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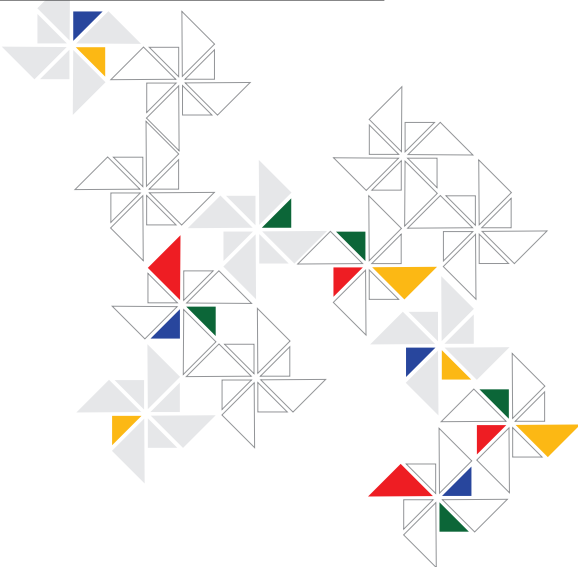
Local Enterprise
Support Project



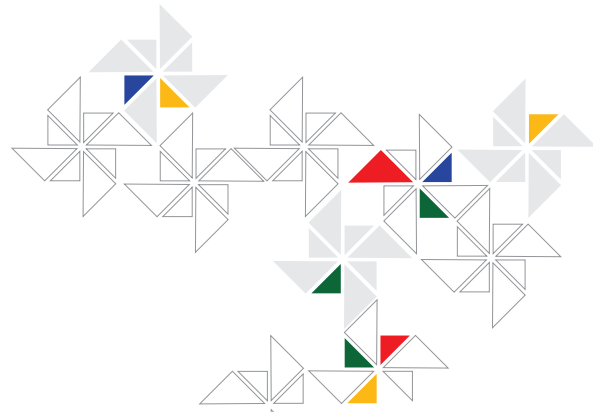
Workplace
**Diversity
Management**

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Module One
Concepts and Rationale



2018



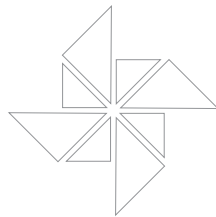


Workplace Diversity Management



Module One








Concepts and Rationale



2018

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About This Manual

This manual is part of a three-module training package on Workplace Diversity Management which aims to enable small enterprises to adopt strategies to attract, retain, and manage a diverse workforce and to create enabling business environments and inclusive cultures.

Who is the Training Program Intended for?

The Workplace Diversity Management training program targets small enterprises throughout Jordan and is intended for the use of general managers, line managers, and HR practitioners within those enterprises.

The program is implemented through Business Support Providers (BSPs) that normally target small enterprises with their service offerings. BSPs are encouraged to apply the principles and best practices of diversity management within their own organizations, and to offer the training program as part of their services.

In addition, this training program can be useful to a broader audience of organizations, consultants, and trainers interested in workplace diversity management.

Overall Objective

The Workplace Diversity Management training program aims to enhance the competitiveness and sustainability of small enterprises by enabling them to acquire the necessary knowledge and competencies for adopting diversity strategies and creating enabling work environments and inclusive organizational cultures.

Learning Objectives

Module One: The first module of the training program aims to develop the knowledge of small businesses in workplace diversity management by introducing them to the main concepts of workplace diversity, discussing both its benefits and challenges. Businesses will also explore a number of frameworks that seek to define the drivers, scope, and outcomes of diversity management.

By the end of the training, participating businesses will be able to:

- Explain the concepts of workplace diversity.
- Dispel common misconceptions about diversity in the workplace.

- Identify the benefits that a diverse workforce brings to the organization.
- Identify the challenges of workplace diversity and their implications for people management approaches and practices.
- Define workplace diversity management.
- Describe factors – at the macro, meso and micro levels – that impact diversity management decisions and practices.
- Describe different HR management approaches for managing workplace diversity.
- Explain how inclusion is created and practiced within an organization.

Module 2: The second module of the training program includes practical guidelines to help organizations integrate diversity and inclusion into organizational processes and practices.

By the end of the training, participating businesses will be able to:

- Explain why having formal HR management policies, procedures and systems is crucial for the success of diversity and inclusion initiatives.
- Identify the main diversity and inclusion policies to develop.
- Describe ways to improve recruitment and selection, compensation, and career advancement practices to achieve diversity and inclusion.
- Identify steps for implementing diversity marketing and supplier diversity.
- Explain approaches for managing organizational change.
- Explain the importance of maintaining data on diversity and inclusion activities and initiatives.
- Identify business practices that can contribute to the success of diversity and inclusion initiatives within their enterprises.

Module 3: The third module of the training program aims to develop the skills required for planning and implementing effective diversity and inclusion initiatives. It provides a step-by-step approach to strategic planning and a number of related sample templates.

By the end of the training, participating businesses will be able to:

- Describe the phases of the diversity strategic planning process.
- Identify the elements of a diversity audit and the implementation mechanism for each element.
- Identify the components of a diversity and inclusion strategic plan.
- Develop diversity and inclusion goals, objectives, strategies, activities, and indicators.
- Describe the components of an action plan.
- Explain the purpose of monitoring and evaluation.

Module 1: Concepts and Rationale

1. Understanding Workplace Diversity

- 1.1 Diversity Dimensions
- 1.2 Misconceptions about Workplace Diversity
- 1.3 The Benefits of a Diverse Workforce
- 1.4 The Challenges of Workplace Diversity
 - 1.4.1 Bias and Discrimination
 - 1.4.2 Team Cohesiveness
 - 1.4.3 Culture Change

2. Diversity Management Concepts and Frameworks

- 2.1 The Concept of Diversity Management
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Module 2: Diversity and Inclusion in Practice

1. Integrating Diversity and Inclusion into Business Practices

- 1.1 Formalizing HR Management Practices
 - 1.1.1 Diversity and inclusion Policies
 - 1.1.2 Recruitment and Selection
 - 1.1.3 Compensation
 - 1.1.4 Promotion and Career Advancement
- 1.2 Implementing Diversity Marketing
- 1.3 Implementing Supplier Diversity
- 1.4 Managing Change
 - 1.4.1 Building Support
 - 1.4.2 Communicating Change
 - 1.4.3 Implementing Training and Mentoring on Diversity and Inclusion
 - 1.4.4 Inclusive Leadership
- 1.5 Maintaining Disaggregated Data

2. Best Practices for Managing Workplace Diversity

Module 3: Diversity and Inclusion Strategic Planning

1. Strategic Planning in Small Organizations

2. Developing a Diversity and Inclusion Strategic Plan

- 2.1 Preparing to Start
- 2.2 Establishing a Task Force
- 2.3 Conducting a Diversity Audit
 - 2.3.1 Demographic Profile
 - 2.3.2 Employee Survey
 - 2.3.3 Analysis of Organizational Policies, Systems, and Practices
 - 2.3.4 SWOT Analysis
 - 2.3.5 The Diversity Audit Report
- 2.4 Developing a Diversity and Inclusion Strategic Plan
- 2.5 Implementing the Strategic Plan
- 2.6 Monitoring and Evaluation

How to Use This Manual

To reap full benefit of the training program, organizations are encouraged to complete all three training modules. The modular structure of the training program allows for:

- A natural progress from awareness of workplace diversity concepts and rationale, to practical guidance on diversity management strategies and tools.
- Easier customization of training content based on participants' needs.
- Flexible and staggered training sessions over a time period convenient to participating businesses.

The training modules feature a number of authentic case studies and a quick survey. Modules two and three include practical tools for managing, planning and monitoring diversity initiatives and practical guidelines for building an inclusive culture. Each chapter starts with an introduction featuring the key questions that the chapter will address and ends with a summary of the main ideas contained in the chapter.

Participating organizations are encouraged to share their experiences, explore new approaches and tools, reflect on their current business practices, and learn from the experiences of others.

The USAID LENS Project

The USAID Jordan Local Enterprise Support Project (LENS) is a five-year project that supports small business growth and better economic planning to strengthen Jordanian communities against economic adversity.

USAID LENS brings local governments, business owners, and key community groups to collaborate together on initiatives that boost economic development and create jobs in their communities. These initiatives are focused on supporting the growth of micro and small enterprises (MSEs) and inclusive of women, youth and the underprivileged.

Acknowledgments

This manual was developed by Muna Qudah, Diversity Consultant, and translated into Arabic by Mosaic for Translation, Publishing and Distribution. USAID LENS expresses its deep appreciation to Bank al Etihad, DAR AL OMRAN, SADAQA, and al Mazraa Dairy Company for sharing their success stories in implementing diversity and inclusion initiatives. The project also gratefully acknowledges the support of Business Support Providers (BSPs) in providing feedback in the piloting of this manual.



Chapter One

Understanding Workplace Diversity



1. Understanding Workplace Diversity

KEY QUESTIONS

In this chapter, you will find answers to the following key questions:

- What is meant by workplace diversity?
- What are the dimensions of workforce diversity in an organization?
- What are the most prevailing misconceptions about workplace diversity?
- How does diversity link to productivity, innovation and access to talent?
- What are the challenges associated with workplace diversity?

LEARNING OBJECTIVES

Upon completing this chapter, you will be able to:

- Explain the concepts of workplace diversity.
- Dispel common misconceptions about diversity in the workplace.
- Identify the benefits that a diverse workforce brings to the organization.
- Identify the challenges of workplace diversity and their implications for people management approaches and practices within organizations.



GENDER

Gender is a socio-cultural term that refers to the attributes and roles associated with being a woman or a man. It is different from the term sex which refers to the biological and physiological attributes of a female or a male. Whereas sex attributes are universal and unchanging, gender attributes vary among cultures and can change over time.

