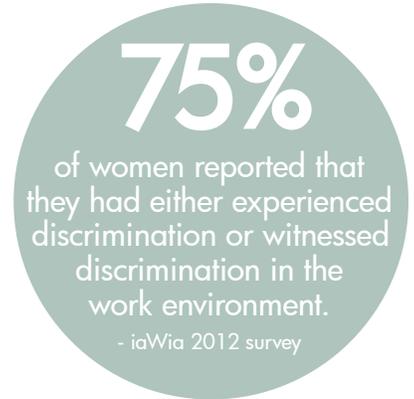




## RECOMMENDATION:

Implement clear policies regarding discrimination and sexual harassment. Discuss policies openly and regularly.

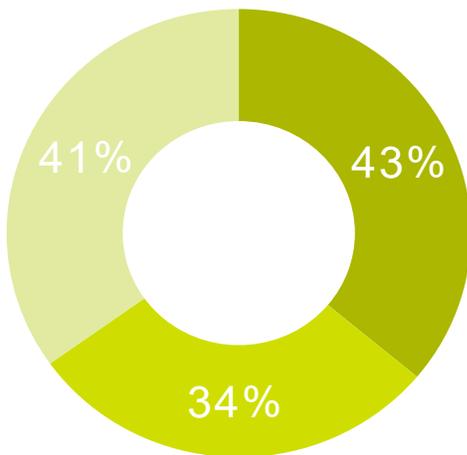
According to the iaWia best practices survey, approximately 75% of women reported that they had either experienced discrimination or witnessed discrimination in the work environment. Discrimination can take many forms, including discrimination against race, age, gender, religion, or marital status. The survey did not ask respondents to specify the details of their experiences, but the survey comments indicated that sexual harassment, experiences at construction sites, and a variety of actions/inactions related to pay, work assignments, and advancement were among the discriminatory culprits. **Discrimination can have detrimental legal consequences for employers and can permeate the culture of the architectural profession.** In legal cases, employers have been found to bear significant responsibility for their own actions and those of their employees. Given the high percentage of women reporting discrimination, and the potential for severe repercussions, iaWia is compelled to share our research on the topic and our thoughts for improving this troubling statistic.



### IAWIA SURVEY: Have you ever experienced or witnessed discrimination in the work environment due to gender, age, and ethnicity? (Select as many as applicable)

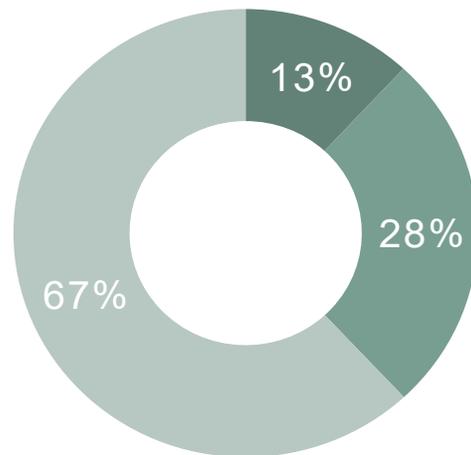
#### Female Responses

■ Experienced Discrimination   ■ Witnessed Discrimination   ■ Don't Know



#### Male Responses

■ Experienced Discrimination   ■ Witnessed Discrimination   ■ Don't Know



Please Note:

- “No” was not an option
- 22% of Females skipped the question
- 32% of Males skipped the question

## IMPLEMENTATION OPTIONS/ALTERNATIVES

Consult a lawyer when creating and implementing discrimination and sexual harassment policies.

### KEY ASPECTS

Inform individuals and firms that they have a choice on the course of action.

Allow responses to discrimination issues to be based on personal preference and case-by-case analysis of each situation.

Identify the appropriate authority to be notified.

Clarify the meaning of discrimination.

### KEY CONSIDERATIONS

What are the rights of an employee?

What are the legal protections from discrimination and legal actions in Iowa?

What are the legal protections from discrimination and legal actions at a Federal level?

How is discrimination recognized?

What courses of legal action can be taken?

What courses of non-legal action can be taken?

How is discrimination handled in different industries? Are there any differences?

Does your firm regularly review office policies with employees (at hiring and/or annually), including discrimination and harassment policies?

What type of education is provided for discrimination and harassment issues?

Are the challenges associated with benevolent stereotyping considered?

What directives/guidelines are in place for employees to recognize, report, and correct discrimination or harassment if it occurs?

## DEFINITIONS

**Discrimination:** *Discrimination is any action taken on the grounds of an employee's race, national origin, religion, sex, age, disability, citizenship, marital status or any characteristic protected by law.* Forms of discrimination can include improper discipline, discriminatory hiring or promotion decisions, derogatory comments, harassment, or any other action or inaction which adversely affects the terms or conditions of employment.

