

# CASD / CASE

## 2005 National Diversity Conference

### **Assessing Organizational Climate**

Part II:

What did we Find?

What are the Next Steps?







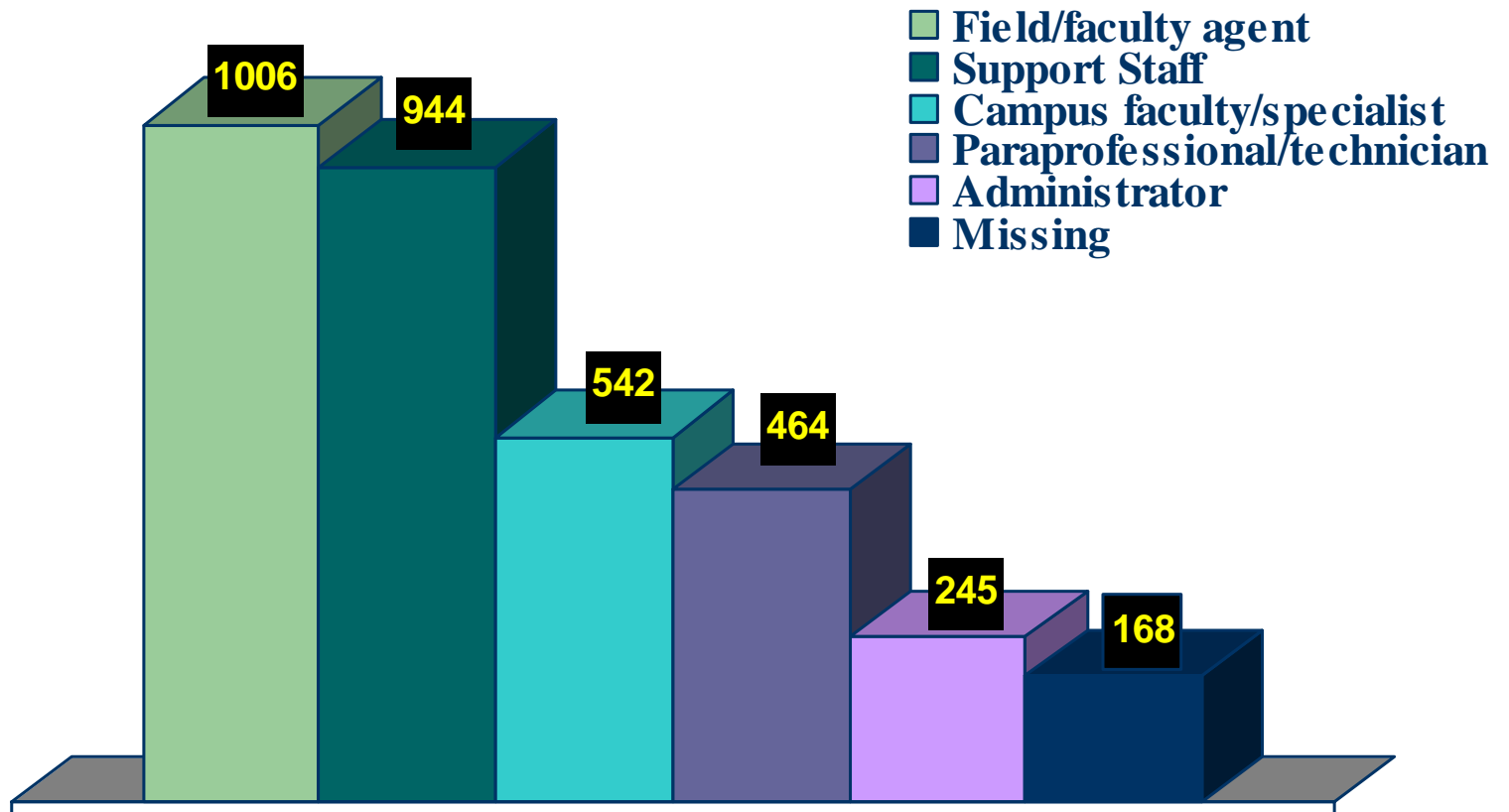
*Change Agent States for Diversity*



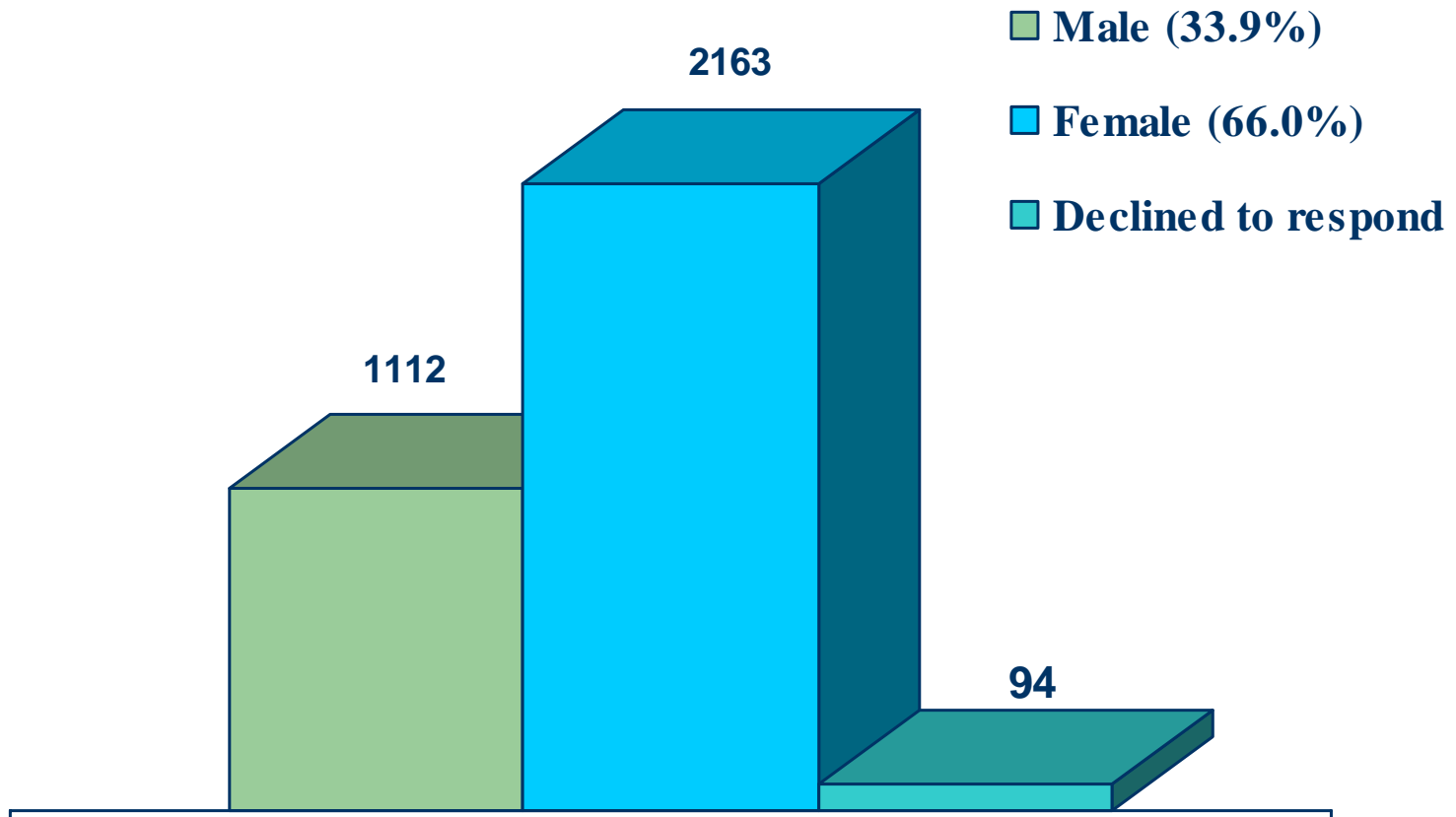
<b>Organization</b>	<b>State</b>	<b>Surveys Completed</b>	<b>Response Rate (%)</b>
University of Arizona	Arizona	680	64
Cornell University	New York	843	51
Colorado State University	Colorado	294	57
Colorado Agricultural Experimental Station	Colorado	79	36
University of Missouri	Missouri	106	N/A <sup>1</sup>
Lincoln University	Missouri	86	86
North Carolina State University	North Carolina	521	61
North Carolina A&T	North Carolina	29	175
University of Georgia	Georgia	459	23
North Dakota State University	North Dakota	272	94
<b>Totals</b>		<b>3369</b>	

Missouri used a web based tool; all others used paper and pencil. The total number of surveys distributed for Missouri was not provided therefore response rate could not be calculated.

