



Abstracts

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CENTRE DE RECHERCHE INTERUNIVERSITAIRE
SUR LA MONDIALISATION ET LE TRAVAIL
INTERUNIVERSITY RESEARCH CENTRE
ON GLOBALIZATION AND WORK



Stream 1

The EDI conference welcomes a wide range of papers about the complex relationship between equality, diversity and inclusion from different theoretical, empirical and methodological approaches as well as across various disciplinary, interdisciplinary, international and comparative perspectives.

This year, the EDI conference will draw particular attention to the fact that despite all the research efforts as well as organizational and political initiatives aimed at promoting diversity, inequalities persist. Furthermore, while workplaces claim to pay more attention to diversity, new forms of discrimination and barriers, more complex and more subtle, make it more difficult to detect biases and prejudices.

We invite conceptual and empirical interventions that explore the advances, setbacks, drifts and transformations facing diversity, equality and inclusion. We invite papers that will examine the new challenges facing the promotion of all forms of diversity, as well as the analysis of experimentation with policies and practices that seek to address these objectives. We seek contributions to create spaces for the exchange of new ideas that help building a critical analysis on diversity, equality and inclusion.

Stream 1A - Rethinking Diversity Frameworks and Practical Implications

Chairs: Tania Saba, Université de Montréal, Canada; Marie-Thérèse Chicha, Université de Montréal, Canada; Mustafa Ozbilgin, Brunel University, UK; Joana Vassilopoulou, Brunel University, UK

Impact Of Newly-Designed Diversity Climate on Organizational Commitment: The Special Role of Social Integration.

Gaëlle Cachat-Rosset, Toulouse Business School, France

Relying on a new and more robust conceptualization and operationalization of the concept of diversity climate (Cachat-Rosset et al., 2017) and on the social exchange theory (Blau, 1964), this study examines the impact of diversity climate on organizational commitment by emphasizing the special role played by social integration. Through a survey involving participants from a multinational European company (N = 101), the results show that diversity climate positively influences social integration, and that social integration mediates the relationship between diversity climate and organizational commitment of employees. This study thus provides complementary insights to the understanding of the effects of diversity climate in organizations exploring the role of social integration. This study also serves as a preliminary empirical validation of the newly-designed diversity climate concept that consists of three distinct facets, namely intentionality, programmatic and praxis components, thus providing support in the nomological validity of the construct. Results show that each of the three dimensions of diversity climate positively and significantly influence social integration. So, this study provides evidence of the positive impact of diversity climate to practitioners and highlights levers to be activated to benefit of the positive impacts of diversity management. Moreover, this study provides promising results for considering organizational diversity climate in cross-national organizations. Directions for future researches are finally discussed.

Keywords: diversity climate, organizational climate, diversity management, social integration, organizational commitment

The Buffering Effect of Workplace Spirituality in the Relationship between Social Media Use and Employee Wellbeing.

Lilian Otake-Ebede, Liverpool Business School, UK

Purpose - The existing literature suggests that employee wellbeing and social media are two important concerns for organisations. The purpose of this study is to carry out an empirical examination to assess whether social media use by employees has a negative effect on employee wellbeing, and if so to suggest workplace spirituality as a buffer to this detrimental relationship.

Design/methodology/approach - A sample of 207 employees from a leading retail sector organisation on the UK was used for this study.

Findings - This Study found that social media use was negatively related to employee work wellbeing. The Study also found that the negative relationship between social media use and employee well-being was moderated by workplace spirituality. Specifically, employees with high spirituality were buffered from the harmful effects of use of social media on subjective well-being, whereas employees with low spirituality were not.

Research limitations/implications - This paper may encourage future research to assess how workplace spirituality could act as a buffer to constructs which could hinder the wellbeing of employees such as social media.

Originality/value of the paper - To the author's knowledge, this is the first study to examine the moderating role workplace spirituality plays in the relationship between social media use and employee well-being. As employee well-being is an important concern for organisations, the contribution of the study findings is that workplace spirituality implementation can buffer the negative effect social media use has on employee well-being.

Keywords: Workplace spirituality, social media, employee wellbeing

Radical Intersubjectivities and Engaged Mindfulness: A Mindful Mindset Framework for EDI Research.

Ram Mahalingam, University of Michigan, USA

In this paper, I proposed a mindful mindset framework for EDI research elaborating on the antiessentialist perspectives proposed by Babasaheb Ambedkar (1968), a Dalit intellectual and an engaged Buddhist who wrote the constitution of India and bell hooks, an African American feminist and engaged Buddhist. Ambedkar proposed an ethical framework for radical friendships, the bedrock of compassionate communities that transcends caste identities. Such radical intersubjectivities provide an overarching framework for building a community based on compassion and human dignity. bell hooks (2006) proposed a framework for liberatory aesthetics (Kalmanson, 2012) for a deeper appreciation of the capacity for critical resistance and capacity to appreciate beauty in the radical subjectivities of marginalized and stigmatized identities. Using an intersectional framework, in my paper I reconcile the ethical frameworks of Ambedkar and bell hooks to develop an engaged mindfulness framework called, Mindful mindset, to foster interconnectedness at the *intrasectonal* and *intersectional* levels. I will conclude my paper the usefulness of mindful mindset framework for research on equality, diversity and inclusion in organizational research.

Alterity through Horse-Power: Translating Critical Diversity Management Thinking into Practical Organizational Interventions.

Carolin Ossenkop, Radboud University Nijmegen, Netherlands

Purpose: Considering the oftentimes marginal effects of common diversity management interventions in organizations as a means to reduce evident systematic inequalities between members of different social groups within the same organizations, this paper argues for the consideration of equine-assisted interventions as an adequate diversity management intervention. The conceptual analysis delineates how equine-assisted interventions may serve as an adequate practical translation of alterity, a concept that has been theoretically discussed to macerate normalized power structures to reduce systematic inequalities. In doing so, this paper also picks up on the critique of the role of critical (diversity) management scholars as mostly being restricted to mere investigation instead of actively engaging in (co-)creating practical interventions to challenge and change previously documented systematic inequalities between members of different social groups within organizations. By means of carefully elaborating how the theoretical concept of alterity may be operationalized through equine-assisted interventions, the present paper does not only establish a genuine foundation for considering equine-assisted interventions as an adequate diversity management intervention, but it also exemplifies how critical (diversity) management scholars may function as translators of abstract and theoretical critical diversity management thinking into workable diversity management interventions, and thereby more actively engage with the operationalization of their theoretical and empirical insights.

Design/methodology/approach: Conceptual paper.

Findings if paper is empirical: Not applicable, as it is a conceptual paper.

Research limitations/implications: While this conceptual paper partly grounds on previous theoretical and empirical studies not explicitly focusing on the context of diversity in organizations, it does provide a solid conceptual foundation for embarking on further empirical studies on how the proposed operationalization of alterity through equine-assisted interventions plays out in the specific context of diversity in organizations. Practically, the present paper offers concrete arguments to consider the implementation of equine-assisted activities as diversity management interventions.

Originality/value of the paper: The paper's originality and value reside in the cross-fertilization of two academic fields, namely critical (diversity) management studies and anthrozoology, and its translation of conceptual critical diversity management thinking to practical interventions. Not only the content-related outcome of this paper may be considered a result hereof (i.e. the consideration of equine-assisted interventions as a diversity management intervention), but also the paper in itself may be considered a hands-on example of how critical diversity management scholars may function as translators between (academic) fields and practice.

Stream 1B - Rethinking Diversity Frameworks and Practical Implications

Chairs: Tania Saba, Université de Montréal, Canada; Marie-Thérèse Chicha, Université de Montréal, Canada; Mustafa Ozbilgin, Brunel University, UK; Joana Vassilopoulou, Brunel University, UK

Transcending Borders: Lessons from India and the UK on Transgender Inclusion in the Workplace.

Ciaran McFadden, Edinburgh Napier University, UK; Geeta Mishra, Amity College of Commerce & Finance, Amity University, Noida, India

Purpose - This conceptual paper compares the approaches of the governments and workplaces in both India and the United Kingdom in promoting the inclusion of transgender employees. While the various groups of transgender people in India are mentioned in religious and spiritual traditions, and transgender people in the UK enjoy legislative protection, both groups face discrimination and exclusion in society and in the workplace.

Approach - Using a theoretical framework comprising Simmel's concept of the Stranger, and Social Identity Theory, we examine how governments and workplaces in both countries use policies and practices to encourage the participation and inclusion of transgender employees.

Research limitations/implications - This research is conceptual and can thus use only existing research, theories and discussions to inform our analysis. Empirical studies building on this research could look in more detail at the issues raised here. Qualitative research is required to more fully investigate the under-researched experiences of transgender employees in India. A number of implications and recommendations for workplaces seeking to improve their transgender inclusion are given under the headings of Policy-Making, Recruitment & Selection, Training & Development, and Monitoring. Recommendations are given for both UK and India-based workplaces.

Originality/value of the paper - This study examines the experiences of an under-researched workforce population – the transgender community. Additionally, particular focus is given to a particularly under-studied context: that of transgender people in India. The value of the paper derives from considering both the Indian and UK contexts, and the mesh of both best-practice and best-fit approaches to local diversity management.

Keywords: Transgender, India, UK, Diversity Management, Inclusion

The State, Unions and Professionals in Contracting Processes: Defeating Gender Equality in a Gender Neutral Setting.

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In contemporary public administrations worldwide, principles of marketization and managerialization are held applicable throughout the social services: education, welfare and healthcare. The applications of the marketization and managerialization toolkit was recently examined, showing that the applied practices of quasi-marketization reduce levels of professionalization and knowledge preservation across various services. The deterioration of job quality and service quality that occurred in this context was already dealt with. However, the gendering impact of these processes and particularly their indirect impact on gender inequality, is still somewhat blurred because of the failure to include the State's, the unions' and professionals' stand points on the process. In this paper, I examine the gendering impact of the contracting out of Israeli services from three distinct stand points: Budgeting administrators as representing the State; union activists in the contracted-out services; and professional women employed as administrators shaping services contracts. Three processes have emerged from a grounded theory analysis which the

interview material was subjected to: firstly, budgeting administrators' expressed their despise towards unions; union activists made achievements but encounters diverse barriers to protecting employees; and, finally, contract design which is based on a gender -neutral rhetoric of dialogue was found to disguise a forceful erasure of professional knowledge in the area of care, resulting in deterioration of job quality. I discuss the gendering impact of each of these processes and its contribution to gender inequality.

Discrimination in recruitment: Focus on gender discrimination in Moroccan small and medium enterprises.

[Bouchra Belmouffeq](#), University Hassan II, Morocco

La discrimination est une pratique, qui n'a pas de visage ni de pays ni même de frontière mais qui reste une réalité pratiquée sur le marché de travail marocain et qui est dévoilée par une sélection basée sur des éléments subjectifs altérant le principe d'égalité de chances et celui des droits de l'Homme en général. En addition, la loi marocaine, comme d'autres, souligne bien qu'elle est contre ces pratiques à connotation discriminatoire basant sur le sexe, la race, la couleur, la religion, la situation conjugale, le handicap, l'opinion politique, l'ascendance nationale ou l'origine sociale ou encore l'affiliation syndicale et cela à tous les niveaux du processus soit celui de recrutement, d'accès à la formation ou encore à l'évolution de carrière. Cependant la discrimination est toujours pratiquée sous différentes postures. Comment faire pour pallier aux formes discriminatoires, les chartes, lois et labels sont-elles suffisantes pour mettre fin à ces pratiques? Nous nous sommes focalisé dans cet article sur les pratiques des PME marocaines qui représentent plus que 95% des entreprises marocaines et emploient plus que 83% de la population active en sus de sa contribution dans la formation des principaux agrégats macroéconomiques.

Social Integration and Higher Education: People with Disabilities Integration in a Management School.

[Sana Guerfel-Henda](#), Amiens School of Management, France; [Manal El Abboubi](#), Université Mohamed V Agdal, Morocco; [Aziza Mahil](#), Université Hassan 2, Morocco

Access to higher education, particularly in the case of the prestigious universities, faces several obstacles, such as territorial inequalities, orientation system, self-censorship, the discourse around meritocracy and social discrimination. The different situations of disability amplify these obstacles and accentuate the discrimination endured by this vulnerable population.

In recent years, the prestigious universities have been trying to intervene upstream to remedy these situations of inequality by developing, among other things, the principle of tutoring. Our research focuses on how the integration of people with disabilities takes place in the higher education sector. We focused on the place of the "handicap mission", in a human resources department in charge of managing diversity, in a management school that is the reference in the field of professional integration through its pioneering strategies in the matter.

Stream 1C - Diversity, Social Actions and Ethics

Chairs: Tania Saba, Université de Montréal, Canada; Marie-Thérèse Chicha, Université de Montréal, Canada; Mustafa Ozbilgin, Brunel University, UK; Joana Vassilopoulou, Brunel University, UK

Broadening the Scope of Societal Action in Companies. The Caregivers example.

[Maria Giuseppina Bruna](#), IPAG Business School, France; [Nathalie Montargot](#), La Rochelle Business School, France

As the digitization of the economy and the triumph of digital redraw the morphology of organizations, the boundaries of businesses are increasingly uncertain and distended. The emergence of reticular-shaped companies is privileged and, in return, favours the myriadization of labour, the emergence of new modes of cooperation (alternately despatialized, partially desynchronized and hyper-connected), the *uberisation* of the economy and the development of self-employment forms.

As part of a demographic perspective vis-à-vis the aging of the population, the increasing longevity and the explosion of dependence, the caregiver issue illustrates the metamorphoses of the post-modern society, questioning the inevitable encroachment on life at work and at home.

Over 4 million employees are concerned by caregiving in France (Guérin, 2012, Leduc et al., 2013, Calon, 2015, Guérin & Gravillon, 2015, Guérin, 2016). The assistance provided by caregivers to their relatives implies articulating their professional activity and their private life. Their support is valued at €164bn.

The issue of organizational recognition and managerial support for employees' caregivers is problematic. It is a paradigmatic case of widening approaches to inclusion beyond their historical scope (Bruna, Montargot & Peretti, 2018). Indeed, caregivers experience an "indirect handicap" that illustrates an extension of the societal intervention borders around companies (Chadili et al., 2017).

Until now, works on the relationship between private and professional lives were seen through the prism of parenthood (Tremblay et al., 2013). Employee caregiving is still subject to a double penalty: placed in a blind spot from an academic point of view (Casper & Swanberg, 2011, Matuszek and Bandow, 2016), it also suffers from a form of social invisibility (Gimbert and Malochet, 2012).

However, the multiple challenges arising from dependence issues require greater consideration from society, but also from companies. This contribution seeks to fill this gap and focuses on a critical literature review concerning the stakes of caregiving and their repercussions both on organizational and managerial levels.

After resituating the societal challenges posed by the rapid development of employee caregiving, our article examines the inevitable encroachment between professional, personal and family lives.

A number of pioneering companies have adopted programmes or practices designed to promote work-family balance. Most of these measures put an emphasis on supporting parents. They could be enlarged to caregivers (Tremblay et al., 2013). The offer of specific support programs could promote work-family life balance. For example, organizations that have signed a quality of work life agreement, including family-friendly policies and practices, could design caregiving-friendly measures as well. These policies could be designed, implemented and communicated (Bainbridge and Brody, 2017).

The issue of caregiving questions the scope of corporate social responsibility and invites us to rethink the boundaries of a business's legitimate interventions. It also invites us to deconstruct a reductionist conception of men and women at work and requires, in return, a better evaluation of the organizations' efficiency in terms of diversity and inclusion.

The particularity of caregiving, as shown by the literature review, is that it is dynamic and evolving. Specific difficulties, such as care planning which is sometimes unpredictable and dependent on the availability of practitioners, should be taken into account. For example, planning a medical visit often depends on the health system and the availability of the practitioner (Tremblay, 2012). Organizations could support caregivers by allowing employees more flexibility (Tremblay et al., 2013). Flexitime, adapting the pace of work as well as organizing and planning the activity better (reducing just-in-time, developing teleworking, authorizing relative asynchrony in the exercise of the caregivers' missions) all participate in providing reasonable accommodations. These initiatives could be considered by employers seeking to facilitate the social inclusion of caregivers by reconciling their family and working time.

In addition to the aid of public authorities, corporate support (including financial) might consist in outsourcing some of the caregivers' tasks (coordinating the pathway to care, for instance, as well as the developing solidarity-based donations of worktime. Experimenting with monetization systems (for the benefit of caregivers' associations) on given days, as part of solidarity campaigns, and not consumed within companies, would, moreover, make it possible to go beyond a system of solidarity that is purely intra-organizational. By doing so, these innovative mechanisms would enable, in addition to "risk pooling", the deployment of a generalized and multiplexed social exchange system, based on uninterrupted, extended and deferred Maussian reciprocity (Mauss, 1968).

For Culvert (2016), employers are responsible for providing support to caregivers. Based on the equity theory, it is in their own interest. For Wagner, Lindemer, Yokum and Defreest (2012), supportive policies need to be put in place by competent, skilled and trained professionals. Good practices have to be fair, accessible to all employees and respectful of their privacy.

Organizations need to send a signal audible enough to root their support policy into the reality of work and show the strength of their commitment. It is also important to train managers and colleagues. Raising awareness on the different forms of caregiving and degrees of autonomy of the beneficiaries could be proposed. Specific training programmes for managers on the eligibility of caregiving policies could be set up. They would improve managerial support (Bainbridge & Brody, 2017). Training might also facilitate dealing with a form of Organizational Justice, by taking into consideration the way employees perceive the support received by one of their colleagues. More generally, the new role played by managers today in dealing with work-life balance issues could be fully reflected in their job description and assessed more precisely.

Caring Inclusion and the Transformation of Social Identity.

Brent Lyons, York University, Canada

Inclusion scholarship has aimed to conceptualize practices that enable employees with underrepresented identities to bring their whole and desired selves to work in ways that benefit employees and organizations alike. In this theoretical paper, we argue that existing conceptualizations of inclusive practices do not fully capture, and can even thwart, whether and how underrepresented employees bring their whole and desired selves to work. Existing conceptualizations of inclusive practices view social identity in rational terms (i.e., objective differences between people based on hypothetical and deductive norms) yet rationality has limitations for inclusion. These limitations include: not addressing stereotypes and historical norms that inform how social identities are understood, not addressing power dynamics involved in the construction of social identities, and not addressing how managerial goals regulate social identity enactment. In order to address these limitations, we argue that conceptualizations of inclusive practices will benefit from integrating caring relations that are less concerned about hypothetical and deductive

difference and more concerned about particularities of relationships. To build our arguments, we draw on theories of identity work and care ethics to articulate how inclusive practices that integrate care can facilitate underrepresented employees' efforts to contribute to alternate and more complex social identity forms. These new social identity forms can reflect a broader array of possibilities for underrepresented employees to bring their whole and desired selves to work. We conclude by discussing implications of our theory for theories of inclusion and social identity in organizations.

How Leaders' Diversity Ideologies Influence Followers' Perceptions of their Leader as Ethical.

[Carolyn T. Dang](#), University of New Mexico, USA; [Sabrina Volpone](#); University of Colorado Boulder, USA; [Elizabeth E. Umphress](#), University of Washington Seattle, USA

Purpose: We seek to understand how leaders' diversity ideologies influence followers' perceptions of their leader as ethical, and the consequences of this perception on followers' engagement in OCBs. Further, we contend that followers' color-blind racial attitudes moderate this effect.

Design/methodology: We tested our model across two studies. In Study 1 we utilized a time-separated controlled experiment wherein we measured followers' colorblind racial attitudes, manipulated leader's diversity ideology (identity-conscious versus identity-blind), and measured followers' intent to engage in OCBs. In Study 2 we conducted a time-separated field study where we replicated the findings from Study 1 using a sample of working adults.

Findings: Our research suggests that followers are more likely to perceive leaders who endorse an identity-conscious versus identity-blind diversity ideology as ethical because the leaders' messages align with prevailing norms and values regarding inclusion. Moreover, followers' personal, color-blind racial attitudes moderated the effect, suggesting the effect is stronger for followers who believe that institutionalized forms of racial/ethnic discrimination are societal problematic issues.

Research limitations/implications: Our findings suggest that ethical leadership perception is not uniform and static, but rather a perception that is produced by an interaction of prevailing societal norms in addition to followers' own personal beliefs.

Originality/value: Although previous research has examined how issues relating to diversity affect ethically-oriented outcomes such as employees' perceptions of organizational justice, little is understood regarding how diversity issues affect employees' perceptions of the ethicality of their leader.

Keywords: Diversity Ideologies, Ethical Leadership, Organizational Citizenship Behaviors, Colorblind Racial Attitudes, Multiculturalism

Values and Conflicts of Values in Organizations. Towards New Approaches of Social Justice?

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While organizations of all sorts – private, public or semi-public – go through unceasing changes, it becomes essential to understand what normative frameworks we can use to evaluate the “bien-fondé” – i.e. the “bad” or the “good” – of these transformations.

In addition to what we can observe in terms of working conditions or employment status, many testimonies refer to the importance of “conflicts of values” faced by employees in their ordinary activities. Some of them say “they have to give up the values that give sense to their work and to their life”, with the risk of existential rifts or deep suffering, while others mention the kind of compromise they manage to live

with. Others use the language of “recognition” to face such problems... In practice, a diversity of situations emerge, and social sciences do not always manage to give meaning to this apparent diversity.

Our communication suggests to investigate such a situation on the basis of a rather original empirical material: over the last 2 years, as professors of sociology, we have been asking students gathered in groups of 4 to 5 persons to conduct field research. The aim of this research is to identify conflicts of values (or « ethical dilemmas ») at the workplace, as experienced by workers of all conditions and in all sectors. We also ask them to choose an “ethical framework” (as produced by “theories of justice”) and to critically think about “political dimensions” (in terms of “organizational government”) to overcome them. The material is now made of approximately 50 case studies and gives a rather precise view on concrete challenges.

On this basis, our communication will successively deal with the following issues:

- Firstly, it will present the methodology used by students to conduct their research ;
- Secondly, it will present the main results coming from such a material, especially in terms of a typology of ethical dilemmas in contemporary organizations, within the frame of a “contextual approach” (cf. Tab. 1);
- Thirdly, it will suggest to reformulate issues of justice at the workplace, through the possibility given to workers to overcome such dilemmas by using ethical and political resources. The latter are conceived as tools to “regulate” such conflicts... rather than “solving” them through the brutality of power relationships.

Stream 1D - Gender Diversity in Management: New Insights?

Chairs: Tania Saba, Université de Montréal, Canada; Marie-Thérèse Chicha, Université de Montréal, Canada; Mustafa Ozbilgin, Brunel University, UK; Joana Vassilopoulou, Brunel University, UK

Beyond Gender? ‘Comply or Explain’ and Diversity on Corporate Boards.

