

# Diagnosis for diversity management policies

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EGiD (Gender and Diversity in management)

Hec-Ulg

# Objectives

- Establish a quantitative and qualitative diagnosis for starting point for the establishment of a diversity action plan in university
- Target: gender, age, origin, disability but also other forms of discrimination such as homophobia, etc.
- Sources of information:
  - Internal BDD (HR / R&D / students, etc.)
  - Documents analysis
  - Interviews / surveys
  - Focus group

# Steps of action plan

Diagnosis:

Representativity / discriminations / representations / stereotypes

**Personnel (HRM policies)**

**Students**

**Stakeholders / partners**

Action plan

Objectives and indicators – resources - planning - responsibility

Organisational culture / values

Communication / training



# What is measured?

- Representativeness (Ulg 2014)
- Discrimination (testing / process analysis) (ULB)
- Job satisfaction (HRM / OT / culture) of various target groups
- Stereotypes and prejudices
- Feeling and experience of discrimination (objective and subjective dimension) / working climate
- Degree of support to a diversity management policy (Ulg 2014)

# 1. Representativity

- Sex (not gender) / Age / Origin / Disabled people
- Representativeness of the target audiences in the organization:
  - In education sector (students) / in some jobs and occupations (personnal) = analysus of horizontal segregation
  - in some hierarchical levels = vertical segregation (the glass ceiling and / or sticky floor) – scientific and academic grades
- Representativeness of the target groups as beneficiaries of the various policies for student (sucess / grants/ etc.) / for HRM (recruitment and selection, training, evaluation, promotion and career management turnover and departures, workplace accidents, absenteeism, working time and different types of leave) / for university events (conferences / honoris causa/ etc.)

# Indicators

- Sex analysis : W/M (X ?)
- Age – which age categories – for example for personnel
  - >35 year: young
  - 35-50 : mediors
  - - 50+ : seniors
- Origin / race:
  - Nationality
  - Nationality in birth
  - Nationality of father /mother in birth
  - Maternal language
  - Ethnic group (which one ?)
  - Religion
- Disability
  - National recognition
  - Invisible disability



# Others

- Marital/ family situation (children, dependant people, etc.)
- Intersectionnality (age and gender, for example)
- Sabbatic or other country experience
- Academic responsibilities

## 2. Work satisfaction of target group

- Students support / information
- HRM policies (remuneration, training, evaluation, etc.)
- Relations with hierarchy, colleagues, clients, business partners
- Motivation, satisfaction, organizational commitment
- Membership perception and corporate culture



# 3. Discrimination

- Complaints / lawsuit
- Process analysis / leaky pipeline (promotion process)
  - People who can apply (sex / origin / âge)
  - Success of each group in each step of the process
  - Analysis of the cause (individual / organisational / societal )
- Testing / anonymous CV
- Behavior analysis (observation) / methods of critical incidents
- Auto-diagnostic



# 4. Stereotypes and prejudices

- Gender analysis = socially constructed categories around biological differences but above all social roles and stereotypes assigned to men and women (values, norms, attitudes and behaviors)
  - Identify stereotypes associated with both sex and their impact
  - vision of social and professional roles attributed to each sex and their impacts
  - representations justify inequality situations: separation (asymmetric) and hierarchisation
- Racism / homophobia / negative perception of disabled people / physical appearance
- Content analysis / interviews / surveys



## 5. Feeling and experience of discrimination (subjective dimension)

- Anonymous quantitative survey
- Interviews target audiences:
  - Those who see themselves as discriminated (complaints, etc.)
  - Those who have "succeeded"
- Interviews of resource people :
  - Union delegation
  - Person in charge of harassment
  - Occupational physicians

## 6. Support to a diversity management policies

- Understanding/ perception of the inequalities / causes
- List of actions ... for or against
- Perceptions of the priorities
- Example :
  - Attitude for quotas
  - Specific networking
  - Positive actions