YORK U
UNIVERSITÉ
UNIVERSITY

FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
SCHOOL OF HUMAN RESOURCES MANAGEMENT

AP/HRM3450

EQUITY, DIVERSITY AND INCLUSION IN THE WORKPLACE
FALL 2020 – SECTION A – ABBREVIATED COURSE OUTLINE[1]

Hello and Welcome!

Matters of equity, diversity, and inclusion… or lack thereof… are central to our daily lives and interactions. It is evident in the headlines and trending tweets and hashtags, and more so in the lived experiences of many of us. While some may take for granted that inclusion as a common value, recent events only highlight that prejudice, discrimination, and significant institutional barriers persist and that resistance to diversity is alive and well.

We live, learn and work in diverse environments. This diversity brings with it great opportunities as well as significant challenges. During this course will develop basic understanding of the impact of diversity on workplace experiences, employment equity and inclusion. We will learn about the basic theoretical perspectives that inform our understanding of these concepts and examine diversity and inclusion of specific identity groups.

The course is built into several content modules, with activities and submission deadlines throughout the term. The modules, readings, expected activities/submissions and deadlines will be posted in the full outline and updated on the course website throughout the term.

*Your contribution to class discussions and activities is critical to ensure that a diverse array of voices is heard, so that we can explore the richness of lived experiences and learn from each other. To achieve that, especially when having an open discussion about sensitive matters, we all responsible to create and maintain **a safe learning environment** in the course – in discussion forums, in zoom breakout rooms, in email, etc… All are expected to conduct themselves in a manner that is respectful of others and of themselves.*

If you have any concern with your performance, or ability to complete the course successfully, please contact me earlier in the course rather than later. I look forward to meeting you on-line and having a meaningful learning experience.   Ron ☺

COURSE ENVIRONMENT PRINCIPLES

Together we will strive to create and maintain a classroom environment that is a **safe** place for learning and discussion; a place where individual thoughts and ideas are appreciated; a space where personal feelings, beliefs, perspectives and positions are **respected**.

SECTION INFORMATION

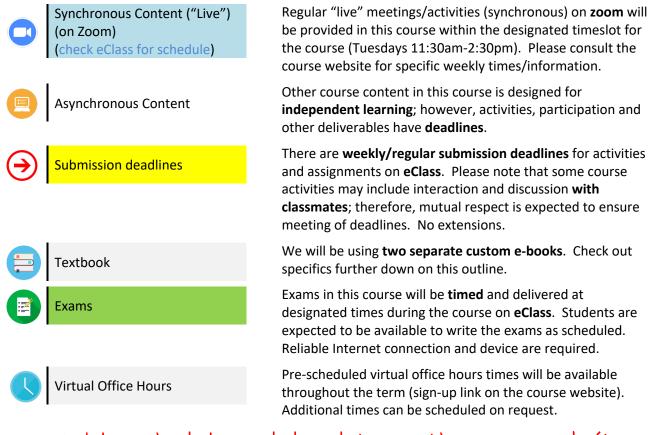|	
Course Director:	**Professor Ron Ophir**
Email:	ophir@yorku.ca
Delivery mode:	Remote (including synchronous content)
Timing of synchronous content:	Tuesdays, 11:30am-2:30pm (Toronto Time) (check website for specifics)
Virtual Office Hours:	Check course website
Course Web Site:	eclass.yorku.ca (Moodle)

Have a safe, productive and fun term!

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[1] This outline is subject to change as deemed necessary by the Course Director.

IMPORTANT NOTES

▶ **Take care of yourself**: https://www.yorku.ca/health/mental-health-resources-during-covid-19/
▶ **Communication with the Course Director**: Please include your full name, student number, and the course/section enrolled in. Needless to say, proper conduct of behaviour is expected.
  ○ If responding to an eClass email announcement, please ensure to replace the recipient address with my email (ophir@yorku.ca), or else the message will not be delivered to me.
▶ **About course registration**: Please direct all registration questions to the main office of the School of Human Resources Management (lapsshrm@yorku.ca). Course Directors (instructors) **cannot enroll or approve** your enrollment to the course. If the section is full, the best strategy to enroll in the class is to visit the online course registration system regularly until a space becomes available. Students are expected to keep up with the course submission deadlines regardless of timing of enrolment.
▶ **Times and deadlines** are in **Toronto time**. Note that Clock moves backwards one November 1st, 2am. For those not in Toronto/GTA time zone, click for **time converter** (use the checkboxes to show time difference): https://www.timeanddate.com/worldclock/converter.html?iso=20200906T040000&p1=250