DIVERSITY

The Society for Human Resource Management (SHRM) defines diversity as “the collective mixture of differences and similarities that includes for example, individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviors.”

1.1 Diversity Dimensions

Diversity refers to a range of dimensions used for grouping people including gender, age, ability/disability, religion, race, ethnicity, and national origin. These primary dimensions have a sustained impact on behaviors and attitudes throughout a person’s life.

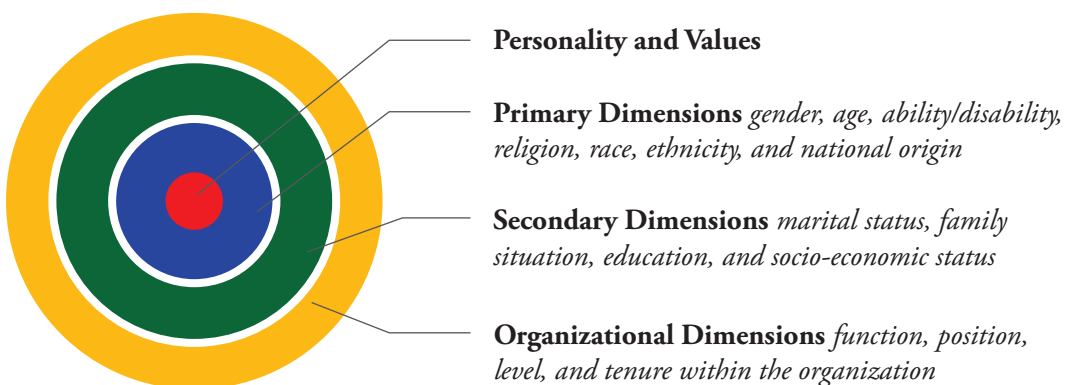
Some definitions adopt a wider perspective and include secondary dimensions such as marital status, family situation, socio-economic status, and education. These dimensions are formed by environmental, social, and cultural factors. They are controllable and changeable; hence, their influence is less constant than primary dimensions.

Organizational diversity dimensions are largely defined by the organizations in which people work and include function, position, level, and tenure within the organization.

Nevertheless, diversity is not only about these visible characteristics of an individual or group; personality and values are core to how people differ. A single individual can, hence, be seen within multiple diversity dimensions.

Diversity is a complex composition. It is about how people differ on all these dimensions; and about how they interact, build relationships, and collaborate

Workplace Diversity Dimensions



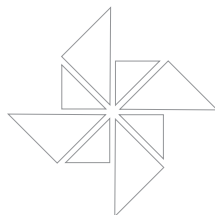


with each other. Harris Sussman, an expert on social diversity, writes: “Diversity is about our relatedness, our connectedness, our interactions, where the lines cross. Diversity is many things – a bridge between organizational life and the reality of people’s lives, building corporate capability, the framework for interrelationships between people, a learning exchange, a strategic lens on the world.⁽¹⁾”

So, all people are all multidimensional, unique, and diverse.

The strategies and processes used to manage workplace diversity depend on the diversity dimensions that exist within an organization. It is important, however, to know that diversity is about more than just recognizing these dimensions, but about recognizing the diversity of thought, experience, perspective, and approach that a diverse workforce brings to the workplace. It is equally important to recognize how these diversity dimensions affect the performance, engagement and motivation of employees; and how they impact overall organizational performance.

In practice, primary diversity dimensions are the focus of workforce diversity management, because these dimensions are the most socially significant and because people are likely to be discriminated against along those lines⁽³⁾. However, both secondary and organizational dimensions are important to understanding the impact of diversity on group dynamics and interactions in the workplace.



WHO WOULD YOU HIRE? AND WHY⁽²⁾?

You interviewed three candidates; Ali, Rula, and Sami. They all had the required experience and skills for the job. They then had to complete a recruitment test and were asked the same ten questions; Ali got 7 right, Rula 6, and Sami 5. The table below illustrates their scorings:

	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Q 7	Q 8	Q 9	Q 10
Sami			✓	✓	✓			✓	✓	
Ali	✓	✓			✓	✓	✓		✓	✓
Rula	✓	✓				✓	✓		✓	✓

According to the economist Scott Page, managers should change their hiring practices. They should hire for *thought diversity* instead of hiring those that achieve the highest scores. In the scenario above, Sami was able to answer the questions no one else could, which suggests that he brings a different way of thinking.

QUICK SURVEY

What primary diversity dimensions exist within your enterprise?

- Gender
- Age
- Disability
- Religion
- Race
- Ethnicity
- National origin



1.2 Misconceptions about Workplace Diversity⁽⁴⁾

This section discusses some common misconceptions about diversity and diversity management in small enterprises. Some of these misconceptions result from having a partial picture of employment dynamics and of the impact of workplace environment on organizational performance, thus limiting the extent to which organizational leaders exert commitment toward creating more diverse and equitable workplaces.

Micro and small enterprises accounted for 98.2% of active economic establishments in Jordan at the end of 2011, employing 50.5% of the total active workforce. The number of small enterprises grew by 56% between 2011 and 2015.⁽⁵⁾

EQUITY AND EQUALITY

Equity and equality are two different concepts. While the goal of equality is to ensure that every individual gets the same access to resources and opportunities, equity seeks to account for the differences in people's needs and to ensure fair distribution of resources based on their needs; i.e., not necessarily giving the same to everyone.

In Jordan, women constitute only 24.8% of the total active workforce, and only 19.4% of the active workforce within the private sector compared to 37.2% within the public sector⁽⁷⁾.

Around 78% of public companies have no women on their boards of directors, compared to 77% of private shareholding companies with no women on their boards. In those public and private companies that do have women on their boards, women constitute 9.1% and 3.5% of board members respectively⁽⁸⁾.

Diversity is for Large Enterprises

Small enterprises may not individually employ large numbers of staff, but collectively they employ a significant percentage of the total active workforce. Therefore, their impact on the social and the economic development levels is considered vital.

Diversity Management is a Complex Process

Adopting diversity does not necessarily mean planning and implementing new activities. It often means planning and implementing activities in a different manner. Adopting simple diversity measures or initiatives can have great impact on organizational performance when implemented through a logical and structured approach. It is, in fact, easier for small enterprises to adopt diversity strategies and to obtain visible results quickly compared to larger enterprises.

Gender Diversity is about Women

Gender diversity is about understanding the gender dynamics within an enterprise, and ensuring that the perspectives of both women and men are considered in planning and implementing strategic and operational work processes. The global focus on women economic participation and empowerment stems from their historical under-representation at every level of the workforce, particularly leadership roles and decision-making positions.



Diverse Teams are Less Efficient

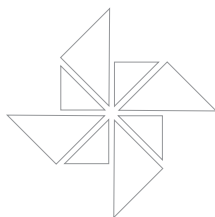
Diverse teams tend to perform better than homogenous teams; for example, male-dominated or female-dominated teams. Similarly, age diversity among team members leads to higher team performance. Diversity allows for creativity and innovation, better problem-solving, and higher productivity; making diversity not only a strategic priority but a competitive advantage for an organization.

There is a Proven Formula for Diversity Management Success

There is no single formula with tested measures for successful diversity management. Nevertheless, there is a growing body of research on organizational **best practices** that have proven successful in leveraging diversity to achieve better business performance and financial returns. Moreover, organizations are encouraged to customize their diversity programs to reflect their current situation and needs.

Diversity Management is the Role of the HR Function

Diversity management entails integrating the principles of equity and inclusion into organizational strategy and business processes within all business functions. It should go beyond acquiring and retaining talent to responding to the needs of diverse employees, customers, and suppliers.



QUICK SURVEY

Who handles HR management in your enterprise?

- General Manager
- Finance Manager/Accountant
- HR Manager/Coordinator
- Other _____

You can learn more about the constraints to women's economic participation and advancement at work from **Annex 1**.

HUMAN RESOURCES MANAGEMENT (HRM) IN SMALL ENTERPRISES

In most small organizations, the owner or general manager is responsible for HR related activities; making the recruitment, compensation, and promotion decisions. While this may be adequate in light of the size of the organization, the associated risks include that the person responsible may lack adequate knowledge of HRM systems and best practices including diversity management.⁽⁶⁾

BEST PRACTICE

A practice which is most appropriate under the circumstances, esp. as considered acceptable or regulated in business; a technique or methodology that, through experience and research, has reliably led to a desired optimum result.

www.dictionary.com



DIVERSITY COSTS⁽¹⁰⁾

Diversity costs are associated with the planning and execution of diversity strategies and programs. They may be related to legal compliance, for example requiring additional facilities with support staff or creating and communicating HR policies and procedures. They may cover education and training to bring about culture change. There is also the cost of management time spent on planning, implementing, monitoring and reporting processes.

The level of diversity costs depends on the size of the enterprises, the scale of existing HR processes, and legal requirements.

HUMAN CAPITAL

In an organizational context, human capital refers to the collective value of the organization's intellectual capital (competencies, knowledge, and skills). This capital is the organization's constantly renewable source of creativity and innovativeness (and imparts it the ability to change) but is not reflected in its financial statements.

www.businessdictionary.com

GENDER DIVERSITY AND PRODUCT DEVELOPMENT BANK AL-ETIHAD'S SHOROUC PROGRAM

Bank al Etihad's Shorouq program is a comprehensive set of banking solutions, comprising financial and non-financial services, specifically designed for women. The program was launched in 2014, in cooperation with the International Finance Corporation (IFC) and the Global Banking Alliance for Women.

CONT..

1.3 The Benefits of a Diverse Workforce⁽⁹⁾

Although there is still a great deal to be done toward proving the business case for diversity, there is enough research to suggest that the short and long-term organization-wide benefits outweigh associated costs. This section explores the key benefits that small businesses can reap from a diverse workforce.