[Wendy Cukier](#), Ryerson University, Canada; [Suzanne Gagnon](#), McGill University, Canada; [Samantha Jackson](#), Ryerson University, Canada

How can legislation advance the representation of ‘visible’ and ‘invisible’ groups on corporate boards? Can existing ‘comply or explain’ mechanisms, devised to drive board gender diversity, be applied to increase representation of racialized groups as well LGBTQ, Indigenous people, and persons with disabilities, amongst others? What challenges as well as opportunities exist for driving deep diversity by mandating public reporting of diversity metrics? This paper takes an ecological approach to unpack these questions as well as the implications of Bill C-25, a Canadian ‘comply or explain’ statute that seeks to advance board diversity beyond gender, which became law in April 2018.

Comply or explain legislation seeks to increase diversity on boards by leveraging the effects of publicly airing a company’s diversity performance. Negative reports or limited progress is intended to encourage public and client demand for organizations to diversify. The approach complements other ‘push’ factors designed to drive leadership diversity, such as the business case for board diversity. For the past several decades, researchers in organizational studies have emphasized the benefits of workplace diversity both in general and in terms of the benefits of diversity in leadership. Recent studies have demonstrated that when organizations are attentive to and leverage diversity, they are likely to experience improved financial and organizational performance (McKinsey & Company, 2015; Erhardt et al., 2003), stronger connections

to domestic and global markets, greater employee commitment to the organization through senior executive commitment to diversity (Hopkins et al., 2001) and reduced turnover intentions (McKay et al., 2007).

Yet, it is well known that there remains limited diversity in senior leadership positions in Canada and other industrialized countries, prompting legislative responses intended to drive women's representation but to also ensure local companies are positioned to drive future economies (OECD, 2016). Globally, legislative 'comply or explain' intended to increase corporate board diversity exist in countries including Belgium, France, the Netherlands and Spain; however, Around the world, other forms of public reporting requirements are emerging. Still however, the focus remains on gender. In the UK, corporations with 250 or more members must publish salary differences between men and women annually, as well as detailed reporting on bonus payouts. Not surprisingly, women are found to be paid substantially less than their male counterparts. Reactions from major organizations have included voluntary pay cuts from top-earning male C-suite members to reports of clients demanding change from corporations (Alderman, 2018). Similar efforts are now underway in Australia and Germany, while Iceland has moved beyond the public airing of one's inclusion metrics to demand evidence that men and women are paid equally. Perhaps signaling the trickle-down effects of systems-level change, organizations such as the Legal & General Investment Management and Standard Life Aberdeen Plc, two of Britain's largest investor funds, are voluntarily pushing for improved women's representation by refusing to engage with male-dominated boards, demanding a minimum of 25% and 20% minimum representation on the investment boards they engage with. Across the pond, world's largest asset management fund, BlackRock Inc. is demanding a minimum of two women on boards or an explanation from directors regarding their gender deficiency (Hellier & Chasan, 2018). Recognizing that diversity is integral to organizational growth and Canada's competitiveness on the world stage, corporate leaders are actively working towards creating more inclusive workplaces and work cultures.

But, can comply or explain's public reporting requirement support the advancement of other underrepresented groups? Bill C-25: An Act to Amend the Canadian Corporations Act and its attendant regulations, became law in April 2018 is Canada's and perhaps the world's first piece of legislation that moves beyond the gender mandate to also require reporting on the representation of racialized minorities, Indigenous people and persons with disabilities. While many would have preferred to see the legislation go further and advocated for stronger measures such as quotas, the breakthrough that this legislation represents worldwide is in regulations which define diversity as more than just gender. Certainly countries around the world have codified requirements to increase the representation of women on boards, some with quotas, some with targets –producing mixed results. However, this Bill represents the first effort where multiple dimensions of diversity are reflected in regulations. This new law also requires publicly traded companies to report on their strategy, including targets, as well as the processes needed to meet them and to explain gaps.

The 'comply or explain' model presents advantages to quotas vis-à-vis the representation of other groups. The quota model may be appropriate for gender in some contexts, but faces barriers for other groups such as racialized minorities; who is to be considered toward the quota? What baseline measurement will guide quota numbers - national averages, or local metrics? However, 'comply or explain' must still contend with the difficulties encountered by any organization seeking to measure and track diversity – what methodologies best capture organizational diversity? Identifying and recording gender for public reports is relatively straightforward, and while imperfect, can be independently verified by third parties through

public records, such as photographs¹. However, other diversity dimensions cannot be assessed at face value, and require supportive corporate cultures that encourage members to bring their whole selves to the board (e.g., Capell et al., 2017) before disclosure is a possibility. This is true for all facets of ‘invisible’ diversity, including those covered by C-25 – LGBTQ, Indigenous status, and disability. Companies with hostile environments that discourage disclosure may thus report lower-than-accurate metrics, as board members choose to withhold their ‘diversity identities’. At the same time, this raises questions around the ethics of asking a person to ‘out’ themselves for the greater good (Hodson et al., forthcoming).

However, while legislation can both reflect and shape values and evidently, the voluntary behaviour of organizations, implementation is critical. Finding the point which pushes boundaries but does not create dysfunctional backlash or “gaming” the system is key. While C-25 has broken new ground, it is in some ways the logical extension of the 1986 Employment Equity legislation. Indeed, for over thirty years some companies (federally regulated and federal contractors) have been collecting and reporting data and implementing strategies, and many have seen the clear links between increased diversity and performance. Certainly they have shown the importance of setting targets and “what gets measured gets done”. They have also demonstrated that not only are the requirements of C-25 implementable, but they have produced results in terms of corporate objectives as well as moving the needle. Research has shown that voluntary targets do produce results, albeit more slowly than quotas, and companies subject to Employment Equity regulations tend to have more diversity than those that are not. In the 21st century, diversity and inclusion are not simply regulatory requirements, they are competitive necessities.

Many remain skeptical of the impact ‘comply or explain’ might have for advancing women or other underrepresented groups in the Canadian context because of the uneven results produced by other comply-or-explain regimes like the Ontario Securities Commission (OSC). Skeptics have pointed to the outcomes of the OSC legislation passed three years ago, arguing that progress has been glacial. But there were two key weaknesses: it only addressed gender, and had weak transparency and accountability mechanisms. Critiques of public reporting to drive diversity include a dearth of enforcement mechanisms, including limited oversight mechanisms such as regulatory bodies to assess companies’ engagement and compliance (Keay, 2014).

Much has been written about the effectiveness of comply or explain for advancing women on boards, in Canada and around the world (e.g., Andres & Theissen, 2008; Arcot et al., 2010; MacNeil & Li, 2006; Seidl et al., 2012; Keay, 2014). This paper examines these issues through the lens of Bill C-25 in order to understand the applicability of ‘comply or explain’ to diversity dimensions that move beyond gender. It examines factors at each the societal, institutional, organization and individual level that will shape and guide C-25’s success in the Canadian context and beyond, contributing to the nascent literature on legislative mechanisms that nudge companies forward to advance all aspects of diversity.

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Professional Equality Between Women and Men: What are Quebec Employers Doing?

Émilie Genin, Université de Montréal, Canada; Mélanie Laroche, Université de Montréal, Canada

This paper discusses professional equality between men and women from the employers' point of view. It explores this both from an institutional perspective (Cook and Glass, 2014; Lawrence, Suddaby and Leca, 2009) and a strategic human resources management perspective (Konrad and al., 2016). A quantitative study carried out among Human Resources management professionals provides a basis for this exploration. The study's objective was to map the measures and organizational practices/policies in Quebec workplaces that foster professional equality. We will present the first statistical analyses from the study - descriptive statistics and clusters analysis - that allow us to link observed practices to certain strategic human resources management approaches for professional equality (Konrad and al., 2016) and to institutional pressures (Cook and Glass, 2014; Lawrence, Suddaby and Leca, 2009).

One Step Forward, Two Steps Backwards? Women's Struggles for Voice in Online Platforms.

Shlomit Aharoni Lir, Brandeis University, USA

Techno-Utopian approaches often consider the web as an alternative public sphere in which marginal voices can be enhanced, while challenging conventional practices of excluding and silencing women in traditional media. However, upon examining women's journey to voice in open-to-all online platforms – we can find, alongside the opportunities, exterior and inner obstacles.

The research suggests a model for the formation of public voice among women in digital environments, which elaborates previous studies, that were conducted prior to the web's emergence as an alternative sphere for women's influence and voice. The model shows, the transition from silence to voice online is not linear as described in previous research, but rather circular. In the digital era, un-silencing is still an ongoing endeavor in women's lives, as they keep encountering challenges and setbacks in their pursuit of public involvement and influence.

The study is based on an action research with mixed evaluation method and two rounds of interviews with a group of 31 women activists. As part of the research, the women participated in elaborated long workshops on four main online platforms. The participants were interviewed a few months after the workshops where over and were asked on their experiences online. The research included following data which the participants posted online and the progress the participants through years.

Gender Diversity of HR Managers in MNC Subsidiaries: Organizational Level Explanations.

Sondes Turki, Université de Montréal, Canada

Gender diversity in high-management positions has been growing for the last three decades. Several studies have shown that the rise of women in senior management positions differs according to the country and finds its explanation, among others, in the institutions of each country (Cook and Glass, 2014). Indeed, some public policies aim to increase this female presence and fight against the glass ceiling.

In addition to these macro-level or societal explanations, micro-level explanations highlighting the incongruence between the managerial role and the role of women have also been advanced (Eagly and Karau, 2002).

Inspired by the study of Hillman and Cannella (2007) which deals with organizational predictors of female presence on the board of directors of large US companies, this paper aims to study organizational factors that explain the presence of women as HR directors at subsidiaries of multinational companies (MNCs) operating in Canada.

Based on resource dependence theory, this study identifies the characteristics of subsidiaries explaining the presence of women as managers of these economic entities.

Some assumptions were tested by quantitative data from 102 subsidiaries of MNCs operating in Canada with more than 100 employees. These data were collected between 2006 and 2007 through a questionnaire as part of a broad survey on human resources management, public policies and the global value chain.

The results show that the size of the subsidiary, the influence of the regional divisions of the MNE in determining the HRM policies and practices within the subsidiary and the degree of autonomy of the subsidiary in the planning of the succession of senior executives has a significant impact on the presence of women in the position of HR Director within the subsidiary.

Since there are only a few studies interested in studying the gender of HR managers in subsidiaries of MNCs, this work highlights a rather important conclusion: compared to men, women hold the position of HR director in subsidiaries that are smaller in size and have strong decision-making autonomy in succession planning for their senior executives.

Women's access to leadership positions is important for achieving gender diversity in senior management positions (e.g., the board of directors). This diversity is positively and significantly related to greater financial performance (Post and Byron, 2015).

Although limited to only one country, which is Canada, this study can be enriched by data from subsidiaries operating in other countries to compare the institutional framework and highlight the institutional factors that explain the gender diversity of HR managers. The individual characteristics of the managers, not being available for this study, can similarly provide a richer understanding of the female presence in management positions.

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Stream 2 - Striving for Gender Equality: One Step Forward, Two Steps Back?

Chairs: Melanie Crofts, De Montfort University Leicester, UK; Kimberley Hill, University of Northampton, UK

Gender equality is a fundamental human right. Article 1 of the UN Convention on the Elimination of all Forms of Discrimination Against Women defines discrimination against women as: “any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.” It is essential that women are provided with equal access to essential public services, including education, housing and healthcare. Yet, too often women and girls are restricted or denied access from such services. There is still much work to be done to overcome discrimination and gender disparities in these areas.

Research suggests that women remain hugely disadvantaged, with the austerity agenda disproportionately affecting women.² In addition to this, women are continually under-represented in senior positions within both the public and the private sector and the gender pay gap also remains stubbornly high.³ Sexual violence, harassment and overt sex discrimination are still apparent and, arguably, have increased due to the seeming legitimisation of misogynist behaviour by those with power in public spheres, such as Donald Trump, Nigel Farage, Milo Yiannopoulos. The #MeToo campaign took off on social media in 2017 and increased awareness as to the scale of sexual violence and harassment.

² See for example Keen, R and Cracknell, R (Dec 2017) ‘Estimating the Gender Impact of Tax and Benefit Changes’ House of Commons Library Briefing Paper No. SN06758; De Henau, J Himmelweit, S Reis, S Stephenson, M (Nov 2017) ‘A Chancellor Tinkering at the margins Women’s Budget Group Response to Autumn Budget 2017’ Women’s Budget Group <https://wbg.org.uk/wp-content/uploads/2017/12/WBG-response-Autumn-Budget-2017-FINAL.pdf>

³ Fawcett Society (Jan 2018) ‘Sex Discrimination Law Review Final Report’ <https://www.fawcettsociety.org.uk/sex-discrimination-law-review-final-report>

However, these issues are not new and yet, with the #MeToo and #Everydaysexism campaigns, have only recently become part of the public discourse.

The aims of this stream are to discuss gender disparities, sexual violence and discrimination both within public services and the private sector. This includes defining and challenging existing conceptions of empowerment and dominant discourses relating to gender equality. Too often research and discourses around gender equality view women as primary changemakers and problem solvers and require women to take action to address the disadvantages and discrimination they endure. This approach ignores the responsibility of men in addressing gender inequalities and violence as well as trivialising the role of historical, engrained disadvantage and institutional discrimination. The stream aims to discuss the extent and nature of progress in relation to gender equality. There has been more publicity and media attention recently, but this is reactive and is unlikely to provide solutions. Once the media furore dies down, how far will we have actually come in moving gender equality forward?

We would welcome papers which showcase research and activism around gender inequalities, particularly if they have implications for transforming organisational policies, procedures and structures and attempt to address institutional discrimination and gender based violence.

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Organisational processes related to maternity leave and the return to work.

Caroline Millar, Queen's University Belfast (QUB), Northern Ireland

Purpose: Women widely report discrimination and mistreatment during transitions related to maternity leave in the UK. While research to date has established a number of situational factors which contribute to a positive return-to-work experience there has been limited consideration of the organisational impetus to effectively reintegrate these employees. This paper reviews the policies, procedures and structures related to maternity transitions in a case study organisation to establish the organisational context which underpins the return experience.

Design/methodology/approach: Document analysis of maternity related policies, procedures and structures within a case study organisation.

Findings: In this case study example organisational policies, procedures and structures related to maternity transitions are primarily focused on the organisation's legal obligations related to facilitating maternity leave and thereby prioritising the employees' withdrawal from employment. There is limited reference to re-integration following leave, and supports which women widely choose to access during this transition i.e. Flexible Working policies are referenced as available but are not construed as easily accessible.

Research limitations/implications: This preliminary study is limited to one case study organisation

Originality/value of the paper: This study explores the meso-level structures which underpin this pivotal employment transition and thereby contributes to the literature on work-life balance and employment. It also responds to Kulik's (2014) call for research on above-the-line formal diversity policies and programs.

Key words: Maternity leave; employment transitions; UK; working mothers; organisation.

Surpassing One Self: Men's Responsibilities with Respect to Women's Exclusion in the Canadian Space Industry.

Stefanie Ruel, Concordia University, Canada

Purpose: The goal of this study was to surface the responsibilities of men with respect to addressing and resisting the systemic discrimination of science, technology, engineering, and mathematics (STEM)-professional women in the Canadian space industry.

Design/methodology/approach: I framed this study within a Foucauldian understanding of the notion of the self and care for self, stressing knowing thyself and surpassing thyself, in order to move away from dominations towards practices of liberty. I applied the critical sensemaking (CSM) framework to collected data from unstructured interviews with four STEM-professional men working in the Canadian space industry.

Findings: With a focus on extracting rules and social values that are at work in this industry and showcasing the critical sensemaking processes of these STEM-professional men, I found multiple themes across these men's stories and narratives. These themes included addressing the twenty-percent rule of the representation of STEM women, the 'old boys club', the use of pornography in the work context, and the lack of awareness with respect to the exclusion of STEM-professional women in management, to name just a few themes. I then offered possible resistance discourses, building on the notions of knowing thyself and surpassing thyself, that these STEM-professional men could embrace and use on a daily basis.

Research implications: This study contributes to expanding our understanding of enacting resistance discourses by men, and how they can lead to the establishment of resistance norms, in a particular industry, as a branch of social justice initiatives.

Originality/value of the paper: This study adds an important facet to the masculine/masculinities literature showcasing men's responsibilities in undoing exclusionary social orders. The value of this study lies in moving us away from women's responsibilities in the face of discrimination, and surfacing men's responsibilities above and beyond an exercise in blame.

Keywords: Men's responsibilities, discourses, care and caring, masculinity/masculinities

A Researcher's Reflection: Entering Early Academia as a Young Female.

Rebecca Barrick, University of Northampton, UK

The aim of this paper is to provide a personal perspective regarding gender inequality within early academia. The paper is a reflective piece, and will also focus on the author's experience of conducting research into sexual violence on university campuses.

As a recent law graduate and current member of staff at the University of Northampton, the opportunity to be involved in a HEFCE funded research project was invaluable. The project is led by Dr Melanie Crofts, and focuses on sexual violence within university campuses (New Spaces: Safeguarding Students from Violence and Hate). The full research findings are due to be published and discussed at the upcoming conference.

Upon conducting initial research, it was found that the University of Northampton did not have adequate reporting mechanisms in place for incidents of sexual violence. Furthermore, the level of support available for both staff and students was scarce in comparison to other universities. These findings were quite concerning, given that incidents of recorded sexual violence within the United Kingdom have increased by more than double over the last four years (Home Office, 2017). Statistics from 2017 indicated that approximately 646,000 adults aged 16 to 59 had experienced sexual assault within the past 12 months (Office for National Statistics, 2017). Clearly, sexual violence is extremely prevalent within today's society. This may be due to an increase in incidents, or perhaps an increase in awareness and reporting. Either way, one would assume that universities have appropriate procedures in place to help deal with these types of incidents; especially given that most students fall within the above age bracket.

After considering these findings, one of the main aims of the New Spaces Project is to transform policies and procedures at the institution. Furthermore, it is also hoped that attitudes towards sexual violence are altered. Sexual violence is currently considered under the umbrella term of violence, rather than being considered as an individual entity. It appeared that more emphasis is being placed on addressing physical violence and mental health, rather than sexual violence. Interview responses from some staff members also suggested that physical violence was more severe and should be prioritised.

As a young female starting in early academia, it is sometimes worrying to contemplate gender inequality within the field. The Graduate Tutor role is a recent addition to the faculty at the institution, and the majority of positions are filled by young women. Certain responsibilities of a Graduate Tutor coincide with other roles at the university. However, the wage of a Graduate Tutor is substantially different. There is no disparity in wage between male and female Graduate Tutors, however it could be questioned whether they are exploited as young individuals, or more specifically young females.

One of the main responsibilities of this role is supporting students on a one-to-one basis. When commencing the position, the majority of students requesting appointments were female. The number of male students increased over time, but was still disproportionate to the amount of female students. Occasionally, male students were also reluctant to seek help and were surprised by the academic ability and grades of a young female law graduate. However, this may be attributable to general differences between genders, the potential stigma attached to seeking help, or the lack of vaunting one's own ability.

There have also been instances of subtle discrimination within higher education towards young females. For instance, when travelling long haul, two young female colleagues were asked to share a room for over two-weeks to reduce costs. Although this issue was overcome as the staff members expressed their discomfort, one still ponders whether the same would have been expected of two men. Furthermore, a highly qualified fellow female colleague was also offered a position at the institution, which was unpaid. Again, it brings into question whether the age, personality and gender of this colleague were influential.

Overall, the experience as a young female academic thus far has been generally positive. However, as aforementioned, some instances have rung alarm bells. In terms of a future profession, the prospect of continuing a career in academia is enticing. On the other hand, a legal career has also been considered, but there are also obstacles to overcome as a female within the industry. A life at the bar may be tainted by potential sexism, and worries regarding maternity and family commitments. Nevertheless, these factors can make women even more determined to succeed.

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Gender as Performance Experiences of Men and Women's Career Advancement in Indian ICT Workplaces.

Aparna Venkatesan, University of Sussex, UK

This study aims to explore how gender inequalities are created and reproduced in Indian ICT sector with respect to age, class and caste divisions. The study takes an intersectional approach to understand how gender is 'performed' with respect to age, class and caste differences in Indian ICT workplaces and its implications for men and women's career advancement from junior to middle management position. This research employs interpretative approach informed by feminist theorizing and adopts qualitative interviews with 15 men and 15 women who are currently working in Indian ICT sector from junior to middle management level. This study thus aims to shed light on Indian men and women's ICT careers with an intersectional lens and also aims to contribute empirical knowledge to the dearth of literature on women ICT careers in Indian context.

Women's Right at Crossroads in Nigeria Forward Ever, Backward Never the Battle for the Passage of Gender and Equal Opportunities.

Joy Ezeilo, University of Nigeria, Nigeria

Since the onset of nascent democracy in Nigeria in 1999 there has been some positive legislative development that addresses critical issues of concern to women in varying degrees across different states that makes up the Federation. These include: Laws against female circumcision/genital mutilation, early child marriage, withdrawal of girls in School, prohibition of harmful widowhood practices, trafficking and other sexual and gender based violence. However, what is lacking has been nationally applicable law beyond constitutional prohibition of sex discrimination that will protect and remedy violations of women's human rights and gender inequalities. For example, the celebrated Violence against Persons Act, 2015 is limited in application to the Federal Capital Territory leaving women in other 36 states of the federation outside its protective loop. The move to enact " Gender and Equal Opportunities Bill "- what should have been the mother of all legislations for women's empowerment and gender equality has met with enormous resistance across many divides- Moslems, Christians and traditionalist who may have seen this as the last battle for women's emancipation *de jure* not necessarily *de facto* to change the male biased state to become gender sensitive and do gender justice to womenfolk who have suffered systemic discrimination reinforced by law, patriarchal cultures and institutions. Previous attempts to domesticate CEDAW, which Nigeria ratified has failed, and the Gender and Equal Opportunities Bill (GEOB) now seeks to domesticate only some aspects of CEDAW and the Protocol to the African Charter on the rights of women and girls mindful that a wholesale transformation or incorporation of these international instruments into our municipal legal system may not succeed. This GEOB has become a controversial bill and rallying force for cultural relativists and those extremely opposed to western notions of human rights. Despite these challenges Nigerian women are determined somehow in concert with the motto- forward ever, backward never to unceasingly engage in social and legislative advocacy for its passage. This paper will examine the status of women's rights and the adequacy or otherwise of laws protecting women's empowerment and gender equality. How far has Nigeria gone with regard to its state responsibility to ensure domestic implementation of these international normative frameworks? Are Nigerian laws in conformity with these human rights and gender equality standards? Why the resistance to the enactment into law of the GEOB? What is the emerging jurisprudence from Nigeria courts in interpretation of these standards? Have the courts helped in administering gender justice? In situating women's struggle within Nigeria, this paper considers broadly how women have bargained patriarchal norms and institutions to

engage the state to reform its law to afford women better legal protection in accordance with the universal human rights. It will discuss, in particular, milestones recorded in legislative advocacy and the quagmire presented by the Gender and Equal Opportunities Bill (GEOB) considered as the mother of all bills to promote, protect, prevent and remedy violations of women and girls rights in Nigeria.

