ARE THERE CURRENT “BEST PRACTICES” THAT HUMAN RESOURCES (HR) CAN USE TO ASSIST CORPORATIONS IN ORDER TO SUPPORT TRANSGENDER INDIVIDUALS IN THE WORKPLACE?

Research Seminar

DePaul University
ARE THERE CURRENT “BEST PRACTICES” THAT HR CAN ASSIST CORPORATIONS WITH?

Chapter One: Introduction

Are there current “best practices” that Human Resources (HR) can assist corporations with; in order to support transgender individuals in the workplace? Are there specific recommendations that would be supported in aligning with the findings of this study? Do current laws help transgender(s) when threatened to be terminated from employment due to their new status? If the findings show current laws do not support transgender(s) sufficiently, what solid recommendations can be made from the findings of this study? Do current practices in large and small corporations observe transgender equality with regards to salaries and benefits? What inferences can be made from the findings of this study?

The human race and its many cultures is a complex entity of constant expansion and evolution. Humanity is constantly growing, moving, and in many ways, changing. As such, and in current times so are the feelings and emotions at a personal level. Currently, the definition of gender has become a blurred-line, as such humanity is no longer a male and female gender population, but instead a population of many genders, such as Lesbian, Gay, Transsexuals, Bisexuals, and Queer, also known as the LGTBQ, community, just to name a few.

Although humanity is constantly evolving and adapting with the times and changes, the social and judicial system seems to have fallen behind, as such the LGTBQ community finds themselves in many cases being underrepresented when it comes to the law of the land. In recent years there has been a new community that is emerging, a community that thanks to the medical and scientific advances has now the tools to become, who they have always felt they should have been. This community is the transgender community, although part of the LGTBQ community, it is now an evolving and growing entity that is stretching across several sectors of our social, economic and personal lives. As more and more individuals are “coming out”, per se, and identifying themselves as transgender individuals.
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Chapter Two: Understanding Genders in the Workplace

Although laws, rules, and regulations are being revised, changed and amended in order to protect the rights of all individual and genders in our ever-growing community in the workplace, there is a lack of understanding and protection of one new gender, per se. A gender which has become to be known as the nonbinary transgender people in the workplace (Davison, 2016). As such, there seems to be a disconnect, when it comes to the rights of this particular community, job opportunities and treatment in the workplace, or just becoming gainfully employed; as their chances are lower than that of binary or cisgender genders, also known as the biological content male and female individuals.

Transgender individuals have been reported to hold twice the percentage of individual in Unemployment; as well as, when employed, being refused promotions and fair salary wages (Davison, 2016). This thought is shared in the research conducted by Brewster, Velez, DeBlaere, & Moradi (2012); in which it is stated that the transgender community has become “the new sexual minority” (p.60) in the workplace, surpassing all other minorities, reporting negative impacts felt by them in the workplace from management and peers alike (Brewster, Velez, DeBlaere, & Moradi, 2012).

It has become well known that this population has had a very difficult time when it comes to legal representation with regards to illegal termination of employment due to their new gender self-identification, becoming a “transgression of inequality” against this population (Marion, 2013). It is clear that a better differentiation must be made when it comes to “sex and gender”, as it has become a battleground for equality (Marion, 2013); and in order to remain open to the possibilities of equality for all genders in the workplace including their rights (Marion, 2013). Yet, within the research of transgender in the workplace there is some light, as due to
transgender discriminations in the workplace, a newly emerging field of law is rising in the form of a loophole within Title VII (Trotter, 2010). In Trotter’s article key quantitative information comes to light in the form of statistics, learning that “between 2-5% of the population has been reported as transgender; out of that percentage, 1 in 12,000 in the male population, and 1 in 34,000 in the female population undergo sex reassignment” (Trotter, 2010).

This information is key as it provides views to just how many within the “binary” population are self-identifying. Furthermore, learning how Title VII has become a shield for this population, by realizing that “sex stereotyping is a form of discrimination, and therefore illegal” and covered under Title VII (Trotter, 2010). Author Lloyd, A. W. concurs that discrimination against transgender individuals’ is so blind that it becomes dehumanizing and has even stated that individuals from this community are seen as “abnormal and social outlaws” (Lloyd, 2005).