Strengthening Human Capital

A diverse workforce allows for diversity of thought and experience and fosters an environment of creativity and productivity, leading to better problem solving and decision-making. It can help drive innovation in an organization and create competitive advantage. By limiting workplace diversity, businesses are not only limiting the talent pool available to them, but also the skills and abilities that diverse employees can bring into the different functions and management levels of an organization.

Attracting and Retaining Talent

Organizations that value diversity are more successful at attracting and retaining high performers. When external communication about job opportunities reflects equitable and transparent recruitment and selection policies and practices, it contributes to widening the workforce pool and attracting talent.

Moreover, diversity management goes beyond talent acquisition and implies the establishment of enabling and inclusive work environments. This may include policies and procedures covering flexible working hours, work-life balance, grievance, and safety, resulting in increased staff efficiency and reduced absenteeism. Equitable performance management, training and development, and promotion policies and practices contribute to higher retention rates and reduced turnover costs.



Enhancing Customer Service and Market Opportunities

A diverse workforce is more likely to reflect a business's customer base, hence helping them to better identify and respond to their customers' needs. Customer satisfaction and loyalty levels are likely to improve as a result.

Businesses can also expand their service and product offerings and increase their revenues through innovative product development that caters to the needs of new market segments. Targeted marketing campaigns that convey diversity and inclusion messages can promote acquisition of these new products and services by new customers.

Improving Leadership and Managerial Styles

Good diversity practices can improve leadership and managerial styles by enhancing competencies in areas such as communication, people management, and planning. For example, with more women assuming leadership and managerial positions, a range of problem-solving and decision-making styles and approaches will be readily available.

Enhancing Organizational Image and Reputation

Commitment to diversity can enhance corporate image and make small businesses more attractive to different stakeholders: their employees, customers, suppliers, and investors. Businesses can take a range of measures and activities to reflect their principles and values and to elevate their external status. These activities include participating in research studies on diversity, promoting equity through community initiatives and advocacy, and entering for diversity recognition awards. Diversity recognition awards not only offer external validation for a business's diversity efforts, but also provide an opportunity for measuring progress against the various standards set by awarding bodies.

CONT...

Shorouq's financial services include start-up loans for women entrepreneurs; while non-financial services include training, coaching and mentoring, linkages and networking through bank sponsored events and Shorouq platform.

By targeting women with tailored banking services, Bank al Etihad was targeting half of the society and taking less lending risks. With Shorouq program, the bank was able to achieve an increase of 173% in its female customer base between 2014 and 2017.

GENDER DIVERSITY RECOGNITION AWARDS: DAR AL OMRAN CASE STUDY

DAR AL OMRAN Planning, Architecture, Engineering formal diversity and inclusion initiative was motivated by an invitation to take part in a competition on gender diversity management organized by GIZ-EconoWin. This opportunity initiated leadership interest in formalizing and enhancing diversity and inclusion practices within the firm.

"Recognition was the first motivator, especially that DAR AL OMRAN was known in the industry for its architecture and engineering operations, but not for its work environment", says Ms. Hala Sinno, Senior Strategy and Development Officer. "Another motivator was the opportunity to enhance DAR AL OMRAN work environment".

QUICK SURVEY

How gender-diverse is your workplace?

Total number of staff _____

Males _____

Females _____



1.4 The Challenges of Workplace Diversity

Despite the potential advantages of a diverse workforce, there are several associated challenges. Demographic changes among the workforce require organizations to develop new approaches to managing people. These approaches revolve around keeping employees engaged, productive, and motivated. This involves combating bias and discrimination, facilitating communication and teamwork, and promoting inclusion. If managed effectively, diversity can bring about many benefits for the organization.

THE DIFFERENCE BETWEEN BIAS AND DISCRIMINATION⁽¹¹⁾

Bias is an attitude, usually negative, toward an individual based solely on the individual's membership of a social group. Discrimination is the behavior, usually negative, toward an individual based solely on the individual's membership of a social group.

A person can be biased toward a certain group but not discriminate against them; i.e. not act on their attitude.

1.4.1 Bias and Discrimination

One of the challenges of managing a diverse workforce is the possibility for bias and discrimination. Discriminatory actions and decisions are based on biased perceptions that stem from stereotypes – widely held preconceptions about the attributes of a certain group of people because of their gender, age, religion, national origin, disability, or socio-economic background. People are viewed and treated on the basis of their group rather than on their individual characteristics.

Not all bias happens on a conscious level. Unconscious bias, also known as implicit bias, encompasses both negative and positive evaluations and is triggered outside of people's awareness, reasoning, and control. It stems from people's tendency to make associations to help them simplify and organize social relations. These unconscious associations develop over a lifetime and affect people's understanding, attitudes, actions, and decisions about other people based on characteristics such as gender, ethnicity, and age⁽¹²⁾.

Most people believe that they can make sound unbiased decisions; however, that is “blind spot bias” in itself, since people tend to notice biases in others but not in themselves. Forms of unconscious bias may include⁽¹³⁾:

- **Ingroup – outgroup bias:** favoring members of a social group with which a person identifies over outgroup members.
- **Anchoring bias:** relying on the first piece of information offered, the “anchor”, to make subsequent judgments.
- **Affinity bias:** showing a preference for people who are similar to oneself.
- **Confirmation bias:** filtering in information that supports existing beliefs and rejecting information that goes against belief.

Unconscious bias in the workplace is based on assumptions about attributes and roles associated with a certain group of people. It can form a barrier to equality and reduce the effectiveness of organizational diversity management efforts. Unconscious bias impacts people’s judgment in several ways and contributes to:

- Recruiting employees that fall within the perceived norm for a function or positions, thus restricting diversity.
- Making biased compensation and promotion decisions.
- Limiting employees’ access to opportunities including the type of projects people are assigned to, and participation in training and development programs.
- Creating hostile work environments that cause tension and conflict among employees.
- Decreasing employee motivation and productivity.
- Increasing turnover.

Organizations should identify bias in the workplace and should take actions to deal with it in their policies, processes, and practices. However, it is important to recognize that not all diversity-related problems are caused by the biases that people may consciously or unconsciously hold about each other.

Gender Bias

Gender stereotypes are employed every day in the media, advertising, educational curricula, and job announcements and serve to reinforce the stereotypical image of women which highlights characteristics such as kindness, sensitivity, and an orientation toward relationships, and the image of men which portrays dominance, ambition, and an orientation toward achievement.

While these stereotypes may not be negative themselves, they can contribute to the preconception that women or men do not possess the job requirements for traditionally male-dominated or female-dominated functions or positions. Women are seen favorably in customer service and human resources functions; while men are seen favorably in financial and technical functions.

These stereotypes not only impact the occupational areas associated with women and men, but also their levels within organizational hierarchy. The expectations based on the preconception that a job requires attributes associated with men, results in a mismatch between a group



GENDER GAP

“Any disparity between women and men’s condition or position in society. It is often used to refer to a difference in average earnings between women and men, e.g. ‘gender pay gap’. However, gender gaps can be found in many areas, such as the four pillars that the World Economic Forum uses to calculate its Gender Gap Index, namely: economic participation and opportunity, educational attainment, health and survival and political empowerment.”

UN Women Training Center. <https://trainingcentre.unwomen.org>

QUICK SURVEY

What is your management team’s gender profile like?

Senior Management:

Males _____ Females _____

Middle Management:

Males _____ Females _____

Supervisors:

Males _____ Females _____

QUICK SURVEY

Have you ever experienced discrimination during your professional life?

Yes No

What was the context of the discrimination?

- Job interview
- Performance evaluation
- Promotion
- Training and development
- Work assignment
- Compensation
- Other _____

stereotype (e.g., women) and a job (e.g., manager), which in turn produces discriminatory decisions in recruitment and selection, compensation, performance evaluation, and promotion⁽¹⁴⁾.

The systematic differences in the outcomes that women and men achieve in the labor market, known as the **gender gap**, are visible in the economic participation rates of women and men in the labor force, the type of occupations they choose, and their income or wages⁽¹⁵⁾. The pay gap can be explained by women’s concentration in less productive jobs, with less prospects for career advancement⁽¹⁶⁾.

Contrary to common belief, women are not the only ones who are affected by gender-based bias in the workplace. A gendered view of occupations results in men experiencing negative bias when working in functions or positions associated with women. When it is a managerial role, this bias may undermine men’s authority both inside and outside the organization; i.e. with employees and customers alike⁽¹⁷⁾.

Other examples where gender stereotypes result in bias and affect both women and men can be seen in the misconception that men are more dedicated to their work than their families and; therefore, do not need to benefit from work-life balance policies as compared to women. The implication here is that women are more dedicated to their families than their work and need special work arrangements to balance work and family responsibilities.

Gender bias and discrimination within the workplace can, hence, disadvantage both men and women, especially those working in functions or positions that are not consistent with their stereotypical gender role.

Age Bias

Age is associated with a number of positive workplace behaviors, including higher compliance with work rules and lower turnover rates. Moreover, as older employees accumulate knowledge and experience,



their presence within work teams results in more innovative ideas and solutions and higher team performance⁽¹⁸⁾.

Despite the benefits that age diversity brings to the workplace, older employees often face bias and discrimination due to stereotypical beliefs about age. Older age is perceived to impact level of performance, ability to deal with stress, and ability to acquire new skills.

As a result, older employees face greater recruitment barriers than younger people because some jobs are perceived to have a “right age”. They are offered less access to training and development opportunities, since their age does not convince employers that there will be a return on their training investment. However, older employees may view training and development opportunities as a means to maintain their employability⁽¹⁹⁾.