**Sexual Harassment:** *Sexual harassment is behavior of a sexual nature that is unwelcome and offensive to the targeted person or persons.* Examples of harassing behavior may include unwanted physical contact, foul language of an offensive sexual nature, sexual propositions, sexual jokes or remarks, obscene gestures, and displays of pornographic or sexually explicit pictures, drawings, or caricatures. Use of the employer's computer system for the purpose of viewing, displaying, or disseminating material that is sexual in nature may also constitute harassing behavior.

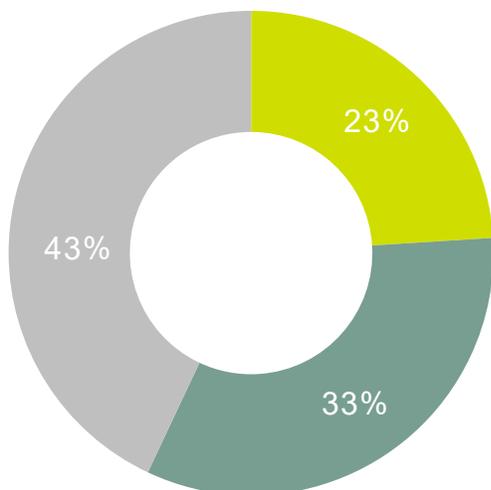
**Benevolent Stereotyping:** *A set of interrelated attitudes that view women stereotypically and in restricted roles, but that are subjectively positive for the perceiver and tend to elicit behaviors typically categorized as pro-social (e.g., helping) or intimacy-seeking (e.g., self-disclosure).* Benevolent stereotyping is a subjectively positive orientation of protection, idealization, and affection directed toward women. Like hostile sexism, benevolent stereotyping serves to justify women's subordinate status to men.

## IAWIA SURVEY: POLICIES/PRACTICES SATISFACTION - DIVERSITY INITIATIVES

Level of satisfaction with firm's policies/practices (1 = very dissatisfied, 5 = very satisfied):

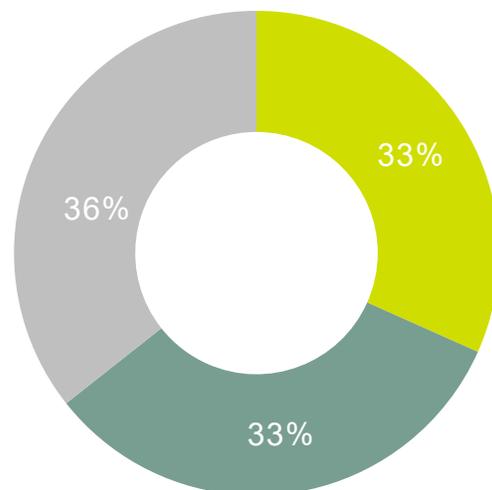
### ALL RESPONDENTS

■ 1-2 ■ 3 ■ 4-5



### FEMALE RESPONDENTS

■ 1-2 ■ 3 ■ 4-5



## SUPPORTING INFORMATION

- iaWia Survey Results: The survey inquired about discrimination with the following question: “Have you experienced or witnessed discrimination in the work environment due to gender, age, and ethnicity?” **31 women (nearly half) and 6 men reported that they experienced discrimination and 25 women (over 1/3) and 11 men reported that they witnessed discrimination.**

### Law Resources:

- U.S. Equal Employment Opportunity Commission:  
<http://www.eeoc.gov/facts/qanda.html>
- Association of Corporate Counsel:  
<http://www.acc.com/legalresources/quickcounsel/pdahitw.cfm>
- Iowa Civil Rights Commission <http://www.state.ia.us/government/crc/>
- [http://humanrights.iowa.gov/sw/resources\\_tools/docs/Law2012.pdf](http://humanrights.iowa.gov/sw/resources_tools/docs/Law2012.pdf)
- <http://www.iowabar.org/displaycommon.cfm?an=1&subarticlenbr=509>

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2. [http://usatoday30.usatoday.com/money/jobcenter/workplace/diversity/2002-11-15-prevent-tips\\_x.htm](http://usatoday30.usatoday.com/money/jobcenter/workplace/diversity/2002-11-15-prevent-tips_x.htm)
3. [http://huffingtonpost.com/2011/06/27/men-dont-recognize-benevolent-sexism\\_n\\_885430.html](http://huffingtonpost.com/2011/06/27/men-dont-recognize-benevolent-sexism_n_885430.html)
4. <http://www.eeoc.gov/policy/docs/caregiving.html>
5. <http://blogs.scientificamerican.com/psysociety/2013/04/02/benevolent-sexism/>
6. Study on women dealing with benevolent stereotyping <http://pwq.sagepub.com/content/early/2012/09/04/0361684312457659.full.pdf> [http://www.state.ia.us/government/crc/for\\_customers/sample\\_antiharrass.html](http://www.state.ia.us/government/crc/for_customers/sample_antiharrass.html)
7. Glick, P., & Fiske, S. (1996). The Ambivalent Sexism Inventory: Differentiating hostile and benevolent sexism. *Journal of Personality and Social Psychology*, 70 (3), 491-512 DOI:10.1037//0022-3514.70.3.491
8. Glick et al., 2000, p. 763. <http://blogs.scientificamerican.com/psysociety/2013/04/02/benevolent-sexism/>

