"A Common Destiny in the Bermuda Workforce"
Recommendations for Employers
The social issue of racism has been a persistent dilemma for centuries. The phenomenon is not unique to Bermuda. Rather, racism has been cited as one of the world’s most pressing social problems.

Bermuda may have reached a watershed in how it tackled the issue of racism in the early 1990’s with the creation of a Government Department, under the former Ministry of Human Affairs and Information, dedicated to analyze the problem and implement solutions. The role of the Department of Human Affairs, which is now within the Ministry of Education and Human Affairs, is not reviewed in this publication, but the significance of it being created should not go unrecognized.

In Bermuda, racial divisions appear at all junctures of our day-to-day lives. There is a perception of inequitable practices related to race in our schools; our courts; our political party structure; our sporting events; our cultural events; our churches; our club memberships and our workplaces.

Over the years, the business community has actively participated in and facilitated the dismantling of overt racially discriminatory practices. In July 1994, Sir David Gibbons, Chairman of the Board of Directors of the Bank of Butterfield, commissioned the consulting firm of Carol M. Swain & Associates (CMS&A) in Princeton, New Jersey to conduct a study of race relations in Bermuda, with special emphasis within the Bermuda workplace. Sir David subsequently invited the Bank of Bermuda to join the Bank of Butterfield in funding this initiative.

Dr. Carol M. Swain of CMS&A visited Bermuda in 1994 to conduct extensive interviews. These interviews, coupled with studies of previous surveys, documents and government reports, resulted in Dr. Swain making 15 key recommendations regarding the issue of racism in the Bermuda workforce. A committee was formed, under the auspices of the Bermuda Chamber of Commerce, to review and analyze the recommendations.

The Swain Committee consists of:
Mark S. Perreault, Chairperson,
Vice President, & Director of Human Resources, Bank of Bermuda
C. Wendell Emery,
Senior Vice President, Retail Banking, Bank of Butterfield
Donna Harvey-Maybury,
Director of Human Resources, Bermuda Hospitals Board
Patricia Bean,
Manager, Personnel and Training, Bank of Butterfield
Douglas Soares,
Human Resources Manager, Kempe & Whittle
Cynthia Thomas,
Executive Vice President, The Bermuda Chamber of Commerce

Other committee members have included:
A. Michael Smith,
Senior Manager, Credit, Bank of Butterfield
Caroline Melo,
General Manager and Director of Marketing, Kempe & Whittle
Emma Mitchell,
Owner, Harris & Mitchell Associates

*Mrs. Harvey-Maybury originally represented the Bermuda Employers' Council, and continues to represent the Council on the Swain Committee.*
The final report included an introduction outlining how the report was initiated; an historical overview which discussed stereotypes and rising expectations, glass ceilings, steepened inclines, level playing fields and finally, 15 recommendations relating directly to the issue of racism in the Bermuda workplace.

The actual recommendations made by Dr. Swain are reproduced in this document. Each recommendation is followed by a discussion on current initiatives which are underway and what employers can do if they are interested in implementing any of the recommendations. For those employers who are considering implementing any of these recommendations, the committee asks that you contact, in the first instance, the Human Resource Department of those companies mentioned in this book and, in the second instance, the Chamber of Commerce. The Chamber will assist you in determining whom to contact within any organizations mentioned in this document.

The Swain Committee, early in its deliberations, recognized that the implementation of any of the recommendations could only take place if a company believed in them, rather than mechanically implementing them. The committee also agreed that 'mandatory implementation' through statutory instruments is highly undesirable. Rather, the committee held that each company must review the recommendations and then spend time looking within and analyzing how each recommendation will, or will not, be suitable. The committee respected the magnitude and diversity of the issues and opinions surrounding such a controversial topic, and considered it unwise to take any strong views or positions on Dr. Swain's recommendations. We anticipate that the business community, in general, will respect the Committee's approach. This publication, we hope, will facilitate meaningful and productive discussion of the issue of race relations in our workplaces. We ask readers to recognize that it is not exhaustive - we are certain that there are other initiatives of which we are not aware. We do want to improve this publication if further editions are required, and invite readers to write to the committee via the Chamber of Commerce. Your input, suggestions for improvement and general feedback are welcomed:

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This document presents the actual recommendations made by Dr. Swain. These are presented in italics. It then provides information on initiatives which are underway within the business community relating to any particular recommendation and then goes one step further by providing suggestions for employers wishing to implement any of the recommendations. Finally, a brief glossary is included to ensure that there is a common understanding amongst the readers of the terms used within this document.
Recommendation #1: Diversity Awareness Seminars

CMSzA recommends that all the larger Bermuda corporations institute diversity awareness seminars and require all their employees to attend, from the CEO on down. Such seminars would stress the importance of understanding the sensitivities of people of different backgrounds and perspectives, and of learning to live with cultural differences.