Table 1. Participant Information

<table>
<thead>
<tr>
<th>Gender</th>
<th># Of population Studied</th>
<th>Percentage</th>
<th># That undergo sex reassignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>12,000</td>
<td>2-5%</td>
<td>1 in 12,000 Males undergo</td>
</tr>
<tr>
<td>Female</td>
<td>34,000</td>
<td>2-5%</td>
<td>1 in 34,000 Females undergo</td>
</tr>
</tbody>
</table>

Authors Dietert and Dentice (2009) inform the readers of the many medical, mental, and physical issues caused by the rejection and lack of acceptance that transgender individuals suffered while attempting to be part of the working community; and just how this individuals suffered discrimination outside and in their workplace and had to deal with the lack of management and peer support during the 1980’s, stating that within “a survey of 203 lesbians in New York City, 31% of them anticipated job-related discrimination” (Dietert, 2009, p. 121), as one can see this number is alarming. The authors went on to state, “black homosexual males
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were among the least likely to be hired, this followed by black lesbians and white homosexuals” and mention that this also affected the wages and benefit provided to this community, indicating lower than average benefits (Dietert, 2009).

Further explaining how in the United States individuals are expected to follow and stay within their birth gender identity, male or female, as indicated by the society norms in which we live. As such, co-workers and management would not support gender transition in the workplace (Dietert, 2009). One can see how the latter, created a hostile work environment, per se, for the members of this population, as without a support system in place, transition of any kind is near impossible, as discrimination and harassment would soon follow, this of course was not seen, nor addressed by Human Resources and the companies for sometime, as there was a lack of support and equality, once the individual decided to transition in the workplace.

Within some of the States, legislation for the transgender community is rising and inclusive laws are rising rapidly, but enforcement has been weak at this point (Colvin, 2007). However, this can be seen as a start to positive change for the community, knowing that Title VII has become a start and loophole to possibilities (Colvin, 2007). As there is momentum building on the subject, Colvin warns that the opportunity presented must be taken and keep on pushing for civil and work change and equality before it is lost (Colvin, 2007). Yet, there are other changes taking place within the legislative field and workforce as a “call to action” is made to better understand and respect all employees, and become an all-inclusive and respectful industry for the differences that make the fabrics of humanity, including the rights to gender identification (Robinson, Van Esch, & Bilimoria, 2017). Learning that the key to it all is getting the buy-in from the powers that be, such as management within small and large corporations, via HR portals of training and development; training in the form of “inclusiveness practices, transgender
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diversity inclusiveness, and changes in current policies” which must be managed by HR, advising that the materials can be acquired from the SME’s in the field and within the LGBTQ community, who best knows the community from the inside out, per se, (Robinson, Van Esch, & Bilimoria, 2017).

One of the identified issues in educating others in regards to the transgender population comes in the form of a now familiar phrase “don’t ask don’t tell” as stated Bell, Özbilgin, Beauregard, & Sürgevil (2011). Yet once this has been identified a path to remedy the issue becomes available in the form of “Voice Mechanism” allowing for an open dialogue between HR, management, the employees, and transgender employees Bell, Özbilgin, Beauregard, & Sürgevil (2011). Within the articles reviewed there is one that offers a great tool/model, which has been utilized in the past and has yield great results. This model is called “Building Bridges” and has had great success in resolving complex issues with management and employees in the past, according to Baillie, & Gedro (2009). Who are confident that can once again can assist HR to “bridging the gaps between employees, management, and transgender employees” (Baillie, & Gedro, 2009). Another very helpful article by author J. McNickles provides’ great tools and information on the how to present, manage and guide employees when it comes to working with transgender individuals in the workplace. The author speaks of the four chapters/guidelines to follow “(a) transgender basic, (b) gender identity laws, (c) policy issues and tools, and (d) sample gender transition guidelines” (McNickels, 2009). The steps and tools presented here provide a blueprint on which a synergetic start and foundation can be built.

Authors Taylor, S., Burke, L. A., Wheatley, K., & Sompayrac, J. (2011), provide great advice to the readers and transgender community in the form of a list of States in which laws and companies embrace this minority, as well as provide a list of States that do not. In the end, there
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is a very strong statement made by the author’s as they state, “when managing a transgender employee and the changing work environment consequent to an employee’s transition, there is no room for hands-off management approach” (Taylor, et al. 2011). The latter rings true as for whether binary or nonbinary genders, (Davison, 2016), civil and legal rights need to be defined, especially when it comes to the workplace.