1.4.2 Team Cohesiveness

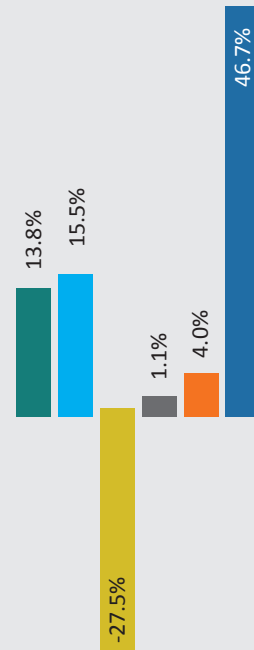
Diverse teams bring a wide range of perspectives, experiences, and attitudes. Consequently, they perform better than homogenous ones in the areas of problem-solving, conflict resolution, and creativity. However, if not managed well, diversity may become a challenge for both the team and the organization.

One of the main characteristics of a high-performing team is cohesiveness; the extent to which team members remain united in the pursuit of a common goal. A cohesive team achieves greater levels of participation and collaboration because its members trust one another, share a strong sense of team identity, and believe in each other’s abilities⁽²⁰⁾.

The diverse composition of a team may impact team cohesiveness by splitting the team into subgroups based on one or more attributes, creating what is known as *faultlines*. Faultlines are not created by the presence of diversity attributes per se, but by the way these attributes are distributed across the team.

GENDER GAP IN THE JORDANIAN LABOR MARKET

The graph below depicts the gender gap between females and males in the Jordanian labor market by economic activity rate, employment sector, and pay or wage. The graph illustrates higher female employment rates in the services sector compared to males, and a wider pay gap in the private sector than in the public sector.



- Pay - Public Sector
- Pay - Private Sector
- Services (Education, Health, Banking, Communication)
- Agriculture
- Industrial
- Economic Activity

Source: Department of Statistics (2015).



FAULTLINES

The term faultline is used in geology to describe fractures in Earth's crust where rocks on either side of the crack have slid past each other.

A team with diverse members resembles the Earth's multilayered crust, where each member has a unique array of attributes.

These faultlines may remain dormant, but once triggered or activated within a team, they can create subgroup conflict, negative team attitudes, and reduced performance⁽²³⁾.

When team members' multiple attributes are aligned, they establish homogenous subgroups that have the potential to divide the team. The results could include decreased information sharing across subgroups, increased favoritism, increased team disagreements and conflict, all negatively impacting team cohesion and performance⁽²¹⁾.

For example, in a team with three female and three male members, gender may act as a faultline because the female members may see themselves as separate from the male members. Strong and more challenging faultlines occur when many attributes are aligned. If the female members of the team are all over 45 years old and the male members are all younger than 25, age and gender combine to divide the group even further⁽²²⁾.

Faultlines are not created by differences in demographic attributes only. They may arise when work teams comprise people from different functions (for example, finance and operations), or with different knowledge and skill levels, or with different value sets⁽²⁴⁾.

Cross-cutting subgroup membership can effectively lessen negative faultline effects on a team. This can be achieved by highlighting the similarities between the members of subgroups, so that boundaries across subgroups become less clear and subgroup identification less likely⁽²⁵⁾.

In the same example above, if two of the female members are older and one of the male members is also older, then the composition of the team will have much different effects on team dynamics. In this case, age could be a bridging factor that brings members divided across gender together⁽²⁶⁾. Moreover, establishing team norms can help define conflict-resolution approaches and facilitate team interactions.



1.4.3 Culture Change

Beyond increasing representation among the workforce, how can organizations ensure that diverse employees are made to feel valued and respected for the diverse opinions and experiences they bring into the organization?

The core issue in diversity management is creating enabling environments and inclusive cultures, where people of diverse backgrounds feel valued and able to contribute to the fullest of their potential.

Organizational culture is defined as the shared norms, values, and beliefs that guide how employees think, feel, and behave. It includes both visible and underlying dimensions. Edgar Schein, an American management professor, developed a model that explains the multilayered dimensions of organizational culture. According to Schein, organizational culture can be divided into three levels⁽²⁷⁾:

- **Artifacts:** Recognizable representations of organizational culture including objects, processes and behaviors that are visible within an organization, not only to employees, but also to outside observers. Artifacts include observable behaviors, physical environment, language, manners of address, clothing, etc. Artifacts represent 10% of the organizational culture. Beneath the visible surface lies 90% of the culture.
- **Espoused values:** The organization’s conscious values and rules of conduct that are embodied or stated in organizational vision and philosophy to guide employee behavior. Espoused values give an insight into how the organization wants its culture to be. Although these declared values help employees classify situations and actions as either undesirable or desirable, practiced behaviors may not always be aligned with these values.
- **Basic underlying assumptions:** Unconscious shared assumptions that are deeply embedded in the organizational culture, created through learning and experience. They inform employees

THE GIRAFFE AND THE ELEPHANT

A fable written by R. Roosevelt Thomas, one of the world’s leading experts on diversity management, offers an understanding of the limitations of existing organizational environments and cultures in managing workforce diversity. The fable is available in **Annex 2**.

ORGANIZATIONAL CULTURE IS LIKE A LILY POND

“I like to think of culture to be like the lily pond. On the surface you’ve got leaves and flowers and things that are very visible; a visitor would see them. That’s the ‘how we do things around here;’ but the explanation of why we do things in that way forces you to look at the root system, what’s feeding it and the history of the pond, who planted what. If you don’t dig down into the reasons for why we do things this way you’ve only looked at the culture at a very superficial level and you haven’t really understood it.” *Edgar Schein*

Artifacts

Espoused Values

Underlying Assumptions





PRACTICAL GUIDANCE

Module 2 of the Workplace Diversity Management program includes practical guidance on managing change and creating enabling work environments and inclusive organizational cultures.

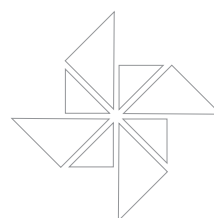
how to perceive events, analyze information, and react to situations. Problems arise when the basic underlying assumptions are not aligned with the espoused beliefs and values; for example, when a company says they encourage teamwork but actually reward individual competitiveness.

Changing organizational culture is a transformational process. Common mistakes organizations make include⁽²⁸⁾:

- Focusing on changing practices without changing values. This approach will not resolve resistance to change among employees and supervisors. The change may be confronted with anxiety and lack of support.
- Confusing espoused values with underlying values. Developing and publishing new values will not change employees' beliefs and behavior. Underlying values can change only through experience; organizational goals, strategies, policies and programs reflecting new ways of working, thinking, and behaving.

Organizational leadership has a significant role in fostering a work environment that brings together people of diverse backgrounds, and in enabling them to perform as a cohesive and productive unit. A culture of inclusion should be reflected in leaders' behavior first, in order to make diversity a part of the organization's culture.

Organizational strategies, goals, policies and procedures must all reflect the organization's commitment to diversity and inclusion. However, it is equally important that they be reflected in the daily activities and behaviors of employees.



Chapter Summary

The strategies and processes used to manage workplace diversity depend on the diversity dimensions that exist within an organization. Diversity is not only about the visible characteristics of an individual or group like gender, ethnicity or age; personality and values are also important to how people differ.

These diversity dimensions reflect the variety of thought, experiences, perspectives, and approaches that a diverse workforce can bring to the organization. It is important to recognize how these diversity dimensions affect the performance, engagement and motivation of employees, and how they impact overall organizational performance.

Small enterprises collectively employ large numbers of staff and can benefit from adopting diversity strategies, since diverse work teams perform better than homogenous ones. It is easier for small enterprises to adopt diversity strategies and to obtain visible results quickly compared to larger enterprises. Diversity management should not be considered the role of the HR function only, but should be integrated into organizational strategy. Organizations can use best practices to design their diversity management programs and should also seek to customize them to reflect their current situation and needs.

There are many benefits to be gained from a diverse workforce including strengthening human capital, attracting and retaining talent, enhancing market opportunities, improving leadership and managerial styles, and enhancing organizational image and reputation.

Diversity has its challenges, too. Because it involves how employees behave and interact, for organizations to succeed in managing diversity, they need to deal with bias and discrimination, strengthen team cohesiveness, and change organizational culture.

Bias and discrimination within the workplace can disadvantage employees belonging to a certain demographic group, especially those working in functions or positions that are not consistent with their stereotypical role. Discrimination is manifested in the obstacles these people face at various stages of their employment, impacting recruitment, compensation, and promotion decisions.

The diverse composition of a team may impact team cohesiveness by splitting the team into subgroups based on one or more attributes, creating what is known as *faultlines*. The results could include decreased information sharing across subgroups, increased favoritism, increased team disagreements and conflict, all negatively impacting team cohesion and performance

Common mistakes organizations make in trying to manage culture change include focusing on changing practices without changing values, and confusing values developed and shared by the organization with the underlying values that shape how people behave when the organization is not looking.



Chapter Two

Diversity Management Concepts and Frameworks



2. Diversity Management Concepts and Frameworks

KEY QUESTIONS

In this chapter, you will find answers to the following key questions:

- What is meant by workplace diversity management?
- What are the key motivating factors for organizations to implement workplace diversity management?
- How do diversity management frameworks define diversity management drivers, scope, and outcomes?

LEARNING OBJECTIVES

Upon completing this chapter, you will be able to:

- Define workplace diversity management.
- Describe factors – at the macro, meso and micro levels – that impact diversity management decisions and practices.
- Describe different HR management approaches for managing workplace diversity.
- Explain how inclusion is created and practiced within an organization.

2.1 The Concept of Workplace Diversity Management

Diversity management is an emerging management discipline. The concept was first introduced in the United States in the late 1980s in response to changes in workforce demographics and global economic competition. The concept has since become prominent in other countries over the world, and a common term in modern business language.

Although there is still no agreed-upon definition for “diversity management”, it generally refers to the range of organizational policies and practices concerned with workforce diversity.

