"That's Not Fair!" Operationalizing Fairness

Andrew Larratt-Smith
Campus Ombuds

Story

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Session Overview

- Reflection Exercise

- Why is Fairness Important?

- The Fairness Pyramid

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Reflection Exercise

Try to remember a time where you felt you were treated unfairly.

1. Why do you think it was unfair?
2. How did it make you feel?
3. How did you respond?

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Why is Fairness Important?

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"That's Not Fair!"

-Junia Larratt-Smith
Fairness Expert

Knocks against Fairness

Subjective and Arbitrary

Self-interested

Unrealistic

Lacks grit

Invalid consideration

Why is Fairness Important?

Innate need

https://www.youtube.com/watch?v=-KSryJXDpZo

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Why is Fairness Important?

Innate need

Conflict mitigation

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Why is Fairness Important?

Innate need

Conflict mitigation

Culture of collaboration & trust

Healthy Climate	"Lawful but Awful" Toxic Climate	Misconduct
• Healthy Communication • Creative Collaboration • Respectful Disagreement • Friendly Competition	• Regular Communication Breakdowns • Conflict Avoidance • Favoritism • Email Tirades • Rivalries / Factions / Triangulation • Lingering Resentment • Back-biting / gossip • Micro-inequities • Angry Outbursts • Abrasive Behavior	• Parking Violation • Retaliation • Plagiarism • Sexual Harassment • Illegal Discrimination • Fraud • Violence

Why is Fairness Important?

Innate need

Conflict mitigation

Culture of collaboration & trust

Ethical foundation

1) Fair dealing

"Members of the University community are expected to conduct themselves ethically, honestly and with integrity in all dealings. This means ***principles of fairness***, good faith and respect consistent with laws, regulations and University policies govern our conduct with others...."

-UC Standards of Ethical Conduct

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Why is Fairness Important?

Innate need

Conflict mitigation

Culture of collaboration & trust

Ethical foundation

Diversity, Equity, and Inclusion

Inequities are distributed unequally.

Why is Fairness Important?

Innate need

Conflict mitigation

Culture of collaboration & trust

Ethical foundation

Diversity, Equity, and Inclusion

Legitimacy of the system and its leaders

Leaders and administrators have as much (if not more) reason to care about fairness than those who might be directly impacted by unfair processes.
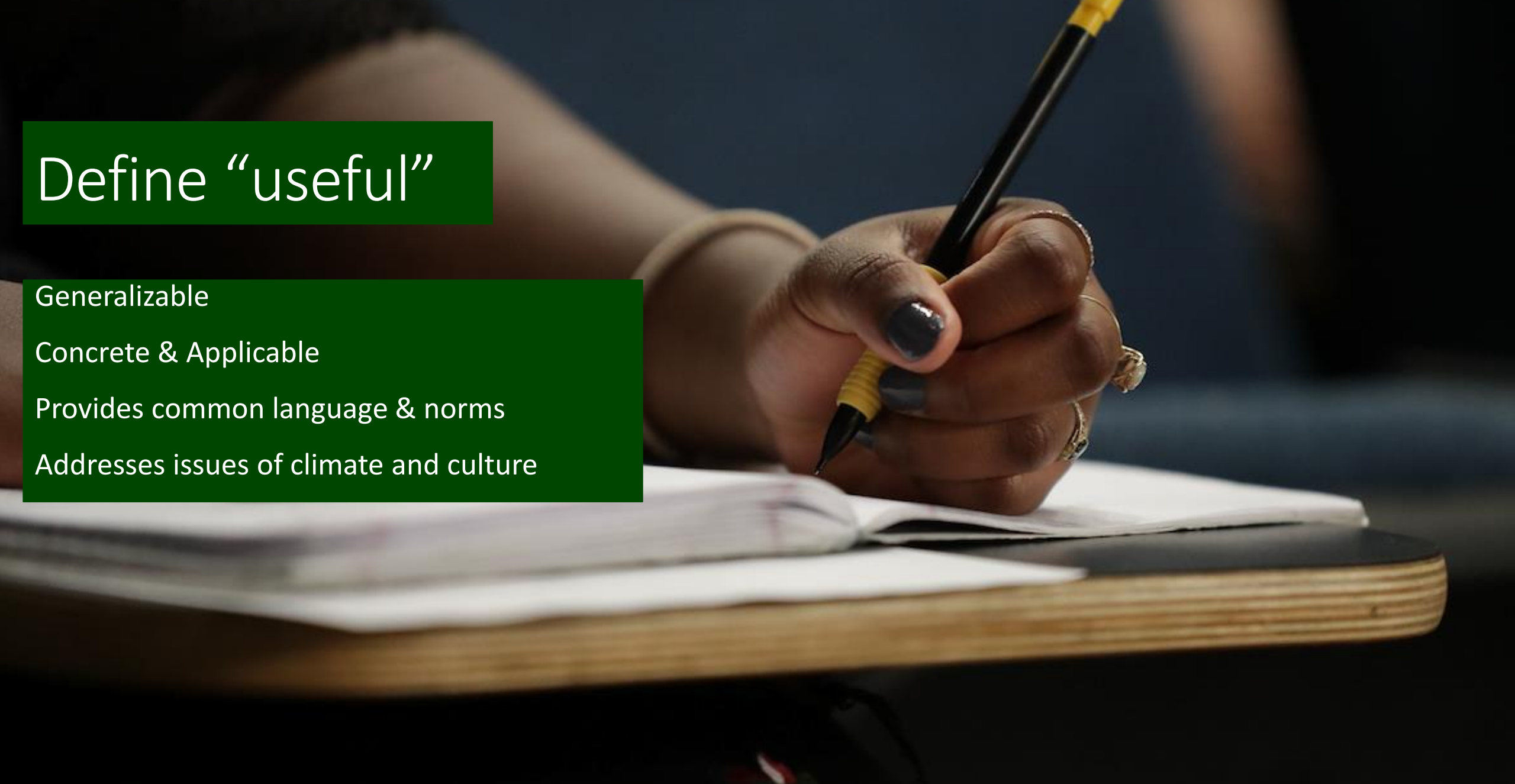
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The Fairness Pyramid