WHAT TO EXPECT

This section of the course is offered in a **REMOTE** format, where all content is accessible through the course website. Lecture portions will be provided **asynchronously** with additional **synchronous** content ("live" through zoom) delivered weekly or as indicated on the course website. Internet access will be required for full access to course resources. All course content and activities will be provided on-line. This course has no in-person or on-campus activities or exams. Students are encouraged to progress in the course weekly, and to attend on the zoom sessions/lectures. Check out for regular updates about:

Synchronous Content ("Live") (on Zoom) (check eClass for schedule)	Regular "live" meetings/activities (synchronous) on **zoom** will be provided in this course within the designated timeslot for the course (Tuesdays 11:30am-2:30pm). Please consult the course website for specific weekly times/information.
Asynchronous Content	Other course content in this course is designed for **independent learning**; however, activities, participation and other deliverables have **deadlines**.
Submission deadlines	There are **weekly/regular submission deadlines** for activities and assignments on **eClass**. Please note that some course activities may include interaction and discussion **with classmates**; therefore, mutual respect is expected to ensure meeting of deadlines. No extensions.
Textbook	We will be using **two separate custom e-books**. Check out specifics further down on this outline.
Exams	Exams in this course will be **timed** and delivered at designated times during the course on **eClass**. Students are expected to be available to write the exams as scheduled. Reliable Internet connection and device are required.
Virtual Office Hours	Pre-scheduled virtual office hours times will be available throughout the term (sign-up link on the course website). Additional times can be scheduled on request.

- - Weekly schedule and due dates on the course website - -

Keep up with York U updates: https://yubettertogether.info.yorku.ca/category/students/

COURSE REQUIREMENTS FOR REMOTE LEARNING:

‣ Several platforms will be used in this course (e.g., eClass (moodle), Zoom, etc.) through which students will interact with the course materials, the course director, as well as with one another. Please review the course outline and regular updates to the course website to keep up with the schedule, times of synchronous activities, and meeting of deadlines.

‣ **Timed exams** will be used in this course, which will be administered through the Learning Management System (e.g. eClass/Moodle). Turnitin (or equivalent) will be used. Students are required to have access to minimum technology requirements to complete examinations. Students will be provided with information about the exam setup and will be expected to be familiar with that setup prior to the exam. Students are expected to ensure that they have a stable and reliable internet connection for the duration of the exam. No extensions will be provided for technical issues.

TECHNICAL REQUIREMENTS & SUPPORT:

While we will not be meeting in-person, we will be engaging online and regular submissions will take place online. Please ensure that you have access to a stable, higher-speed Internet connection and an appropriate computer/device that can support your learning. Please note that smartphones/smart devices apps (such as the eClass/Moodle and Zoom apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone may be needed for certain communication.

Check out these links for e-learning information and quick help:
- **LA&PS Resources**: https://going-digital.laps.yorku.ca/student-resources/
- **York U's Student Guide to eLearning**: http://elearning-guide.apps01.yorku.ca/
- **Technology requirements and FAQs for eClass**: https://lthelp.yorku.ca/95440-student-faq
- **Student Guide to eClass**: https://lthelp.yorku.ca/student-guide-to-moodle
- **Zoom meeting etiquette**: https://lthelp.yorku.ca/94581-zoom/zoom-meeting-etiquette

Additional computing support:
- Computing for Students Website: https://student.computing.yorku.ca/
- UIT laptop borrowing program: https://laptops.uit.yorku.ca/ (if still available)
- Check your internet connection speed: www.speedtest.net

Disclaimers:
- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session (inform the course director in advance).
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

COURSE OBJECTIVES

‣ To **develop** basic understanding of diversity, inclusion, and employment equity in the workplace, and the opportunities and challenges that a diverse workplace presents.

‣ To **develop** basic understanding of the theoretical perspectives which inform our understanding of workplace diversity issues.

‣ To **increase** awareness to the experiences of members of non-dominant identity groups in the workplace, including discrimination, differential access and treatment.

‣ To **learn** about ways in which individuals and organizations address issues of equity, diversity and inclusion within organizations.

COMMUNICATION

▸ **COURSE ANNOUNCEMENTS**: Notices and updates will be posted to the Course Announcements forum on the course website. You will receive an e-mail notice when an announcement is posted (sent to your preferred email on your eClass/Moodle profile).

