

HR INITIATIVES IN BUILDING INCLUSIVE AND ACCESSIBLE WORKPLACES

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BY

SHALINI GARG

Guru Gobind Singh Indraprastha University, India



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INVESTOR IN PEOPLE

Dedicated to Papa ...

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Abbreviations

AI	Artificial Intelligence
ANSI	American National Standards Institute
AT	Assistive Technology
ATS	Assistive Technology Services
AVE	Average Variant Extracted
BBI	Burton Blatt Institute
CSR	Corporate Social Responsibility
EQ	Equal Opportunities
ER	Employee Relations
GOF	Goodness of Fit
HR	Human Resource
HRM	Human Resource Management
ILO	International Labour Organization
ISD	Instructional Systems Design
LGBTQ	Lesbian, Gay, Bisexual, Transgender, and Queer
MNC	Multinational Corporation
MOOC	Massive Open Online Course
NCT	National Capital Territory
NFI	Normed Fit Index
SSO	National Sample Survey Organization
PANGEA	Platform for Automatic coNstruction of orGanizations of intElligent Agents
PAS	Personal Assistance System
PLS-SEM	Partial Least Squares Structural Equation Modelling
PwD	Person with Disabilities
Q^2	Predictive Relevance
R^2	Coefficient of Determination
RMS	Root Mean Square
SRMR	Standardized Root Mean Square Residual
STS	Socio-technical Systems
VIF	Variance Inflation Factor
WHO	World Health Organization

List of Key Terms

<i>Accessibility</i>	Ensuring that all aspects of the company are suitable for use by all persons. This includes the physical environment and methods of information and communication, as well as the company's policies, processes, systems, and facilities.
<i>Artificial Intelligence</i>	The ability of a digital computer or computer-controlled robot to perform tasks commonly associated with intelligent beings.
<i>Assistive Technology</i>	The tools, devices, accessories, or equipment that are categorically designed and used to enhance, support, or improve the occupational capacities of person with disabilities.
<i>Assistive Technology Services Framework</i>	Designing assistive technology framework/system and facilities for PWD user experience based on quality indicators such as needs assessment, implementation, evaluation, administrative support, evaluation and effectiveness, professional development, and AT in transition.
<i>Astigmatic Vision</i>	Eye condition that causes blurred vision.
<i>Behavioural Modelling</i>	Using available and relevant consumer and business spending data to estimate future behaviour.
<i>Business Gains</i>	Any economic benefit that is outside the normal operations of a business.
<i>Competitive Advantage</i>	Attribute that allows an organization to outperform its competitors.
<i>Compliance</i>	Responding favourably to a request offered by others
<i>C-Suites</i>	The group of officers of a business organization who have the word "chief" in their titles.
<i>Disability</i>	Any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being.
<i>Discrimination</i>	Any distinction, exclusion, or preference made on the basis of race, colour, sex, religion, political opinion, national extraction, or social origin that has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.
<i>Diversity Climate</i>	Organizational Climate that values the diverse characteristics of its workplace.

<i>Employee Relations</i>	Part of HRM practices that concentrates on building collegial relationships between employer and employee.
<i>Employee Retention</i>	The ability of an organization to retain its employees
<i>Employee Perception</i>	The ability of employees to perceive objects
<i>Equal Employment Opportunities</i>	A workplace that is free from discrimination on the basis of race, religion, caste, colour, creed.
<i>HRM Practices</i>	A system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members.
<i>Inclusion</i>	The action or state of including or of being included within a group or structure.
<i>Inclusion Climate</i>	Organizational climate where all the stakeholders are equally valued, respected and celebrated.
<i>Organizational Citizenship Behaviour</i>	A person's voluntary commitment within an organization or company that is not part of his or her contractual tasks.
<i>Organizational Climate</i>	The shared values, beliefs, norms that govern employee's behaviour in the organization.
<i>Partial Least Squares</i>	Analytical tool that helps researchers to test and find relationships between variables.
<i>Structural Equation Modelling</i>	Multivariate Statistical Analysis technique for analysing structural relationships between variables and the constructs.
<i>Pluralistic</i>	Diversity of different ideas or people.
<i>Racial Discrimination</i>	Discrimination against individuals on the basis of their race.
<i>Reasonable Accommodation</i>	An adjustment made in a system to make it accommodating or make it fair for an individual based on a proven need.
<i>Refugee</i>	A person who has been forced to leave his or her country in order to escape war, persecution, or natural disaster.
<i>Role-Play</i>	Changing one's behaviour to assume a role, either unconsciously to fill a social role or consciously to act out an adopted role
<i>Pink-Collar Employees</i>	Women employees referred as "pink collared" working in jobs traditionally considered suitable for women.
<i>Sensitivity Training</i>	A kind of training that creates awareness among people about their own goals, as well as their prejudices, and more sensitive to others and to the dynamics of group interaction.