The Sooner the Worst! How Perceived Gender Discrimination affects Young Pakistani Women's Aspirations to the Upper Echelons in Management.

Nosheen Sarwat, Bahauddin Zakariya University, Pakistan

Purpose - The objective of this study was to study the factors inducing or inhibiting aspirations of young Pakistani women (who are about to start their career) to the upper echelons in management. Core-self Evaluations, Role Complexity and Perceived Social Support were hypothesized as important factors inducing the aspirations of young women. We also tested for the moderating role of perceived gender discrimination on these factors and young women's aspirations. Due to the prevalence of cultural and religious factors, gender discrimination is hardwired in the minds of young Pakistani women even before they start their careers. At this stage it is important to understand the mindset of young women so that they don't enter organizations with pre-conceived notions of gender discrimination.

Methodology - Data was collected from 272 young female business graduates who were preparing to start their career through self-administered questionnaires from two large public sector universities of Pakistan. All these females were business graduates.

Findings - As hypothesized core self-evaluations and role conflict influenced young women aspirations however, we found negative support for the role of perceived social support with young women's aspirations. We also found support for the moderating role of perceived gender discrimination for core-self evaluations and role conflict. Data was analyzed using step-wise regression analysis.

Research Implications - Our study provides some practical implications for both academia and practice. The factors identified in this study can induce or inhibit women's aspirations to top management, so it is imperative that in academia, educationist's counsel young women and such mechanisms should be part of their degree program which helps them in aspiring high. Further while hiring such women in different organizations, existing management should also keep in mind these factor.

The findings of this study will provide new directions and practical implications to the higher authorities and governing bodies of Academia of Pakistan.

Higher education institutes should also abolish the traditional view of men and women gender roles. Since young female graduates can observe this inequality in their institutions of higher learning and it further affirms their pre-conceived notion of gender discrimination. It is advisable to recruit and place suitably qualified individuals (in spite of gender) in those professions that were traditionally viewed as male and female professions. Women themselves should also create a culture, which will change the entrenched traditions, which dictate that women should or should not do or be.

Originality/Value - A number of studies have been conducted on the reasons of why women opt out of their careers however very little empirical research has been conducted on young women especially who have not started their career and belonging to developing countries like Pakistan. These young women believe in their pre-conceived notions of gender discrimination even before starting their career which can exacerbate or reduce the effects of other factors like Core-self Evaluations, Role Complexity and Perceived Social Support on their aspirations to top management positions which implies the sooner the worst can

gender discrimination impact their aspirations. This study contributes to our understanding of such factors and carries important implications for people related to academia and industry.

Key words: Young Women aspirations, Core-self Evaluations, Role Complexity and Perceived Social Support, Perceived Gender Discrimination, Pakistan.

Striving for Gender Equality in Post Conflict Africa.

Abiola Akiyode-Afolabi, University of Lagos, Nigeria

Supporting justice for women is important to sustaining a lasting peace, and an effective and legally binding framework is a solid foundational instrument to address the continued denial of women's rights in armed conflict and thereafter. There are existing international humanitarian norms⁴ – as well as the Women, Peace and Security Resolutions by the United Nations Security Council⁵, however this paper holds that they are inadequate to respond to the needs of women, post conflict, because they failed to address the question of women's socio-economic justice in the aftermath of war. The paper posits that in most post conflict situation, failure to meet the basic needs of the women, particularly their political and material gains post-conflict has continued to limit their opportunities to 'get their lives back'.

The paper examines the challenges emerging from the implementation of the UN Security Council Resolution 1325 and 1820, and its ability to support prevention, protection and participation of women at post conflict Liberia and Sierra Leone.

The paper is divided into five parts. The first part addresses resources, examining the state's obligations to support women's socio-economic rights, which is something lacking in the broader framework for peace and in domestic frameworks in the two countries. The second part focuses on why the legal frameworks have failed to address the basic needs of women in conflict and the disconnect between the laws and realities. This thesis holds that addressing the manifestations of gender inequality requires more than handing down general laws or donor-driven legal reforms, which in reality fail to materialise or connect with the real-life situations of women. Experiences in the two states show that failure to implement or

⁴ First Geneva Convention 'for the Amelioration of the Condition of the Wounded and Sick in Armed Forces in the Field' (first adopted in 1864, last revision in 1949), Second Geneva Convention 'for the Amelioration of the Condition of Wounded, Sick and Shipwrecked Members of Armed Forces at Sea' (first adopted in 1949, successor of the 1907 Hague Convention X), Third Geneva Convention 'relative to the Treatment of Prisoners of War' (first adopted in 1929, last revision in 1949), Fourth Geneva Convention 'relative to the Protection of Civilian Persons in Time of War' (first adopted in 1949, based on parts of the 1907 Hague Convention IV). See also Protocol I (1977): Protocol Additional to the Geneva Conventions of 12 August 1949, and relating to the Protection of Victims of International Armed Conflicts. As of 12 January 2007 it had been ratified by 167 countries. Protocol II (1977): Protocol Additional to the Geneva Conventions of 12 August 1949, and relating to the Protection of Victims of Non-International Armed Conflicts. As of 12 January 2007 it had been ratified by 163 countries. Protocol III (2005): Protocol Additional to the Geneva Conventions of 12 August 1949, and relating to the Adoption of an Additional Distinctive Emblem. As of June 2007 it had been ratified by 17 countries and signed but not yet ratified by an additional 68 countries

⁵ UN Security Council, *Security Council resolution 1325 (2000) [on women and peace and security]*, 31 October 2000, S/RES/1325 (2000), available at: <http://www.unhcr.org/refworld/docid/3b00f4672e.html> [accessed 18 September 2010] Adopted unanimously, 4213th meeting. Issued in: Resolutions and decisions of the Security Council, 2000 - S/INF/56 - (SCOR, 55th year). UN Security Council, *Security Council resolution 1820 (2008) [on acts of sexual violence against civilians in armed conflicts]*, 19 June 2008, S/RES/1820 (2008), available at: <http://www.unhcr.org/refworld/docid/485bbca72.html> [accessed 18 September 2010] Adopted unanimously by the Security Council at its 5916th (resumption 1) meeting. Issued in: Resolutions and decisions of the Security Council, 1 August 2007-31 July 2008.

enforce new laws post-conflict has implications for the culture of respect of women's rights. The third section focuses on the incapacity of existing institutions to support post-conflict reconstruction and the long-term implications on related programs, while the fourth examines the AU and the Women, Peace and Security agendas, how they have impacted on the rights of women. The final section offers concluding remarks and proposes a way forward.

Stream 3 - A New Retirement Paradigm?

Chairs: Marie-Eve Dufour, Université Laval, Canada; Tania Saba, Université de Montréal, Canada; Yves Carrière, Université de Montréal, Canada

The employment rate of workers aged 55 and over has been growing steadily over the last few years (Saba, 2014), and has become a major trend. In Canada, it even reached a record level in 2016. As a result of pressures on organizations and society due to the size of the Baby Boomer generation and increased life expectancy, most industrialized societies have searched ways to keep longer in employment the older workers. In this perspective, the OCDE (2016) has recently recommended that employment be promoted as an attractive and rewarding option for these workers. Recent research on end of career management has led to the emergence of a new retirement paradigm focused on four end of career trajectories (Boveda & Metz, 2016). It is thus question of (1) a contemporary vision of retirement defined as a process that occurs over a period of time, which may involve moving in and out of employment time to time after officially retiring (Beehr, 1986). Research has also largely focused on (2) the intention to continue working (Kanfer, Beier, & Ackerman, 2013, Schalk & Desmette, 2015, Templer, Armstrong-Stassen, & Cattaneo, 2010), especially on public policy and human resource practices geared towards retention of older workers (Saba, 2014). (3) Bridge employment is one of the pillars of this paradigm, redefining retirement through its impacts and the transition process leading to it (Davis, 2003; Feldman, 2004; Schultz, 2003; Ulrich & Brott, 2005; Wang, 2007). Less common, research also focuses on the second career, defined as a planned full-time career change that occurs after retirement from career employment (Freedman, 2011). Regardless of the angle adopted, it would be wrong to believe that all older workers intend to continue to actively contribute to the labor market (Kanfer et al., 2013, Kooij, 2010), hence the importance of research on the activities and post-career adjustment of retirees (Zhan & Wang, 2015).

In this stream, we are interested, through various disciplinary, interdisciplinary, international and comparative perspectives, in research on the four spheres of the new retirement paradigm, particularly those relating to the combination of factors that may explain end-of-career trajectories, the knowledge transfer, or the obstacles that explain the difficulties of extending the working life of older workers. Theoretical and empirical contributions are welcome.

Potential research topics may include (but are not limited to):

- Financial obligation is widely conveyed as the main reason for taking up a bridge job. However, it seems that the individuals in a better financial situation are more likely to return to work after retirement, leading to question the premises associated with this career trajectory, but also challenging the global compensation practices in place in organizations.
- The issue of knowledge transfer is at the heart of the concerns of organizations, but also an expectation and desire of workers at the end of their career. What innovations in this direction are oriented towards older workers? Is there a gap between the organizational reality and the

expectations of individuals?

- The industrialized nations have opted for various policies to extend the working life. Some have, for example, focused on increasing the retirement age, others on changing the conditions for access to pension plans. What are the social, organizational and individual impacts?
- The extension of working life is a challenge for reconciling work and personal life. What are the practices sought by aging workers? Are those different from the ones sought by younger generations? What about the perception of fairness?
- Most studies have taken a national perspective. What about international comparisons? Are there important differences between the various industrialized nations?
- Women appear to be at a disadvantage compared to men when it comes to retirement. As women approach retirement, they are experiencing financial and career progression delays due in part to maternity leave and family obligations. Does this mean that retirement has a gender?

Early Retirement and Return to Work: Explanatory Factors of Different Retirement Trajectories.

Marie-Eve Dufour, Université Laval, Canada; Tania Saba, Université de Montréal, Canada

Over the past decades, retirement has been redefined from a vision of the end of career employment to a transition process that occurs over a period of time, which may involve moving in and out of employment time to time after officially retiring (Beehr, 1986). This contemporary perspective of retirement fits in the context of the increasing employment rate of workers 55 and over (Saba, 2014), which reached a record high in Canada in 2016. Retirement, intention to continue working, bridge employment or encore career (Boveda et Metz, 2016), older workers opt for different end-of-career trajectories, one of the most common being bridge employment.

Our study is in line with research on the post-career activities of retirees (Zhan et Wang, 2015). Using the life course theory, it aims to better understand early retirement and return to work after retirement through different forms of bridge employment, an aspect that is still not well exploited in previous studies (Beehr, 2014). A questionnaire was administered by mail in 2014 to Francophone retirees in the health-care sector in the province of Quebec (N = 8697), with a response rate of 39.93%.

The results of our empirical study show that almost half of the respondents (45.2%) took advantage of early retirement, and 55.2% either returned or tried to return to work after retirement, on average after 9.56 months spent outside the labor market. The most common forms of paid bridge employment are part-time job (60.1%), contract job (25.9%) and self-employment (13.7%). Various personal and professional factors explain these different end-of-career trajectories, showing that bridge employment seems more of a choice than a financial necessity. These results contribute to the social, scientific and managerial reflection on the end of career, putting into perspective the issue of practices likely to delay retirement, as well as individual end-of-career management.

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Having to Balance Work and Caregiving: A Growing Issue among Older Workers in Canada.

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Increasing participation rates at older ages among Canadians have translated into a significant increase in the effective retirement age since the mid-1990s. As long as workers are healthy enough to remain active, and jobs are available, later retirement has a positive economic impact. However, when certain events (layoff, disability, caregiving responsibilities, etc.) occur late in a workers' career, it could lead to involuntary retirement and a shorter working life than needed to avoid a significant drop in their standard of living upon retirement.

Although caregiving responsibilities have had little impact on involuntary retirements up to now, it can reduce the weekly number of hours worked. Considering that most baby-boomers are today in their fifties and sixties, representing basically the entire older workforce, and that their parents have entered the ages where caregiving needs may be fast increasing, it is quite likely that an increasing number and proportion of older workers will be called upon to be caregivers in the very near future.

A new microsimulation modelling platform developed at Statistics Canada (DYSEM) was used to estimate the number and proportion of Canadian older workers aged 50 to 69 potentially having to care for a parent or a spouse with a moderate or severe disability. Based on constant disability rates by age and gender, and using labour force participation rates observed in 2017, this population could increase from 1.25 million to close to two million between 2018 and 2050. When a scenario of continuing increase in the labour force participation of older adults is used, the number surpasses the two million mark, reaching close to 2.2 million.

The Influence of Compensation Practices on the Extension of Working Life of Older Workers: A Survey of Employers in the Finance and Insurance Sector.

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The aging of their population as well as emerging talent shortages lead organizations in industrialized countries to review their management practices, especially towards older workers, to encourage employees to extend their working lives. In Quebec, the finance and insurance industry is particularly affected by this talent war as it faces a high turnover rate. Hence, it appears important to encourage older finance professionals to extend their working lives by revising "total rewards" practices to take into account all that they value in their employment relationship such as monetary rewards, benefits, career development, work content as well as work context. To explore their total reward practices for their older professionals as well as their success conditions for retaining them, we conducted interviews with 16 top HR managers in the finance and insurance industry. For many respondents, the following practices are important to promote the retention of older workers: 1) flexibility of time and place of work, 2) hiring retirees or older professionals, 3) direct and indirect compensation, 4) adjustment in their practices for roles, responsibilities and performance expectations, 5) support for retirement planning, 6) retirement

planning and succession, and 7) recognition of years of service. The adoption of these practices varies greatly according to the respondents, from organizations that have few or no practices favorable to the retention of older workers, to those who manage certain practices on a case-by-case basis, according to their needs. and the competencies of older professionals. Some organizations even adopt many practices towards all of their older employees. Variance in the use of the total compensation components is consistent with the discourses of participating employers who recognize that beyond management practices, it is the managerial culture (inclusive, favourable to older professionals) and top management support that prove to be the key conditions for success in extending the working life of older professionals. *Key words:* extension of professional life, older workers, total compensation, finance and insurance sector

Stream 4

Analyzing the Complex Challenges of the LGBTQ Community in the 21st Century

Chair: Richard Gregory Johnson III, University of San Francisco, USA

How can an ethical-analytical framework focused on social equity help illuminate the challenges faced by lesbian, gay, bisexual, transgender, and questioning (LGBTQ) persons, particularly those LGBT persons experiencing other life challenges as well?

The purpose of this stream is to engage in just such an analysis of the complex analytical and ethical challenges presented among LGBTQ youth and elders. Persons in this stream take as their point of departure the premise that LGBTQ persons are also visible minorities and in the 21st century may be still be among the most marginalized.

Thus, academics and community activists will argue that society needs to be concerned with the lives of diverse LGBTQ persons, particularly those navigating multiple identities, including homelessness and race; aging and job discrimination; loneliness and isolation; food insecurities and queerness. Thus, because these variables present us with a limited situation independently, the need for an ethical response that analyzes the entire person or persons is critical and stands as the hallmark of this stream.

Topics within the stream can be varied and all topics within the frame of this stream will be considered.

Turning the Key: How to Use the Pink Passkey for Residential Care Homes in The Netherlands to Enhance the LGBT-Friendliness of Daily Caring Practices.

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Introduction: The Netherlands is known as an LGBT-friendly country it is the first country in the world that permits same-sex-marriage by law, and the Equal Treatment Act protects LGBT people against discrimination and harassment on the ground of sex and sexuality since 1994. However, despite the advanced gay emancipation that has occurred since the 1970's, people still have negative attitudes towards lesbians, gays, bisexuals (7%) and transgender people (10%) (Kuyper, 2016). In particular elderly (older than 70 years) are more likely (20%) to take negative stands towards LGBT people (Kuyper, 2016).

This is probably due to a life history in which homosexuality was conceived as a sinful and a prohibited practice, a psychiatric disorder (till 1973), and a disease (till 1992) (Leyerzapf et al., 2013). Arising from these attitudes, LGBT elderly who openly express their sexual orientation and gender identity are still confronted with forms of exclusion, harassment and discrimination, and feel more often unsafe in their neighbourhoods (Kuyper, 2016; Kuyper, 2017) and residential care homes (Leyerzapf et al., 2018). Furthermore, high levels of loneliness, psychological problems and suicidal experiences are measured among transgender people in the society (Kreuzenkamp, 2012).

Consequently, some LGBT elderly (in particular people older than 80 years) choose to hide their sexual orientation or gender identity out of fear for rejection by other elderly or care professionals (Leyerzapf et al., 2018). Despite their vulnerable position, care providers do not have much attention to LGBT elderly and therefore cannot fully protect LGBT elderly against negative attitudes (Leyerzapf et al., 2018). Moreover, as LGBT elderly feel not safe enough to express their needs, they cannot equally participate in the caring process (Leyerzapf et al., 2018).

Although the health care system does not prove to be sufficient enough to protect the rights of LGBT elderly, some initiatives aim to actively change the situation to a more just society which includes LGBT elderly. One of these initiatives is called the 'Pink Passkey'-project. The Pink Passkey is a quality mark for LGBT friendly care organizations. The mark guarantees that organizations with a Pink Passkey pay attention to LGBT residents and make sure that they can feel safe and at home. The project was initiated in the city of Nijmegen, a medium-sized city in the East of the Netherlands, in 2007. Since then, interest in the initiative has spread around the country. By now, there are approximately a hundred organizations with a Pink Passkey. Most of these are residential care homes, but there is now a growing number of welfare and home care organizations opting for the Pink Passkey, too.

However, at the beginning of the 'Pink Passkey'-project, organizations were quality marked relatively easy. In these days, the Pink Passkey was seen mostly as an incentive for organizations with interest in improving LGBT-friendliness. Nowadays, it is hoped for that the 'Pink Passkey'-mark serves as a quality mark and critically evaluates whether organizations are providing LGBT sensitive care or not. It is assumed that organizations which have been awarded more recently have more sophisticated standards of LGBT sensitive care, than organizations with an outdated Pink Passkey'-mark or without a mark.

Purpose: This research project aims to guide care organizations towards more inclusive care practices for LGBT elderly – together with LGBT elderly, care professionals and policymakers within organizations. In these care organizations, LGBT elderly feel 'at home' and safe enough to express their needs. To that end, this paper describes the preliminary results of a care ethical study exploring the scope and limits of the 'Pink Passkey'-mark for shaping inclusive care practices for LGBT elderly.

Design/methodology/approach: By directing this project towards inclusive care practices for LGBT elderly, this study is inspired by the expressive-collaborative epistemological perspective (Walker, 2007) developed within feminist democratic care ethics ("care ethics"). Expressive, for people's values are reflected in doings and sayings concerning the allocation of care responsibilities (Walker, 2007). And collaborative, in the sense that Walker (2007) argues that morality is interpersonal: people construct and perpetuate together what is right to do. Therefore, data has been gathered through participatory observations during care activities and in-depth interviews with care practitioners (Bueger, 2014). Also, meetings with care practitioners have been attended to reflect collaboratively upon the interpretations of the data, to talk about issues, and to gain moral understandings concerning to shape inclusive practices of care. The research has been conducted within two residential care facilities of a large organisation for residential and home care in Den Bosch, a city in the south of the Netherlands. Both care facilities have been awarded with a 'Pink Passkey'-mark in 2017. All data has been transcribed and analyzed through

open, axial and selective coding by using Atlas.Ti. The data is furthermore analyzed by using a care ethical perspective (Tronto, 1993; 2013). From this perspective, five phases of care need to be present, and aligned, for care to be inclusive: (1) Caring about; (2) Taking care of; (3) Caregiving; (4) Care receiving; (5) Caring with). Translated to this research project, first, it means that organizations and care practitioners require to be attentive towards the needs of LGBT elderly (caring about). Second, care providers need to take the responsibility to meet these needs (taking care of). Third, care professionals need to have the competences to care in a way that needs of LGBT elderly are met (caregiving). Fourth, LGBT elderly need to have opportunities to respond to the care that is given by having a voice according to the care they receive (care receiving), and finally: care providers need to hear their voices (caring with).

Findings: Considered from a care ethical perspective (Tronto, 1993; 2013), the first research findings show that having a 'Pink Passkey'-mark alone is not enough to provide inclusive care for LGBT elderly. Both care facilities do indeed 'care about' LGBT issues, but were not sufficiently 'taking care of' unmet needs; care professionals were not aware yet about sexual and gender diversity and felt not competent enough to attune the actual 'caregiving' to LGBT residents. Older LGBT people remained invisible ('care receiving'); and thus, their voices could not be heard ('caring with'). The cohesion of the phases in the caring process - needed for inclusiveness - seemed to be disturbed. However, one way of aligning these phases seems to be through the research activities themselves: talking with caregivers about their claims and concerns increased awareness and acknowledgment; observing their doings and sayings showed what they consider to be important in care; and reflecting together upon related issues provided moral understandings and put the care practitioners into action towards more inclusive care practices. Through this expressive-collaborative element (Walker, 2007) of the research process, new possibilities are exposed to improve the inclusiveness of care spaces for LGBT elderly.

Research limitations/implications: One limitation of the current study is its transferability to other care-geographical settings. Care practices are composed of a variety of elements including symbolic meanings, material resources and skills/knowledge (Shove et al., 2012), which tend to differ across locations. Moreover, elements of practices, even if they can be considered "successful," do not travel easily between sites: without managerial support, LGBT-friendly approaches may not even travel within one care organisation. However, we think it is possible that insights into the transformation of LGBT-friendly caring practices can be brought to other locations and unpacked to fit local circumstances. For example, as argued above, the Pink Passkey is currently considered by a growing number of welfare and home care organizations catering to older LGBT people still living in the community. Insights from daycare activities developed at the two case study locations could be of interest to parties organizing daycare or meeting activities in communities. Concerning care organizations in and outside the Netherlands, the research shows the need to continuously invest in aligning the different phases of care – applied to the case of LGBT-friendly elderly care.

