2007

City of Longview Cultural Assessment: Employee Survey Report

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Summary: Key findings

This report summarizes the result of the cultural assessment employee survey administered in April 2007 to all City of Longview employees. Responses were obtained from 235 people (response rate 67%)

The survey results include the following key findings.

- Average scores indicate that employees generally support diversity and understand the importance of diversity in the workplace.

- On average, employees rated departmental support and understanding toward diversity lower than their personal support.

- Average scores on the level of comfort discussing diversity-related issues was somewhat lower than other scores. Some people expressed that they do not feel comfortable speaking up when they see a diversity-related issue in the workplace.

- There was a difference in the average score between men and women in their views of gender equality in the workplace. Some women expressed concern over inequality in the way they were treated.

- There was a difference in the score between Caucasian/White and Non-Caucasian/Nonwhite in perceptions about overall diversity friendliness and race equality in the workplace. Non-Caucasian/Nonwhite were more likely to say the city needs more improvement in diversity issues.

- There were varying views on how to approach the issue of diversity. Some people expressed a strong concern over the presence of bias, stereotype, and intolerance in the city, and the need to address these issues. Other people noted that the city should not be focusing so much on individual differences. Rather, they emphasized the importance of treating everyone equally, regardless of demographic and cultural background.

- Some people expressed the need for non-English speaking members of the community to learn English and assimilate into mainstream U.S. culture.

- Some employees opposed making hiring decisions based on diversity criteria.

Recommendations

Recommendation #1. Examine departmental policies related to diversity and work climate.

The survey results suggest the respondents are generally high on individual cultural awareness, but do not see departmental policy and the work climate as diversity friendly. A detailed examination of departmental policies and work climate in regard to diversity may uncover further information that may benefit the city.

Recommendation #2. Seek broader agreement on diversity efforts.

The survey results suggest that skepticism and resistance exist toward promoting diversity. Any city plan related to diversity should first open dialogue to achieve broader agreement and participation among those involved.

Recommendation #3. Develop awareness and understanding on issues related to immigrants and non-English speaking members of the community.

Survey results indicate a sense of frustration against immigrants and non-English speaking members of the community. Considering the rapid growth of immigrants and non-English speaking persons in the community, providing opportunities to city employees that will help them better understand these newcomers may be beneficial.

Recommendation #4. Clarify and promote understanding on the city's hiring policy and how diversity is taken into consideration in hiring decisions.

There is a certain level of suspicion among the employees who believe that the city's effort to promote diversity will result in hiring decisions based solely on diversity criteria. Clarifying the city's hiring policy and promoting understanding among the employees on how diversity counts in the hiring process, will help resolving the suspicion.

Recommendation #5. Provide opportunities to evaluate what causes the gap in perception between male/female and Caucasian/Non-Caucasian attitudes.

There is a gap between male and female, as well as Caucasian and Non-Caucasian in their perception of how things are in the workplace. It may be useful to provide some structured, facilitated discussion to have the female and Non-Caucasian employees' voices heard and assessed more carefully.

Recommendation #6. Provide opportunities for employees to improve communication skills for an open-communication environment.

It seems city employees will benefit from opportunities to develop communication skills that will help them speak up in a nonconfrontational manner when they see issues related to diversity.

Recommendation #7. Provide opportunities for employees to improve supervisory skills among managers to create a diversity-friendly work environment

Developing cultural competence among managers and supervisors improves the work climate for a diverse workforce. Managers and supervisors also seem to benefit in their general supervisory skills when they begin to think about and work toward creating a more diversity-friendly work environment.

Suggested Topics for Diversity Education

The following suggested topics for diversity education address some of the issues raised in the survey. Diversity education can be offered in formal diversity training or informal facilitated discussion.

Topic #1. Introduce a broad definition of diversity.

The city needs to agree on what it considers to be a component of the 'diversity' it is trying to promote. In defining diversity, it is important to take a comprehensive view and not focus solely on race and gender.

Topic #2. Provide a clear explanation of the city's goals and policies related to diversity.

Once the City has determined its goals and policies related to diversity, it is important to develop employee understanding of the issues.

Topic #3. Clarify hiring practice in relation to diversity.

Hiring practice is a key determinant of diversity in the organization. Make a clear hiring practice in relation to diversity and share the policies with employees. Discuss the principles behind the policies to promote understanding.

Topic #4. Evaluate and reflect on hidden biases and stereotypes.

It may be helpful to have employees reflect on personal biases and stereotypes. Examine how these beliefs may be affecting the work climate.

Topic #5. Practice communication skills that empower people to discuss difficult issues.

For some people, diversity issues may be difficult to discuss in a public setting. Communication skills may be enhanced by role-playing games and other techniques to encourage individual participation. Each employee needs to feel empowered to discuss difficult issues in a nonconfrontational manner.

Topic #6. Focus on supervisory skills.

Supervisors play an important role in developing and maintaining a diversity-friendly work climate. Check that supervisory staff posses appropriate skills to handle diversity issues in a comfortable manner.

Topic #7. Address leadership skills for creating changes in the workplace climate.

Leadership among employees is an essential element for change.. Open dialogue to solicit ideas from employees and develop a sense of ownership for new policies. Encourage employees to lead in undertaking particular activities.

Topic #8. Discuss dominant norms in the workplace and reflect on who's voices are heard or not heard.

Dominant norms may be prevalent in the workplace that are inhibiting a diversity-friendly workplace. Have employees examine the work climate to identify and evaluate norms in terms of overall organizational effectiveness and their impact on diversity.

Topic #9. Provide information on immigrants and raise awareness on immigration issues.

The community is changing with the influx of new immigrants. People may not have accurate information on these newcomers. Share information on immigrants with city employees, including issues of legal status and community needs.

Background and Survey Process Description

In 2006, the City of Longview received a grant to help fund a cultural assessment survey with city employees. In January 2007, the City contracted with Executive Leadership institute (ELI) at Portland State University to develop an assessment tool, and report on the results. Three members of ELI – Masami Nishishiba, Jun Suzuki, and Pachida Lo – met with the City Manager and all city department chairs in February 2007. An employee survey was developed based on these sessions.

The survey administered to employees focused on assessing (a) employee attitudes and awareness toward cultural diversity, and (b) employee observations on diversity issues in the city. The survey included the following components.

- 35 close-ended questions

- 2 open-ended questions

- 9 demographic questions

- Bilingual respondents could list their names and department affiliations to be added in a city database.

Two survey formats were developed, a web survey and a paper survey, to accommodate city employees in different work environments. (See Appendix A for the survey instrument.) On March 20, 2007, the City Manager sent a memo to all employees informing them about the survey. (See Appendix B for the memo.)

Description of Survey Respondents

Both web survey and paper survey were made available to all city employees (351 people) from April 2 to April 20, 2007. Response was obtained from 235 people (response rate 67%).

Of the 235 people who responded, 146 (62.1%) responded to the web survey, and 89 (37.9 %) responded to the paper survey.

Average **age** of the respondents was 42.4 years (N=213, SD=11.521). The age distribution is shown in the table and chart below.

Age

	Frequency	Valid Percent
18-24 yrs	17	8.0
25-29 yrs	13	6.1
30-34 yrs	25	11.7
35-39 yrs	32	15.0
40-44 yrs	25	11.7
45-49 yrs	31	14.6
50-54 yrs	41	19.2
55-59 yrs	22	10.3
60+ yrs	7	3.3
Total	213	100.0
Missing	22	
Total	235	
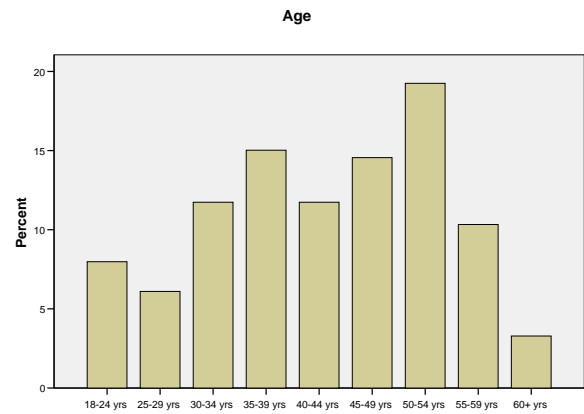
The average number of **years working for the city** was 11.06 (N=217, SD=10.45). The average number of **years living in Cowlitz County** was 23.08 (N=218, SD= 16.71). The distributions are shown in the following table and chart.

Number of years working for the city

	Frequency	Valid Percent
1 yr or less	39	18.1
2-4 yrs	33	15.3
5-9 yrs	44	20.4
10-14 yrs	36	16.7
15-19 yrs	22	10.2
20-24 yrs	12	5.6
25-29 yrs	17	7.9
30+ yrs	13	6.0
Total	216	100.0
Missin	19	
Total	235	

Number of years living in Cowlitz county

	Frequency	Valid Percent
1 yr or less	29	13.3
2-5 yrs	14	6.4
6-10 yrs	23	10.6
11-15 yrs	19	8.7
16-20 yrs	21	9.6
21-30 yrs	35	16.1
31+ yrs	77	35.3
Total	218	100.0
Missing	17	
Total	235	

Number of years living in the Cowlitz county
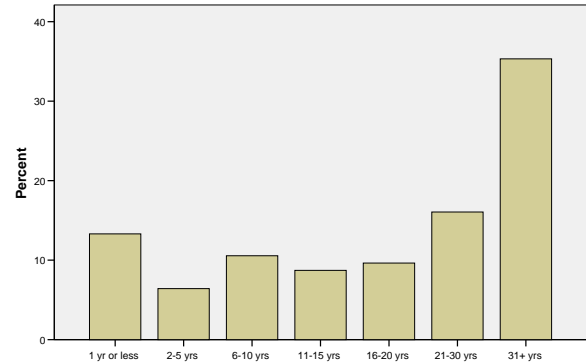
Educational level is shown in the following table and chart.

Level of Education

	Frequency	Valid Percent
High School or less	27	11.9
Some college/VS or 2 yr college	119	52.4
4 yr college completed	63	27.8
some grad school or completed	18	7.9
Total	227	100.0
Missing	8	
Total	235	

Level of Education
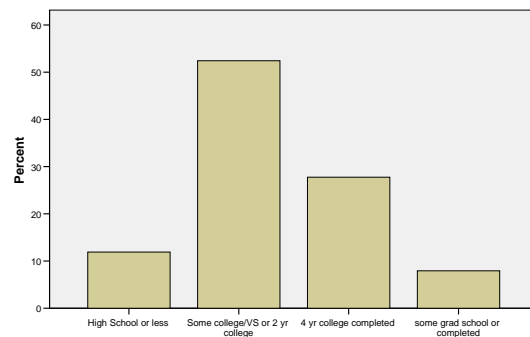
Of the total 227 people who identified their **sex**, 138 people (60.8%) were male and 89 people (39.2%) were female.

Sex

	Frequency	Valid Percent
Male	138	60.8
Female	89	39.2
Total	227	100.0
Missing	8	
Total	235	

For **sexual orientation**, 223 people (97.8 %) said they do not identify themselves as either gay, lesbian, bisexual or transsexual, and 5 people (2.2%) identified themselves as either gay, lesbian, bisexual or transsexual.

Identify yourself as Gay, Lesbian Bisexual or Transsexual

		Frequency	Valid Percent
	No	223	97.8
	Yes	5	2.2
	Total	228	100.0
Missing		7	
Total		235	

For **race**, 198 people (86.1%) identified themselves as Caucasian/White, 12 people (5.2%) identified themselves as Non-Caucasian/Nonwhite, 20 people (8.7%) responded "rather not say." Citywide, the U.S. Census shows the population is 89.35% Caucasian/White. Survey respondents reflect the overall city's racial composition.

