



Prifysgol Cymru
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University of Wales
Trinity Saint David

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Managing People

Lecture 7: 14th November 2018

**Ethics and professionalism; commitment
to equality of opportunity; managing
diversity**

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*Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives*



www.uwtsd.ac.uk

Starters

<http://www.bbc.com/future/story/20180430-are-algorithms-better-lawyers-than-humans>

<http://www.bbc.com/future/story/20180829-the-worlds-most-prolific-writer-is-a-chinese-algorithm>

<https://www.youtube.com/watch?v=HYPxrzHJhF8>

<https://www.youtube.com/watch?v=5BKEtruJAEw>

Sub-themes

- Ethics and professionalism
- Commitment to equality of opportunity
- Managing diversity

14 Jun 2017

Business ethics and the role of HR

Explore the role HR plays in applying ethical values to business behaviour

<https://www.cipd.co.uk/knowledge/culture/ethics/role-hr-factsheet>

In a world of perpetual scandals and a crisis of trust, it's not enough to simply identify the values an organisation espouses. Organisations need to demonstrate these values and articulate them to employees and stakeholders. This type of stewardship will have far-reaching effects into the wider world of work. HR as a profession is uniquely placed to embed principled decision-making into daily business practice.

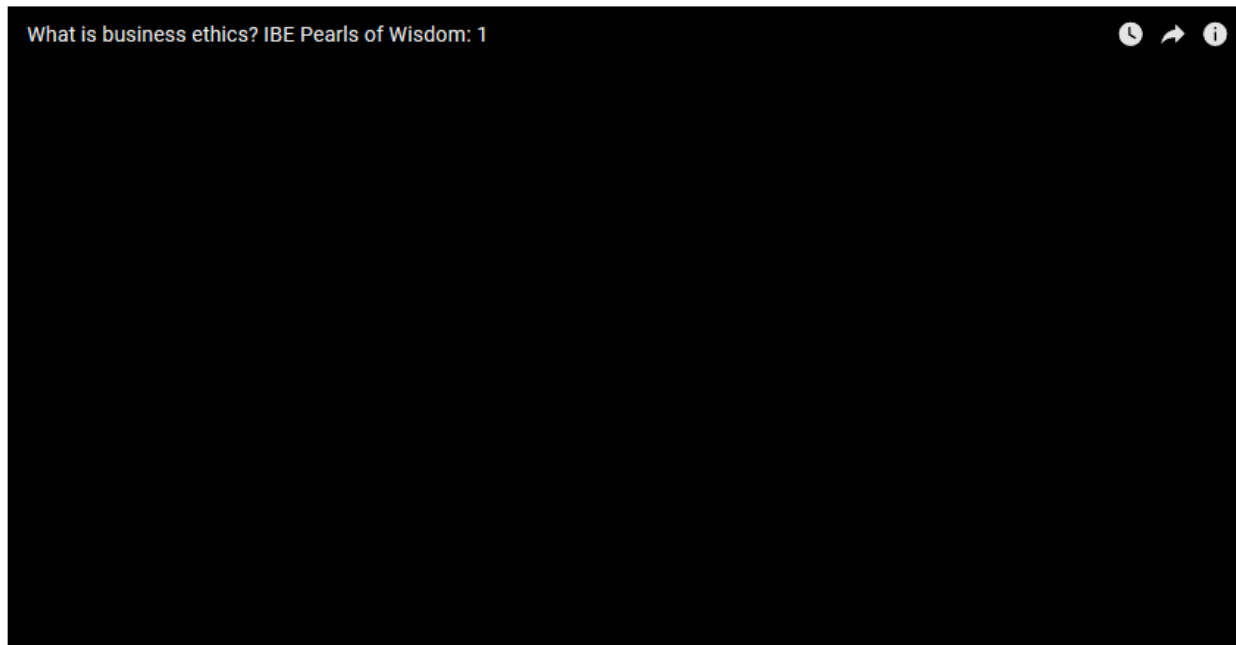
Ethics are at the heart of professionalism, and organisations should be encouraging nothing less from employees.

This means challenging assumptions, individual values and priorities, and exploring common goals to bring the organisation's values to life.



Watch our video exploring business ethics

In this video, Simon Webley, Research Director of the IBE, asks the question, what is business ethics?



The professional principles



- **The professional principles**
- In this video Ruth Stuart, Head of Strategy at the CIPD, talks about our professional principles for HR.
- These principles give us a foundation for approaching situations we may not have encountered before, and underpin the way we work as HR professionals:
- **Work matters**
- Work can and should be a force for good – for organisations, workers and the communities, societies and economies they're part of.
- Good work is purposeful; it is designed to help everyone use their skills and talents effectively and find personal meaning in the work they do.
- Good work is safe and inclusive; it recognises contribution in a fair manner and values human connection.
- Good work exists for the long-term benefit of individuals, organisations and society, and balances economic needs with social accountability.
- **People matter**
- People are fundamental to businesses and organisations; they are unique and worthy of care, understanding and investment.
- People should have access and opportunity to work, and be provided with the support, development and resources to be effective; in turn, individuals have a personal responsibility for their work, development and behaviour.
- People deserve to be treated fairly and have a meaningful voice on matters that affect them, in addition to their rights and protection under law.

