

# Human Resources



Business Management

# Human Resources

## LEARNING TARGETS

- Describe the changing nature of the U.S. worker characteristics.
- Explain the issues that businesses face with the U.S. labor force.
- Describe Equal Employment
- Describe Sexual Harassment

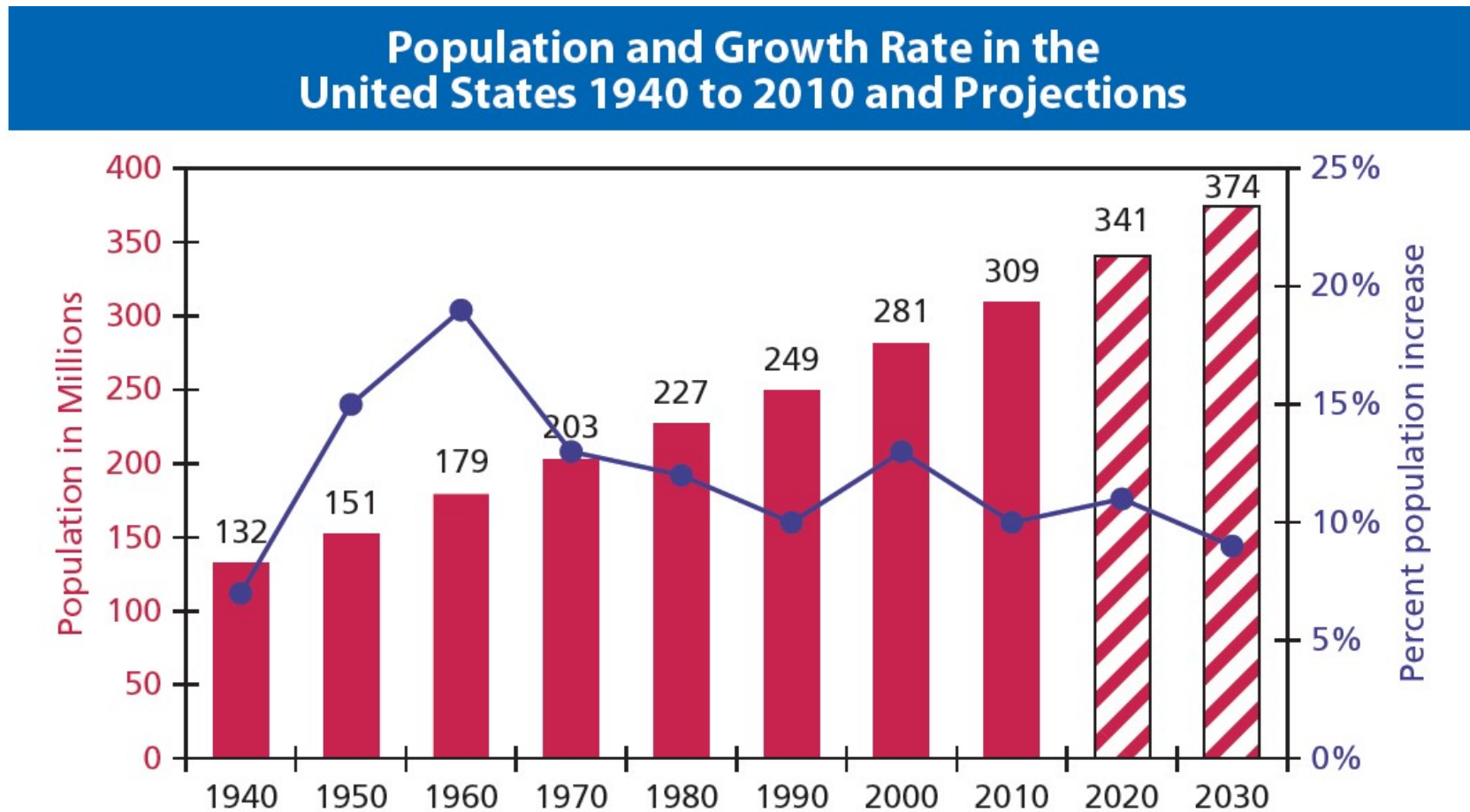


# Growing Population

- Birth rates up
- People living longer
- Immigration



# Growing Population



**Figure 7-1** Between 1940 and 2010, the U.S. population increased while the growth rate fluctuated.

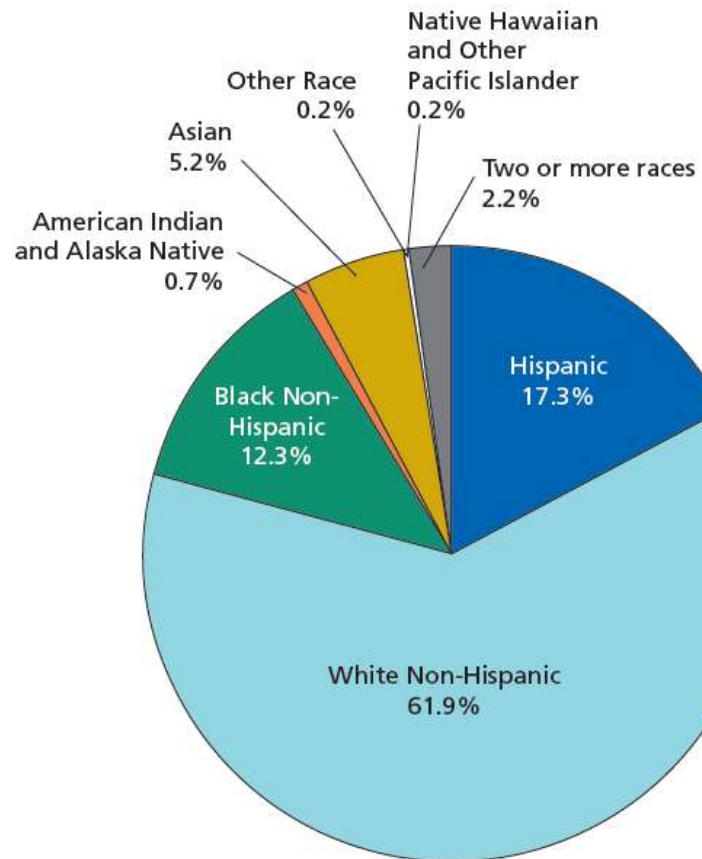
# Changing Population

- Growing non white population
- Fluctuations in population growth
- Multiple generations
  - Baby Boomers
  - Generation X
  - Generation Y (millennials)



# Ethnic Populations

Ethnic Categories in the United States



**Figure 7-2** White Non-Hispanic is the largest ethnic category. The Hispanic category includes individuals who would consider themselves to be White Hispanic and Black Hispanic.

# Moving Population

- One out of seven people move/year
- Shift from cities to suburbs
- Factories have moved from the Rust Belt to the Sun Belt to lower costs