Race

		Frequency	Valid Percent
	Caucasian/White	198	86.1
	Non-Caucasian/ Non-White	12	5.2
	Rather not say	20	8.7
	Total	230	100.0
Missi		5	
Total		235	

Department affiliation was categorized into five clusters as shown in the following table and chart. Nonresponse was higher for this question: 15 people responded "rather not say," and 39 people did not respond.

Department Affiliation

		Frequency	Valid Percent
	City Hall	19	9.7
	Culture and Recreation	47	24.0
	Field and Fleet	48	24.5
	Public Safety	59	30.1
	Transit	8	4.1
	Rather not say	15	7.7
	Total	196	100.0
Missing		39	
Total		235	

Department Affiliation

Survey Results: Close-ended Questions

Mean scores for each item in the survey are shown in the table below.

		Question	Mean	Std. Deviation	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Individual	q1	I want to work with racially diverse group of people.	3.62	0.88				x	
	q2	I understand that my own cultural orientation can affect how I interact with my coworkers.	3.69	0.98				x	
	q3	Misunderstandings are often caused by cultural differences in communication style.	3.10	1.20			x		
	q4	Working environment that embraces employees with diverse backgrounds (e.g. culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.	3.60	1.03				x	
	q5	When rating potential job candidates, we should consider the impact of my own cultural bias.	3.10	1.19			x		
	q6	When making hiring decisions, we should assess the diversity of my work unit.	2.84	1.17			x		
	q7	It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.	2.23 (3.77)	1.20		x		#	
	q8	I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.	2.76	1.07			x		
	q9	The concept of diversity should not be emphasized in the workplace.	2.73 (3.27)	1.19			x #		
	q10	I believe that people's language use reflect their competency.	2.88	1.18			x		
	q11	I believe that long-term employees at the city are not open to the ideas of newer employees	2.63 (3.36)	1.12			x		
	q12	Having diverse members will benefit my team in the long run.	3.67	0.93				x	
	q13	I believe that long-term employees' expertise at the city need to be respected and valued.	4.00	0.77				x	
	q14	People from non-American culture should try to "assimilate" into the mainstream American culture.	3.39 (2.61)	1.00			#	x	
	q15	I can comfortably discuss racial issues with people I meet at work.	3.51	1.05				x	
	q16	When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.	2.99	1.04			x		
	q17	I try to persuade my colleagues to recognize the value and need for a diverse workforce.	3.07	0.80			x		
	q18	I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	3.17	1.18			x		
Organizational	q19	I have the same opportunities for career advancement as everyone else in my department.	3.35	1.27				x	
	q20	I believe that the city should have better language capacity to serve multilingual community	3.33	1.14				x	
	q21	People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.	2.68 (3.32)	1.12			x	#	
	q22	My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.	3.43 (2.57)	1.08		#		x	
	q23	My gender negatively affects my advancement within the department.	2.18 (3.82)	1.03		x		#	
	q24	My race negatively affects my advancement within my department.	1.93 (4.07)	0.79	x			#	
	q25	Employees and managers in my department need training on mentoring diverse employees.	2.96 (3.04)	1.16			x #		
	q26	The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.	2.77 (3.23)	1.14			x #		
	q27	I see cultural differences causing conflict in my department.	2.37 (3.63)	1.09		x		#	
	q28	People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality service.	2.99	1.09			x		
	q29	People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.21	1.15			x		
	q30	The overall quality of interactions between males and females needs improvement in my department.	2.55 (3.45)	1.14			x #		
	q31	The city's top administrators clearly communicate their vision about diversity.	3.08	1.06			x		
	q32	People in my department believe that diverse employees bring new perspectives to our workplace.	3.13	0.89			x		
	q33	People in our department believe that a greater diversity improves the quality of our services to the community.	3.00	0.95			x		
	q34	Most people in my department seldom think about their attitude on diversity.	3.70 (2.30)	0.84		#		x	
	q35	People in my department believe that focusing on diversity will only benefit women and minorities.	3.14 (2.74)	1.04			# x		

NOTE: Items may need reverse coding. (mean when reverse coded) # reverse coded

10

Questions highlighted in pink in the table are negatively worded, and therefore, need to be reverse-coded in order to compare with other questions. These questions (numbers 7, 9,11,14, 21, 22, 23, 24, 25, 26, 27, 30, 34, 35) show the original mean, and the reverse-coded mean in parentheses and in red ink.

Patterns identified in assessing the overall mean scores

The following four questions showed positive responses (scored higher than 3.60), indicating general **support and understanding that cultural diversity benefits the workplace**.

q2	I understand that my own cultural orientation can affect how I interact with my coworkers.	3.69
q12	Having diverse members will benefit my team in the long run.	3.67
q1	I want to work with racially diverse group of people.	3.62
q4	Working environment that embraces employees with diverse backgrounds e.g. culture, gender, sexuality, language, race, age, etc. improves the quality of services that the City provides.	3.60

The following three items scored positively (above 3.60 after reverse coding), indicating a majority of the people did not see their **race or gender affecting personal advancement** or **causing conflict in the department**. This result needs to take into consideration that most respondents identified themselves as Caucasian/White (86.1%) and male (60.8%).

q23	My gender negatively affects my advancement within the department.	2.18 (3.82)
q24	My race negatively affects my advancement within my department.	1.93 (4.07)
q27	I see cultural differences causing conflict in my department.	2.37 (3.63)

The following three items refer to the **level of openness** with regard to diversity, scoring slightly negative (below 3.20), indicating that people do not feel comfortable speaking up when they see a diversity-related issue in their workplace.

q29	People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.21
q18	I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	3.17
q17	I try to persuade my colleagues to recognize the value and need for a diverse workforce.	3.07

Respondents rated **cultural awareness in their departments** less positive than their own cultural awareness (scoring lower than 3.20, in comparison to a score higher than 3.60 for personal awareness as shown above).

q32	People in my department believe that diverse employees bring new perspectives to our workplace.	3.13
q33	People in our department believe that a greater diversity improves the quality of our services to the community.	3.00

Respondents seemed to be reluctant to **take diversity into consideration in hiring decisions** (scoring lower than 3.20).

q5	When rating potential job candidates, we should consider the impact of my own cultural bias.	3.10
q6	When making hiring decisions, we should assess the diversity of my work unit.	2.84

Analysis of response frequencies for each question

Response distributions are shown below for each survey question.

1. I want to work with a racially diverse group of people. (N=231, Mean=3.62, SD=.88)

q1

		Frequency	Valid Percent
Valid	1 strongly disagree	5	2.2
	2 disagree	5	2.2
	3 neutral	104	45.0
	4 agree	75	32.5
	5 strongly agree	42	18.2
	Total	231	100.0
Missing	99	1	
	System	3	
	Total	4	
Total		235	
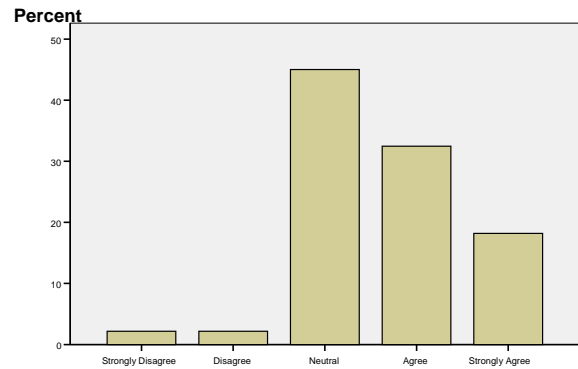
2. I understand that my own cultural orientation can affect how I interact with my coworkers. (N=229, Mean=3.69, SD=.98)

q2

		Frequency	Valid Percent
Valid	1 strongly disagree	8	3.5
	2 disagree	24	10.5
	3 neutral	36	15.7
	4 agree	123	53.7
	5 strongly agree	38	16.6
	Total	229	100.0
Missing	99	3	
	System	3	
	Total	6	
Total		235	
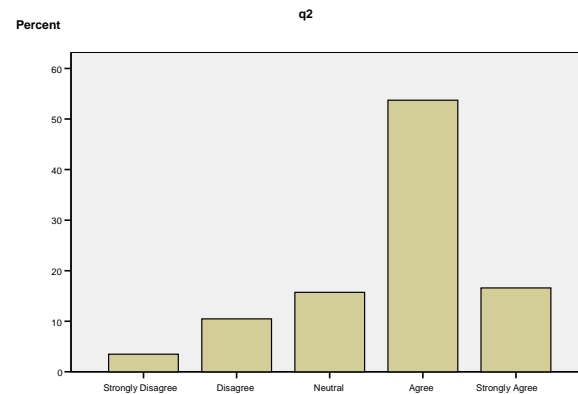
3. Misunderstandings are often caused by cultural differences in communication style. (N=226, Mean=3.10, SD=1.2)

q3

		Frequency	Valid Percent
Valid	1 strongly disagree	36	15.9
	2 disagree	30	13.3
	3 neutral	49	21.7
	4 agree	98	43.4
	5 strongly agree	13	5.8
	Total	226	100.0
Missing	99	5	
	System	4	
	Total	9	
Total		235	
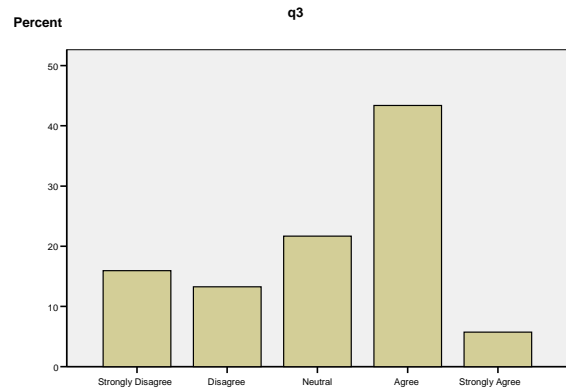
4. Working environment that embraces employees with diverse backgrounds (e.g., culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides. (N=225, Mean=3.60, SD=1.03)

q4

		Frequency	Valid Percent
Valid	1 strongly disagree	9	4.0
	2 disagree	21	9.3
	3 neutral	64	28.4
	4 agree	88	39.1
	5 strongly agree	43	19.1
	Total	225	100.0
Missing	99	7	
	System	3	
	Total	10	
Total		235	
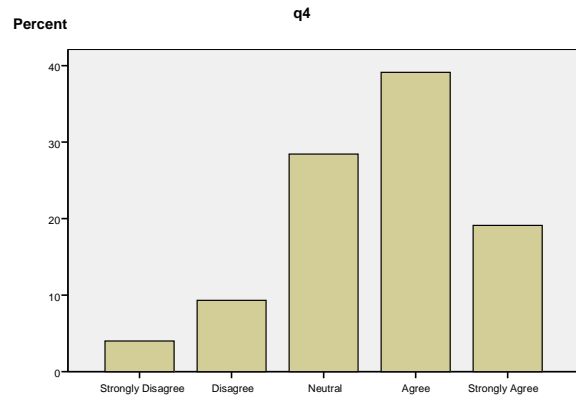
5. When rating potential job candidates, we should consider the impact of our own cultural bias. (N=223, Mean=3.10, SD=1.19)

q5

		Frequency	Valid Percent
Valid	1 strongly disagree	29	13.0
	2 disagree	39	17.5
	3 neutral	55	24.7
	4 agree	80	35.9
	5 strongly agree	20	9.0
	Total	223	100.0
Missing	99	9	
	System	3	
	Total	12	
Total		235	
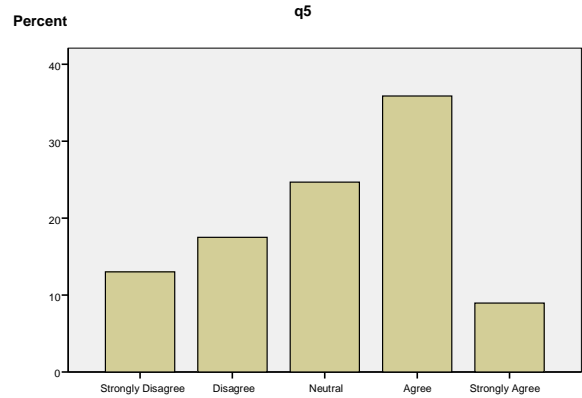
6. When making hiring decisions, we should assess the diversity of our work unit (N=230, Mean=2.84, SD=1.17)

