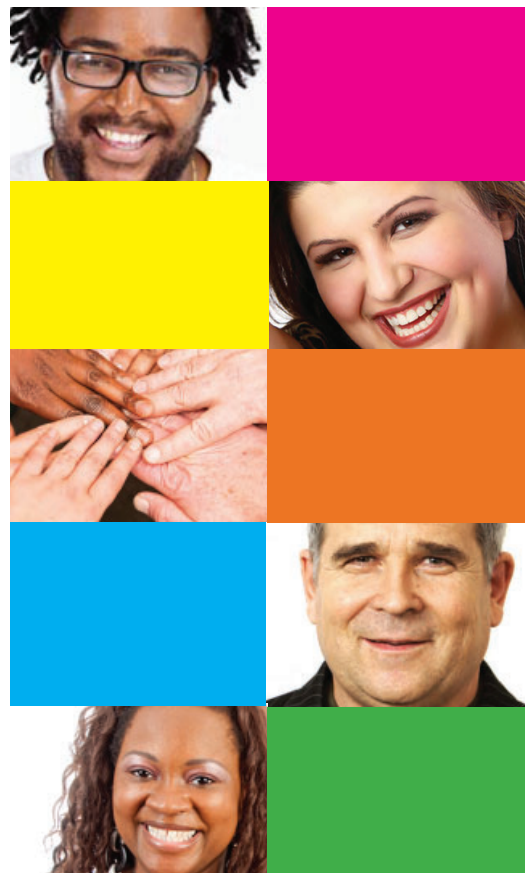




size diversity in employment

HR Training Guide



**We come in
all sizes...**



Table of Contents

1	Why Size Diversity?
2	What You Will Find in This Tool Kit
3	Recognizing Your Size Bias
4	Business Case Scenarios
4-5	The Interview
6-7	The First Day on the Job
8-9	The Company Wellness Program
10-11	Workplace Bullying Prevention
12-13	The Promotion Discussion
14	Accessibility and Accommodation
15-16	Resources
17-18	Glossary
19	Acknowledgements

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Diversity is not limited to the inclusion of people of different races and cultures; it includes sizes, shapes and other physical appearances and abilities.

Why Size Diversity?

The dimensions of diversity have expanded to include broader aspects such as thought, style, perspective and approach. Still one dimension remains to be addressed, size diversity.

No federal law protects workers from workplace discrimination based on body size¹, but Devay Campbell, SHRM-CP said human resources practitioners can try to end this bias by addressing it head on.

“The best way to protect the employee is ensuring your hiring managers are aware that [bias] is not tolerated and let others know that they can report this behavior without fear of retaliation,” Campbell said. “You must promptly deal with claims. Although it is not illegal, it is not ethical.”²

A work environment built on the principles of inclusion and free of bias leads to a stronger, happier workforce that promotes ideas, ownership and innovation. NAAFA contends that diversity is not limited to the inclusion of people of different races and cultures; it includes sizes, shapes and other physical appearances and abilities.

In a 2008 study, Mark Roehling, a Michigan State University associate professor of human resource management, found that contrary to widely held stereotypes, “overweight” and “obese”³ adults were not found to be significantly less conscientious, less agreeable, less extraverted or less emotionally stable. In an interview, Roehling stated, “Previous research has demonstrated that many employers hold negative stereotypes about obese workers, and those beliefs contribute to discrimination against overweight workers at virtually every stage of the employment process, from hiring to promotion to firing.” His study went a step further by examining whether there is empirical support for these commonly held negative stereotypes. Are they based on fact or fiction? “Our results suggest that the answer is fiction.”⁴

Roehling, who is also a lawyer, said the practical implication of the research is that employers should take steps to prevent managers from using weight as a predicator of personality traits when it comes to hiring, promoting or firing. He said such steps could include:

- Adopting a policy that explicitly prohibits the use of applicant or employee weight in employment decisions without a determination that weight is relevant to the job.
- Structuring the interview process to reduce the influence of subjective biases.
- Using validated measures of the specific personality traits that are relevant to the job if personality traits are to be considered in hiring decisions.
- Including weight-based stereotypes as a topic in diversity training for interviewers.

¹ Anti-discrimination laws based on body size exist in the State of Michigan and seven cities: Binghamton, NY; Madison, WI; San Francisco, CA; Santa Cruz, CA; Urbana, IL; Washington, DC; New York City, NY

² *Ending Weight Bias in the Hiring Process Starts with Being Conscious of It*, D Onley, Society for Human Resource Management (SHRM), 2017

³ The terms “obese” or “obesity” refer to a Body Mass Index of >30. These terms are not accepted terms used to identify fat persons in the size diversity community. Any reference to these terms in this Tool Kit will be shown within quote marks denoting that the term was used in the referenced study.

