

HUMAN RESOURCE MANAGEMENT – LECTURE 3

CHAPTER 3 – ENSURING EMPLOYMENT OPPORTUNITY and Safety

LESSON 3
ENSURING EQUAL EMPLOYMENT OPPORTUNITY AND SAFETY

Learning Objective 1 - What is the main law relating to discrimination and employment?

Why is it essential to comprehend legal and safety concerns? The human resource function can provide crucial advice for treating employees fairly and assisting firms with legal compliance. In result, compliance with regulations can save organizations a substantial amount of money — money they would have to spend to defend themselves against legal allegations or to rebuild their damaged reputations.

The following are the important legal and safety issues:

- To provide essential guidelines for treating employees fairly and to assist firms in complying with applicable legislation.
- Complying with the law saves the organization money, which might otherwise be spent fighting legal allegations or repairing damaged reputations. Discussion of some notable cases in recent years.

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Lecturer: Michaela DeLeon Castillo, DBA - Philippines

Who is safeguarded against discrimination? The stated incidents thus far have involved racial and sexual discrimination. However, what happens if a corporation prohibits its employees from wearing long hair? What about a policy prohibiting nose studs? Can a corporation prohibit college graduates from employment? In actuality, only a few distinct groups of people are protected by federal laws in the United States, despite the appearance that there are rules protecting everyone. In the majority of instances, persons can only allege discrimination based on immutable features, or attributes they cannot change if they want a job. Typically, immutable features consist of sex, race, age, and religion. Various laws have been created to protect each of these groups against discrimination. Laws designed to safeguard individuals with particular qualities are not exclusive to the United States. Figure 3.1 depicts protected employee classes in a variety of nations.

Common Protected Classes										
	Race	Sex	National/ Ethnic Origin	Color	Age	Religion	Disability	Political Opinion	Sexual Orientation	Marital/ Family Status
Canada	X	X	X	X	X		X	X	X	X
Chile	X	X	X	X	X	X		X		X
Germany	X	X	X			X	X		X	
India		X					X			
Italy	X	X			X	X	X	X	X	
Japan		X	X		X	X	X	X		
Kenya	X	X	X	X		X	X	X		
Korea	X	X	X	X	X	X	X	X	X	X
South Africa	X	X	X	X	X	X	X	X	X	X
Spain	X	X	X		X	X	X	X	X	X
Taiwan	X	X	X			X	X	X		X
United Kingdom	X	X	X	X	X		X			X
United States	X	X	X	X	X	X	X			

Figure 3.1 Protected Classes of Employees in Various Countries. *Source:* Adapted from Brett Myers et al., "Industrial and Organizational Psychology," 1 (2008): 231.

People in the United States have some certainty that they will be treated fairly due to the Constitution and its amendments. Nonetheless, protection against discrimination is primarily provided by particular legislation, the vast majority of which were adopted during the last 50 years. Table 3.1 provides an overview of the most important federal employment and discrimination regulations. In numerous instances, states and even towns have enacted laws that provide further protection. For example, the majority of states prohibit discrimination based on marital status, and several states prohibit discrimination based on sexual orientation. 6 These state laws may provide additional rules, but they cannot contradict the principles established by federal statutes. If state

and federal laws disagree, the federal law prevails. The majority of employment and discrimination-related legal concerns are governed by a single law. This statute is Title VII of the 1964 Civil Rights Act. This section discusses Title VII as well as a modification known as the Civil Rights Act of 1991.

Table 3.1	
<i>Major Employment Laws</i>	
Law	Protection Based On
Title VII of Civil Rights Act of 1964	Race, color, national origin, religion, sex
Civil Rights of 1991	Race, color, national origin, religion, sex
Age Discrimination in Employment Act	Age (people over 40)
Americans with Disabilities Act	Physical and mental disability
Equal Pay Act	Sex
Family and Medical Leave Act	Illness and parental status
Executive Order 11246	Race and sex

Mention and Discuss the Labor Code of the Philippines PRESIDENTIAL DECREE NO. 442, AS AMENDED

Employment practices and labor relations in the Philippines are governed by the Philippine Labor Code. President Ferdinand Marcos enacted it on Labor Day, 1974, in the exercise of his then-existing legislative authority. It regulates the hiring and firing of private employees, the conditions of employment, including maximum work hours and overtime, employee benefits such as holiday pay, thirteenth month pay, and retirement pay, as well as the formation and membership of labor unions and collective bargaining.