q6

		Frequency	Valid Percent
Valid	1 strongly disagree	36	15.7
	2 disagree	54	23.5
	3 neutral	66	28.7
	4 agree	58	25.2
	5 strongly agree	16	7.0
	Total	230	100.0
Missing	99	2	
	System	3	
	Total	5	
Total		235	
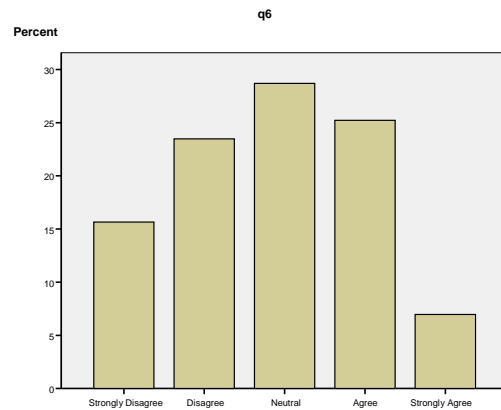
7. It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds (N=227, Mean=2.23, SD=1.20)

q7

		Frequency	Valid Percent
Valid	1 strongly disagree	73	32.2
	2 disagree	83	36.6
	3 neutral	30	13.2
	4 agree	27	11.9
	5 strongly agree	14	6.2
	Total	227	100.0
Missing	99	5	
	System	3	
	Total	8	
Total		235	
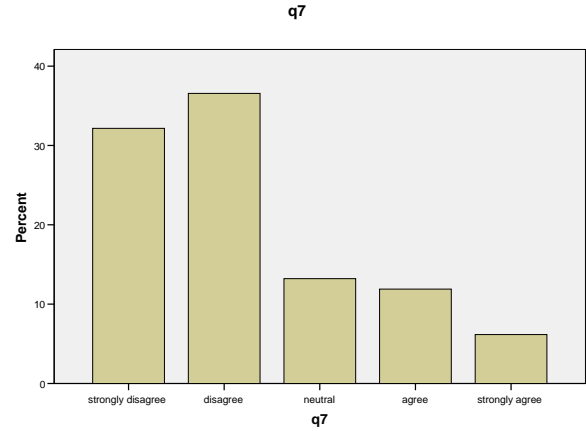
8. I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers. (N=228, Mean=2.76, SD=1.07)

q8

		Frequency	Valid Percent
Valid	1 strongly disagree	27	11.8
	2 disagree	79	34.6
	3 neutral	47	20.6
	4 agree	71	31.1
	5 strongly agree	4	1.8
	Total	228	100.0
Missing	99	4	
	System	3	
	Total	7	
Total		235	
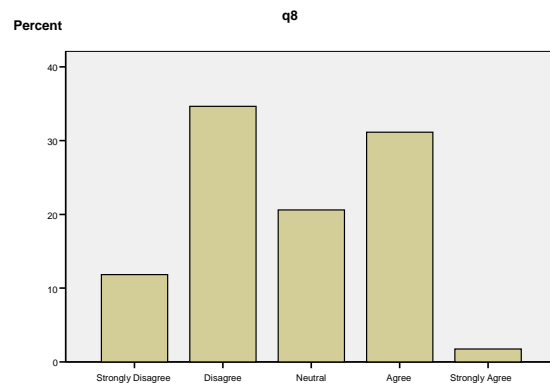
9. The concept of diversity should not be emphasized in the workplace. (N=227, Mean=2.73,SD=1.19)

q9

		Frequency	Valid Percent
Valid	1 strongly disagree	40	17.6
	2 disagree	59	26.0
	3 neutral	70	30.8
	4 agree	38	16.7
	5 strongly agree	20	8.8
	Total	227	100.0
Missing	99	4	
	System	4	
	Total	8	
Total		235	
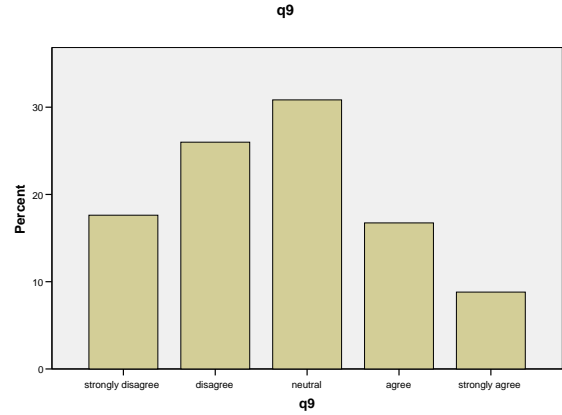
10. I believe that people's language use reflects their competency. (N=228, Mean=2.88, SD=1.18)

q10

		Frequency	Valid Percent
Valid	1 strongly disagree	25	11.0
	2 disagree	80	35.1
	3 neutral	39	17.1
	4 agree	66	28.9
	5 strongly agree	18	7.9
	Total	228	100.0
Missing	99	3	
	System	4	
	Total	7	
Total		235	
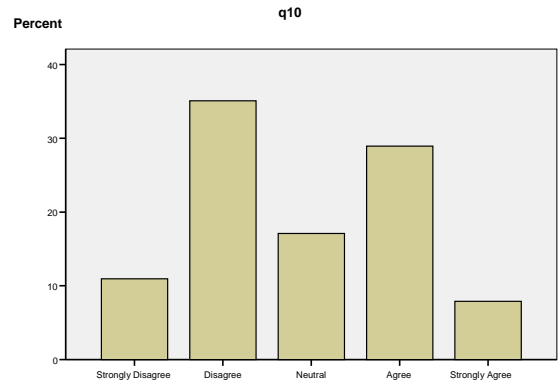
11. I believe that long-term employees at the city are not open to the ideas of newer employees (N=222, Mean=2.63, SD=1.12)

q11

		Frequency	Valid Percent
Valid	1 strongly disagree	29	13.1
	2 disagree	93	41.9
	3 neutral	44	19.8
	4 agree	42	18.9
	5 strongly agree	14	6.3
	Total	222	100.0
Missing	99	10	
	System	3	
	Total	13	
Total		235	
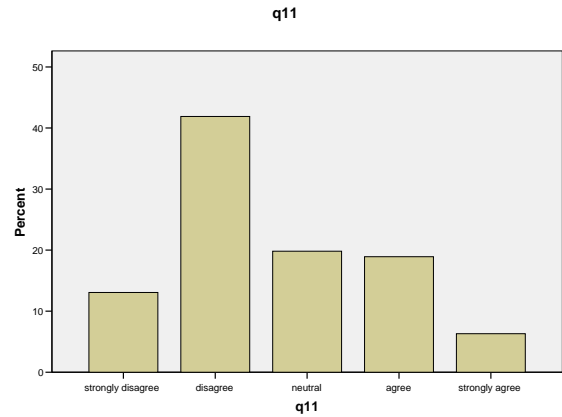
12. Having diverse members will benefit my team in the long run. (N=226, Mean=3.67, SD=.93)

q12

		Frequency	Valid Percent
Valid	1 strongly disagree	7	3.1
	2 disagree	13	5.8
	3 neutral	65	28.8
	4 agree	103	45.6
	5 strongly agree	38	16.8
	Total	226	100.0
Missing	99	5	
	System	4	
	Total	9	
Total		235	
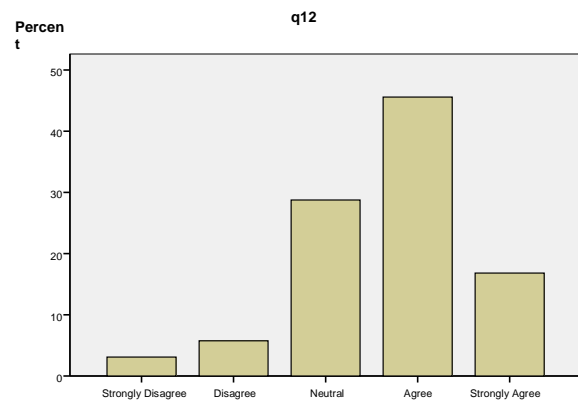
13. I believe that long-term employee's expertise at the City needs to be respected and valued. (N=226, Mean=4.00, SD=.77)

q13

		Frequency	Valid Percent
Valid	1 strongly disagree	3	1.3
	2 disagree	5	2.2
	3 neutral	34	15.0
	4 agree	130	57.5
	5 strongly agree	54	23.9
	Total	226	100.0
Missing	99	3	
	System	6	
	Total	9	
Total		235	
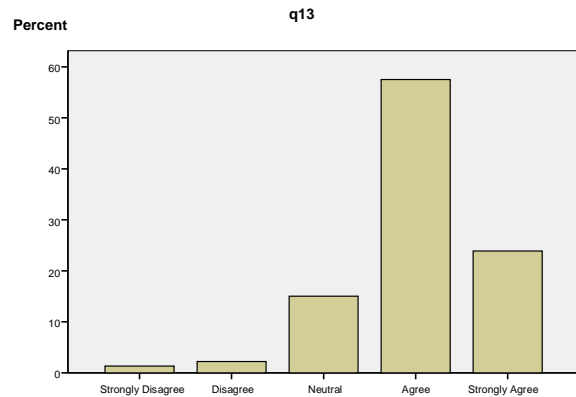
14. People from non-American cultures should try to merge themselves into the mainstream American culture. (N=228, Mean=3.39, SD=1.00)

q14

		Frequency	Valid Percent
Valid	1 strongly disagree	10	4.4
	2 disagree	31	13.6
	3 neutral	73	32.0
	4 agree	88	38.6
	5 strongly agree	26	11.4
	Total	228	100.0
Missing	99	4	
	System	3	
	Total	7	
Total		235	
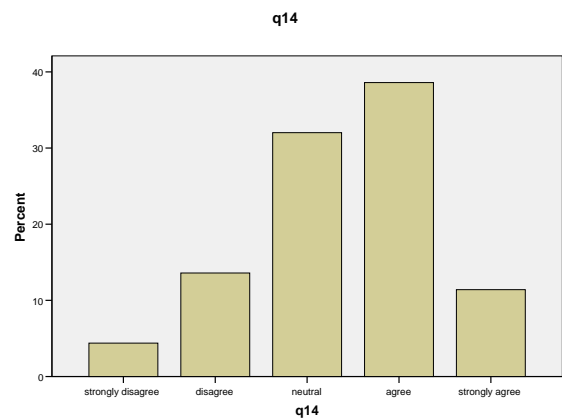
**15. I can comfortably discuss racial issues with people I meet at work (N=225, Mean=3.51, SD=1.05).**

q15

		Frequency	Valid Percent
Valid	1 strongly disagree	15	6.7
	2 disagree	20	8.9
	3 neutral	55	24.4
	4 agree	105	46.7
	5 strongly agree	30	13.3
	Total	225	100.0
Missing	99	7	
	System	3	
	Total	10	
Total		235	
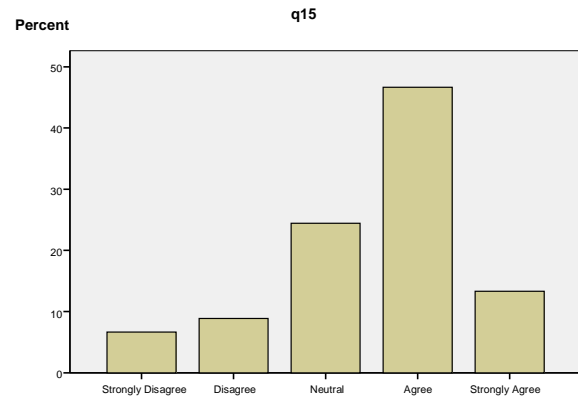
16. When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person. (N=220, Mean=2.99, SD=1.04)