⁴ *Studies Refute Common Stereotypes About Obese Workers*, MSUToday, 2008



What You Will Find in This Tool Kit

The purpose of this Tool Kit is to function as a training guide to help all Human Resources (HR) staff and hiring managers recognize their bias against people of size and guarding against those biases in the hiring and employment processes.

It includes training scenarios with discussion questions as examples of ways that managers and candidates/employees interact.

It discusses the access and accommodation needs of applicants and employees with large bodies and provides potential resources for accommodation needs.

The Tool Kit ends with a glossary of terms that are used throughout the document and associated with fatness for greater understanding of Employees of Size.

**There's a pure and simple business case for diversity:
Companies that are more diverse are more successful.
- Mindy Grossman**

Recognizing Your Size Bias

Below is an exercise for educating yourself about fatness as an identity and a class of people. It will help you recognize any biases you may hold about fat people and their ability to be viable employment candidates and employees.

Analyze your own bias toward fat

Fat bodies and identities are topics fraught with morality, aesthetics, citizenship, notions of health, desire/desirability, and so on. The very first step in discussing fatness as a social issue is thinking through how you know and have experienced fatness.

Sit with the idea of fat as a personal experience and way of being. How do you understand the concept? What have been some of your experiences? Do you have a history of dieting or eating disordered behaviors? Do you judge fatness on others? Be honest with your experiences and feelings. Before you address fatness in a positive, or at least neutral, manner you must first acknowledge your own attitudes.

One way to test some of your implicit attitudes is the Harvard Implicit Association Test.⁵ This test gauges automatic reactions, thereby recording test takers' first, and presumably most authentic, attitudes. This test may help you have a better understanding of your assumptions and biases pertaining to fat and fatness.

You can find more information about fat bias in the *Resources* section of this Tool Kit under the heading, "Exploring fat bias and debunking misinformation about fat people".



Credit: Brian Stuart, red3.blogspot.com

⁵ Harvard Implicit Association Test, <https://implicit.harvard.edu/implicit/takeatest.html>

Business Case Scenarios

The business case scenarios have been developed to give you specific examples of potential interactions and experiences of fat employment candidates/employees and present you with discussion questions. We ask that you see yourself in these various scenarios in the role of the candidate/employee for greater understanding and to develop empathy in future interactions with fat candidates or employees.

The Interview

This scenario focuses on the interview and can be the first time a candidate experiences weight bias and discrimination. A resume reflects the abilities, skills and experience of an individual. However, once an interviewer (who may be well intentioned) comes face to face with a candidate, that interviewer can demonstrate behaviors that don't support an inclusive environment. Talent retention can be negatively impacted even before a candidate is hired and as a result, company resources spent before, during and after the interview process are lost.

Business Case Scenario 1:

Marcos arrives for his interview ten minutes early, just as the how-to books always advise. Entering the reception area, he announces his presence to the receptionist, who waves him over to two small, padded chairs placed right up against one another. If he weren't burning with embarrassment, Marcos would laugh, since the only way he could fit into these tiny, armed business chairs would be if he welded them together and removed the center arms. He stands awkwardly near the chairs, smoothing imaginary wrinkles from his suit and wishing the receptionist would stop staring at him.

Five minutes later, a smartly-dressed woman emerges from a nearby office, introduces herself as Amanda King, and invites Marcos into her office. Relieved, yet apprehensive, he follows her. She sits smoothly behind her desk and gestures toward the interview chair; as he suspected, the chair is the same size as those in the lobby. He briefly wonders how to broach the subject and decides humor is best.

"Are there any larger chairs available?" he asks. "My experience isn't the only impressively ample thing about me."

Ms. King apologizes, buzzes her secretary, and asks her to bring in an office chair. "Armless, please," a smiling Marcos says. Two or three minutes later,

Marcos is comfortably seated in an armless, leather office chair. He hopes his face isn't burning as brightly as he is inside. After several minutes of questions and discussion, Marcos is beginning to relax.

Interviews are never fun, but he's experienced, well-educated, and is positive he is perfect for this position.

"You'll forgive me for asking this question, Mr. Garza," Ms. King says. Marcos tenses. "But this position does require some travel and some walking around various sites. Are you sure you could handle that? I mean, with, you know—"she gestures vaguely in his direction.

Marcos keeps his smile pasted on his face and assures her that yes, he can travel and yes, he is also perfectly capable of walking.

"Also, while we're on the subject, your resume is sparkling and your experience impressive, but given your condition, I'm concerned that you might have to take more sick time than we generally like."

Marcos has no medical condition except the occasional stress headache, but he knows she's not referring to that. He points out that he expects

Business Case Scenario 1 Cont'd.:

to take no more sick leave than any other employee of the company. He also assures her that he's very healthy. Ms. King's face is politely skeptical. He can practically hear the number crunching in her brain as she calculates how much his "condition" will cost the company in healthcare, sick leave, and potential lost business.