First a Disclaimer…

"All models are wrong. Some are useful."

-George Box

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Define "useful"

Generalizable

Concrete & Applicable

Provides common language & norms

Addresses issues of climate and culture

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The Fairness Pyramid

Fundamentals of Fairness (3)

Dimensions of Fairness (3)
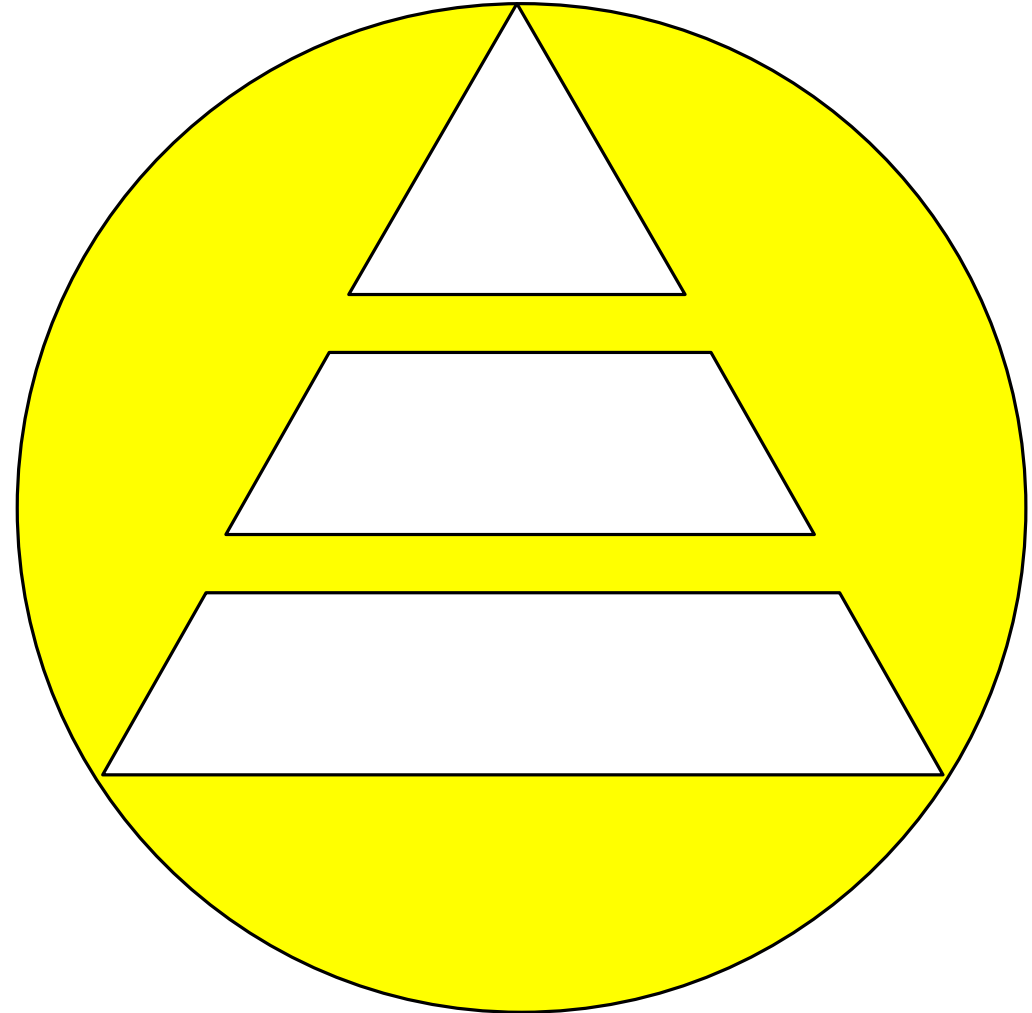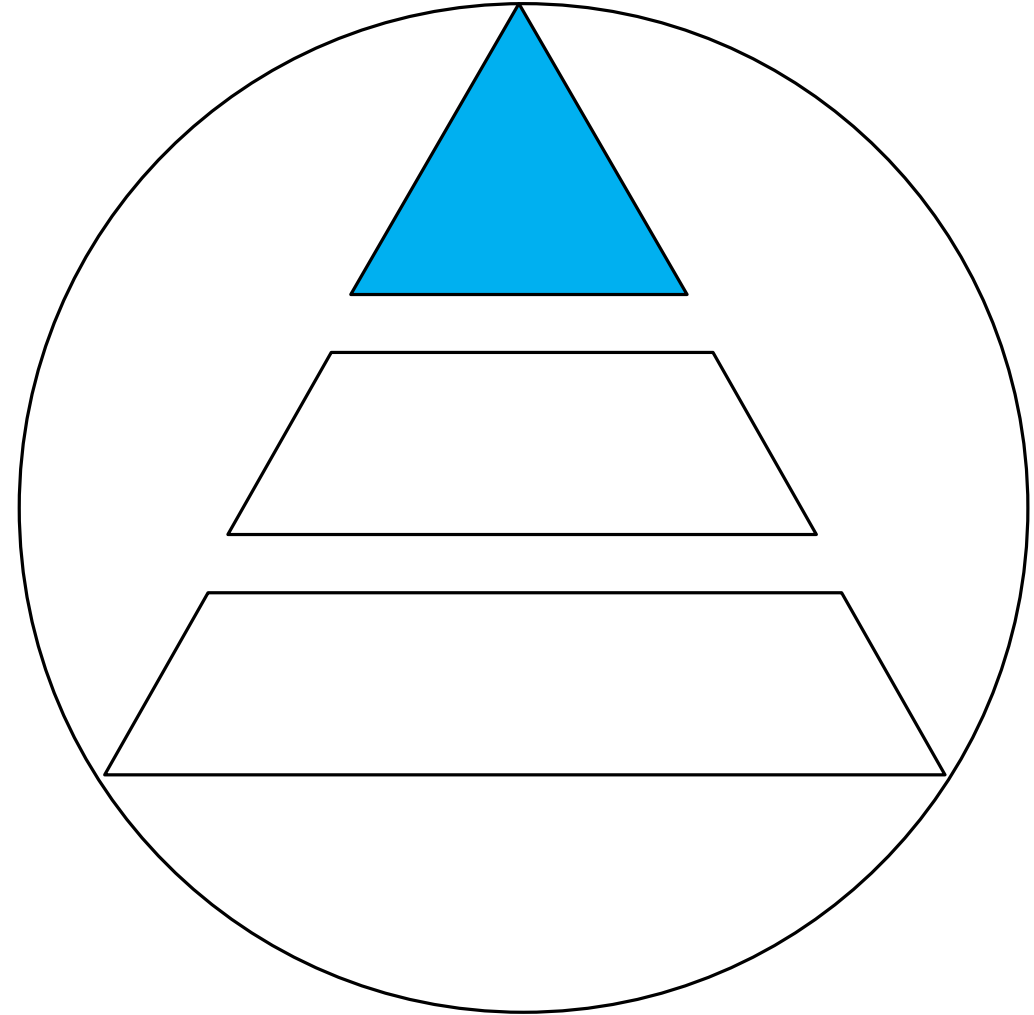
Principles of Fairness (10)