Originality/value of the paper: The research literature on LGBT-friendliness of care and services for older people has burgeoned in recent years: attention has gone out to the articulation of care needs of older LGBT-identifying people (e.g. Addis et al., 2009; Boggs et al., 2016; Brotman et al., 2003; Erdley et al., 2014; Grigorovich, 2016; Jones et al., 2018; Orel, 2014; Stein et al., 2010), and to the scope and limits of interventions to increase awareness about sexual and gender diversity among care providers (Cocker and Hafford-Letchfield, 2010; Fredriksen-Goldsen et al., 2010; Harrison, 2001; Hughes et al., 2011; Leyva et al., 2014; Porter and Krinsky, 2014; Twinley et al., 2014; Willis et al., 2014). This paper, while empirically limited to the Netherlands, demonstrates the importance of considering these issues not in isolation, but as interconnected and overlapping phases of LGBT-friendly care practices. This perspective serves to show that we can begin to meet care needs of LGBT elderly only when they are able to receive care; i.e. when

they feel that care organizations and providers are responsive to – both open and latent – manifestations of sexual and gender diversity.

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Can I Just Be Me? – LGBT Discrimination in the Commonwealth Caribbean.

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Discussions about the rights of LGBTQ persons have been ubiquitous in the 21st century. This is particularly so within industrialised countries, specifically in those jurisdictions where equality or anti-discrimination legislation has been enacted and is actively enforced. Thus, for example, in the United Kingdom, the Equality Act, 2010, prohibits discrimination or disparate treatment on eight (8) grounds⁶ including sexual orientation and gender reassignment. In the United States, although, there is not a single federal law which prohibits discrimination on the grounds of sexual orientation across the country; there are several state laws and legal precedents which prohibit discrimination on the grounds of sexual orientation and gender identity. The Canadian Human Rights Act (1977) (amended in 2017), prohibits discrimination on thirteen (13) grounds⁷, including sexual orientation, and gender identity or expression. In Australia, the Sex Discrimination Act (1984) amended in 2013, makes illegal, discrimination on the basis of sex, gender

⁶ The UK's Equality Act, 2010, prohibits discrimination on the grounds of : age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation

⁷ The *Canadian Human Rights Act, 1977 (amended in 2017)* prohibits discrimination on the grounds of race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, disability and conviction for an offence for which a pardon has been granted or in respect of which a record suspension has been ordered.

identity, intersex status, sexual orientation, marital or relationship status (including same sex de facto couples), family responsibilities because you are pregnant or breastfeeding.

The focus of this paper is the status of discrimination in the Caribbean region. Specifically, the islands of the independent English speaking Commonwealth Caribbean, namely Antigua and Barbuda; The Bahamas⁸; Dominica; Grenada; Jamaica; St. Kitts and Nevis; St. Lucia; St. Vincent and the Grenadines; Trinidad and Tobago; and Guyana. One of the reasons this research is important at this time is that, as a region of small island developing states, little is currently known about the Commonwealth Caribbean and the status of its LGBTQ community, the challenges which they face, specifically as a result of their sexual orientation and the disparate treatment which may be meted out to them within organisations/workplaces, education and when accessing goods and services.

Enshrined in the Constitutions of each of the islands in the Caribbean region, is the entitlement of equitable and fair treatment for every citizen, however of these islands, only three (3), have enacted specific legislation to outlaw discrimination, on identified grounds, in employment, education and the provision of goods and services. Notwithstanding this, even in those island states where anti-discrimination legislation has been enacted (namely Trinidad and Tobago, Guyana and St. Lucia), protection does not extend to sexual orientation (gender identity, gender re-assignment or any related grounds). An important consideration here is that it would be inconceivable to do so at this time, primarily since buggery⁹ is illegal in the region and persons engaged in such acts can be imprisoned, where they are found guilty¹⁰. Across the region (specifically in Jamaica, Trinidad and Belize), LGBTQ (Lesbian, Gay, Bisexual, Transgender and Queer) lobby groups have filed cases with the requisite courts to have these laws struck down, or ruled unconstitutional, however to date, these laws have only been repealed in Belize. In the main, these laws are remnants of the colonial era, when English (UK) law governed the islands and buggery was prohibited. However, these islands have since gained their independence and function as sovereign states, but have elected to allow these laws to stand, even after the United Kingdom has repealed and replaced their buggery laws and have extended protections to the persons on the grounds of their sexual orientation within the Equality Act, 2010.

Although buggery laws are not actively enforced in the Caribbean region, there are reports of individuals being discriminated against as a result of their orientation and further, arrested and humiliated whilst in police custody as a consequence of their sexual orientation. Consequently, persons involved in same sex relationships are typically private and reluctant to share their sexual orientation or to engage in overtly sexual behaviour with a same sex partner in public.

Why is this research important?

With a view of assessing the current status of LGBTQ rights and discrimination against the members of this group in the Caribbean region, it is important to understand the reasons for discriminatory attitudes and practices towards the LGBTQ community, In order to adequately address them. The definition of discrimination within equality and anti-discrimination legislation encapsulates the notion of disparate treatment as a result of immutable characteristics or traits or meting out less favourable treatment to one

⁸ In the Bahamas, buggery was decriminalised in 1991 as a result of the amended Sexual Offences Act, 1989.

⁹ Buggery is defined as “anal intercourse between a man and a woman, or between two men”. (Chiswick, 1983, 237).

¹⁰ The length of imprisonment may vary, for example: **St. Kitts and Nevis** – up to 10 years (Offences against the person Act, 2002); **Antigua and Barbuda** – up to 15 years (The Sexual Offences Act, 1995); **Dominica** – up to 10 years (The Sexual Offences Act, 1998); **St. Lucia** – 10 year to life (Criminal Code, 2004); **St. Vincent the Grenadines** – up to 10 years (Criminal Code 1990); **Barbados** – life imprisonment (The Sexual Offences Act, 1992); **Grenada** – up to 10 years (Criminal Code, 1993); **Jamaica** – up to 10 years (Offences against the Person Act, 1864); **Trinidad and Tobago** – up to 25 years (The Sexual Offences Act, 1986; **Guyana** – up to life (*Criminal Law (Offences) Act*, 1894).

person (relative to another) on the grounds of identified characteristics. In the case of the LGBTQ community, stereotypes and prejudices may fuel discriminatory behaviour.

Stereotypes have been defined as “prejudice expressed by erroneous beliefs, stereotypes and discriminatory behaviour” directed at people within the LGBT community” (Butler 1980:9). Within the context of the Caribbean, homosexual males are thought to be identifiable because of their feminine mannerisms, whilst conversely, homosexual females are thought to be identified by their overtly masculine characteristics. Moreover, it is thought that any association with persons from the LGBTQ community is equivalent to acceptance of their lifestyle or may be interpreted as membership of the community (Chadee et al., 2013; Gaskins, 2017). To counteract these perceptions, aggression is widely reported against individuals who identify as LGBTQ and this violence is sometimes perpetrated against them by their relatives, associates or unknown parties within society.

In the context of the organisation, acceptance of prejudicial stereotypes or ignorance on the part of employers in relation to the LGBTQ community may lead to lack of active engagement in the workforce (Chadee et al., 2013; Collins, 1992; Cowell, 2011; Kirton and Greene, 2006). Invariably, such stereotypes have led to persons within the LGBTQ community, being considered a homogeneous group, rather than individuals with varying levels of skills and competence, who are still able to contribute to the workplace, notwithstanding their sexual orientation (Chadee et al., 2013; Gaskins, 2013). This may have an unintended consequences on the wider society, as it has been suggested that continuous use of discriminatory practices could have a multiplier effect in many areas of the economy and thus the wider society. This effect could be manifested in lack of economic growth, reduced tax revenues and increases in public expenditure, for example in relation to increased income support required (Neumark, 2009).

Moreover, it has also been found that discrimination against persons within the LGBTQ community is as a result of socialisation, lack of interpersonal contact with persons from the LGBT community, religious beliefs and popular culture (CADRES, 2013; Chadee, 2013 et al.; Gaskins, 2013; Jackman, 2017; Smith and Kosobucki, 2011). Where discrimination has been institutionalised in a society or an organisation, prejudicial patterns of employment practice may be followed without question, as a result of expectations within the workplace (Renskin, 2000). Indeed the existence of widespread discrimination within society (Banaji, 1999) may make it more challenging for changes to be made to attitudes and practices within the organisational context or other social institutions. Nonetheless, stereotypes are not the only reason for the perpetuation of discrimination against the LGBTQ community. Other considerations include less favourable treatment in the employment context due to fear of the unknown (if they have not previously interacted with persons from the LGBT community); lack of knowledge by employers as to how to effectively manage; a belief that employing such persons will ostracise some customers or clients, particularly those who hold strong religious or societal beliefs that the LGBTQ lifestyle is wrong.

In addition to the reasons offered above, another reason this research is important is because of its contribution to the further development of a theoretical framework in respect of the changes expected to emerge within workplaces subsequent to the enactment of anti-discrimination legislation. This paper proposes a combined framework based in part on the secondary analysis as well as the extant literature on equality, discrimination and diversity within employment (Dickens and Hall, 2006; Jewson and Mason, 1986; Laughlin, 1991; Liff, 1996; Taylor and Walker, 1998). The framework considers the factors likely to affect the practice of discrimination within organisations and those drivers (both internal and external to the organisation) which are likely to result in changes such non-discrimination is realised. This type of model has not yet been developed within this area of LGBTQ discrimination research and as such this new approach will offer a new way of examining these issues.

Methods

This paper will review and analyse secondary data, namely an analysis of the data collected by the Caribbean Development Research Services (CADRES) facilitates a comparative assessment between Barbados, Guyana and Trinidad and Tobago and another study by the Human Rights Watch researched the situation in Antigua and Barbuda; Dominica; Grenada; St. Kitts and Nevis; St. Lucia; St. Vincent and Grenadines. This paper will analyse secondary data collected by CADRES and HR/UN. These agencies collected both quantitative and qualitative data with a view of determining the current situation within the Caribbean region. Specifically, the research attempt to answer the following research questions:

- What is the current status of rights of persons in the LGBT community in the Commonwealth Caribbean?
- What challenges are faced by persons in the LGBTQ community vis-à-vis education, employment, and access to social services?
- What protections are available to persons within the LGBT community who have been subjected to discrimination of disparate treatment as a result of their sexual orientation?
- What recommendations can be made to legislators, policy makers, LGBTQ lobby groups and employers as it relates to reducing and eliminating discrimination against persons in the LGBTQ community?

Contributions to theory and practice

This research extends the current available research on the LGBTQ community within the Caribbean region and builds on the baseline developed by previous researchers. Legislators, policy makers and organisations may wish to consider the findings of this research in making repealing current sodomy laws, extending current anti-discrimination legislation to the rest of the islands in the region and including sexual orientation as one of the protected grounds of discrimination. The proposed model may also be useful when determining the factors which are important in making or proposing societal or organisational change. Organisational and specifically Human Resource Practitioners may use the findings to rethink their bias and reconsider taking an applicant's or employee's sexual orientation into consideration when making hiring, training or developmental decisions.

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The Populist Challenge to the LGBTQ Community in the Twenty-First Century.

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The *purpose* of this paper is to document the way in which populism is being introduced in the United States and in Europe and used to marginalize LGBTQIA minorities by eliminating rights. The *design* of this paper involves discussion of rights, definition of populism, the theories about the growth of populism in the United States and Europe, and the impacts of populism upon LGBTQIA minorities. *Findings* include some common factors in the multiple theories of American and European populism. *Research limitations* involve an interest in adding some countries outside of Europe to the scope of the study. *Originality and value of the paper* is that it ties together the dramatic reductions in LGBTQIA rights in the United States with efforts to initiate the same populist effort to reduce rights in Europe. And it points to the fact that philosophical statements about rights mean little to individuals in the face of economic, attitudinal, social and technological changes that are causing fear about their status.

Keywords: Normative ethics, Rights theory, Populism, LGBTQIA, Election theories, Anti-LGBTQIA bias

Agentic Participation of LGBT Workers in the Creation of Safe Space.

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Existing literature on workplaces lacks an exploration of safe spaces created by LGBT employees. Research has shown that safe spaces are often studied with attention given primarily to the role of non-LGBTs in the creation of safe spaces. We argue that agentic participation of LGBTs is necessary in creating safe spaces. Findings show that safe spaces manifested by LGBT employees include personal and relational factors. Personal factors include excellence in tasks, asserting one's identity and competitiveness. Relational efforts in creating safe spaces by LGBTs include building relationships with LGBT and non-LGBT workmates. Implications on creating personal and collective safe spaces in the workplace are discussed.

Keywords: safe space, LGBT, workplace, agency

The Emperor Still Has No Clothes: Sexuality Blindness and the Need to Rewrite Sexuality in Organizations.

Oscar Holmes IV, Rutgers, The State University of New Jersey, USA

Purpose: The purpose of this article is to analyze how sexuality has been studied in organizational scholarship and highlight the fact that the romantic relationships of gay and lesbian employees have largely been rendered invisible within organizational research.

Design/methodology/approach: The author reviews organizational and LGBTQ research and critique the absence of studies that investigate the romantic relationships of gay and lesbian employees.

Findings: A new construct, sexuality blindness, is introduced as a reason for the invisibility of the romantic relationships of gay and lesbian employees in organizational research. Sexuality blindness is defined and contrasted with relevant constructs such as heterosexism and homophobia. The manuscript argues that sexuality blindness is an ideology, similar to color blindness, in that it devalues and denigrates gay and lesbian romantic relationships and that heterosexuals and homosexuals can endorse this ideology at varying degrees. Toward this end, a more nuanced conceptual framework is offered to address the increasing complexities of predicting and explaining the bias experienced by LGBTQ employees.

Practical implications: This article addresses the implications of sexuality blindness to the careers and well-being of gay and lesbian employees and presents an ambitious agenda for future research to rewrite sexuality into the study of organizations.

Social implications: Romantic relationships are a central aspect of adults' identities, yet for too long, this aspect of LGBTQ people's identities has been invisible. This has severely thwarted our scientific understanding of the comprehensive experiences of LGBTQ people. Introducing sexuality blindness offers much needed new language to this conversation that serves as a foundation for scholars and practitioners to rewrite sexuality into the study of organizations.

Originality/value: Interweaving identity and intersectionality insights into a critique of the organizational research contribute to ongoing scholarship in comprehensively understanding the experiences of LGBTQ people as individuals and as people in romantic relationships. Introducing sexuality blindness serves to offer more nuanced understanding of bias and makes a call to mainstream the romantic lives of LGBTQ individuals in all areas of organizational studies such as work-family conflict, workplace romance literatures, etc.

Keywords: Gay, Lesbian, Sexuality, Sexuality blindness, Homophobia, Heterosexism

Sexual Orientation Occupational Stereotypes.

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Purpose: The purpose of this study was to explore the validation of sexual orientation occupational stereotypes. Individuals who have professional experience with hiring and recruitment were surveyed to understand how certain occupations and sexual orientation stereotypes are related to previously validated occupational stereotypes, such as gender-type and occupational prestige.

Methodology: This article describes a survey study of 396 professionals who have experience with recruitment and selection regarding their perceptions of 60 different jobs based on gender-type, prestige, and sexual orientation type.

Results: Occupations were gender stereotyped and differ in prestige ratings. Male-typed occupations were perceived as higher in prestige. Regarding sexual orientation, some occupations were perceived as “gay jobs”, but no occupations were perceived as “lesbian jobs”. All of the occupations that were perceived as gay jobs were also stereotyped as feminine. Gay jobs were higher prestige than female-typed jobs but lower prestige than occupations not associated with a gay stereotype.

Implications: These results emphasize the importance of extending the often-discussed effects of gender-based occupational stereotypes to sexual orientation occupational stereotypes. Determining the extent to which occupations are stereotyped on the basis of sexual orientation will allow future research to consider the implications of such stereotypes.

Value: We contribute to the scholarship on sexual orientation in the workplace through an empirical examination of sexual orientation stereotypes of occupations and exploration of the limits of implicit inversion theory. These results call attention to the limitations of dichotomous paradigms when evaluating occupational stereotyping on dimensions of gender and sexual orientation and suggest that individuals who fit a gay stereotype may experience advantage in certain highly prestigious female-typed work.

Keywords: Occupational Stereotypes, gender, sexual orientation, prestige.

Does Applicant Sexual Orientation Influence Perceived Person-Job Fit? An Integration of Role Congruity and Implicit Inversion Theory.

Heather Clarke, University of Wisconsin - Green Bay, USA

Research on gender-inconsistent employment calls attention to discrimination experienced by individuals engaged in such work as they are assumed to lack the characteristics needed to be successful in their jobs. This research has largely assumed heterosexuality. Since gender stereotypes of gay men and lesbians differ from those of their heterosexual counterparts it is likely that knowledge of sexual orientation will influence the perceived fit of individuals applying for gender-typed jobs. We investigated with this with two experiments. In Study 1, participants with experience in recruitment and selection evaluated either a gay male, lesbian, heterosexual male, and heterosexual female applicant for a male- or female-typed job. Analysis revealed no differences in perceived fit or hiring recommendations based on applicant gender or sexual orientation. Employing the same procedure and study instruments we carried out a second experiment with undergraduate student participants and found that the male applicants were more likely than the female applicants to be hired for the male-typed job. Further, the heterosexual male applicant was perceived to be a better fit for the male-typed job than the female-typed job and both the heterosexual and gay male applicants were more likely to be hired for the male-typed job than the female-typed job. These results raise concerns about the extent to which studies employing undergraduate student participants can be generalized to the real employment context.

Keywords: gender-typed work; gender stereotypes; sexual orientation; role congruity; implicit inversion.

The Ascertainment Period: Exploring the Identity Management of LGB Employees Entering a New Workplace.

Ciaran McFadden, Edinburgh Napier University, UK

Purpose - This paper introduces and outlines a new concept within the identity management experiences of LGB employees: the Ascertainment Period. This period of time is marked by an increased surveillance, observation and scrutiny by the LGB employee of their new workplace, with regard to the level of support and acceptance available for sexual minority employees

Methodology - Qualitative, semi-structured interviews with 29 LGB participants of a variety of ages and professions were undertaken. The theoretical framework consists of Simmel's concept of the Stranger, which posits that certain people may be physically close yet relationally and socially very distant; and Goffman's dramaturgical theory, which uses the metaphor of the theatre to show how we present ourselves and our identities.

Findings - We share detailed, rich quotes from our participants about their identity management upon entering new workplaces, and our conceptualization of the Ascertainment Period. Participants recalled how, upon joining an organization, they would make a conscious effort to work out how accepted their sexual identity would be in their new workplace, before deciding whether or not to conceal or reveal it.

Research Limitations/Implications - This research has implications for both theory and practice. With regards to the former, we extend Simmel's concept of the Stranger to a particular employee subgroup, and show how that identity role is given to LGB employees in the workplace. Goffman's dramaturgy theory is similarly extended; we focus on an under-researched part of the dramaturgical performance – before the curtain goes up. With regards to practice, we highlight the role of the organization in the identity management of LGB employees, showing how they can reduce the Ascertainment Period to allow these employees to more quickly adjust to their new workplace and show their authentic identity.

Originality/value of the paper - This paper adds to the gap in the business and management domains on sexual minority employees. It adds a novel concept to the discussion of identity management, and has value for both practitioners and researchers interested in diversity and inclusion initiatives in organizations.

Keywords: LGBT, LGB, Onboarding, Sexual Orientation, Diversity.

Stream 7

Labour Market Integration of Immigrants: Many Challenges of Diversity

Chairs: Marie-Thérèse Chicha, Université de Montréal, Canada; Karine Bellemare, Diversity Research, Canada; Umut Riza Ozkan, Université de Montréal, Canada; Fahimeh Darchinian, Université de Montréal, Canada

The objective of this session is to cover presentations focusing on issues with immigrants' labour market integration. Immigrants face numerous and varied integration challenges, depending on their characteristics, such as ethnicity, gender, age, profession, immigration status, and so on. What are the causes of the difficulties that they encounter? What is the influence of diverse labour market actors, including the state, employers, trade unions, professional regulating bodies, and non-governmental organisations (NGOs), among others? Do immigration and integration policies introduced by the governments help to alleviate these integration challenges?

Recent studies highlight that the integration of immigrants into the labour market in Western countries has not improved, but instead, in many cases, it has deteriorated. The proposals for this panel can focus on, but are not limited to, the following questions: What are the current trends in immigrants' labour market integration? What are the specific experiences of some immigrant-receiving countries? And, how can these experiences in the integration of immigrants be accounted for? What are the causes of these perceived changes?

- Tensions in terms of identities and/or values between natives and immigrants? Backlash towards immigrants?
- Changes in immigration status among recent newcomer immigrants?
- Lack of fit between labour market needs and qualification of immigrants?
- Systemic discrimination in the labour market against immigrants? If so, what are the different dimensions of this systemic discrimination?
- Inadequate or insufficient immigration and integration policies?
- Other issues?

Researchers who are interested in this theme are encouraged to submit proposals that take into account explicitly the diversity of immigrants, such as gender, ethnicity, age, migratory status, skills, etc. Proposals that aim to analyze the situations of intersectionality are also of particular interest. Since this theme is interdisciplinary in nature, proposals related to different disciplines such as economics, sociology, law, political science are welcome.

Participation of Immigrants and Ethnocultural Minorities: Overview and New Approaches.

[Solene Lardoux](#), Université de Montréal, Canada; [Vissého Adjiwanou](#), University of Cape Town; [Véronique Deslauriers](#), Université de Montréal, Canada; [Bénédict Nguigain](#), Université du Québec à Montréal, Canada

Individual participation occurs, intensifies, succeeds or slows down, through a process in which social, economic, health, and other characteristics of the individual change and the social context too. In the province of Quebec, the long history of immigration and the selective immigration policy have shaped the composition of the population as well as the individual trajectories of immigrants. The 2016 census data

show that in Quebec, immigrants represent 13.7% of the population (in ROC the share is of 24.3%). Among 1.2 million immigrants, places of birth are fairly uniformly distributed among the four main continents: Europe (29%), Asia (incl. Middle East) (27%), Americas (22%), Africa (22%). « How to evaluate the real capacity of Quebec to welcome and integrate immigrants? » is the question that the Ministry of immigration of Quebec (MIDI) has asked. The barriers to successful participation may be on the side of immigrant groups or ethnocultural minorities or on the societal side (eg, discrimination in the labor market). However, the present communication focuses only on the individual characteristics and trajectories of immigrants. Past published quantitative and qualitative research, allow us to present a brief overview of the participation of immigrants and minorities in 7 domains (economic, communal, cultural, civic, linguistic, identity, demographic) defined by the Ministry of immigration of Quebec (MIDI, 2015) We highlight the interest of a biographical approach for a future collection of survey data that we intend to conduct in the province of Quebec in Winter 2019. We will not present here the results of analysis of existing survey data as this will make object of a future article.