An hour later, Marcos rises from his comfortable seat, smilingly shakes Ms. King's hand, and exits her office. He knows he's the ideal candidate for this job but isn't very confident that he'll soon be joining their ranks. He's no longer certain he even wants to.

Scenario 1 Discussion Questions:

1. Discuss some of the ways that Marcos' size became an issue during the interview.
2. What are some of the consequences of this type of interview?
3. What aspects of this scenario would need to change in order to accommodate Marcos and any other people of size?
4. What steps might be taken to implement some of the changes discussed in question number three?
5. Do you have any other comments, suggestions, or contributions?

An interviewer must
demonstrate behaviors
that support an inclusive
environment...



The First Day on the Job

The first day on the job is another critical and pivotal retention point. This experience will be the first time an employee gets a sense of the overall corporate culture and cues in how to navigate it. If they have to spend energy dealing with weight biased “roadblocks” this can deter employees from the job for which they were hired. An employee’s ability to be innovative and productive can be diminished, negatively impacting the company’s bottom line.

Business Case Scenario 2:

Shelley is excited to be joining a great company with her dream job. After a great interview and an enthusiastic phone call offering her the job, she feels confident that her education and hard work have finally paid off.

Upon entering the lobby, Shelley receives a warm welcome from the receptionist, who kindly tells her to take a seat. She strides over to a chair and squeezes into it, wincing in discomfort as the narrowly spaced arms dig into her hips. Oh well, she thinks, no big deal. Shortly she is greeted by a Human Resources Manager who walks her to a conference room for the new hire orientation.

Once inside the conference room, she immediately notices those same grammar school-type desks with the folding top that tormented her throughout her school years. Damn, she mentally groans, not again. She quickly scans the room and spies a few chairs with no arms in the very back; they are positioned a good distance from the group and will make her feel conspicuous, but at least she’ll be comfortable.

The orientation begins. It’s very impressive; good information and great presentations. Shelley is scribbling furiously when a presentation about the company’s benefits begins. The presenter chats animatedly about the company’s perks, including its gym, and all-of-a-sudden Shelley notices the presenter seems to be focusing solely on her. She begins to feel a bit uneasy as others start glancing her way. Okay, she thinks, I can get through this one.

The presenter finally ends the orientation and breaks for lunch. Shelley sits amongst her fellow new employees at a long, cafeteria-style table. After

everyone has introduced themselves, one new employee mentions the company’s Weight Watchers program. Smiling, she looks at Shelley and asks her if she would like to join her at their next meeting. The table falls silent, waiting for her response. Shelley takes a sip of bottled water, giving her a few seconds to formulate her answer. Finally, she smiles back at the woman, politely thanks her for the invitation, and says she’ll get back with her. Although she continues to smile, Shelley once again feels conspicuous and self-conscious; she can’t focus on the conversation and suddenly she’s lost her appetite.

Lunch is finally over. Just a few more hours and she’ll be done with Day One. By the end of the orientation, Shelley’s inner thighs are sore from trying to hold them together to form a flat surface for her notepad and orientation materials.

Thank goodness, her manager arrives to escort her to her new office. On the way, he stops in front of a colleague’s cubicle and introduces Shelley’s new coworker as “Irina, who just lost over 100 pounds by visiting the gym and Weight Watchers. Isn’t that great?” Shelley smiles and greets Irina, who gives Shelley the same look she would give to something she found wriggling under a rock.

As they proceed down the hall, Shelley notices multiple copies of a flyer for that famous company gym. The left side of the flyer depicts the traditional appearance of Santa Claus, only he’s frowning, slumped over, and morosely dragging a lumpy bag of toys. The right half of the flyer features a thin, muscular Santa, standing upright, smiling winsomely, and effortlessly hoisting a bag of goodies over his ripped shoulder. Her manager turns to her and says,

Business Case Scenario 2 Cont'd.:

"I even lost 15 pounds going to the gym! The great thing is that the company shuttle picks you up right in front." Shelley smiles again like the Princess of the Pasadena Parade after five hours atop a rain-soaked float. "Really?" she says with all the authenticity she can muster.

Finally, she arrives at her office and shuts the door. "Thank you," she mutters to the universe in general.

