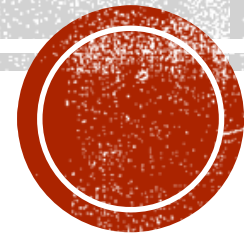


DEALING WITH GROUPS AND INDIVIDUALS WITH SPECIAL SITUATION

Inez Koller, 2021

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This course is dealing with a wide variety of people facing difficulties and discrimination. Mothers looking forward to returning to work after having children, but whose childcare obligations are unwelcome to employers; highly skilled older people who are passed over for promotion in favour of younger candidates; immigrants who are discriminated against by potential employers, employers or colleagues; people with chronic illnesses, or those have been released from prison. These are groups of people who suffer from discrimination in the labour market – in getting a job, in keeping a job, and in progressing in a job.

INTRODUCTION

7 Biggest Diversity Issues in the Workplace



09.06.	Introduction
09.13.	Case study analysis
09.20.	Millennials
09.27.	Women and parents with children under 10
10.04.	Underprivileged people
10.11.	Elderly
10.18.	People with disability
10.25.	Cultural and ethnic diversity
11.01.	Autumn holiday
11.08.	Statistical analysis, comparison of countries
11.15.	Projekt work: employment strategy
11.22.	Projekt work: employment strategy
11.29.	Projekt work: employment strategy
12.06.	Test (true/false)



COURSE FULFILLMENT — DIRECTED ESSAY

- **Projekt work – 30 points**
 - Deadline: 29th November MS Teams
 - Employment strategy for a chosen social group
 - Group-work based individual assignment
- **Test – 20 points**
 - Date: 6th December
 - True or False questions with a short time limit

- **Grades**
 - 5: 44-50
 - 4: 37-43
 - 3: 30-36
 - 2: 23-29
 - 1: 0-22
 - Maximum points to: excellent creativity, correct grammar, polished expressions, logical structure of contents, numerous and reliable sources, proper references and citations, detailed descriptions, well-pinned argumentation
 - Zero points to: PLAGIARISM



READINGS

- Advantages and Disadvantages of Diversity in Workplace. Chron. <https://smallbusiness.chron.com/advantages-disadvantages-diversity-workplace-3041.html>
- A National Framework to Support Local Workforce Strategy Development. *A Guide for HR Directors in the NHS and Social Care*. Department of Health, UK. 2005 (available on course platform)
- Cao, Jin, Xue, Wei. What are best practices to promote high-ranking female employees? Cornell University. ILR School. 2013. (available on course platform)
- Employing Foreign Workers in the UK. TimelessTime. 2018. <https://timelesstime.co.uk/knowledgebase/employing-foreign-workers-in-the-uk>
- Employing older workers. An employer's guide to today's multi-generational workforce. Department of Work and Pensions UK. 2013. (available on course platform)
- Employment of People with Disabilities in Europe. Overview and examples of good practice from the SENEL partner countries (available on course platform)
- Ethnicity as skill: immigrant employment hierarchies in Norwegian low-wage labour markets. 2017. <https://www.tandfonline.com/doi/full/10.1080/1369183X.2017.1388160>
- Hungary: Working conditions of young entrants to the labour market. Eurofund. 2013. <https://www.eurofound.europa.eu/publications/report/2013/hungary-working-conditions-of-young-entrants-to-the-labour-market>
- ILO. International Labor Organisation. <https://www.ilo.org/global/lang--en/index.htm>
- Incognito, others tormented Martin. ESPN. http://www.espn.com/nfl/story/_/id/10455447/miami-dolphins-bullying-report-released-richie-incognito-others-responsible-harassment
- Investing in Women's Employment. IFC World Bank Group. 2013. (available on course platform)
- Maternity Leave – Guidelines for Managers. Durham University. Human Resources and Organisational Development. <https://www.dur.ac.uk/hr/policies/leave/maternity/guidelinesmanager/>
- OECD Maternal Employment. 2016. (available on course platform)



Human Resources – added values

High impact HR

Model employer

Skills escalator



Culture and Values

Capacity and skills

Working flexibility



Better general working conditions

Employees

Costumers

Society

THE FRAMEWORK OF VALUE-BASED WORKFORCE PLANNING



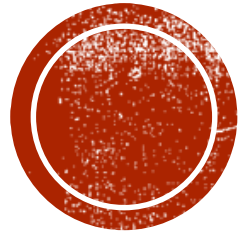
HIGH IMPACT HR

- Workforce supply is both an enabler and a barrier.
- Workers flourish in an environment where they feel their work has a positive impact.
- Effective HR and people management policies make significant efficiency and productivity gains.
- By **well organised HR strategies** you can reduce turnover rates, save money and prevent service disruption.



All employers should have effective and widely-understood policies and procedures in place to ensure they develop workplaces that promote fairness, dignity and respect for people from all sections of society.





PRACTISE



JOB INTERVIEW 1.

- Job description: leader of indirect buyer department, the buy and contract everything that is not directly connected to production such as catering, employee transport, ICT devices, office tools
- Applicants:
 - Anne (40)
 - Aron (45)
- Interview
- Decision
 - Questions have to reveal specificities of Anne and Aron



JOB INTERVIEW 2.

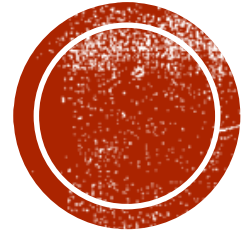
- Job description: office assistant who is responsible for recording and controlling of working hours, absences of cleaning staff, repairmen and warehousemen.
- Applicants:
 - Armand (27)
 - Nora (50)
- Interview
- Decision
 - Questions have to reveal specificities of Armand and Nora



JOB INTERVIEW 3.

- Job description: diagnostic expert in electronic devices who finds the faults in electronic devices, repairs them and creates diagnosis protocols
- Applicants:
 - Herman (57)
 - Michela (40)
- Interview
- Decision
 - Questions have to reveal specificities of Herman and Michela