A key conclusion from widely used definitions is that workplace *diversity* management is more than *diversity* by itself, and that having a diverse workforce alone is insufficient to reap the potential benefits of diversity. Diversity management goes beyond recruiting a diverse workforce, to an organization’s conscious and deliberate effort to utilizing the diverse experiences and perspectives of employees to sustain business growth and create competitive advantage.

DIVERSITY MANAGEMENT DEFINITIONS

Diversity management refers to the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs⁽²⁹⁾.

Workplace diversity practices refer to efforts organizations engage in to provide an inclusive corporate culture that values differences and promotes opportunities for all employees⁽³⁰⁾.

The definitions also emphasize the following practices:

- Valuing the perspectives and experiences that employees from diverse backgrounds bring to the workplace.
- Creating work environments that allow all employees to contribute to the fullest of their potential and that facilitate their growth within the organization.
- Fostering an inclusive culture that enhances the ability of people from different backgrounds to work effectively together.

Organizations adopt workplace diversity management for different reasons. The following were identified as the key motivating factors:

- Legal compliance
- Business value
- Ethical and moral imperative

2.2 Workforce Diversity Management Frameworks

Several frameworks have been developed to define the scope of workplace diversity management. These frameworks aim to analyze the drivers, processes and outcomes of diversity management decisions and practices adopted by organizations.

At the center of these frameworks is the distinction between “diversity” and “equity”. Whereas equity-based frameworks stem from a human rights perspective that stresses individual rights to equal treatment, diversity-based frameworks are grounded on economic benefit. The two perspectives should be conjoined and should be functioning at the same time within organizations; i.e. diversity management programs should focus on both enhancing business performance and strengthening social justice⁽³¹⁾.

Following is a brief introduction to three of these frameworks:

- Diversity management eco-system
- The HR management framework for diversity management
- The inclusion framework

✦ Diversity Management Eco-System (the Macro, Meso and Micro Levels)

This framework is based on the principle that organizations need to expand their conception of diversity management to include not only intra-organizational policies and practices, but also the larger system that constitutes their environment⁽³²⁾.

The framework introduces an eco-system that consists of three interrelated levels:

- **The micro-individual level:** how individuals within organizations respond to and manage diversity; the impact of diversity on inter-group relations.
- **The meso-organizational level:** how organizations manage diversity and facilitate employee inclusion in the workplace through their strategies, policies, resources, and processes.
- **The macro-national level:** the contexts of national policies and legislation; demographic changes; labor markets; socio-economic conditions; and market forces such as consumers, suppliers, competitors, and investors.



Diversity Management Eco-system



BETTER WORK JORDAN – CASE STUDY⁽³⁴⁾

Better Work – a collaboration between the International Labor Organization (ILO) and the International Finance Corporation (IFC), is a comprehensive program which aims at improving working conditions and respect of labor rights for workers, and boosting the competitiveness of garment businesses. Currently, the program is active in seven countries, including Jordan.

Better Work Jordan has been working with the government, enterprises, unions, and workers since 2009. Jordan's garment industry is comprised of 73 factories, most are located in Qualified

Industrial Zones (QIZs). Around 75% of the workforce is composed of migrant workers, with the majority from South and South-East Asia.

Better Work Jordan collaboration efforts with employers in the garment industry have been fruitful in preventing forced labor, verbal abuse and sexual harassment. Moreover, they have been successful in restricting excessive overtime and closing the gender pay gap.

These levels are in constant interaction and change, and they greatly impact the diversity management decisions and practices adopted by organizations.

With the growing economic globalization and the advancements in the information and communications technology (ICT), two contexts for diversity management have emerged at the macro-level⁽³³⁾:

- **Intra-national diversity management**, which refers to managing a diverse workforce within national boundaries. Within this context, companies provide employment opportunities to foreign labor and seek to establish diversity management policies and programs to ensure equity and inclusion.
- **Cross-national diversity management**, which refers to managing a diverse workforce in different countries. Companies operating within a cross-national context seek to set up diversity policies and programs that take into consideration the legislative and cultural frameworks of their subsidiaries' countries, while at the same time, ensuring that they are applicable within the laws and social norms of their home base.

Supplier diversity can be linked to economic globalization as well. However, it can occur at the local level when organizations integrate supplier diversity into their supply chain management and strategies. By seeking to include women-led enterprises, households living at or below the poverty line, and people with disabilities in their supply chain, organizations are not only enhancing their image by portraying social responsibility, but also expanding their supply chain and driving competition among their existing suppliers.

The labor market in Jordan, where the unemployment rate reached 18% in mid-2017, is witnessing major changes and challenges due to the Syrian refugee crisis.



With the Jordanian government allowing Syrian refugees to obtain formal work, the labor market now comprises three distinct groups: Jordanians, migrant workers and refugees. Workers from each group vary in their educational and skill levels, their family situation and the need to balance work and family responsibilities, and their expectations of what constitutes suitable working conditions⁽³⁵⁾.

From a marketing perspective, organizations realize the potential of targeting diverse segments of the market. Even within one culture, people vary in their preferences and expectations based on gender, age, level of income, profession, and other factors. Consequently, diversity marketing aims at understanding the needs and expectations of diverse customers within the market, developing products and services that fulfill their needs, and improving outreach through targeted advertising.

Organizations also need to observe competitors' diversity management values and practices as reflected through their marketing activities, human resources strategies, and brand image and reputation.

**EU-JORDAN ASSOCIATION AGREEMENT:
SUPPORTING JORDAN IN THE CONTEXT OF THE
SYRIAN REFUGEE CRISIS⁽³⁶⁾**

Trade relations between the EU and Jordan are governed by the Association Agreement which entered into force in May 2002. This Agreement established a Free Trade Area liberalizing two-way trade in goods between the EU and Jordan.

In July 2016, the EU and Jordan agreed to simplify the rules of origin that Jordanian exporters use in their trade with the EU. This initiative forms part of the broader EU support for Jordan in the context of the present Syrian refugee crisis and is intended to make it easier for Jordan to export to the EU, encourage investment and create jobs both for Jordanians and for Syrian refugees.

The relaxation of the rules of origin is subject to certain conditions. For exporters to be able to use these alternative rules of origin, production must:

- take place in one of the 18 specific industrial areas and development zones in Jordan
- involve a minimum percentage of Syrian refugee labor in the production facilities (initially 15% and increasing to 25% in year three)

**CASE STUDY: AL MAZRAA DAIRY
COMPANY**

Al Mazraa Dairy Company launched its initiative in cooperation with the Arab Women Empowerment Fund. The initiative aims at promoting national products and supporting women by enhancing their skills in producing traditional products such as jameed, ghee, and pickles in line with international standards for food processing. In addition, Al Mazraa Dairy Company purchases, packages, markets and sells women's products at the company's markets and branches.

The initiative is implemented in cooperation with municipalities in several governorates, in addition to awareness seminars implemented by the Ministry of Health and the Jordan Food and Drug Administration. The number of women entrepreneurs benefiting from the initiative reached 50 projects in Jerash Municipality.

Established in 1994, Al Mazraa Dairy Company employs 155 people. Women constitute 22.5% of the company's workforce, 60% of the board of directors, and 50% of senior management.

QUICK SURVEY

Which factors in the macro environment affect your enterprise's diversity practices?

The HR Management Framework for Diversity Management

Changes in the business environment drive investments in human capital and impact the role of HR management.

In practice, HR management approaches to diversity management vary among organizations. Some are disconnected efforts that can range from adjusting recruitment policies to implementing training interventions; others are more strategic approaches that integrate diversity into the mission and strategy of the organization. Some approaches are adopted in response to legal requirements; others are based on voluntary organizational decisions. Some approaches focus on organizational structures and systems; while others focus on changing culture and behavior.

The following table sums up HR management approaches for managing diversity as presented by Michàlle Mor Barak:

Diversity Enlargement	
Goal	Change organizational culture by changing the demographic composition of the workforce
Strategy	Recruit employees from diverse backgrounds
Assumptions	Culture will change spontaneously; intervention measures are not required
Diversity Sensitivity	
Goal	Overcome potential challenges related to cultural differences and promote productive communication and collaboration
Strategy	Sensitize employees to stereotyping and discrimination through training interventions
Assumptions	Increased sensitivity to differences will affect organizational performance
Cultural Audit	
Goal	Identify challenges and limitations faced by employees and modify company practices accordingly
Strategy	Audit organizational practices and implement changes to address deficiencies
Assumptions	The source of the problem is the dominant cultural group within the organization, and change must come from within that group

Organizational Strategy	
Goal	Achieve organizational goals through diversity management
Strategy	Integrate diversity management with HR policies and other organizational strategic areas
Assumptions	Diversity management practices are linked to desired individual and organizational outcomes

HR Management Approaches to Diversity Management⁽³⁷⁾

HR management plays a central role in driving individual performance and group dynamics to achieve desired organizational outcomes. However, workplace diversity management is not solely the role of the HR function, and should be integrated into organizational strategy to create competitive advantage in areas such as marketing, supply chain, and corporate social responsibility (CSR). Moreover, workplace diversity management is not a separate program, but part of all organizational processes.

The Inclusion Framework

Diversity and inclusion are two distinct, but closely related, concepts. Whereas diversity focuses on the dimensions in which employees are similar and different, inclusion focuses on the environmental and cultural factors that enable all employees to make the contribution they were hired for.

The main proposition of the inclusion framework is that the value of workplace diversity can be enhanced through creating work environments where diverse individuals feel included; and that understanding how an inclusive environment is formulated will improve organizational efforts in managing workplace diversity⁽³⁸⁾.

The framework is founded on Marilynn Brewer's optimal distinctiveness theory (ODT) which proposes that, within a group setting, individuals have two basic and competing needs: the need for belongingness and the need for differentiation. The tension resulting from trying to satisfy these needs

INCLUSION DEFINITIONS

The degree to which an employee perceives that he or she is an esteemed member of the work group through experiencing treatment that satisfies his or her needs for belongingness and uniqueness⁽³⁹⁾.