HR ethic standards



1. Being ambassadors for the profession by acting with integrity and championing better work and working lives in all they do
2. A commitment to continually develop, and to make decisions which are *principles-led, evidence-based* and *outcomes-driven*
3. Bringing expertise on people, work and change, together with our understanding of how business creates value for all, to balance the risks and opportunities inherent in any organisation and understand the implications of decisions beyond the interests of the organisation, for the good of wider society

Principles-led



Principles enable us to make good decisions based on a clear purpose.

As the world of work evolves, there will be more situations which are completely new and might not fit under our current policies, processes and rules. There are also plenty of situations where you can follow the rules, but not do the 'right' thing. Principles trust us to use our situational judgement to make that call, focusing on what we stand for and believe in, which is why they're at the heart of the Professional Standards Framework.

Evidence-based



It's important that we base our decisions on strong evidence, and dispel the myth that evidence is about hard numbers alone.

Evidence should combine: data which gives meaningful insights into your workforce a deep understanding of human psychology and behaviour learning from the relationships we have with people from around the business outside evidence, such as independent research and surveys.

Outcomes-driven



Work must balance economic needs with social accountability, and consider impact in terms of the organisations we work for, workers and wider society. The Standards guide people professionals to be driven by human outcomes alongside business ones.

Some ethical considerations

- What we can and should know about people
- Think how HR could use information

Type of HR data

- **Quantitative data** will be numbers and so is measurable e.g. the number of people who leave your organisation in one month.
- **Qualitative data** can't be measured and is the 'why' behind the numbers e.g. reasons given for why those people leave.

Use of HR data

Improving retention (people staying within the organisation)

Understanding why people leave means that HR can make suggestions of what to do to help keep them.

Improving employee morale

Instead of having the costs of losing employees, organisations can help prevent them leaving by measuring their happiness and well-being and working to improve them both.

Driving business performance

Workers with strong leadership skills can be found through analytics, leading to better recruitment of job applicants or promotion of existing staff to the right positions.

Predictive analytics

- To apply HR data to enhance employee retention is an example of how machine learning is disrupting HR.
- By sifting through survey data from exit interviews as well as employee data on compensation, performance reviews, and engagement, HR professionals can now identify the root cause of systemic departures and focus on retaining vulnerable groups of employees

Ethics of data collection

- HR records need to comply with local legislation for collecting, using and retaining data.
- HR records can be stored on paper or electronically but it's important for organisations to keep the information well-organised and in an appropriate system so that is lawful and can be easily retrieved when needed.
- Many countries have **data protection** legislation which guides how data should be protected on a day-to-day basis. Compliance as HR practitioners is essential to the role we have in our organisations as well as our ethical judgement.

Where does your data go...Before you even click?



Data

So, what kind of data do you think exists on **you** inside and outside of work?

Do you ever think about this data?

For the future of AI to become as responsible as possible, we'll need to answer some tough ethical questions.

Businesses should begin thinking about what labor may soon be automated and how their workforce can be utilized in other areas.

A large portion of the workforce will have to be trained for new jobs created by automation in what is becoming commonly referred to as collaborative automation. The challenge will come when deciding on how to retrain and redistribute employees whose jobs have been automated or augmented. Will it be the government, employers or automation companies?

In the end, these sectors will need to work together as automation changes the landscape of work.

Even when it's perfectly legal to deploy AI to understand people and predict their performance, such as in the case of mining employees' e-mail data, it is questionable whether such data would be used to enhance employees' performance e.g. by diagnosing training and development needs, or moving them to more suitable roles - rather than to help managers advance their own political agendas

How HR can use data more ethically

- Insights gained from employees as a group are trends, they don't necessarily represent the truth about individuals. Insights can inform HR initiatives, but should not be used to unfairly target individuals.
- Biases can creep into the way that HR data is collected and handled. Ethical use of HR data involves **being wary of amplifying these biases**. Similarly, decisions can be made from incomplete data, which can accidentally exclude certain groups of employees' i.e. part time employees or contractors might not be included by mistake.
- HR should **set clear expectations** as to how data is collected, stored, analysed and used. Equally, there should be a way in which employees can voice their concerns or objections.
- Finally, it's important to consider how use of employee data may contribute to the organisational culture. **For example**, do employees feel they're being watched unfairly? Is there a culture of a transparency?