# Survey Respondents (n)

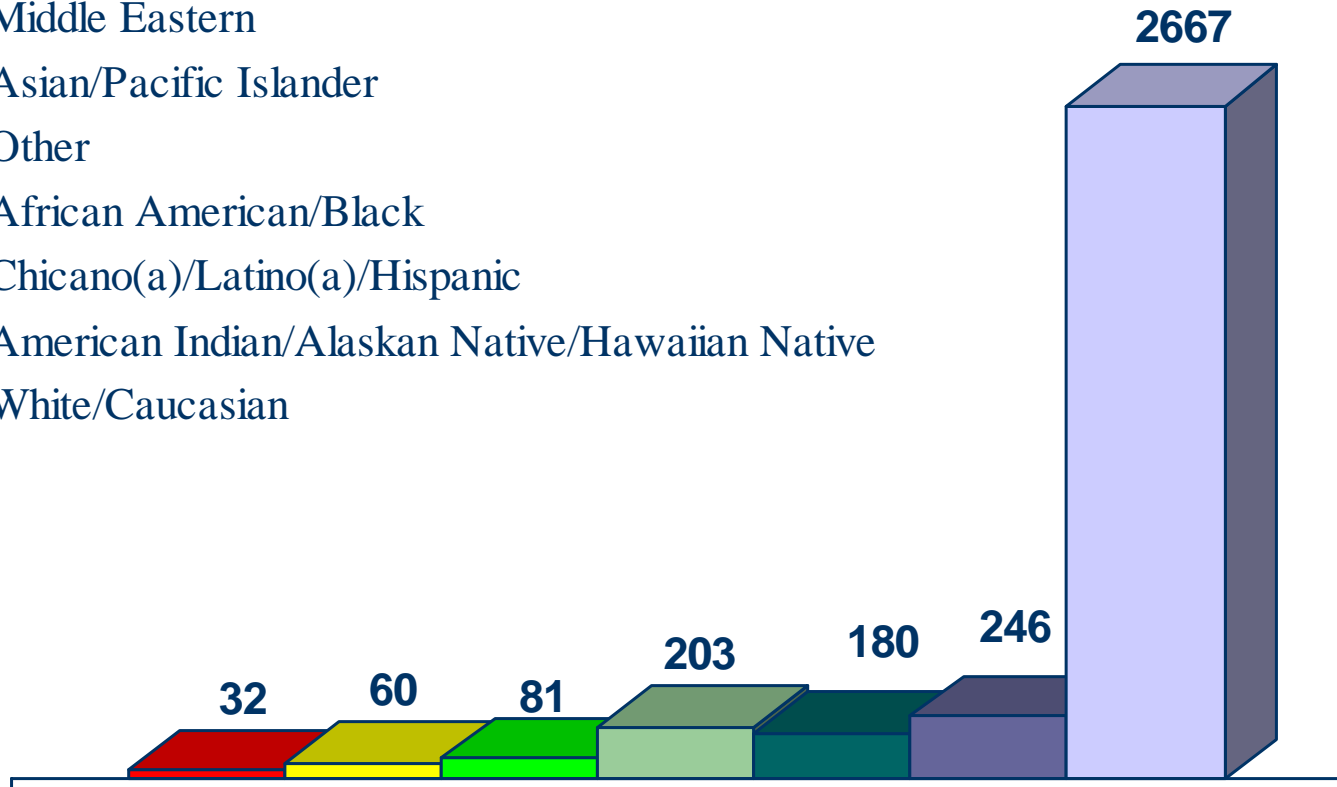


# Survey Respondents Gender

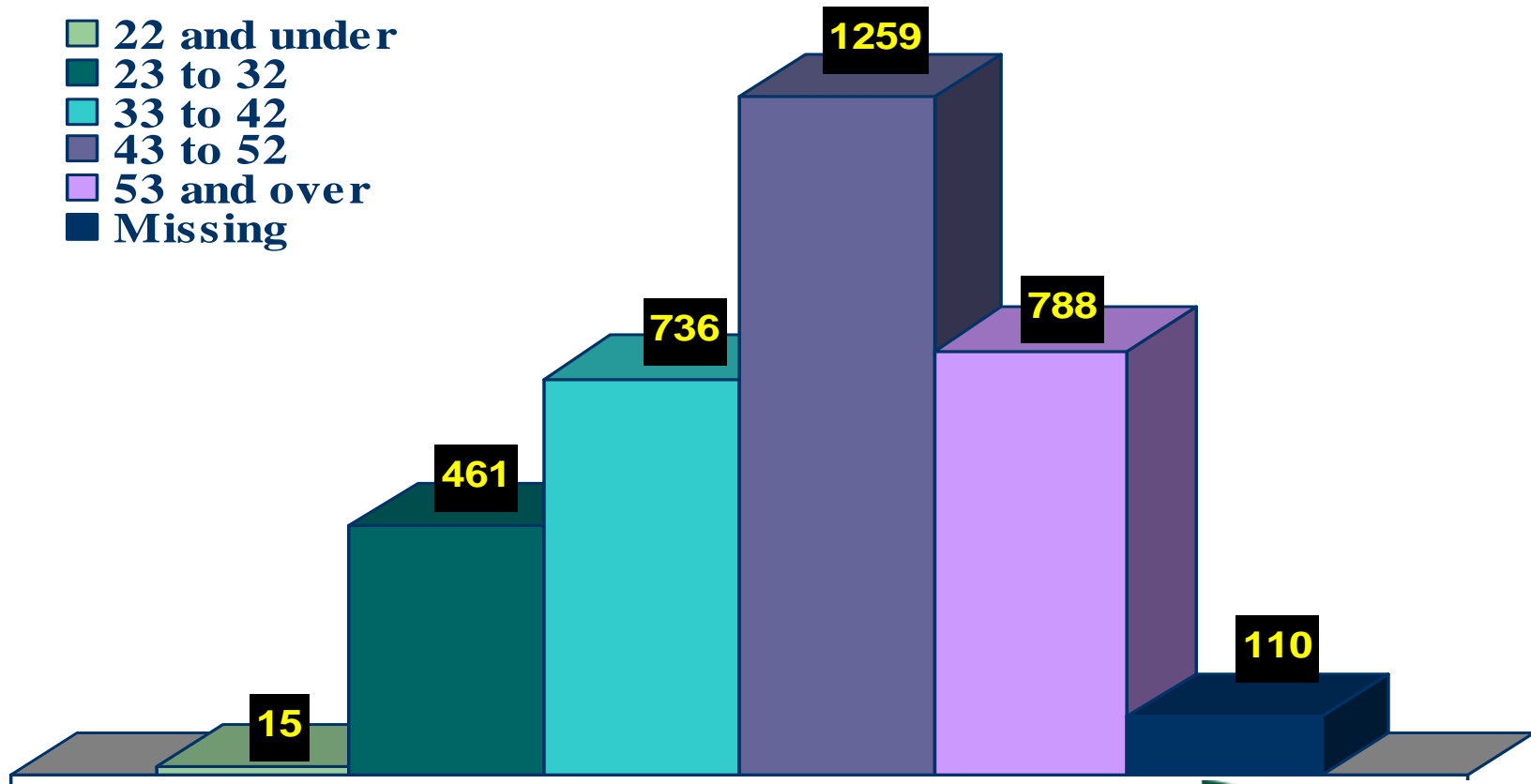


# Survey Respondents Race/Ethnicity

- Middle Eastern
- Asian/Pacific Islander
- Other
- African American/Black
- Chicano(a)/Latino(a)/Hispanic
- American Indian/Alaskan Native/Hawaiian Native
- White/Caucasian



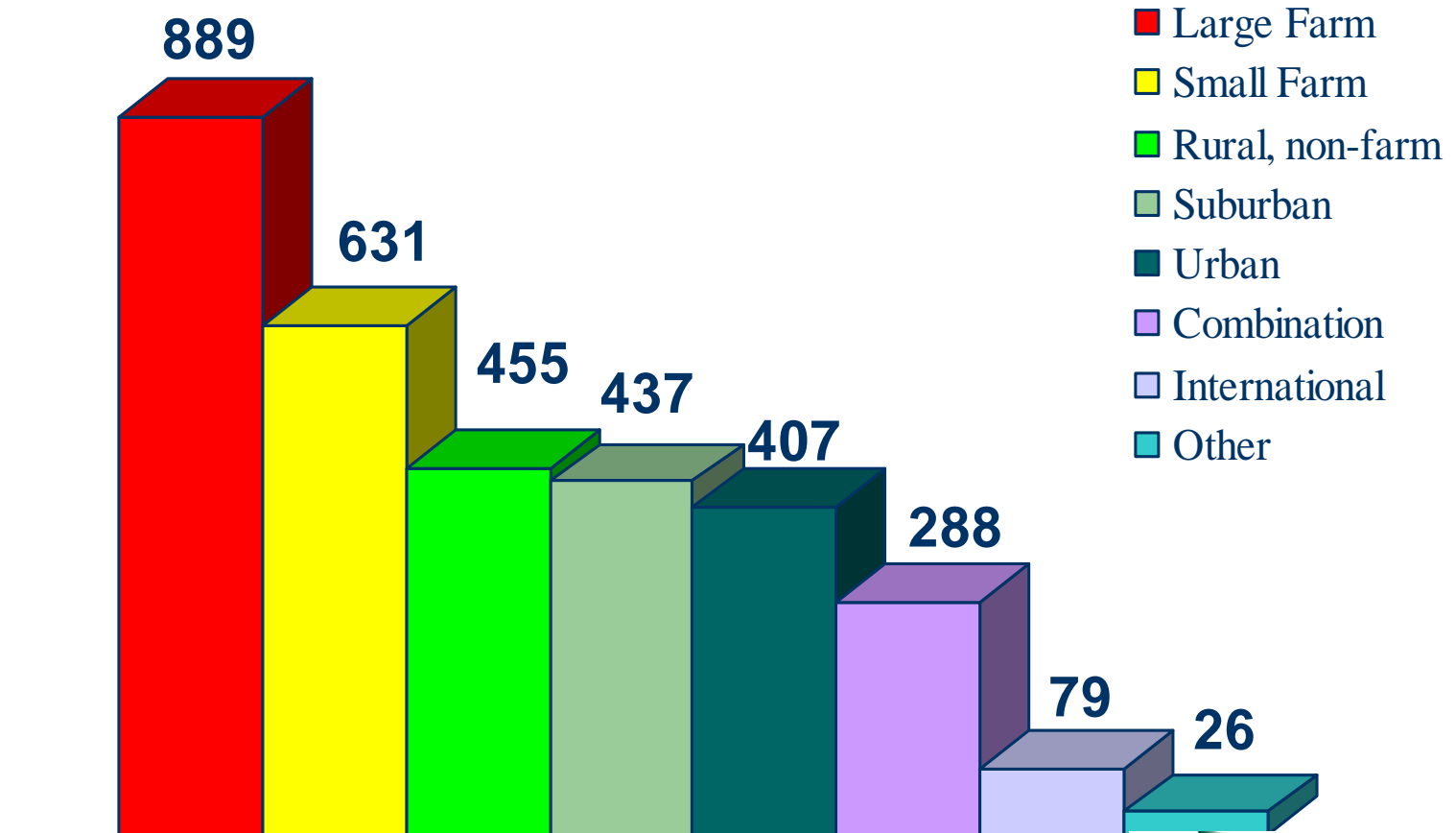
# Survey Respondents Age



# Survey Respondents Sexual Identity

<u>Sexual Identity</u>	<u>%</u>	<u>(n)</u>
Bisexual	2.8	76
Gay	.8	22
Lesbian	.5	13
Heterosexual	95.0	2599
<u>uncertain</u>	<u>.9</u>	<u>25</u>

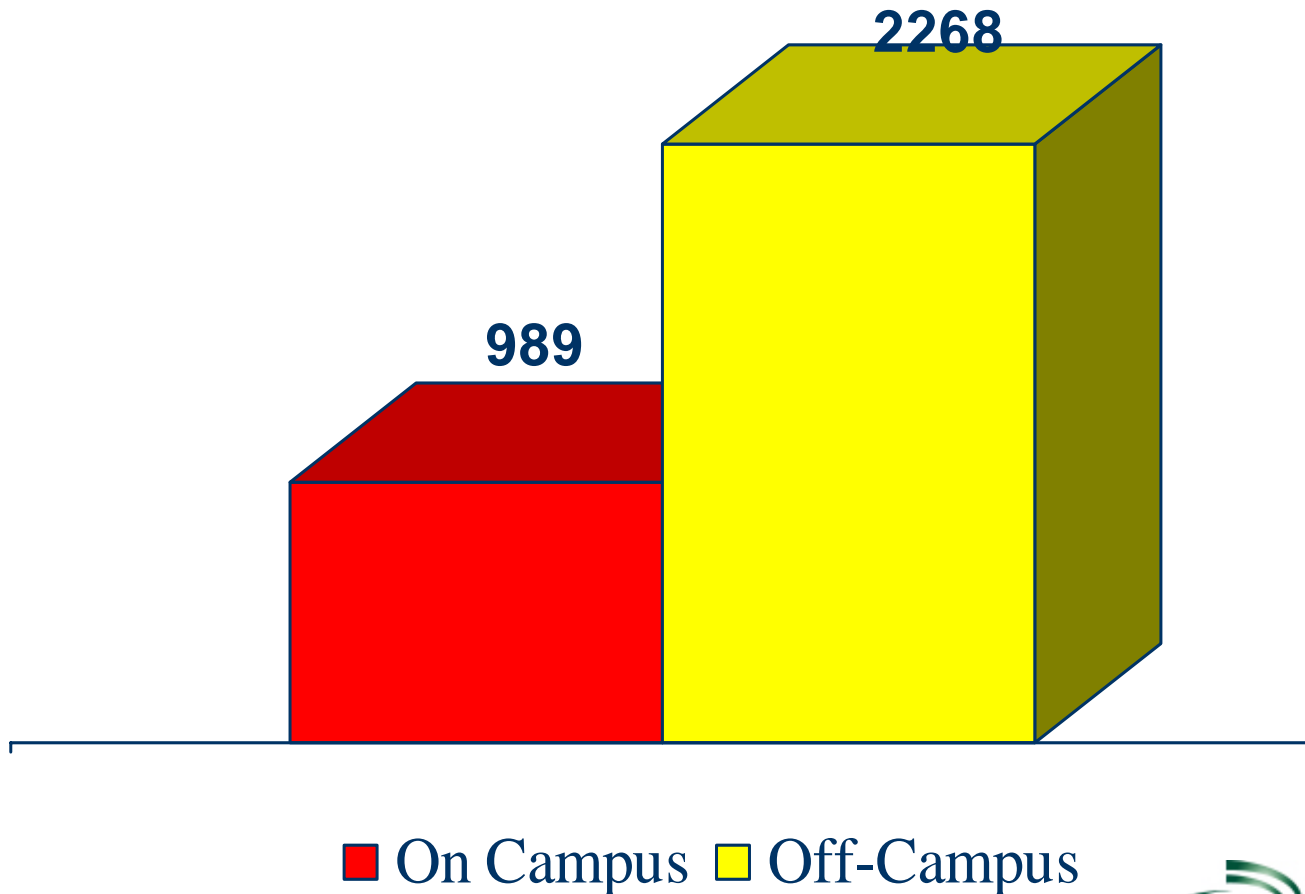
# Survey Respondents Environment



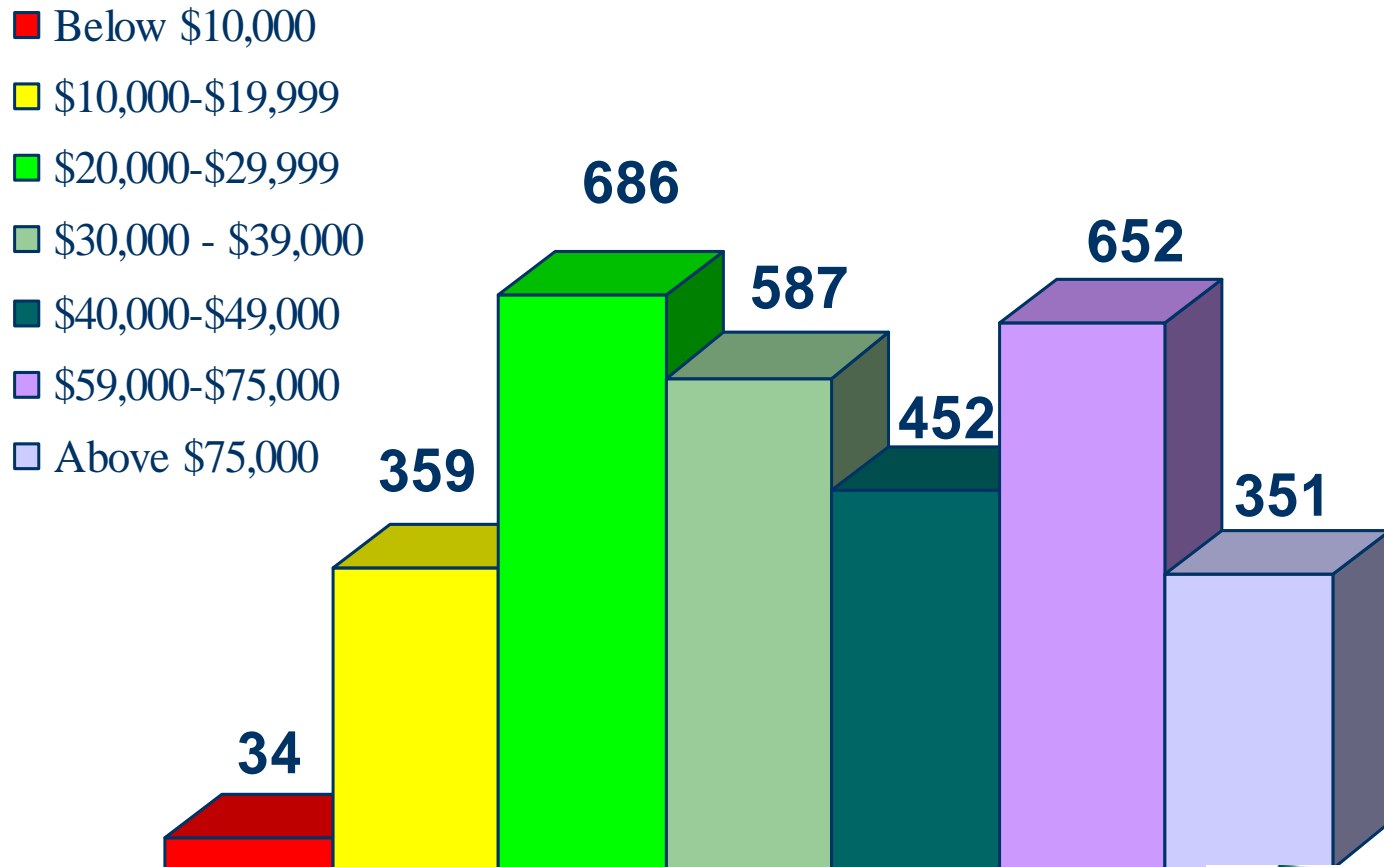
# Family Status

Family status	%	(n)
Single	11.7	381
Married	72.0	2340
In a committed relationship	4.2	138
Separated, divorced, widowed	11.6	378
Other	.5	15

# Survey Respondents On or Off Campus



# Annual Income



# Other Demographic Information

- ◆ 116 identified themselves as being disabled
- ◆ 176 identified themselves as being veterans
- ◆ 3074 people are U.S. citizens.