Contexts of Fairness (3)
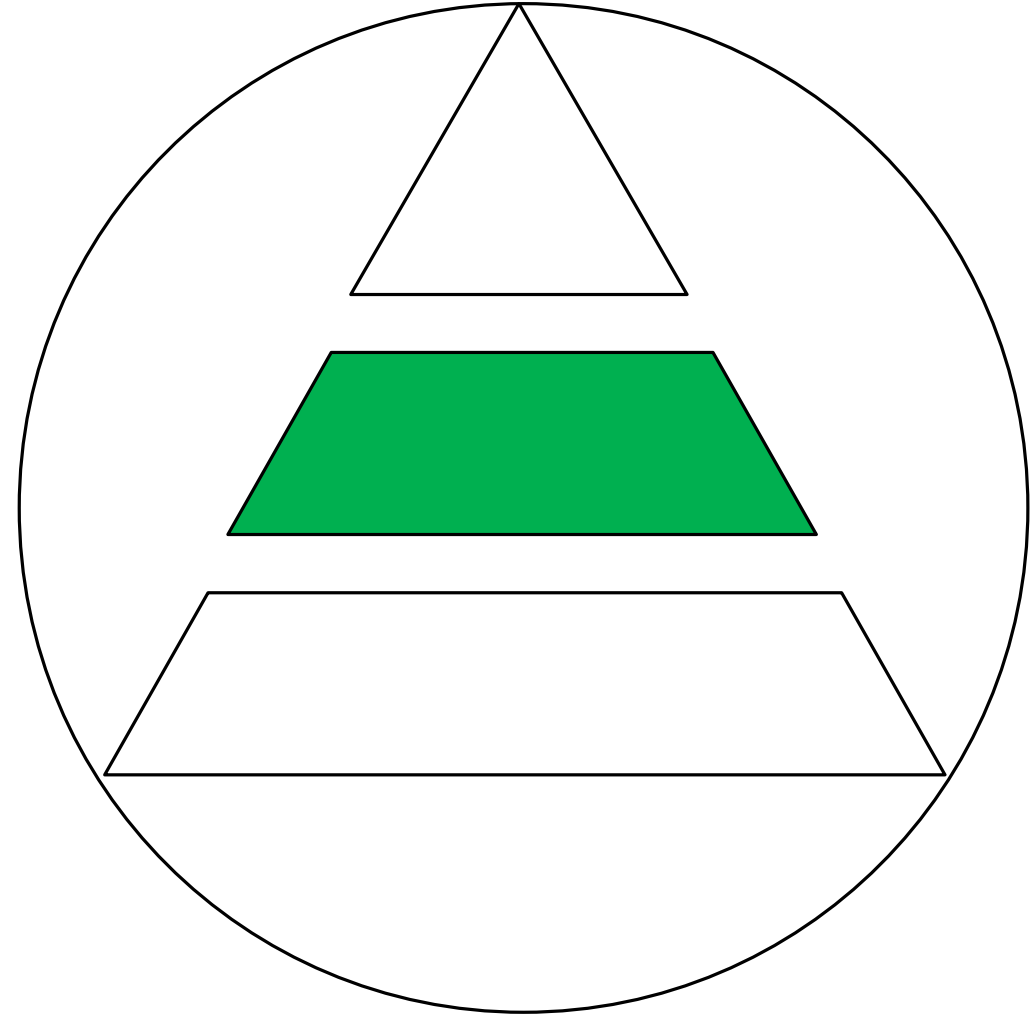
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The Fairness Pyramid

Fundamentals of Fairness (3)

Dimensions of Fairness (3)

Principles of Fairness (10)

Contexts of Fairness (3)

The Fairness Pyramid

Fundamentals of Fairness (3)

Dimensions of Fairness (3)