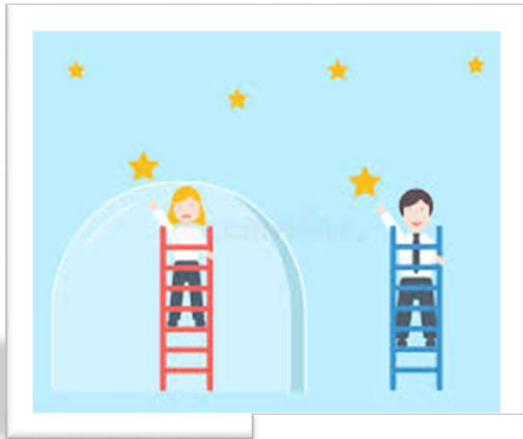




WOMEN IN GENERAL AND PARENTS WITH LITTLE CHILDREN



WOMEN IN GENERAL

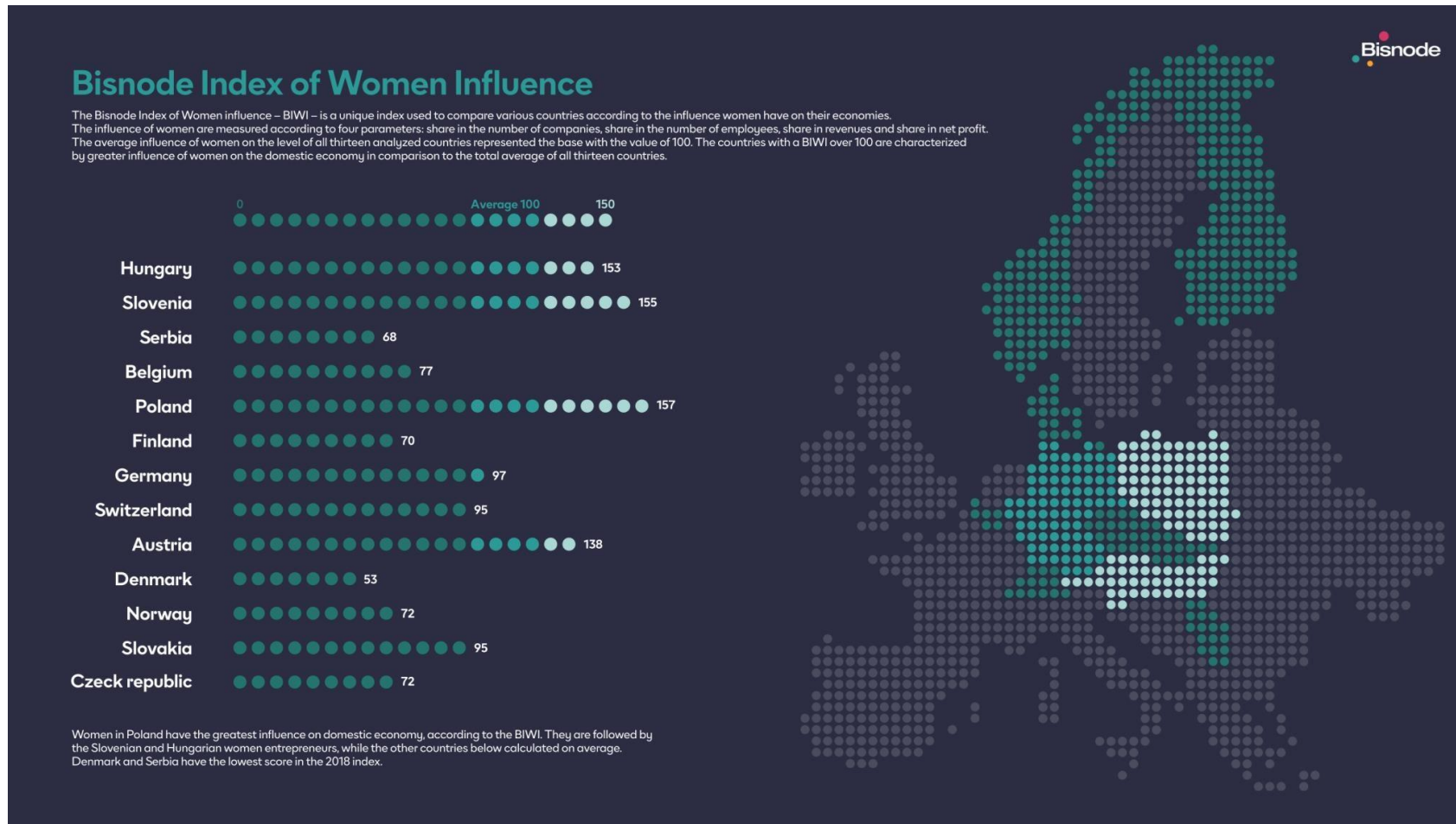


Companies still have a long way to go to ensure **gender diversity** especially in leadership positions. Although entry-level men and women are hired at an increasingly equal rate, women often reach a mid-career “the glass ceiling”.

Empowering women to participate in full and productive employment is essential to expand economic growth, promote social development and enhance business performance. However, the positive impacts of women-focused employment practices on firms, communities and the economy are often under appreciated.



Source: chrome-extension://efaidnbmninnibpcjpcglclefindmkaj/https://www.bisnode.com/contentassets/e951e286cb3f4dfab89b0ea6ef47b06d/womens-index-2020-2.pdf



The Bisnode Index of Women Influence (BIWI) is a unique comparison of countries according to the influence women have on their economies. Bisnode databases have been used to create an index that unambiguously and realistically portrays the economic influence of women's entrepreneurship in different European countries. An initial challenge was to define Women's Entrepreneurship which in the BIWI is stated as companies in which at least one woman holds at least one of these three roles: Owner, CEO or President of the Supervisory Board.

The glass-ceiling index

Indicator weights, %

HUNGARY

Population (aged 25-64) with tertiary education, 2014 or latest, gender gap*: 6.1% points

Labour-force participation rate, 2014, gender gap†: -12.7% points

Gender wage gap‡, 2014 or latest: 3.8%

Women in senior managerial positions, 2012 or latest: 38.6% of total

Women on company boards, 2015: 11.0% of total

Net child-care costs, 2012: 5.1% of average wage

Paid leave for mothers, 2015: 71.1 weeks in full-rate equivalent (for an average earner)

Paid leave for fathers, 2015: 1.0 weeks in full-rate equivalent (for an average earner)

GMAT exams taken by women, 2014-15: 48.4% of total

Women in parliament§, 2015: 10.1% of total

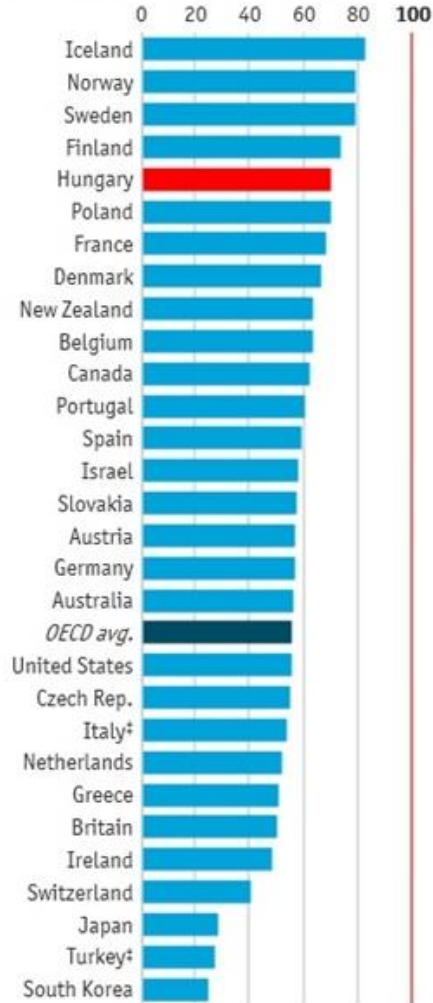
Overall score: 70.4
(100=best)

Move the sliders to vary the weights. Lock up to three sliders by clicking the checkboxes. Rounding means the values may not always sum to 100.

Reset

Index for women and work

2015 or latest, 100=best possible score



Sources: OECD; European Commission; MSCI ESG Research; GMAC; ILO; Inter-Parliamentary Union; *The Economist*

*Female minus male rate †Male minus female median wages, divided by male median wages ‡No data for child-care costs, median value given §Lower or single house **Net earnings

Glass-ceiling index

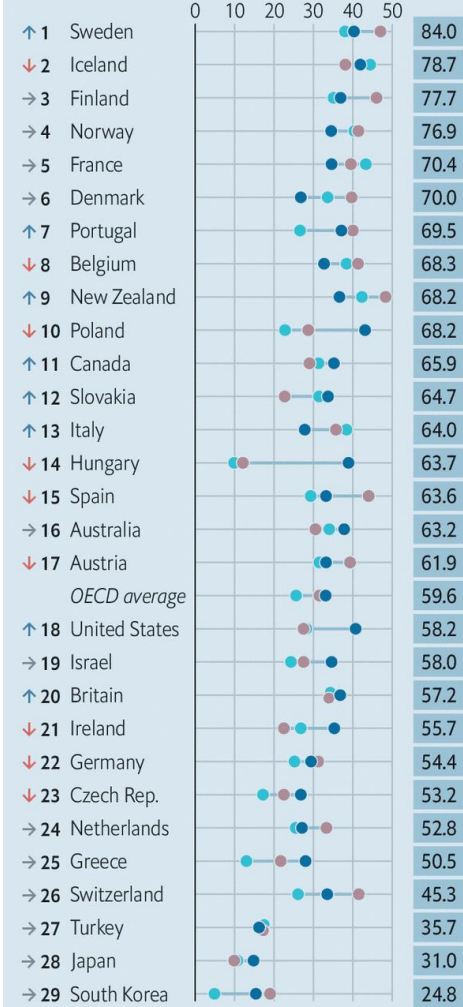
Environment for working women, 2020 or latest

Share of women, %

↓ Change in rank on year earlier

● in management
● on boards
● in parliament

Score
100=best



Sources: European Institute for Gender Equality; Eurostat; MSCI ESG Research; GMAC; ILO; Inter-Parliamentary Union; OECD; national sources; *The Economist*



RISKS AND BENEFIT OF EMPLOYING WOMEN



TYPES OF DISCRIMINATION BASED ON LACK OF KNOWLEDGE

Taste-based discrimination

- Gary Becker (1957)
 - people hold less favourable attitudes toward minorities based on emotional and irrational motives
- Susan T. Fiske (1998)
 - personal dispositions or early socialization experiences lead to a lifelong development of prejudice and discrimination

Statistical discrimination

- Kenneth Arrow and Edmund Phelps (1971, 1972)
 - Discrimination can be a cause of rational actions: so people respond to uncertainties by searching for additional sources of information which are highly predictive. They use stereotyping.



WHY INVEST IN WOMEN?

- talent pipeline
- reduce absenteeism and staff turnover
- productivity and innovation
- relations with the local community and with other business partners
- consumer preferences



DESIGNING SOLUTIONS

- terms and conditions of employment
- employee data infrastructure
- reviewing HR policies and systems
- attracting women into non-traditional roles and sectors
- creating women/family-friendly working conditions
- incorporating “gender smart” action into broader sustainability goals
- creating a supportive management culture