# Aggregate Findings

- ◆ Caution must be taken when attempting to generalize these results, as each organization has its own unique context based on organizational size, location, and demographic make-up.



# Good News!!

- ✓ 81 percent of respondents had not heard any employees make insensitive or disparaging remarks about various populations.
- ✓ Few respondents reported observing discriminatory hiring (less than 9%), firing (less than 2%), or promotion (less than 9%) based on any of the characteristics presented.



# More Good News!!

- ✓ The majority of respondents indicated that they would feel comfortable being a close friend of, sharing an office with, and being supervised by people “different” than themselves.
- ✓ 71% of respondents felt that their organizational leadership visibly fostered diversity.

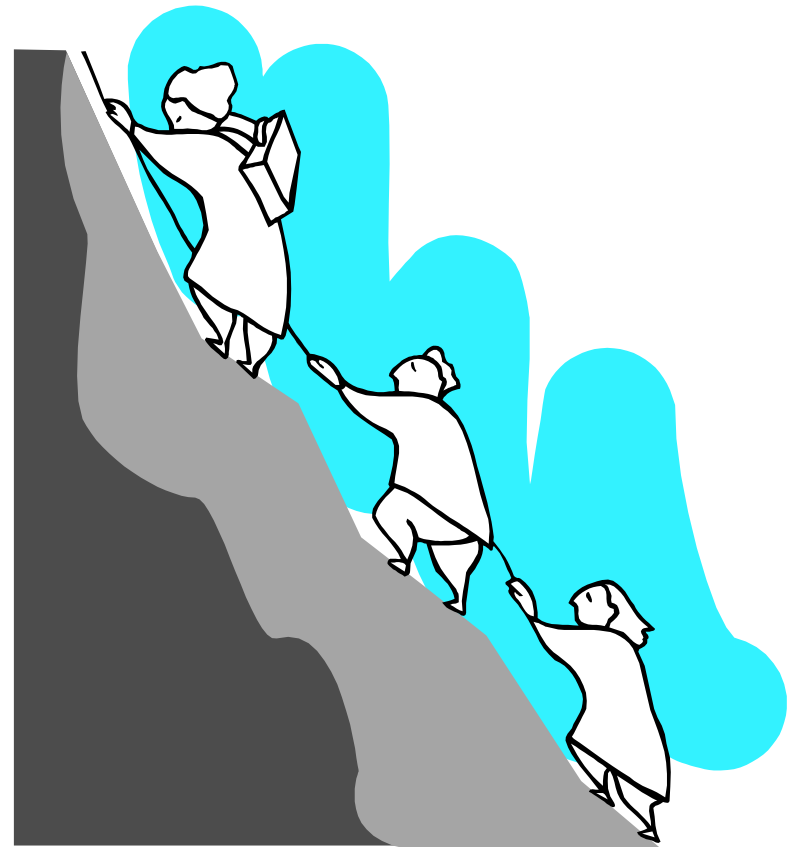


# Even More Good News!!

- ✓ Three-quarters of the respondents believed that management within their work units demonstrated a commitment to diversity.
- ✓ Sixty-one percent felt that programming within the state organization represented the contributions of people from underrepresented groups.
- ✓ Seventy-five percent of respondents indicated that the overall climate was accepting of most of the groups listed.



# Challenges and Opportunities

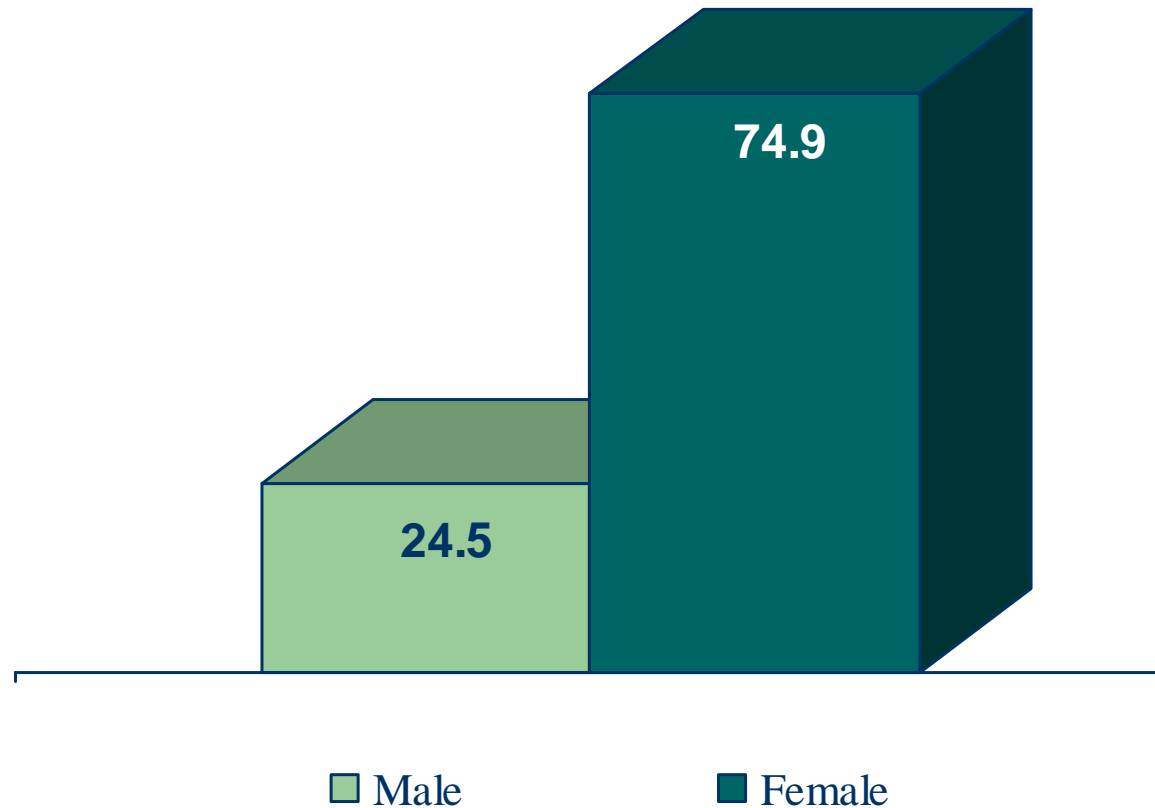


# Personally Experienced Harassment

20% (n=691) of respondents participants personally experienced conduct that had interfered unreasonably with their ability to work or learn in the organization.



# Experienced Conduct Gender

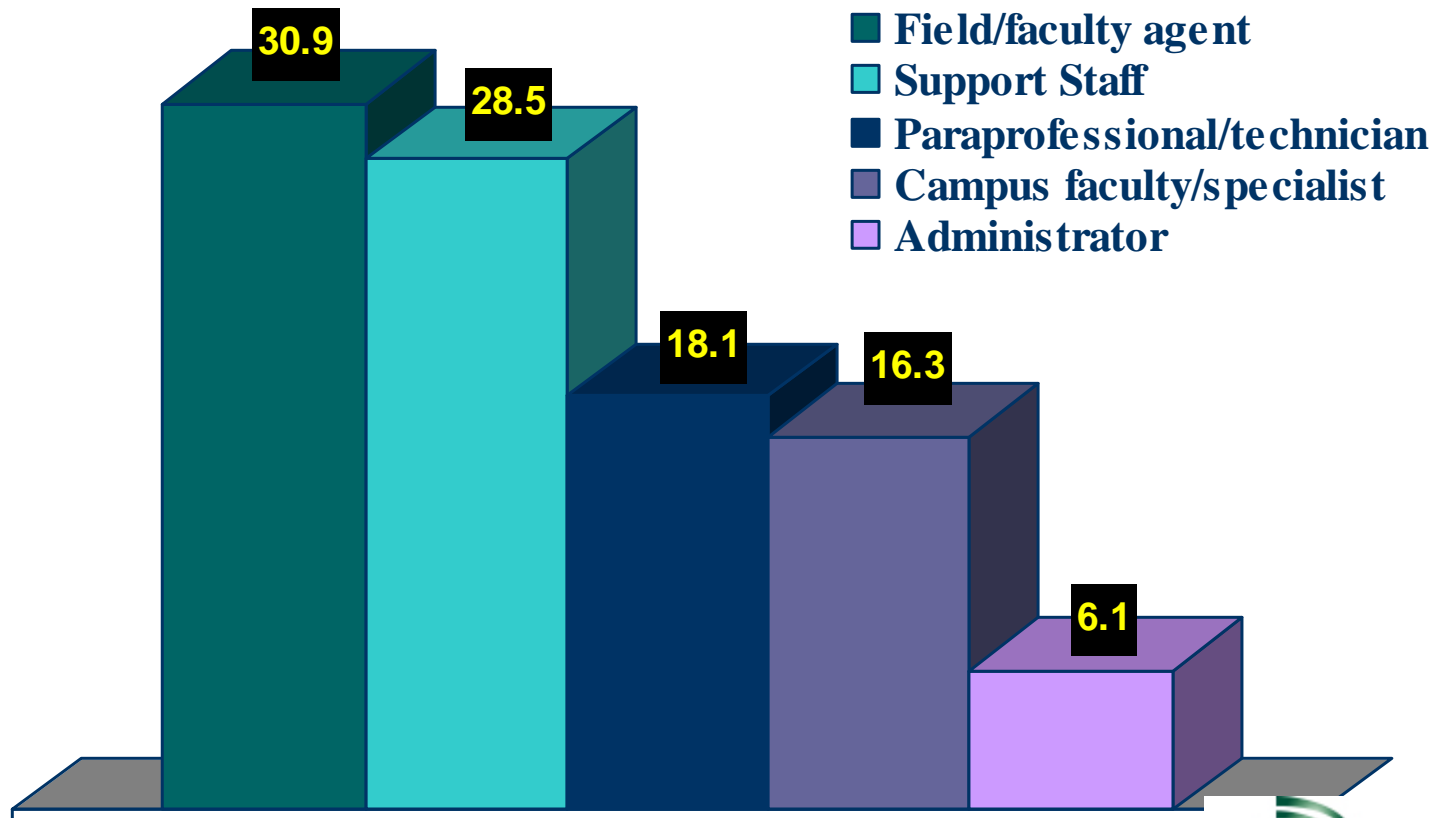


# Voices

- ◆ *“I criticized my supervisor’s decision on a personal matter. He told me that my criticism hurt his feelings. When the conversation was over, he asked me to give him a hug. I felt disgusted.”*
- ◆ *“White males are now the minority...”*
- ◆ *“We with children at home are snubbed somewhat because work is not our life...I work to support my family.”*



# Experienced Conduct Position

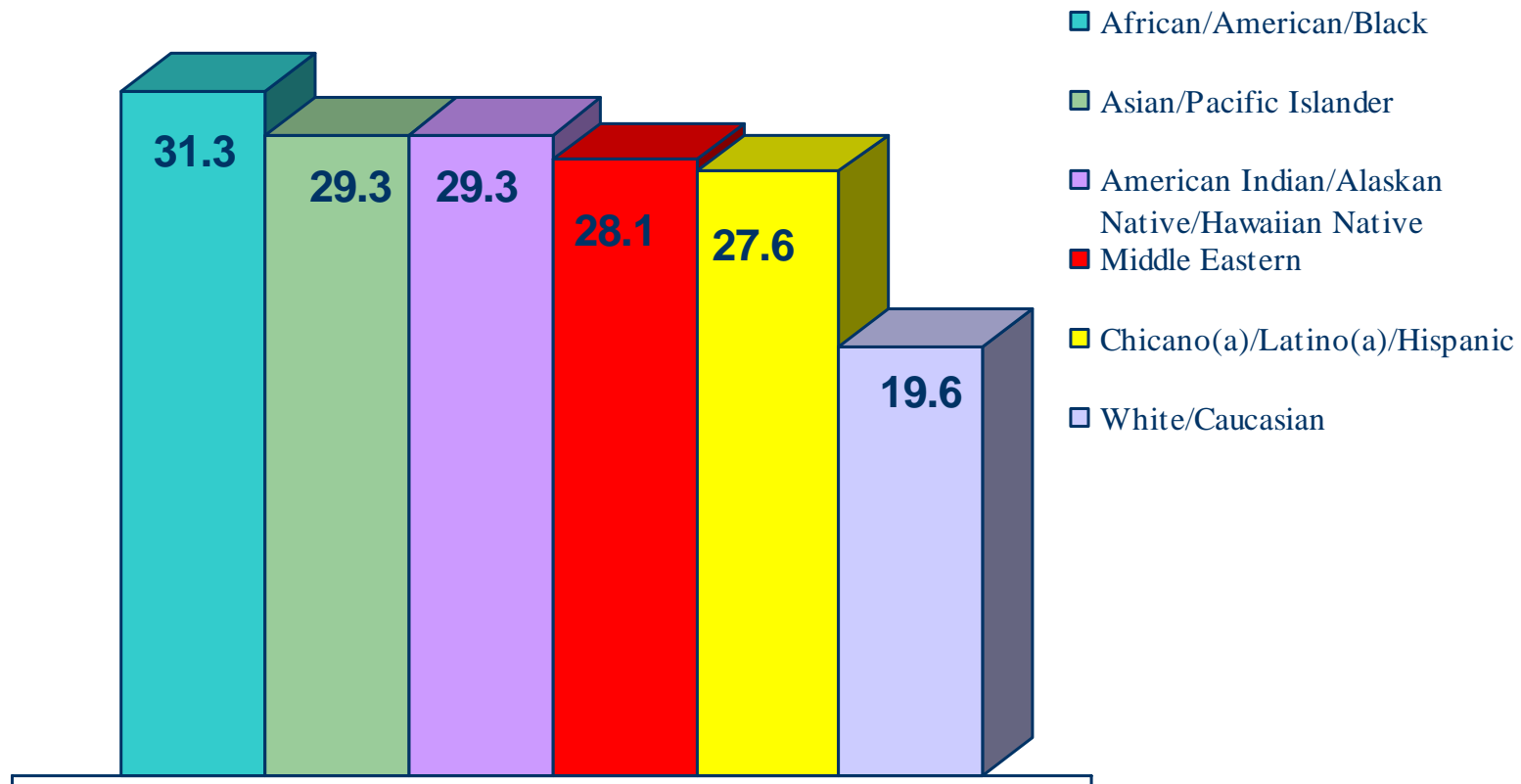


# Voices

- ◆ *“The overall work environment is hostile. There is very little contact/interaction among and between staff. Mistrust is rampant.”*
- ◆ *“...staff support vs. exempt staff. Only the exempt staff is considered to be ‘professional’. It is a CRAPPY work environment – too hierarchical.”*
- ◆ *“...that will be the reason I leave this job. It is a situation where support staff are told they are valued but the...admin/profs keep them in their place.”*