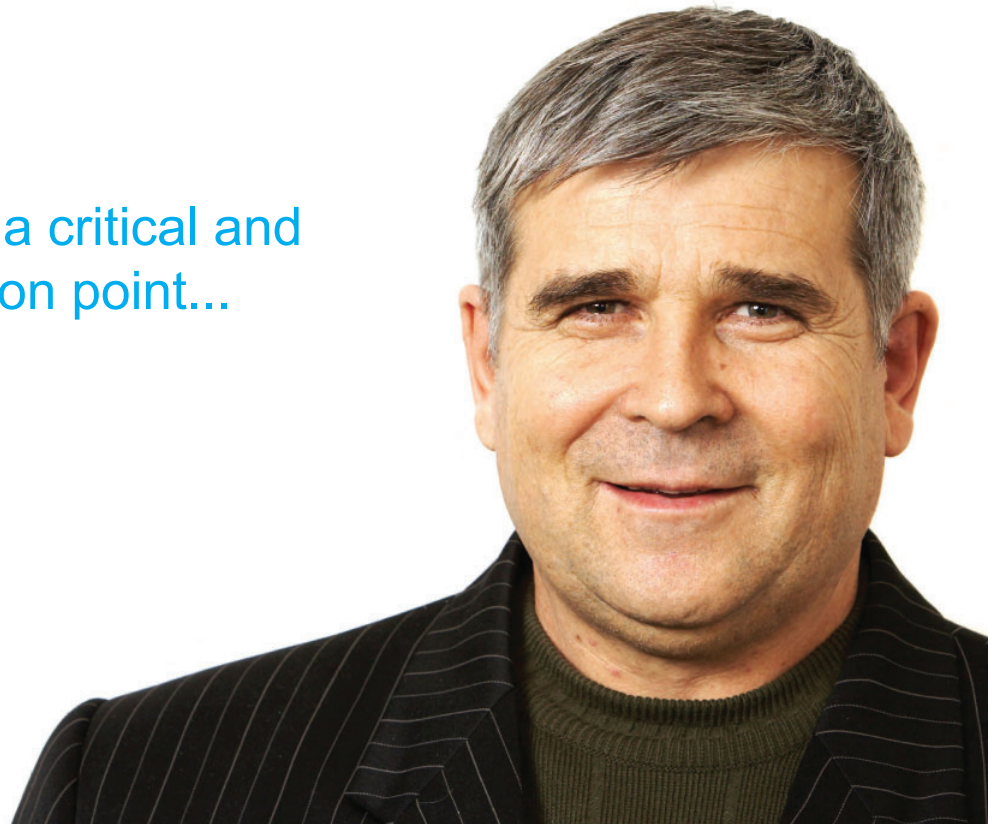
As she pulls out her (armless, thank goodness) chair, she notices sitting front and center of her desk a memo from her manager to the entire department asking employees to sign up to participate in a walk-a-thon for a local charity. The memo, done up in bright colors and employing several exclamation marks, asks employees to list their t-shirt size on the form. Shelley sighs and ponders whether she will "fit" in here.

Note: Adapted from the article: *Size Diversity in the Workplace: When Goliath Works for David*, Healthy Weight Journal, July/August 2004

Scenario 2 Discussion Questions:

1. Discuss some of the attitudes and environmental factors that made Shelley feel excluded and uncomfortable.
2. What might make Shelley's workplace more inclusive?
3. What steps would you take to make a new hire orientation or on-board processing more inclusive?
4. What additional comments or thoughts did you have about this scenario?

The first day: a critical and
pivotal retention point...



The Company Wellness Program

There is no argument that healthy employees are productive employees. However, the question of how health is defined arises. A thin appearance has been equated with good health, which is simply not true. Instead of focusing on weight as a measurement of health, a more effective approach is the Health at Every Size® (HAES®) philosophy which removes weight from the equation and replaces it with a diverse perspective, accepting the full range of body shapes and sizes.

A main focus of “health promotion programs” is often reduction of body mass index (BMI)/weight loss in obesity prevention. However, in the 2013 study, “Long-term effects of dieting: Is Weight Loss Related to Health?”, researchers uncovered no clear relationship between weight loss and health outcomes, calling into question whether weight change per se had any causal role in the few effects of the diets.⁶

According to the 2015 study, “Employers Should Disband Employee Weight Control Programs”, the authors found that no corporate weight control program has ever reported savings or even sustained weight loss using valid metrics across a sizable population for two years or more, accounting for dropouts and nonparticipants. Further, these programs can harm morale and even the health of the employees themselves. The authors go even further in saying that they believe that corporations should disband or significantly reconfigure weight-oriented wellness programs, and that the governmental regulations should be amended to require such programs to conform to accepted guidelines for harm avoidance.⁷

HAES® promotes individually-driven physical activity and nutritional needs. Think about how this could impact results for the company wellness program, where individuals could customize healthy life-style activities which are established to enhance one’s life. For example, defer costs of a swimming class rather than “punish” your employees with higher insurance premiums based on body size.

Business Case Scenario 3:

Bill is eager to revamp his company’s wellness program. He has been given a mandate to not only improve the health of the employees but to also demonstrate cost savings to his employer. His first step includes rounding up some of his colleagues, perhaps a few people from various business units, and having them brainstorm some strategies for enhancing the current wellness program. The business has seen some success with the smoking cessation initiatives; however, the weight loss programs are spotty at best.

It’s the “overweight” employees, he silently grumps,

since he would never say it out loud, who are not only driving up the cost of health care, but making me look bad and endangering my job. No way will I let them ruin me!

