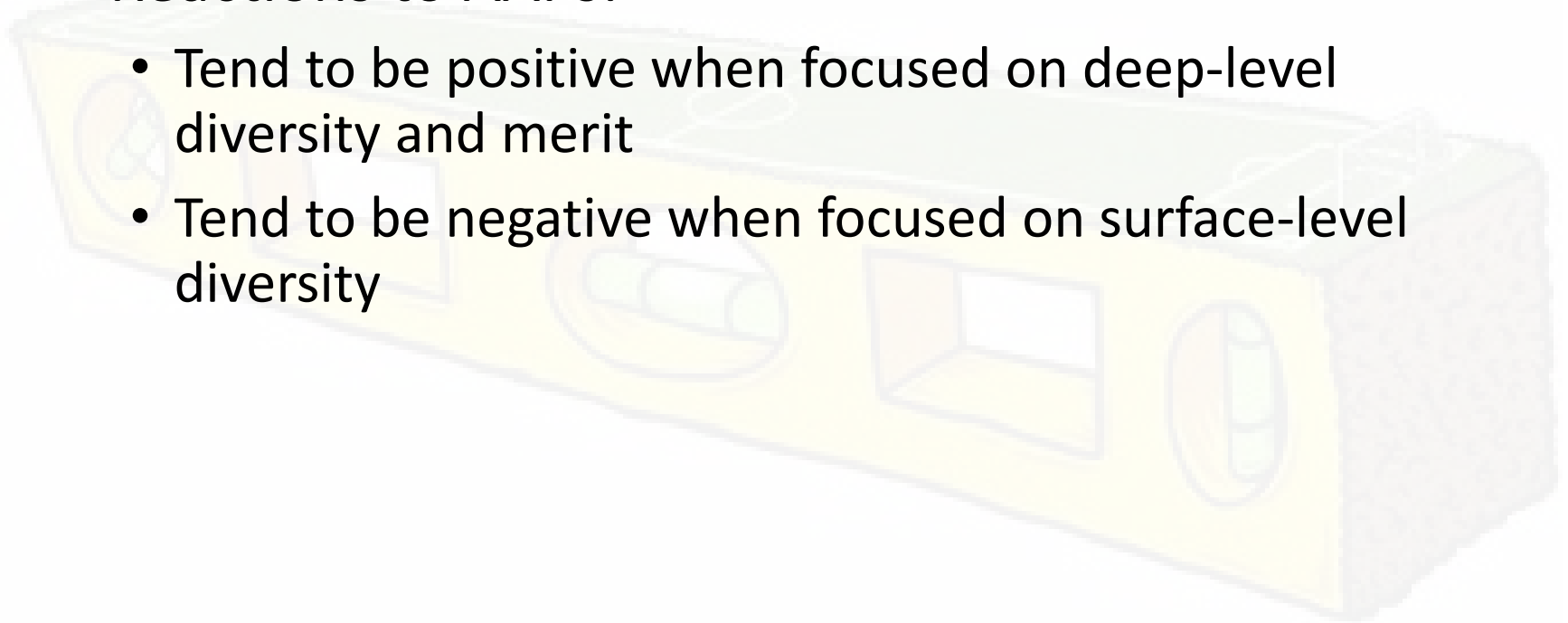
What is affirmative action?

- Examples:
 - Specialized recruiting programs
 - Validated selection procedures
 - Training programs
 - Feedback programs
 - Specialized mentoring and coaching programs



What is affirmative action?

- **NOT** hiring quotas (outlawed by the CRA of 1991)
- Reactions to AAPs:
 - Tend to be positive when focused on deep-level diversity and merit
 - Tend to be negative when focused on surface-level diversity



How is affirmative action related to perceptions of justice?