- When responding to an eClass email announcement, please ensure to **replace** the recipient address with my email (ophir@yorku.ca), or else the message will not be delivered to me.
- Please **check** your spam folder regularly in case it captures any of the announcements made it there.

▸ **EMAIL COMMUNICATION:** When contacting Professor Ophir via email, please use the prefix HRM3450 A for the subject line of your message. Also include in the subject line a brief description of your inquiry. Please remember to identify yourself with your full name and student ID. For example:
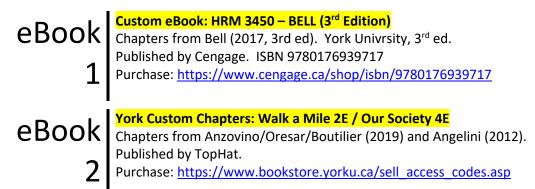
　　"HRM3450 A – question about chapter __ (YourName, Student ID 123456789)

This information would ensure that I know to associate you with the correct course/section and speed up my response to your query.

▸ **OFFICE HOURS:** Signup for office hours times will be provided through the course website. An individual appointment can also be arranged by email (please send your schedule in that email to facilitate the scheduling). Office hours can be on zoom, Teams, or phone call.

REQUIRED COURSE READINGS AND TEXTS

All chapter readings are included in TWO different digital custom e-books for the course.

eBook 1 | **Custom eBook: HRM 3450 – BELL (3rd Edition)**
Chapters from Bell (2017, 3rd ed). York Univrsity, 3rd ed.
Published by Cengage. ISBN 9780176939717
Purchase: https://www.cengage.ca/shop/isbn/9780176939717

eBook 2 | **York Custom Chapters: Walk a Mile 2E / Our Society 4E**
Chapters from Anzovino/Oresar/Boutilier (2019) and Angelini (2012).
Published by TopHat.
Purchase: https://www.bookstore.yorku.ca/sell_access_codes.asp

Additional readings and resources may be provided through links on the course website.

Please note: Use of earlier editions of the custom reader or other editions of the chapters from the original textbooks is highly discouraged, as there are significant differences between editions.

WEBSITE & ON-LINE MATERIALS

▸ The course website is on the York University eClass platform (formerly: Moodle): **eclass.yorku.ca**

▸ *Content*: On the main page of the course website you will find **Module sections** (e.g., Module 1), where you will find the listing of required readings, downloadable materials (e.g., PowerPoint slides), links to supplementary materials, individual activities (OA), participation activities (PA), clips and more.

▸ *Deadlines and progress*: The course website uses the timeline and task completion features of Moodle, to assist with your monitoring of your progress.

Please pay attention to the specific deadlines: due Moodle technical limitations an activity that is due by the end of the day will normally be due by 23:59 (11:59pm) or 23:55 (11:55pm). All times are Toronto Time (remember that we **switch** to Standard Time on November 1st).

COURSE EVALUATION

Your course grade will be based on the following components:

Online Activities (OA)	10%	Submitted throughout the term, **pay attention to deadlines**. Details on course website.	Submit on-line on eClass.
Participation (PA)	10%	Submitted throughout the term, **pay attention to deadlines**. Details on course website.	Submit on-line on eClass.
Dialogue Café (DC)	5%	Prescheduled meeting once during the term. Signup times to be posted.	Zoom. Submission on eClass.
Midterm exam	30%	Sunday, October 25th 2020 9:00am EDT (Toronto time)	Timed on-line exam (duration 2hrs)
Artifact Analysis / Paper	15%	Additional details TBA. Due: **Thursday, _____ 2020**, 12noon	Submit on-line on eClass (w/Turnitin)
Final exam	30%	During the formal Fall Term examination period (**December 9-23, 2020**). Date TBA.	Timed on-line exam

Dates and weighting of the components may change slightly (no later than September 22, 2020). Please mark your calendar now and keep your eyes open for updates on the course website.

ON-LINE ACTIVITIES (OA)

▶ On-Line Activities (otherwise known as OAs) are individual writing activities designed to support your learning and understanding of course content.

▶ Most of the OAs will be **self-paced**, which you may complete each OA at your own pace, as long as you complete them by the **deadline**. **There will be OAs that will take place as part of the live lectures.**

▶ There are one or more OAs for each module of the course. Unless otherwise noted, each OA carries the same weight in the OA component of course evaluation.