With those thoughts in mind, Bill selects the members of his focus group:

- Jim: Not only is he the contract physician in the Medical Services Group, but Bill has heard he’s a great golf player, too.
- Ted: The captain of the employee biking team and in great shape. Ted obviously knows a lot about wellness.

⁶ *Wellness incentives in the workplace: cost savings through cost shifting to unhealthy workers*, Horwitz JR, Kelly BD, and DiNardo JE, 2013, doi: 10.1377/hlthaff.2012.0683

⁷ *Employers Should Disband Employee Weight Control Programs*, Alfred Lewis, JD; Vikram Khanna, MHS; and Shana Montrose, MPH, 2015;21(2):e91-e94

Business Case Scenario 3 Cont'd.:

- Dwayne: A mailroom employee, Dwayne is a veteran and played Division A college basketball before injuring his knee in combat.
- Joan: Bill has seen her hula troupe perform at a company picnic; wow does she know how to move! Besides, he's heard somewhere that hula is one of the best exercises out there.
- Tiffany: Manager of the company cafeteria and a nutritionist, she is also known throughout the company as the "food police"; additionally, she recently lost 100 pounds. Impressive!

Bill thinks it sounds like a well rounded group: a physician, two athletes, a dancer, and a nutritionist. Two of the team members are women and one is even an African American man with military experience. Talk about diversity! The only thing left is to meet tomorrow with his manager, Susan, and review the list with her.

"Hey, Bill," Susan says the following day as she sits across from him, "this is a great list, but I'd like to add another person to your group."

"Sure, fine, fire away," Bill says, pulling his pen out of his pocket and poised it above his list.

"What about Shelley?"

Bill pauses and taps the pen against the paper. "Shelley?" he asks carefully. "You mean the new person in the finance group? In all honesty, Susan, I'm not sure Shelley would be a good fit." Bill chuckles.

"Come on, she's perfect," Susan says. "She could really benefit from being part of this group, if you understand my meaning. It might motivate her."

Bill nods. "Well, since you put it like that.... plus we'll enhance the diversity of our group, which will look good to upper management."

"Exactly," Susan says, smiling herself.

Bill scrawls Shelley's name on his sheet. "I bet she'll be a hard sell." He glances behind him to make sure he'd latched Susan's office door. "I wonder if she even remembers the last time she exercised. I guess I better talk to her first, huh?"

Susan nods. "If you run into any problems, let me know. I can always chat with her manager."

"Thanks for the support," Bill says, rising from his seat. "I may have to take you up on that offer."

Scenario 3 Discussion Questions:

1. What were some of the assumptions Bill made about persons of size in general and about Shelley in particular?
2. Can you anticipate how the meeting will go with Shelley?
3. What about the first meeting of the focus group?
4. How might you have handled this situation differently in order to eliminate some of the preconceived assumptions and maximize its effectiveness?
5. What additional comments or thoughts did you have about this scenario?



Cred: DiverseStockPhotos.com

Health at Every Size® [HAES®] promotes individually-driven physical activity and nutritional needs...

Workplace Bullying Prevention

Workplace bullying is a serious health and safety issue. The targets of bullying may suffer from physical and mental health problems that can last a lifetime. Bullying also has serious consequences for businesses, including reduced productivity, poor staff retention, increased hiring/training costs and increased medical costs.

According to the Workplace Bullying Institute:

“Workplace Bullying is repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is: threatening, humiliating, intimidating, work interference — sabotage — which prevents work from getting done, or verbal abuse.”⁸

Negative comments or actions that are based on a person's gender, ethnicity, religion, or other legally protected status are not considered bullying. These are considered harassment and, unlike bullying, are illegal in the United States and gives the victim legal rights to stop the behavior. Protected classes in employment are race/color, creed (religion), national origin, sex, marital status, disability, HIV/AIDS or Hepatitis C status, sexual orientation/gender identity, and honorably discharged veteran and military status.

While body size or weight is not currently a protected class nationally⁹, fatness can intersect with the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

Bullying based on body size is not uncommon and can be overt or covert. Examples of bullying based on body size are: telling "fat jokes", "fat shaming" an individual, exclusionary tactics and pressuring an employee to lose weight.

Business Case Scenario 4:

Andy works on a manufacturing line for a green energy company. The company has a policy of promoting from within and creating avenues for advancement based on innovative and cost-saving contributions. Andy has been continuing his education at night and has some great ideas that he believes will benefit the company.

In the company newsletter, Andy read about a contest asking workers for ideas on improving the manufacturing process of their popular solar panels. The next day, Andy was discussing the contest with a co-worker, Norm, who holds a senior position on the line and told him he has an idea he wants to submit.

Norm laughed at Andy and said, "They don't need ideas on how to eat more efficiently! What idea do you have that you think will win this contest?" Although Andy was offended by one of the many fat jokes made by Norm, he decided to not comment on it because of Norm's senior position. Andy just let it go and told Norm about his idea. Norm laughed at him again, "Why don't you just forget about this idea and go eat a sandwich".