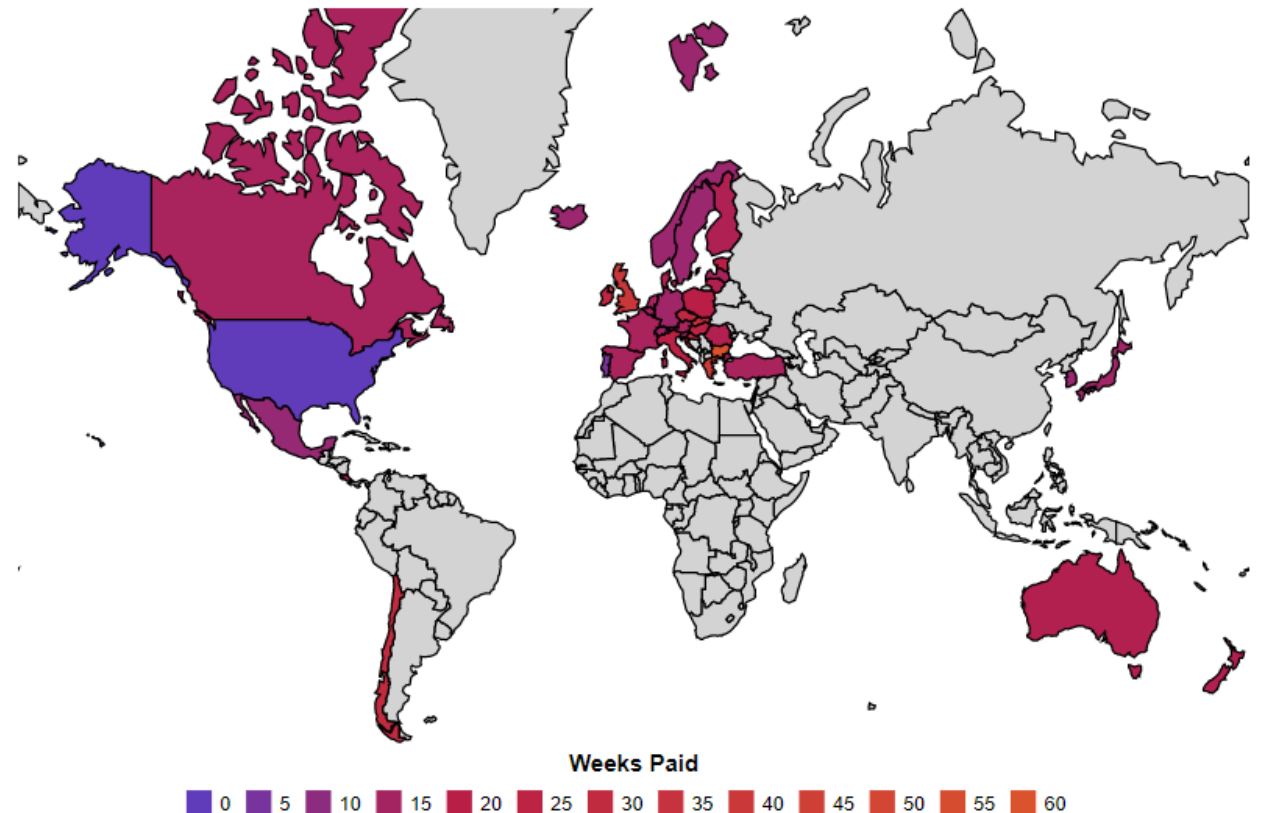
PARENT EMPLOYMENT



PAID MATERNITY LEAVE

- ILO
 - https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_008009/lang-en/index.htm
- World Population Review
 - <https://worldpopulationreview.com/country-rankings/maternity-leave-by-country>

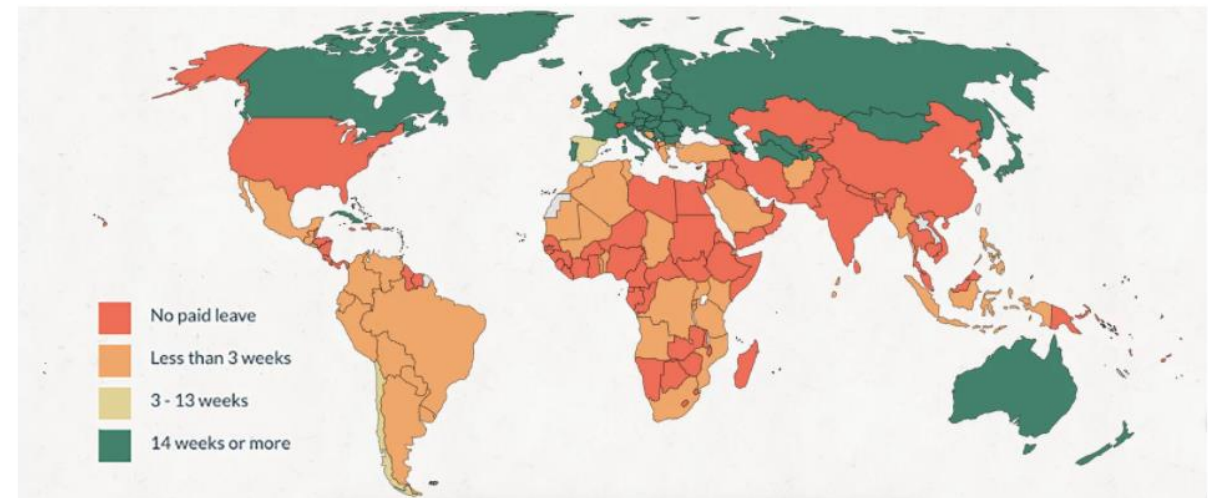
Maternity Leave By Country 2021



PAID PATERNITY LEAVE

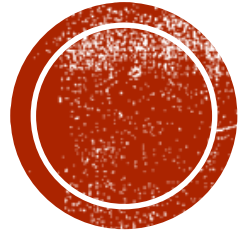
- Businessinsider
 - <https://www.businessinsider.com/countries-with-best-parental-leave-2016-8>
- NPR
 - <https://www.npr.org/sections/goatsandsoda/2018/06/14/619604235/which-countries-guarantee-that-new-dads-get-paid-paternity-leave?t=1632735251572>

Paid Paternity Leave Around the World



World Policy Center





UNDERAGED, ENTRANTS, MILLENNIALS



AT WHAT AGE DOES SOMEONE COUNT UNDERAGED WORKER?

Under
18

Under
16

Between
15-18

Between
16-18



IN HUNGARY

- Under 18
- Passed 16th birthday OR passed 15th birthday and attends regular secondary school education, the employment takes place during a school holiday.
- Written approval of legal guardian.



HOW MANY PAID OFF DAYS DOES AN UNDERAGED WORKER HAS?

5

15

20

25



IN HUNGARY

Labor Code: general 20 days
Underaged: +5 days



ENTRANTS

- *Young entrants have a special condition on the Hungarian work market.*
 - *Significant demographic changes take place in the Hungarian society:*
 - *New life-style patterns*
 - *The structure of the work market is constantly changing*
 - *The education system has been re-structured*



YOUTH GUARANTEE PROGRAM

- Europa 2020 Strategy: raise the ratio of youth on the work markets of Europe in order to ease unemployment.
- „Youth Employment Pact” – easing transition between school and work
 - Employment guarantee – in four months after finishing school an entrant should be hired or trained in order to gain working experiences
 - Those areas gain more attention and more resources where the rate of youth unemployment is above 25%
 - Webpage for young workers providing information (job vacancies, labor rights, scholarships)
 - Education loans
 - United rating system of higher education institutions
 - United Europass cv form
 - Quality Framework for Traineeships
 - European Alliance for Apprenticeships



SUGGESTIONS FOR THE ENHANCEMENT OF YOUTH EMPLOYMENT FROM THE ACADEMIC SIDE

Housing program

Increasing the number of jobs

Decrease emigration

Support innovative start ups



WHEN DID GEN Z BEGIN?

1990

1995

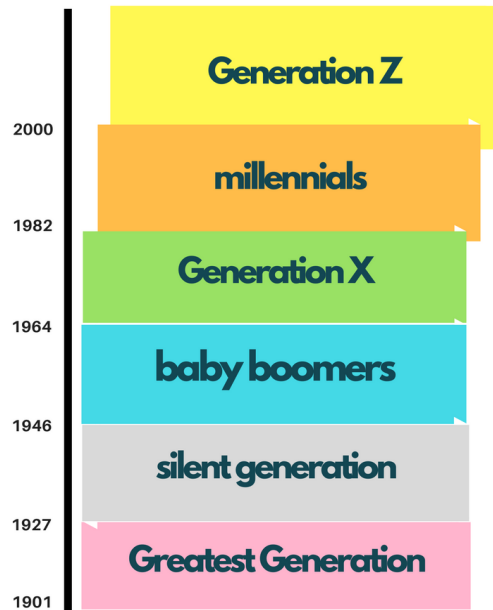
2000

2005



Y AND Z

A Rough Guide to Generation Names



Y generation

- Job hoppers
- High workplace changing attitude
- Self-confidence
- Assertivity
- Independence
- Acceptance of diversity
- Pragmatism
- Competitiveness
- Technological skills, other soft skills
- Work-life balance

Z generation (Millennials)

- Global net generation
- Most educated with highest life expectancy
- Developed problem-solving skills
- Multi-tasking, pragmatism
- Technological and other soft skills
- Members of more virtual communities
- Difficulties in handling conflicts and emotions (loneliness, depression, distress)



EMPLOYMENT STATISTICS (15-29)

	Your country	2. country	3. country
Employment rate			
Minimum wage/ Wage for entrants			



PERSONAL CHARACTERISTICS OF ENTRANTS

Working efficiency

(Their) Expectations

Social activity

Generational characteristics

Connections of education and employment



PROS AND CONS ON EMPLOYING ENTRANTS

PROS

CONS



ANALYSIS FOR NEXT WEEK

- Motivations of Millennials
 - Intrinsic motivations
 - Extrinsic motivations
- What did we learn about the transition period between leaving school and starting work in a European overview?
 - Differences in education systems and working-training practices
 - Employment vulnerability
 - Mobility
- Explain the three forms of labor market entry (Denmark, Italy, United Kingdom)

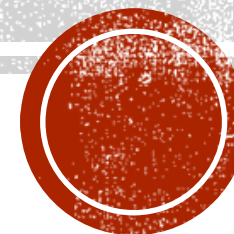


READINGS

- THE SITUATION OF YOUNG LABOUR-MARKET ENTRANTS IN EUROPE. Céreq Training & Employment no. 39 - April-June 2000
- *Thomas Couppié Céreq, Michèle Mansuy Céreq.* The employment status of youth: elements of a European comparison. VOCATIONAL TRAINING NO. 28



UNDERPRIVILEGED WORKERS



EMPLOYMENT IS THE MOST EFFECTIVE WAY OF GIVING PEOPLE INDEPENDENCE, FINANCIAL SECURITY AND A SENSE OF BELONGING.