q16

		Frequency	Valid Percent
Valid	1 strongly disagree	20	9.1
	2 disagree	53	24.1
	3 neutral	62	28.2
	4 agree	79	35.9
	5 strongly agree	6	2.7
	Total	220	100.0
Missing	99	12	
	System	3	
	Total	15	
Total		235	
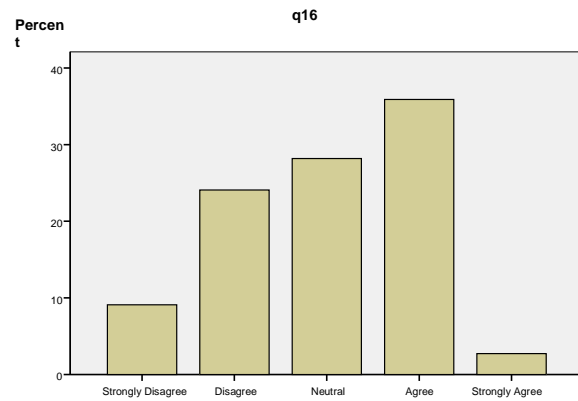
17. I try to persuade my colleagues to recognize the value and need for a diverse workforce. (N=215, Mean=3.07, SD=.80)

q17

		Frequency	Valid Percent
Valid	1 strongly disagree	6	2.8
	2 disagree	36	16.7
	3 neutral	119	55.3
	4 agree	46	21.4
	5 strongly agree	8	3.7
	Total	215	100.0
Missing	99	10	
	System	10	
	Total	20	
Total		235	
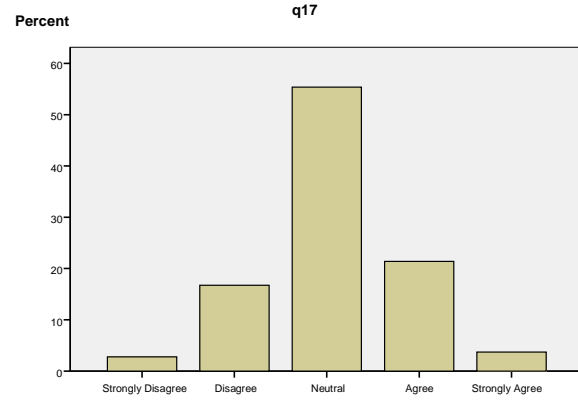
18. I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work. (N=223, Mean=3.17, SD=1.18)

q18

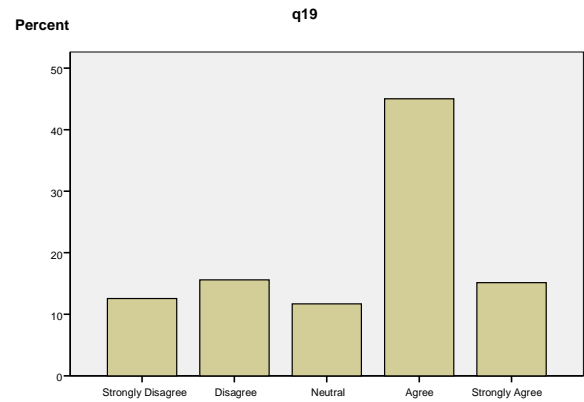|		Frequency	Valid Percent
Valid	1 strongly disagree	24	10.8
	2 disagree	42	18.8
	3 neutral	53	23.8
	4 agree	80	35.9
	5 strongly agree	24	10.8
	Total	223	100.0
Missing	99	9	
	System	3	
	Total	12	
Total		235	
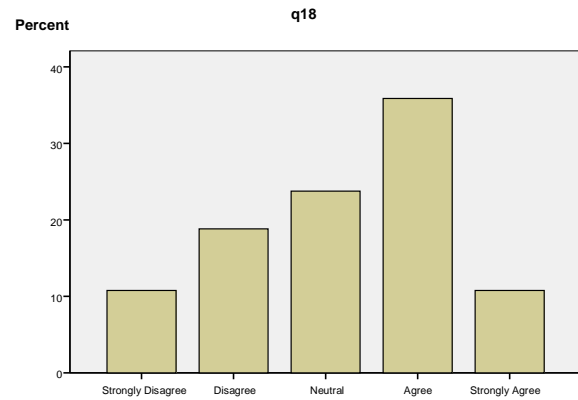
The questions in the following are concerned about employee's views on the City's or their department's organizational capacity related to diversity.

19. I have the same opportunities for career advancement as everyone else in my department. (N=231, Mean=3.35, SD=1.27)

q19

		Frequency	Valid Percent
Valid	1 strongly disagree	29	12.6
	2 disagree	36	15.6
	3 neutral	27	11.7
	4 agree	104	45.0
	5 strongly agree	35	15.2
	Total	231	100.0
Missing	99	1	
	System	3	
	Total	4	
Total		235	

q19

20. I believe that the City should have better language capacity to serve a multilingual community. (N=227, Mean=3.33, SD=1.14)

q20

		Frequency	Valid Percent
Valid	1 strongly disagree	19	8.4
	2 disagree	33	14.5
	3 neutral	60	26.4
	4 agree	84	37.0
	5 strongly agree	31	13.7
	Total	227	100.0
Missing	99	5	
	System	3	
	Total	8	
Total		235	
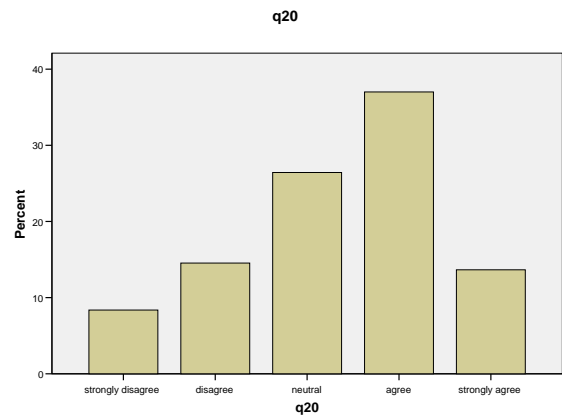
q20

21. People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals. (N=203, Mean=2.66, SD=1.12)

q21

		Frequency	Valid Percent
Valid	1 strongly disagree	27	13.3
	2 disagree	76	37.4
	3 neutral	47	23.2
	4 agree	41	20.2
	5 strongly agree	12	5.9
	Total	203	100.0
Missing	99	29	
	System	3	
	Total	32	
Total		235	
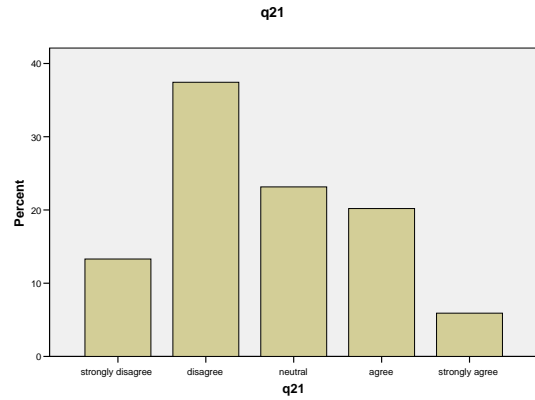
22. My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US. (N=216, Mean=3.43, SD=1.08)

q22

		Frequency	Valid Percent
Valid	1 strongly disagree	5	2.3
	2 disagree	49	22.7
	3 neutral	45	20.8
	4 agree	82	38.0
	5 strongly agree	35	16.2
	Total	216	100.0
Missing	99	13	
	System	6	
	Total	19	
Total		235	

23
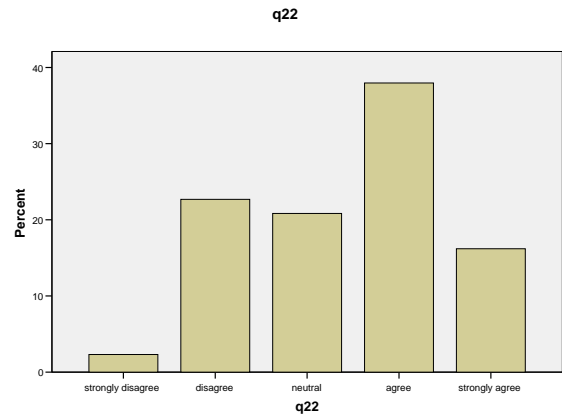
23. My gender negatively affects my advancement within the department (N=229, Mean=2.18, SD=1.03)

q23

		Frequency	Valid Percent
Valid	1 strongly disagree	55	24.0
	2 disagree	113	49.3
	3 neutral	39	17.0
	4 agree	9	3.9
	5 strongly agree	13	5.7
	Total	229	100.0
Missing	99	3	
	System	3	
	Total	6	
Total		235	
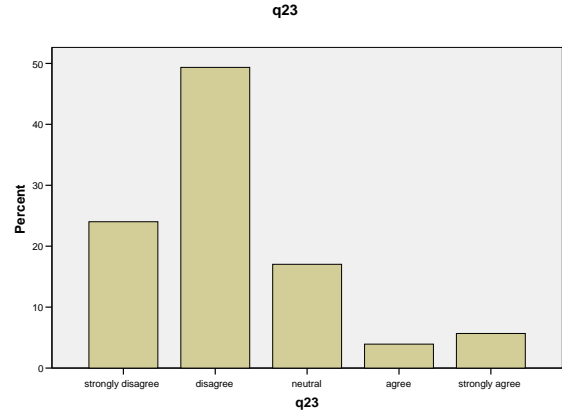
**24. My race negatively affects my advancement within my department. (N=228, Mean=1.93, SD=0.79)**

q24

		Frequency	Valid Percent
Valid	1 strongly disagree	67	29.4
	2 disagree	118	51.8
	3 neutral	37	16.2
	4 agree	3	1.3
	5 strongly agree	3	1.3
	Total	228	100.0
Missing	99	4	
	System	3	
	Total	7	
Total		235	