Disheartened by Norm's condescension and lack of support, Andy doesn't submit his idea. Later that week, management posted some of the idea submissions. Andy is floored to find that Norm had

taken Andy's idea and submitted it as his own!

Andy could take the issue to H.R. but he doesn't have proof that the idea submitted was his and not Norm's. The company doesn't have a written anti-bullying policy and Andy thinks, "If I talk to H.R. about Norm's bullying behaviors, they won't do anything about it because he was 'just joking'." So Andy says nothing and starts thinking he should just look for another job outside the company because "...nothing will change."

Scenario 4 Discussion Questions:

1. Does this scenario meet the definition of workplace bullying?
2. How does bullying behaviors affect company morale and retention of employees?
3. Is it okay to tell fat jokes or fat shame someone in the workplace?
4. Does your company have a written anti-bullying policy?
5. What should Andy have done to change the situation?

⁸ <http://www.workplacebullying.org/individuals/problem/definition/>

⁹ Anti-discrimination laws based on body size exist in the State of Michigan and seven cities: Binghamton, NY; Madison, WI; San Francisco, CA; Santa Cruz, CA; Urbana, IL; Washington, DC; New York City, NY

The Promotion Discussion

Promotion criteria is important to establish upfront as an employee begins to develop and hone their skills and abilities. One of the sure ways to disengage employees is to display behaviors indicating that assumptions are made about them which are not linked to their skills or aptitude. There is sufficient data that suggests that employees don't leave companies, they leave their managers. If employees don't feel valued and respected, they will leave and go straight to your competitor, it's just a matter of time. Make sure promotion discussions and decisions are based on performance, not appearance.

Business Case Scenario 5:

"You asked to see me, Ms. Mendes?" Lee asks politely while stepping into her office. Ruby Mendes, Lee's supervisor, smiles at him and waves him inside while she finishes signing some paper or another.

"Have a seat, Lee," she says. He's prepared for this and dashes outside to grab the office chair that he rolled from his own office to hers, since the tiny, armed, wooden chair sitting before her desk isn't large enough to accommodate one of his thighs, let alone his full bulk. This isn't the first time he's supplied his own seating, but he remains embarrassed all the same. Ms. Mendes smiles again at his wacky chair antics; although he's relieved she doesn't seem annoyed by the slight delay, he also can't help wondering when she'll put an armless chair in her office. He's worked for her for three years.

"I see you submitted an application for the sales position," Ms. Mendes says casually, and Lee's heart starts pounding. Is this "The Talk", where she offers him the job? Everyone knows he's the top runner for this position, especially since his background in sales has been underutilized in the company. "I sure did," he replies, smiling broadly. "I'm really excited by the prospect of using more of my education and experience to further the company." He wants to add more about his consistently glowing evaluations and flawless record of customer service but decides to leave it alone. Ms. Mendes has obviously made her decision.

"I'm sorry, Lee, but we decided to offer the job to Tyauna."

Lee tries to hide his supreme shock and disappointment, but he must not have entirely succeeded, since his supervisor leans toward him and adds, "I know she's only been here a little over a year, but we think she has great potential." Lee thinks he has great potential as well as a sterling record, perfect evaluations, and a degree; Tyauna only has one of those. All he can say is, "I'm a little surprised, I admit. Tyauna's a great worker, but she doesn't have a background in sales or customer service."

"You're right, Lee, but in the world of sales, experience and training aren't everything. Tyauna has a certain -- way about her that we think customers will find appealing. You know how it is in the sales world: image, image, image. We think Tyauna will help reflect positively on the company's image. Besides, Lee, you're such an asset to our customer service team. Thanks to you, our customer satisfaction ratings with online and phone support have increased drastically. "And really, Lee, think about it this way: salespeople have to leave the office all the time, always on the go and always lugging heavy stuff around. It's much cozier in a warm office where the heaviest thing we have to lift is the phone receiver, am I right?" Ms. Mendes smiles.

Business Case Scenario 5 Cont'd.:

Lee is once again stunned. His experience, his education, his strong rapport with coworkers and customers alike, all swept away because of his size? His voice and writing skills are good enough to represent the company, but not his appearance? "I'm so sorry to have to break this news to you, Lee, and I hope you're not too disappointed. Part of the problem is, we just don't want to lose one of our best trouble-shooting representatives. Besides, everyone loves you in this department; I'd have a riot on my hands if I let you get away!"

Lee forces a smile. "Well, you know I do love this job," he says, and it's true. However, he knows he would also love sales: its flexibility, its heart-throbbing competitiveness, and it's almost 50% pay raise.

His head starts to ache and he wonders if it has something to do with bumping it on the glass ceiling.