Principles of Fairness (10)
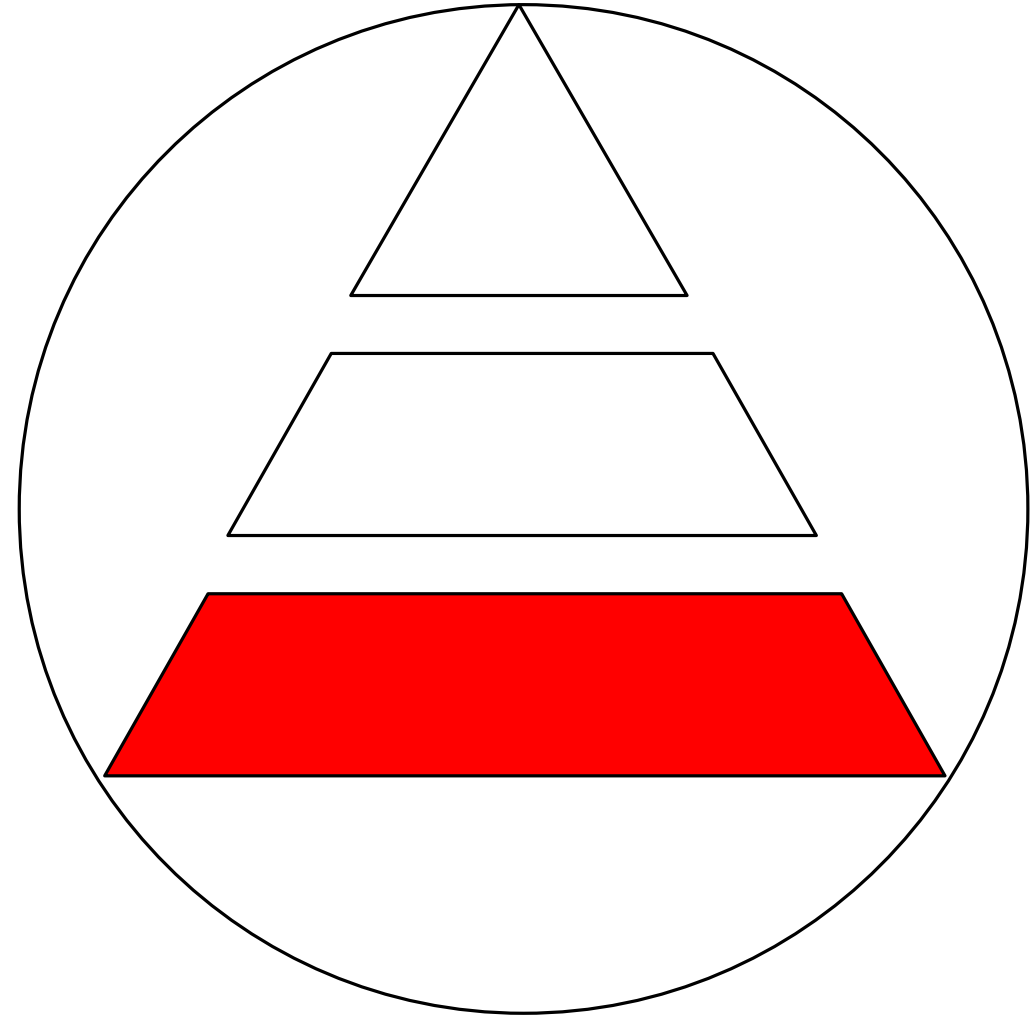
Contexts of Fairness (3)

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The Fairness Pyramid

Fundamentals of Fairness (3)

Dimensions of Fairness (3)

Principles of Fairness (10)

Contexts of Fairness (3)

The Fairness Pyramid

Fundamentals of Fairness (3)

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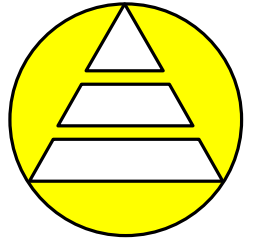
Contexts of Fairness (3)