24
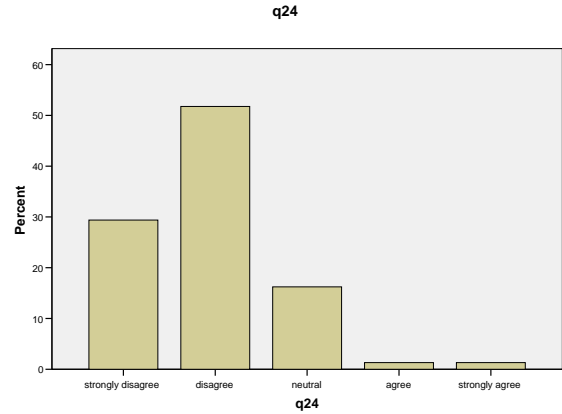
25. Employees and managers in my department need training on mentoring diverse employees. (N=209, Mean=2.96, SD=1.16)

q25

		Frequency	Valid Percent
Valid	1 strongly disagree	21	10.0
	2 disagree	59	28.2
	3 neutral	59	28.2
	4 agree	47	22.5
	5 strongly agree	23	11.0
	Total	209	100.0
Missing	99	23	
	System	3	
	Total	26	
Total		235	
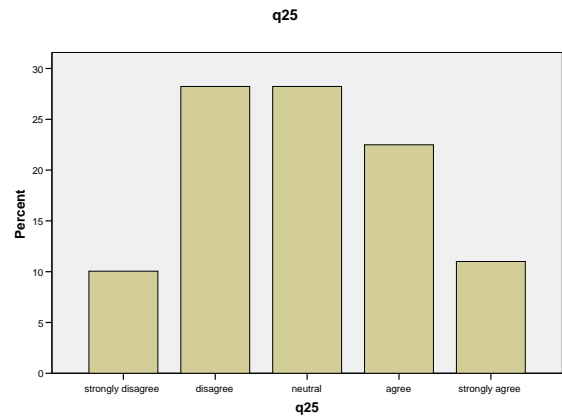
26. The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department. (N=217, Mean=2.77, SD=1.14)

q26

		Frequency	Valid Percent
Valid	1 strongly disagree	23	10.6
	2 disagree	86	39.6
	3 neutral	42	19.4
	4 agree	50	23.0
	5 strongly agree	16	7.4
	Total	217	100.0
Missing	99	15	
	System	3	
	Total	18	
Total		235	
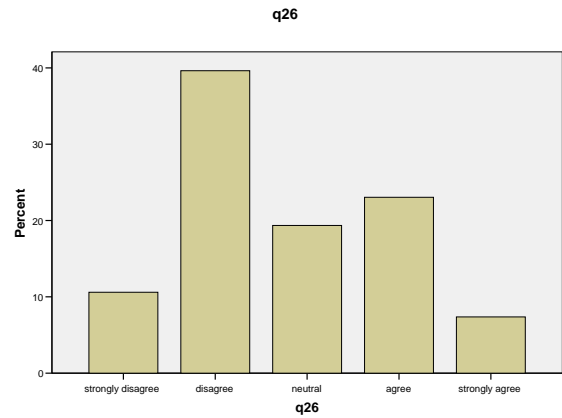
**27. I see cultural differences causing conflict in my department. (N=222, Mean=2.37, SD=1.09)**

q27

		Frequency	Valid Percent
Valid	1 strongly disagree	40	18.0
	2 disagree	114	51.4
	3 neutral	25	11.3
	4 agree	32	14.4
	5 strongly agree	11	5.0
	Total	222	100.0
Missing	99	9	
	System	4	
	Total	13	
Total		235	
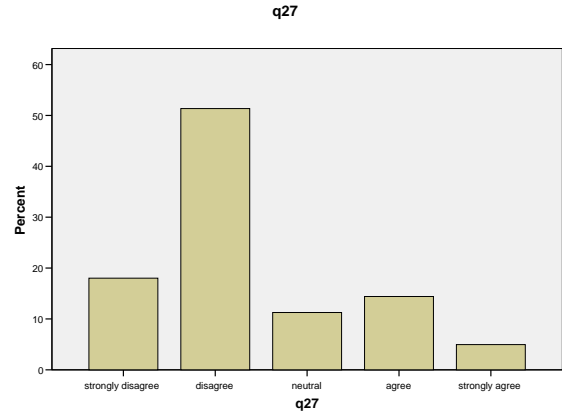
28. People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality services. (N=191, Mean=2.99, SD=1.09)

q28

		Frequency	Valid Percent
Valid	1 strongly disagree	18	9.4
	2 disagree	50	26.2
	3 neutral	48	25.1
	4 agree	66	34.6
	5 strongly agree	9	4.7
	Total	191	100.0
Missing	99	40	
	System	4	
	Total	44	
Total		235	
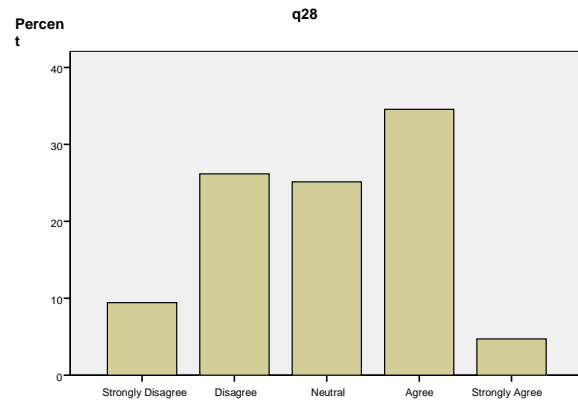
29. People in my department discourage comments or jokes that perpetuate stereotypes or prejudice. (N=220, Mean=3.21, SD=1.15)

q29

		Frequency	Valid Percent
Valid	1 strongly disagree	21	9.5
	2 disagree	40	18.2
	3 neutral	54	24.5
	4 agree	81	36.8
	5 strongly agree	24	10.9
	Total	220	100.0
Missing	99	12	
	System	3	
	Total	15	
Total		235	
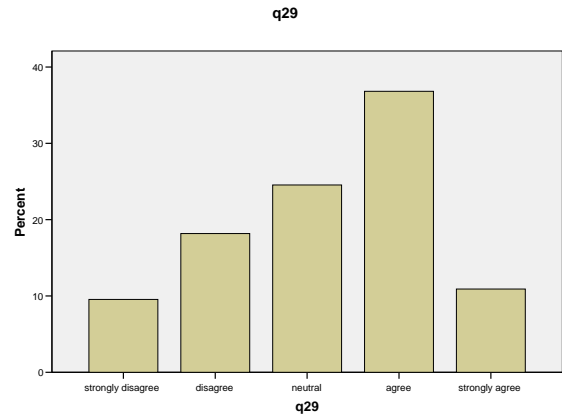
30. The overall quality of interactions between males and females needs improvement in my department. (N=229, Mean=2.55, SD=1.14)

q30

		Frequency	Valid Percent
Valid	1 strongly disagree	35	15.3
	2 disagree	103	45.0
	3 neutral	37	16.2
	4 agree	38	16.6
	5 strongly agree	16	7.0
	Total	229	100.0
Missing	99	3	
	System	3	
	Total	6	
Total		235	
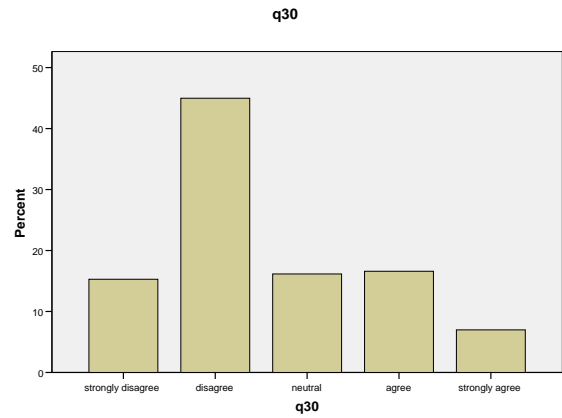
31. The City's top administrators clearly communicate their vision about diversity. (N=205, Mean=3.08, SD=1.06)

q31

		Frequency	Valid Percent
Valid	1 strongly disagree	20	9.8
	2 disagree	36	17.6
	3 neutral	69	33.7
	4 agree	68	33.2
	5 strongly agree	12	5.9
	Total	205	100.0
Missing	99	27	
	System	3	
	Total	30	
Total		235	
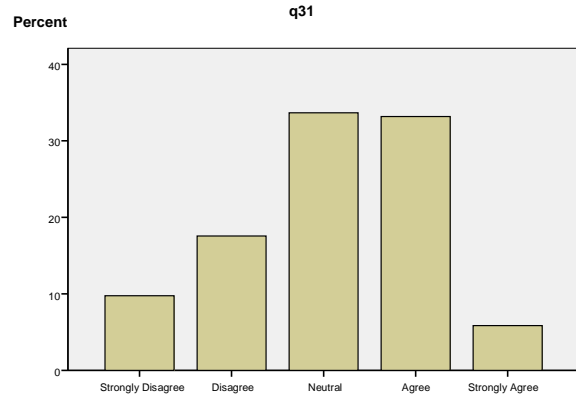
32. People in my department believe that diverse employees bring new perspectives to our workplace. (N=173, Mean=3.13, SD=.89)

q32

		Frequency	Valid Percent
Valid	1 strongly disagree	6	3.5
	2 disagree	30	17.3
	3 neutral	82	47.4
	4 agree	45	26.0
	5 strongly agree	10	5.8
	Total	173	100.0
Missing	99	53	
	System	9	
	Total	62	
Total		235	
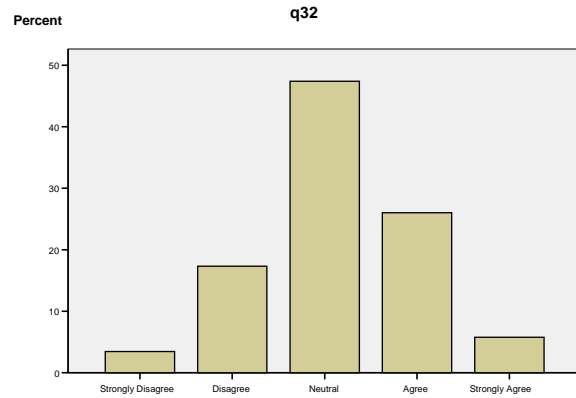
33. People in my department believe that greater diversity improves the quality of our services to the community. (N=167, Mean=3.00, SD=.95)

q33

		Frequency	Valid Percent
Valid	1 strongly disagree	7	4.2
	2 disagree	40	24.0
	3 neutral	80	47.9
	4 agree	26	15.6
	5 strongly agree	14	8.4
	Total	167	100.0
Missing	99	59	
	System	9	
	Total	68	
Total		235	

q33
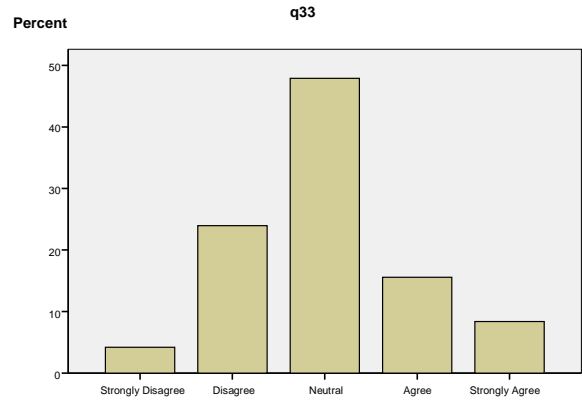
34. Most people in my department seldom think about their attitude on diversity.(N=179, Mean=3.70, SD=0.84)

q34

		Frequency	Valid Percent
Valid	1 strongly disagree	2	1.1
	2 disagree	16	8.9
	3 neutral	37	20.7
	4 agree	102	57.0
	5 strongly agree	22	12.3
	Total	179	100.0
Missing	99	49	
	System	7	
	Total	56	
Total		235	
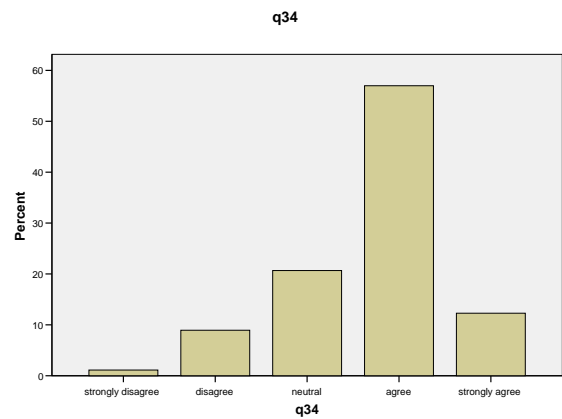
q34

29

35. People in my department believe that focusing on diversity will only benefit women and minorities. (N=167, Mean=3.14, SD=1.04)

q35

		Frequency	Valid Percent
Valid	1 strongly disagree	5	3.0
	2 disagree	43	25.7
	3 neutral	63	37.7
	4 agree	35	21.0
	5 strongly agree	21	12.6
	Total	167	100.0
Missing	99	61	
	System	7	
	Total	68	
Total		235	

q35
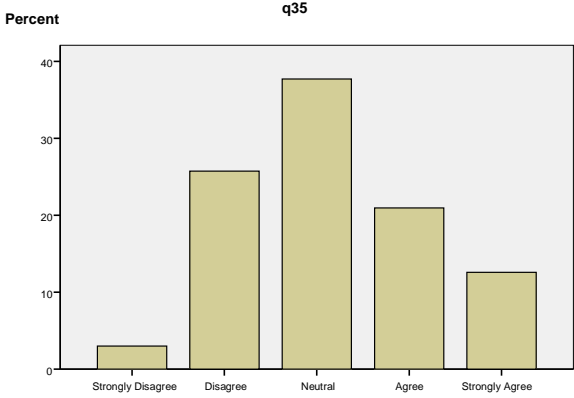
Group Comparison in mean scores for each questions

Mean scores for each questions were compared across (1) department affiliations, (2) age groups, (3) Caucasian vs. Non-Caucasians, (4) education levels, (5) length of work at the city, and (6) length of years living at the Cowlitz County.