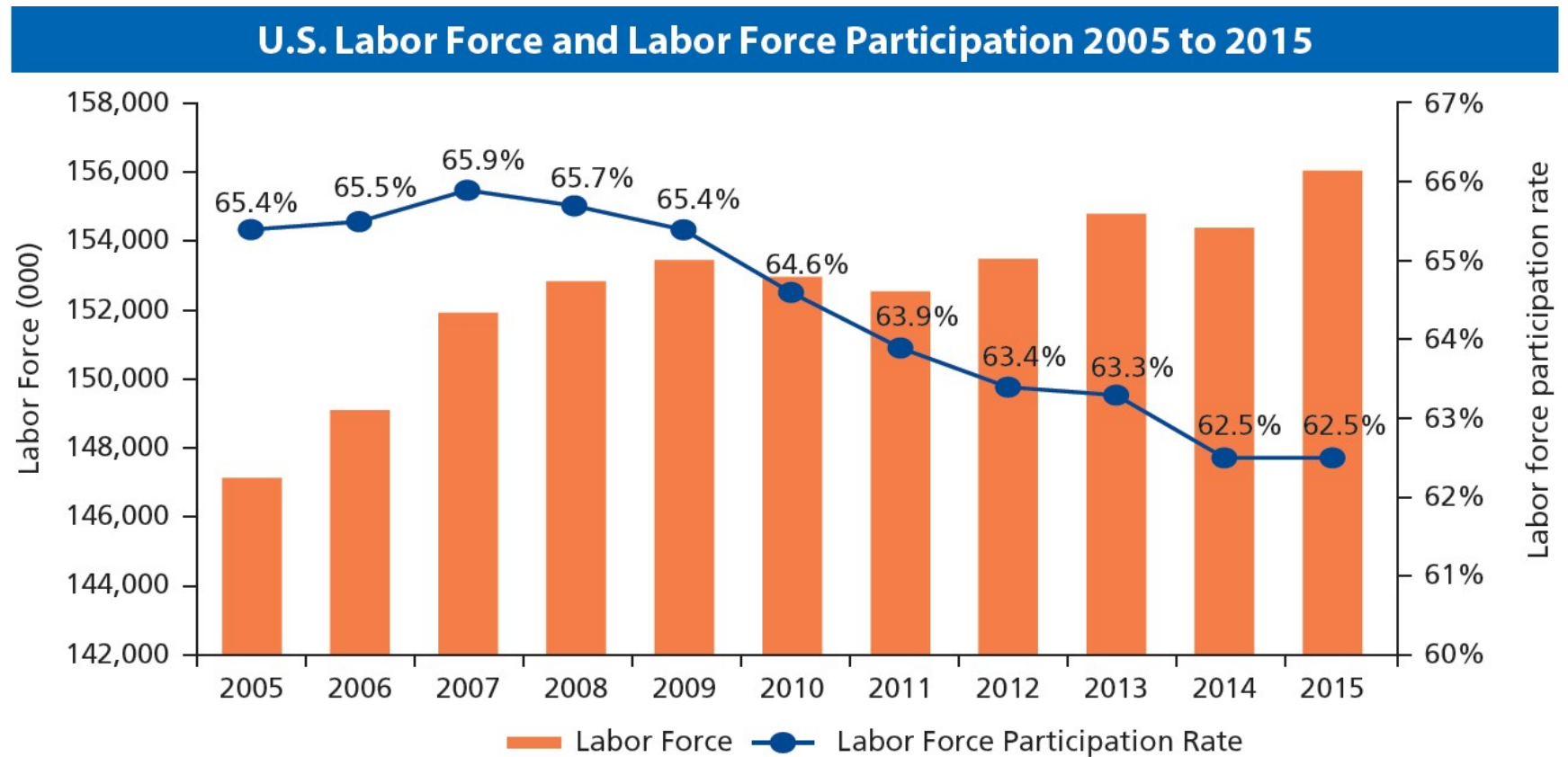
# Labor Force



- > 16 years old available for work
- Working or actively looking for work
- Not: retirees, homemakers or full time students

