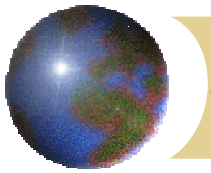


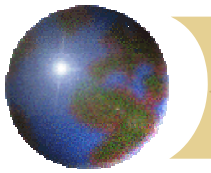
## *Chp. 14: EEO*

- Overview
  - What is EEO: the conceptual maze
  - Liberal, radical & transformational models
  - Historical trends in NZ
    - Equal pay, pay & employment equity
    - Human Rights Act 1993
    - Privacy Act 1993
  - How successful has EEO been?



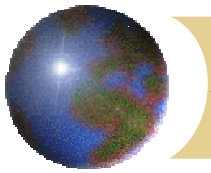
## *EEO concepts & distinctions*

- Q: how are employees treated? Equality of opportunities? Level of diversity?
- Key criteria & distinctions (pp. 332-333)
  - Problem description: direct & indirect discrimination, horizontal & vertical segregat.
  - Approaches: pay equality & pay equity, procedural fairness & affirmative action, managing diversity, family-friendly workplaces



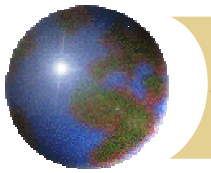
## *EEO concepts & distinctions II*

- Basic criteria:
  - Procedures v/s outcomes
  - Short-term v/s long-term focus
  - Organisational v/s societal focus
- More 'managerialism' in EEO debate?
  - Weaker concepts?: managing diversity & family-friendly workplaces
  - Little affirmative action in NZ?
    - I am starting to have my doubts whether this is still correct?



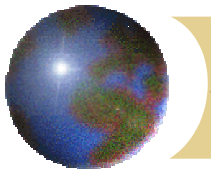
## *Liberal & radical models*

- Convenient distinction – see table 14.1
  - Procedures or outcomes?
  - Implications for organisational practices
  - Often a mix, with liberal model leading in NZ
- Transformational model
  - Democratisation of organisational decisions
  - Short-term v/s long-term perspective
  - A continuous learning process



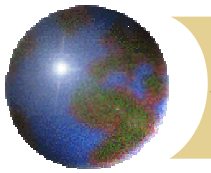
## *Historical trends in NZ*

- A long row of state interventions: table 14.2
- The public sector has led the way
- Equal pay, breadwinner, IC&A system
  - Public sector: 1960, Overall: 1972
    - At the time, many OECD countries do the same
- Pay & employment equity
  - Why the debate & what are the goals?
  - Employment Equity Act 1990



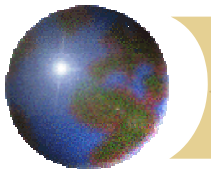
# *Human Rights Act 1993*

- Has been enshrined in law since 1970s
  - The legislative intent of EEO debate, pp 332-40
- Human Rights Act 1993 covers a wider range of categories – see p. 345
  - Follows 1990s policy focus on individual rights
  - Prescribes general functions, duties & institutional structures – see pp. 346-347
    - Many complaints, half about employment matters



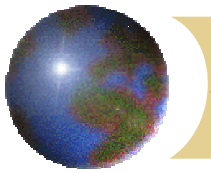
## *Human Rights Act 1993 - II*

- If the applicant is qualified then it is unlawful to discriminate because of:
  - Sex (incl. pregnancy & childbirth), marital & family status, religious or political opinions, ethnic & national origins, disability, age, employment status
  - Sexual harassment & racial discrimination are covered by both HR Act & the ERA
    - The two acts take a stronger & wider approach than before
    - ERA: collective rights. HRA: individual rights



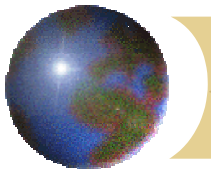
## *Privacy Act 1993*

- Individual has right to know about: what kind of information & for what purpose
- Concerns collection, storage, use & disclosure of personal information
  - Recruitment, termination, managing staff, surveillance activities, 'whistle-blowing'
  - Based on 12 privacy principles – see p. 350
  - Many complaints & more surveillance possible



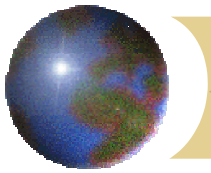
## *Privacy & other issues*

- What has the impact been of Privacy Act?
  - Many org. have a policy of:
    - if in doubt don't release any information
    - Careful about storage & access to information
    - Allows employee access to own information
- Disability: barriers are reduced, very slowly
- Age: key issue in many OECD countries
  - Retirement: an option & less state supported



## *Has EEO been a success?*

- Compared to 25 years ago: Yes
- However: less spectacular as proponents had hoped for and patchy across lab. market
  - Public sector has seen significant gains
  - Procedural fairness: increased significantly
  - But: many labour market issues still evident:
    - growth in atypical & insecure jobs, pay issues, horizontal & vertical segmentation, unemployment distribution, longer working hours, training & skills



## *Has EEO been a success? II*

- ERA & other public policy changes:
  - will the 1990s shift from traditional EEO towards managerialism & individualism go into reverse?
- EEO trust: fits with voluntary approach
  - Promoting issues & 'best practice'
- Contestable EEO fund at DOL
- Two last reminders:
  - Check websites of key institutions
  - EEO evaluations: what data sources are available?