Quebec's ICT Economic Sector: Diversity in the Workplace and Interculturation.

Michel Racine, Université Laval, Canada

The ICT economic sector, while offering the technical conditions to optimize the networking of different types of organizations, is not an environment that automatically engenders an intercultural process. The interaction of actors from various sources, carriers of organizational and national cultures as diverse, does not guarantee the initiation of a cultural metabolism, typical of interculturation in the sense understood in the psychology of cultural contact (or School of Toulouse, France). Our previous research shows that some diversified networks, even if grouped around a common project, rather leave space for acculturation, i.e. where a dominant culture prevails, especially that which holds the financial resources (funders, prime contractors).

Our aim is to see how ICTs as an economic sector and professions could, through certain components, make possible some form of interculturation, as understood by the psychology of cultural contact. A study to achieve this end would then involve considering the individual not just as a member of his/her organization, but as a carrier of cultures (professional, national, regional, even organizational...) interacting with other carriers of cultures, some involving notable differences. Beyond the individual, there is also an organizational framework guiding these interactions, functionally but also culturally.

During our research activities, we met representatives of ICT companies that are considered exemplary in terms of ethnocultural openness. Their reputation attracts candidates with advanced skills, but also from very diverse cultural backgrounds. Therefore, these companies would be, hypothetically, environments likely to display a process of interculturation. Exploring one of these "exemplary" companies will help to answer some questions:

- What are the particularities of an intercultural organization? Are there signs of "working" on identities or intercultural metabolism "in line" with the concept of interculturation developed in the psychology of cultural contact?
- What place does contingency occupy in the explanation of intercultural phenomena (attraction of competent candidates, retention of existing employees, differentiation from the competition)? Is it possible to exercise power that would guide (prescribe?) some process of interculturation among staff?

- What principles, processes, jargon support a possible interculturalization at work? Is it a continuous or punctual process? How do the popular terms "values" and "soft skills" take on an intercultural connotation?
- What are the HRM (Human Resource Management) practices associated with interculturality (attracting and selecting "intercultural" candidates, activating a process of interculturalization among recruits or maintaining it amid existing staff, or assessing / developing related skills among managers and employees)?

Can research results be linked to the "personnel concept" developed by Alvesson, following a study he conducted on consulting firms with distinct ICT profiles? This concept refers to the desired employee model, one that "implements" HRM practices and is the foundation of the firm's HRM system. Integrating the intercultural aspect into this personnel concept would enrich it.

To answer these questions, we carried out a case study (in a Quebec company) by conducting semi-directed interviews, inspired by the intercultural (but not therapeutic) psychology, with managers and employees. The topics covered concern the management of cultural diversity and the integration of immigrants in this milieu, that we will analyze in a critical way.

We will present the results of this exploratory study by answering the questions raised over.

Key words: ICT sector, interculturalization, workplace, skilled immigration, Quebec (Canada).

Integration of Health Professional Women Immigrants: New forms of Discrimination.

[Karine Bellemare](#), Diversity Research, Canada; [Marie-Thérèse Chicha](#), Université de Montréal, Canada

Studies on the integration of highly skilled immigrants have highlighted barriers of various kinds, which prevented many of them from having their skills and qualifications from being fully recognized (Kamanzi 2012, Chicha 2009, Chicha and Deraedt 2009, Galarneau and Morissette 2008). These barriers relate to the rules, practices and decisions of several institutions and actors: governmental institutions responsible for immigration, professional orders, family, educational institutions, employers. Many studies have highlighted, for example, the complexity and arbitrariness of certain requirements for the recognition of foreign diplomas (Forcier and Handall 2012, Chicha 2009, Chicha and Deraedt 2009, Li 2001, Pendakur and Pendakur 1998); for example the health field (Alam et al., 2015); the still strong gender role that disadvantages immigrant women in accessing skilled employment (Sallaf and Greve 2004); the sometimes unwarranted criteria that companies use to accept or reject applications such as the "Canadian work experience requirement" (Oreopoulos 2009 2011). Faced with these obstacles, some immigrant women do not have access to a job corresponding to the diploma obtained in their country of origin; others, after a complex and sinuous journey, end up practicing the same profession that they had before immigration (Wojczewski et al., 2015). These barriers are so numerous and important that they have monopolized the attention of many researchers who have studied the barriers that have prevented the skills and qualifications of professional immigrants from being fully recognized.

In parallel with this type of analysis, new approaches based on disciplines such as social psychology or discourse analysis have been developed. For example, the theory of "Everyday racism" (Essed 1991), which presents, for example, discriminations such as micro-aggressions described as invisible by authors, (Sue 2010, Sue et al.) or references to subtle / modern racism (Bonilla-Silva, 2006, Van Laer and Janssens, 2011) provide a better understanding of contemporary forms of exclusion. These new approaches to discrimination are sometimes inextricably combined with the barriers mentioned above and thus significantly affect the integration of those affected. For them, having their skills and qualifications

recognized would not guarantee full integration. Indeed, these micro-assaults can influence access to and retention of immigrant health professionals, as indicated in a recent study (Mapedzahama et al., 2012).

The results of our field study, conducted through semi-structured interviews with 12 immigrant health professionals in Montreal, enabled us to highlight and understand the complex situation of discrimination in the workplace that manifests itself at various stages and which may negatively affect their well-being. They may achieve formal equality by returning to their original profession, but real equality remains at distance.

Quebec City's Intersectional Audit Study: Looking for Invisible Gendered Ethnic Discrimination at the Resume Screening Stage of Hiring.

Jean-Philippe Beauregard, Université Laval, Canada

Following the *Civil Rights Act*, two field experiments carried out by British sociologists fostered the development of the testing method (Daniel 1968, Jowell & Prescott-Clarke 1970). As an alternative to the conventional regression analysis for measuring racial discrimination, audit studies use matched pairs of bogus transactors, in-person (situation testing) or on resumes (correspondence testing). Extended across ten countries in the next three decades, field experiments demonstrated significant and pervasive levels of discrimination against non-whites and women in labour, housing and product markets. Albeit anti-discrimination legislation adopted since the 1970s, minority candidates were denied the opportunity to access job interview because of their color or sex more than 25% of the time (Riach & Rich 2002).

Adopting similar approach, American sociologist D. Pager (2003) studied the “mark of a criminal record” on the employment outcomes of black and white job seekers in Milwaukee. Results showed chances of being invited for a job interview varied greatly between a white (34%) and a black (14%) with no record, and a white (17%) and a black (5%) with record, suggesting that employers use race as a factor in their hiring decisions. According to Bertrand and Mullainathan's (2004) notorious audit study conducted in Boston and Chicago, candidates with white-sounding names received 50 percent more callbacks for interviews than candidates with African-American names. Similar results were found in audit studies carried out in Toronto (Oreopoulos 2011) and Montreal (Eid et al. 2012), where minority candidates of various origins were ignored in about 35% of resume submissions.

Until recently, much of theoretical debate about the nature of this discrimination was focused on economical models in which discriminator is viewed as a rational actor: “taste-based discrimination” (Becker 1971) and “statistical discrimination” (Phelps 1972, Arrow 1973). Drawing on growing evidence of psychological and sociological researches (Schuman et al. 1997, Dovidio & Gaertner 2000, Reskin 2000), a third model suggests it is unintentional behaviour rather than explicit attitudes that drives employers to discriminate: the “implicit discrimination” (Bertrand et al. 2005). Furthermore, others argue that discriminatory behavior is based on “ethnic homophily”, that means a larger pattern of unequal treatment directed against all non-majority groups rather than specific minorities (Jacquemet & Yannelis 2012).

Although exact causes producing racial discrimination remain largely unknown, as well as difficult to assess with current scientific methods, the existence of hiring discrimination *per se*, occurring at the resumes screening stage, is now confirmed and well documented in most of western societies, like in France (Edo & Jacquemet 2013). Among all causes hindering labor market integration of immigrants, racial discrimination remains a very important issue (Zschirnt & Ruedin 2016, Quillian et al. 2017). Audit design studies, coping with singular ethical issues (Zschirnt 2016), provide direct measures of discrimination at the point of hire, “a powerful mechanism regulating the broader array of labor market opportunities”

(Pager 2007). Consequently, it is well suited for studying one of the main challenges faced by minorities: labour market integration of immigrants.

Following above mentioned methodological guidelines and theoretical insights, we conducted a pilot project in Quebec City metropolitan area (Beauregard et al. forthcoming). As a part of a doctoral research, the correspondence test carried out from March to July 2017 showed that all Quebecers are not on equal footing in access to jobs. The study generated sending of 404 resumes in response to 202 offers of highly-skilled jobs within the field of management. With equivalent “human capital” in terms of university diploma and work experience, Female and Male of Maghrebin origin suffered a net discrimination net rate of 49%, their application having been ignored almost half the time on a potentially discriminatory basis. Innovating with an “intersectional test”, gender did not appear to be a significant factor in the overall ethnic discrimination.

Further investigation in progress - the main “intersectional audit study” - targets Quebecers of African, Latin-American and Maghrebi descents, along low, mid and high-level skilled jobs in management and computers. Provisional findings, based on the sending of more than 850 resumes, are showing persistent discrimination against minorities and suggesting an ethnic hierarchy rather than an ethnic homophily. Relative callback rates, indicating the proportion of resume submissions leading to a job interview, show net preference for Male majority candidate (32,1%), followed by Female (23,1%) and Male minority candidates (14,5%). Differentiating data by the origin gives a slightly diverse portrait of the employers’ preferred candidates: Latin-American (25,1%), Arab (17,5%) and African (11,8%). Moreover, distinguishing all minority candidates shows greater disparity between candidates: Latin-American Female (29,7%) and Male (22,0%), Arab Female (21,4%), African Female (17,5%), Arab Male (14,3%) and African Male (8,3%). Whereas Female Latin-American candidate is almost equally invited to job interviews as the majority candidate, namely un-discriminated, Male African candidate is invited four times less than the reference candidate. In other words, he needs to send as much as four times more resume to access equal number of interviews than the majority candidate. Rather than showing an improved inclusion of immigrants into the labour market, our data shows persistent hiring discrimination, based on origin and gender, and a diversity of inequalities negatively impacting minority job seekers.

Original contribution of this doctoral thesis project is twofold. On the methodological level, our “intersectional audit study” makes it possible to gather unprecedented data about intersectional discrimination occurring on labour markets. Moreover, it opens the perspective for analysing hiring discrimination in an intersectional manner, showing origin and gender are not affecting job seekers in equal ways.

Keywords: testing, discrimination, hiring, Quebec City, minorities, intersectionality.

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***Skills and Career Development: a Complex Relationship for Immigrants and Ethnic Minorities
Foreign Qualification Recognition of Internationally Trained Pharmacists.***

Umut Riza Ozkan, Université de Montréal, Canada

Foreign Qualification Recognition (FQR) processes play an important role in facilitating or restricting internationally trained workers' access to immigration and employment in their trained profession in the country of destination. Regulatory bodies in the host countries face serious challenges in maintaining 'occupational standards while accommodating the transforming and transient patterns of mobility and facilitating the use of immigrants' skills' (Hawthorne 2013:1). On the one hand, these professional organizations set certain standards and procedures for entry into professions to 'protect workers from job-related hazards and the consumer from goods and services that are dangerous or deficient in quality' (Fu and Hickey 2013: 6). On the other hand, these bodies may serve as 'gatekeepers' by imposing 'their selection criterion [which] may unwittingly penalize those with foreign credentials or experience' (Fu and Hickey 2013: 5–6).

Consequently, many internationally trained professionals, especially from the Global South, find it difficult to get 'relicensed' in the host country due to having to fulfill various long and complex regulatory requirements.

In response to these constraints, governments and regulatory bodies have taken some action to streamline and simplify FQR processes. Regulatory authorities (state agencies and/or professional regulatory organizations) have, for instance, set up policies such as 'limited scope of practice', 'conditional registration', and 'restricted practice time frames', among others, for internationally trained individuals in regulated health professions (Hawthorne 2013: 5). Yet, such 'partial recognition practices' may not necessarily guarantee a smooth and full licensing process, but rather may lead to lengthy delays in the full recognition of the qualifications of immigrants (Hawthorne 2013: 1).

These professional regulations and licensing requirements may also adversely affect immigrant selection outcomes, especially in employer-led immigrant selection systems. These standards create disincentives for employers offering jobs to internationally trained professionals who have not completed their re-licensing in the immigrant-receiving country. As a result, internationally trained professionals are unable to access immigration and employment in immigrant-receiving countries with an employer-led immigrant selection system.

Considering that FQR plays a crucial role in global professional mobility and national labour market integration, this study aims to shed light on the nature of FQR processes in different national contexts. To understand how FQR shapes internationally trained professionals' access to the host country and its labour market, the paper mainly focuses on two institutions— professional standards and the immigrant selection system— that influence FQR in the host country.

In doing so, the paper aims to bridge the literatures on 'sociology of professions' and 'immigration policy'.

It offers four distinct regime types for FQR: segmented, readily accessible, highly restrictive, and moderately restrictive. These regimes are organized around two dimensions: the extent of professional regulation and the nature of the immigrant selection system. It illustrates how high-skilled immigrant-receiving countries—including France, Germany, Netherlands, Austria, Sweden, Denmark, Finland, Canada, United Kingdom, Australia, and New Zealand—cluster into the four regime types, while not losing sight of the intra-regime differences across these countries.

A *segmented* FQR regime is established on the notions of strict professional regulation and a state-led immigrant selection system. A large number of internationally trained professionals receive immigrant work visas without having an employment offer and being fully licensed.

Higher professional regulation limits the number of internationally trained pharmacists (ITPs) who would be able to get authorization/licensure. This creates a segmented labour market where ITPs are employed within and outside of their formal occupations.

The *readily accessible regime* hinges on the importance of having better access to the immigration in the country and easier re-licensure in the profession. Similar to the segmented regime, this model is not strict in terms of ITPs' access to the destination country. Furthermore, since professional regulation is not excessive, immigrants easily go through the licensing/authorization/registration process.

Highly restrictive and *moderately restrictive* FQR regimes are restrictive in that employers determine the selection of ITPs for immigration. The main difference between the two regimes is the degree of professional regulation. In a highly restrictive regime, employers are less likely to rely on ITPs, as they would be concerned that those workers would not meet the re-licensing requirements. In moderately restrictive regime, employers are more open to hiring internationally trained workers and to sponsoring these professionals in their applications for immigration.

To unfold the characteristics of FQR regimes, the article concentrates on the immigration and labour market integration of internationally trained pharmacists (ITPs) since community pharmacists 1 are one of the key health professions in the delivery of health care services.

Studying pharmacists is interesting because there has been a 16% increase in this profession's workforce globally between 2006 and 2012 as part of an effort to improve the accessibility and availability of pharmacy services (International Pharmaceutical Federation 2015: 8). One of the repercussions of increasing demand for pharmacists is that the ITP population is becoming a considerable portion of the pharmacist labour force in immigrant-receiving countries. Even though the central focus of the article is on FQR regimes for pharmacists, the conceptual framework offered by the study can also be utilized to enhance our understanding about other professions.

Asylum Seekers Arriving from the United States to Manitoba: Trajectories and Challenges of Inclusion.

Faïçal Zellama, Université de Saint-Boniface, Canada; Patrick Noel, Université de Saint-Boniface, Canada

Originalité : Le village d'Emerson, à la frontière entre les États-Unis et le Canada dans la province du Manitoba, est depuis janvier 2017 au cœur de l'actualité locale, nationale et internationale. En effet, on compte, jusqu'à présent, plus de 2000 demandeurs d'asile qui ont traversé clandestinement la frontière canado-américaine; cette tendance, qui n'a pas encore suscité d'étude systématique, ira en s'accroissant.

Objectif : Cette situation est à nos yeux un terrain empirique exemplaire pour réfléchir sur l'égalité, la diversité et les défis d'inclusion. En effet, ce phénomène migratoire est susceptible de prendre une forme qui susciterait de nouvelles formes de discrimination et d'obstacles à l'inclusion de ces immigrants et nous incite à réfléchir sur les possibilités de dérives et de transformations dans leur inclusion. *Approche*

méthodologique: Ancrés dans une observation empirique, nous proposons d'étudier leur trajet géographique, psychique, identitaire et politique à partir d'entrevues individuelles et de discussions de groupes rassemblant d'une part des immigrants anglophones et d'autre part des immigrants francophones. Les données ainsi obtenues nous permettront d'examiner leur trajectoire ainsi que leur potentiel d'insertion sociale, d'inclusion et de rétention sur le marché du travail au Manitoba. *Limites de la recherche*: Nous sommes conscients que notre étude soulève des limites méthodologiques et conceptuelles. Premièrement, il est difficile de fixer la taille de l'échantillon représentatif sur une population en mouvement. Deuxièmement, la fragilité de leur statut juridique constitue un défi pour parler ouvertement. La fonction des discussions de groupe est de palier quelque peu à cette difficulté. Troisièmement, la collecte d'information dans une méthode qualitative présuppose une subjectivité à fois du chercheur et de la personne interviewée. Quatrièmement, la mesure de l'inclusion nécessite une étude longitudinale. Enfin, le concept d'inclusion lui-même est faible dans la mesure où il ne fait pas l'objet d'une définition consensuelle. *Originalité*: La question de recherche brûlante d'actualité et aux résonances internationales (Lampédouse, la menace du mur de Donald Trump, l'érection du mur de barbelés entre La Hongrie et la Serbie) exige une approche multidisciplinaire; elle permet d'allier étroitement la recherche empirique et la réflexion théorique. Si le phénomène est local, il est aussi exemplaire, et les conclusions que l'on tire de ces trajets sont sans doute valides pour d'autres cas similaires. Plus encore, la question des réfugiés, des demandeurs d'asile, catalyse une problématique politique internationale dangereusement négligée, si l'on en croit Agamben: « Le réfugié doit être considéré pour ce qu'il est, c'est-à-dire rien de moins qu'un concept limite qui met radicalement en crises les fondements de l'État-nation et, en même temps, ouvre le champ à de nouvelles catégories conceptuelles.» (Agamben, 2005 : 33-34) Ces nouvelles catégories conceptuelles sont précisément ce que nous nous proposons d'étudier dans le cadre d'une analyse critique de l'égalité, de la diversité et de l'inclusion.

Mots clés: Demandeurs d'asile; Manitoba; immigration; inclusion; rétention; trajectoire

Career Orientation of Immigrant-background Young Adults in Québec: The Experience of Discrimination.

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This paper presents the results of an exploratory study of how young adults from immigrant backgrounds in Montreal negotiate their insertion into the labour market. In the scientific literature, their transition to the labour market has been studied mainly in relation to employment access. Using the life-story method, my qualitative research focuses on 25 young adults from immigrant backgrounds, each of whom has two years of experience in the Montreal labour market. The interpretive angle of the study takes into account social relations and determinations that affect their career paths and that are represented in their accounts. My research results show that experiences of discrimination (racism, linguisticism, religious intolerance) drive many of these young adults, including Francophones, to integrate into English-speaking environments in order to distance themselves from French-language work environments.

The Career of Skilled Migrants: A Literature Review and Future Research Agenda.

Ali Farashah, Umeå University, Sweden

Skilled migrants and related concepts such as integration and career outcomes have been and continue to be researched extensively in a variety of human resource and industrial relations journals. Using

structured literature review, 148 papers on the subject were identified (published until March 2018). Analysing these papers, eight approaches to study work experience of skilled migrants were identified, including (1) Human Capital Theory, (2) Career Capital Theory, (3) Bourdieu's Theory of Practice and Forms of Capital, (4) Intersectionality and Gender Approach, (5) Social Identity approach and Similarity Effect, (6) Sensemaking Theory, (7) Cultural Identity Transition, (8) Career-centred Approach. Contribution and limitation of each approach is discussed. Overall, research on skilled migrants has proceeded without a clear theoretical orientation, adequate consideration of organizational, contextual and individual factors, and appropriate attention to quantitative methods.

Colonization of Knowledge, Postcolonial Knowledge Structures and Language.

David Wutchiett, Université de Montréal, Canada

Purpose: Colonialism has been recognized as having emerged alongside modernity, colonialism operating in part through the institution of social hierarchies built upon privilege or disadvantage conferred upon racialized population categorizations. The present research investigates the hypothesis suggesting that language has and may continue to play a significant role in the sustainment of historic systems of colonial relations wherein racialized concept structures may continue to be propagated and used to structure social understandings. Following the hypothesized relation, racialized subgroups may have come to be implicitly associated with differing concepts often differentially reflecting positive or negative sentiment. In this way, separate concepts and terminologies, reinforced in communication, reflecting different levels of positive or negative affective content, may serve to continue to structure the perceptions and perspectives guiding relations in contemporary social and organizational contexts. Differences in language usage and the association of concepts as related to colonial racial and ethnic concept categories are considered a potential means through which greater insight in regard to the reproduction of conceptual patterns within discourse may be explored and evaluated. Postcolonial and decolonial theory and considerations regarding semantic analysis may guide formation of alternative practices for concept formation and structuration operating outside the dynamics instituted within colonial racialized logics.

Approach: The present study takes a quantitative approach, deconstructing into individual sentences and their constituent words the communication and language contained within approximately 30 academic articles discussing and examining colonization and ethnic relations. This sample included works addressing topics spanning colonialism, post-colonialism, decolonization and ethnic relations. Through use of natural language processing and semantic analysis methods within the R statistical programming environment, the texts were divided into sentences consisting of word counts, then programmatically examined for reference to racialized and colonial concept terms as well as co-occurring words and their sentiment. Composite sentence affect level and word associations were used to examine patterns regarding content and concepts surrounding discourse related to racial and ethnic groups. Differences in semantic content including sentiment and term usage were compared and analyzed statistically.

Findings: Results found that phrases including reference to three selected racial and ethnic concept categories differed in terms of word usage and sentiment levels. Sentences including the terms 'black', 'Africa' or 'African', or 'indigenous' or 'native' were found to include a greater proportion of negative sentiment terms relative to phrases including the words 'white', 'Europe' 'European'. Additionally, sentences referring to 'black', 'Africa' or 'African' were found to include a smaller subset of frequently used words whereas phrases using 'white', 'Europe' or 'European' included a larger number of frequently associated terms, the greater proportion of commonly associated words appearing within fewer sentences. Common words identified as being associated with each of the racialized or ethnic concept

categories were found to be disproportionately mutually exclusive in category association. Finally, visualizations of longitudinal sentiment expressed over the span of colonial and postcolonial topic articles were generated to lend further insight into patterns regarding sustained disparate average sentiment and variation in sentiment expressed alongside racial and ethnic concepts.