An interesting image retrieved from the Human Rights Campaign.org (Human Rights Campaign, 2015), is presented below to provide a visual aid as to which states in the United States are fully inclusive and non-discrimination protections, and which do not; providing the reader with a wakeup call to the lack of equality and inclusion in the country.
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Within this image, it is clear that only 31 states provide inclusion and nondiscrimination protection to the LGTB and transgender community Human Rights Campaign, (2015).

However, just because it is offered it does not mean it is being enforced. As such, further and current research needs to be conducted to better understand the quantitative information in a more recent image via researching within the LGTB and transgender community and their places of work. This in order to review and analyze what Humana Resources is doing, what has worked, what needs to be revisited, and new inclusive processes need to be put in place in order to create equality and support in the workplace for this community.

Authors Webster, Adams, Maranto, et al., (2017) provide hope in the form of advice for corporations; within their article information is given on how a “stigma” becomes a mark, per se,

Figure 1. Human Rights Campaign.org 2015
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when it comes to employees that are identified as “different”, whether by culture or gender or any other indicator which if allowed can create a form or type of ostracizing, rejecting or harassment, knowing that if left unchecked eventually would become discrimination against this individual(s) (Webster, et al., 2017).

Yet, provide great tools and advice to Human Resources for the purpose of assisting their respective companies and entities, by indicating that a positive inclusive climate within any company can foster positive employee relations across all tiers; and in essence prohibiting all from making other individuals feel negative about themselves due to their differences, whatever they might be, thereby prohibiting discrimination and in essence reducing the negative reaction of other to the stigma or gender differences and any other type of difference for that matter (Webster, et al., 2017).

Within the article it is stated that slowly, companies are offering support to the LGB community in the form of health/medical benefits, by incorporating LGB diversity metrics within the tiers of employment and even management, advising that only then will companies be able to better understand the needs of this community and support the growing population that has a lot to offer (Webster, et al., 2017). But the authors warn us that supportive workplace climate must be constant, policies and procedures must remain current and enforced by HR, as well as issues addressed accordantly in order to maintain positive and healthy relationship with all employees, otherwise it might seem as “empty promises” to this community (Webster, et al., 2017).

Authors Rudin, Yang, Ruane, et al., (2016) presented a very enlightening article in which they state “Transgender individuals suffer from a form of prejudice known as transphobia” (Rudin, et al., 2016, p. 32). The article presented provides a very interesting hypothesis, which
can be stated simply by the fact that, co-workers and management who are not familiar with the personal need for gender identification and transition by others within their area, will feel lost, confused and even afraid, as this is not just material, location, or environmental change; but change and transition of an individuals whom has been known by what can be seen and understood as normal and familiar gender prior to the transition.

This in fact affect, directly or indirectly, many of the individuals surrounding the transitioning person, as they will go through their own set of emotions and feelings, which they might not be ready or aware of at the time and might not be able to or want to understand due to cultural, moral or even personal biases. In essence, their phobia comes from fear and lack of education on the subject and individuals feelings, thoughts and emotions. Yet, in a way, their fear of this unknown, becomes a phobia, becomes a bias, and becomes a platform for discrimination and an unhealthy work environment.

The authors agree that the solution to the bias and phobias against the transgender population is education; as new generations of young adults become exposed to transgender individuals within their lifetime via school and peers, who might be in transition, they also become accepting, inclusive and embracing of this population, and once they become of age and join the workforce there will be less and less resistance against this population, and a platform for equality across the workforce, as transgender individuals will have rights to equal wages, benefits and restrooms (Rudin, et al., 2016).

Within the data presented in this chapter, there have been small pieces of theories and “aha” moments, moments that can only lead to one culmination and realization and that is that understanding of a subject can only come through education. As such, a solid hypothesis can be made that Human Resources must get the buy-in of the companies and their employees to invest
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in better learning tools, and in order to develop and roll-out new successful methods of diversity, training, development, and inclusion; that will include transgender acceptance and inclusion in the workplace. Training such as this will alleviate many of the legal and moral complexities that might arise from curious employees, creating synergy, unity, boost morality, and will bring relive to employees, management and the transitioning individual. As humanity continues to move into this next chapter of ethnicity, diversity, cultural, and true gender integration in the workplace, so must the companies that employee the many peoples of the world.
Chapter Three: Research Method

In trying to answer the research question; are there current best practices that Human Resources (HR) can assist corporations with; in order to support transgender individuals in the workplace? Research has to be conducted on which research method(s), would work best, as well as how each one function, their values, drawbacks, and the advantages of utilizing a mixed-method of both. In order to understand this, we will take a look at all three methods.