Social exclusion arises when, for a variety of reasons, an individual, or a group, faces difficulties or discrimination in some aspects of their everyday lives.

Employment is a means to eliminate discrimination, exclusion and poverty.

Who are those people?

- Low educational attainment
- Physical disability
- Mental health and substance use
- Criminal record
- Limited access to transportation
- Lack of experience in the field of interest
- Lack of vocational training
- Lack of computer access in addition to low levels of computer literacy required to perform job searches and fill out online applications.



SOME EXAMPLES

<https://www.worldbank.org/en/results/2018/02/13/jobs-at-the-core-of-development>

<https://www.youtube.com/watch?v=qB3rO3jSPmM>

<https://www.youtube.com/watch?v=bFFi2S52igI>



- The international poverty line is a monetary threshold under which an individual is considered to be living in poverty. It is calculated by taking the poverty threshold from each country—given the value of the goods needed to sustain one adult—and converting it into dollars.
- <https://www.worldbank.org/en/topic/poverty/overview>



HOW MUCH IS THE CURRENT INTERNATIONAL POVERTY LINE?

\$1.95
per day

\$2.15
per day

\$2.35
per day

\$3.25
per day



THE POVERTY RATE

- The poverty rate is the ratio of the number of people (in a given age group) whose income falls below the poverty line.
- <https://data.oecd.org/inequality/poverty-rate.htm>



Example – USA, 2016

2016: 40.6 million Americans lived in poverty

- 56.1 percent were working-age adults, 18 to 64.
- children and adults aged 65 and older 32.6 percent and 11.2 percent
- Among the poor aged 18 to 64, 40.8 percent worked for some part of the year and many

of those not working reported barriers to paid work

18.9 percent of the poor ages 18 to 64 did not work due to disability,

10.6 percent were in school,

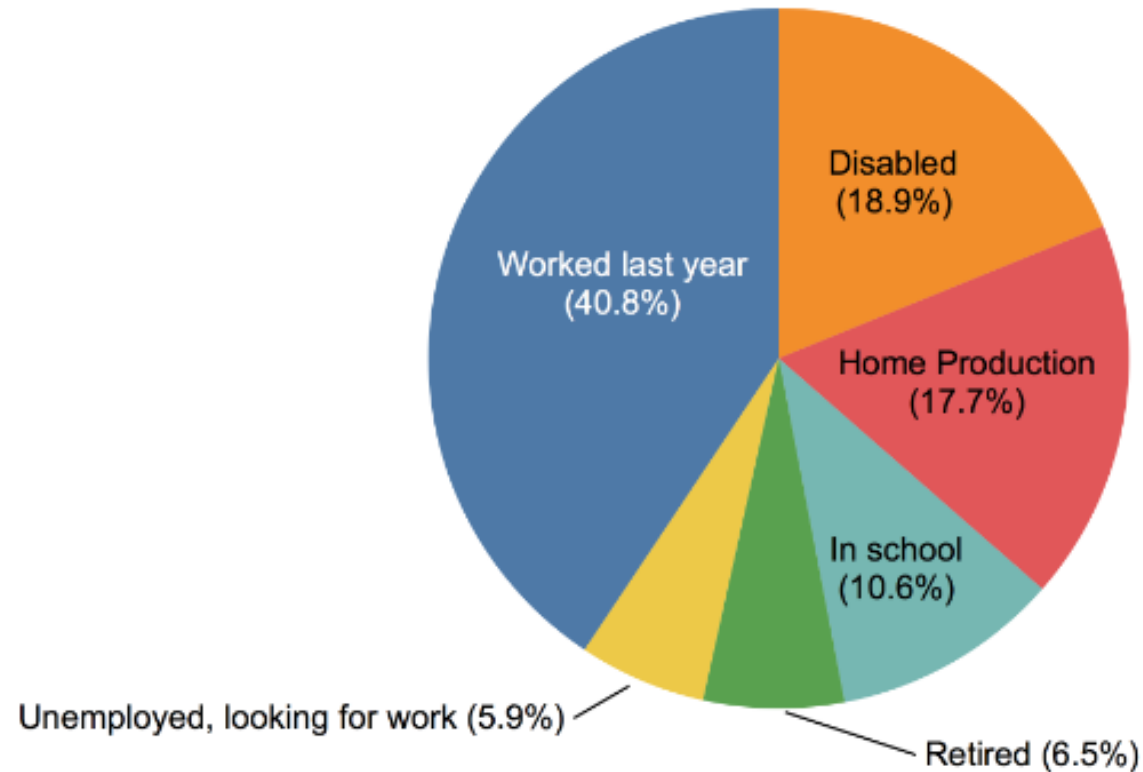
5.9 percent were unemployed and looking for work

- The working poverty rate, as defined by the U.S. Bureau of Labor Statistics (BLS), was 5.6 percent (had income below official poverty thresholds despite working or looking for work for more than half the year).



THE WORKING-AGE POOR

ADULTS AGED 18-64 IN POVERTY, 2014



WORKING POVERTY RATE AMONG FAMILIES

- **Among families with children, the working poverty rate is substantially higher, reflecting the higher poverty thresholds associated with larger families.**
- In 2016, a family of four earning less than \$24,300 would be considered poor. In 2015, among households with children under the age of 18, the working poverty rate was 11.1 percent. Among single-female headed families with children the working poverty rate was 24.8 percent.
- **Part-time (and part-year) employment, common among the working poor, reflects a mix of non-economic and economic (demand-driven) conditions.** In 2016, approximately 17 percent of part-time workers reported economic, or demand-related, reasons for their part-time status. These workers wanted to work full-time but could not find full-time employment due to slack business conditions or other reasons. Non-economic reasons for part-time work included caring for children or other family obligations (17 percent); health or medical limitations (3 percent); and being enrolled in school (18 percent).



SUPPLEMENTAL POVERTY MEASURE

- **The official poverty thresholds do not take into account some important factors, including childcare costs, which have a large impact on disposable family income.**
- The Supplemental Poverty Measure (SPM) addresses shortcomings of the official poverty measure and thus offers a more complete view of working poverty.
 - The SPM subtracts work related expenses and childcare costs from the income measure used to calculate poverty status. The SPM calculations are important since child-care costs can make up a substantial fraction of household income for low-income families. Among families with any amount of child-care expenditures, average annual spending on childcare in the years 2012 to 2015 was \$6,558, or 8.8 percent of total income. Among poor families with child-care expenditures, annual childcare spending was \$2,547, and accounted for nearly 20 percent of total income.
- **Low wages at the bottom of the earnings distribution and the low probability of working full-time for a full year in low wage jobs increase the risk of poverty for workers.**
 - For the bottom 10 percent of wage earners, around 30 weeks of full-time work per year are needed to generate earnings equal to the poverty line for a single individual. For a family of three, 50 or more weeks of full time work would be required to reach the poverty line.



ARPE: AT RISK OF POVERTY OR SOCIAL EXCLUSION

- The **at-risk-of-poverty rate** is the share of people with an equivalised disposable income (after social transfer) below the **at-risk-of-poverty threshold**, which is set at 60 % of the national median equivalised disposable income after social transfers.
- This indicator does not measure wealth or poverty, but low income in comparison to other residents in that country, which does not necessarily imply a low standard of living.
- The **at-risk-of-poverty rate before social transfers** is calculated as the share of people having an equivalised disposable income before social transfers that is below the at-risk-of-poverty threshold calculated after social transfers. Pensions, such as old-age and survivors' (widows' and widowers') benefits, are counted as income (before social transfers) and not as social transfers. This indicator examines the hypothetical non-existence of social transfers.
- The **persistent at-risk-of-poverty rate** shows the percentage of the population living in households where the equivalised disposable income was below the at-risk-of-poverty threshold for the current year and at least two out of the preceding three years. Its calculation requires a longitudinal instrument, through which the individuals are followed over four years.



WORKPLACE INTEGRATION

- Different lifestyle
- Different morals
- Undereducated (illiteracy, no skills, no qualification) – education, training, counselling, guidance (social protection skills) opportunities
- Mentor program, role modelling
- Grey market



JOB MEDIATION — INTEGRATED PATHWAY TO WORK

- Giving an individual personal support to guide him/her into a job, or to improve his/her well-being.
- New skills
- Counselling on individual needs
- Providing follow-up support
- Employer cooperation with job centres, public services
- Creating a culture of diversity in the workplace to combat discrimination and raise awareness.