Analysis of Variance (ANOVA) was conducted to identify if the differences in means are statistically significant. Summary of the group comparisons, and the result of ANOVA is shown in the tables below. Items highlighted in yellow are the ones that showed statistical significance in the ANOVA. The highest mean scores among the groups compared are highlighted in pink, and lowest mean scores are highlighted in blue.

Group comparison: Department Affiliation

	Mean Score by Affiliation							ANOVA	
	City Hall	Culture and Recreation	Field and Fleet	Public Safety	Transit	Rather not say	Total	F	sig.
q1 I want to work with racially diverse group of people.	3.53	3.85	3.44	3.76	3.38	3.20	3.62	2.158	0.060
q2 I understand that my own cultural orientation can affect how I interact with my coworkers.	3.89	3.82	3.65	3.64	3.50	3.13	3.66	1.292	0.269
q3 Misunderstandings are often caused by cultural differences in communication style.	3.50	3.41	3.13	2.91	3.00	2.33	3.09	2.608	0.026
q4 Working environment that embraces employees with diverse backgrounds (e.g. culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.	3.37	3.91	3.25	3.88	3.00	2.67	3.55	6.447	0.000
q5 When rating potential job candidates, we should consider the impact of my own cultural bias.	3.26	3.41	2.70	3.14	3.13	2.64	3.07	2.108	0.066
q6 When making hiring decisions, we should assess the diversity of my work unit.	2.84	3.22	2.77	2.64	3.38	2.27	2.83	2.456	0.035
q7 It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.	1.89	1.93	2.43	2.10	2.63	3.13	2.22	3.331	0.007
q8 I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.	3.05	2.84	2.69	2.83	2.75	2.40	2.78	0.731	0.601
q9 The concept of diversity should not be emphasized in the workplace.	2.95	2.33	3.10	2.58	2.57	3.27	2.74	2.988	0.013
q10 I believe that people's language use reflect their competency.	3.00	2.91	2.77	2.98	2.57	3.27	2.92	0.586	0.710
q11 I believe that long-term employees at the city are not open to the ideas of newer employees	2.67	2.57	2.74	2.60	2.50	2.64	2.63	0.139	0.983
q12 Having diverse members will benefit my team in the long run.	3.68	3.93	3.48	3.95	3.25	2.64	3.68	6.701	0.000
q13 I believe that long-term employees' expertise at the city need to be respected and valued.	4.11	3.78	3.89	4.19	3.38	4.58	4.00	4.024	0.002
q14 People from non-American culture should try to "assimilate" into the mainstream American culture.	3.67	3.04	3.42	3.41	3.43	3.40	3.35	1.200	0.311
q15 I can comfortably discuss racial issues with people I meet at work.	3.39	3.52	3.02	3.86	3.25	3.71	3.49	3.841	0.002
q16 When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.	3.12	3.03	2.73	3.02	3.00	3.07	2.96	0.636	0.673
q17 I try to persuade my colleagues to recognize the value and need for a diverse workforce.	3.06	3.10	2.98	3.25	3.17	2.83	3.09	0.830	0.530
q18 I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	2.74	3.48	2.74	3.16	3.29	3.57	3.12	2.677	0.023
q19 I have the same opportunities for career advancement as everyone else in my department.	3.42	3.63	2.98	3.51	3.38	2.80	3.34	2.060	0.072
q20 I believe that the city should have better language capacity to serve multilingual community	3.05	3.60	2.94	3.54	3.00	2.80	3.28	3.024	0.012
q21 People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.	2.65	2.42	2.76	2.87	2.83	3.07	2.75	0.910	0.476
q22 My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.	3.29	3.20	3.43	3.91	3.29	2.69	3.46	4.265	0.001
q23 My gender negatively affects my advancement within the department.	2.00	1.98	2.36	1.95	2.38	2.60	2.13	1.945	0.089
q24 My race negatively affects my advancement within my department.	1.95	1.79	2.09	1.68	2.38	2.40	1.92	3.329	0.007
q25 Employees and managers in my department need training on mentoring diverse employees.	2.63	2.73	2.96	3.27	3.17	2.50	2.96	1.890	0.099
q26 The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.	2.65	2.44	2.84	2.90	3.33	2.33	2.73	1.586	0.166
q27 I see cultural differences causing conflict in my department.	2.18	2.02	2.42	2.45	3.00	2.27	2.33	1.472	0.201
q28 People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality service.	3.07	3.29	2.83	2.98	3.17	2.15	2.95	2.179	0.059
q29 People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.24	3.70	2.79	3.00	3.25	3.73	3.20	4.001	0.002
q30 The overall quality of interactions between males and females needs improvement in my department.	2.37	2.38	2.98	2.62	2.50	1.80	2.56	3.232	0.008
q31 The city's top administrators clearly communicate their vision about diversity.	3.41	3.06	3.09	3.13	3.00	2.79	3.10	0.538	0.747
q32 People in my department believe that diverse employees bring new perspectives to our workplace.	3.43	3.39	2.95	3.15	2.60	2.56	3.11	2.219	0.056
q33 People in our department believe that a greater diversity improves the quality of our services to the community.	3.17	3.41	2.61	3.13	2.83	2.50	2.98	3.463	0.006
q34 Most people in my department seldom think about their attitude on diversity.	3.36	3.45	3.92	3.77	3.57	4.08	3.72	2.196	0.058
q35 People in my department believe that focusing on diversity will only benefit women and minorities.	3.08	2.43	3.31	3.60	2.83	3.55	3.20	5.820	0.000

Row groups on the left margin: q1–q18 labeled "Individual"; q19–q35 labeled "Organizational".

Group comparison: Age Groups

			Mean by Age										ANOVA	
			18-24 yrs	25-29 yrs	30-34 yrs	35-39 yrs	40-44 yrs	45-49 yrs	50-54 yrs	55-59 yrs	60+ yrs	Total	F	sig.
Individual	q1	I want to work with racially diverse group of people.	4.12	3.92	3.84	3.75	3.75	3.61	3.34	3.14	4.14	3.65	3.047	0.003
	q2	I understand that my own cultural orientation can affect how I interact with my coworkers.	3.38	3.42	3.72	3.69	3.84	3.57	3.90	3.91	4.14	3.73	1.034	0.412
	q3	Misunderstandings are often caused by cultural differences in communication style.	2.88	3.00	3.29	3.06	2.29	3.34	3.34	3.45	2.86	3.11	2.278	0.024
	q4	Working environment that embraces employees with diverse backgrounds (e.g. culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.	3.94	4.08	3.68	3.69	3.71	3.48	3.34	3.53	3.86	3.63	1.128	0.346
	q5	When rating potential job candidates, we should consider the impact of my own cultural bias.	2.25	3.00	2.92	3.16	2.77	3.35	3.39	3.32	4.00	3.13	2.532	0.012
	q6	When making hiring decisions, we should assess the diversity of my work unit.	2.53	2.73	2.80	2.66	2.88	3.13	3.07	2.55	4.00	2.88	1.720	0.096
	q7	It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.	2.12	2.15	2.40	1.74	2.48	2.17	2.28	2.24	1.71	2.18	1.042	0.406
	q8	I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.	2.00	2.46	2.72	3.16	2.71	2.63	2.83	3.18	3.14	2.79	2.292	0.023
	q9	The concept of diversity should not be emphasized in the workplace.	2.36	2.15	3.00	2.66	2.52	2.67	2.80	3.14	2.43	2.70	1.206	0.297
	q10	I believe that people's language use reflect their competency.	2.88	2.62	3.28	3.23	2.68	2.74	2.59	3.10	2.43	2.87	1.450	0.178
	q11	I believe that long-term employees at the city are not open to the ideas of newer employees.	2.40	2.82	2.83	2.78	2.96	2.93	2.37	2.10	2.33	2.64	1.834	0.073
	q12	Having diverse members will benefit my team in the long run.	3.87	3.92	3.88	3.66	3.76	3.66	3.59	3.50	4.00	3.71	0.609	0.770
	q13	I believe that long-term employees' expertise at the city need to be respected and valued.	3.60	4.33	4.24	3.84	4.09	3.71	4.15	4.23	4.14	4.02	2.604	0.010
	q14	People from non-American culture should try to "assimilate" into the mainstream American culture.	2.94	3.00	3.16	3.31	3.52	3.48	3.63	3.82	3.33	3.41	1.727	0.094
	q15	I can comfortably discuss racial issues with people I meet at work.	3.69	4.08	3.63	3.67	3.12	3.17	3.59	3.38	3.71	3.51	1.661	0.110
	q16	When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.	2.08	3.08	3.08	3.32	2.84	2.90	3.03	2.95	3.00	2.98	1.738	0.092
	q17	I try to persuade my colleagues to recognize the value and need for a diverse workforce.	2.92	3.15	3.08	3.21	2.92	3.31	3.13	2.79	3.33	3.10	1.037	0.410
	q18	I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	3.63	3.77	3.16	3.17	2.75	2.90	3.17	3.10	3.17	3.15	1.298	0.247
Organizational	q19	I have the same opportunities for career advancement as everyone else in my department.	3.88	3.46	3.36	3.47	3.12	3.17	3.22	3.41	4.14	3.37	1.021	0.421
	q20	I believe that the city should have better language capacity to serve multilingual community.	3.41	4.15	3.12	3.59	3.44	3.50	3.02	3.15	4.00	3.38	2.024	0.045
	q21	People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.	2.60	2.92	2.67	2.70	2.62	2.74	2.70	2.50	1.75	2.66	0.494	0.860
	q22	My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.	2.92	3.50	4.04	3.22	3.48	3.56	3.28	3.65	3.86	3.47	1.950	0.055
	q23	My gender negatively affects my advancement within the department.	1.76	1.77	1.92	2.22	2.33	2.32	2.22	2.29	1.86	2.14	1.104	0.362
	q24	My race negatively affects my advancement within my department.	1.47	1.85	1.68	2.00	1.91	2.03	2.07	1.95	1.71	1.90	1.477	0.168
	q25	Employees and managers in my department need training on mentoring diverse employees.	1.92	3.36	2.96	3.39	3.14	3.07	2.84	2.84	3.33	3.00	2.233	0.027
	q26	The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.	2.00	2.58	2.71	2.84	3.13	2.96	2.71	3.05	2.17	2.78	1.590	0.130
	q27	I see cultural differences causing conflict in my department.	1.69	2.09	2.17	2.37	2.52	2.48	2.41	2.50	2.33	2.34	0.975	0.457
	q28	People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality service.	3.00	3.55	3.00	2.81	3.36	2.88	3.03	2.60	3.50	3.01	1.102	0.364
	q29	People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.63	3.77	2.42	3.31	2.91	3.27	3.44	3.19	3.00	3.21	2.654	0.009
	q30	The overall quality of interactions between males and females needs improvement in my department.	2.18	2.09	2.71	2.50	3.16	2.84	2.37	2.41	2.29	2.56	1.947	0.055
	q31	The city's top administrators clearly communicate their vision about diversity.	3.31	2.73	2.87	2.85	2.92	3.31	3.42	3.21	2.83	3.10	1.269	0.262
	q32	People in my department believe that diverse employees bring new perspectives to our workplace.	3.75	3.56	2.95	3.29	3.31	3.08	3.21	2.76	2.67	3.18	1.861	0.070
	q33	People in our department believe that a greater diversity improves the quality of our services to the community.	3.85	3.56	2.72	3.14	2.92	3.08	3.03	2.60	2.67	3.06	2.434	0.017
	q34	Most people in my department seldom think about their attitude on diversity.	3.36	3.63	3.32	3.79	3.79	3.87	3.68	4.13	3.75	3.71	1.474	0.171
	q35	People in my department believe that focusing on diversity will only benefit women and minorities.	2.77	2.86	3.33	3.32	3.62	2.92	3.06	3.43	2.25	3.13	1.466	0.174