*Disclaimer: Iowa Women in Architecture is not qualified to provide legal consult on this matter. Research is ongoing and feedback is welcome. Visit [www.iawomenarch.org](http://www.iawomenarch.org) to download updates or obtain feedback contact.*



## RECOMMENDATION:

# Educate employees on how to recognize and respond to discrimination.

Education is the key for individuals in a firm to coexist without hostility and to peacefully work as collaborators without the fear of prejudicial acts. iaWia workshop discussion revealed that **a majority of participants' employers either did not educate about discrimination or provided little supplemental information and awareness on the subject.**

## IMPLEMENTATION OPTIONS/ALTERNATIVES

Consult a lawyer when considering teaching others about recognizing discrimination and resulting appropriate legal courses of action.

Consider conducting a demonstration to show what workplace discrimination looks like.

Consider providing Equal Opportunity Employment Training, particularly to firm management, to help prevent the occurrence of workplace discrimination.

## KEY ASPECTS

Inform individuals and firms that they have a choice on the course of action.

Clarify the meaning of discrimination.

Address the following questions:

- What are my rights as an employee?
- What are the legal protections from discrimination and legal actions in my state and how am I protected at the Federal level?
- How do I recognize discrimination?
- What courses of legal action can be taken?
- What are some alternatives to legal action, or measures prior to legal action?
- How is discrimination handled in different industries? Are there any real differences?

## KEY CONSIDERATIONS

Does your firm consistently review discrimination and harassment policies with employees, such as at the time of hiring and/or annually?

What types of education are provided for discrimination and harassment issues?

Are the challenges associated with 'benevolent stereotyping' included?

What directives and guidelines are in place for employees to recognize, report, and correct discrimination or harassment?

## DEFINITIONS

Discrimination:	Discrimination is any action taken against an employee, which affects the terms and conditions of his or her employment, because of that person's, or because that person associates with another of a certain, race, color, national origin, religion, sex, age, disability, citizenship, marital status or any other characteristic protected by law. Forms of discrimination can include improper discipline, discriminatory hiring or promotion decisions, derogatory comments, harassment, as well as any other action or inaction by another which adversely affects the terms or conditions of employment.
Benevolent Stereotyping:	A set of interrelated attitudes that view women or men stereotypically and in restricted roles, but that are subjectively positive for the perceiver and tend to elicit behaviors typically categorized as pro-social (e.g., helping) or intimacy-seeking (e.g., self-disclosure). Benevolent stereotyping is a <i>subjectively positive</i> orientation of protection, idealization and affection that may <i>unintentionally result in a disadvantage to the recipient</i> . For example, a parent (male or female) with a newborn baby may not be asked if they are interested in an important project that requires frequent travel in the next 6 months. The perceiver is acting benevolently with a stereotypical view that the parent of a newborn would appreciate not being considered for that role.

## SOURCES/ REFERENCES

1. <http://smallbusiness.chron.com/prevent-discrimination-workplace-2853.html> (Houston Chronicle) "How Do I Prevent Discrimination in the Workplace?" by Arnold Anderson, Demand Media
2. Federal Law Resources:
  - a. U.S. Equal Employment Opportunity Commission: <http://www.eeoc.gov/facts/qanda.html>
  - b. Association of Corporate Counsel: <http://www.acc.com/legalresources/quickcounsel/pdahitw.cfm>
3. Iowa State Law Resources:
  - a. Iowa Civil Rights Commission <http://www.state.ia.us/government/crc/>
  - b. <http://www.iowabar.org/displaycommon.cfm?an=1&subarticlenbr=509>

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## RECOMMENDATION:

Support positive construction jobsite culture and equal access to professional development opportunities that include experiences on construction sites.

For years, the construction and architecture industries have both been known as “men’s professions”. Women have slowly become a part of the industry, and while there are now more women in the field than ever, they still represent a minority. The iaWia workshop discussions revealed that **women continue to experience a negative jobsite culture from time to time and may often be overlooked when the opportunity arises for construction site experience.**

## IMPLEMENTATION OPTIONS/ALTERNATIVES

Consult a lawyer.