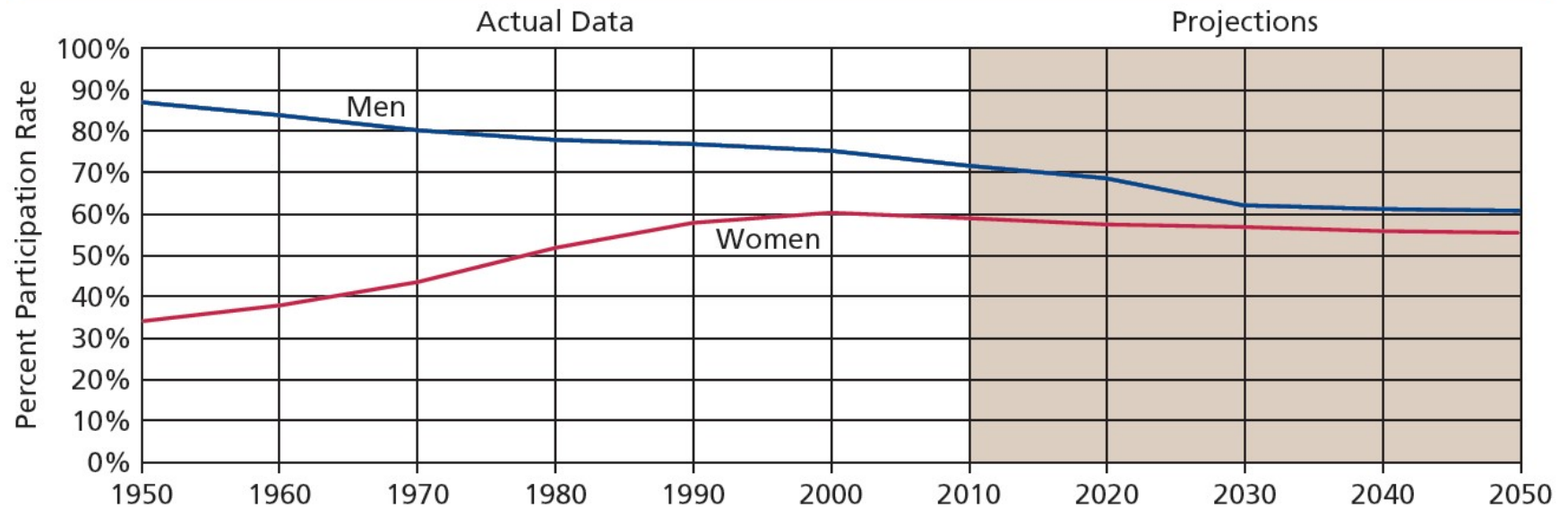


# Labor Force



**Figure 7-3** Although the U.S. labor force increased by more than 8.9 million between 2005 and 2015, the labor force participation rate fell by 2.9 percent.

## U. S. Labor Force Participation Rates



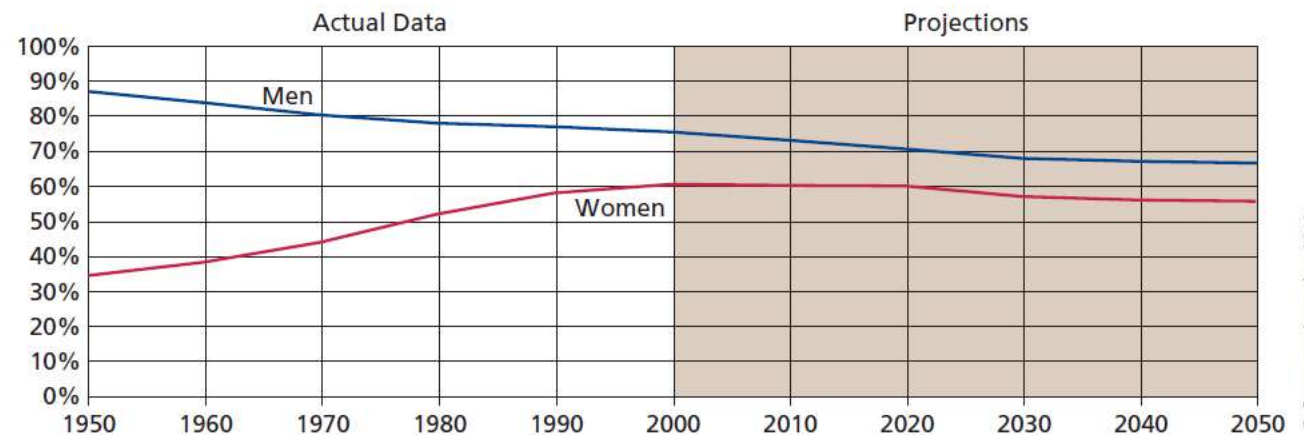
Source: U.S. Bureau of Labor Statistics

**Figure 7-4** The labor force participation rate for women in the United States increased dramatically between 1950 and 2010.

# Labor Participation Rate

- % adult population in the labor force

U. S. Labor Force Participation Rates



Source: U.S. Bureau of Labor Statistics

# Equal Employment

- **Civil Rights Act 1964**

- Prohibited employment discrimination based upon that employee's (or applicant's) race, color, religion, sex, or national origin
- Created the Equal Employment Opportunity Commission (EEOC)

- **Discrimination now illegal in the workplace**

- Race
- Color
- National origin
- Religion
- Sex
- Age
- Disability
- Genetic information



- **Affirmative Action**

- 1965 Executive order
- Government contractors must implement plans to help end discrimination

# Target pays \$3.7 million to settle lawsuit over racial disparity in use of criminal background checks

The complaint, which includes grievances from more than a decade ago, allows for job applicants to reapply for Target positions or seek a financial award.