Limitations and Implications: Together these analyses regarding language use and sentiment may suggest at the presence of conceptual structures reflecting the colonization of knowledge wherein minority groups, particularly corresponding to black and African populations, are conceptualized and discussed in a way that differs from, and may effectively privilege, white and European populations. This study found that in some cases, minority groups are discussed in terminologies differing and more limited than those referring to historical colonialist populations, the sentiment of words expressed alongside racialized minority concepts tending to be less positive than those used alongside colonial identities. That language expression, reproducing as well as drawing upon differentiated associated concept structures, is practiced in a way that reinforces social division and hierarchical relations would support post-colonial and decolonial theorists' views suggesting at the need for alternative conceptual structures and logics, these effectively recuperating concepts and processes that could reinforce alternative identities capable of establishing discursive patterns that would support populations enmeshed in dialogic contexts reproducing privilege along predefined racialized lines. The present research is limited in that it involved the analysis of a subset of academic articles that cannot be assumed to be representative of all discussion in regard to race, ethnic relations or colonialism.

Originality: The exploration and study of concept structures within language from postcolonial and decolonial perspectives combines recent advances in semantically oriented computational analysis and social theory that has often emphasized qualitative approaches. By exploring trends in sentiment and word associations at the aggregate level, language-use tendencies regarding discussion of racialized concepts can be considered alongside racially oriented social processes and structures that have been recognized as being instituted within historical contexts of colonialism and empire. This research offers new and alternative perspectives regarding ongoing debates discussing processes which may be involved in the maintenance or the dissolution of colonial organizational structures related to the formation of social hierarchies established along racial and ethnic lines.

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Professional Reskilling as A Strategy to Face Deskillling: The Case of Domestic Workers in Québec.

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What happens when a government program contributes to placing a series of (im)migrants in long-term precariousness? What happens when the migration status is imposed by a government program with other

axes of oppression, such as race, gender and class? In this presentation, the results of a study done under the Chair on Ethnic Relations of the University of Montreal as part of a master's thesis between 2014 and 2016, on the access to professional reskilling of women who have migrated to Canada as domestic workers, will be addressed.

The use of the immigration system to meet the demand for domestic worker is more than a century old. If at the end of the 19th century European women came to the country under a permanent status to occupy these positions, the face of the workforce gradually changed from European women to women from the Caribbean and Barbados to Filipino women, the majority group today and this for a few decades already. Indeed, today, more than 90% of women who migrated in Canada as domestic workers are originally from the Philippines. The majority of them have post-secondary education in the Philippines in different professions such as nurse, accountant and business manager but need to work abroad due to the socio-economic conditions of the country. By this change of the workforce came a change of status associated with them. We moved from settlement immigration under permanent status to arrival, to a labor migration under a temporary residence and work permit in Canada. These temporary permits are attributed under programs separated from the point system program for skilled workers. The last program to be abolished was the Live-In Caregiver Program (LCP), in effect from 1992-2014. Through this program, the government issued a work permit that was temporary and name-specific, so tied to one employer. The workers were required to work and live for 24 months, on a full-time basis, at the employer registered on their work permit. If they would meet these conditions, they had the possibility to apply for permanent residence for themselves and her family still abroad. If women who have migrated under this program are still waiting in 2018 for their permanent status in Canada, it is also this program that is the subject of this research.

Indeed, this study analyze the case of skilled women from the Philippines who had migrated in Canada under the LCP, as a pathway for permanent residence. The research question is: How did the path under the LCP, of skilled migrant women, affect their professional reskilling ? Inspired by the study of Chicha (2009), the notion of professional reskilling, i.e. the return to study in Canada, was divided into a four-step process: the decision to undergo the training, the career choice or field of study, the training process and the access to employment related to that training. As their university diplomas from Philippines are not recognized, what happens to their professional integration, after two years, following the approval of a permanent status in the country? Are they staying in the domestic sector or are they going move in another sector? Do they have access to studies?

The data collection was made through semi-directed interviews with women who migrated under the LCP and through my collaboration and my advocacy work with PINAY- the Filipino Women's Organization of Quebec. Participants were interviewed about their migration to Canada under the LCP to the time of their interview, many of whom received permanent residence or were in the process of receiving it. Their trajectories were analyzed under an intersectional approach and several observations came out.

The results show first that they were all in a situation of professional deskilling at the moment of the interview, whether they had taken the path of professional reskilling or not. Indeed, some participants had been able to go through a professional reskilling and others not and their trajectories were all taken into account in this study. For those who did not have access to professional requalification and even for those who were finally able to do it, their financial situation was one of the main factor preventing them to undergo a training. Because of the indebtedness due to their migratory project - in particular to pay the expenses of placement agencies -, the long-term remittances to their family in the Philippines and their impossibility to accumulate financial capital due to the conditions of the program itself, the workers were often in the obligation to continue in the domestic sector or other precarious employment, which was

often considered a temporary survival job at the beginning. This study demonstrates that the program itself, by confining women to temporary status for many years and by allowing exploitation of workers, contributes to the systemic discrimination that mostly relegates these women to precarious long-term jobs. The impossibility of acquiring social capital and learning French due to these conditions and the isolation imposed by the residence requirement of the program were also two key factors that explain the impossibility of entering decent work and work corresponding to their qualifications, despite a Quebec diploma.

Finally, this study is an empirical illustration of the intersection of the oppressions suffered by these migrant workers over the long term – oppression perpetrated by a program of the state and the temporary status associated with it -, that will make difficult, even impossible for some cases, to reverse the deskilling, and this with a local diploma.

The Regionalization of the Immigrant Workforce: A Study of Challenges for Employers in the Estrie Region.

Sébastien Arcand, HEC Montréal, Canada; Wassila Merkouche, Université de Montréal, Canada; Sylvie St-Onge, HEC Montréal, Canada; Felix Ballesteros-Leyva, HEC Montréal, Canada

In the current context of baby boomers' retirement, labor mobility and the opening of new markets is more than ever a major challenge for businesses in Quebec. The attraction, integration and retention of immigrant workers is proving to be one of the critical challenges for employers located in Quebec regions. Immigrants in large urban centers benefit from multiple resources such as transportation services, schools, or the presence of members of their community while those in peripheral regions have those resources limited. For this study, we used a qualitative approach for our data collection and the QDA Miner software for the analysis. For the purpose of this presentation, 37 interviews with employers located in the Estrie region are analyzed. The analysis reveals 5 important dimensions that will be discussed: labor shortage, staffing, professional personal challenges, language and communication as well as diversity management.

Stream 8

Diversifying Academia: Current Challenges and Future Prospects

Chairs: Christine Rothmayr Allison, Université de Montréal, Canada; Alexie Labelle, Université de Montréal, Canada; Saaz Taher, Université de Montréal, Canada

In the last couple of years, initiatives have proliferated to render visible the scholarly work produced by women, ethno-racialized and sexual minorities within academia. Some of these initiatives hosted on various digital platforms include *Women Also Know Stuff*, *POC Also Know Stuff*, *LGBT Scholars*, and *Queer PhD Network*, to name just a few. In spite of these, inequalities in academia remain widespread and do persist, often underrepresenting and relegating to the margins women, ethno-racialized minorities, people with disabilities, sexual minorities, indigenous people, etc. Such inequalities range from an overall lack of visibility in academic journals, course syllabi, and conferences, to the presence of multiple glass ceilings, be it in graduate school, recruitment procedures, tenure-track employment, or promotion practices (Kantola 2008, 2015; Bonawitz and Andel 2009; Maliniak *et al.* 2013; Williams *et al.* 2015; Briggs and Harrison 2015; Kittilson 2015; Mügge *et al.* 2016; Bos *et al.* 2017). These structural inequalities call us to question several assumptions. First, how is academic knowledge produced and in what ways does it reflect power relations within academia, within particular disciplines, and within society at large? Second, what policies and institutional strategies are being implemented to counter the effects of such power relations, to reduce inequalities, and to diversify academia? Third, how do individuals cope and navigate through these inequalities and what kind of individual resistance strategies do they develop to overcome challenges within academia?

This stream proposal invites papers discussing issues pertaining to questions of diversity within academia, across all fields and disciplines. Paper topics may include but are not limited to the following:

Challenges facing women and minorities scholars in 2018

- How does gender intersect with other categories of power, such as race, sexual orientation, and disability to (re)produce inequalities in academia?
- Factors of invisibilisation of women and minorities within academia; how can we account for the underrepresentation of women and minorities?
- The effects of underrepresentation and invisibilisation on women and minorities, notably in terms of mental health, work-family balance, etc.
- Individual and collective resistance practices to counter underrepresentation and invisibilisation
- Public policies and institutional strategies aimed at increasing diversity representation within academia, and their effect on representation, recruitment, leadership, promotion, etc.

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Diversity in Leadership across Ontario Universities: An Exploratory Analysis.

Wendy Cukier, Ryerson University, Canada; Roger Pizarro Milan, University of Toronto, Canada

Purpose: Government regulations and institutional-level initiatives have emerged in recent decades to improve the representation of women and racialized minorities across all levels of Canadian higher education (HE). Despite such efforts, research shows that there continues to be a "glass ceiling" which limits the advancement of women and racialized minorities to positions of power within the modern university.

Methodology: To map their representation, we constructed an original data set by pooling publicly available information. This data set collected contact details (name, title) and images of 439 listed senior university leaders (including academic deans, principals, provosts, presidents and vice-presidents) from all 20 of Ontario's publicly funded universities. To ensure that our sweep of web pages had not missed any individuals, it was cross-checked against the Ontario government's salary disclosure data, which makes public the names and titles of all individuals working in the university sector that make more than \$100,000 annually. The leaders were then categorized according definitions in the Canadian *Employment Equity Act*.

Findings: Women were underrepresented in university senior leadership (39.2%): nearly two thirds of senior leaders are male (60.8%). Racialized minorities were also underrepresented (10.5%) and there was only one confirmed indigenous person identified. Considerable variation was found between institutions suggesting that under-representation is not a function of the absence of qualified candidates but rather is the results of differences in organizations policies and practices. Additionally, there were significant variations across levels - women were rarely represented among presidents/vice chancellors (15%), the top leadership positions in Ontario universities. Their representation improved progressively as one travelled down the hierarchy although women were far more likely to be Provosts than Vice Presidents of Research and Innovation. With respect to race, there is a reversal in trends, with higher percentages of presidents/vice-chancellors being racialized than all lower ranked executives, as well as academic deans. All racialized minority presidents are male.

Research Limitations: This method does not rely on surveys which often suffer from low response rates but does require researchers to code gender and racialized minority status of senior leaders based on images and associated information and therefore can be subject to error. While the methodology has been named a best practice by the Ontario Human Rights Commission, imposing diversity categories

presents a number of challenges. More complete institutional reporting of self-identification data would be preferable.

Originality: Work on the representation of marginalized groups in Canadian Higher Education remains scarce, especially for senior university leaders, where the contemporary literature is limited to a single study.

A Political Science by Whom? Descriptive, Substantive, and Symbolic Representation within Quebec's Political Science Departments.

Alexie Labelle, Université de Montréal, Canada; Saaz Taher, Université de Montréal, Canada

The underrepresentation of women and racialized minorities has recently fostered a range of studies across disciplines, notably in computer science (Beyer 2014), and in STEM-related fields (Beede *et al.* 2011; Macaluso *et al.* 2016; Holman *et al.* 2018), amongst others. While a lot of attention has been given to these disciplines commonly perceived as traditionally white and masculine, it is also worth attending to inequalities within the social sciences in general, and within political science more specifically. Over time, political science researchers have developed theoretical tools and generated empirical studies that have shed light on the ways in which power relations, conflicts, and contentious politics shape societies and contribute to the (re)production of inequalities. Yet, as much as political science has fruitfully highlighted unequal power distribution among institutions, States, and societies at large, it has, until recently, given little attention to the discipline itself and to the power relations that are at play within the field. We intend to fill this gap by looking at representation of women and racialized minorities within political science departments in Canada. Thus, we aim to add to the growing number of studies that have looked at recruitment practices (Cornut *et al.* 2012), citation-gaps (Maliniak *et al.* 2013), participation at academic conferences (Bos *et al.* 2017), and gendered-processes within political science departments (Kantola 2008, 2015; Kittilson 2015), amongst other things.

Drawing on the concepts of descriptive, substantive, and symbolic representation (Pitkin 1967; Childs 2008; Lombardo and Meier 2014), we intend to offer a snapshot as to how political science as a discipline now stands in Canada. By doing so, we intend to engage critically with the idea of *representation-for-inclusion*, thereby unpacking what representation truly means when it comes to the inclusion of women and racialized minorities within political science. This paper will mainly focus on the province of Quebec as a case study, illustrative of Canadian political science, where we have collected four types of data: 1) the distribution of gendered and racialized representation within political science departments; 2) the distribution of research chairs amongst political scientists in Quebec; 3) the representation of women and racialized minorities in leadership positions within research centers; and 4) the distribution of leadership positions within Quebec's political science departments.

Based on our results, we aim to show how concepts such as *representation* and *inclusion* need to be unpacked, (re)thought, and (re)designed in order to fully and substantially address gender and racial (in)equalities shaping Canadian political science today.

Making Scholarship Visible: Do Awards and Keynote Events Contribute to Diversify the Discipline of Political Science?

Christine Rothmayr Allison, Université de Montréal, Canada; Isabelle Engeli, University of Bath, UK

In recent years, different studies have shown how opportunity structures are gendered in political science by looking at various aspects of academia such as recruitment, career advancement, publications and networks. In particular, journal publications, career advancement and curriculum have attracted considerable attention (Atchinson 2017; Mügge et al. 2016; Barnes et al. 2017; Teele and Thelen 2017; Vickers 2015). Within professional associations, there have been various initiatives in order to foster more equal opportunities, make the profession and knowledge production more diverse, counter hidden discrimination and mobilize for altering power structures within the profession. However, research has very little focused on how professional associations reproduce (or not) existing power structures through their events and professional activities. In this paper, we address how prize awards and invitations for keynote speakers reproduce existing power structures or rather try to create more equally distributed opportunities for a more diverse field of political science scholarship. On several occasions, we can observe that women, ethno-racialized and sexual minorities are absent from prestigious plenary events or considerably underrepresented. In the case of women, the phenomenon seems to persist despite the important increase in the representation of women within the profession.

Keynotes or prestigious roundtables at conferences together with awards play an important role in rendering scholars and scholarship visible within the discipline. Invitations for keynote events and the attribution of awards signal to the profession which topics and research approaches are considered important and what scholarship is judged excellent and given additional visibility within the profession. Key invitations and awards are an important proxy for judging scholarly reputation and constitute a central element for career opportunities and advancement which are principally based on peer reputation. But key events and award ceremonies also have important functions for the reputation and legitimacy of the organization itself as the occasional controversy surrounding speakers or awards indicates.

In this paper we look at six major political science associations, namely APSA (American Political Science Association), IPSA (International Political Science Association), ECPR (European Consortium for Political Research), ISA (International Studies Association), PSA (Political Studies Association) and CPSA (Canadian Political Science Association). We analyze the keynote speakers and awards for the period from 2000 to 2017 in order to analyze the evolution of diversity in speakers and topics considered over time. The analysis will allow us to draw a portrait of how professional organizations have evolved (or not) since 2000 with regard to the official recognition of scholarly work in the discipline by asking the following questions: To what extent do keynote events at conferences and awards contribute to rendering women and minorities invisible or visible within academia?

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Hiring of Permanent Faculty as a Tool for Anti-racist Inclusion: A Case Study Suggesting Best Practices

Ludger Viefhues-Bailey, Le Moyne College, USA

Purpose: The purpose of the presentation is to discuss how best practices in the hiring of permanent faculty can serve as a catalyst for creating a culture of anti-racist inclusion. The dialectic between culture and policy is well documented. Policies fostering inclusivity are ineffective if a culture of exclusion and bias persists; changing such a culture requires however the accountability that policies enable. (De Welde, 2017) While there is no magic bullet for effecting institutional change, faculty hiring is a sensitive area that affects the heart of any academic institution and thus can serve as a catalyst for culture change. Any effective policy must be tailored to first reduce the impact of existing explicit or implicit bias. Reducing this impact will allow opportunities to create institutional change. Second, the development and implementation of an effective policy can itself be a vehicle for culture change.

Design/methodology/approach: The presentation uses a case study approach. First, to contextualize the case I will discuss recent findings concerning the difficulties of increasing hiring of faculty from historically minoritized populations in relationship to effecting culture change. Second, in light of this context, I will present as a case study the process of developing and implementing a policy aimed at increasing the hiring of minoritized faculty at a small liberal arts college in the U.S.

Context: In the U.S. 84% of all full professors are white and 60% are men. (Reece & Hardy, 2017) Black faculty make up only about six per cent of full time faculty in the U.S. (Turner Kelley, Gaston Gayles, & Williams, 2017) In sum: U.S. institutions of higher education are as a whole far removed from being inclusive multicultural organizations. (Ferber, 2005).

While not a sufficient tool, faculty hiring is a necessary one for the cultural and institutional changes required to build an inclusive multicultural organization. Like other tools, such as diversity trainings or climate surveys, faculty hiring cannot be addressed in isolation. Rather, initiatives aimed at increasing faculty diversity must be part of and contribute to a larger anti-racist culture change. For example, understanding the impact of racist structures on the "leaky pipeline" of faculty talent can impact a department's willingness to reach out to professional organizations representing the expertise of minoritized faculty.

In other words, hiring is not a matter of increasing numbers of minoritized groups alone; but best practices for increasing minoritized faculty participation in an institution must reflect a shared awareness of the systemic and structural processes that majoritize white, heterosexist, masculinity. This in turn requires reaching constituents across the institution. The goal must be to simultaneously change culture and to develop processes that inhibit biases that affect hiring processes. Consequently, best practices for hiring can be a conduit to strengthen anti-racist inclusion initiatives across an institution.

Case: I will discuss how since 2015 Le Moyne College, a small liberal arts college in the American North East, developed and started to implement a process aimed at increasing the hiring of minorities. I was involved in this process, first as the Director of the Gender & Women's Studies Program, then as Assistant to the Provost for Diversity and Inclusion.

Le Moyne is an interesting case, since it reflects the position of many smaller institutions of higher education in the U.S. On the one hand the college has a need to diversify its faculty and student body. The college enrolls about 3500 students per year, roughly 60% of which are women and about 78% of the student population consider themselves “white.” The percentage of minoritized faculty members falls below the national average for the U.S. and does not reflect the composition of the student body. On the other hand, it faces the pressures of the increased neo-liberalization of higher education in the U.S. With the former come the need for inventive programs to change the college’s culture. With the later come cost-restrictions and pressures to divest from faculty autonomy and governance.

the literature suggests that solutions vary by institution my presentation I will pay particular attention to the process of developing the new policies for faculty hiring and to the process (and obstacles) of implementing them.

Findings if paper is empirical: D.n.a.

Research limitations/implications: While limited to one institution, the case discussion will demonstrate that changes in faculty hiring can only function as a strategy of creating a more diverse and inclusive campus if these changes contribute to a culture change.

Originality/value of the paper: Even though the importance of diversifying faculty and changing culture has been discussed for decades, institutions of higher education continue to struggle how to effect meaningful change. (Bystydzienski, Thomas, Howe, & Desai, 2017) Since there is no one-size fits all approach (Kezar, 2008), it is important to study and discuss cases of institutions that aim to become inclusive multicultural institutions. The value of the paper will lie in the discussion about the details of institutional change it will engender.

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Stream 9

Work, Remuneration and Social Protection as Enablers of a Dignified Existence

Chairs: Ines Meyer, University of Cape Town, South Africa; Stuart Carr, Massey University, New Zealand; Molefe Maleka, Tshwane University of Technology, South Africa

“Everyone who works has the right to just and favorable remuneration ensuring for himself [sic] and his [sic] family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.”

United Nations Universal Declaration of Human Rights (UNUDHR) (1948, article 23(3))

This year marks the 70th anniversary of the UNUDHR. In this stream, we take this as an occasion to reflect on the degree to which individuals around the world can claim the right spelled out in article 23(3) of the UNUDHR. We invite especially empirical, but also conceptual papers, which shed light on the links between work, remuneration and human dignity.

We invite presenters to engage critically with the proposition that mainstream discourse has moved away from the goal of work and remuneration as enablers of human dignity. Instead, at least implicitly, work and thus organisational initiatives – serve to create maximum wealth for select individuals and organisations. In this way, money has become a value in itself rather than being a means to an end. This thinking is expressed, for example, in societies’ prosperity being measured by financial indicators (e.g. growth domestic product), and companies’ success is measured in profits. In line with this thinking, economic growth is seen as the path to inclusive prosperity, with greater participation in the labour market thus being the key to socio-economic upliftment. Hence, what is said to matter is *that* employment is created, not as much what the employment conditions look like. In her recent opinion piece, for example, Cilliers (2017) expresses this sentiment when cautioning against a highly political labour movement which only protects those *already* in employment but hinders overall employment growth. This implicitly legitimises poor labour practices, widening wage gaps between lowest and highest paid workers and increasing inequality, at the expense of enabling dignified lives. According to poverty trap theorists, people in very low-income employment are trapped in their circumstances as their income cannot create sustainable livelihoods (Carr, Parker, Arrowsmith, Watters & Jones, 2016). By having to rely on loans to cover basic needs or to cover unexpected expenses, income becomes negative over time, thus effectively making low-income earners poorer *because* they work (Maleka, 2016). An increase in labour participation rates without considering what this employment looks like *can* thus create even less sustainable livelihoods and decrease the potential for human dignity expressed in people’s quality of life and work life.

We, however, still know little about the links between pay, and everyday quality of life and work-life, especially at the lower tail of wage and income distributions (Bergman & Jean, 2015). Quality of life and work-life are anchored fundamentally in everyday human experiences, not in financial indicators (Lefkowitz, 2016), but nowhere in the research literature are people’s own everyday experiences, their qualities of life and work life, linked to income (Gloss, Carr, Reichman, Abdul-Nasiru & Osterleich, 2017).

With its understanding of human behaviour, of people at work and a strong research foundation Organisational Psychology is ideally placed to contribute to a fresh, transdisciplinary approach to the link

between employment and human dignity by incorporating psychological insights into this traditionally economically driven debate, and through this move individuals' wellbeing back into the centre. In the long run, organisational psychology may thus contribute to developing more accurate and realistic economic models resulting in more effective and just economic policy (Morsen & Schapiro, 2017). In order to bring together the knowledge generated in this area across the world to date, this stream is interested in but not limited to papers which address the following questions:

Is it possible to determine a living wage threshold, i.e. a wage level above which an existence with human dignity is possible, by focusing on psychological rather than economic indicators?