# Experienced Conduct Race/Ethnicity



# Voices

- ◆ *“...I would like to educate people about my culture but fear angry post 9/11 attacks. I live alone and cannot face this risk.”*
- ◆ *“I heard continuous references made by a support staff to ‘that f&#\$%ng Nazi.’ A man of German heritage.”*
- ◆ *“I have seen American prospects for technical positions passed over in favor of Chinese candidates because ‘Chinese technicians work harder.’...”*

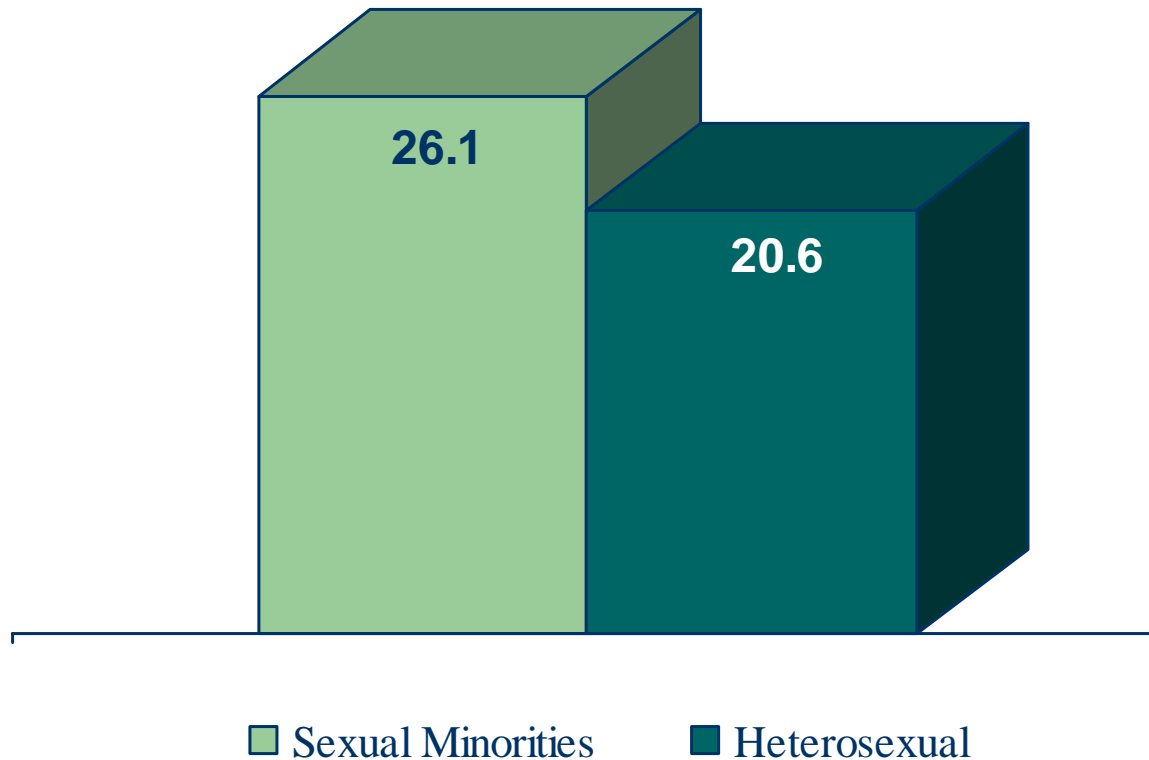


# Voices

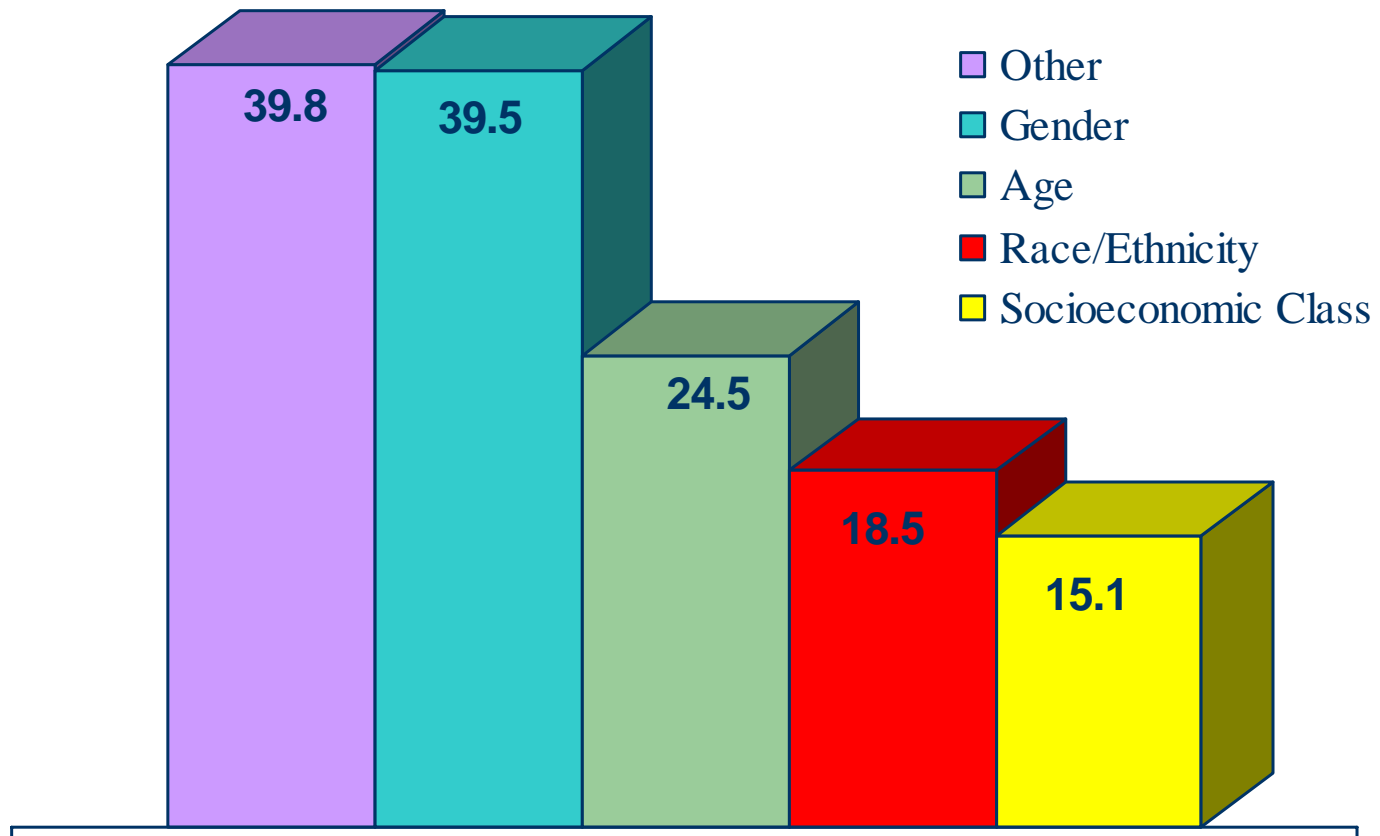
- ◆ *“We want to hire African Americans, Latinos, and others but only if they can walk and talk like a white middle class person...”*
- ◆ *“Unfortunately, there is still an ‘old boys’ network in our organization that values a very homogenous ‘administration’...”*