Group Comparison: Male vs. Female

			Mean by Sex			ANOVA	
			Male	Female	Total	F	sig.
Individual	q1	I want to work with racially diverse group of people.	3.54	3.75	3.62	3.079	0.081
	q2	I understand that my own cultural orientation can affect how I interact with my coworkers.	3.65	3.80	3.71	1.245	0.266
	q3	Misunderstandings are often caused by cultural differences in communication style.	3.07	3.15	3.10	0.262	0.609
	q4	Working environment that embraces employees with diverse backgrounds (e.g. culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.	3.44	3.84	3.60	7.788	0.006
	q5	When rating potential job candidates, we should consider the impact of my own cultural bias.	2.98	3.29	3.10	3.482	0.063
	q6	When making hiring decisions, we should assess the diversity of my work unit.	2.69	3.06	2.84	5.193	0.024
	q7	It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.	2.32	2.10	2.24	1.758	0.186
	q8	I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.	2.79	2.74	2.77	0.088	0.767
	q9	The concept of diversity should not be emphasized in the workplace.	2.84	2.56	2.73	2.833	0.094
	q10	I believe that people's language use reflect their competency.	3.00	2.65	2.87	4.775	0.030
	q11	I believe that long-term employees at the city are not open to the ideas of newer employees	2.54	2.73	2.61	1.445	0.231
	q12	Having diverse members will benefit my team in the long run.	3.58	3.83	3.68	4.005	0.047
	q13	I believe that long-term employees' expertise at the city need to be respected and valued.	4.11	3.86	4.01	5.917	0.016
	q14	People from non-American culture should try to "assimilate" into the mainstream American culture.	3.45	3.31	3.39	1.026	0.312
	q15	I can comfortably discuss racial issues with people I meet at work.	3.56	3.47	3.52	0.350	0.555
	q16	When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.	2.89	3.12	2.98	2.433	0.120
	q17	I try to persuade my colleagues to recognize the value and need for a diverse workforce.	3.11	2.99	3.06	1.162	0.282
	q18	I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	3.14	3.27	3.19	0.587	0.445
Organizational	q19	I have the same opportunities for career advancement as everyone else in my department.	3.50	3.18	3.38	3.670	0.057
	q20	I believe that the city should have better language capacity to serve multilingual community.	3.20	3.52	3.32	4.023	0.046
	q21	People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.	2.72	2.53	2.65	1.408	0.237
	q22	My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.	3.44	3.43	3.44	0.002	0.967
	q23	My gender negatively affects my advancement within the department.	1.98	2.40	2.14	9.953	0.002
	q24	My race negatively affects my advancement within my department.	1.93	1.90	1.92	0.118	0.732
	q25	Employees and managers in my department need training on mentoring diverse employees.	2.96	2.92	2.95	0.072	0.789
	q26	The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.	2.67	2.87	2.74	1.536	0.217
	q27	I see cultural differences causing conflict in my department.	2.30	2.38	2.33	0.251	0.617
	q28	People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality service.	2.98	3.03	3.00	0.083	0.773
	q29	People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.21	3.25	3.22	0.069	0.794
	q30	The overall quality of interactions between males and females needs improvement in my department.	2.52	2.60	2.55	0.244	0.622
	q31	The city's top administrators clearly communicate their vision about diversity.	3.13	3.06	3.11	0.252	0.617
	q32	People in my department believe that diverse employees bring new perspectives to our workplace.	3.09	3.29	3.15	1.922	0.167
	q33	People in our department believe that a greater diversity improves the quality of our services to the community.	2.93	3.20	3.02	3.073	0.081
	q34	Most people in my department seldom think about their attitude on diversity.	3.71	3.70	3.70	0.003	0.958
	q35	People in my department believe that focusing on diversity will only benefit women and minorities.	3.24	2.91	3.13	3.898	0.050

Group Comparison: Caucasian vs. Non-Caucasian

			Mean by Race				ANOVA	
			Caucasian/ White	Non-Caucasian/ Non-White	Rather not say	Total	F	sig.
Individual	q1	I want to work with racially diverse group of people.	3.62	3.92	3.40	3.62	1.303	0.274
	q2	I understand that my own cultural orientation can affect how I interact with my coworkers.	3.72	3.75	3.35	3.69	1.320	0.269
	q3	Misunderstandings are often caused by cultural differences in communication style.	3.17	3.25	2.25	3.09	5.639	0.004
	q4	Working environment that embraces employees with diverse backgrounds (e.g. culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.	3.65	3.82	3.00	3.60	3.927	0.021
	q5	When rating potential job candidates, we should consider the impact of my own cultural bias.	3.11	3.27	2.95	3.10	0.280	0.756
	q6	When making hiring decisions, we should assess the diversity of my work unit.	2.86	3.33	2.40	2.85	2.523	0.082
	q7	It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.	2.18	2.33	2.70	2.24	1.736	0.179
	q8	I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.	2.79	2.83	2.45	2.77	0.950	0.388
	q9	The concept of diversity should not be emphasized in the workplace.	2.70	2.75	3.05	2.74	0.757	0.470
	q10	I believe that people's language use reflect their competency.	2.88	3.17	2.70	2.88	0.582	0.560
	q11	I believe that long-term employees at the city are not open to the ideas of newer employees	2.59	3.17	2.63	2.63	1.485	0.229
	q12	Having diverse members will benefit my team in the long run.	3.74	3.83	2.83	3.67	8.479	0.000
	q13	I believe that long-term employees' expertise at the city need to be respected and valued.	3.98	4.25	4.11	4.00	0.857	0.426
	q14	People from non-American culture should try to "assimilate" into the mainstream American culture.	3.39	3.42	3.32	3.39	0.058	0.944
	q15	I can comfortably discuss racial issues with people I meet at work.	3.51	3.33	3.61	3.51	0.251	0.778
	q16	When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.	2.98	2.92	3.06	2.99	0.068	0.934
	q17	I try to persuade my colleagues to recognize the value and need for a diverse workforce.	3.07	3.09	3.00	3.07	0.058	0.944
	q18	I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	3.24	2.00	3.28	3.17	6.607	0.002
Organizational	q19	I have the same opportunities for career advancement as everyone else in my department.	3.39	2.75	3.25	3.34	1.508	0.224
	q20	I believe that the city should have better language capacity to serve multilingual community.	3.32	3.83	3.15	3.33	1.436	0.240
	q21	People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.	2.57	2.92	3.50	2.68	6.198	0.002
	q22	My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.	3.46	4.00	2.83	3.44	4.639	0.011
	q23	My gender negatively affects my advancement within the department.	2.13	2.45	2.50	2.18	1.572	0.210
	q24	My race negatively affects my advancement within my department.	1.88	1.91	2.40	1.93	3.994	0.020
	q25	Employees and managers in my department need training on mentoring diverse employees.	2.97	3.25	2.84	2.97	0.459	0.632
	q26	The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.	2.75	3.50	2.47	2.77	3.191	0.043
	q27	I see cultural differences causing conflict in my department.	2.35	3.09	2.11	2.36	3.076	0.048
	q28	People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality service.	3.07	2.67	2.50	2.99	2.838	0.061
	q29	People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.25	2.58	3.30	3.22	1.942	0.146
	q30	The overall quality of interactions between males and females needs improvement in my department.	2.54	3.45	2.25	2.56	4.225	0.016
	q31	The city's top administrators clearly communicate their vision about diversity.	3.13	2.58	2.89	3.07	1.771	0.173
	q32	People in my department believe that diverse employees bring new perspectives to our workplace.	3.16	2.91	3.07	3.13	0.436	0.647
	q33	People in our department believe that a greater diversity improves the quality of our services to the community.	3.04	2.91	2.67	3.00	0.885	0.415
	q34	Most people in my department seldom think about their attitude on diversity.	3.67	4.00	4.00	3.72	1.854	0.160
	q35	People in my department believe that focusing on diversity will only benefit women and minorities.	3.06	4.00	3.40	3.15	4.539	0.012

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Group Comparison: Education Level

			Mean by Education					ANOVA	
			High School or less	Some college/VS or 2 yr college	4 yr college completed	some grad school or completed	Total	F	sig.
Individual	q1	I want to work with racially diverse group of people.	3.50	3.53	3.70	4.17	3.62	3.098	0.028
	q2	I understand that my own cultural orientation can affect how I interact with my coworkers.	3.56	3.51	3.92	4.33	3.70	5.330	0.001
	q3	Misunderstandings are often caused by cultural differences in communication style.	3.33	3.06	3.15	2.72	3.09	1.007	0.390
	q4	Working environment that embraces employees with diverse backgrounds (e.g. culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.	3.42	3.46	3.81	4.06	3.60	3.058	0.029
	q5	When rating potential job candidates, we should consider the impact of my own cultural bias.	2.69	2.88	3.52	3.81	3.11	7.424	0.000
	q6	When making hiring decisions, we should assess the diversity of my work unit.	2.96	2.58	3.13	3.50	2.85	5.544	0.001
	q7	It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.	2.11	2.43	2.10	1.47	2.22	3.805	0.011
	q8	I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.	2.62	2.72	2.81	3.06	2.76	0.699	0.554
	q9	The concept of diversity should not be emphasized in the workplace.	3.12	2.77	2.57	2.50	2.73	1.517	0.211
	q10	I believe that people's language use reflect their competency.	3.19	2.80	2.86	2.94	2.87	0.782	0.505
	q11	I believe that long-term employees at the city are not open to the ideas of newer employees.	2.54	2.64	2.69	2.39	2.62	0.386	0.763
	q12	Having diverse members will benefit my team in the long run.	3.67	3.57	3.73	4.22	3.68	2.729	0.045
	q13	I believe that long-term employees' expertise at the city need to be respected and valued.	3.85	4.03	4.07	4.00	4.01	0.511	0.675
	q14	People from non-American culture should try to "assimilate" into the mainstream American culture.	3.52	3.40	3.34	3.29	3.39	0.254	0.858
	q15	I can comfortably discuss racial issues with people I meet at work.	3.23	3.47	3.71	3.53	3.51	1.406	0.242
	q16	When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.	2.96	2.92	3.03	3.38	2.99	0.926	0.429
	q17	I try to persuade my colleagues to recognize the value and need for a diverse workforce.	2.87	3.03	3.13	3.53	3.08	2.620	0.052
	q18	I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	3.12	3.11	3.34	3.12	3.17	0.577	0.631
Organizational	q19	I have the same opportunities for career advancement as everyone else in my department.	3.33	3.19	3.41	4.06	3.34	2.525	0.058
	q20	I believe that the city should have better language capacity to serve multilingual community.	2.88	3.26	3.57	3.67	3.34	2.936	0.034
	q21	People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.	2.36	2.72	2.82	2.08	2.67	2.095	0.102
	q22	My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.	3.24	3.50	3.44	3.47	3.45	0.381	0.767
	q23	My gender negatively affects my advancement within the department.	2.50	2.12	2.20	2.00	2.17	1.163	0.325
	q24	My race negatively affects my advancement within my department.	2.08	1.92	1.90	1.72	1.92	0.727	0.537
	q25	Employees and managers in my department need training on mentoring diverse employees.	3.00	2.80	3.28	3.00	2.97	2.139	0.097
	q26	The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.	2.92	2.63	2.98	2.53	2.75	1.634	0.183
	q27	I see cultural differences causing conflict in my department.	2.13	2.34	2.55	2.18	2.36	1.155	0.328
	q28	People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality service.	3.00	2.91	3.06	3.25	2.98	0.467	0.705
	q29	People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.52	3.12	3.21	3.50	3.22	1.204	0.309
	q30	The overall quality of interactions between males and females needs improvement in my department.	2.77	2.53	2.53	2.28	2.54	0.667	0.573
	q31	The city's top administrators clearly communicate their vision about diversity.	3.05	3.05	3.17	3.08	3.09	0.183	0.908
	q32	People in my department believe that diverse employees bring new perspectives to our workplace.	3.11	3.12	3.15	3.45	3.15	0.478	0.698
	q33	People in our department believe that a greater diversity improves the quality of our services to the community.	2.94	2.97	3.07	3.30	3.01	0.445	0.721
	q34	Most people in my department seldom think about their attitude on diversity.	3.65	3.72	3.69	3.82	3.71	0.110	0.954
	q35	People in my department believe that focusing on diversity will only benefit women and minorities.	2.90	3.20	3.21	3.10	3.16	0.499	0.683