READINGS

- Giving a chance to all. European Social Fund
 - <https://ec.europa.eu/esf/main.jsp?catId=50&langId=en>
- Employment and Poverty. 2018. Econofact.
 - <https://econofact.org/employment-and-poverty>
- Poverty rate, poverty gap. OECD
 - <https://data.oecd.org/inequality/poverty-rate.htm>
- AROPE.
 - https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Glossary:At-risk-of-poverty_rate
- Barriers of employment. Homelessness Webpage
 - <https://www.homelesshub.ca/about-homelessness/education-training-employment/employment>
- What to know about job hunting when you have a criminal past?
 - <https://www.monster.com/career-advice/article/job-hunting-with-criminal-record>
- Discrimination in employment on the basis of criminal record
 - <https://humanrights.gov.au/our-work/human-rights-discrimination-employment-basis-criminal-record>
- Employment conditions, economic deprivation. Study
 - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5334697/>
- English Indices of Deprivation: Employment Deprivation (2019) – Interactive map
 - <https://www.trustforlondon.org.uk/data/employment-related-deprivation/>

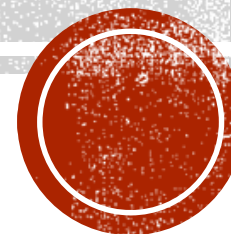


ELABORATIVE QUESTIONS — ASSIGNMENT FOR NEXT WEEK

- Demographic statistics of work market (poverty line, poverty rate, Earned Income Tax Credit, AROPE in your country and in two others)
- Definitions: economic deprivation, low working intensity



OLDER WORKERS

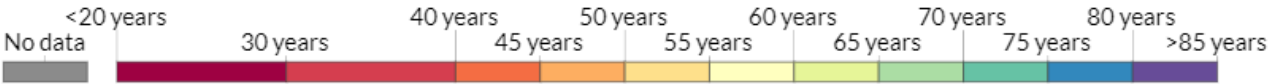
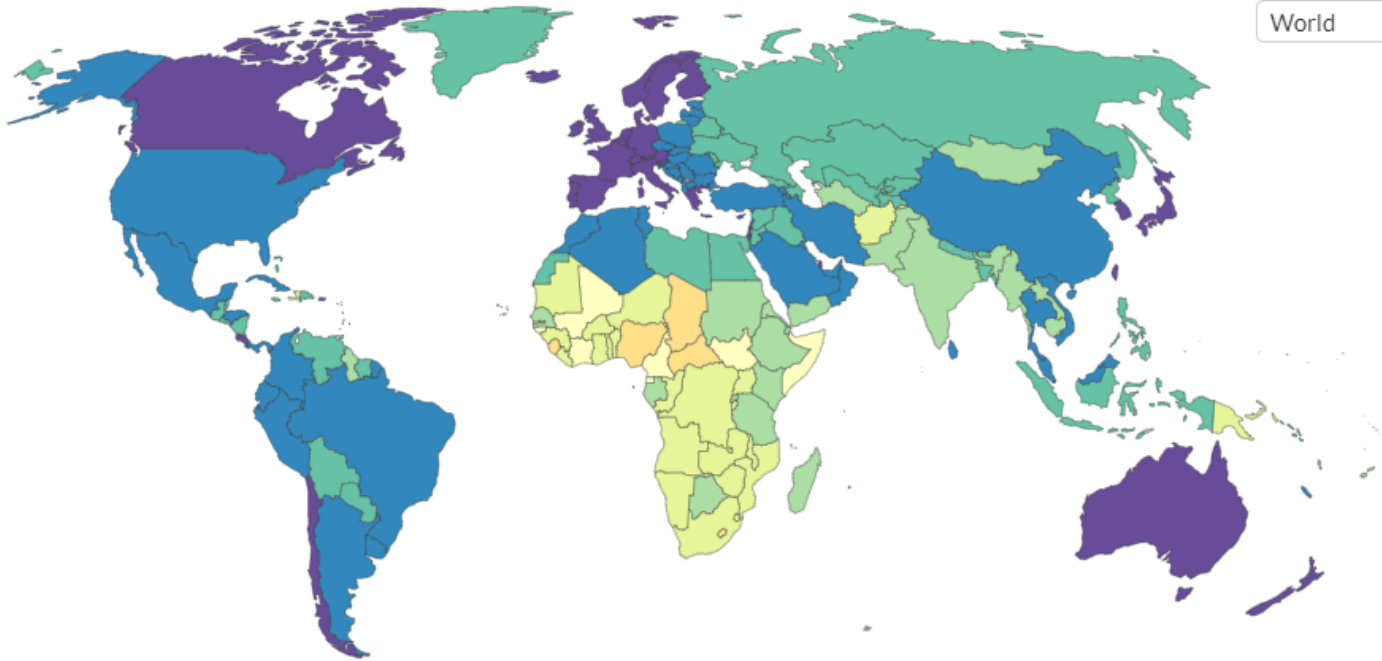


LIFE EXPECTANCY

Life expectancy, 2019

Our World
in Data

World



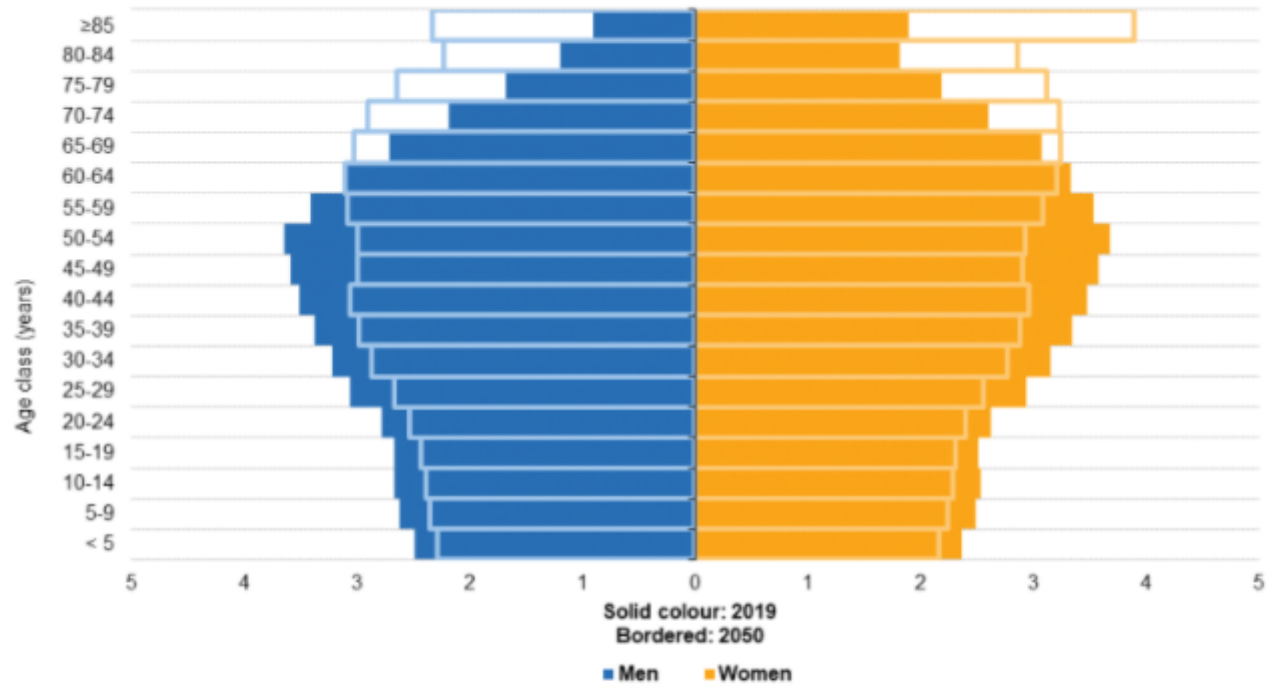
Source: Riley (2005), Clio Infra (2015), and UN Population Division (2019)
Note: Shown is period life expectancy at birth, the average number of years a newborn would live if the pattern of mortality in the given year were to stay the same throughout its life.

CC BY



Population pyramids, EU-27, 2019 and 2050

(% share of total population)



Note: all data as of 1 January. 2019: estimates and provisional. 2050: population according to the 2019 projections, baseline variant (EUROPOP2019).