What initiatives are currently underway?
The Bermuda College, in conjunction with the National Training Laboratories (NTL), conducted, in 1995, an extensive and in-depth 20 day program on Diversity Awareness. The program was held over 4 months for one week per month.

In 1995 The Bermuda Employers' Council (BEC) in conjunction with the Harvard University Conflict Management Group (CMG) conducted a seminar on conflict resolution around issues of race relations in the workplace. Participants of the Bermuda College/NTL and BEC/CMG programs were charged with implementing diversity awareness seminars in their respective organizations.

The BEC hosts a number of 1 or 2 day seminars on related issues such as "Removing Glass Ceilings".

A number of private and public employers have developed and implemented in-house diversity training programs: Bermuda College; Bank of Bermuda; King Edward Memorial Hospital; X L Insurance Company.
Recommendation #2: Upward Appraisal and Diversity Management Reviews

CMSc6A recommends that Bermuda companies add to their standard performance-appraisal procedures the requirement that employees — particularly managers — be regularly evaluated on their ability to deal successfully with persons from differing racial, ethnic and gender backgrounds. Furthermore, we recommend that Bermuda companies adopt an "upward appraisal" system whereby subordinates are asked to make constructive criticisms and comments about their direct supervisors and superiors. In conjunction, companies should adopt a formal policy statement setting forth the company's commitment to a program of non-discrimination and fairness in all employment matters. A copy of this statement should be sent to each employee and prominently displayed at the place of work.

What initiatives are currently underway?

Although the Swain Committee is unaware of any employer in Bermuda that utilizes formal "upward appraisal" or diversity management reviews, it was noted that the Bank of Butterfield conducts, on an annual basis, an internal Quality Survey which asks staff to rate, within, their department, barriers to providing quality service. Essentially, staff are required to rate their departments in terms of management, leadership, training and reward/recognition schemes.

A number of employers have formulated and communicated "equal opportunity" policies. The Bank of Bermuda has developed and implemented an extensive Equal Employment Opportunity Policy. The Bermuda Electric Light Company has also implemented a Human Rights policy. The Bank of Butterfield clearly states, in its application for employment form and other staff documents, that the Bank is a quality service provider which values cultural diversity and is committed to employment equity in the workplace. Increasingly, many advertisements for employment in the local press include company statements of equal employment opportunities e.g. The Bank of Bermuda.

What can you do as an employer or as an organization representing the business community?

First and foremost, companies should ensure they have a formal appraisal system in place before they take on upward appraisal and diversity management reviews. The Bermuda Employers' Council (BEC) is available to assist organizations in establishing a formal appraisal system.

For those who have not already done so, employers should formalize their commitment to a program of non-discrimination and fairness in the workplace by formulating and communicating a policy statement. This statement should emphasize equality of opportunity in the workplace as it relates to selection for jobs, promotion opportunities, training, development and rewards. It should also embrace all provisions of the Human Rights Act, particularly those provisions relating to employment. Formulating and communicating such a policy is a proactive, low cost initiative which goes a long way to confirming your organization's commitment to equality and fairness.

Advice on drafting and establishing policy statements can be obtained through the Human Rights Commission or the Bermuda Employers' Council. The Human Rights Commission is also available to review policies to ensure compliance to Bermuda's Human Rights Act.
Recommendation #3: Assessment and Development Centers

CIMSECA recommends that the larger Bermuda companies study the possible benefits of creating assessment centers in order to enhance their existing career development programs. Assessment centers use multiple assessment techniques to gauge the full range of an employee's abilities, potentials and training needs. Many companies have found that such centers provide valuable information on an employee's potential for promotion and successful performance of future tasks that could not be obtained through other sources. And many candidates who have gone through the assessment center process have stated that these centers provide fair evaluations of their strengths and weaknesses. When properly used, we believe these centers would be of particular value in dispelling suspicions of racial and/or gender bias in employment. In fact, the U.S. Equal Employment Opportunity Commission, one of the major enforcement arms of U.S. civil rights policy, has specifically endorsed assessment centers as a means of ensuring non-discriminatory treatment on the job.

What initiatives are currently underway?