# Experienced Conduct Sexual Identity



# Experienced Conduct Based on my:

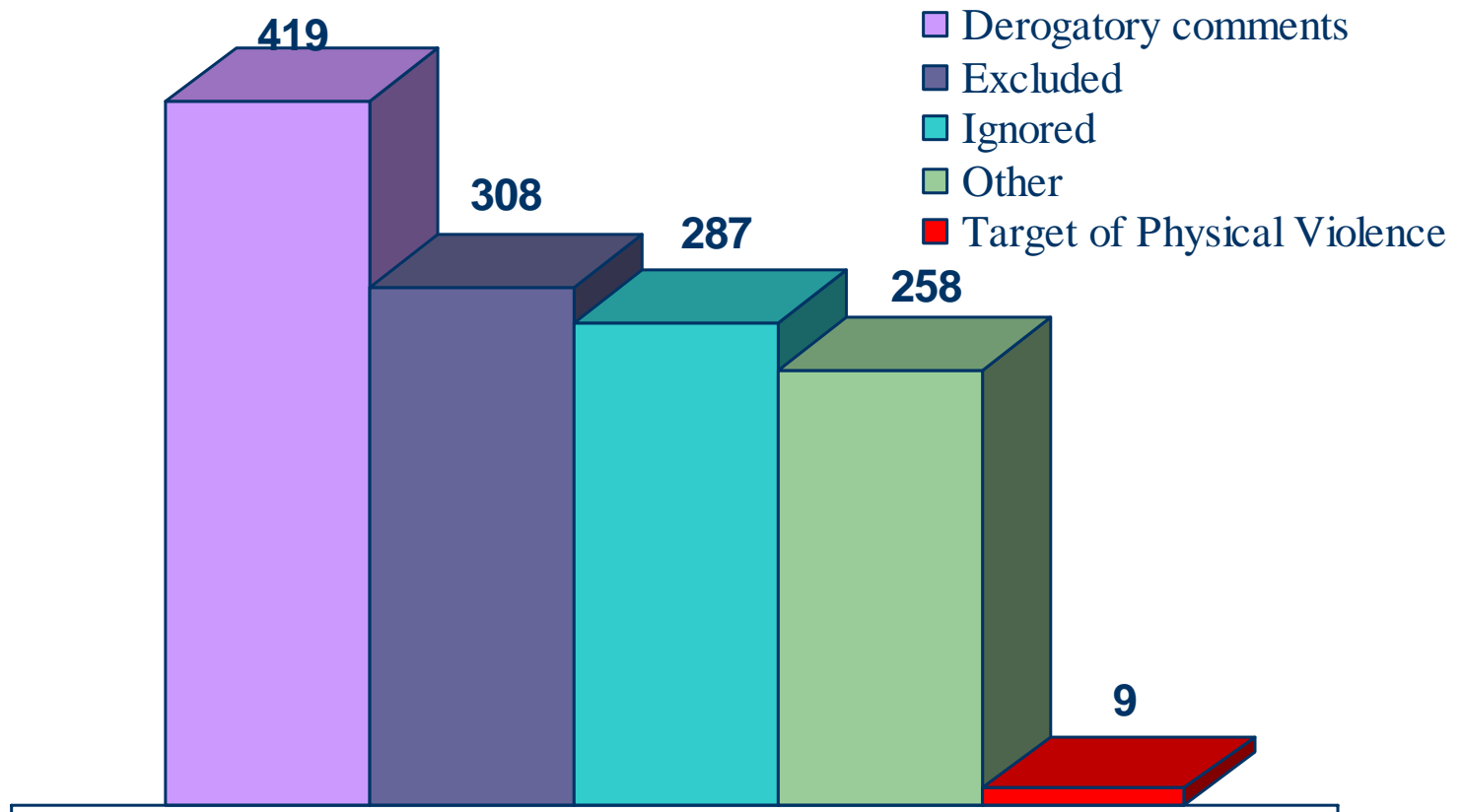


# Voices

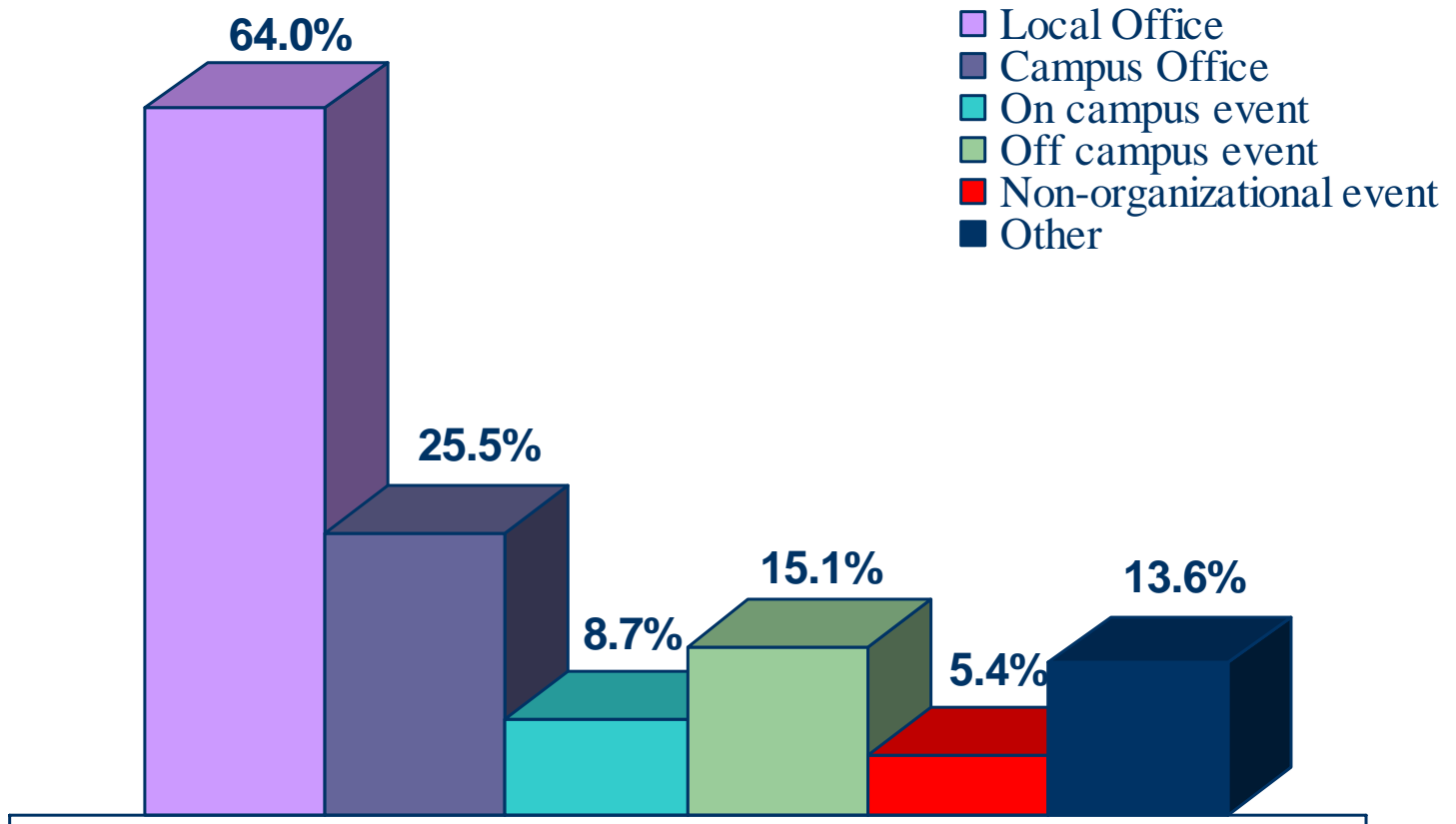
- ◆ *“I was asked by a faculty member, ‘have you always been this anal or only since you reached menopause?’”*
- ◆ *“...Older workers are replaced by younger workers and denied opportunities...”*
- ◆ *“I have experienced instances of support staff harassing me because the fact that I am younger than them...”*



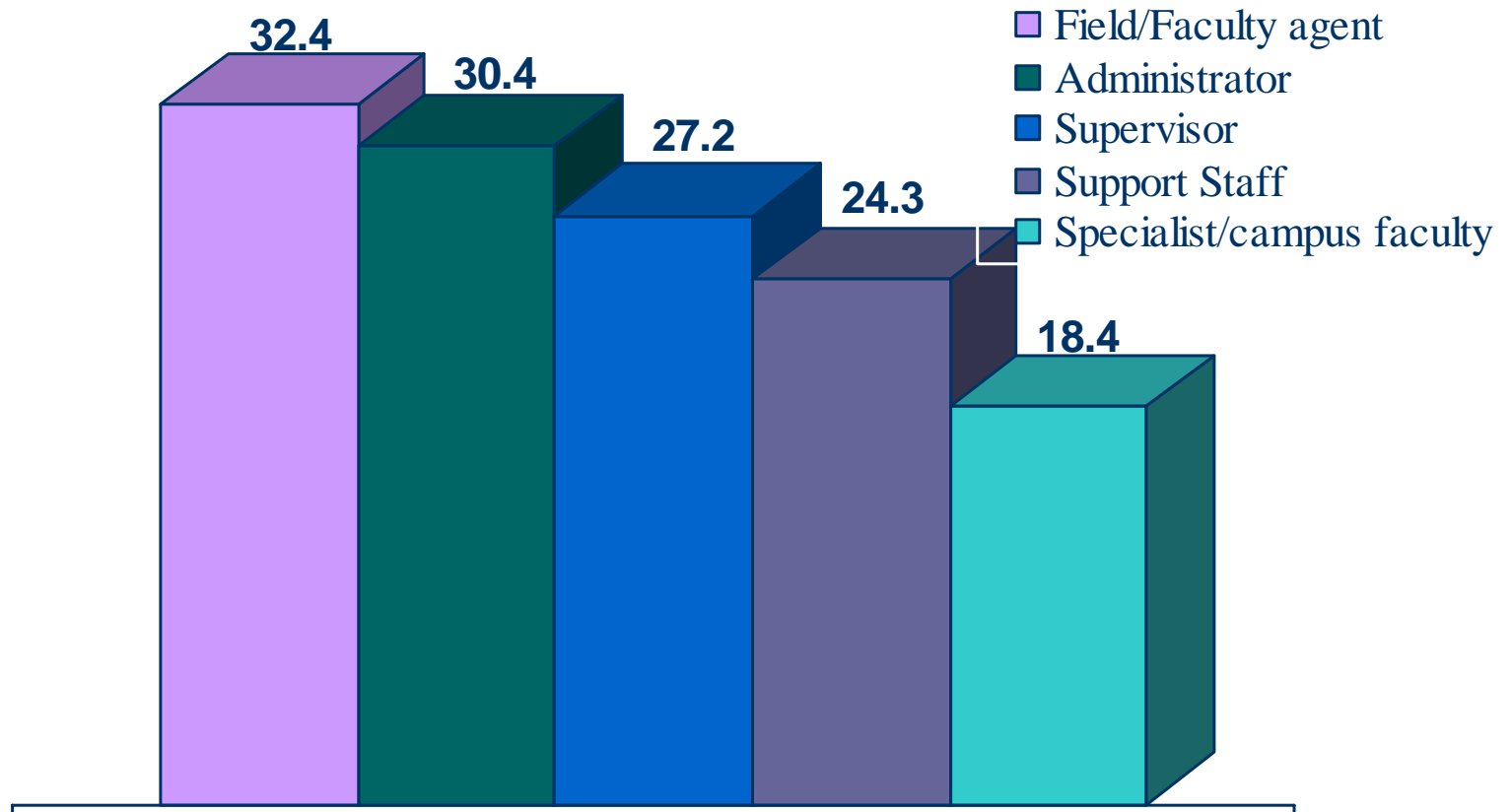
# In what form was this conduct?



# Where did this conduct occur?



# Who was the source of this conduct?



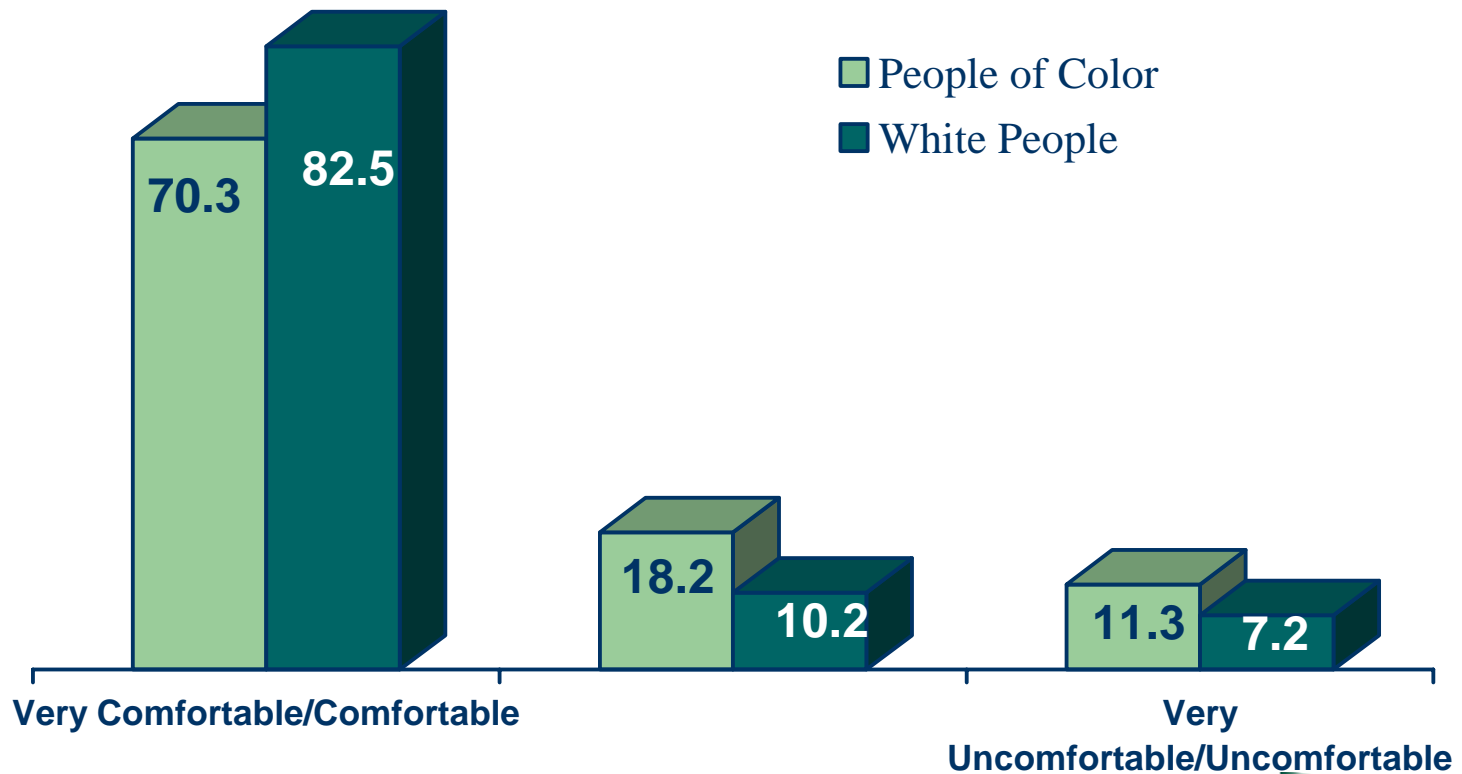
# What did you do in response to this conduct?

- Embarrassed 56%
- Ignored it 45%
- Avoided the harasser 38%
- Left the situation immediately 37%
- Considered changing my job 34%
- Confronted the harasser at the time 24%
- Made a complaint to appropriate official 17%