The Labor Code has a number of provisions that benefit labor. It prevents the termination of Private employees for any reason other than those specified in Articles 281 to 283 of the Code. Both the freedom to unionize and the right of a union to insist on a closed shop are specifically acknowledged.

Strikes are permitted as long as they adhere to the Code's stringent standards, and workers who plan or engage in illegal strikes may be subject to dismissal. In addition, Philippine jurisprudence has long held that any ambiguities in the interpretation of the

law, particularly the Labor Code, are to be resolved in favor of labor and against management.

Title VII

- Title VII was created to protect individuals of all races, colors, national origins, faiths, and genders.
- Title VII was created to protect individuals of all races, colors, national origins, faiths, and genders.
- The law is typically used to safeguard those who have been historically disadvantaged. This typically includes women and members of racial minorities. These groupings are known as protected classes because, according to the language and intent of Title VII, they represent a collection of individuals who are particularly protected from discrimination.
- Originally, the regulation applied to businesses with at least 25 employees.
- It has been modified to exclude only businesses with fewer than 15 workers.
- Religious organizations enjoy legal exemptions

Equal Employment Opportunity Commission (EEOC)

- Title VII created the Equal Employment Opportunity Commission (EEOC). The EEOC is a federal agency in charge of administrative and judicial enforcement of federal civil rights laws.
- The commission is led by five commissioners who are appointed by the president of the United States.
- The president also appoints a general counsel who conducts and oversees litigation.
- A large number of people work under the direction of these leaders in regional offices.
- An individual who feels that he or she has been the victim of employment discrimination can file a complaint with the EEOC. EEOC staff members research the

claim and try to help resolve the complaint. In certain cases where the complaint cannot be resolved, the EEOC can take the case to court, where it proceeds with a lawsuit on behalf of the alleged victim or victims.

Discrimination and Equal Employment Opportunity

Title VII provides wide protection against discrimination.

What exactly is discrimination?

- Work discrimination occurs when all individuals are not provided the same (equal) opportunities for employment and advancement.

Equal employment opportunity entails what?

- It entails that everyone, regardless of race, color, national origin, gender, or religion, should have an equal opportunity to seek employment.

Title VII provides protection against discriminatory treatment, unfavorable impact, and harassment.

Differential Treatment

How is Disparate Treatment Defined?

Is the practice of treating certain groups of individuals differently than others.

Title VII generally forbids discriminatory treatment.

Title VII provides wide protection against discrimination.

What exactly is discrimination?

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Equal employment opportunity entails what?

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- It entails that everyone, regardless of race, color, national origin, gender, or religion, should have an equal opportunity to seek employment.
- In a broad sense, Title VII protects people from discrimination.

Disparate Treatment

What is Disparate Treatment?

- Is the specific practice of treating certain types of people differently than others.
- In most cases, Title VII prohibits disparate treatment.

In what situations would disparate treatment be allowed?

Assume, for instance, that a jail system that only holds men wishes to employ male guards. Should the prison be permitted to reject female applicants? The presence of women guarding convicted rapists could create a dangerous scenario for the women guards, the convicted rapists, and other male guards, which could be grounds for allowing an exclusion. In this instance, Title VII may permit disparate treatment of male and female employment applicants. The entertainment business is another illustration. In theatrical shows, only men may be offered the opportunity to play male roles, and only women may play female roles. In all instances, being one gender vs the other is considered a legitimate employment qualification (BFOQ). The concept of a BFOQ typically applies to gender, and in some situations, religion, and signifies that it is fair to anticipate that only a person with that particular attribute is capable of performing the task.

Bona fide occupational qualification (BFOQ)

What is a Genuine Occupational Certification?

- It is a defense against claims of Disparate Treatment.
- A BFOQ typically applies to gender — and in some cases religion — and signifies that it is fair to believe that only a person with that particular feature can perform the job.