▶ Deadlines will apply. **Students are responsible** to check for requirements / deadlines of all activities and participation opportunities. No make-up opportunities will be provided for missed or late OAs. Submission windows close when the deadline is up. You will be able to drop one OA, the one with the lowest mark.

PARTICIPATION (PA)

▶ Participation (PA) in the course is achieved through contributions to course discussions. These discussions are designed to exchange, compare and contrast diverse points of view as part of your learning.

▶ There is normally one PA for each module of the course. Unless otherwise noted, each PA carries the same weight in the PA component of course evaluation.

▶ When a PA is conducted asynchronously on an eClass discussion forum, your participation in a PA includes two phases (with two deadlines):

   ▶ Joining the discussion (by the first deadline): Your first step in a PA is to prepare your thoughts and then add your initial post. Until you add your first post, you will not be able to see the content of the forum. Once you've added your first post ("initial post") -- actually about 15 minutes after you do that -- you will be able to see the other posts to the forum. If you are the first to post... you will only see your own until others join. The first deadline is set to ensure that all members are present for the full discussion.

   ▶ Engaging in conversation leading to and until the second deadline: This is where you respond to, challenge, support other students' points of view and contributions. The conversation ends when the second deadline is reached.

- eClass forum Discussions will be in sub-groups of the class, normally 8-10 students in a group. You will be randomly assigned to these **Discussion Groups**. No make-up opportunities will be provided for missed or late PAs. Submission windows close when the deadline is up. In terms of quantity, your minimum contribution to each PA includes an initial post and 3 additional contributions to the discussion and conversation. The quality of your contributions will also be assessed. Deadlines must be met to receive credit. More details are included in the description of each PA.
- Synchronous ("live") PAs: Some PAs may be through "live" (synchronous) discussions on Zoom. Advance information and options for attendance will be provided.

DIALOGUE CAFÉ

The purpose of this activity is to provide us with opportunities for more intimate small group discussions for current events or issues related to Workplace EDI that expand on our course with materials that you bring to the table. You will be required to submit a one-page printed sheet with a description of the current event/issue for discussion, 2-3 questions for discussion, as well as a write-up of ideas, answers or perspectives to explore in those questions. After the café activity, you will submit a reflection of the activity. Your mark will be based on your submissions, active participation in the café, and completion of all components of the café exercise. Signup for café dates and additional details will be provided later in the course. Makeup opportunities for missed Dialogue Café will normally not be available.

MIDTERM EXAMINATION

- Date and time: **Sunday, October 25, 2020, 9:00am-11:00am** (Toronto time)

- Format & Coverage: This is a **timed**, **online exam**. Additional information will be provided separately on the course website.

- Students seeking **religious accommodations** or **alternate exam provisions** are expected to follow York University policies and guidelines regarding advance notice and procedures (see pages 6-7).

MIDTERM EXAMINATION CONFLICTS & MISSED MIDTERM EXAMINATIONS

- Any **exam conflicts** (religious accommodations, YU sports team participation, or overlap with another YU midterm examination) must be communicated by the student via email to the Course Director (instructor) no later than two (2) weeks (14 days) before the exam date. Full details about the conflict must be provided (date, time, location, link/URL if available, contact person where applicable (e.g. coach)). In all cases it is the student's responsibility to proactively address the matter with the Course Director and to inquire about the results of their conflict notice/request.

- In line with School of HRM practice, make-up midterm examination dates will not be available. Students who were **unable to write the Midterm Examination** on its original date for other reasons (e.g., illness) may request approval for an accommodation for the missed Midterm Exam. Requests for consideration must be submitted via to the Course Director no later than seven (7) days from the date of the Midterm Exam. Requests must include a statement indicating the reason for the request, providing relevant documentation to support this request. Students who missed the midterm examination and had their request approved, will normally have the weight of their missed midterm examination transferred to the final examination. This final exam will normally be more comprehensive than the regular final examination, as it covers both the midterm and final examination content in detail. When requests are not approved, a grade of zero will be applied to the midterm examination component. In all cases it is the student's responsibility to proactively address the matter with the Course Director and to inquire about the results of their request. Students whose requests are **not approved**, or those who did not submit a request within the required timeline, will receive a grade of **zero** on the Midterm.

- **General**: Please do not include picture attachments, only pdf. Note: As communicated on March 13, 2020, Senate Executive has waived until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions.