# Organizational Comfort by Race

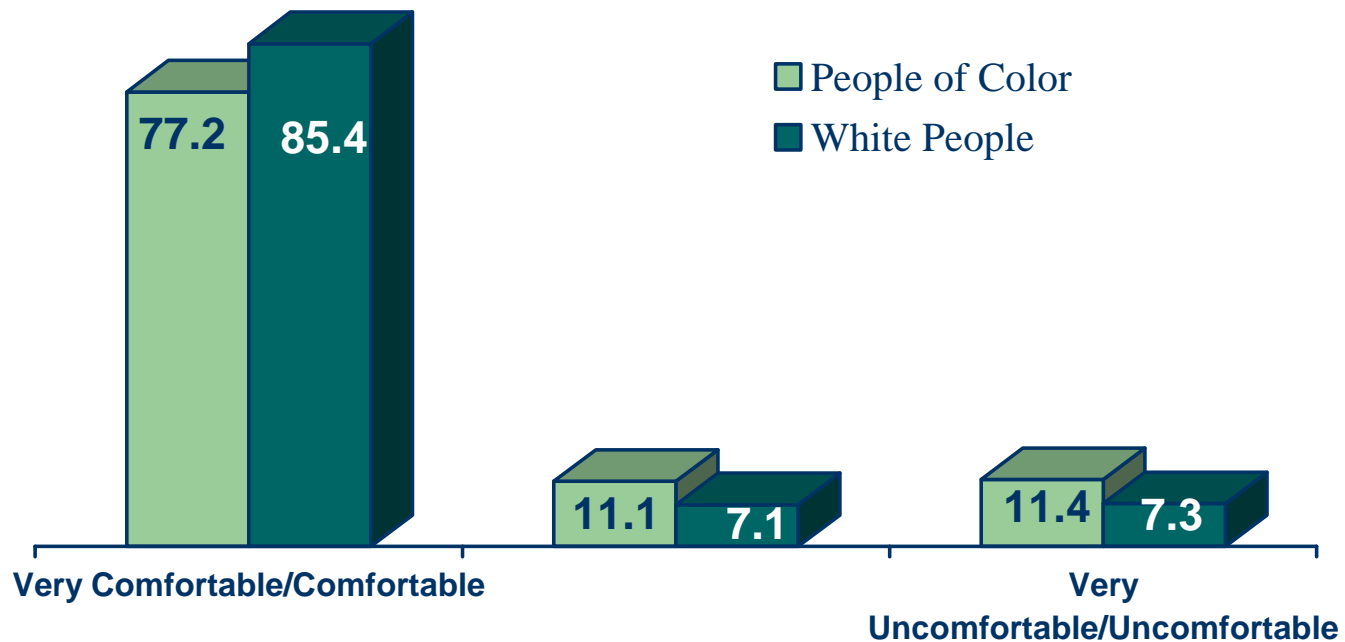
Figure 6

Organizational Comfort Level by Race



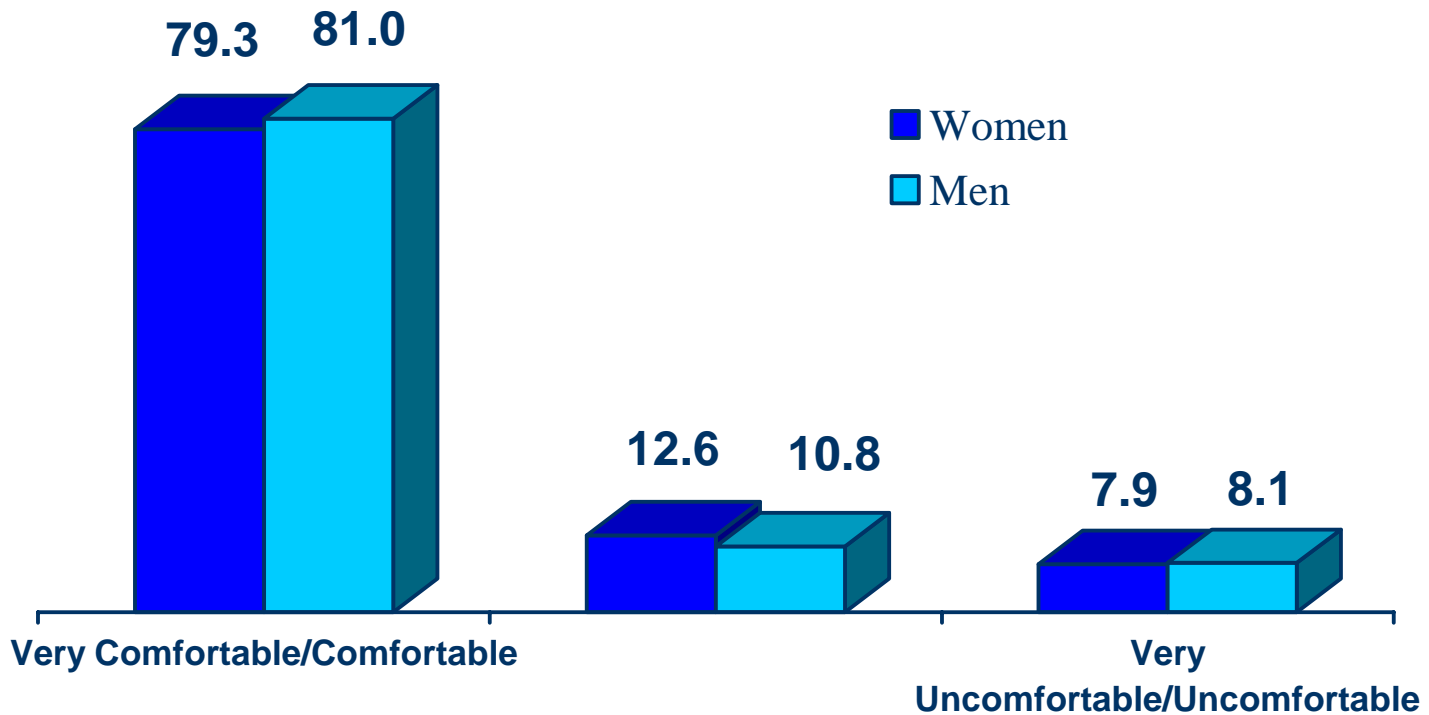
# Work Unit Comfort by Race

Figure 7  
Work Unit Comfort Level by Gender



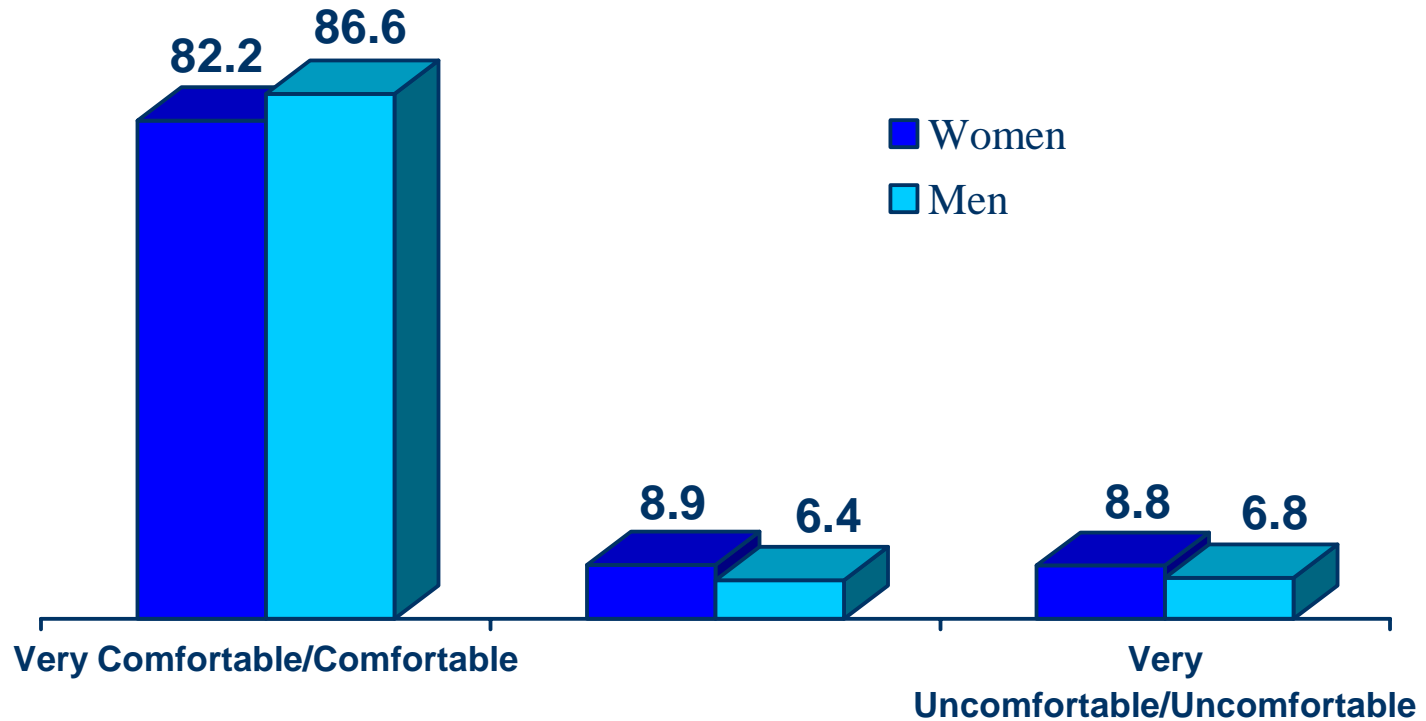
# Organizational Comfort by Gender

Figure 8  
Organizational Comfort Level by Gender



# Work Unit Comfort by Gender

**Figure 9**  
**Work Unit Comfort Level by Gender**

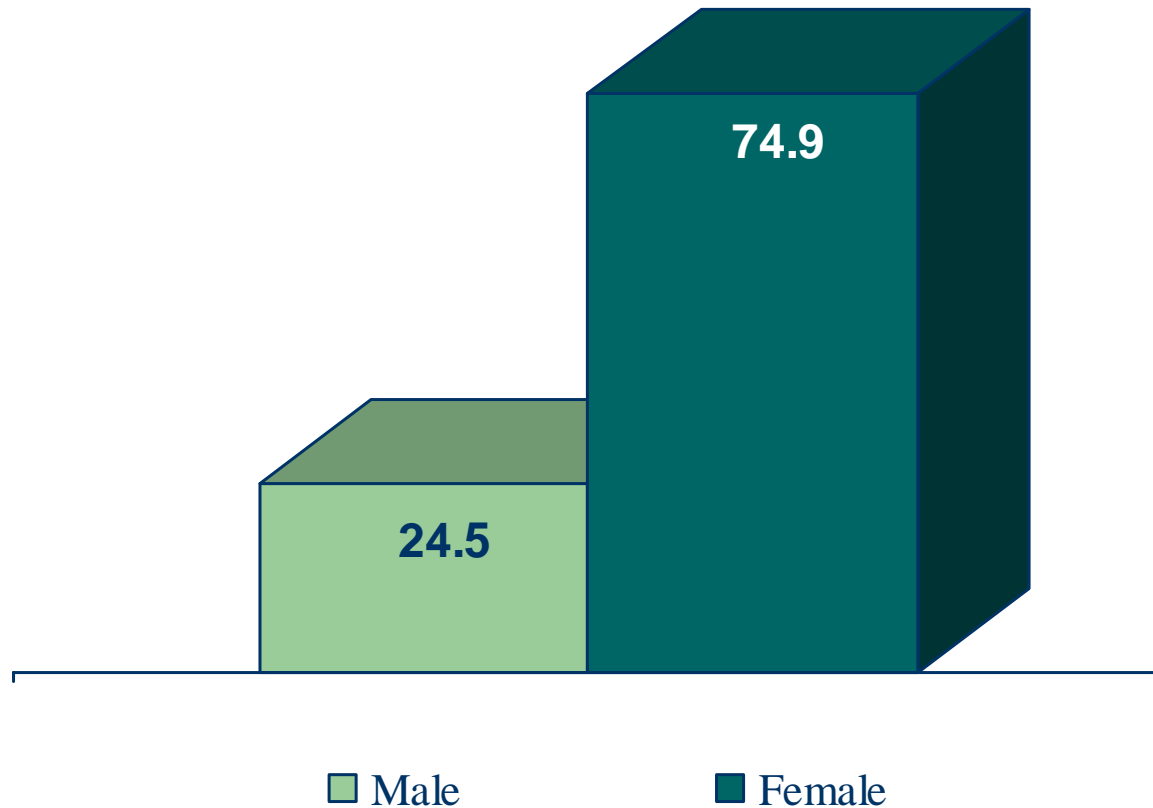


# Observed Harassment

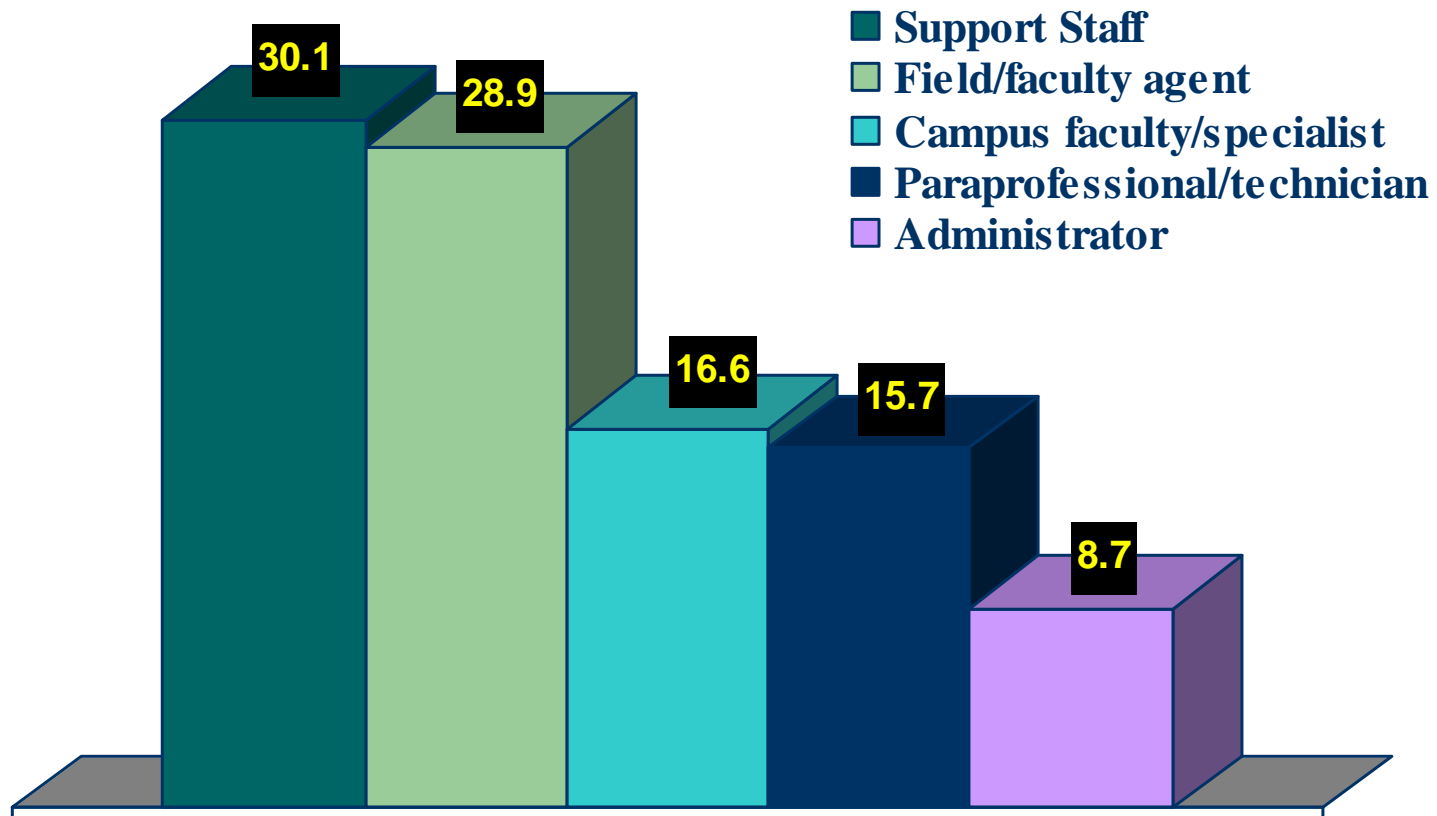
23% (n=756) of respondents participants personally experienced conduct that had interfered unreasonably with their ability to work or learn in the organization.