Adverse Impact

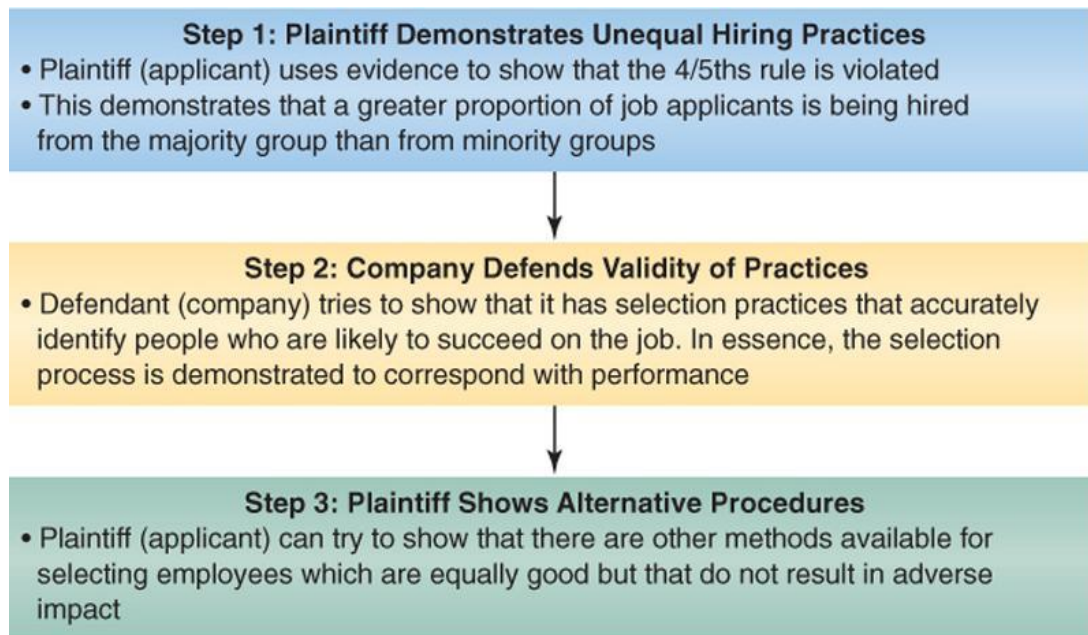
- Adverse impact is more subtle than differential treatment and happens when an organization's rules treat all candidates equally yet result in differing employment prospects for various groups.

Validity

A crucial factor is whether the selection technique appropriately finds individuals who can perform the job more effectively. Companies do not violate the law when they hire fewer candidates from a protected class if they make hiring decisions using appropriate procedures. Thus, validity is a frequent argument for negative influence. Validity is demonstrated when the selection measures reliably identify the individuals with the highest likelihood of success.

Typically, potential victims of discrimination are unable to establish the validity of a company's selection procedures. Therefore, the corporation has the burden of proof in matters involving detrimental impact. Potential victims of discrimination need only demonstrate that members of the protected class are employed, promoted, or laid off at a different rate than others. For instance, the potential victim may demonstrate that the company employs a higher proportion of men than women. The burden of evidence would therefore move to the corporation to show that its selection procedures are valid, i.e., that they identify the most qualified candidates for the position. 13 Notably, the courts have not mandated that corporations employ exactly the same proportion of individuals from each category. They have embraced the four-fifths rule instead. This criterion is broken when the percentage of individuals picked from one group is less than 80 percent of the percentage of individuals selected from the group with the highest representation. Consider a corporation that hires 50 percent of male candidates but less than 40 percent (less than four-fifths of 50 percent) of female applicants. Under the four-fifths criterion, a prospective victim of adverse effect discrimination need only demonstrate that the employer picks individuals from the protected group at this reduced rate. That does not necessarily indicate that the corporation has violated Title VII. It does imply that the corporation is forced to demonstrate the legitimacy of its selection procedures and bears the burden of evidence. Figure 3.2 depicts the normal judicial proceedings in adverse effect situations.

Figure 3.2 Adverse Impact Case Proceedings.



Four-Fifths Rule

- Courts have not forced businesses to employ the same proportion of individuals from each category. They have embraced the four-fifths rule instead.
- A violation of the four-fifths rule occurs when the percentage of people picked from one group is less than 80 percent of the percentage of people selected from the best-represented group.
- The corporation would be required to provide evidence of the validity of its selection procedures.

Harassment

What is Harassment?