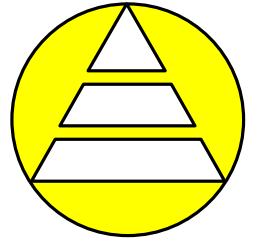# Fundamentals of Fairness

Principled

Degrees

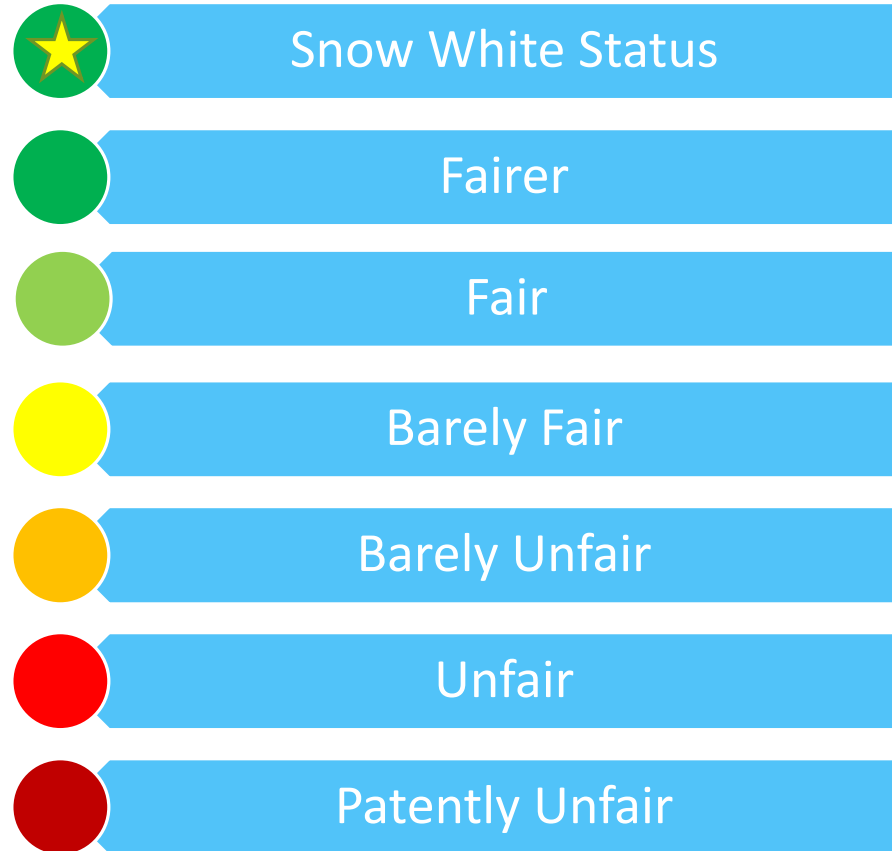Context Dependent

- Not an exact science

- Not entirely relative

Fundamentals of Fairness
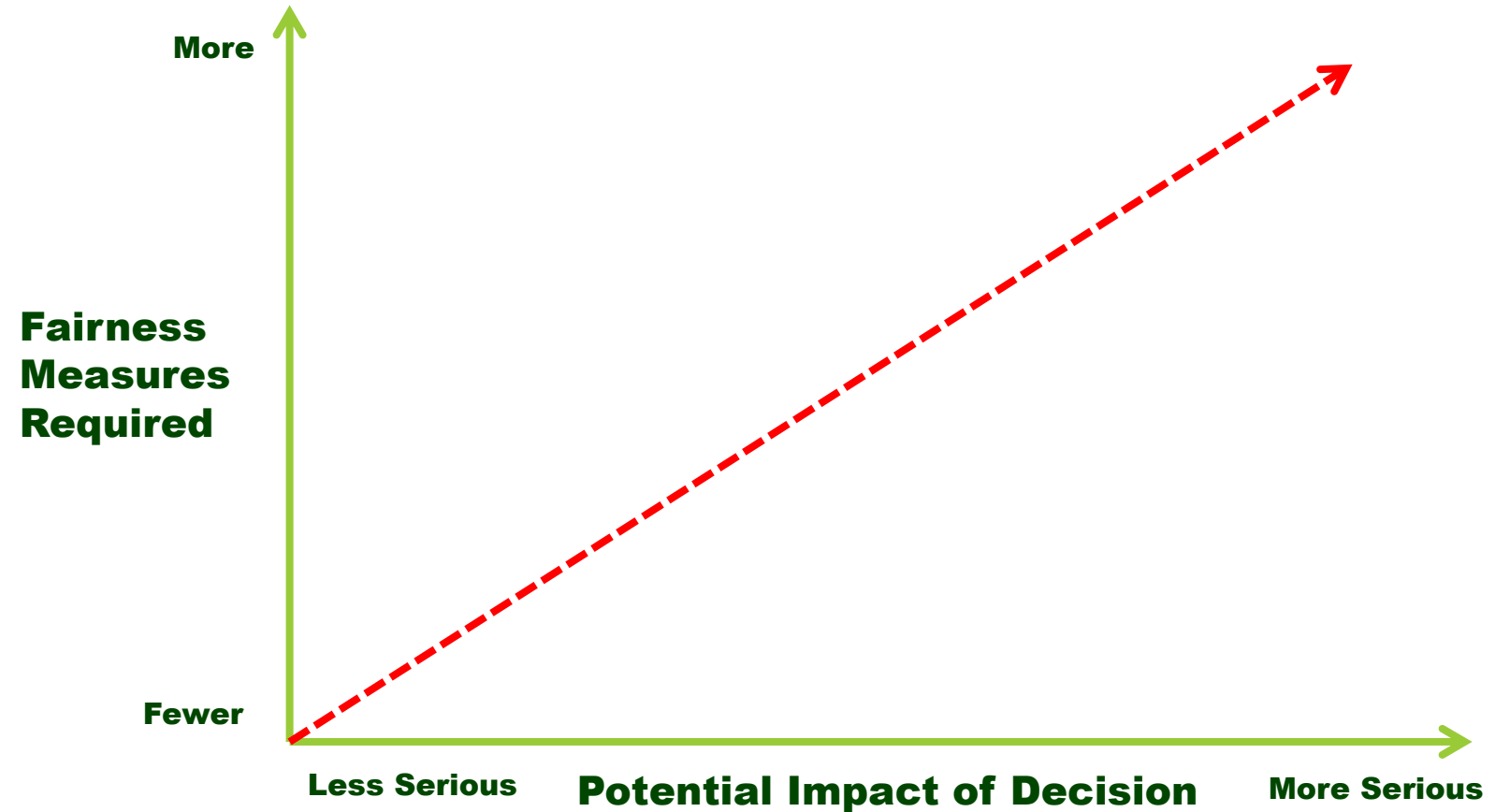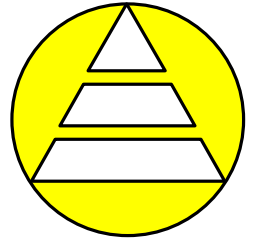
Principled

Degrees

Context Dependent

- Snow White Status
- Fairer
- Fair
- Barely Fair
- Barely Unfair
- Unfair
- Patently Unfair

Fundamentals of Fairness

Principled

Degrees

Context Dependent

More

Fairness Measures Required

Fewer

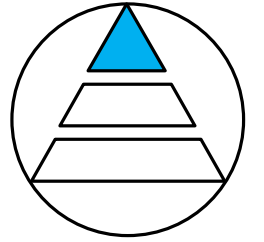**Less Serious** **Potential Impact of Decision** **More Serious**

Dimensions of Fairness

Substantive Fairness
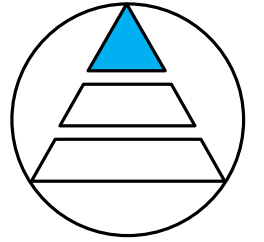
Procedural Fairness

Relational Fairness

"Is the outcome fair?"
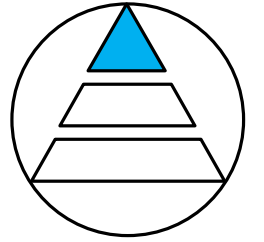
Dimensions of Fairness

Substantive Fairness

Procedural Fairness

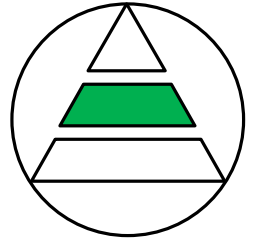Relational Fairness

"Is the process fair?"

Dimensions of Fairness

Substantive Fairness

Procedural Fairness

Relational Fairness

"Are people treated fairly?"

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Principles of Fairness

1. Proportionality
2. Accessibility
3. Confidentiality
4. Voice
5. Timeliness
6. Impartiality
7. Rationality
8. Accountability
9. Flexibility
10. Dignity

Instructions:

1) Form into groups.