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By Kavita Kumar Star Tribune | APRIL 5, 2018 — 1:42PM



# Glass Ceiling

Invisible barrier to job advancement

- Women
- Minorities





# Sticky Floor Syndrome

Inability to move up from entry level jobs

- Women
- Minorities

*It's Not the  
Glass Ceiling,  
It's the  
Sticky Floor*



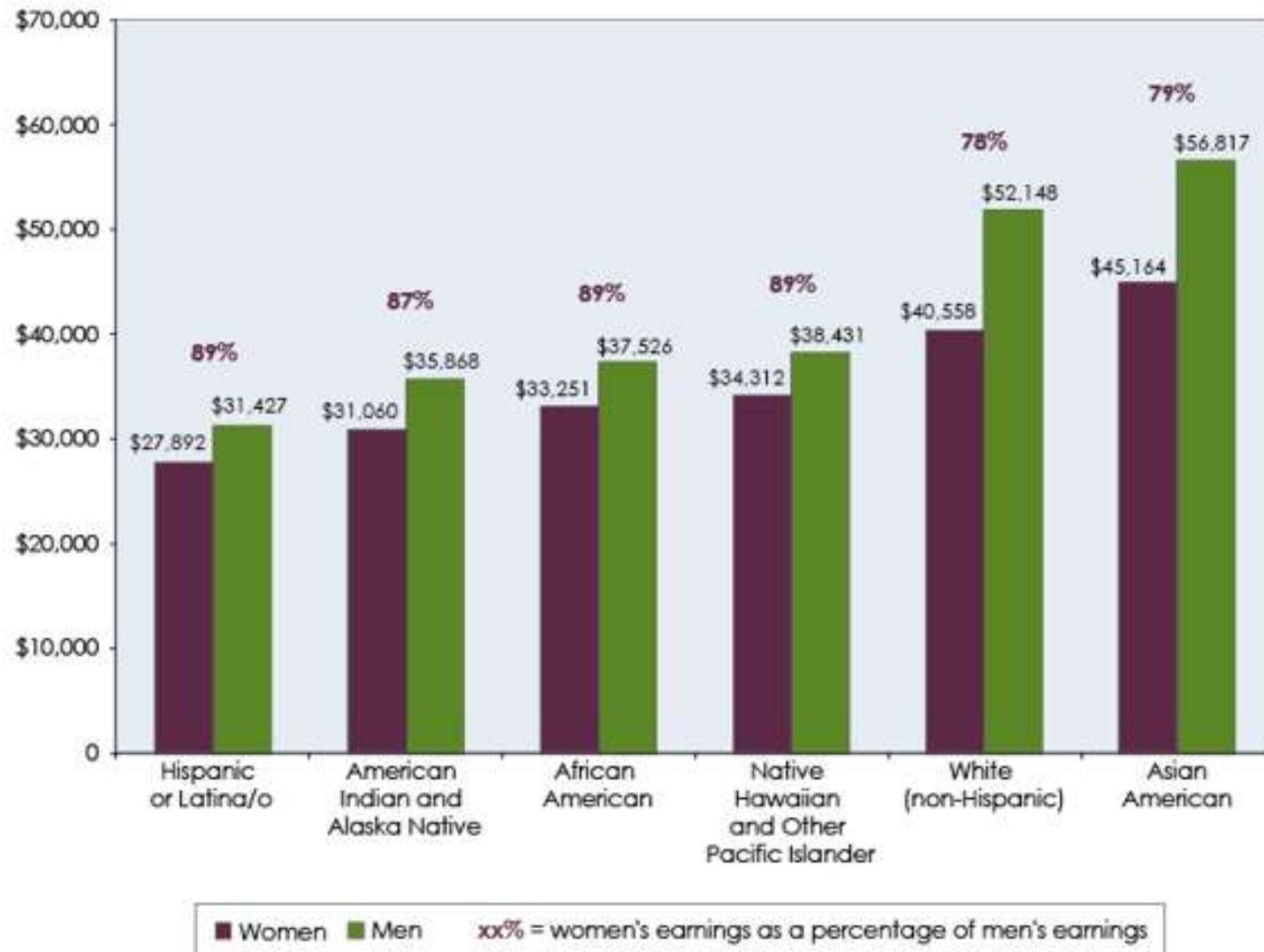