- It occurs when an employee is constantly irritated or scared by the inappropriate remarks or acts of others in the workplace, such as managers or coworkers.
- However, the majority of complaints of harassment include conduct aimed at an employee based on his or her gender. It is known as Sexual Harassment.

Sexual Harassment is classified as:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such an individual; and
- submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such an individual.
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.
- such conduct has the intent or effect of unreasonably interfering with the work performance of an individual or producing an intimidating, hostile, or offensive work environment.

Table 3.2

Sexual Harassment Guidelines

Define harassment and affirmatively express company disapproval of harassing actions.
Clearly define the sanctions and penalties for violation of the harassment policy.
Inform employees of their legal rights, including how to make an EEOC claim.
Establish a grievance procedure that is sensitive to the rights of all parties.
Widely communicate the plan and rapidly investigate and resolve complaints.

The courts have defined two types of sexual harassment.

- Literally, quid pro quo means "something for something." Sexual harassment happens when an employer demands sexual favors in exchange for ongoing employment or development.

- It occurs when an employer tells an employee that his or her continued job or promotion depends on sexual favors.
- It is prohibited to condition work outcomes on sexual favors. Under Title VII, even a single quid pro quo comment by a supervisor is sufficient to justify a sexual harassment claim.

Hostile work environment

- This occurs when words or conduct in the workplace have the intent or effect of unreasonably impeding the work performance of an employee or producing an intimidating, hostile, or offensive working environment.
- Victims need to demonstrate that the setting had a negative effect on their psychological well-being, not that the comments and actions rendered them incapable of performing their duties.

The Civil Rights Act of 1991

Made amendment to Title VII

- The most significant change was the reversal of the burden of proof for corporations accused of adverse impact discrimination.
- Typically, the burden of proof in a lawsuit rests with the plaintiff, or the person who files the complaint. Therefore, the plaintiff is responsible for proving that the defendant performed an illegal act.

Legal Issues with Internet and Email Use

The widespread use of email and the Internet has facilitated the flow of information. This ease of information transmission might, however, present enterprises with legal issues. Employees who know better than to outright make a harassing remark frequently include appropriate notes in forwarded office email communications.

Additionally, a sense of anonymity may inspire employees to publish improper sexual comments on internet message boards. When employees create a hostile work atmosphere by watching pornographic content on company computers, similar issues arise. Several court cases have shown that corporations are liable for offensive activities such as inappropriate email messages, sexually disparaging online forum remarks, and pornographic material watching. When an organization permits its employees to use business computers to exchange copyrighted materials such as music and videos, it exposes itself to an additional risk of legal liability. Arizona-based software company Integrated Information Systems paid the Recording Industry Association of America more than \$1 million to settle a lawsuit that it had allowed employees to share unlawful copies of music using corporate equipment. The Motion Picture Association of America has also made it plain that firms will be prosecuted if they do not take measures to deter and eliminate unlawful video copying. Obviously, a key question is whether an employer has the right to access the private email and computer material of its employees. The definitive answer is yes. Consistently, the courts have decided that employees have no right to privacy regarding communications produced on corporate time and on company equipment. The act of accepting employment itself grants the employer the right to monitor employee conversations. Therefore, employees should not presume the confidentiality of email and other electronic content created and sent with corporate equipment. So, what can a business do to protect itself from the problems that arise when employees misuse electronic communication? The initial response is that a corporation must have a policy that outlines authorized uses of company computers and other technology. This policy must ban offensive sexual, religious, and racial statements and communications. Many businesses prohibit the use of peer-to-peer (P2P) technologies that facilitate the distribution of unlicensed music and films. In fact, several businesses are constructing their computer systems to restrict the usage of P2P software. Although these precautions may prevent the use of some useful electronic tools, they are required to limit the liability companies undertake for employee actions. Daniel J. Langin, "Employer Liability for Employee Use of Peer-to-Peer Technology," *Journal of Internet Law* 9, no. 5 (2005), pages 17–20; Chauncey M. DePree, Jr., and Rebecca K. Jude, "Who's Reading Your Office E-mail? Is That Allowed?" *Strategic Finance* 87, no. 10 (2006):44–48.

Learning Objective 2 - What Are Other Important Employment Laws?