- What is it that people require at work in order to prosper at work and in life?
- What does decent work entail at the lower ends of the wage spectrum?
- What does the quality of life and work-life mean for different individuals?
- What is the meaning of work for people in different income strata in different cultures?
- What alternatives to employment are there which allow for dignified lives, given the threats to employment brought about by the fourth industrial revolution (e.g. universal basic income)?

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Living Wages for a Decent Life: What we Know So Far.

Ines Meyer, University of Cape Town, South Africa; Stuart C. Carr, Massey University, New Zealand; Molefe Jonathan Maleka, Massey University, New Zealand

Decreasing unemployment has long been regarded as a driving force towards shared economic prosperity in societies. What is said to matter is that employment is created, not as much what the employment conditions look like. In her recent opinion piece, for example, Cilliers (2017) expresses this sentiment when cautioning against a highly political labour movement which only protects those already in employment but hinders overall employment growth. This implicitly legitimises poor labour practices, widening wage gaps between lowest and highest paid workers and increasing inequality, at the expense of enabling dignified lives. According to poverty trap theorists, people in very low-income employment are trapped in their circumstances as their income cannot create sustainable livelihoods (Carr, Parker, Arrowsmith, Watters & Jones, 2016). By having to rely on loans to cover basic needs or to cover unexpected expenses, income becomes negative over time, thus effectively making low-income earners poorer because they work (Maleka, 2016). An increase in labour participation rates without considering what this employment looks like can thus create even less sustainable livelihoods and decrease the potential for human dignity expressed in people's quality of life and work life. This has been recognised since the end of the first World War when the International Labour Organisation was founded in order to counter worker exploitation. Yet, Bergman and Jean (2015) state that we still have little empirical evidence about the links between pay, and everyday quality of life and work-life, especially at the lower tail of wage and income distributions. Quality of life and work-life are anchored fundamentally in everyday human experiences, not in financial indicators (Lefkowitz, 2016), but there is scarce literature about how people's own everyday experiences, their qualities of life and work life, are linked to income (Gloss, Carr, Reichman, Abdul-Nasiru & Osterleich, 2017). Work conducted as part of Project GLOW (Global Living Organisational Wage), an international network of researchers interested in exploring living wages determine via the psychological variables of quality of life and work-life has been gathering evidence. Some of the most recent research forms part of the presentations of this streams.

This conceptual paper reviews the research conducted in the area between 2015 and 2018 in different national contexts, the common trends and findings, as well as differences and suggestions for future research.

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Of Wages and Capabilities: An Economic and Psychological Approach to Estimating Living Wage in the Philippines.

Mendiola Calleja, Ateneo de Manila University, Philippines; Donald Jay Bertulfo, Ateneo de Manila University, Philippines; Jose Antonio R. Clemente, Ateneo de Manila University, Philippines; Ligaya M. Menguito, Ateneo de Manila University, Philippines

Carr et al. (2016) outline the theoretical foundations of a living wage. They raise that the term ‘living wage’ is an attempt to incorporate humanistic elements into the economic concept of ‘wage.’ Linking wages with ‘living’ shifts the focus from the firms and businesses that set the compensation rate just enough to motivate the employees (agents) to act in accordance with the interest of their employers (principal) to the employees themselves, and the capacities enabled by decent wages. In this line of argumentation, wages are not simply the cost of labor. They are means toward the attainment of, in Sen’s (1993) language, valued functionings or capabilities. Determining the wage at which valued functionings are attained is therefore key to the study of decent or living wages. Building on existing theoretical literature on living wages, this study sought to systematically and empirically determine living wages using a psychological perspective and economics method.

Weighted capability measure

A singular capability measure is constructed using data from a large-scale survey covering five-hundred respondents, gathered through systematic random sampling from two low- and middle-class communities in the Philippines. This measure captured the eleven domains of *magandang buhay* or ‘good life’ as identified in Sycip and colleagues (2008). A more detailed description of each domain is shown in the table below.

Description of the eleven (11) domains of magandang buhay

| | Domains of Life | Description |
|----|--------------------------------------|--|
| 1. | Housing and Quality of Neighborhood | Assurance that you have a safe place to live; that is near your place of work, school, etc.; safe from fire and flood; clean and strong, with electricity, water and toilet facilities, and where you have good relations with your neighbors. |
| 2. | Employment & Quality of Working Life | Having a regular, permanent and legal employment; a safe place to work that is near your home and gives you a gainful employment; that is suitable to your education, and where you enjoy good relations with your boss and peers. |
| 3. | Savings, Wealth and Assets | Having your own house and lot, appliances, savings and being free from debt. |
| 4. | Social Relationships | Being with your (spouse, child/children, friends), and enjoy the love of your relatives and friends. |

| | | |
|-----|---|---|
| 5. | Leisure and Spare Time Activities | Having time for yourself, being able to rest, relax, and have fun with your loved ones. |
| 6. | Physical Health | Being free from sickness and disability, able to exercise regularly, having regular & nutritious food, enough sleep, and a long life |
| 7. | Psychological/ Mental Health & Emotional Well-Being | Giving importance to oneself, having an alert mind, being calm and at peace, and the ability to make personal decisions. This also refers to being respected by your family and other people; the ability to handle your problems and face changes. |
| 8. | Religion and Spiritual Life | Having the opportunity to worship, pray, give alms to the church, and do good to others. |
| 9. | Information and Knowledge | Having the ability to read and write, finish college, learn through different means aside from school (e.g. watching TV or reading the newspaper), and study in a good school (if you plan to study again) and being able to use your education. |
| 10. | Government Performance | Having a country that is peaceful, crime-free, has good public service and stable economy, where citizens are united, and where there are equal justice and opportunities to everyone. |
| 11. | Political Participation | Knowing what is happening in the country, voting in the election, joining community organizations, and being free to express political opinion. |

Recall that Sen's (1993) conceptualization of 'capabilities' hinges on the proposition that quality of life needs to be assessed in terms of (a) the activities one values vis-à-vis (b) one's freedom and capacity to achieve these valued activities. In line with Sen's capability framework, our singular measure of capability is constructed from respondent ratings of the relative importance of specific domains of 'good life', which corresponds to (a) and is herein called *perceived importance* (PI) for brevity, and respondents' perceptions on the extent to which they are able to attain quality of life in each domain. The latter corresponds to (b) and is herein called *perceived freedom* (PF). For each respondent, the following weighted capability measure was computed:

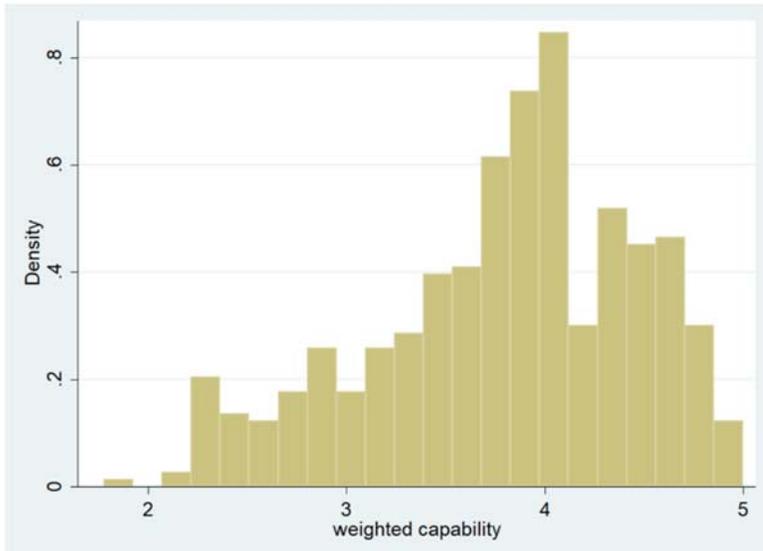
$$wtcap = \frac{\sum_{i=1}^{11} PF_i * PI_i}{\sum_{i=1}^{11} PI_i}$$

where $i = \{1, 2, \dots, 11\}$ is an index for each of the eleven domains of quality of life considered. Higher weighted capability means greater freedom to attain valued outcomes.

Our measure of capability has several strengths. First, it is multidimensional in that it takes into account the multiple material and non-material factors that comprise quality of life. Second, having a singular capability measure bypasses the difficulty associated with examining each domain of quality of life in isolation with other related, but not necessarily similar, domains. Third, our measure acknowledges the heterogeneity in individual valuations of the different domains of quality of life. By construction, weights may vary from respondent-to-respondent and depend primarily on self-reported value assignments. This thus allowed for constructing measures based on subjective value assignments.

After computing weighted capability of each of the 500 survey respondents, the following basic descriptive statistics were obtained. Mean stands at 3.79, while standard deviation is 0.67. Minimum and maximum values of weighted capability, in this sample, are 1.78 and 5.00, respectively. The figure below is a histogram showing the distribution of values of weighted capability in the sample. The figure shows that

the variable is negatively skewed. Tests of univariate normality based on skewness and kurtosis reveal that weighted capability is significantly negatively skewed with a statistic of -0.54.



Estimation procedure

The goal of this analysis is to approximate the values of parameters to arrive at a singular functional form that approximates the relationship between weighted capability (dependent variable) and monthly income (independent variable). This is done by fitting generalized linear and nonlinear curves from an actual set of data observations using linear or non-linear least squares estimation. Several functional form specifications are tested. They are, namely, linear, quadratic, cubic, symmetric sigmoidal (logistic), asymmetric sigmoidal (Gompertz) and exponential. Their generalized forms are listed in the table below.

| Functional form specifications explored in this study | | |
|--|---|-------------|
| General functional form | Type | |
| 1 | $y = \frac{b_1}{1 + e^{-b_2(x-b_3)}} + c$ | Logistic |
| 2 | $y = b_1 e^{-e^{-b_2(x-b_3)}} + c$ | Gompertz |
| 3 | $y = b_1 b_2^x + c$ | Exponential |
| 4 | $y = b_1 x^3 + b_2 x^2 + b_3 x + c$ | Cubic |
| 5 | $y = b_1 x^2 + b_2 x + c$ | Quadratic |
| 6 | $y = b_1 x + c$ | Linear |

Note: y is the dependent variable; x is the independent variable. c represents the constant term in polynomial functional forms (4)-(6).

Approximations using linear and nonlinear least squares were ran using both the full dataset and a restricted one, where only respondents with incomes less than or equal to PhP 50,000 were considered.¹¹ In the previous section, the non-normality of the distribution of weighted capability was noted. Further tests of normality also show that the distribution of the monthly income variable in our sample is non-normal. To account for non-normality in the distribution of the variables being tested, estimations were

¹¹ Out of 500 respondents, only 15 reported having monthly incomes greater than 50,000.

ran using robust statistics. The values of the parameters are shown in the summary table below, along with the model fit.

Regression results, different functional form specifications

| | | | b_1 | b_2 | b_3 | c | Adj R^2 |
|---|---------------------------------------|---|----------------------------|----------------------------|---------------------------|---------------------------|-----------|
| 1 | $y = \frac{b_1}{1 + e^{-b_2(x-b_3)}}$ | F | 4.155431*** (.0886852) | 0.000098*** (.0000337) | -10342.01* (5877.405) | | 97.22% |
| | | R | 4.177210*** (.1331312) | 0.000093*** (.00004) | -10998.31* (6927.722) | | 97.16% |
| 2 | $y = b_1 e^{-b_2(x-b_3)}$ | F | 4.158443*** (.0908027) | .0000921*** (.0000324) | -12306.1* (6595.677) | | 97.22% |
| | | R | 4.184845*** (.1398256) | .0000861** (.0000388) | -13274.82 (8118.644) | | 97.16% |
| 3 | $y = b_1 b_2^x$ | F | 3.683865*** (.0490426) | 1.000002*** (5.85e-07) | | | 97.08% |
| | | R | 3.491056*** (.0596972) | 1.000005*** (8.33e-07) | | | 97.13% |
| 4 | $y = b_1 x^3 + b_2 x^2 + b_3 x + c$ | F | 2.50e-15** (1.02e-15) | -6.53e-10*** (1.98e-10) | .0000465*** (9.60e-06) | 3.252905*** (.1084254) | 7.32% |
| | | R | 2.17e-14 (2.09e-14) | -2.22e-09 (1.64e-09) | .0000811** (.0000374) | 3.045284*** (.2473547) | 6.72% |
| 5 | $y = b_1 x^2 + b_2 x + c$ | F | -1.71e-10*** (4.28e-11) | .0000264*** (4.36e-06) | | 3.431418*** (.0705012) | 6.36% |
| | | R | -6.58e-10** (2.60e-10) | .0000501*** (.0000128) | | 3.216621*** (.1321176) | 6.56% |
| 6 | $y = b_1 x + c$ | F | 7.76e-06*** (2.56e-06) | | | 3.662145*** (.054057) | 2.80% |
| | | R | .0000215*** (3.45e-06) | | | 3.460669*** (.06677) | |

Note: Robust standard errors in parentheses. F=full dataset; R=income-restricted dataset (monthly income=<50,000). Dependent variable (y) is weighted capability measure, independent variable (x) is monthly income. c represents the constant term in polynomial functional forms (4)-(6).

Results show that a sigmoidal function, of logistic (1) or Gompertz (2) form, best represents the relationship between income and weighted capability. This result is consistent with Carr et al. (2016). While they theoretically conceptualize incomes as enablers of capabilities tomorrow, which therefore implies a time lag between current incomes and capabilities in the future, this study finds that sigmoidal curves best represent the relationship between self-reported assessment of ability to attain valued functionings at the moment and current endowment or income. Carr and colleagues (2016) argue that a cubic Bezier-like curve represents the relationship between work-related capability measures such as job satisfaction and worker income. Testing a wider set of generalized functional form specifications allowed us to discover functional forms that better represent the fit between capabilities and income.

Computing for the 'living wage'

Carr and colleagues (2016) posit the existence of a 'point of inflection' above which wages become theoretically sufficient to adequately meet valued functionings (or capabilities). After estimating the parameters that yield the least squares curvilinear fit to our data points given the sample, estimates of

'living wage' are derived. This is done by solving for the income which will yield a weighted capability value of 4. How this is derived is discussed below.

In order to contextualize the rationale for the abovementioned approach, we briefly discuss how *perceived importance* and *perceived capability* were derived from the survey data. First, respondents were asked to rate the Importance of each aspect of the eleven life domains using a 5-point scale. Specifically, the survey administrator read the following: "Now I am going to read a list of things in a person's life that may or may not be important to you for you to say that you have a good life. In each of the item that I will mention, please indicate if this is Unimportant (*Hindi Mahalaga*), Somewhat Important (*Medyo Mahalaga*), Neither Important nor Unimportant (*Maaaring Mahalaga Maaaring Hindi Mahalaga*), Important (*Mahalaga*), and Very Important (*Napakahalaga*)."

In the same manner, the respondents were asked to indicate their perceived capability to attain or achieve each domain by using a 5-point scale. Specifically, survey administrators read the following: "Earlier I asked you how important several items are for a good life. Now I would like to ask you how capable you think you are to attain or achieve these. Please use the current salary you receive as basis in answering the next set of questions. Based on your present income, say if you have the capability to achieve the following items. For every item that I will mention, please say if you are Incapable, (*Walang Kakayahan*), Almost Incapable (*Halos Walang Kakayahan*), Quite Capable (*May Kaunting Kakayahan*), Capable (*May Kakayahan*), or Very Capable (*Lubos ang Kakayahan*)."

Recall that weighted capability was constructed from *perceived importance* and *perceived capability*, where the former was utilized as weights to account for within-sample differences in valued life domains. A respondent having a weighted capability of 4 and above is, on the overall, capable of attaining his valued life domains. On the flipside, a respondent having a weighted capability below 4 is lacking in capacity or is not fully capable in some valued life domain. Hence, in this study, we operationalize 'living wage' as that monthly income at which weighted capability is equal to 4. Accordingly, we compute for the monthly income at which weighted capacity is equal to 4, given the functional form specifications and parameters estimated in the previous section. The logistic and Gompertz specifications using the full dataset imply that living wage stands at PhP 22,799.29 and PhP 22,961.44 respectively. This means that around PhP 23,000 is needed for workers to feel capable of achieving quality of life in valued life domains. The step-by-step procedure followed in deriving the abovementioned values is discussed in the Appendix.

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Living Wages, Quality of Life and Work Life in Southern Africa: Empirical Evidence from Five Countries.

[Molefe Jonathan Maleka](#), Massey University, New Zealand; [Ines Meyer](#), University of Cape Town, South Africa; [Jane Parker](#), Massey University, New Zealand

According to Anker (2011), a living wage empowers workers to live in prosperity. Similarly, a living wage can be defined as an income earned by workers which allows them to meet their basic needs and enables them to have a good quality of life (Makhubu, 2016). It can also be regarded as the remuneration that

empowers workers to live a dignified life, participate in societal activities, and to support their families (Anker, 2011). As variables such as quality of life and dignity are subjective experiences a living wage level should be determined by checking for the salary level at which employees' subjective ratings of their quality of life tend to switch from negative to positive, i.e. income is plotted against subjective experiences. Figure 1 shows possible relationships between income and quality of life derived from popular economic theory. The difference here is that subjective views of wellbeing are used to indicate quality of life instead of objective measures used in economics, such as current income versus future income or productivity versus income.

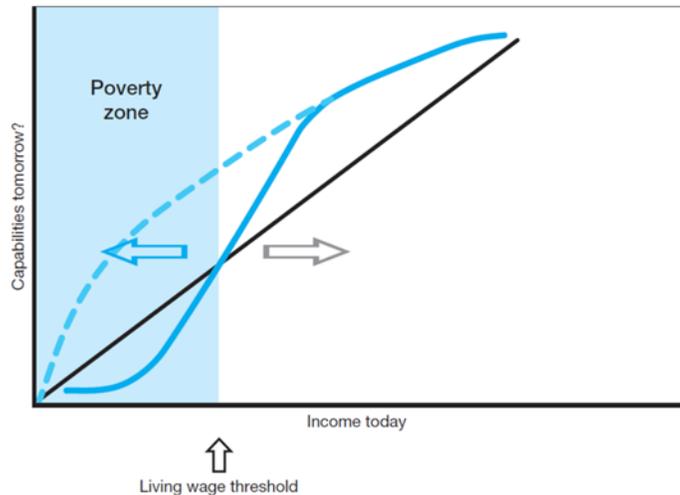


Figure 1: Economic theory applied to the relationship between income and quality of life (x axis: Current income, y axis: future human capabilities); blue solid line: poverty trap theory; blue dotted line: law of diminishing returns; black line indicates linear relationship between income and future capabilities; Source: Carr et al. (2014)

- 1) The blue dotted line represents the law of diminishing returns. It states that it is not advisable to pay employees wages above a certain level, as from this level onwards an increase in income is associated with a smaller increase in productivity than below this level. In relation to quality of life it means that at the lower income end increases in income lead to substantial increases in quality of life, but at higher income levels salary increases are related to only marginal improvements in quality of life (Carr *et al.*, 2016).
- 2) The blue solid lines represents poverty trap theories which state that employees earning below a particular threshold will be entrapped in poverty, because they have to embark on counter-productive behaviours like incurring debts with high interests in order to sustain their lives (Carr *et al.*, 2016).
- 3) In addition to this, a linear relationship between perceived quality of life in income is feasible, in that increased income always tends to be associated with a similar degree of improvement in perceived quality of life.

Carr et al. (2016) found that the line that best described the relationship between perceived quality of life and income most closely resembled the S-shaped curve of poverty trap theories. Carr *et al.*'s study showed that employees earning the legislated minimum wage in New Zealand or below lived below the poverty line or struggled to afford basic needs. Similar results emerged in South Africa. Employees at the lower income end perceived their wages as unfair and they did not afford them to live a dignified life (Ragadu *et al.*, 2016). The similar results in two very different contexts, New Zealand and South Africa suggest that it

may indeed be possible to determine a living wage using self-assessments of quality of life and work-life as indicators of decent lives.

This study extended the current research to four additional countries in Southern Africa, namely Zimbabwe, Botswana, Namibia and Angola to assess if similar results would emerge in these contexts, too. In addition, new data was collected in South Africa. Data is currently being analysed. We expect that in each country, the relationship between wages and quality of life is best described via an S-shaped curve with a clear pivot point between negative and positive quality of life.

Methods

In order to address the research objectives, a quantitative, descriptive research design was chosen (Bless, Higson-Smith & Sithole, 2013). Since the research makes use of quantitative data, it was guided by a positivist paradigm. This means the researchers used objective means (statistical analysis) to analyse the data (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014), which was collected cross-sectionally, i.e. at one point in time.

The unit of analysis for the study was the individual, in this case individual employees (Bless *et al.*, 2013) who were visiting malls in low income areas in the five chosen SADC countries. Malls were chosen as individuals frequenting these are more likely to work. Before data collection commenced permission was sought in writing from each mall's management to approach participants either inside the mall or at the mall exits. Research assistants then approach individuals in person providing an outline of the research and request their participation. In order to qualify for the study participants had to be working. This way of recruiting participants has been used in previous studies conducted under the ambit of project GLOW. A convenience approach was thus employed to recruit the sample. As the study was an initial exploration to assess if the data distribution and relationships can be assumed to follow the same pattern as in previous studies conducted in South Africa and New Zealand rather than to make definitive answers about the exact living wage level per country, this approach is considered appropriate.

In total, a sample size of 1,000 participants is envisaged with an equal number of participants in each of the five SADC countries (n = 200).

Instrument

The administered questionnaire consisted of two sections; Section A consisted of biographical information and section B consisted of HRM outcomes (i.e. job satisfaction, work engagement, affective commitment, quality of work-life and pay fairness). The same instrument as in Ragadu *et al's* (2016) research was administered.

Specifically, Meyer and Allen's (1997) affective commitment scale, Schaufeli and Bakker's (2003) work engagement scale and Spector's (1985) job satisfaction scales were used to measure job attitudes, while the items used by Carr *et al* (2016) were used to assess quality of work-life and pay fairness. These had been shown reliable and valid measures in a study conducted in Cape Town and Tshwane as part of project GLOW in 2015.

Data analysis

Both descriptive and inferential statistics will be used to analyse the data using the Statistical Package for the Social Sciences (SPSS) version 25. Data will be recorded in Excel and exported into SPSS. Descriptive statistics will comprise of frequencies, graphs, means and standard deviations. In order to address the hypotheses, linear and non-linear regressions will be calculated. The data will be represented graphically and lines/curves of best fit determined to assess how best to represent the data. Since immigration intent and pay fairness are binary dependent variables (Hair, Black, Babin & Anderson, 2014; Maree, 2016), logistic regression (i.e. Hosmer & Lemeshow, Odds ratio, Chi-squared, Wald test) will be calculated.