### KEY ASPECTS

*Establish a dialogue with other related professions.* Provide a “full-circle” approach to discrimination prevention because our interactions are not limited solely to others in our place of work.

*Make project teams aware* that this is still an issue on the jobsite today.

*Educate other contractors and consultants* who either don’t have access to or don’t provide this information to their employees.

### KEY CONSIDERATIONS

Are discrimination policies and resources available to construction workers and other consultants in the field? If so, how are they made available and implemented?

How do firm leaders improve and support positive, professional culture on jobsites?

What directives/guidelines are in place for employees to recognize, report, and address discrimination or harassment that could occur in work settings outside the workplace, such as construction sites or client settings?

## SUPPORTING INFORMATION

- The iaWia Survey did not inquire about sources of discrimination, however, a number of the comments submitted pertained to incidents associated with construction jobsites and contractors on jobsites.

## SOURCES/ REFERENCES

1. Discrimination and Harassment in the Workplace: Five Essential Strategies for Smarter Risk Management [http://www.riskinstitute.org/peri/component/option,com\\_bookmarks/Itemid,44/catid,41/navstart,0/task,detail/mode,0/id,729/search,\\*/](http://www.riskinstitute.org/peri/component/option,com_bookmarks/Itemid,44/catid,41/navstart,0/task,detail/mode,0/id,729/search,*/)
2. OSHA: “Women in the Construction Workplace: Providing Equitable Safety and Health Protection” by Health and Safety of Women in Construction Workgroup, OSHA and Advisory Committee on Construction Safety and Health Administration

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## RECOMMENDATION: Conduct a salary audit each year.

Conduct a salary audit each year to compare compensation for employees in similar positions, with similar experience levels and responsibilities and adjust as required. A salary audit gives employees the confidence to discuss pay with employers. It brings clarity to actual salaries in the local market and gives both employers and employees something to refer to as a guide during the hiring process.

“According to new data from the U.S. Census Bureau’s annual survey reveal that **the gap between the wages paid to women and men in this country has not improved in the last 11 years.**” reports Debra L. Ness, President of the National Partnership for Women and Families, “Women with full-time, year-round jobs are paid just 77 cents for every dollar paid to men who hold full-time, year-round jobs. For women of color, the wage gap is even more appalling and made worse by racial discrimination. African American women are paid 69 cents for every dollar paid to all men, and 64 cents for every dollar paid to white, non-Hispanic men. Latinas are paid just 58 cents for every dollar paid to all men, and a mere 54 cents for every dollar paid to white, non-Hispanic men.”<sup>3</sup> Despite the Equal Pay Act of 1963, pay discrimination continues to be an issue today.

69¢ | 64¢

African American women are paid 69 cents for every dollar paid to all men, and 64 cents for every dollar paid to white, non-Hispanic men.

(U.S. Census Bureau)

58¢ | 54¢

Latinas are paid just 58 cents for every dollar paid to all men, and a mere 54 cents for every dollar paid to white, non-Hispanic men.

(U.S. Census Bureau)

77¢

“Women with full-time, year-round jobs are paid just 77 cents for every dollar paid to men who hold full-time, year-round jobs.”

(U.S. Census Bureau)

## KEY CONSIDERATIONS

Are there terminable consequences pertaining to discussion of pay?

What resources are available to determine an approximate pay range?

What are employer responsibilities when it comes to fair payment?

What are employee responsibilities when it comes to fair payment?

How will the firm share the salary audit process and results with employees?

How often does a firm perform a comprehensive review of employees' salaries? Is the review based on position, responsibilities and experience?

What mechanisms are in place to avoid inadvertent salary differentials between employees with similar skills, expertise and responsibilities?

## DEFINITIONS

Wage Discrimination:

*Wage discrimination is the discrimination shown in the payment of wages towards minority groups. Targets of wage discrimination are faced with decreased wage earning for the same job with the same performance levels and responsibilities as white males. Wage discrimination is shown towards individuals with equivalent educational background and qualifications. Most wage discrimination tends to occur in lower-paying positions and involves minorities who are not empowered to file a discrimination lawsuit or complain.*

## SOURCES/ REFERENCES

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2. AIA: <http://www.aia.org/practicing/AIAB095764>
3. A Bitter Pill: New Census Data Show Gender-Based Wage Gap is Largely Unchanged Since 2002 [http://www.huffingtonpost.com/debra-l-ness/gender-based-wage-gap\\_b\\_3941580.html](http://www.huffingtonpost.com/debra-l-ness/gender-based-wage-gap_b_3941580.html)
4. Wage Discrimination Definition: <http://definitions.uslegal.com/w/wage-discrimination/>

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