Quantitative Research

Within the quantitative method of research, one can find results in the form of numeric data, percentages, graphics and so on; such said results can then be analyzed for the purpose of numerical quantification bringing the factual data and value to the forth-front of the research reducing the finding into hard numbers. For the purpose of this paper, a quantitative method can bring to light demographic, such as age range, education, and genders of the subjects in question in the form of percentages, as well as other key and important information. Creating a numerical value that will represent the subjects and then further reduce the data to sectional numerical demographics that can then be categorized and compare to other subjects within the same research.

However, although data and values can be obtained from utilizing a quantitative method, it will not yield other key data due to the fact that this method is observed from afar and really not connected at this time to the subjects in question. It is clear in this study that the quantitative method cannot be utilized as effectively as the qualitative method due to its nature of research.
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Qualitative Research

Within the qualitative method, the researcher can find great data and information to be analyzed. This method will provide findings from research in the form of analysis of data; such data can be obtained via words, pictures, statements or state of being, as well as interviews, surveys, and videos. The quantitative method can explain and expand on human complex emotions and feelings via verbal description and explanation as the method is more connected to the subjects of the research. Yet, the qualitative method will not look at numerical values and or percentages, or even graphs, for that matter. The qualitative method can also create biases if the researcher becomes attached or too close to the subjects.

“Mixed-Method Research”

Due to the questions and subject(s) of this study; are there current best practices that HR can assists Corporations with, in order to support transgender individuals in the workplace? It has become clear that a mixed-method approached would be best as the research deals with human emotions, surveys, rules, and regulations, as well as attaining numerical facts, percentages, and values.

As read and learned and reviewed in the reading throughout the modules and assignments; the quantitative method will yield great information in the form of facts via numeric results and analysis, such as graphs and other numeric data as it aims to test hypotheses via numeric values observing from afar and this connected from the subject(s). While the qualitative methods will yield data in the form of findings from research via interviews, surveys, observation and complex phenomena, from and for, verbal description, while working closer to the subject(s). As such, each method has its own peaks and pitfalls and can complement each
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other when utilized under the right scenario and in the form of an open-ended and close-ended questions, this in order to acquire the best results possible from the subjects in the research as well as each method.

Although each method process has their rewards and drawbacks; when it comes to human research it is best to utilize a mixed-method of research as this method will yield quantitative and qualitative information, which can be further analyzed by other researchers and even the IRB during final stages of the review process.

In the end, within the gathered data and information with regards to the human subject(s), it can be stated that each researcher will utilize the best method, or percentage of both methods, per se, for their research, as each method will always yield great information for further analysis, depending on the research being conducted of course. Yet, within a mix-method of research, quantitative and qualitative, researchers can attain exclusive thick results due to the nature of the subjects and methods; as by utilizing a mixed method of research, a good balance and quality of data can be attained. Within this style of mixed-methods, qualitative and quantitative methods, the information attain can yield percentages, charts, and graphs, if need be; as well as thoughts feelings and emotions, via human factor; through interviews, and analysis of such said data.

The latter allows the reader to compare results across tiers in order to better comprehend and analyze the issues and information obtained. As well as further drill-down, inquire, and continue to conduct their own research to further expand on the research subject presented; this, in order to further explain and research the complexities of human emotions and others research in which a mixed method of research can be utilized.
“Data Collection Instruments”

When creating an artifact or instrument for any research, it is important to select or create the most comprehensive and important information/data as possible. One has to keep in mind several key components of the subject(s) by selecting open and closed-ended questions. Within the instrument, careful consideration must be given to questions that will yield quantitative and qualitative data so that as many aspects of the research as possible can be covered and then further analyzed at a later time. Yet, when the research subject is human by nature, special care and consideration must be given to their confidentiality and privacy, as it is through this assurance that the human subject(s) will then be open and honest to the research, interview, and or survey questions. Therefore, and in order to ensure the privacy and safety of the subject(s); the subject(s) must always be coded in order to protect key identifiers that might affect or place the subject(s) at risk or in harm’s way.