Scenario 1:

An organisation decides to implement **wearable technology**. Employees are required to swap their usual security passes for a bracelet that monitors when they arrive in the office and which authorises printing and other facilities. It is also anonymously tracking activity throughout the working day and out of work. After analysing the data, there appears to be a link for some staff between exercise in the evening and increased activity at work. HR decides to implement an incentive scheme to reward those who exercise most, believing this will encourage more people to exercise and lead to increased work activity.

Scenario 2:

An organisation starts to **track the number of emails sent** during business hours within a number of sales teams. Individuals are unaware that their emails are being monitored. After 3 months, the data is analysed and shows that overall, the level of revenue is highest for teams that send the greatest number of emails. HR decides to create a talent programme for the high performers i.e. the individuals who send the highest number of emails will be rewarded with additional development.

What about these situations is unethical?

- In each of the situations, was there enough evidence on which to base the decisions made? If not, why not?
- Which groups of people may have been inadvertently disadvantaged or discriminated against by these decisions?
- What should HR have done differently?

Do people matter?

This business treated staff as disposable, with the company relying on high unemployment and fear of losing their jobs to scare people into complying with policies that denied them the basic rights most of us expect, for example, toilet breaks, access to free water to drink, time off when ill or to look after dependents. The company was very successful for a short period of time, but then their treatment of employees caused many scandals nearly driving them to bankruptcy, and even possible criminal prosecutions. Since changing their approach to recognise employee rights and treat them with dignity and respect their cost of recruitment and training has gone down, and productivity has gone up.

This business works on the understanding that if staff achieve the results they have been asked to do then they are doing their jobs, and they are trusted to manage their time as needed. This means that if staff would like to work some shorter days, some longer days, or perhaps take long lunch breaks then they can do so, as long as they still meet their targets. This company doesn't consider "work-life balance", but sees work as part of life so they try to make it an enjoyable experience. They have fantastic retention, with almost no-one leaving the organisation, and when they expand and need to recruit they have many thousands of applications without any cost of advertising.

Diversity and Inclusion

Diversity and Inclusion

- The management of diversity and inclusion is based on the proposition that everyone should be valued as an individual and treated fairly irrespective of their race, gender, disability, religion, sexual orientation or age.
- Equality Act 2010 – a number of personal characteristics are covered by discrimination law to give people protection. These are called ‘protected characteristics’ and include race, disability, gender reassignment, sex, marriage and civil partnership, pregnancy and maternity, religion and belief, sexual orientation and age.
- In organisations it’s not enough to rely on the law – a culture of inclusion needs to be created to ensure people are treated fairly and in accordance with their individual needs. People need to feel they belong and are important to the organisation (Armstrong and Taylor, 2017).

Definitions

- **Managing diversity** in the workplace means bringing people together of different ethnic backgrounds, religions, gender and age groups into cohesive and productive organisational units.
- **Managing inclusion** is about forming and maintaining a culture in which individuals of all backgrounds – not just members of historically favoured groups – are fairly treated and valued for who they are (Armstrong and Taylor, 2017).

Why manage diversity and inclusion?

- **Social justice argument** – everyone has the right to be treated fairly in the workplace which values the differences between people and which promotes an environment of fairness, dignity and respect.
- **Business case** – the effective management of diversity and inclusion can help increase levels of engagement, promote co-operation and reduce conflict. From a recruitment and selection perspective it widens the organisation's talent pool and increases its chances of recruiting the best candidates.

How to manage diversity and inclusion:

- Develop a diversity and inclusion strategy
- Define the values of the organisation concerning diversity and inclusion
- Set out the diversity and inclusion policies of the organisation
- Communicate the values and policies
- Pay attention to problem areas – recruitment, appointments and promotions, learning and career development opportunities and pay
- Devise and run training programmes designed to increase awareness and influence behaviour
- Create diversity networks
- Monitor progress and evaluate training (Armstrong and Taylor, 2017)

Examples

- Northern Rail introduced diversity ambassadors, an inclusion charter, and e-learning on unconscious bias. It reached out to local schools and colleges, and targeted advertising on Asian TV networks to encourage candidates from previously untapped audiences.
- Many organisations develop networks – At PwC there are four main networks: for women, ethnic minorities, disabled people and GLEE (an inclusive business network for ‘gays, lesbians and everyone else’).

A.I. in the workplace is the new diversity

May 24, 2018

by BIG THINK EDITORS



<https://bigthink.com/amway/ai-in-the-workplace-is-the-new-diversity>

How AI Will Make Our Workplace Fair With Diversity Tech Stack



Frida Polli ⓘ



<https://www.forbes.com/sites/fridapolli/2018/05/10/diversity-tech-stack-how-ai-will-make-our-workplace-fair/#3afbe5f11bc2>