The Society for Human Resource Management (SHRM) defines inclusion as “the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success.”

propels individuals to seek to balance them through an optimal level of belongingness and distinctiveness within their working groups. This optimal level will allow individuals to feel accepted and connected within the group, while maintaining their individuation.

The framework proposes that feelings of belongingness and uniqueness should both be fulfilled to create feelings of inclusion; i.e. employees will be more able to relate to their work group when it allows for the satisfaction of both needs. At the same time, when a unique individual is accepted within a work group, and when his/her uniqueness is valued, opportunities for improved group performance can be realized.

The framework on the following page identifies four dimensions of individual-group interaction:

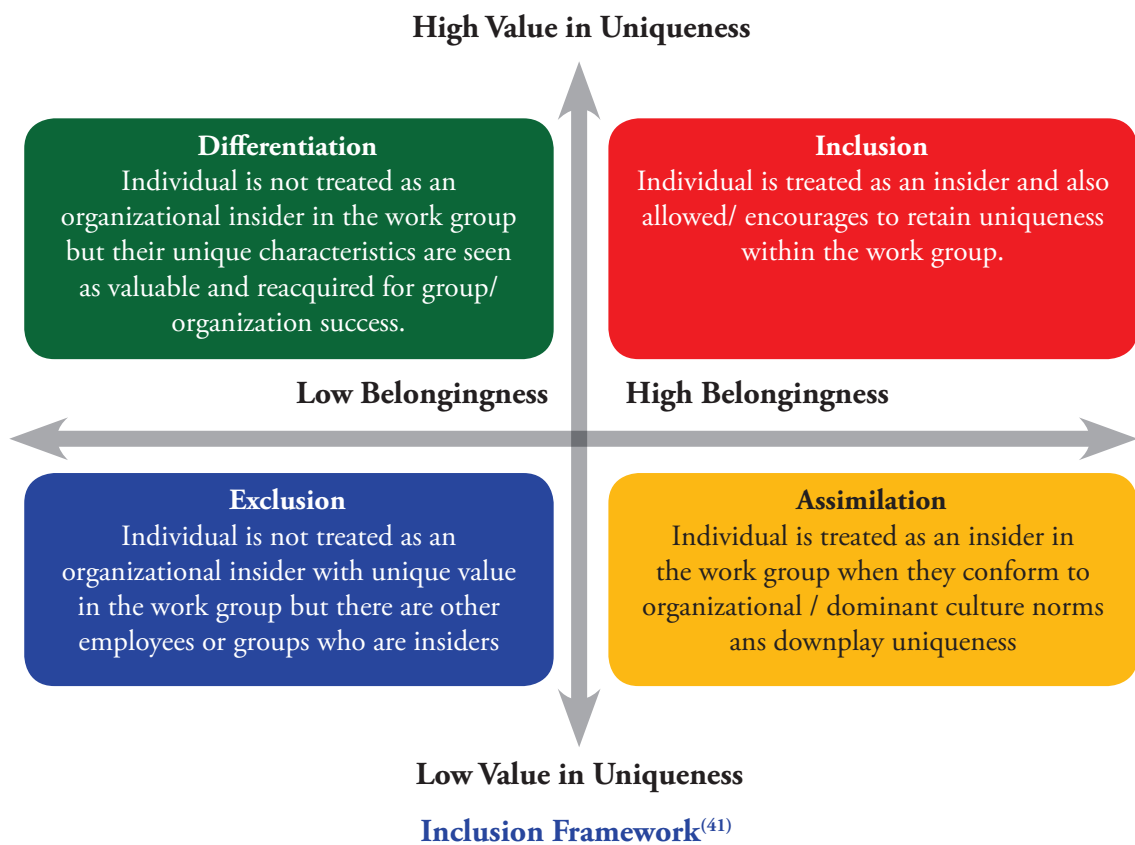
- **Exclusion:** This dimension is present when work groups view unique characteristics as insignificant or irrelevant and treat individuals as outsiders. Employees may be excluded because they belong to a different age category, gender, or social background than the rest of the group. For example, younger employees and those with lower tenure may be excluded from information networks and decision-making processes.
- **Assimilation:** This dimension focuses on conformity. Individuals may choose to assimilate within their work groups to satisfy the feeling of belongingness and to avoid being treated based on stereotypical conceptions. This sometimes happens to the extent that their unique characteristics and personal values remain either hidden or are compromised.

An example is when employees adopt a behavior or appearance that is perceived as professional within a specific profession or industry to satisfy the feeling of belongingness. Assimilation is sometimes an organizational expectation; employees are expected to accommodate organizational norms which often represent the style and approach of organizational leaders⁽⁴⁰⁾.

- **Differentiation:** Individuals are perceived as having valuable unique characteristics or capabilities by their working group, but they are treated as outsiders. In this case, work groups may, for instance, involve individuals in work processes but restrict their access to informal networks.
- **Inclusion:** Individuals experience belongingness and uniqueness simultaneously; i.e. they are accepted as members of the work group and the group values their unique characteristics.

For example, an employee who is older than other work group members may have an extensive knowledge of the company and its industry; and a female employee may have better understanding of the needs and expectations of female customers. If treated as insiders with highly valued knowledge, these employees will have a strong sense of inclusion and the group will benefit from their useful insight in improving performance and enhancing customer service.

The matrix on the following page illustrates the four dimensions of the inclusion framework:



Inclusion reflects the extent to which employees perceive that they are part of an environment where they have access to information and resources, communication systems, decision-making processes and informal networks. In contrast, when employees feel that they are excluded, or that they have assimilated to the extent where their personal values or unique characteristics are compromised, the result is lower engagement levels and higher turnover intentions.

Moreover, an inclusive environment entails that organizational policies and practices be consistent with equal treatment of all employees, while simultaneously acknowledging individual differences. For example, organizations can seek to increase the level of women representation in their workforce, while adopting a competency-based recruitment model to ensure fairness in the selection process. The same approach can be adopted to facilitate women's access to senior managerial and leadership positions.

PRACTICAL GUIDANCE

Module 3 of the Workplace Diversity Management program includes practical guidance on developing workplace diversity strategies and initiatives.

Chapter Summary

Diversity management is an emerging management discipline. It refers to “the voluntary organizational actions that are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs.” Diversity management programs should focus on both enhancing business performance and strengthening social justice.

Several frameworks have been developed to define the scope of workplace diversity management. These frameworks aim to analyze the drivers, processes and outcomes of the diversity management decisions and practices adopted by organizations.

Diversity Management Eco-System (the macro, meso, and micro levels): This framework is based on the principle that organizations need to expand their conception of diversity management to include not only intra-organizational policies and practices, but also the larger system that constitutes their environment.

The HR Management Framework for Diversity Management: HR management approaches to diversity management vary among organizations. The framework identifies four approaches that differ in their goals and overall strategies:

- **Diversity Enlargement** aims to change organizational culture by changing the demographic composition of the workforce; i.e. recruiting employees from diverse backgrounds.
- **Diversity Sensitivity** aims to overcome challenges related to cultural differences by sensitizing employees to stereotyping and discrimination through training interventions.
- **Cultural Audit** aims to identify challenges and limitations faced by employees and to modify company practices accordingly.
- **Organizational Strategy** aims to achieve organizational goals through diversity management by integrating diversity management with HR policies and other organizational strategic areas.

The Inclusion Framework for Diversity Management: The main proposition of the inclusion framework is that the value of workplace diversity can be enhanced through creating work environments where diverse individuals feel included; and that understanding how an inclusive environment is formulated will improve organizational efforts in managing workplace diversity.

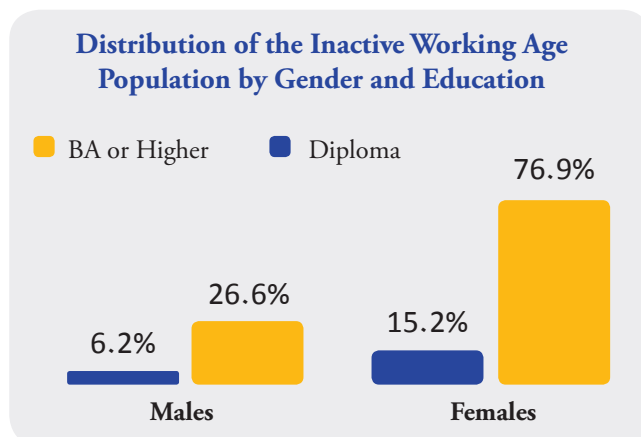
Annexes

- ✦ **Annex 1:** Constraints to Women's Economic Participation and Advancement at Work
- ✦ **Annex 2:** The Giraffe and the Elephant – A Modern Fable
- ✦ **Annex 3:** Complete Case Studies



Annex 1: Constraints to Women's Economic Participation and Advancement at Work

Jordan's employment profile reveals that both male and female economic participation rates are low by regional and international standards. Female participation rates are extremely low, especially with the high rates of female attainment of community college and university degrees, which are considered the highest in the region. Moreover, despite females being better educated than males, they still fall behind in economic participation rates, employment rates, average wages, and promotion into higher positions⁽⁴²⁾.



Source: Department of Statistics (2016).

Constraints to women's participation in the workforce and their career advancement to senior management and leadership positions can be grouped into two broad categories⁽⁴⁴⁾:

- Intra-organizational constraints which refer to the levels of awareness and capacity among organizations to adopt gender diversity policies and practices, and
- External constraints represented by existing legislative and social environments.