The Age Discrimination in Employment Act

- The Age Discrimination in Employment Act of 1967 (ADEA) protects older workers under Title VII.
- The statute applies to everyone over the age of 40 and to employers with 20 or more workers.
- The ADEA protects individuals against differential treatment, unfavorable impact, and hostile environment discrimination, among others.

Philippines Disabilities Act

Disability is one of the social challenges impacting a section of the people in the Philippines. To safeguard the equality and rights of disabled individuals, the Philippines has enacted laws and policies pertaining to persons with disabilities (PWDs). There are also various non-governmental organizations whose mission is to promote and improve the well-being of individuals with disabilities.

The National Council on Disability Affairs (NCDA), formerly known as the National Council for the Welfare of Disabled Persons (NCWDP), is the government agency that focuses on PWD-related activities, issues, and concerns. Their top objective is to monitor and enforce laws that safeguard the political and civil rights of people with disabilities. In addition, they organize the annual "International Day of Persons with Disabilities in the Philippines," which is held on December 3 to promote the rights and advantages of PWDs.

Please access the following link: [https://www.ncda.gov.ph/disability-laws/republic-acts/republic-act-9442/RA 9442](https://www.ncda.gov.ph/disability-laws/republic-acts/republic-act-9442/RA_9442) – An Act Amending Republic Act No. 7277, Otherwise Known As The “Magna Carta For Disabled Persons, And For Other Purposes”

<https://www.ncda.gov.ph/disability-laws/>

Sample ordinances in the Philippines

Administrative Order No. 35 – Directing all Departments, Bureaus, Government-owned and/or controlled Corporations, Government Financial Institutions, Local Government Units, State Universities/Colleges and Schools, and other Government/Instrumentalities to Promote and Conduct Relevant Activities During the Annual Observance of the National Disability Prevention and Rehabilitation Week

<https://www.ncda.gov.ph/disability-laws/administrative-orders/administrative-order-no-35/>

The Americans with Disabilities Act

The ADA provides protection for individuals with physical and mental disabilities.

- Loss of an arm or leg, blindness, and chronic conditions like cancer and diabetes are examples of physical limitations.
- Mental impairments include bipolar disorder, depression, learning problems, and phobias.

The ADA may require companies to provide disabled individuals with reasonable accommodation.

- What is a reasonable accommodation?
 - ✓ A modification in the work environment or in the customary manner of doing things enables a person with a handicap to have equal job prospects.
 - ✓ The organization may not be required to provide reasonable accommodations if doing so would pose an undue hardship.
 - The determination of undue hardship is based on the organization's financial resources, size, and output.

Guidelines for Effective Layoffs

Table 3.3

Guidelines for Effective Layoffs

Conduct a management study to support necessity of a layoff and what principles will guide who is affected.

Based on the management study, construct a written layoff policy.

Document alternatives to layoff that were considered and/or used.

Use length of service as a layoff principle whenever possible.

Use an internal committee for layoff decisions, not individual department heads.

The Equal Pay Act

- The Equal Pay Act, enacted in 1963, addresses the issue of pay disparities between men and women. Unlike many other laws, this legislation is gender-specific.
- The Equivalent Pay Act prohibits companies from paying men and women unequal compensation for performing equal labor.
 - Equal work is defined as duties that demand equal skill, effort, and responsibility and are conducted under comparable working conditions.

HR role in Equal Pay Act Compliance.

- The HR Department must undertake Job Analysis, a tool for evaluating whether occupations are comparable.
- Job Evaluation employs surveys and statistics to establish how much to pay based on internal and external comparisons.
- Measuring performance and evaluating each employee's contribution to ensure that those who give more are compensated more.

Learning Objective 3 – How Can Organizations Increase Diversity?

In order to comply with the law, organizations must prohibit discrimination and give equal employment opportunities. Nonetheless, it may be argued convincingly that eliminating discrimination enhances staff diversity, which boosts organizational effectiveness. Evidence suggests that a more varied workforce is especially advantageous when work tasks need innovation and diverse inputs, despite the fact that more diversity does not inherently better organizational outcomes.

Thus, the topic of what organizations may do to encourage diversity is crucial. Four categories of approaches to diversity enhancement can be distinguished:

1. Opportunity improvement initiatives concentrate on finding and aggressively recruiting individuals from historically discriminated-against groups, such as women and minorities.
2. Equal opportunity initiatives stress the eradication of prejudices and prohibit unjust treatment of underrepresented groups.
3. Tiebreaker programs propose that minority status be considered a plus when judging between persons who are otherwise equally qualified.
4. Being a member of an underrepresented minority is seen favorably by preferential treatment programs.