- Socio-Technical Systems*** An approach to complex organizational work design that recognizes the interaction among people and technology in workplaces.
- Training Manual*** A book of instructions, designed to improve the quality of a performed task.
- Universal Design***
- Vulnerability*** The quality or state of being exposed to the possibility of being attacked or harmed, either physically or emotionally

About the Author



A prolific scholar with 20 years of academic experience in Human Resource (HR) Management, Organization Behavior and Organization Development. She is currently employed as a Professor in the University School of Management Studies, Guru Gobind Singh Indraprastha University, Delhi, India. She is intimately knowledgeable about the HR aspects of inclusion and accessibility, and her teaching and research focus on inclusion and accessibility and the integration of HR technology with social systems, with an emphasis on emerging economies like India. She holds membership in the Academy of Management and is on the editorial boards of national and international journals. She has published extensively in numerous journals and has presented her research to domestic and international audiences. She has developed a Training Manual: Framework for HR-enabled Inclusion and Accessibility Training (An Overview) and has also authored a module on “Organizational Inclusiveness – Gender, Special Needs and Disability” for Management School in IGNOU. For details: <https://www.linkedin.com/in/dr-shalini-garg12345/>

Preface

आत्मौपम्येन सर्वत्र समं पश्यति योऽर्जुन |

सुखं वा यदि वा दुःखं स योगी परमो मतः || 32||

ātmaupamyena sarvatra samam paśhyati yo `rjuna
sukham vā yadi vā duḥkham sa yogī paramo mataḥ
Bhagavad Gita,* Chapter 6, Verse 32

**Bhagavad Gita* is the best known and the most famous book of spiritual knowledge belonging to ancient Indian scriptures.

Translation: “One who sees the true equality of all living beings and responds to the joys and sorrows of others as if they were their own is considered the perfect and the highest.”

This timeless message on the “Equality of Vision” in the words of Lord Krishna to his disciple Arjuna in *Bhagavad Gita* refers to the inner battle between knowledge and ignorance, rigidity and transitoriness, discrimination and equality – and is a perfect answer for the modern-age illusions and dilemmas about the notions of pluralism, inclusion, diversity, accessibility, tolerance, acceptance, equality, altruism, and other issues.

Inclusion and accessibility, being a global challenge, has a tremendous scope of research and is not yet a saturated field of study. Diversity alone is not enough. It has to be accompanied by inclusive and accessible work practices and culture in order to triumph. Today it is a well accepted fact that inclusive and accessible practices make business sense and add both tangible and intangible value to the bottom line.

The changing demographics at the workplace pose an important global challenge to the successful management of employee relations for HR managers, business leaders, and management trainers and consultants. The inclusive growth and development of humanity are at the heart of the 2030 Sustainable Development Goals (SDGs) agenda adopted by the United Nations General Assembly in September 2015. This ambitious agenda became a call to action for all stakeholders for understanding the societal transformation needed to achieve inclusive growth.

Hence, being an avid academician and researcher and, above all, an HR enthusiast, I started this research journey in 2015 to understand the role of the corporate world in advancing inclusive and accessible workplace development through progressive HR initiatives.

The intended empirical research was centred around the following research issues:

- Investigating HR initiatives adopted for creating inclusive and accessible workplaces

- Understanding employee perception about inclusive practices adopted by their employers
- The relevance of a Training Manual for guiding successful policy making and implementation for workplace inclusion and accessibility

The research responses were collected and compiled in the Indian continent neighboured by Sri Lanka, Nepal, Bangladesh, Pakistan, among others. The research findings were obtained using the PLS-SEM analytical tool, which is a modern and robust technique for research in management and the social sciences.

The research compiled in the form of this book has had immense global appeal as the responses were collected from the well-known MNCs (multi-national corporations with operations all over the world) across different sectors in India, employing a diverse mix of people belonging to different cultures and nationalities. The research further addresses the needs and gaps in HR-oriented inclusive and accessible practices and proposes a Training Manual.

This book has the potential of being a one-of-a-kind work, supplemented with a Training Manual: Framework on HR-enabled Inclusion and Accessibility Training (An Overview) for guiding stakeholders such as academicians, researchers, business leaders, consultants and trainers on the implementation of inclusion and accessibility-based HR initiatives highlighting areas of progress and areas where more actions need to be taken to ensure that no one is left behind.

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*This book is an expansion of earlier research undertaken by the author, Shalini Garg, entitled *HR Initiatives in building Inclusive & Accessible Workplace*, for the University Grants Commission – UGC Delhi in (2015-18). This research was not commercially published. The research has been expanded and revised for publication.

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