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Stream 11

Between Social Justice and Functionalism Diversity in Higher Education – Comparative Perspectives

Chairs: Carola Bauschke-Urban, University of Applied Sciences Fulda, Germany; Mark A. Gooden, Teachers College University Columbia, USA; Victoria Showunmi, Maynooth University, Ireland; Felizitas Sagebiel, University of Wuppertal, Germany

Diversity politics and diversity management have reached higher education institutions to a large extent worldwide. Diversity enhances student recruitment strategies on the national as well as on the international level and it implies an attractive and equal opportunity oriented environment for diverse students and teachers.

Whereas a human rights perspective was in the first place constitutive for diversity strategies in the higher education sector, it can also find a match with functionalist and managerial perspectives, which became prominent in higher education policies within the last decades, more or less simultaneously together with diversity politics. The stream will discuss to what respect there is coherence between neoliberal higher educational governance and diversity strategies and to what extent human rights and social justice oriented diversity strategies lead to more equality in higher education.

The stream will deal with perspectives on diversity politics and diversity management in different countries and world regions such as the United States, Britain, Germany and other European countries as well as Asian, African, South American countries and Australia and initiate a comparative perspectives discussion within the stream, which will be followed by a joint workshop discussion together with all presenters of the stream.

We are interested in papers that discuss national and/or regional diversity strategies in higher education as well as in comparative papers.

We are especially interested, but not limited to questions such as:

- What is the focus of national / regional higher educational diversity strategies?
- How are they institutionalized?
- How do higher educational diversity strategies find acceptance on campus?
- What is their national / regional legal foundation?
- Are diversity strategies used as neoliberal managerial tools and if so, do they enhance equality and participative rights or do they function as tools of othering and differentiation?
- Which groups of diverse students are focused in different national / regional contexts? Which are not discussed and why?
- How is awareness for diversity issues achieved amongst teachers, deans and university presidents?
- Does diversity lead to a stronger differentiation of different types of higher education institutions?
- Can diversity strategies open doors for diverse students who have experienced strong educational inequalities? And what practical strategies have proved to be successful?
- What happens when student- and community-led efforts (e.g., Concerned Student 1950, Racism

Lives Here, and Black Lives Matter) to address issues like lack of diversity experience some degree of success? Are campuses forever changed, and if so, how? If not, why not?

- The Stream conveners are keen to acknowledge that structures and procedures are necessary but not sufficient to bring about a culture which supports diversity and equality. This stream will highlight that the debates on diversity are complex and sensitive as it is an issue which poses particular challenges both for students and for leaders in higher education. The meaning of the word 'diversity' is not fixed and is somewhat contested.

Diversity in Higher Education: The role of Leaders in Closing the Ethnicity Attainment Gap.

Kenisha Linton, University of Greenwich, UK; Nona McDuff, Kingston University, UK

Ethnic minority students are well represented in UK higher education institution but their retention and attainment are significantly lower than that of white students. Researchers have confronted and disproved the taken for granted assumption that all students have equal chance to succeed at UK universities (Archer, Hutchings and Ross, 2006; ECU, 2017; McDuff and Barefoot, 2016). Fielding et al. (2008) analysed data from the National Student Survey and the Higher Education Statistics Agency (HESA) and found that entry qualifications, the type of institution attended, and gender are factors that could affect attainment. The Higher Education Funding Council for England (HEFCE) further concluded that, even after controlling for other factors (entry qualifications, age, disability, gender, subject studied, school attended and an area participation measure), being a black and minority ethnic (BME) student is statistically significant to outcomes of degree attainment (HFCE, 2015).

The Equality Challenge Unit defines the degree attainment gap as the difference in 'top degrees' – a First or 2:1 classification – awarded to different groups of students. The biggest differences are found by ethnic background. The ethnicity attainment gap is reported at 15.6%, where 78.8% of white qualifiers received a first/2:1 compared with 63.2% of BME qualifiers. In contrast, the ethnicity attainment gaps in Scotland and Wales were 8.6 and 8.5 percentage points, respectively (ECU, 2017).

There are compelling social, economic and moral imperatives to closing the ethnicity attainment gap (Berry and Locke 2011), and higher education institutions (HEIs) have been alerted to the need to move beyond access or equality of opportunity and instead to focus on student success and equality of outcome (University Alliance, 2014). More specifically, it is argued that their focus need to be on addressing institutional barriers and inequalities, rather than 'improving' or 'fixing' the student (McDuff and Barefoot, 2016; ECU, 2017). Strategies designed to fix the institutional culture, curriculum and pedagogy will not only help to close the ethnicity attainment gap but also help to improve the attainment of all students (Cousin and Cureton, 2012).

Through data collected via documentary analysis and semi-structured interviews, the approaches of two UK higher education institutions are comparatively evaluated in this paper. Both institutions are in the relevant sector-benchmarked group and are members of the Equality Challenge Unit's Race Equality Charter Mark; one received a bronze award (University One) and the other is yet to obtain an award on race equality (University Two). The results show that University One with its embedded, institution-wide approach that spans senior managers, academic staff, professional service staff and students was identified as more successful in reducing the attainment gap. Although leadership and senior management support is identified to be crucial to addressing the attainment gap, few studies have linked leadership commitment to outcomes on the ethnicity attainment gap. The comparative challenges faced by University Two indicate that managing staff perspective, organisational climate, and senior leadership buy-in are absolute imperatives in closing the attainment gap. The paper proposes a theoretical framework for

linking leadership approach to outcomes on student success. The paper further suggests that without leadership commitment and staff 'readiness', institutional and environmental factors (e.g., policy or legislation) are limited in reducing the ethnicity attainment gap.

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Diversity and Education in England.

Victoria Showunmi, Maynooth University, Ireland

Population structures of schools and school communities, particularly in urban Europe, have been changing over the last few decades in a context of globalisation, eco-political developments and increased mobility. In the United Kingdom, the increasing diversity of the population is generally perceived as affecting schools' overall performance through the low achievement of children from many Black and Minority Ethnic (BME) groups and communities. This association between under-achievement and ethnicity, race, social class, gender or other variables is often highlighted by statistics, and emphasised in the literature, conveniently relieving the educational structures and professionals of the burden of responsibility (Tomlinson 1991; Abbas 2006). However, research has produced varied and even conflicting evidence with regard to a direct link between achievement and factors such as ethnicity, socio-economic background, population mix, gender and the use of English as a second language (Kincheloe and Steinberg 2007; Office for National Statistics 2004; OFSTED 2004), which has added to the complexity of the challenges faced by today's schools.

Leaders Changing How They Act by Changing How They Think: Applying Principles of an Anti-Racist Principal Preparation Program.

Mark A. Gooden, Columbia University, USA; Bradley W. Davis, University of Texas at Arlington, USA; Daniel D. Spikes, Iowa State University, USA; Dottie L. Hall, Massachusetts Institute of Technology - Sloan School of Management; Linda Lee, McMaster University, Canada

Systemic racism and the impending inequities in schooling persist, making it apparent the concept of race still matters when it comes to educational leadership. In response, this chapter examines linkages between principal preparation programs, the orientations of the aspiring leaders enrolled within them, and the potential for program graduates to facilitate institutional change for racial equity. The concept of anti-racist leadership is explored to better understand how principal preparation programs can better prepare aspiring leaders to address how race, power, individual, institutional, and cultural racism impact beliefs, structures, and outcomes for students of color. This preparation is accomplished by examining how a principal preparation program, adopting an anti-racist curriculum, further develops the racial consciousness of its predominately white student cohort. The anti-racist curriculum made the impact of race more salient to students and had an impact on their leadership beliefs, decisions, and actions once they served in school leadership positions.

Keywords: anti-racist leadership, social justice, orientations, leadership preparation.

MigInG: To become or not become an engineer.

Carola Bauschke-Urban, Fulda University of Applied Sciences, Germany

The STEM disciplines at German higher education institutions are highly attractive for international students. At the same time, German labour markets suffer from a precarious shortage of engineers. Nevertheless, we face the paradoxical situation that drop-out rates of international students in the STEM disciplines are extremely high and the gain of highly skilled academic labour force is relatively small. The German Ministry of Science (BMBF) funded project.

MigInG opens intersectional diversity perspectives including masculinity studies as well as migration and critical race studies to explore the organisational gaps within higher education institutions as well as within cooperation companies that fail to diversify their employees.

Stream 14

Institutional and Organizational Experimentation in Equality, Diversity and Inclusion

Chairs: Tania Saba, Université de Montréal, Canada; Marie-Thérèse Chicha, Université de Montréal, Canada; Igor Volkov, Université du Québec en Outaouais, Canada

Policy makers, corporations, trade unionists and other civil society organizations are seeking to maintain or change existing norms and institutionalized practices aimed at enhancing equality, diversity and inclusion in the workplace. Experimentation is taking place, at the local, sector, regional, national and transnational levels. Such experimentation involves the transformation or the creation of new norms, practices and policies. Processes of institutional and organizational change are often uneven and contested, yielding both positive and negative outcomes: be it enhancing or reducing inequalities, worsening or improving working conditions, increasing or reducing the asymmetries of power between actors, and being more or less inclusive, democratic and participative. In many ways, institutions and organizations are failing to meet adequately the challenges of a diverse workforce.

This stream seeks a better understanding of experimental practices and policies developed by a range of actors at different levels, and to provide an assessment of their impact on EDI in the workplace. It also seeks to understand how existing institutions facilitate or hinder change and how and why organizations fade away or prevail over time and in different contexts. A particular focus is on both the development of new practices, norms, mechanisms, capabilities and resources that foster EDI values and initiatives.

The stream chairs especially welcome proposals that are based on case studies, comparative, empirical and evaluative analysis examining norms, practices, policies and mechanisms promoting better EDI for vulnerable groups of workers.

The stream chairs welcome submissions from researchers, policy makers and practitioners.

Food for Inclusion.

[Nikki Cavernelis](#), University of Cape Town, South Africa

In this reflective paper, I will outline the various ways in which food has been used to create a more inclusive staff climate at the University of Cape Town (UCT), a South African higher education institution characterized by staff and students from a wide variety of social, cultural and economic backgrounds. As with many universities around the world, UCT operates with a strong hierarchical structure and relationship. (Winston, Gordon, C. 1999) The central argument made in this paper is that food can be used as a medium to minimize inequality and unease brought about by diversity, as it creates an opportunity for inclusive and sustainable relationships in the workplace and hence societal transformation.

Is Inclusion the Key to Effective Diversity Management in Public Sector Organisations? An Examination of the Ontario Public Service.

Frank L.K. Ohemeng, Carleton University, Canada; Jocelyn McGrandle, Concordia University, Canada

Diversity management has become a major focus of human resources management, not only in the private sector, but in the public as well (Herring 2009; Hays-Thomas 2017). Both economic and social arguments in terms of the benefits of diversity management continue to be made for the public sector (Pitts et al. 2010). Despite such benefits, critics of diversity management have pointed out that simply implementing diversity policies in the sector does not ensure effective diversity in public organisations (Joplin and Daus 1997; Wrench 2005; Knights and Omanović 2016). The combination of these criticisms, as well as the expanded investigation into diversity management in various organizations has resulted in a shift in focus of people management to what is called 'inclusiveness' in organisations (Holck and Muhr 2016; Bae et al. 2017).

Inclusion, which focuses on emphasizing individual belongingness while at the same time encouraging individual uniqueness, is thus argued as the next phase or next step of diversity management (Pless and Maak, 2004). To proponents of inclusion, embarking on inclusiveness will enable governments to address systemic and institutional discrimination, which continues to be perpetuated against minorities (Sabharwal 2014; Moon 2016). Not only that, it is argued that inclusion enhances the capacity of individuals in doing their work and ensuring effective organizational performance (Davidson and Ferdman 2002), as well as facilitate innovation and increase personnel stability (Moon 2016). In spite of these potential benefits, inclusion remains a relatively new concept and thus has been understudied in the public sector (Roberson 2006; Shore et al. 2011; Bae et al. 2017).

In Canada, diversity management, and therefore inclusion, are important issues both at the federal and provincial levels (Deloitte 2014; Dupuis 2017; McGrandle 2017), based on the understanding that diversity and inclusion are of great value to both the public and private sectors due to changing demographics (Deloitte 2014; McGrandle 2017; Jermyn 2018). Consequently, a number of employers are trying to make the workplace more inclusive through a variety of innovative and compassionate initiatives. In the public sector, one provincial government that is actively trying to take diversity management to the next level, *i.e.*, inclusion, is Ontario. In fact, Ontario is considered the leader in diversity management in the Canadian context (Ohemeng and McGrandle 2015; McGrandle 2017). Indeed, it was the first government in Canada to set up a diversity management office in the public sector, as well as a number of action plans to enhance the effective implementation of its diversity management policies (Ohemeng and McGrandle 2015).

Recently, the Ontario government has developed programs, and continues to develop new one that will help move the Ontario Public Service (OPS) beyond traditional diversity management to a more inclusive service (OPS Diversity Office 2013; 2017). The government believes that diversity management is the first step in providing an inclusive public service in a diverse province. For instance, in a recent report, the government noted, "the OPS has the responsibility to set an example in our province, so our plans to modernize the OPS must include a commitment to embed inclusion into everything we do. Our workplaces must be accessible, supportive, diverse and welcoming, with the talent and skills that we need to achieve our goals" (Government of Ontario 2017, 18).

The intention of this study is therefore to examine and assess the government's policies and their implications for the public service and to understand from the perspective of employees, whether the policies are indeed increasing feelings of inclusion. This article therefore intends to answer the following questions: How inclusive is the OPS? How does inclusion impact performance? What are the challenges and the way forward for ensuring effective inclusive management in the OPS? We attempt to answer these questions by using the results from the 2017 OPS Employee Survey. We quantitatively analyze how OPS

employees feel about various aspects of inclusion and diversity in the service through the use of both descriptive statistics and OLS regression.

We are interested in studying the OPS for three main reasons. First, as already noted, the OPS is one of the first public service institutions to institute diversity management, and later on, inclusion. Consequently, it continues to be recognized as the pace setter for which other public services are being encouraged to emulate. Second, it is the first public service to enact an anti-racism policy, which focuses on the inclusion of all within the service, with measurable targets, public reporting, and community consultation through renewable multiyear strategic plans (Government of Ontario 2018). Third, it is one of the few governments named in the 2018 Canada's Best Diversity Employers competition, for the Canada's Top 100 Employers project (Jermyn 2018).

The paper makes a number of contributions. First, although the literature on diversity management and inclusion is increasing, there is still the need to undertake more empirical studies on what factors are indeed enhancing inclusiveness in the public service, as well as ensure equitable delivery of public services (Moon 2016; Sabharwal, Levine, and D'Agostino 2016). This paper contributes to the call for more research on diversity management and inclusion, and how they affect individual, group, and organisational performance, which many believe is lacking (Shore et al. 2011; Mor Barak 2014). Second, there is dearth of studies on inclusion in the public sector compared to the private sector (Sabharwal, Levine, and D'Agostino 2016). Thus, the paper helps to close this gap in the literature. Third, the paper highlights the perception of employees on inclusion, which may help policy makers to identify what needs to be done to promote, as well as ensure effective inclusion in the public sector.

We proceed as follows. The first part of the paper is a review of the literature examining diversity management and inclusion. We will then provide a short background to the study by looking at Ontario's road to an inclusive public service. We will then discuss the methodology used in the paper and then follow it with descriptive statistics and OLS regression analysis. We then conclude the paper with suggestions for future research on the subject in Ontario and beyond.

"Ethno-Cultural" Diversification and its Impact on the Attitudes toward Immigration in Europe.

Adam Nemeth, University of Pecs, Hungary

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The context: As Stuart Hall surmised (1993), the coming question of the 21st century is "how to fashion the capacity to live with difference" i.e., with the increasing pace of mixing ethnic groups, languages, religions and so forth. Diversity has become a hot topic indeed almost everywhere. However, the questions concerning its potential impacts on economic development (Habyarimana et al. 2007, Das and DiRienzo 2014 etc.), educational and healthcare systems (Stoddard et al. 2000, Veerman 2015 etc.), the risk of tensions (Young 2003, Montalvo and Reynal-Querol 2007 etc.), political radicalization (Rydgren and Ruth 2011, Sprague-Jones 2011 etc.) or social cohesion (Putnam 2007, Harell and Stolle 2015 etc.) are under heated debate in the scientific literature.

Purpose: A question of key importance for the social sciences to adequately answer these challenges is the capability to define the 'extent' and the 'directions' of diversification. The main goal of my paper is to introduce a method aims at grasping "ethno-cultural" diversity quantitatively. With a synthetic indicator I will show the spatial patterns of diversity and the dynamics of diversification in the European countries on national and subnational level. Finally, I will link these results with the European Social Survey database and analyse the relationship between diversity/diversification and the social trust as well as people's attitude toward immigration and multiculturalism.

Methodology: Although recent decades saw the widespread use of different diversity indices, the so-called ‘fractionalization index’ (Bruck and Apanchenko 1964) has remained hegemonic in the literature. These indexes, ways of compressing information on the share of groups to a single number, usually serve as independent variables in social scientific investigations. However, beside its incontestable advantages, the traditional fragmentation index suffers from a serious pitfall: it does not take into consideration which groups are present; e.g. Germans and Austrian or Germans and Ugandan immigrants. Since the Peripheral Heterogeneity Index introduced by Desmet et al. (2005) is able to control the distances between the host and minority groups, it seems to be suitable for bridging this gap as a weighted diversity index. As Schaeffer argued (2014: 112) a “culturally weighted index of ethnic diversity should be a better predictor of social cohesion than common measures of ethnic diversity”. But how is it possible to operationalize these weights?

I attempt to offer a solution by constructing a matrix based on Welzel’s factor scores (2013: 25-33) of ‘sacred-secular’ and ‘protective-emanipative’ values from the World Values Survey, including e.g. people’s attitude toward women’s equality, the importance of national or religious pride, toleration of homosexuality and so forth. The standardized Euclidian distances between the average scores represent the “cultural distances” between the countries of the world and serve as weights in the PHI formula. The input population data are provided by the UN (1990-2017) and by the national statistical offices in case of the subnational level - if they are available. The calculation, classification and visualization are supported by the ESRI ArcGIS 10.2 software package.

The fourth main data source is the European Social Survey which has been measuring the behaviour patterns of the European population since 2001. It provides information about, among others, people’s general attitude toward immigration and multiculturalism (e.g. “allow many/few immigrants of same/different ethnic group as majority”, “immigrants make country worse or better place to live”), social capital (e.g. “most of the time people helpful or mostly looking out for themselves”) and trust (in police, in legal system, in politicians etc.) both on national and regional level.

Research limitations: In recent literature there is no consensus whether we can or we should measure diversity at all. The contrast between the malleable and situational feature of identification, i.e. the constructivist theory of ethnicity (Barth 1969, Jenkins 1997 etc.) and the “discrete, sharply differentiated, internally homogeneous and externally bounded groups ... as fundamental units of social analyses” (Brubaker 2002) can possibly be termed a fundamental problem of the research. Nevertheless, a significant part of the international scientific community believes that, despite all their faults and imperfections, quantitative methods should be still important parts of such investigations (e.g. Brown and Langer 2010).

It should be stressed that the analysis will be built upon some simplifying assumptions.

(1) The expression of “*cultural distance*” is a no less slippery term. Although Welzel’s factor scores based on the World Values Survey obviously oversimplify the topic, it is an interesting and innovative attempt to grasp a phenomenon that seems to be absolutely non-quantifiable at first sight. In the long run the usefulness of the method will presumably depend on its empirical applicability.

(2) Since the census questionnaires do not always contain explicit questions on respondents’ ethnic affiliation (in West Europe nowhere, except Great Britain), I use *country of birth data*. This method undoubtedly underestimates the degree of diversity because it does not take into account the second and third generation immigrants. Moreover, it makes impossible to depict the real heterogeneity of immigrants; for instance we don’t know whether ethnic Kurds or Turks arrived from Turkey.

Nevertheless, by working with a large-scale database and covering a large area and time interval, these methods connected to human geographical tools can primarily give an insight into the main trends of the changing diversity patterns in Europe. Therefore, the somewhat robust results of this quantitative analysis can be rather a basis for further research projects: targeted field works and case studies with qualitative methodology.

Findings: According to the preliminary findings the spatial patterns of diversity indices are quite similar in case of weighted and non-weighted scores as well. On the Western side of the former Iron Curtain one can find significantly higher PHIs everywhere; in 2015 the list was led by Sweden, Switzerland and Austria, apart from the microstates, such as Andorra or Malta. In Eastern Europe the Baltic States have the most diverse (in fact, rather polarized) population thanks to the mainly Russian immigrant stock who arrived during the Soviet era. The main directions of diversification trends are also divergent. While the societies of the North, West and South European countries have become ethnically more heterogeneous since 1990, in most of the East European states stagnation or even homogenization can be observed. Taking into account the alteration of the “culturally” weighted indices (ΔPHI), the fastest heterogenization is taking place in Norway, Sweden and Spain. After the extension of the investigation to the subnational level (NUTS 2), the linking of the results with the European Social Survey data will take place in order to grasp the impacts of diversity on social trust and respondents’ opinion about immigration and cultural diversification.

Effects beyond the field of research: Since effective cooperation within ethnically diverse societies and successful integration of minorities is a serious current issue almost everywhere, results of such analyses can provide useful information not only for the scientific community, but for real world practice, e.g. political decision preparation too. As Bauman concluded (2003: 32), better-informed policies can encourage diverse populations toward “the art of negotiating shared meaning and a modus covivendi”.

Keywords: Europe, social, diversity, geography, migration, ethnic, cultural, quantitative

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Deploying Change Theory to Alleviate a Workforce Nationalization Issue.

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The level of unemployment amongst the working age citizens of the U.A.E. (United Arab Emirates) is a cause of serious concern, and currently poses a major human resource problem. The country's government has attempted to resolve this issue since the 90's through its 'Emiratization' efforts, aimed at nationalizing its workforce- particularly in the private sector-which employs barely 2% of its citizens. However, these efforts in their various forms have arguably been futile. Conspicuously absent from Emiratization's initiatives is the use of mainstream change management models and theory, to better manage the same. This work in progress, qualitative, conceptual paper argues for the use of an integrated, large scale change management approach, to enhance the efficacy of the Emiratization process. To this end, it recommends the use of Hirschhorn's (2002) '*three campaigns*' model.

Key Words: Emiratization; Change management; Hirschhorn