WHAT IS AFFIRMATIVE ACTION?

Affirmative action goes beyond equal opportunity by providing preferential treatment to historically discriminated-against groups.

Argument for:

- Preferences are necessary to rectify past injustices and provide disadvantaged groups a chance to catch up with the rest of society.

Argument against:

- Argue that preferential treatment is nothing more than discrimination against those who do not belong to the groups obtaining privileges.

This was accomplished through Executive Order 11246.

Learning Objective 4 - What Are the Major Laws Relating to Occupational Safety?

OCCUPATIONAL SAFETY AND HEALTH ACT

The OSHC is established in the Employees Compensation Commission.

Coverage of Services

The services of the Occupational Safety and Health Center (OSHC) must encompass the preventative (primary, secondary, and tertiary prevention) components of occupational safety and health in all workplaces, whether public or private.

The Center will act as the Occupational Safety and Health authority in the fields of research, training, information distribution, and technical services.

Research

The Center shall conduct research and study on all elements of occupational health and safety. It will emphasize studies:

1. to prevent and reduce occupational and work-related injuries and illnesses;
2. to continuously review and support the updating of the list of occupational illnesses as outlined in PD 626, Employees' Compensation and State Insurance Fund; and
3. to assist in the establishment and enforcement of OSH Standards.

Regarding its research functions, the Center, through its technical experts, shall have access to the premises and records of employers in order to investigate any fact, condition, or matter that may be necessary for said research operations. In accordance with Rule 1006 of the Occupational Safety and Health Standards, such studies shall not serve as the basis for legal action against any individual, employer, or worker, and shall be protected as trade secrets.

Training

The Center shall construct and strengthen a national pool of capable trainers in occupational safety and health (OSH) in collaboration with stakeholders, and shall lead the development of a training agenda in conjunction with its partners and stakeholders.

The Center shall concentrate its efforts on the planning, development, and implementation of gender-sensitive, comprehensive training programs in the field of occupational safety and health.

Clearing House of Information

The Center will act as a repository for information and new methodologies, techniques, and approaches to occupational safety and health issues. It will build methods for the distribution and sharing of information to employees, employers, the general public, and other stakeholders via mass media, electronic media, and other forms of dissemination such as publications, conferences, and consultations. It will build and strengthen a specialized library on occupational safety and health to benefit both the Center's employees and clients' members and stakeholders. The OSHC will serve as the ILO's CIS Center in the Philippines.

Information on occupational safety and health will include, among other topics, prevention through workplace and community efforts, early detection through timely and effective interventions, and methods to reduce accidents, diseases, and impairments.

Technical Services

Expertise of the Center will be extended to workers, the public and private sectors, trade unions and other workers' groups, as well as other government and non-government institutions. It shall provide technical support and advice as required by client/s in relation to particular OSH issues/problems. In cases of impending danger and accidents affecting both workers and the community, it shall give proactive technical support in collaboration with labor inspectors.

The technical services may include the following:

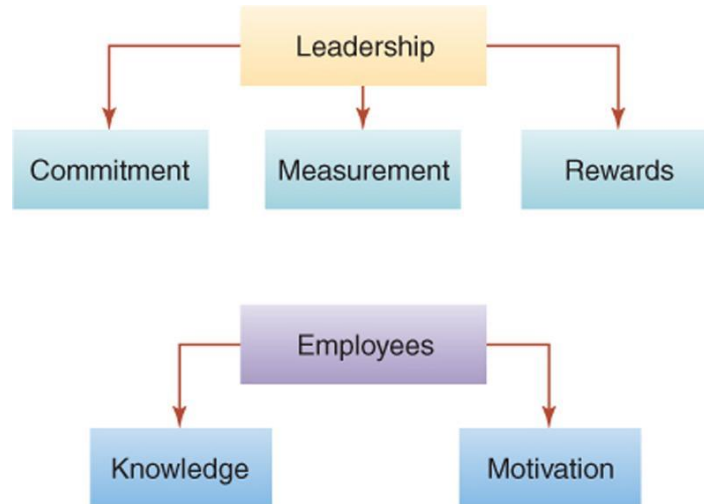
- medical surveillance
- occupational health examinations
- health hazard evaluation
- work environment measurements
- safety audit
- development and issuance of technical guidelines
- testing of Personal Protective Equipment
- evaluation of ventilation systems;
- formulation of policies and programs on OSH

Learning Objective 5 - What Specific Practices Increase Fairness and Safety?