Scenario 5 Discussion Questions:

1. What issues or concerns came up for you as you read this scenario?
2. What are some potential consequences of this discussion for Lee? Ruby?
3. What actions could be taken to implement a more constructive outcome?



Performance,
not appearance...

Accessibility and Accommodation

With the advent of the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), employers across the United States must now take notice of the reasonable accommodation needs of our population and are being called to task when they do not. We hope that this Tool Kit gives employers the information they need to incorporate a size-friendly physical environment, design and furniture in the workplace.

Chairs:

Chairs are often a concern for applicants and employees alike. Beginning in the office lobby, are you making this area the most welcoming to people of all sizes? Are there any chairs without fixed arms? Is bench seating available? What is the weight capacity of the chairs? These questions carry through into the interview/testing rooms, conference rooms, the break room/cafeteria and the office setting. So what is the perfect chair for an Employee of Size?

1. The chair should be without arms. Arms confine the employee to certain parameters and restrict movement. It is difficult to work successfully when the chair arms are gouging your sides.
2. A seat with these or similar measurements would be defined as a size-friendly chair: Seat Size: 22.25"W x 20.75"D. Back Size: 23"W x 23"H. Seat Height Adjustment: 19.5" -23.5"H. Overall: 44.75"H x 27"W x 30.25"D.
3. Depending on the employee, some degree of padding in the back and the seat of the chair are needed. At minimum, a padded seat works well.
4. The chair should be sturdy, well built and always properly maintained. A weight capacity of at least 450 pounds is a good rule of thumb.

The best way to fulfill the needs of the employee is to have them go to your local supplier and sit in the chairs to see which of them will work best for that employee.

Facility Structuring:

Facilities that are Americans with Disabilities Act (ADA) compliant for doorways, aisles, ramps, bathrooms, etc. are adequate for persons of all sizes and abilities. If a great deal of walking is required to access all parts of the facility, we suggest having chairs or benches be available at frequent intervals to allow the employee to rest if necessary.

For specific information on ADA Standards for Accessible Design, see the "Resources" section of this Tool Kit.

Resources

Exploring fat bias and debunking misinformation about fat people:

Books

This is a partial list of books on weight bias, weight and size discrimination, size diversity and health, wellness, fitness and HAES® principles.

- *Tipping the Scales of Justice: Fighting Weight Based Discrimination* By Sondra Solovay, JD
- *Weight Bias: Nature, Consequences, and Remedies* by Kelly D. Brownell (Editor), Rebecca M. Puhl (Editor), Marlene B. Schwartz (Editor), Leslie Rudd (Editor)
- *The Obesity Myth: Why America's Obsession With Weight is Hazardous To Your Health* By Paul Campos, JD
- *Fat Politics: The Real Story Behind America's Obesity Epidemic* By Eric Oliver, PhD
- *Great Shape: The First Fitness Guide For Large Women* By Pat Lyons, R.N., MA and Deb Burgard, PhD
- *Big Fat Lies: The Truth about Your Weight and Your Health* By Glenn A. Gaesser, PhD
- *Losing It: America's Obsession with Weight and the Industry That Feeds on It* By Laura Fraser

Websites

Size-Positive Resources:

This is a partial list of websites that have information on size/weight bias, size/weight discrimination, HAES® principles and size diversity.

NAAFA – National Association to Advance Fat Acceptance <https://naafa.org>

ASDAH – The Association for Size Diversity and Health <http://www.sizediversityandhealth.org>

Council on Size and Weight Discrimination <http://www.cswd.org>

Fat Hate Bingo 1: <http://red3blog.tumblr.com/post/14230945875/fat-hate-bingo-1-revisited-so-i-know-my>

Fat Hate Bingo 2: <http://red3blog.tumblr.com/post/16348208645/fat-hate-bingo-2-revisited-like-fat-hate-bingo>

Fat Hate Bingo 3: <http://red3.blogspot.com/2012/02/all-new-fat-hate-bingo-3.html>

Harvard Implicit Association Test: <https://implicit.harvard.edu/implicit/takeatest.html>

Junkfood Science Blog: <http://junkfoodscience.blogspot.com/>

The Body Positive <http://www.thebodypositive.org>

Anti-Bullying Resources:

Teaching Tolerance – A Project of the Southern Poverty Law Center <http://www.tolerance.org>

Workplace Bullying Institute <http://www.workplacebullying.org/>

Equipment Resources:

Safco 500 lb. Heavy Duty Office Chair 3490 at Office Chairs Unlimited
<http://www.officechairsunlimited.com/sa500lbheduo.html>

The SCH-2100 wheelchair accessible desk design from the Theradapt Company
<http://www.theradapt.com/Store/ShowProduct.aspx?ID=3560>

Pedestal Base Computer Tables with Adjustable Height by Correll available at Worthington Direct
<https://www.worthingtondirect.com/tables/pedestal-base-tables-by-correll.htm>

Facilities Resources:

ADA Checklist for Existing Facilities <http://www.adachecklist.org/doc/fullchecklist/ada-checklist.pdf>

2010 ADA Standards for Accessible Design
<https://www.ada.gov/regs2010/2010ADASTandards/2010ADASTandards.htm>



Source: bluesyerme.com

Glossary

Body Positive: explores taking up occupancy inside your own skin, rather than living above the chin until you're thin. It is a set of ideas that may help you find greater well-being in the body you have. (Definition obtained from The Body Positive website <http://www.thebodypositive.com>)

Body Dissatisfaction: refers to one's dissatisfaction with the size or shape of one's body. Typically the dissatisfaction comes from external factors and false images of what is being depicted as a standard, when in fact the image is an unrealistic view of one's body.