# Gender Pay Gap

**20%** (updated Fall 2016)

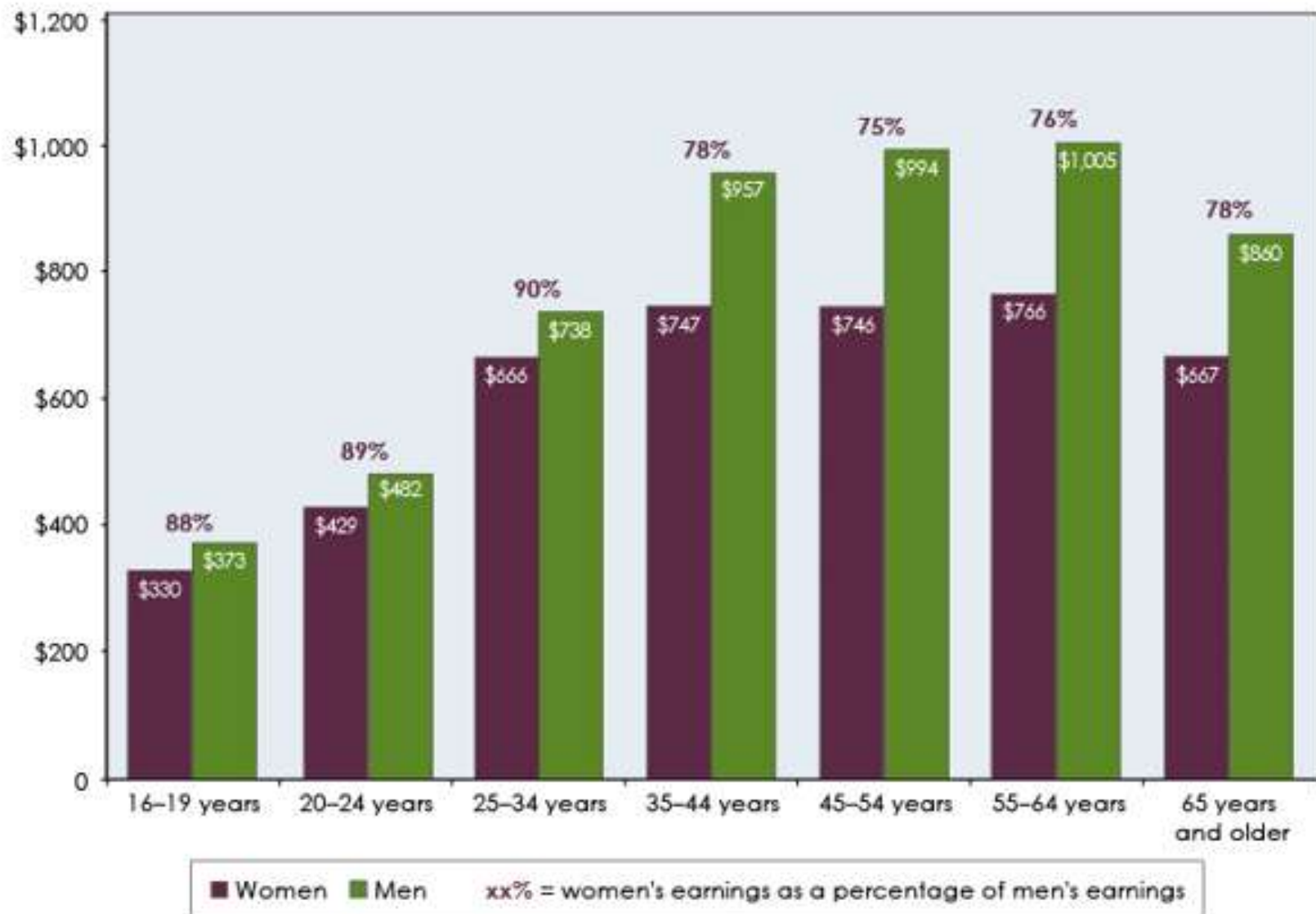




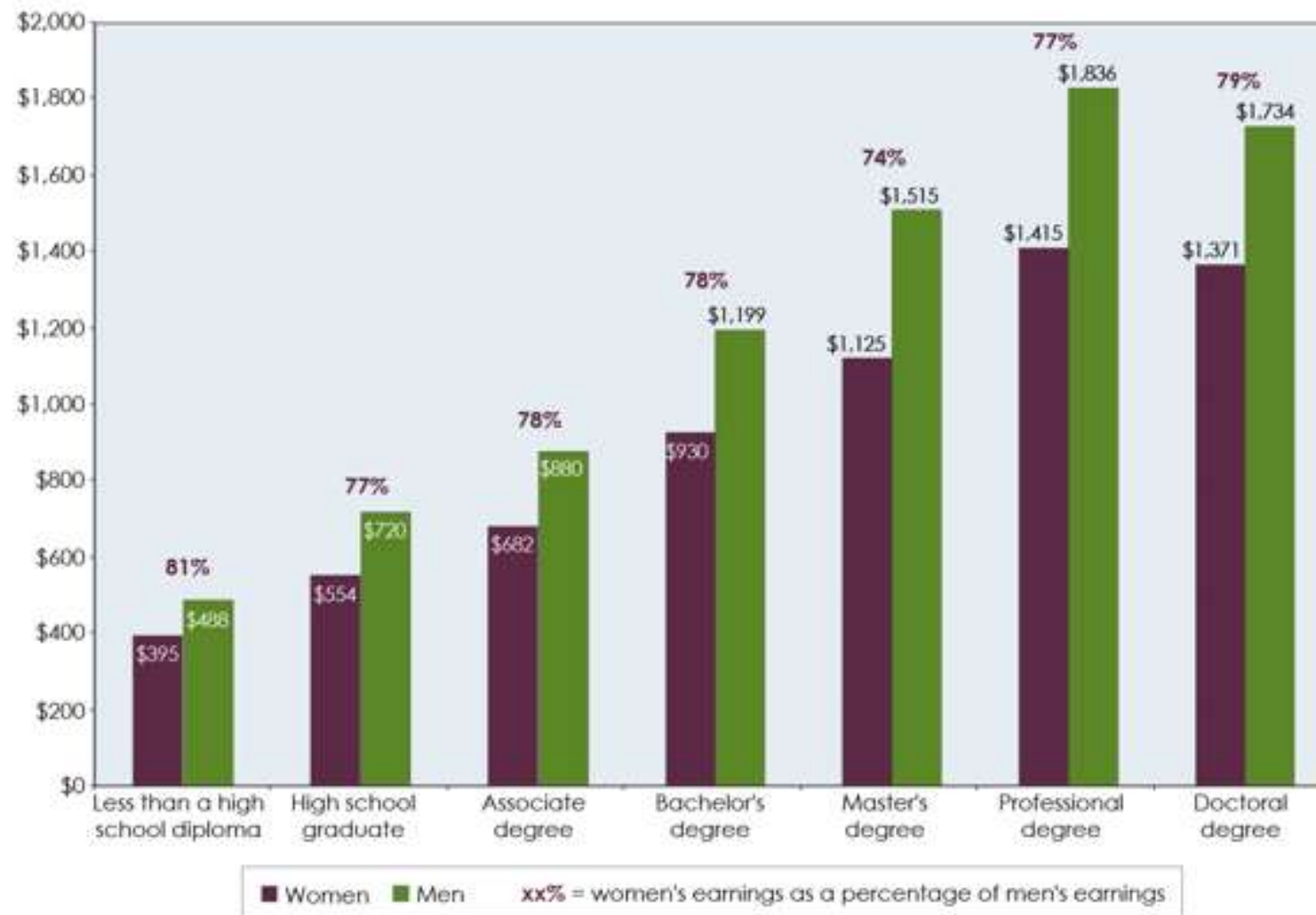
## Median Annual Earnings by Race/Ethnicity and Gender, 2012



## Median Weekly Earnings by Age and Gender, 2012

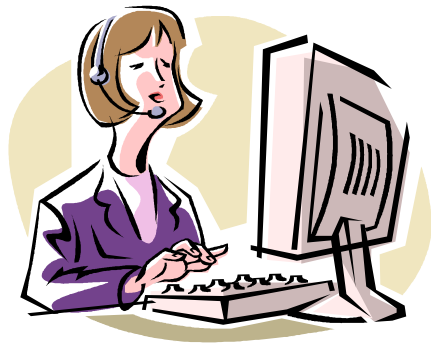


## Median Weekly Earnings by Level of Education and Gender, 2011



# Comparable Worth

- Paying equally for similar but not identical job requirements
- Or, equal pay for comparable work
- Problematic to analyze
- Many states use for government jobs



# Gender Issues

- Women make up 47 percent of the workforce
- 99 out of 100 women will work for pay at some point in their lives
- About 60% of all marriages are dual-earner marriages.
- 1 out of every 5 married women who work outside the home earns more than her husband.