ARTIFACT ANALYSIS / PAPER

▸ Information TBA on the course website

FINAL EXAMINATION

▸ Date and time: The exam will take place during the ==formal examination period== (==December 9-23, 2020==)
for the semester. Date and time will be published by the Registrar's Office. Expected duration: TBA.

▸ Format and coverage: The final exam will test your understanding and application of course content.
This is a **timed**, **online** exam. Further information will be provided.

▸ **Conflict exams** for final exams are handled through the Registrar's Office.

▸ Students seeking **religious accommodations** or **alternate exam provisions** are expected to follow York
University policies and guidelines regarding advance notice and procedures (see pages 6-7).

DEFERRED FINAL EXAMS

▸ **Deferred standing** for the final exam might be granted to students who are unable to write their final examination at
the scheduled time or to submit their outstanding course work on the last day of classes.

▸ Deferred standing requests for final exams in HRM courses should follow the procedure and registration outlined here:
https://shrm.laps.yorku.ca/students/deferred-exam-request/.

▸ ALL deferral concerns should be addressed to the main office (lapsshrm@yorku.ca).

▸ Note: As communicated on March 13, 2020, Senate Executive has waived until further notice the requirement for
students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions

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- - Weekly schedule and due dates on the course website - -

IMPORTANT SCHOOL AND UNIVERSITY POLICIES & INFORMATION

ACADEMIC HONESTY & INTEGRITY

Academic Honesty: Students are reminded to maintain standards of academic integrity to the highest extent possible. Common examples of breaches of academic honesty and integrity include cheating, plagiarism, falsification, and aiding and abetting others in such activities. **Please familiarize yourself with the meaning of academic integrity at York** by completing the interactive on-line Tutorial for students at: https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/

Suspected breaches of academic honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred.

Following these simple rules will help you **avoid** breaches of academic honesty:
- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: "consult" others or search online for "ideas"
- DO NOT use tutoring or editing services to prepare your work

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. As per the Policy, "The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty". Please familiarize yourself with York's Senate Policy Academic Honesty: http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/

Turnitin: To promote academic integrity in this course, students will normally be required to submit their written work through Turnitin (via the course eClass) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

SUPPORT

Getting support when you need it: Following is a selection of resources (academic and non-academic):
- LA&PS Student Resources: https://going-digital.laps.yorku.ca/student-resources/
- Learning Skills Services: http://lss.info.yorku.ca/
- Learning Commons: http://learningcommons.yorku.ca/
- Writing Centre: http://writing-centre.writ.laps.yorku.ca/
- ESL Open Learning Centre: http://eslolc.laps.yorku.ca/
- Student Accessibility Services: http://accessibility.students.yorku.ca/
- Student Counselling & Development: https://counselling.students.yorku.ca
- Mental Health and Wellness at York: http://mhw.info.yorku.ca/
- Sexual Violence Response & Support: http://thecentre.yorku.ca/
- Community Safety: https://safety.yorku.ca/
- Office of Student Community Relations: http://oscr.students.yorku.ca/
- York International: https://yorkinternational.yorku.ca/ (see special COVID-19 tab)
- My Online Services: https://myonlineservices.students.yorku.ca/
- Manage your Academic Record: http://myacademicrecord.students.yorku.ca/
- Additional LA&PS student resources: http://laps.yorku.ca/student-resources/

For **important sessional dates**, please refer to: http://registrar.yorku.ca/enrol/dates/

Academic Accommodation for Students with Disabilities: Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in York's Policy on Academic Accommodation for Students with Disabilities:

Students who seek such accommodation for their academic studies must be registered with **Student Accessibility Service**s. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation (LOA), outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, visit https://accessibility.students.yorku.ca.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation. Accommodations provided shall be consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

- **Exams, when relevant**: If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time on a timed online examination), **please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled examination date**. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (https://altexams.students.yorku.ca/request-an-alternate-exam). Any requests to reschedule an alternate exam must be submitted promptly to the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.
- **Other components and aspects, when relevant**: Please inform the Course Director of your accommodation letter as soon as possible. Please note that sufficient notice is needed so that reasonable steps for accommodation can be discussed.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents. **Students seeking religious accommodation should pursue their request in timely fashion.** For deadlines and additional information on religious accommodation, please visit: https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs.

Grading Scheme and Feedback Policy: For more information on the Grading Scheme and Feedback Policy, please visit: http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/

Reappraisals: After course grades have been released, students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of HRM. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.

Services for Mature and Part-time Students: The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University's ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit: http://acmaps.info.yorku.ca/