Although it is not uncommon for large corporations in North America to have operated assessment and development centers successfully for a number of years, no employer, to the knowledge of this Committee, has ever attempted to do so in Bermuda. Several large employers have instituted assessment type activities through the use of various psychological inventories, but these are typically administered during training programs.

What can you do as an employer or as an organization representing the business community?

Employers in Bermuda are encouraged to actively review the concept of assessment centers as a method of reducing bias in employment and promotion opportunities. While this approach seems unrealistic for any single employer in Bermuda, it is thought that perhaps a group of employers could benefit from a collective effort. It has also been suggested that a private enterprise, such as an employment agency, may wish to pursue this idea and develop it into a viable business venture.
Recommendation #4: Structured Career Development Planning

CMSeA recommends that Bermuda companies adopt well-defined and highly-structured career development planning programs. This should include a system of semi-annual or quarterly reviews in which each employee is asked to state in writing what his/her short-term and long-term employment goals are. Managers should be required to explain to their employees where they stand in the organization; what their promotion prospects are; and what additional skills or training they need to acquire their desired goals. Such development planning should be tied into extensive educational and training programs sponsored by the individual companies involved.

What initiatives are currently underway?
The Swain Committee is aware of two large companies on the island that practice structured career development planning - Johnson and Higgins and The Bank of Bermuda.

What can you do as an employer or as an organization representing the business community?
Companies without structured career development planning are encouraged to review the merit of such a management tool. The scope and sophistication of any such program will be dependent upon available resources, type of business, type of staff (professional vs. technical) etc.

Recommendation #5: Executive Monitoring and Networking Outreach

Advancement in any corporate structure depends to a considerable extent on the proper nurturing and guidance of those who are lower in the structure by those who are higher up. When the "higher-ups" are white males, problems can develop when those males nurture and guide primarily other white males, thus putting blacks from working class backgrounds at a particular disadvantage. CMSeA recommends that Bermudian senior managers take an active role in identifying blacks and women who are capable of promotion and nurture and guide them in the ways of corporate advancement, recognizing that many of them will feel themselves to be on very unfamiliar turf.

What initiatives are currently underway?
The Swain Committee is certain that there are many instances of effective executive mentoring within a wide scope of local companies.

What can you do as an employer or as an organization representing the business community?
Because executive monitoring and networking outreach are critical components of structured career development programs, this recommendation builds on the suggestions made in recommendation #4. Indeed, the mentoring component of such a program is not difficult to initiate and maintain. It simply involves matching up employees with appropriate role models within in your organization, or elsewhere in the business community. Obviously, the key to success is to carefully choose role models. Care must be taken to select mentors with an admirable career track record who truly are committed to assisting in the development of blacks and women.
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Recommendation #6: More Flexible Job-Recruitment Standards
A number of Bermudians expressed the view that many large companies in Bermuda were inflexible in applying educational and other standards for initial hiring. CMI's A doesn't suggest that companies lower hiring standards. Rather, we recommend that in the case of Bermudians from working class backgrounds (the vast majority of whom are black), employers not only consider the level of academic achievement but also the educational disadvantages and other hurdles that had to be overcome to reach those levels. Talent can be demonstrated in many ways, and it is important to maintain a degree of flexibility in assessing it.

What initiatives are currently underway?
Several companies have been actively reviewing their recruitment strategies and the performance requirements of each vacant position to determine if the educational requirements that are typically cited on position descriptions are indeed genuine.

Additionally, several employers have started to review the suitability of Bermuda College graduates who have not had the opportunity to continue their education in overseas colleges or universities. Most notably, the Bank of Butterfield, the Bank of Bermuda, Bermuda Electric Light Company, The Bermuda Telephone Company Limited and the Bermuda Government encourage and actively consider applications from Bermuda College graduates.

What can you do as an employer or as an organization representing the business community?
Employers, as a first step, are encouraged to critically review their recruitment process by asking key questions such as:

- Are our advertisements discouraging potentially good candidates from applying?
- Does our company have position descriptions, and if so, are the educational requirements for the position genuine requirements?

Employers are also encouraged to use the more traditional terms and conditions of employment such as probationary periods, defined performance standards and defined training schemes, to ensure that the person who has been educationally disadvantaged is treated fairly once they are brought into an organization.
Recommendation #7: Adopt-a-School Program
CMS-eA found a good deal of dissatisfaction with the quality of career counseling typically received by Bermudian youth. We recommend that the business community expand its efforts to reach out to Bermudian youth, particularly working class black youth and help guide them along an educational and training path that could lead to a successful career in the business and corporate sector. One means of doing this would be for a company to focus on one particular public high school and, through a series of presentations, open houses, career days and speakers’ programs, present the ways to prepare for a business career.