Source: Eurostat (online data codes: demo_pjangroup and proj_19np)

eurostat 

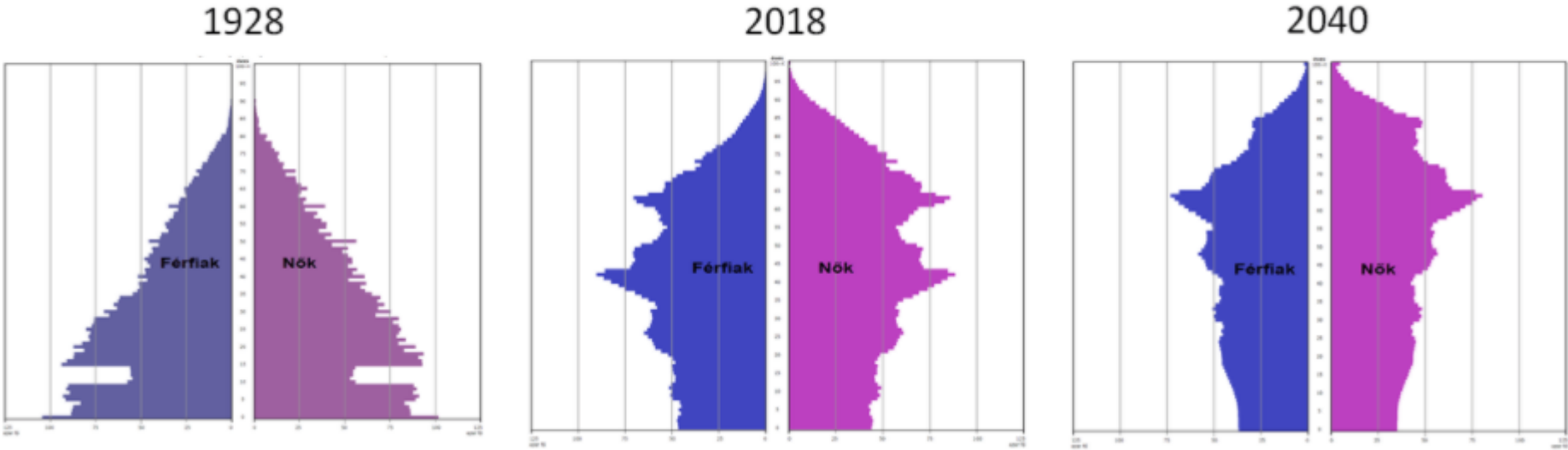
Population pyramids, EU-27, 2019 and 2050

(% share of total population)

Source: Eurostat ([demo_pjangroup](#)) and ([proj_19np](#))



DEMOGRAPHIC FORECAST IN HUNGARY



THE PROBLEM OF AGEING

1. Increase in Health Care Costs

- Countries with rapidly aging populations must allocate more money and resources to their health care systems.
- The health care sector in many advanced economies faces similar issues, including labour and skills shortages, increased demand for home care and the need to invest in new technologies.

2. The elderly face stigmatization because they are not in a position to adapt to a society full of youth-oriented norms.

3. Decline in Working-Age Population

- This leads to a supply shortage of qualified workers, making it more difficult for businesses to fill in-demand roles. An economy that cannot fill in-demand occupations faces adverse consequences.
- Many countries look to immigration to keep their labor forces well supplied.



OLDER WORKERS

While the unemployment rate is the lowest it has been in years, workers 45 years old and older are still having a difficult time getting hired.

Older Workers as a Protected Group:

Several Age Discrimination in Employment Act protect workers who are 40 years of age or older across countries. This age is also a threshold when employees might perceive that opportunities for training and development at the workplace seem less available to them.



Access to Retirement Benefits:

The “normal” (or normative) retirement age when older workers can begin to receive Social Security benefits is currently 65 in USA. This age will gradually increase to 67 in 2022.

Public Perception:

Men are considered to be “old” at a median age of 70 years compared to 75 years for women.

Chronological age is not the primary indicator of old age, but declining physical activity and declining mental functioning are the most important markers of old age.