Furthermore, any data collection instrument(s) that might enclose both, quantitative and qualitative data, must be versatile enough to collect the data and log key components that will allow the researcher to maintain track of such said data so that it may then be decoded and analyze in a private and secure setting, where the codes can be then linked to the actual subject(s) and private demographic information, and other key data indicator can be reviewed, this in order to further attain important data from the subject(s) and drill-down as much as possible.

The Data Collection Instrument 1 of 3 below, or Confidential Decoded Info, collects’; Qualitative information via name, age, ethnicity, and other key demographics, while Quantitative data is collected via demographics such as title/position, education level, longevity at work and so on. Yet, the most important aspect of this form is that it creates the code that will link the subject(s) to the survey’s findings. This, in turn, allows privileged and confidential information
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to be kept separate from the survey and protected by the researcher(s). The survey then can be taken in person or online, but it will be coded and thereby minimizing the risk and harm to the subject(s), creating segregation of vital documentation and safety for the subject(s).

Figure 2. Data Collection Instrument

*Data Collection Instrument 1 of 3.
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Within this instrument one can attain both types of data, quantitative and qualitative data. Quantitative in the form of percentages, age range, longevity at work and educational level to name a few. Such data can then be later analyzed and converted into numerical data for comparison. Qualitative data touches on the personal aspect of the subject demographic data, gender, and asks explanation if indicating “other” allowing the subject to communicate, with the researcher, such data touches on the verbal and communication aspect of qualitative data, which can then be further analyzed by the researcher.

While within the Data Collection Instruments 2 of 3 or Confidential Survey below, the survey will present the subject(s) with key qualitative question from a work settings perspective, yielding key responses’, which will allow the researcher(s) to collect this information in regards the subjects’ thoughts, feelings, and emotions, within their respective workplaces and environment.
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**CONFIDENTIAL SURVEY**

*Data Collection Instrument 2 of 3.*

The survey will also gather a percentage of quantitative information on work environment and their personal demographic. All while being coded and their privacy and confidentiality is being protected as only ranges are being asked. Such said survey would be presented via on the spot or web link; this in order to ensure it can be done during the subjects’ private time and if need be away from the company.
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In the Data Collection Instrument 3 of 3, below or Qual & Quant Chart, a simple instrument; the table can hold both qualitative and quantitative data for a fast review of both, this of course after loading the data attained by the researcher(s). These values and finding can then be analyzed during the research or at the time of results review period and for the purpose of presenting to the IRB(s). The table allows the researcher(s) to logged yield values that might be useful under each or additional headings, per se. The table can also be expand by adding cells, columns, or re-named/organized (labeled); as well utilizing formulas that reside within the Excel program and can facilitate information to the researcher(s), depending on the needs of the test subject and researcher, all while holding a mixed method of data collection.

<table>
<thead>
<tr>
<th>Subject Coded</th>
<th>Date Range</th>
<th>Method</th>
<th>Variant Mood</th>
<th>Age Range</th>
<th>Value (1-5)</th>
<th>% &lt; &gt; =</th>
<th>Method Pop %</th>
<th>Findings</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>2/10-2/16</td>
<td>Survey</td>
<td>EE</td>
<td>25</td>
<td>2</td>
<td>&gt;</td>
<td>Low %</td>
<td>Pro</td>
<td>TBD</td>
</tr>
<tr>
<td>E1</td>
<td>3/15-3/25</td>
<td>Survey</td>
<td>EE</td>
<td>60</td>
<td>5</td>
<td>&lt;</td>
<td>High %</td>
<td>Against</td>
<td>TBD</td>
</tr>
<tr>
<td>T1</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

*Data Collection Instrument 3 of 3 (Qua & Quant Instrument Table Aid for Researcher).

As stated, although all research has a process; the researcher(s) must find the best method for the research. Yet, when it comes to the complexities of researching human subjects; it is important to take into account their feelings, thoughts, and emotions. As this can, and will, impact the factual results of interviews, surveys, even direct or indirect observation; knowing that these are the biggest drivers for qualitative results, as it is hard to quantify emotions. Yet,
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other data must be tracked and analyzed via quantitative method, creating a mixed-method of research.