What initiatives are currently underway?
Several local companies in various industry sectors have become involved, not only in adopt-a-school programs, but other initiatives which bring the student and the business community into contact. Johnson and Higgins has been working with Northland’s Secondary School under an adoption program for a number of years. The Bank of Bermuda adopted Sandy’s Secondary School in 1995, and to date, have been involved in an active partnership with the school to ensure that there is a high level of access to career information by each student. This has been achieved through work shadowing; day release opportunities; summer employment opportunities and education for guidance counselors through the Bank’s internal training programs.

The Bank of Butterfield is involved in numerous career-related activities in all of the Island’s local secondary schools. The Bank appointed a dedicated Education Development Coordinator who facilitates and implements educational initiatives such as Student Expos, credited internships, day release programs, regular meetings with guidance counselors and scholarship counseling.

The Ministry of Education and Human Affairs manages the Business Education Partnership (BEP). This program partners students with a person or persons within an industry in which the student is interested.

The Institute of Directors (IOD) facilitated the introduction of the Young Enterprise Scheme to Bermuda’s secondary school system. This scheme has provided many students with actual experiences in establishing companies.

What can you do as an employer or as an organization representing the business community?
Contact representatives at the Bank of Bermuda, the Bank of Butterfield or the Bermuda Government Ministry of Education and Human Affairs for further information.
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Recommendation #8: College Financial Aid Awards Based on Need-plus-Merit
Although an assortment of loans, bursaries and financial awards from banks, businesses and other sources are available for Bermudian youth to meet the expense of a college education, more qualified blacks would be available for Bermudian businesses to hire if there were more financial aid money available to send promising black high school graduates to college. CMSFSA believes that the business community should augment existing scholarship programs with a financial award program based on need and merit, thus permitting promising youth from humble backgrounds to attend quality colleges that would otherwise be financially off limits.

What initiatives are currently underway?
The Bank of Butterfield plays a leading role in educating the local community on the types of funding which is being offered by local sources. This information is compiled each year, and an annual scholarship directory is published and made available as a free public service initiative. The latest edition highlights those awards with financial need as a selection criterion.

Increasingly, companies and professional organizations are reviewing not only the amounts of their awards, but also the structure of the award as it relates to need and/or merit. This has resulted in an increase in the number of awards available for further education.

What can you do as an employer or as an organization representing the business community?
The Swain Committee encourages you to consider whether your company is in a financial position to offer scholarships or awards and, if so, contact a current provider for information on how their schemes were implemented. For a comprehensive listing of the types of awards and scholarships which are available on an annual basis, contact the Bank of Butterfield for a copy of their annual Scholarship Directory.
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Recommendation #9: American College Awareness Program
Many young Bermudians seem to be insufficiently aware of the wide range in quality among colleges and universities in the United States. CMS&IA recommends that Bermudians be made to understand the differences between a true college with rigorous entrance and exit requirements which provides a quality education, and a diploma mill or remedial high school which is mistaken for a college. They should also be made aware of the considerable financial and academic advantages of attending the Bermuda Colleges - which maintain genuine college standards - rather than some of the lower-end colleges in the U.S. College awareness programs introduced into Bermuda's high schools would be an effective way of achieving this goal. A targeted public information campaign by the business community would be another.

What initiatives are currently underway?
The Swain Committee believes the CMS&IA recommendation is too narrow in its focus on American Colleges and that the recommendation should extend to all jurisdictions. The Bank of Bermuda produces an annual booklet entitled "College Search" which is distributed to all the schools on the Island and is used by teachers, counselors, students and parents to make the appropriate college selection choices.

Each year, the Guidance Counsellors in the Ministry of Education and Human Affairs coordinate a College Fair. The participants of the fair are admissions officers from American and Canadian institutions.

What can you do as an employer or as an organization representing the business community?
All employers on the Island are in a position to offer advice and assistance to students during career awareness programs or one-on-one meetings. Additionally, businesses should be aware of which institutions are reputable and recognized for various professions. For example, reinsurance industry professionals generally recommend the College of Insurance, and are confident that this institution provides a high level of academic training within that industry.
Recommendation #10: Corporate Day Care Centers

While government supported nursery school care is available in Bermuda for children who have reached the age of four, mothers with children below this age who work full-time must often avail themselves of private day-care centers. Such centers are expensive and thus hit the low-income workers the hardest. Corporate-sponsored day-care centers on or near the place of employment could alleviate this problem and can be of considerable benefit to a corporation in terms of improving morale.