2) For your assigned principle, read through the description and discuss as a group:

   a) Why is this principle important?

   b) What are the challenges in implementing this principle?

   c) How might it apply in i) a sexual harassment investigation, ii) a departmental meeting, and iii) "PB4WEGO"

3) Be prepared to make a brief group presentation.
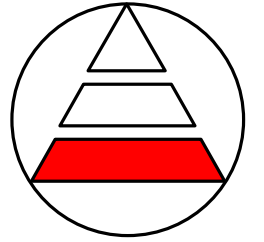
Contexts of Fairness

A particular case or instance

The broader policy or process

Specific types of processes (e.g. Investigations)

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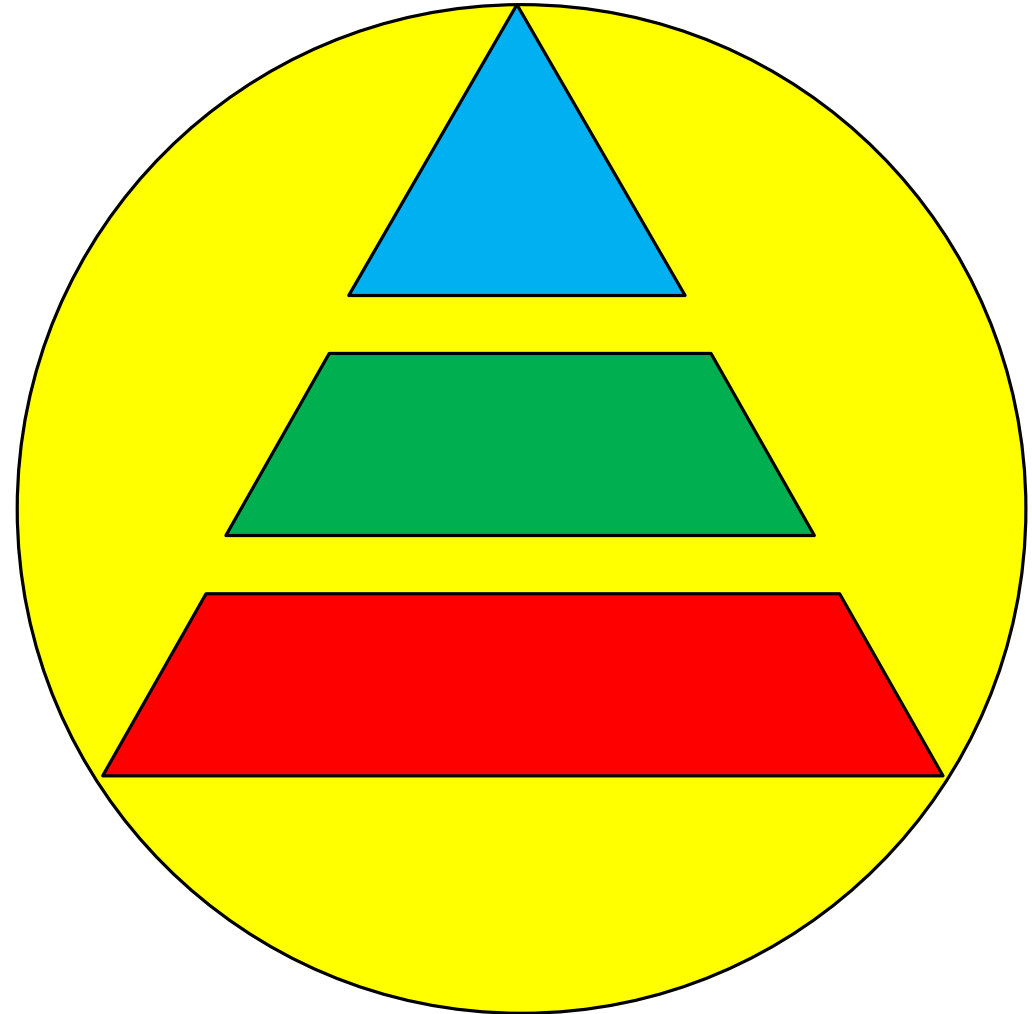
Is it "useful?"

Is it generalizable?

Is it concrete & applicable?

Does it provides common language & norms?

Does it address issues of climate and culture?

Other insights?

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Thank You!

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