Another key and very important aspect within any research is the need of privacy and confidentiality, as such, it has been learned that both must be taken very serious and guarded at all cost. Allowing the subject to be trusting and open to the research, as well as, as transparent as possible during the various stages, yielding true and honest data/information. By getting their buy-in, trust, and respect, the researcher(s) can then acquire the data yield by the mix-methods of quantitative and qualitative research.

“Ethical Consideration”

Any and all researchers know that there will always be issues that might arise in any research. As such, below are some that have come to mind that might arise and must be addressed; 1) Honesty and integrity, 2) Openness from the subject(s), 3) Objectivity from the researcher(s) part, 4) Confidentiality, as in some cases the subject(s) might not feel they will be supported or fail to have their identities guarded, and 5) Responsibility of publication.

In all research involving human subjects. One would have to state that the human connection would be an issue, as humans are emotional beings that are constantly changing and feeling, as such and depending on the type of research, feelings and emotions might get the better of a non-season researcher, and because of that s/he must be cautious when working with human subjects. Other specific ethical issues that may arise with in this project are; openness and trust from the subject(s), as the data collected might be very sensitive and the subject(s) might not feel safe or open to full disclosure of information attained, thereby might not be honest and open during the interview(s) and research. As such, dissemination of information might be at risk, as
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the subjects may or may not agree with the findings in the end. Personal bias could also come into play, as humans tend to give their own opinion on the subject matter without even knowing it is being done.

In order to address such issues, one must provide the subject(s) with information, process, documentation, the what if’s, as well as the importance of the research and getting their buy-in for the purpose of the research and value to the masses and community, given the research subject.

“Avoiding Personal Bias”

All researchers know that when working on any given research, it might be difficult to put aside personal bias, as we are human beings, creatures of feelings and emotions. In some cases, this might be harder when working with a particular population such as the elder and children as subjects, as the emotions and feelings might rise to the surface and cloud one’s judgement. As such, it is important to be honest and recognize what personal values, beliefs, assumptions, or biases might influence the research and therefore the data collected and the interpretation of it, during and after the research and findings stages. As such, one must recognize that one can become passionate about the subject matter and process, and then take a step-back in order to be objective during the research, interview process, and then the collecting of data for analysis and final finding review.

A researcher needs to be open-minded and able to look at a subject from a distance, analyze, and evaluate accordantly. As such, reducing personal conflicts that might arise from the research, knowing the limitations of one’s mind and values and not cross her or him them so that
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their will not be an internal conflict or personal bias. Yet if such is the case the researcher(s) must then recues him/herself and take the appropriate steps needed to address the situation.
Chapter Four: Summary

In trying to answer the proposal research question; are there current best practices that Human Resources (HR) can assist Corporations with in order to support transgender individuals in the workplace? It has become clear that research has been conducted on how Human Resources can help the transgender community. Within the findings for this proposal, it has become clear that there are some changes taking place across companies through HR, as well as in the legal system as presented by the authors reviewed. Although there are current “best practices” that HR can assist companies to implement to support this community in the workplace, not all can be enforced.

Within previous research and findings, it has been determined that the transgender population has become a new gender, unfortunately, it has also come to be known as the nonbinary people in the workplace (Davison, 2016). This nonbinary population also lacks representation and protection with regards to their civil rights, job opportunities and treatment in the workplace; as finding tell us their chances are lower than that of binary or cisgender genders, also known as the biological content male and female individuals and hold the highest percentage when it comes to unemployment (Brewster, Velez, DeBlaere, & Moradi, 2012).

Fortunately for this population, they have find some legal protection under Title VII, as “sex stereotyping is a form of discrimination, and therefore illegal” and covered under Title VII (Trotter, 2010, p. 56). As such, this new genders’ field has also created a new field of law, opening the door for future case-studies and laws to be created, reviewed and revised in order to provide the population with adequate, representation and support within the legal system, and within companies, (Trotter, 2010). Yet, currently there are no actual laws that addresses this issue formally, as such this affects individuals of this community at many levels creating many
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medical, mental, and physical issues caused by the rejection and lack of acceptance by others in the workforce and the legal system (Dietert, 2009).