Fat: an adjective describing the dimensions of the body. NAAFA is reclaiming that word to promote fat acceptance. This word is regularly used in the size/fat acceptance movement.

Fatness: state or quality of having a large amount of flesh; the quality of being physically substantial.

Fat Shaming: act of bullying people who have or are perceived to have a fat body; the main thrust of fat shaming is to make people feel badly about themselves (ie, shameful, laughable and/or unworthy).

The Health At Every Size® Principles are:

- **Weight Inclusivity:** Accept and respect the inherent diversity of body shapes and sizes and reject the idealizing or pathologizing of specific weights.
- **Health Enhancement:** Support health policies that improve and equalize access to information and services, and personal practices that improve human well-being, including attention to individual physical, economic, social, spiritual, emotional, and other needs.
- **Respectful Care:** Acknowledge our biases, and work to end weight discrimination, weight stigma, and weight bias. Provide information and services from an understanding that socio-economic status, race, gender, sexual orientation, age, and other identities impact weight stigma, and support environments that address these inequities.
- **Eating for Well-being:** Promote flexible, individualized eating based on hunger, satiety, nutritional needs, and pleasure, rather than any externally regulated eating plan focused on weight control.
- **Life-Enhancing Movement:** Support physical activities that allow people of all sizes, abilities, and interests to engage in enjoyable movement, to the degree that they choose.

(HAES® Principles are from ASDAH's website, <http://www.sizediversityandhealth.org>)

Obesity: a medical term/label that describes ranges of weight that are greater than what is generally considered healthy for a given height. For adults, "overweight" and "obesity" ranges are determined by using weight and height to calculate a number called the "body mass index" (BMI). An adult who has a BMI of 30 or higher is considered "obese". (Definition obtained from the Center for Disease Control (CDC) website <https://www.cdc.gov/obesity/adult/defining.html>)

Glossary Cont'd.:

Overweight: a term used to describe an individual whose weight is over a subjective number on a scale. The term implies judgment regarding a person's weight.

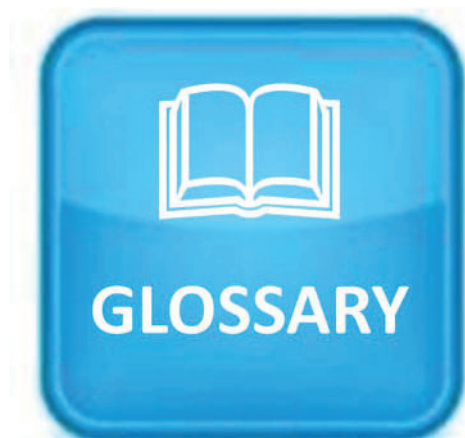
People of Size: people with the quality of fatness; people that identify as fat.

Size Diversity: another dimension of diversity where the full range of body size is valued and respected.

Size/Weight Discrimination: defined as unfair difference in treatment made between people because of specific characteristics. It is based on prejudice, which is defined as preconceived opinion or judgment without just grounds or before sufficient knowledge. In its extreme, discrimination is called bigotry, which is defined as obstinate and unreasoning attachment to one's own opinions, with intolerance to any opposing views. When the specific characteristic is body size and weight, this is weight discrimination, weight prejudice, or weight bigotry. (Definition obtained from the Council on Size and Weight Discrimination web site www.cswd.org)

Size/Weight Bias: a perspective and/or opinion based not on an individual's character or skills, but on an individual's physical size.

Sizeism: discrimination against a person based largely or solely on a person's weight, height or both. This type of discrimination can take a number of forms, ranging from refusing to hire someone because he or she is too short or too tall, to treating People of Size with disdain.



Acknowledgements

NAAFA's Board of Directors wishes to acknowledge and thank the individuals listed below for their contribution to the NAAFA Size Diversity in Employment Tool Kit. Without their efforts this Tool Kit would not exist.

Our intent is that the Tool Kit be used to help build a weight-neutral environment through education and awareness. We are committed to adding size diversity to the equation, ensuring that all people across the size spectrum are valued and respected. To read NAAFA's complete statement on diversity, please visit our website at <https://naafa.org>.

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We come in all sizes. . .