What initiatives are currently underway?
The Swain Committee is not aware of any initiatives underway in this area, although this does not mean that the issue is not being discussed. The Committee is aware that a number of larger businesses have explored the concept, but have elected not to pursue the idea at this time. The Committee is aware that several companies review the practicality of this recommendation every two or three years.

What can you do as an employer or as an organization representing the business community?
The Committee believes that this issue will be difficult to confront on an individual company basis and that companies interested in pursuing the concept may consider pooling their ideas and resources to create economies of scale. The Chamber of Commerce is willing to act as a mediator for those companies wishing to collaborate and explore the concept further.

Recommendation #11: Diversification of Corporate Boards

The corporate boards of most of Bermuda’s larger companies were until quite recently the near exclusive province of white males of British descent. CMSC/A recommends that the process of diversifying corporate boards which has begun in recent years be rapidly accelerated. Boards of directors would specifically seek appropriately qualified blacks and women members so that their varying perspectives can be adequately represented.

What initiatives are currently underway?
Several larger companies have, for many years, been appointing suitably qualified persons, be they black or female, to their boards. Companies most notable are the Bank of Butterfield, the Bank of Bermuda, the Bermuda Commercial Bank, the Bermuda Telephone Company and the Bermuda Electric Light Company.

The issue of diversification of corporate boards is at the forefront of many discussions by Government within the Ministry of Legislative Affairs and Women’s Issues.

What can you do as an employer or as an organization representing the business community?
Companies can only be encouraged to discard their old way of thinking that boards are the domain of white males and accept that there is great value in creating a diversity of qualified Board members, specifically blacks and women, representing all segments of our community.
Recommendation #12: Social Outreach

A number of black workers interviewed by CMSc3A told painful stories about workplace incidents involving subtle slights and acts of insensitivity on the part of white co-workers. Aside from the sensitivity training programs suggested earlier in this report, there is a need in Bermuda for positive social outreach on the part of the major racial communities both on and off the job.

What initiatives are currently underway?

Many employers encourage employee participation in social events throughout the year. Such events include summer barbecues and outings, Christmas parties, family fun days, and company sporting events. There are several commercial sporting leagues in tennis, netball, soccer, softball etc.

What can you do as an employer or as an organization representing the business community?

If your organization has not already established a number of social events and/or sporting activities, encourage employees to organize events through a staff committee. Often, when employees know that their employer supports after-work activities, they become inspired to participate. By providing the required financial assistance employers can make employees accountable for organizing and participating in events which promote socializing.

Recommendation #13: Outstanding Employer Award

Perhaps the simplest way to further the concept of Bermudianization would be by instituting an annual award to go to the company that had done the most over the previous year to hire and promote Bermudians and to treat all employees fairly on the job. An "Outstanding Employer Award" would send an important message to the entire business community in Bermuda regarding the social obligation of Bermudian businesses to place Bermudians first.

What initiatives are currently underway?

The Human Rights Commission and the National Association for Reconciliation have annual awards in place. The Bermuda Chamber of Commerce has explored the concept of offering an "Outstanding Employer Award" recognizing companies that strive to implement action for improving diversity within their institutions. The Chamber will offer an award of this type.

What can you do as an employer or as an organization representing the business community?

The Swain Committee encourages companies to research the criteria required to achieve the awards and move towards practices that would place them in a position for nomination.
**Recommendation #14: National Registry of Overseas Bermudians**

A substantial portion of native Bermudians live and work overseas. Since it is reasonable to assume that at least some Bermudians would be willing to return to the island given the prospect of a better job, it would further the interest of the Bermudianization policy if information about overseas Bermudians was readily available to Bermudian employers. To this end, CMS&A recommends that the Government Employment Office establish a national computer-based data bank that listed the names, addresses, phone and fax numbers, educational backgrounds, occupational specialties and employment histories of all Bermudians living abroad. CMS&A also recommends that employers be required to send to all overseas Bermudians who are listed in the specific work category for which said employer is advertising a job, a copy of the job advertisement that by law the employer must publish in a Bermudian newspaper before non-Bermudian applicants can be accepted. CMS&A further recommends that Bermudian businesses extend to all Bermudians living overseas who accept a job in Bermuda the same travel, relocation and housing allowances that they currently extend to foreign nationals.