A violation of laws and regulations can be expensive for a company. What can an organization do to ensure that all of its members adhere to the rules? Figure 3.6 illustrates several essential regions. As indicated in the image, employees require knowledge and motivation; leaders who demonstrate commitment, monitor progress, and provide rewards can boost knowledge and motivation.

EMPLOYEES

Figure 3.6 Encouraging Legal and Safety Compliance.



Employees cannot follow laws and other guidelines if they are unaware of them; therefore, providing knowledge about laws and guidelines is an essential job of human resource management. Managers responsible for hiring and supervising employees must be familiar with applicable employment regulations.

LEADERSHIP

Leaders have an impact. Leaders must provide an exemplary example and express their expectations clearly. Leadership can also promote compliance by assessing critical outcomes; in other words, what is measured gets done. The employment and recruitment of minorities, women, disabled workers, and senior citizens should be monitored. Keeping track of these figures suggests not only that the organization is adhering to regulatory requirements, but also that its management prioritize growth in these areas. In a similar manner, efforts to track and reduce injuries and accidents not only comply with the law but also demonstrate the leadership's commitment to the issue.

Managers who establish equitable hiring procedures ought to be recognized for their efforts. Achievement of diversity targets should result in positive evaluations and bonuses, and efforts by supervisors to convey the significance of safety should be monitored and rewarded. Bonuses should also be given to groups of employees that adhere to safety requirements and avoid accidents.

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Self - Test Evaluation

True or False

1. Sexual harassment victims may file a lawsuit against the harasser, but not the company.
2. Companies must employ minorities even if they are less qualified than other candidates for the position same job.
3. Even if it treats men and women equally, a corporation can face legal issues if it fails to hire enough women.
4. When performing the same duties, men and women must be paid the same wage.
5. Employees have the right to know if they are exposed to any harmful chemicals at work.
6. The Equal Pay Act specifically makes it legal for a company to pay men and women different wages, as long as they are doing equal work.
7. Formal policies concerning harassment, as well as formal channels to communicate allegations of harassment, are important for demonstrating that the organization is taking reasonable care to eliminate unwanted behavior.
8. Education cannot help prevent harassment.
9. The law recognizes differences in performance and allows higher compensation for stronger contributors, as long as accurate performance measures are in place
10. Another acceptable reason for differential pay is merit.

Answer key for True or False

1. False
2. False
3. True
4. True
5. True
6. False
7. True
8. False
9. True
10. True

Essay

1. What is the primary law regarding employment discrimination?

Answer: Title VII of the Civil Rights Act of 1964 is the most important law protecting employees from discrimination in the workplace. Title VII bans expressly discrimination based on race, color, and national origin are unacceptable. Sexuality and religion Unequal treatment is one typically, illegal type of discrimination that occurs when current employees and prospective are given distinct treatment. When adverse effects develop. Employees are treated equally, but outcomes vary. differs in terms of career opportunity. Negative impact discrimination may also be unlawful. until a firm can demonstrate that its tactics are effective Identify the most qualified applicants for employment probable to succeed Additionally, Title VII forbids sexual Harassment in the form of exchange for favors or hostile environment harassment. The Civil Rights Movement The 1991 Act expanded Title VII by explaining burden of proof, prohibiting race-norming, and incorporating punitive damages. Affected by U.S. discrimination laws are the majority of persons employed in the United States and to the majority of U.S. citizens working abroad for U.S. businesses.

2. What specific activities enhance justice and security?

Answer: By ensuring that managers and staff are knowledgeable and motivated, organizations can promote compliance with laws and norms. Major employment laws must be understood by managers who recruit and supervise others. Managers and workers must be knowledgeable of safety protocols. When organizational leaders exhibit a strong commitment to obeying laws and regulations, knowledge and motivation rise. Additionally, organizations that evaluate and reward compliance are less likely to suffer from lawsuits, injuries, and accidents.