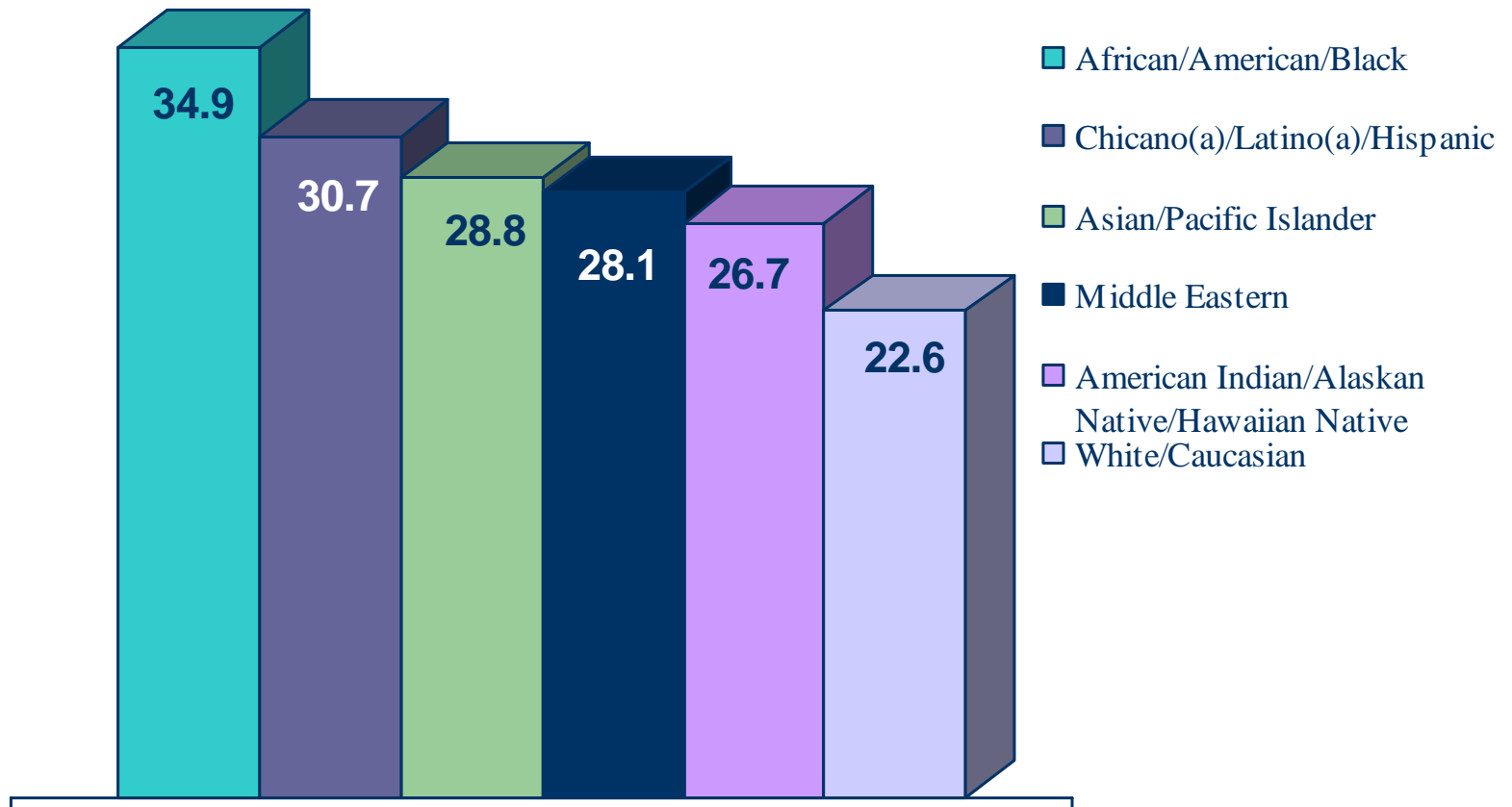
# Observed Conduct Gender



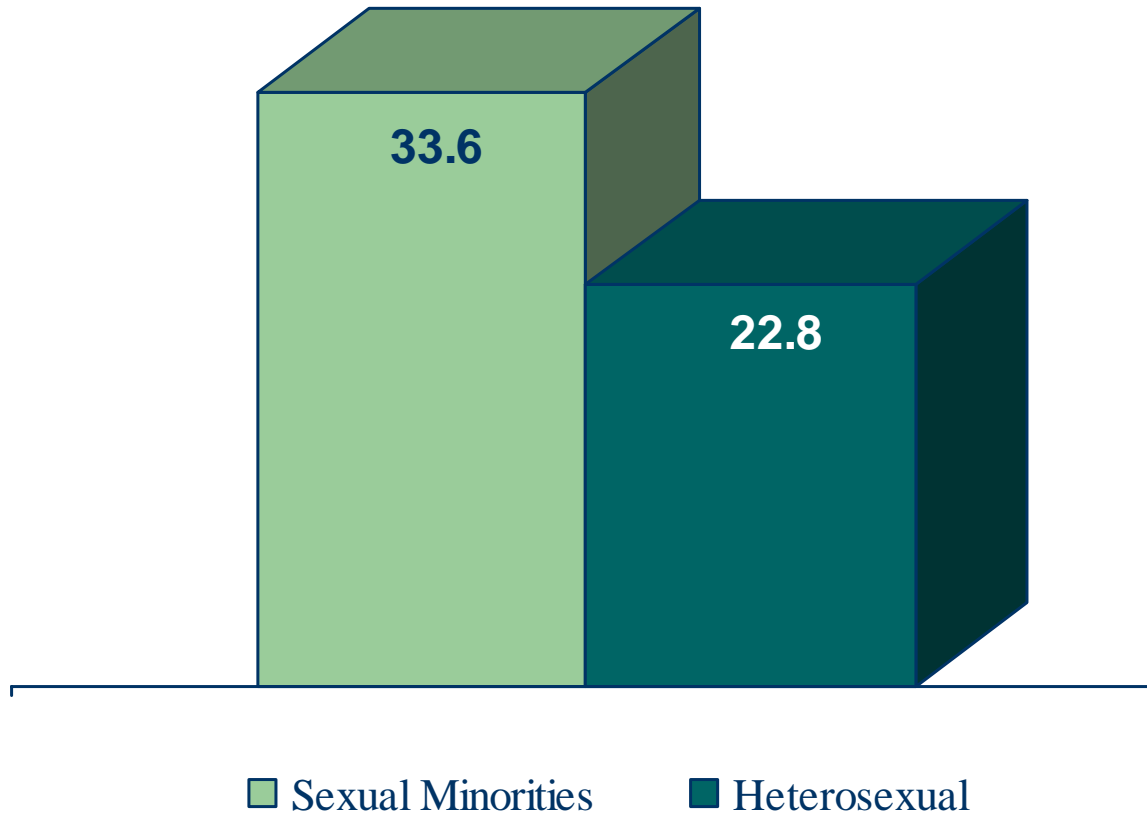
# Observed Conduct Position



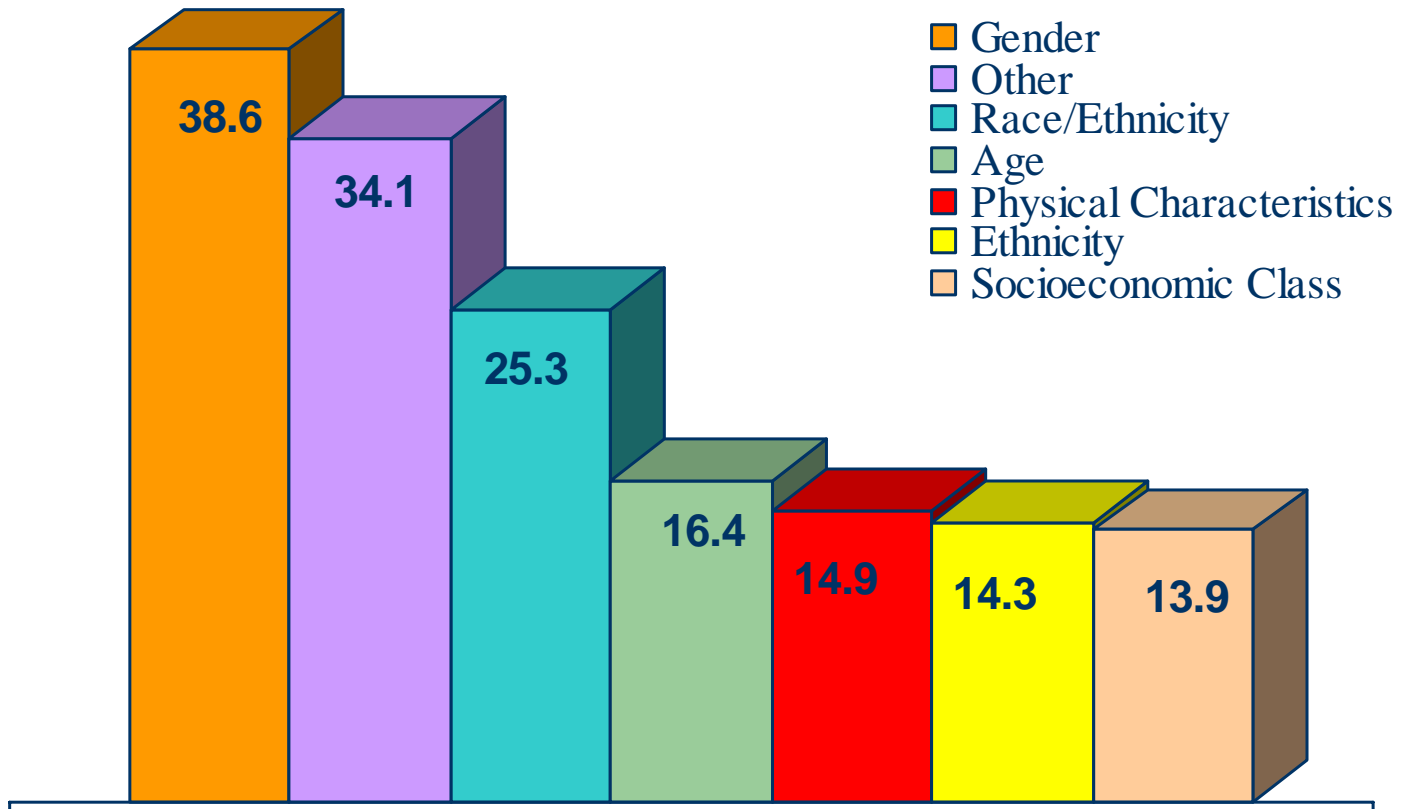
# Observed Conduct Race/Ethnicity



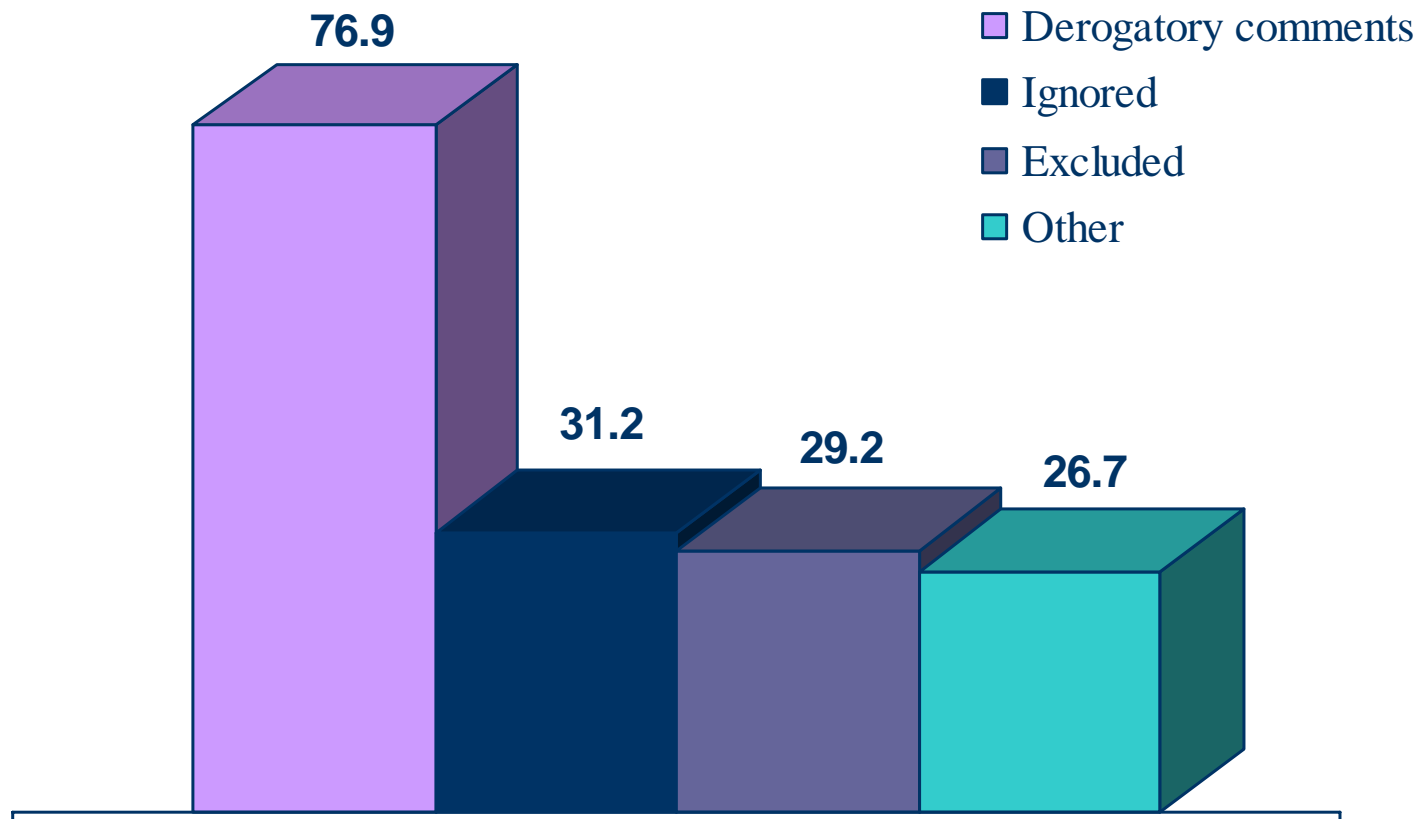
# Observed Conduct Sexual Identity



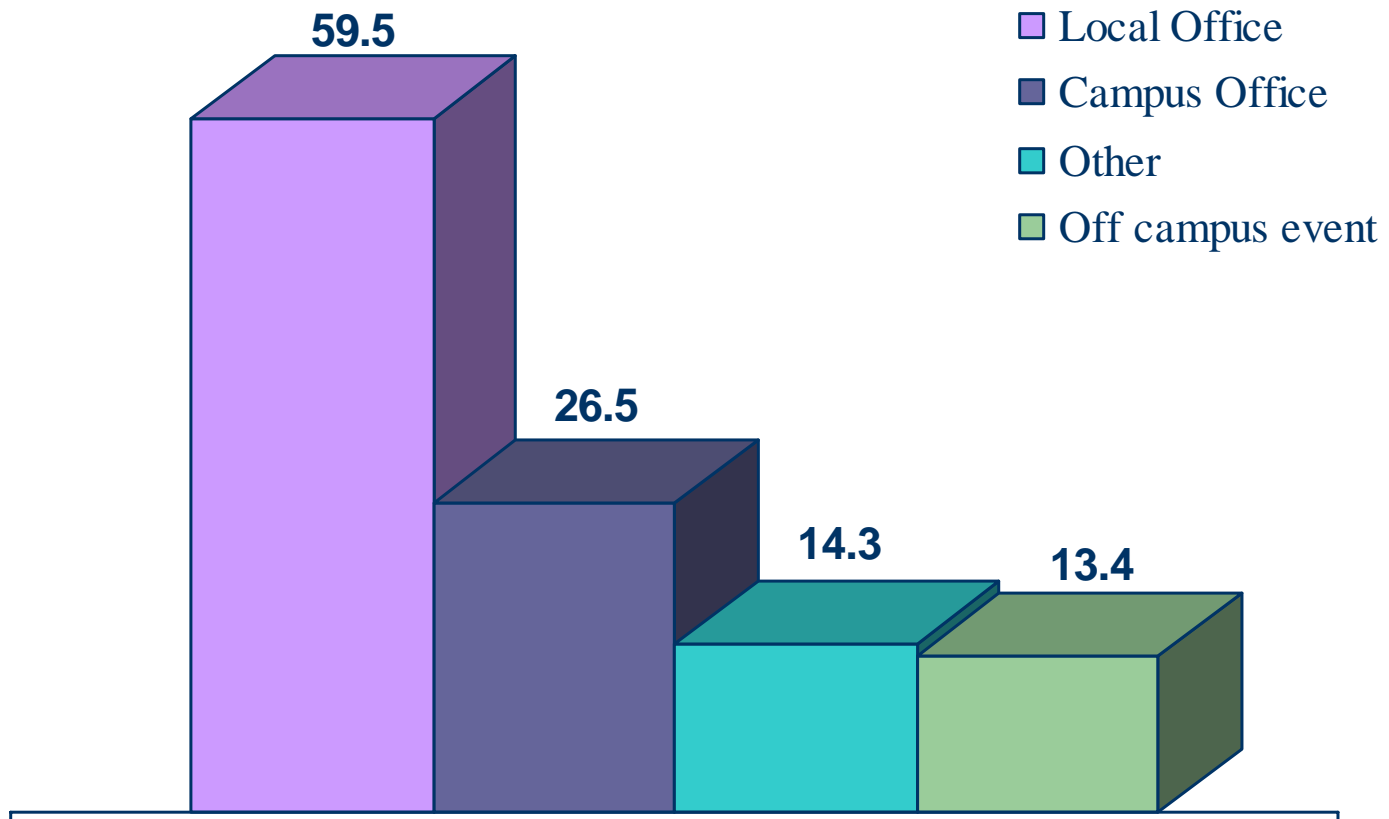
# Observed Conduct Based on:



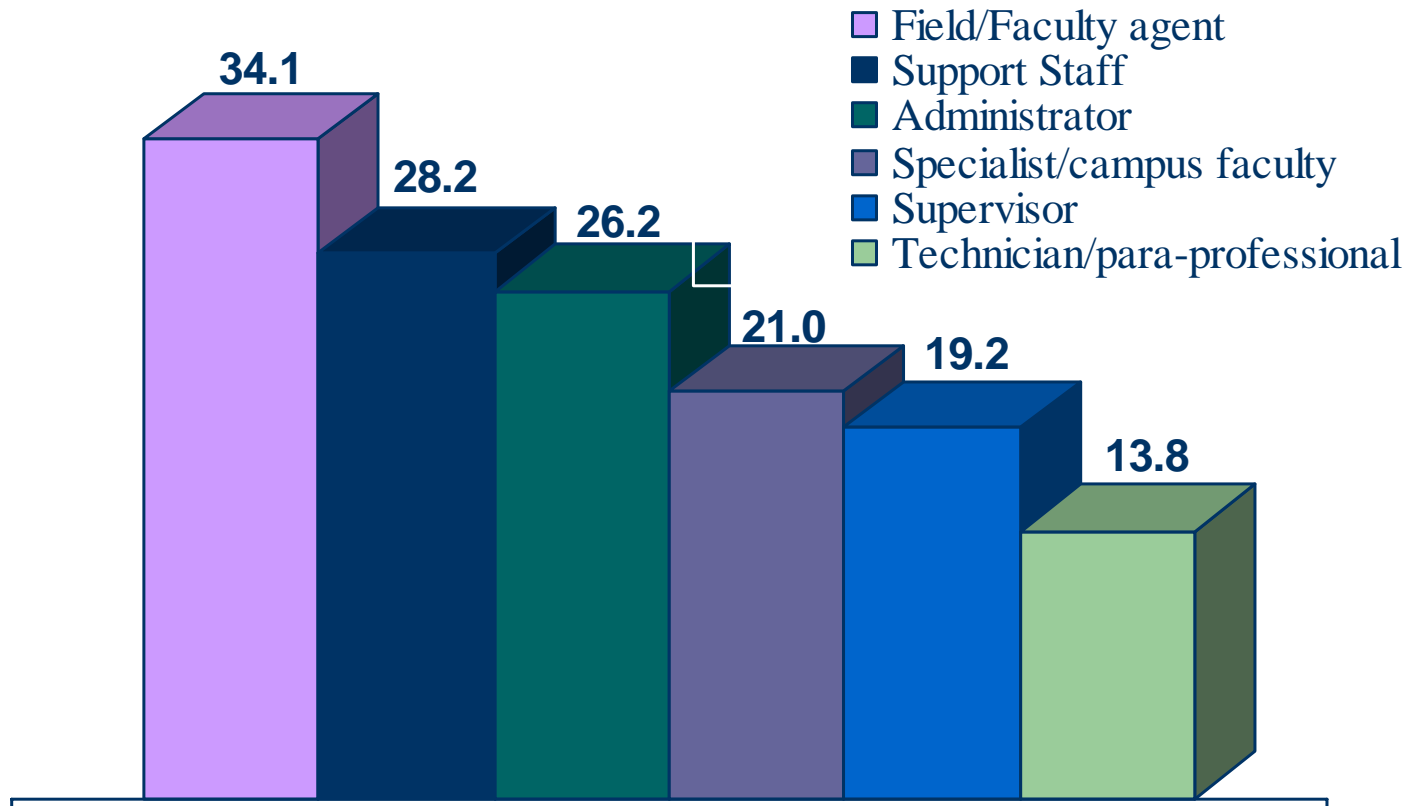
# In what form was this conduct?



# Where did this conduct occur?



# Who was the source of this conduct?



# What did you do in response to this conduct?

- Embarrassed 40%
- Ignored it 21%
- Made a complaint to appropriate official 21%
- Considered changing my job 16%
- Confronted the harasser at the time 11%



# CASD Employees' Perceptions of the Climate

- Friendly 85.9% (2765)