THE GLOBAL COMPETITIVENESS REPORT (GCR)

The Global Competitiveness Report (GCR) is a yearly report published by the World Economic Forum. The 2017 – 2018 edition measures the competitiveness of 137 economies, providing insight into the drivers of their productivity and prosperity based on an index of 114 indicators arranged in 12 pillars. In this edition, Jordan ranked 135 in labor market efficiency: female participation in the labor force (ratio of women to men in the labor force)⁽⁴³⁾.

Lack of Organizational Awareness of Gender Diversity Rationale

Many organizations lack awareness of the rationale for gender diversity, giving way to misconceptions which hinder their adoption of gender diversity policies and practices. Organizations often lack understanding of:

- The value and benefits of a gender-diverse workforce.
- The impact of gender equity on economic and social development, and the role of the private sector in strengthening the economic participation of women through commitment to gender equity in their employment practices and creating enabling work environments.
- Their own status in terms of gender diversity, due to the lack of sufficient qualitative and quantitative gender-based data within the enterprise.

The lack of awareness often results in organizational practices characterized by gender bias and the avoidance of compliance with laws and regulations. These practices explain the higher rate of female employment in the public sector, as women are attracted by the job security, shorter working hours, and health insurance and social security benefits⁽⁴⁵⁾. Below are some examples of gender bias practices and avoidance of compliance with laws and regulations:

- In job announcements, some employers specify the gender of applicants they are seeking. When they are seeking female candidates, they specify their preference for unmarried women.
- Some employers try to avoid the costs of a ten-week paid maternity leave stipulated in the Labor Law by not hiring females, especially married ones, or by firing them when they get married or pregnant.
- Some employers try to avoid providing a childcare facility as required by the Labor Law by ensuring they employ less than twenty women with children under the age of four.
- Some employers manipulate employees into signing simulated contracts to avoid paying the minimum wage stipulated by law or to reduce the amounts of social security contributions.

Lack of Organizational Capacity in Gender Diversity Management

Some organizations may be discouraged from adopting gender diversity policies and practices because they lack the financial or technical capacity to plan and implement associated programs. They are often confronted with such questions as:

- How do we assess gender diversity within our organization?
- How do we align gender-diversity goals and objectives with organizational strategy?
- How do we build internal expertise in gender diversity management?
- How do we handle attitude problems, address resistance, and manage change?
- How do we secure the buy-in of middle management?



- How do we ensure success of organizational effort and investment in gender-diversity programs?

Capacity development can be achieved through long-term planning and training interventions; however, leadership commitment to gender equity in the workplace is essential for the adoption of such steps.

Gaps in Legislation

National legislation plays an important role in establishing a socio-economic framework for organizations. It defines employee rights and unacceptable employment practices. It can prompt businesses to invest in more equitable practices and establish environments conducive to building gender-balanced organizations. Building awareness among employees of their employment rights concerning, for example, minimum wage, over-time work, and health and safety is also important.

Jordan has ratified several international conventions that are relevant to gender equality, such as the ILO Equal Remuneration Convention, the ILO Discrimination (Employment and Occupation) Convention, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). However, national laws and regulations still need to undergo reform to reflect these commitments.

Jordanian legislation and regulations do not discriminate against women in access to wages, economic participation, capacity building, or the opportunity to access any type of job; nevertheless, gender discrimination does exist⁽⁴⁶⁾. Some of the existing legislative gaps can be bridged through:

- Reforming the Labor Law and the Social Security Law in relation to provisions for equal remuneration, flexible work, part-time work, maternity and paternity benefits, and childcare facilities.

SADAQA CASE STUDY

SADAQA, a Jordanian nonprofit organization established in 2012, started as a civil society campaign advocating and lobbying for the enforcement of Article 72 of the Labor Law with regards to the provision of childcare facilities for the children of working mothers.

The campaign brought together a group of dedicated social activists who embarked on a market research to identify the challenges that working mothers face within the work environment. The research revealed a lack of awareness among working mothers of their legal rights and reluctance among employers to set up daycares, considering them a financial burden and a liability.

SADAQA's approach started with awareness raising among working women and employers of the benefits of friendly work environments for women, but soon developed to working with the Ministry of Labor on enforcing the law and issuing guidelines for daycares at the workplace.

SADAQA has developed a manual on how to set up, run and manage a daycare, and now provides technical assistance to private institutions to facilitate the establishment of daycares.



HOW IS GENDER RELATED TO CULTURE^{(48)?}

Culture influences our expectations about attributes, behaviors, and roles appropriate to women and men. In most societies there are clear patterns of the division of labor according to gender, both in the household and in the wider community including the workplace.

Although the exact nature of gender relations differs from one society to the other, the general pattern favors men in the distribution of resources, opportunities and power. Men's privileged position also gives them greater power in determining which values prevail within their society. In comparison, women have less autonomy, limited access to resources and opportunities, and limited influence over the decision-making processes that shape their lives and societies.

However, cultural values are continually being reinterpreted in response to new needs and conditions. Some values are reaffirmed in this process, while others are reconsidered as no longer appropriate.

- Including clauses that penalize gender discrimination.
- Tightening the enforcement of laws and regulations through stronger inspection systems to limit circumventions of the law.

Social Norms and Cultural Values

While gender relations in the labor market are impacted by the changing economic structures and government policies, cultural values and social norms have a great impact on women's participation in the workforce. In most cultures, women are responsible for family care and household work. Nevertheless, women's contribution to economic welfare through this large amount of unpaid work remains unseen in Gross Domestic Product (GDP). It also impacts women's entry into the labor market and contributes to their early exit⁽⁴⁷⁾.

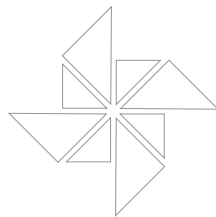
The gendered-perception of occupations distributes women and men among jobs as perceived appropriate based on their gender. While women are traditionally seen in caregiving occupations such as teaching and nursing; men's traditional occupations are associated with power and authority such as police officers, factory and construction workers, employers and general managers of businesses. Moreover, many employers believe that women are less productive than men because of their limited ability for manual labor and for working late hours⁽⁴⁹⁾.

While both men and women residing in the governorates have less access to jobs due to the concentration of jobs in urban centers, the absence of affordable and reliable transportation makes it especially harder for women to get jobs due to cultural norms that restrict women's mobility, and to family obligations and responsibilities⁽⁵⁰⁾.

Although individual preferences and capabilities affect women's distribution across organizational structures, women do not usually plan for long-term careers,

as their participation decreases significantly after marriage due to difficulties in balancing employment with household responsibilities⁽⁵¹⁾. Consequently, women accumulate less work experience, which limits their opportunities of reaching senior management and leadership positions. Moreover, gender bias and discrimination can influence promotion decisions and limit career advancement opportunities for women.

Part-time employment provides an entry point to the labor market for women who are constrained by family responsibilities, and flexible work arrangements facilitate work-life balance. Both work arrangements are examples of policies that women and men alike can benefit from in achieving work-life balance. However, due to the traditional division of labor within a family, such arrangements tend to be more significant to women.



Annex 2: The Giraffe and the Elephant – A Modern Fable⁽⁵²⁾

by R. Roosevelt Thomas

In a small suburban community just outside the city of Artiodact, a giraffe had a new home built to his family's specifications. It was a wonderful house for giraffes, with soaring ceilings and tall doorways. High windows ensured maximum light and good views while protecting the family's privacy. Narrow hallways saved valuable space without compromising convenience. So well done was the house that it won the National Giraffe Home of the Year Award. The home's owners were understandably proud.

One day the giraffe, working in his state-of-the-art wood shop in the basement, happened to look out the window. Coming down the street was an elephant. "I know him", he thought. "We worked together at PTA committee. He's an excellent woodworker, too. I think I'll ask him in to see my new shop. Maybe we can even work together on some projects." So the giraffe reached his head out the window and invited the elephant in.

The elephant was delighted; he had liked working with the giraffe and looked forward to knowing him better. Besides, he knew about the wood shop and wanted to see it. So he walked up to the basement door and waited for it to open. "Come in, come in", the giraffe said. But immediately they encountered a problem. While the elephant could get his head in the door, he could go no farther.

"It's a good thing we made this door expandable to accommodate my wood shop equipment", the giraffe said. "Give me a minute while I take care of our problem." He removed some bolts and panels to allow the elephant in.

The two acquaintances were happily exchanging woodworking stories when the giraffe's wife leaned her head down the basement stairs and called to her husband: "Telephone, dear; it's your boss."

"I'd better take that upstairs in the den", the giraffe told the elephant. "Please make yourself at home; this may take a while."

The elephant looked around, saw a half-finished project on the lathe table in the far corner, and decided to explore it further. As he moved through the doorway that led to that area of the shop, however, he heard an ominous scrunch. He backed out, scratching his head. "Maybe I'll join the giraffe upstairs", he thought. But as he started up the stairs, he heard them begin

to crack. He jumped off and fell back against the wall. It too began to crumble. As he sat there disheveled and dismayed, the giraffe came down the stairs.

“What on earth is happening here?” the giraffe asked in amazement.

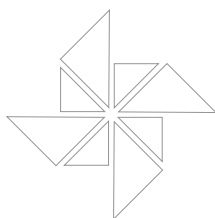
“I was trying to make myself at home”, the elephant said.

The giraffe looked around. “Okay, I see the problem. The doorway is too narrow. If you’d take some classes there, we could get you down to size”.

“Maybe”, the elephant said, looking unconvinced.

“And the stairs are too weak to carry your weight”, the giraffe continued. “If you’d to go to ballet class at night, I’m sure we could get you light on your feet. I really hope you’ll do it. I like having you here”.

“Perhaps”, the elephant said. “But to tell you the truth, I’m not sure that a house designed for a giraffe will ever really work for an elephant, not unless there are some major changes.”



Annex 3: Case Studies

Bank al Etihad Case Study

Established in 1978, Bank al Etihad is a fast-growing Jordan-based financial and banking services institution, operating a network of 43 branches throughout Jordan.