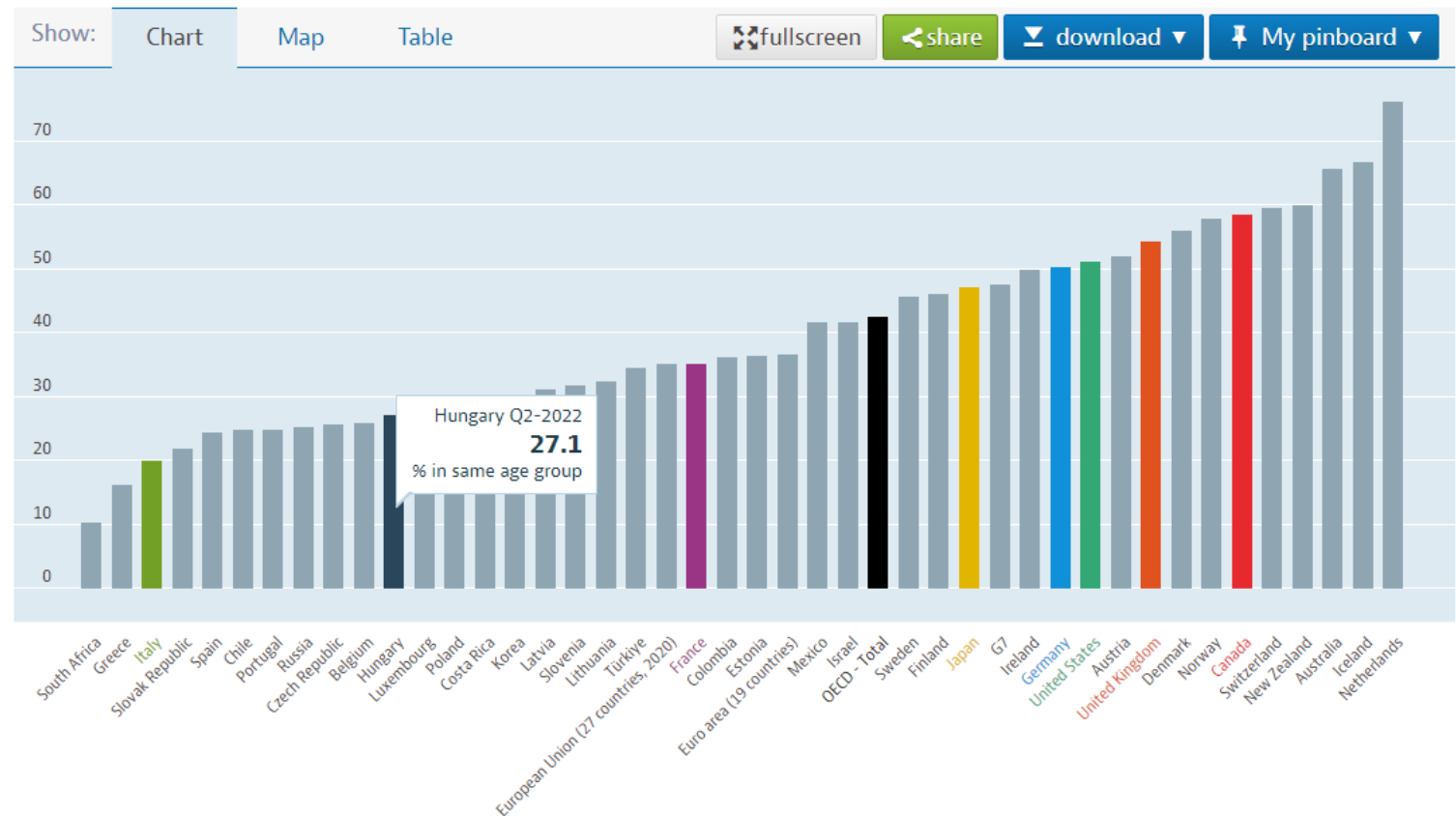


EMPLOYMENT RATE

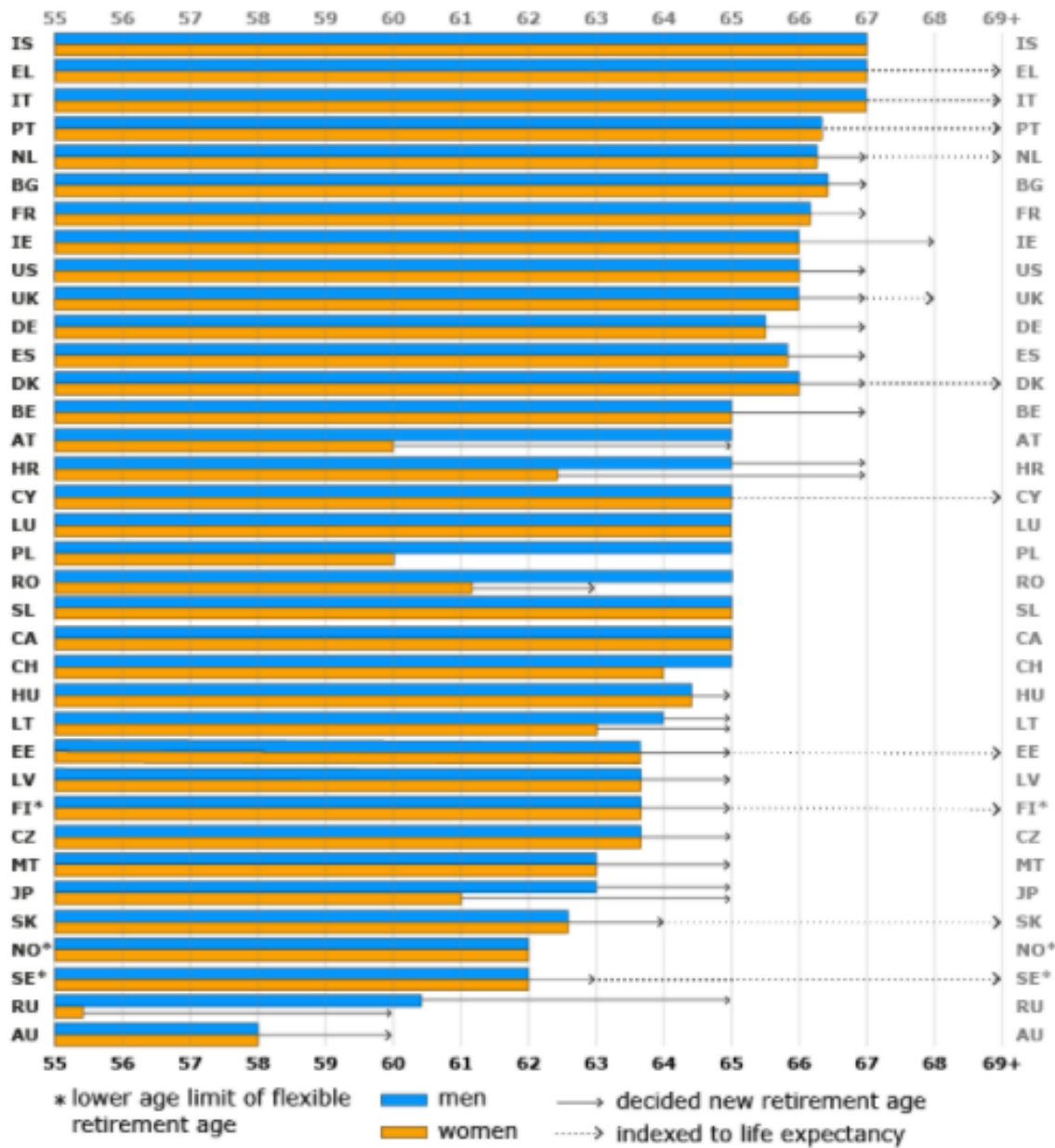
- The world's older population continues to grow at an unprecedented rate. Today, 8.5 percent of people worldwide (617 million) are aged 65 and over.
- This percentage is projected to jump to nearly 17 percent of the world's population by 2050 (1.6 billion).
- Employment rates of people aged 55 to 64 have improved since the start of the century in most OECD countries, from 44.0% in 2000 to 58.4% in 2016.

Employment rate by age group 15-24 year-olds, % in same age group, Q2 2022 or latest available

Source: Labour: Labour market statistics



Retirement ages (old-age pension) in different countries



RETIREMENT AGE



PENSION

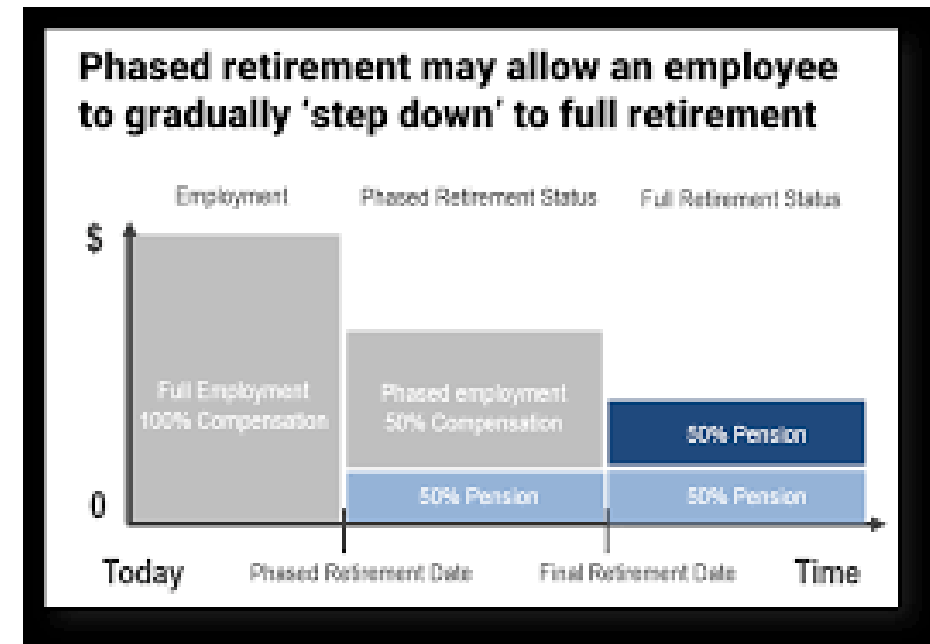
- A **pension** is a fund into which a sum of money is added during an employee's employment years and from which payments are drawn to support the person's retirement from work in the form of periodic payments. A pension may be a "defined benefit plan", where a fixed sum is paid regularly to a person, or a "defined contribution plan", under which a fixed sum is invested that then becomes available at retirement age.
- Pensions should not be confused with **severance pay**; the former is usually paid in regular amounts for life after retirement, while the latter is typically paid as a fixed amount after involuntary termination of employment before retirement.
- Mixed pension in the EU.
<https://ec.europa.eu/social/main.jsp?langId=en&catId=860>



PHASED RETIREMENT

- Phased Retirement is a human resources tool that allows full-time employees to work part-time schedules while beginning to draw retirement benefits. This new tool will allow managers to better provide unique mentoring opportunities for employees while increasing access to the decades of institutional knowledge and experience that retirees can provide.

- What is phased retirement? Youtube. <https://www.youtube.com/watch?v=PwY2E5TWDbA>



READINGS

- Employing older workers. An employer's guide to today's multi-generational workforce. Department for Work and Pensions.UK.
- Employment and Poverty. 2018. Econofact.
 - <https://econofact.org/employment-and-poverty>
- OECD data
 - <https://data.oecd.org/emp/employment-rate-by-age-group.htm>
- Retirement ages
 - <https://www.etk.fi/en/work-and-pensions-abroad/international-comparisons/retirement-ages/>
- Life expectancy
 - <https://ourworldindata.org/life-expectancy>

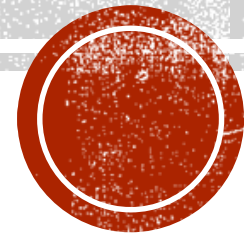


QUESTIONS TO ELABORATE ON FOR NEXT WEEK

- Statistics of workforce
 - Employment rate of older workers (your country + two other countries)
- Social, political, cultural and economic background of employing older workers
- Definitions
 - Ageing, life expectancy
 - Pension
 - Phased retirement



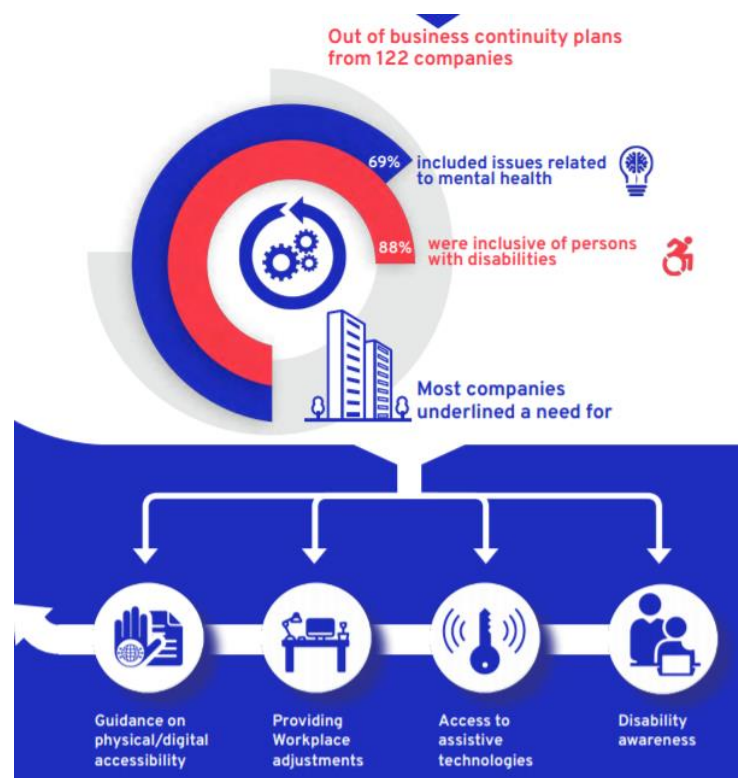
DISABLED WORKERS



DISABLED PEOPLE AND THE LABOUR MARKET

The European Union is still overcoming a major economic crisis and facing issues relating to a rapidly ageing workforce. It is 'critical to support positive employment outcomes of groups who have been underutilized, specifically older workers and workers with disabilities'.