- Welcoming 79.6% (2556)
- Respectful 77.5% (2504)
- Cooperative 75.6% (2438)
- Improving 67.8% (2167)



# CASD Perceptions of Climate “ism’s”

## ◆ Racist?

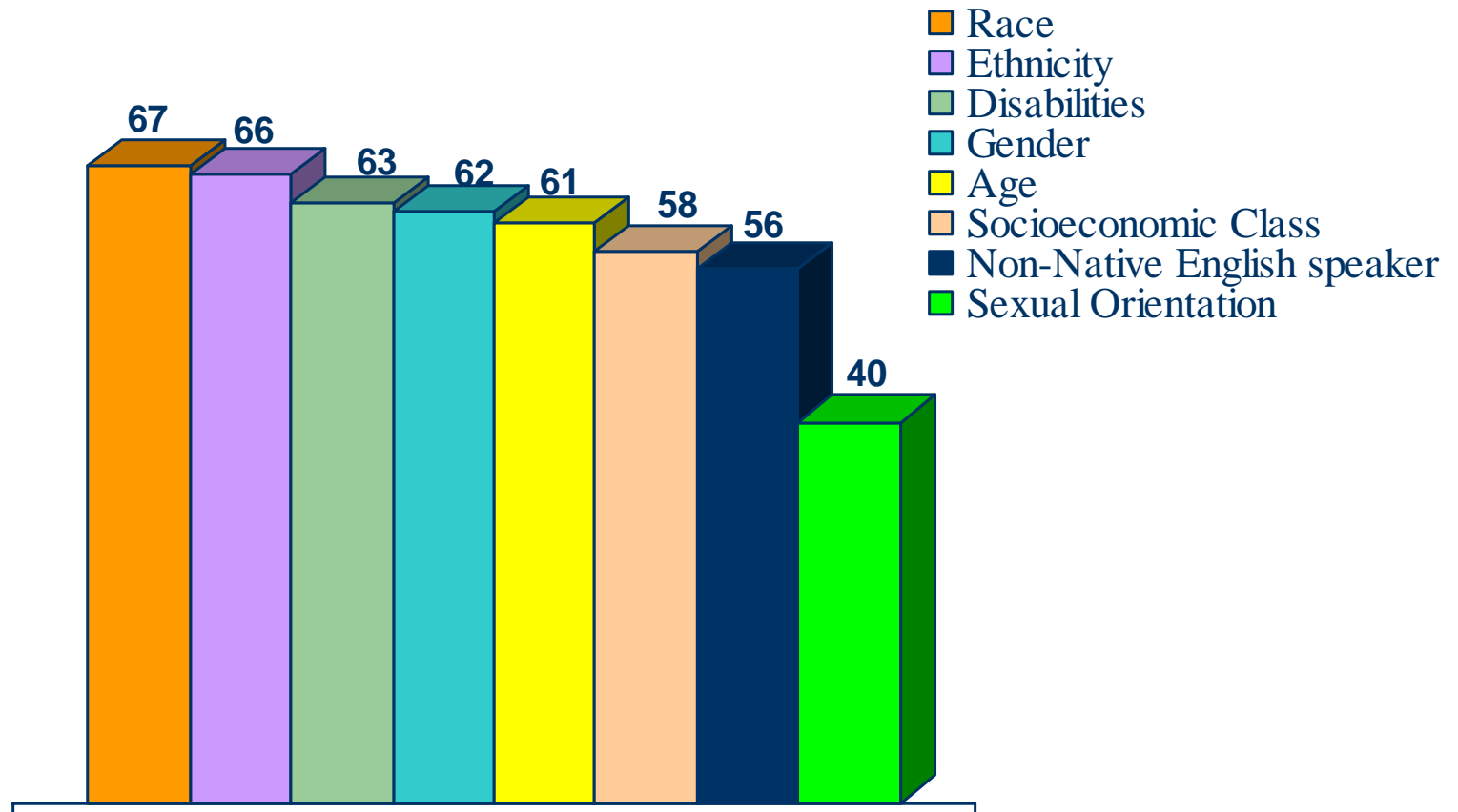
- People of color (12%)
- White respondents (4%)

## ◆ Sexist?

- Women (13%)
- Men (10%)



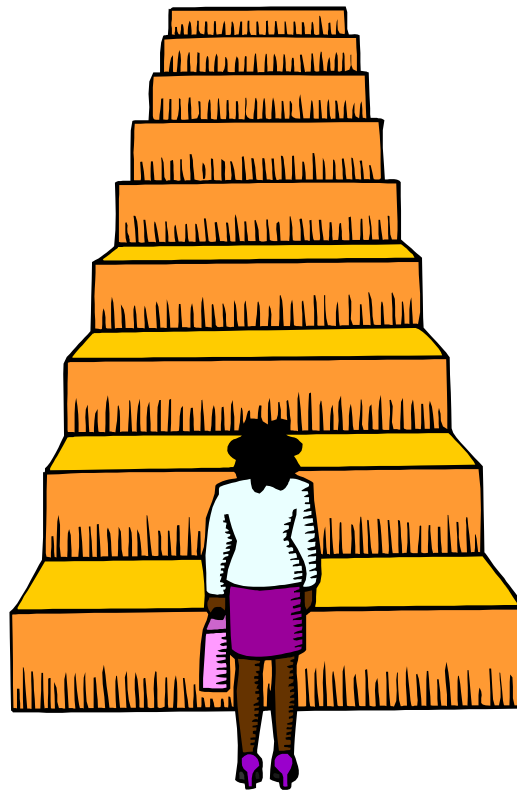
# Organization Addresses Issues of:



---

# Next Steps...

---





**Rankin & Associates, Consulting**

Assessment • Planning • Interventions

*Susan R. Rankin, Ph.D.*  
*Senior Research Associate*  
*Rankin & Associates, Consulting*  
*PO Box 576*  
*Howard, PA 16841*  
*814-625-2780*  
*[sue@rankin-consulting.com](mailto:sue@rankin-consulting.com)*  
*<http://www.rankin-consulting.com>*



Rankin & Associates, Consulting