# Sexual Harassment

Title VII – 1964 Civil Rights Act



- Occurs when an employee is subjected to unwelcome sexual comments/conduct by
  - Co-worker
  - Supervisor
  - Company owner
  - Even a non-employee.
- Includes gender-based hostility or sexually charged work environment
- when the conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or offensive working environment.

# Sexual Harassment

Conduct of a sexual nature that has negative consequences for employment.



# Equal Opportunity Commission

## Sexual Harassment

### Quid pro quo harassment

- Submission to or rejection of sexual conduct is used as a basis for employment decisions

### Hostile environment

- Occurs when unwelcome sexual conduct has the effect of unreasonably interfering with job performance or creating an intimidating or hostile, working environment



# Sexual Harassment

<https://www.upworthy.com/pixar-s-new-short-film-makes-a-bold-statement-about-toxic-masculinity-in-the-workplace?c=upw1>



## Examples

- Physical contact
- Comments on clothing, body or appearance
- Swearing, dirty jokes, suggestive or degrading pictures, graffiti
- Indirect harassment in environment
- Favoritism based on sexual favors

# Person of the Year 2017



The **Silence Breakers** who spoke out against sexual assault and harassment

#METOO

# Workplace Sexual Harassment

## #MNTOO

Star Tribune, January 2018:

- 63% Women Experienced
- 61% Men think it is not a real problem
- 57% Women think it is a real problem



# Why Does Sexual Harassment Occur?



- Abuse of power in trying to obtain sexual favors
- Try to use sex to gain power
- Use power to decrease the power of a victim
- Are reacting to a personal crisis
- Won't accept that an affair is over
- Have a psychological or substance abuse disorder
- Are confused about dealing with new gender roles in the workplace

# What Should a Harassed Employee Do?

1. Be clear
2. Confront
3. Document
4. Confide
5. Look for a pattern
6. Report
7. Consider alternative steps
8. Be timely



# What can men do to avoid problems?

1. Raise your awareness
2. Respect the word no
3. Align your attitude
4. Support clear policies
5. Be a role model



# Common Managerial Mistakes Sexual Harassment Laws



## *Assuming:*

- That the victim and harasser must be of the opposite sex
- That harassment can only occur between coworkers or supervisors and subordinates
- That only victims can file complaints

# Sexual Harassment Company Responsibilities



- Respond immediately to make sure sexual harassment laws are followed
- Write a clear, understandable sexual harassment policy
- Establish clear reporting procedures
- Be in compliance with federal, state, and local sexual harassment laws



# Top 10 Companies for Executive Women

- Abbott Labs
- Aetna
- American Express
- Fleishman-Hillard
- General Mills
- IBM
- Johnson & Johnson
- Marriott International
- Office Depot
- Wellpoint

# Change in Culture



Mary T. Barra became the chief executive officer (CEO) of General Motors (GM) on January 15, 2014. She is the first female CEO of a major global automaker.

# Basic Components of an Effective Sexual Harassment Policy

1. Develop a comprehensive organizationwide policy on sexual harassment and present it to all current and new employees. Stress that sexual harassment will not be tolerated under any circumstances. Emphasis is best achieved when the policy is publicized and supported by top management.
2. Hold training sessions with supervisors to explain Title VII requirements, their role in providing an environment free of sexual harassment, and proper investigative procedures when charges occur.
3. Establish a formal complaint procedure in which employees can discuss problems without fear of retaliation. The complaint procedure should spell out how charges will be investigated and resolved.
4. Act immediately when employees complain of sexual harassment. Communicate widely that investigations will be conducted objectively and with appreciation for the sensitivity of the issue.
5. When an investigation supports employee charges, discipline the offender at once. For extremely serious offenses, discipline should include penalties up to and including discharge. Discipline should be applied consistently across similar cases and among managers and hourly employees alike.
6. Follow up on all cases to ensure a satisfactory resolution of the problem.