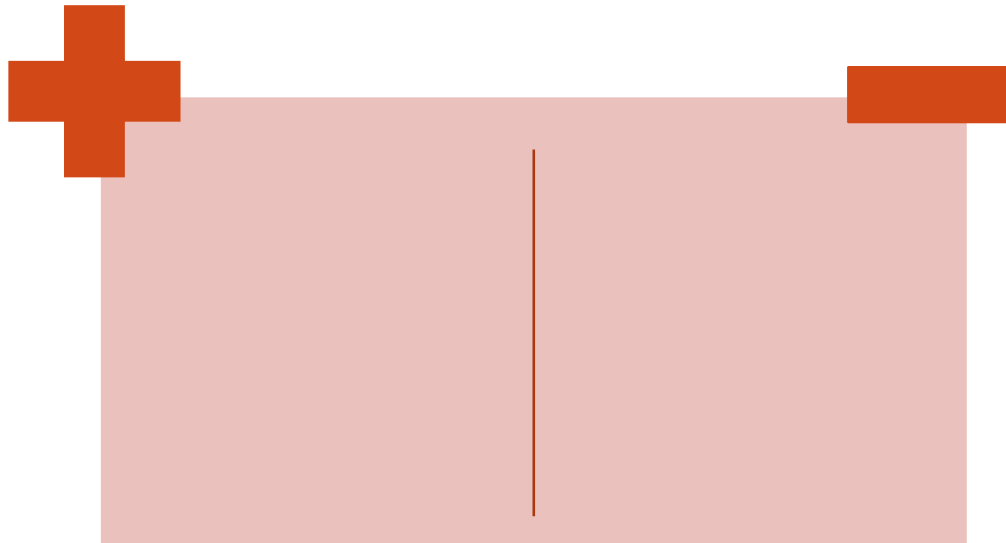


UNDERSTANDING LABOUR MARKETS

- Maximizing human resources
- Promoting human dignity and social cohesion
- Accommodating the increasing numbers of people with disabilities in the working age population



PROS AND CONS ON WHETHER HIRING DISABLED PEOPLE OR NOT



Watch these short videos:

- Employers Rarely Hire People With Disabilities. Here's Why They Should
 - <https://www.youtube.com/watch?v=L7KTODIJGWg>
- Disability vs the Workplace | Lesa Bradshaw | TEDxLytteltonWomen
 - https://www.youtube.com/watch?v=W3_RjJtd6Eo



Sheltered employment

- Sheltered work is work performed in a protected work environment or sheltered workshops, also referred to as work centers, by people with disabilities. The type of work that is performed is often very basic, is performed under special supervision, and legally pays below minimum wage. The goal of sheltered work is to provide training, experience, and real-world work skills to those with disabilities so that they can effectively perform open-market jobs.

Quota system for employing disabled workers

- Employment quota system is a policy that obligates employers to have a workforce with a certain percentage of individuals with disabilities.
- Quota systems for private and/or public enterprises or institutions exist in the majority of EU countries. Their target is to stimulate labour demand by committing employers to employ a certain share of employees with disabilities. Typically, the stipulated share ranges between 2% and 7% of the workforce. In most countries the degree of fulfilment ranges between 30% and 70%.



READINGS

- Disability and Employment. UN. Department of Economic and Social Affairs Disability
 - <https://www.un.org/development/desa/disabilities/resources/factsheet-on-persons-with-disabilities/disability-and-employment.html>
- Employment of People with Disabilities in Europe. Overview and examples of good practice from the SENEL partner countries (available in Teams Files)
- World Report on Disability. WHO, 2011 (available in Teams Files)
- Sheltered employment for persons with disabilities.
 - <https://www.ilo.org/public/english/revue/download/pdf/visier.pdf>
- Labour market statistics on persons with disabilities. ILO.
 - https://www.ilo.org/global/topics/disability-and-work/WCMS_569088/lang-en/index.htm

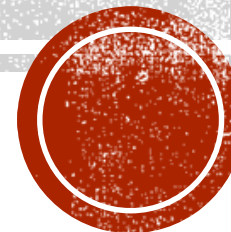


ELABORATIVE QUESTIONS

- Demographic statistics of work market (demographic rate of disabled people, employment rate of disabled people in your country and in two others)
- Definitions: disability, Sheltered workplace, Quota system for employing disabled workers
 - How to avoid the „one size fits for all” policy?
 - How can everyday work be more accessible and comfortable for disabled workers?
 - How can health care assistance of disabled workers be more effective? (flexible working conditions, unpaid leave)
 - Effective policies against the discrimination of disabled workers



CULTURAL AND ETHNIC DIVERSITY



IMMIGRANTS AND PEOPLE WITH DIFFERENT CULTURAL BACKGROUND

- Many developed countries suffer a massive skills and labour shortage.
- Throughout the Western world, immigrant workers tend to be clustered in particular occupations and industries.
- Within a complex global marketplace, achieving cultural diversity within organisations, and managing it effectively, is a challenge.
- There is a massive growing xenophobia as well in the Western world.



DIMENSIONS OF DIVERSITY

Identity

- Ethnicity
- Citizenship
- Cultural, religious

Demography

- Biological sex, gender, sexual orientation
- Age

Competence

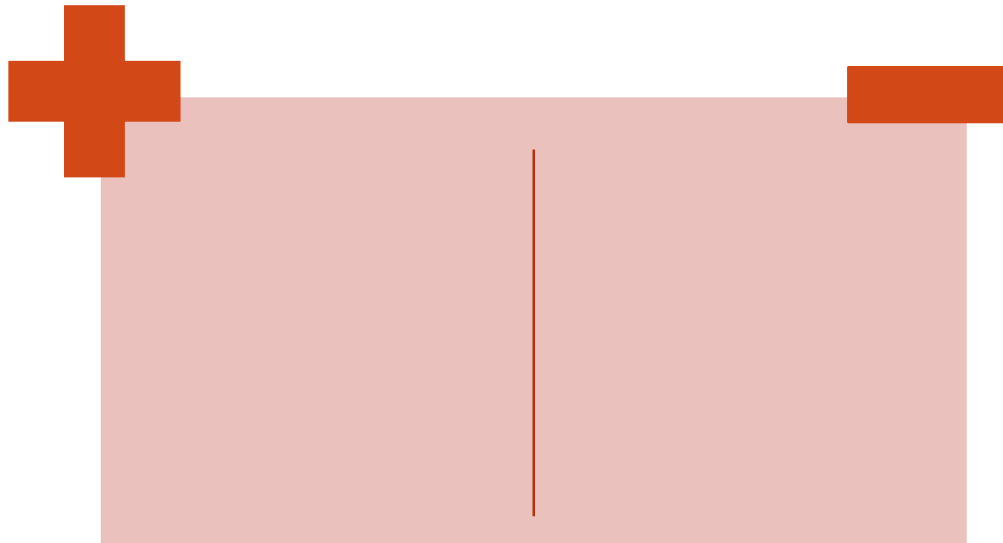
- Experience, professional skills
- Education
- Disability

Social capital

- Functions within the organisation
- Communication routes, patterns



PROS AND CONS ON WHETHER HIRING DIVERSE PEOPLE OR NOT



Watch these short videos:

- The Importance of Diversity In The Workplace
 - <https://www.youtube.com/watch?v=Pn6WzHw7gHY>
- The Surprising Solution to Workplace Diversity | Arwa Mahdawi | TEDxHamburg
 - <https://www.youtube.com/watch?v=mtUIRYXJ0vI>



DIVERSITY MANAGEMENT – ORGANISATIONAL EFFICIENCY

Goal	Step	Indicator
Increase popularity of organisation	Inner and outer communication	Awards, public opinion
Management of demographic change within the organisation	Balance needs of the working place and home Channel employee feedbacks Connect promotion and compensation with diversity goals	Number of diversity-management programs, number of attendees, data on satisfaction
Attraction of diverse talents	Recruiting strategy capable of increasing diversity	Demography of applicants and new employees
Retain diverse talents	Supervisor program Integration of diverse elements in employee attitude surveys	Turnover demography, fluctuation
Integration of diverse approaches	Diverse teams, diverse trainings	Quality of products and services Diversity of boards, committees



DIVERSITY MANAGEMENT – INTEGRATION OF INDIVIDUALS

Goal	Step	Indicator
Increase of individual performance and satisfaction	Rendszeres munkavállalói felmérések és tréningek	Egyéni elégedettség és teljesítmény Tréningen résztvevők aránya az előléptetettek között
Increase of team level problem solving	Csapatmunkában való szocializáció Csapatszintű visszajelzések	Csapatteljesítmény és elköteleződés
Increase of co-operation with diverse people	Conflict-management training Measure the recruitment and team work efficiency in supervisor's performance evaluation Development of management skills	Level of satisfaction among co-workers
Increase of diversity awareness	Diversity awareness training Intercltural training	Number of ethical misconducts



READINGS

- Lex Thijssen: Tastebased versus Statistical Discrimination. Placing the debate into Context. GEMM Report
- Shinpei Sano (2005): Testing the Taste-based Discrimination Hypothesis: Evidence from Data on Japanese Listed Firms
 - *Suzana Pralica (2004): Diversity management – a new paradigm. BA disseration*



ELABORATIVE QUESTIONS — ASSIGNMENT

- Demographic statistics of work market (Employment rate of immigrants and one chosen minority group in your country and in two others)
- Definitions: work permit, workplace diversity, workplace inclusion, xenophobia, taste-based discrimination, statistical discrimination
 - Training opportunities
 - How to design trainings especially for diverse workers?
 - Termination
 - Effective policy keeping national and international legal standards