However, a slow movement is taking place in which advise and methods of inclusion are being provided to Human Resources and their respective companies in the form of guides and inclusive processes, by many researchers and their findings, learning that “when managing a transgender employee and the changing work environment consequent to an employee’s transition, there is no room for hands-off management approach” (Taylor, et al. 2011, p. 115).

Within the information presented here such as the image/chart by the Human Rights Center, one can see how just 31 states in the nation are open to inclusiveness, yet it is noted that just because they are part of inclusion it does not mean protection is being enforced, Human Rights Campaign. (2015). Within the many articles, good pieces of information have come about as there are some “best practices” for HR to utilized, such as the Bridge Model, which has been proven successful to bridge the gaps between employees, companies, and issues in the past. Other best practices tools have come in the form of new policies and procedures, such as positive mindset and reinforcement at the worksites. Robinson, (2017).

Other findings via research state that a positive inclusive climate within any company can and will foster positive employee relations across the tiers; in essence prohibiting all from creating a negative atmosphere due to others’ differences, will promote the “prohibition of discrimination and reducing the negative reaction of other to the stigma of gender differences” (Webster, et al. 2017, p. 196). A key element and constant solution presented in the findings of other many of the researchers is that education is key, as such, HR needs to proactively look for ways to get the buy-in from the companies and employees by enlisting the SME’s of this community and through training change the current stigma and thought process of many who are
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against this growing population. One important observation made by Authors Rudin, Yang, Ruane, et al., (2016) is that “Transgender employees may suffer from discrimination due to transphobia” (Rudin, et al. 2016, p.40), in essence stating that, co-workers and management who are not familiar with the personal need for gender identification and therefore transition will experience lost, confusion and even fear, as this is an individual who has been known by what can be seen and understood as binary or normal and a familiar gender prior to the transition.

Although the quantitative and qualitative research method can yield great information and data, each in their own way, it has become clear that a mix-method of both would yield the best results, this given the fact that the subjects in the research are human subjects; as such, feelings, emotions, and surveys come into play. Such said items cannot be quantified via quantitative method alone, as such; a qualitative method must be utilized in order to attain the data from the subjects. On the same token, numerical data and values need to be attained in order to gather percentages, ranges, and other such said numerical values that cannot be attained via qualitative research method; therefore, the quantitative method must be utilized for this part. In short, a good percentage of each research method must be utilized to attain, analyze and provide solid findings from the research and in order to help this community to attain equality in the workplace.

This research would provide qualitative and quantitative data on just how the nation as a whole is moving towards inclusion, synergy, and solidarity and how companies grow and profit by allowing transgender individuals dignity, peace of mind and a good working environment and community in which all can prosper and succeed. The greatest take away at this point is that this community must be hungry enough to fight for their equal rights within the court and civil system and push for changes that will bring equality and respect to them and their community.
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Future studies need to be conducted that can better quantitative and qualitative findings, in order to get true, as well as to assess how far has the community grown? Have they gained equality? And what has Human Resources done to better protect and improve their working conditions?

Understanding that the transgender population is no longer a small population is key, as younger individuals become adults and feel the need to gender self-identify. Once these young individuals become of age, they will soon be joining the small and large companies and become part of the workforce, as such, a civil, social, and economic solution will need to be found in order to provide equality to all, including in the workplace. As such, as more and more of the transgender community members enter the workforce, new rules, processes, and regulations will have to be put in place, not to mention if a current employee is going through a transition from one gender to the other. Human Resources must ensure their rights and benefits of all employees are protected according to companies’ policies and Human Rights, regardless of nationality, sexual orientation, race, culture, and gender.

Although there are scholarly information and resources on the subject, the fact is that this is new and emerging fields such as, personal, legal, and civil, as such, furthers study and resources need to be given and conducted to further explore, understand, and address the needs of this emerging community. This is due to the fact that; 1) This new gender population; the transgender community, is a growing population and not just a trend, as such, it must be addressed accordingly, 2) The social and economic impact that the new gender population will create is still unknown and must be quantified, 3) There are no specific laws, rules, and regulations to properly protect this population and as citizens must be respected, protected, and their civil rights preserved, at the judicial and place of employment; and 4) Further quantitative
and qualitative study/research needs to be conducted on the population in order to better understand their needs in the workplace. These are just a few line items that must be perused.
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