The bank currently employs 1122 employees. Women constitute 45% of its total workforce, 9% of its Board members, 21% of its senior management, and 36% of its middle management.

Shorouq Program

Bank al Etihad's Shorouq program is a comprehensive set of banking solutions, comprising financial and non-financial services, specifically designed for women. The program was launched in 2014, in cooperation with the International Finance Corporation (IFC) and the Global Banking Alliance for Women.

Shorouq's financial services include start-up loans; while non-financial services comprise training, coaching and mentoring, linkages and networking through bank sponsored events and Shorouq platform.

Program inception was based on a market study which revealed that women's most persistent needs were access to finance and access to knowledge. At the same time, internal analysis concluded that women were more responsible with financing and owned the least non-performing loans at the bank.

A steering committee – bringing together teams from the Marketing, MIS, SME, HR, Credit, Retail, and Business Development departments – was able to bring this program to fruition. While business development and HR people provided their expertise in reviewing the products to ensure they were gender inclusive; marketing handled the positioning, branding and communications; and MIS handled data capturing and reporting.

The committee's action plan focused on both the internal and external dimensions of implementation, directing effort toward building internal capacity on gender concepts and guiding the launch of the bank's marketing campaign.

By targeting women with tailored banking services, Bank al Etihad was targeting half of the society and taking less lending risks. With Shorouq program, the bank was able to achieve an increase of 173% in its female customer base between 2014 and 2017.

Bank employees and management express their pride in Shorouq program, not only as the first banking solution in Jordan that is specifically tailored to the needs of women, enhancing both their financial and technical capacities, but also because it is a solid banking solution.

Bank al Etihad Come-back Program

In 2017, Bank al Etihad initiated an annual capacity building program for women returning to work after a career break. The program aimed to ease women's transition back into the workforce by providing them with the opportunity to enhance their skills and bridge their employment gap. The program also served to widen the talent pool available to the bank for recruitment. Upon completion of the program, the bank hired seven out of the nineteen participants, while two women were hired by other companies. The bank uses its business network to help the rest of the participants to secure job interviews.

Implemented over a period of five months, the program comprised soft skills training; a three-month internship at the bank based on skills, interests and prior experience; and individual coaching and mentoring.

DAR AL OMRAN Case Study

DAR AL OMRAN is a Jordanian engineering consulting group comprising DAR AL OMRAN Planning. Architecture. Engineering and DAR AL OMRAN Infrastructure & Environment. The group was founded in 1979 and has its headquarters in Amman, with offices in Saudi Arabia and the United Arab Emirates.

The Motivator

DAR AL OMRAN Planning. Architecture. Engineering formal diversity and inclusion initiative was motivated by an invitation to take part in a competition on gender diversity management organized by GIZ-EconoWin. This opportunity initiated leadership interest in formalizing and enhancing diversity and inclusion practices within the firm.

“Recognition was the first motivator, especially that DAR AL OMRAN was known in the industry for its architecture and engineering operations, but not for its work environment”, says Ms. Hala Sinno, Senior Strategy and Development Officer. “Another motivator was the opportunity to enhance DAR AL OMRAN work environment”.

Gender Diversity Initiative

The gender diversity initiative was implemented between 2015 and 2017, with a 40% subsidy from GIZ-EconoWin. DAR AL OMRAN Planning. Architecture. Engineering conducted a gender audit which comprised an employee satisfaction survey and an analysis of existing HR management policies and systems; developed an action plan; and piloted a number of activities before starting organization-wide implementation.

Some of the actions adopted as part of the initiative included:

- Integrating gender diversity into organizational strategy under HR objectives.
- Using organizational core values to reinforce an inclusive culture: for example, “trust” and “accepting one another”.
- Highlighting gender diversity in their equal opportunity policy and embedding the policy in job announcements. The policy expresses the company’s commitment to providing equal opportunity to all its employees in recruitment, selection, promotion, compensation, transfer, and training.
- Including gender diversity management in performance appraisals to ensure accountability.
- Introducing work-life balance policies and procedures, covering flextime and teleworking arrangements, phased-out and phased-in part-time work during and after maternity leave, and paternity leave.
- Modifying attendance fingerprint system to take on part-time and flextime work.
- Implementing employee training on work-life balance.
- Implementing training on gender diversity management for heads of sections and middle management.

Initiative performance indicators include:

- Female share in company
- Female share in each department
- Female retention rate
- Female turnover rate
- Retention rate after maternity leave

Today, DAR AL OMRAN has 177 employees; with women constituting 35% of the total workforce and around 20% of middle management. One of their female team leaders is a teleworking employee residing in the United States. Moreover, 15% of DAR AL OMRAN’s site supervision engineers are women.

Addressing Middle Management Concerns and Securing Buy-in

To secure buy-in from middle management, especially with their concerns about the impact of the new arrangements on operations, DAR AL OMRAN Planning, Architecture, Engineering involved managers in all aspects of the project.

The company also arranged a series of training sessions and meetings to provide middle managers with the opportunity to voice out and discuss their concerns. The participation of organizational leadership and senior management in those sessions emphasized leadership commitment to the initiative and provided the support needed to address performance concerns.

The Way Forward

The company maintains ongoing monitoring and evaluation and will be focusing on external communication during the coming two years. DAR AL OMRAN Infrastructure & Environment has introduced flextime and are working on introducing part-time and teleworking arrangements.

Better Work Jordan Case Study⁽⁵³⁾

Better Work – a collaboration between the International Labor Organization (ILO) and the International Finance Corporation (IFC), is a comprehensive program which aims at improving working conditions and respect of labor rights for workers and boosting the competitiveness of garment businesses. Currently, the program is active in seven countries, including Jordan.

Better Work Jordan has been working with the government, enterprises, unions, and workers since 2009. Jordan's garment industry is comprised of 73 factories, most are located in Qualified Industrial Zones (QIZs). Around 75% of the workforce is composed of migrant workers, with the majority from South and South-East Asia.

Better Work Jordan collaboration efforts with employers in the garment industry have been fruitful in preventing forced labor, verbal abuse and sexual harassment. Moreover, they have been successful in restricting excessive overtime and closing the gender pay gap.

Al Mazraa Dairy Company Case Study

Al Mazraa Dairy Company launched its initiative in cooperation with the Arab Women Empowerment Fund. The initiative aims at promoting national products and supporting women by enhancing their skills in producing traditional products such as jameed, ghee, and pickles in line with international standards for food processing. In addition, al Mazraa Dairy Company purchases, packages, markets and sells women's products at the company's markets and branches.

The initiative is implemented in cooperation with municipalities in several governorates, in addition to awareness seminars implemented by the Ministry of Health and the Jordan Food and Drug Administration. The number of women entrepreneurs benefiting from the initiative reached 50 projects in Jerash Municipality.

Established in 1994, Al Mazraa Dairy Company employs 155 people. Women constitute 22.5% of the company's workforce, 60% of the board of directors, and 50% of senior management.

SADAQA Case Study

SADAQA, a Jordanian nonprofit organization established in 2012, started as a civil society campaign advocating and lobbying for the enforcement of Article 72 of the Labor Law with regards to the provision of childcare facilities for the children of working mothers.

The campaign brought together a group of dedicated social activists who embarked on a market research to identify the challenges that working mothers face within the work environment. The research revealed a lack of awareness among working mothers of their legal rights and reluctance among employers to set up daycares, considering them a financial burden and a liability.

SADAQA's approach started with awareness raising among working women and employers of the benefits of friendly work environments for women, but soon developed to working with the Ministry of Labor on enforcing the law and issuing guidelines for daycares at the workplace.

SADAQA has developed a manual on how to set up, run and manage a daycare, and now provides technical assistance to private institutions to facilitate the establishment of daycares.

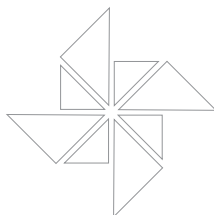
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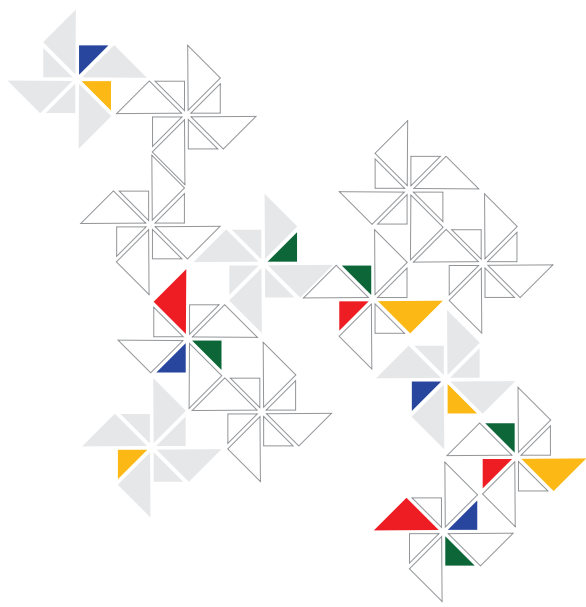
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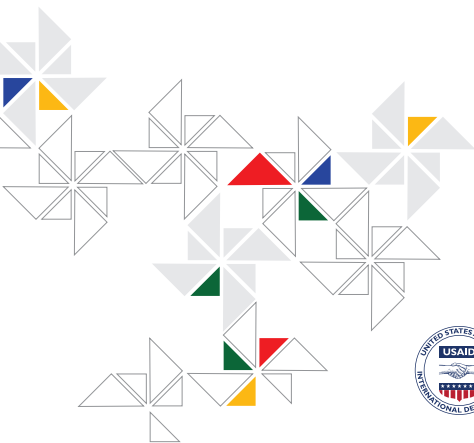
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