**What initiatives are currently underway?**

This initiative requires an enormous amount of coordination and maintenance, as any such registry will be constantly changing.

The Committee is aware of several companies that have developed their own ‘tracking’ database of Bermudian professionals and students living overseas.

Currently, many large companies advertise locally and in the overseas press. This press coverage, at times, attracts qualified Bermudians. They subsequently apply for these positions from their overseas location. Additionally, many companies have started to provide Bermudians living overseas with relocation allowances. There is no quantifiable data on whether housing allowances are extended to Bermudians relocating back to Bermuda from overseas.

**What can you do as an employer or as an organization representing the business community?**

It was determined that the dedicated resources required to keep such a national registry updated are not presently available within a company.

However, the creation of a national registry, in the Swain Committee's opinion, may be an exciting venture for an entrepreneur.
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Recommendation #15: Diversification of the Expatriate Pool
When employers do reach into the foreign labor pool to meet their employment needs, it is important that the employers keep the racial and cultural sensitivities of the Bermudian people in mind. As mentioned under recommendation #1, expatriate managers should be required to attend seminars on diversity awareness and the cultural sensitivities of Bermudians. In addition, employers should make an effort to diversify their expatriate pools so that the overseas managers who are brought into Bermuda are not always white. This can be done either easily and without compromising quality standards, by simply increasing recruitment efforts in areas of the U.S. or the Caribbean with large, skilled black populations, or by extending the recruitment net to the English-speaking black populations of Africa.

What initiatives are currently underway?
The Bermuda Employers’ Council offers an ongoing induction program called “Getting to Know Bermuda”. This program is utilized by many companies. Several companies have developed internal orientation programs specifically for the overseas hire.

Several companies and government departments have, over the years, tapped into non-traditional recruitment pools. The Bermuda Police Service is an example of government exploring recruitment in the Caribbean as well as the United Kingdom.

What can you do as an employer or as an organization representing the business community?
Employers should consider their typical overseas recruitment markets and study alternative markets. Additionally, companies should consider advertising, not only through overseas newspapers, but through trade publications.
Glossary

Assessment Center
Not places as much as they are collections of instruments and exercises designed to diagnose a person’s development needs. They are used both for developing and for selecting managers. Typically, in an assessment-center experience, a potential manager spends two or three days away from the job performing many activities. These activities may include role-playing, pencil-and-paper tests, cases, leaderless group discussions, management games, peer evaluations, and in-basket exercises, where the trainee handles typical problems coming across a manager’s desk. ("Human Resource Management" Mathis, Robert L. and John H. Jackson. Seventh Edition, West Publishing Corporation, New York, New York, 1994)

Career development
The process of designing and implementing goals, plans and strategies to achieve an individual's career aspirations as well as organizational objectives.

Discrimination
Any situation in which a group or individual is treated differently based on something other than individual reason, usually their membership in a socially distinct group or category. Such categories would include ethnicity, sex, religion, age, or disability. Discrimination can be viewed as favorable or unfavorable, depending on whether a person receives favors or opportunities, or is denied them. For example, a senior citizens’ discount shows favorable discrimination toward senior citizens. However, in modern usage, "discrimination" is usually considered unfavorable. (Various sources)

Glass ceilings
Invisible, artificial barriers that prevent qualified individuals, particularly women and blacks, from advancing within their organization and reaching full potential. (Various sources)

Prejudice
Strictly defined, a pre-formed and unsubstantiated judgment or opinion about an individual or a group, either favorable or unfavorable in nature. In modern usage, however, the term most often denotes an unfavorable or hostile attitude toward other people based on their membership in another social or ethnic group. The distinguishing characteristic of a prejudice is that it relies on stereotypes (oversimplified generalizations) about the group against which the prejudice is directed. (Various sources)

Race
A group of people of common ancestry or inheritance, distinguished from others by physical characteristics, such as hair type, colour of eyes and skin, stature, etc. (Various sources)
Racism

The belief that races have distinct cultural characteristics determined by hereditary factors and that this endows some races with an intrinsic superiority over others. Also, racism is a term often used to describe abusive or aggressive behavior towards members of another race. (The Collins English Dictionary)

Upward Appraisal

A mechanism which enables employees to formally participate in the process of evaluating the performance of their manager or supervisor. Also known as subordinate appraisals. (Various sources)

U.S. Equal Employment Opportunity Commission

A United States Government agency which enforces U.S. laws which prohibit employment discrimination on the basis of race, color, religion, sex, handicap, and national origin whether by public or private employers. (U.S. Equal Employment Opportunity Commission)