			Mean by Length of Work at City									ANOVA	
			1 yr or less	2-4 yrs	5-9 yrs	10-14 yrs	15-19 yrs	20-24 yrs	25-29 yrs	30+ yrs	Total	F	sig.
Individual	q1	I want to work with racially diverse group of people.	3.87	3.67	3.64	3.63	3.36	3.50	3.41	3.85	3.64	1.025	0.414
	q2	I understand that my own cultural orientation can affect how I interact with my coworkers.	3.76	3.61	3.93	3.42	3.73	3.67	3.76	3.85	3.71	0.913	0.497
	q3	Misunderstandings are often caused by cultural differences in communication style.	3.57	2.81	3.20	2.66	2.80	3.00	3.53	3.23	3.10	2.453	0.020
	q4	Working environment that embraces employees with diverse backgrounds (e.g. culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.	4.00	3.67	3.64	3.44	3.40	3.42	3.50	3.50	3.62	1.210	0.298
	q5	When rating potential job candidates, we should consider the impact of my own cultural bias.	3.03	2.93	3.14	3.00	3.32	3.58	2.94	3.38	3.11	0.688	0.682
	q6	When making hiring decisions, we should assess the diversity of my work unit.	3.11	2.72	3.05	2.50	2.45	3.33	2.88	3.15	2.86	1.772	0.094
	q7	It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.	1.73	2.12	2.34	2.25	2.76	2.25	2.19	1.92	2.18	1.826	0.084
	q8	I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.	2.74	2.63	3.16	2.57	2.59	3.45	2.47	2.69	2.78	2.057	0.050
	q9	The concept of diversity should not be emphasized in the workplace.	2.37	2.75	2.75	2.86	2.71	2.75	2.82	2.85	2.71	0.578	0.774
	q10	I believe that people's language use reflect their competency.	3.21	3.09	2.88	2.69	2.82	3.00	2.41	2.75	2.90	1.134	0.343
	q11	I believe that long-term employees at the city are not open to the ideas of newer employees.	2.86	2.85	3.24	2.56	2.05	2.18	2.12	2.00	2.65	4.837	0.000
	q12	Having diverse members will benefit my team in the long run.	4.00	3.84	3.62	3.44	3.67	3.58	3.65	3.54	3.69	1.308	0.248
	q13	I believe that long-term employees' expertise at the city need to be respected and valued.	3.97	3.97	3.95	4.00	4.00	3.83	4.35	4.08	4.00	0.641	0.721
	q14	People from non-American culture should try to "assimilate" into the mainstream American culture.	2.95	3.48	3.52	3.44	3.27	3.55	3.53	3.69	3.39	1.576	0.144
	q15	I can comfortably discuss racial issues with people I meet at work.	3.44	3.67	3.43	3.56	3.77	3.25	3.35	3.67	3.52	0.572	0.778
	q16	When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.	3.00	3.03	3.20	3.06	2.71	2.70	2.82	2.77	2.99	0.766	0.616
	q17	I try to persuade my colleagues to recognize the value and need for a diverse workforce.	3.12	3.10	3.09	2.88	3.10	3.27	3.19	3.17	3.09	0.471	0.855
	q18	I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	3.16	3.39	3.14	3.08	3.27	2.91	3.06	3.25	3.17	0.307	0.950
Organizational	q19	I have the same opportunities for career advancement as everyone else in my department.	3.77	3.64	2.95	3.36	3.24	3.75	3.12	3.46	3.39	1.812	0.086
	q20	I believe that the city should have better language capacity to serve multilingual community.	3.46	3.22	3.56	3.37	3.33	3.25	3.24	3.15	3.37	0.400	0.902
	q21	People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.	2.63	2.68	2.49	2.68	2.53	2.55	3.06	2.73	2.64	0.508	0.828
	q22	My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.	3.32	3.28	3.55	3.56	3.60	3.58	3.65	3.23	3.47	0.510	0.827
	q23	My gender negatively affects my advancement within the department.	2.08	1.76	2.45	1.94	2.45	2.25	2.00	2.23	2.14	1.961	0.062
	q24	My race negatively affects my advancement within the department.	1.69	1.64	2.18	1.74	1.95	2.17	1.88	2.15	1.89	2.664	0.012
	q25	Employees and managers in my department need training on mentoring diverse employees.	2.91	2.73	3.45	2.94	2.76	3.00	3.00	2.77	2.98	1.353	0.228
	q26	The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.	2.52	2.44	3.07	2.76	2.67	2.82	3.00	2.69	2.74	1.185	0.313
	q27	I see cultural differences causing conflict in my department.	2.15	2.19	2.57	2.28	2.18	2.45	2.35	2.46	2.32	0.653	0.712
	q28	People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality service.	3.38	2.86	2.97	2.81	3.00	3.13	2.81	3.10	2.99	0.799	0.589
	q29	People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.56	3.31	3.07	2.82	3.55	3.25	2.94	3.00	3.20	1.579	0.144
	q30	The overall quality of interactions between males and females needs improvement in my department.	2.46	2.50	2.45	2.69	2.45	2.92	2.88	2.15	2.54	0.813	0.577
	q31	The city's top administrators clearly communicate their vision about diversity.	3.21	3.18	2.88	3.12	2.76	3.55	3.25	3.38	3.10	1.082	0.377
	q32	People in my department believe that diverse employees bring new perspectives to our workplace.	3.54	3.29	3.12	3.00	3.27	3.00	2.88	2.91	3.17	1.395	0.211
	q33	People in our department believe that a greater diversity improves the quality of our services to the community.	3.42	3.04	3.00	2.92	3.14	3.22	2.56	2.90	3.04	1.343	0.234
	q34	Most people in my department seldom think about their attitude on diversity.	3.19	3.96	3.82	3.65	3.89	3.78	4.06	3.56	3.72	2.553	0.016
	q35	People in my department believe that focusing on diversity will only benefit women and minorities.	2.84	3.44	3.19	3.30	3.13	3.00	3.27	2.89	3.17	0.801	0.587

36

Group Comparison: Length of years in the Cowlitz County

			Mean by Year Living in County								ANOVA	
			1 yr or less	2-5 yrs	6-10 yrs	11-15 yrs	16-20 yrs	21-30 yrs	31+ yrs	Total	F	sig.
Individual	q1	I want to work with racially diverse group of people.	4.07	3.79	3.70	3.68	3.62	3.77	3.35	3.63	2.738	0.014
	q2	I understand that my own cultural orientation can affect how I interact with my coworkers.	3.86	3.79	3.57	3.68	3.81	3.86	3.57	3.70	0.644	0.695
	q3	Misunderstandings are often caused by cultural differences in communication style.	2.72	3.00	3.00	3.16	3.05	3.18	3.26	3.10	0.774	0.591
	q4	Working environment that embraces employees with diverse backgrounds (e.g. culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.	4.17	3.71	3.35	3.68	3.52	3.79	3.38	3.61	2.756	0.013
	q5	When rating potential job candidates, we should consider the impact of my own cultural bias.	3.19	3.43	2.57	3.00	3.00	3.56	3.04	3.11	1.842	0.093
	q6	When making hiring decisions, we should assess the diversity of my work unit.	2.72	3.57	2.10	2.84	3.14	3.03	2.84	2.86	2.800	0.012
	q7	It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.	1.69	1.69	2.59	2.33	2.29	2.06	2.35	2.19	2.108	0.054
	q8	I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.	2.79	2.57	2.73	2.42	2.76	3.06	2.82	2.79	0.830	0.548
	q9	The concept of diversity should not be emphasized in the workplace.	1.89	2.64	2.95	2.95	2.71	2.65	2.93	2.71	3.062	0.007
	q10	I believe that people's language use reflect their competency.	3.21	3.14	2.70	2.74	2.71	2.59	2.96	2.87	1.094	0.367
	q11	I believe that long-term employees at the city are not open to the ideas of newer employees.	2.59	3.29	2.95	2.67	2.72	2.85	2.38	2.65	1.962	0.073
	q12	Having diverse members will benefit my team in the long run.	4.03	4.07	3.25	3.84	3.65	3.85	3.53	3.70	2.581	0.020
	q13	I believe that long-term employees' expertise at the city need to be respected and valued.	4.21	4.00	3.90	3.68	3.86	4.17	4.01	4.01	1.372	0.227
	q14	People from non-American culture should try to "assimilate" into the mainstream American culture.	3.14	3.36	3.27	3.37	3.24	3.32	3.59	3.39	0.944	0.464
	q15	I can comfortably discuss racial issues with people I meet at work.	3.57	3.64	4.05	3.74	3.40	3.34	3.33	3.50	1.636	0.139
	q16	When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.	3.11	3.07	2.80	2.94	2.60	3.03	3.03	2.97	0.670	0.674
	q17	I try to persuade my colleagues to recognize the value and need for a diverse workforce.	3.32	3.83	2.82	3.06	3.00	3.03	2.97	3.07	3.036	0.007
	q18	I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.	3.32	2.79	3.50	3.16	3.11	3.11	3.07	3.15	0.698	0.652
Organizational	q19	I have the same opportunities for career advancement as everyone else in my department.	3.76	3.43	3.27	3.74	2.95	3.06	3.32	3.34	1.492	0.182
	q20	I believe that the city should have better language capacity to serve multilingual community.	4.00	3.36	3.55	3.26	3.14	3.64	3.03	3.36	3.360	0.004
	q21	People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.	2.54	2.64	3.05	2.13	2.83	2.91	2.51	2.65	1.662	0.133
	q22	My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.	3.79	3.92	3.17	2.83	3.24	3.66	3.44	3.45	2.502	0.024
	q23	My gender negatively affects my advancement within the department.	1.97	2.14	2.09	2.16	2.30	2.23	2.17	2.15	0.284	0.944
	q24	My race negatively affects my advancement within my department.	1.69	1.93	1.91	1.74	2.00	1.80	2.04	1.90	1.087	0.372
	q25	Employees and managers in my department need training on mentoring diverse employees.	3.21	3.43	2.85	2.29	3.21	3.38	2.83	3.00	2.573	0.020
	q26	The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.	2.89	2.93	2.48	2.13	3.00	3.09	2.69	2.76	1.843	0.093
	q27	I see cultural differences causing conflict in my department.	2.24	2.57	2.09	2.00	2.68	2.58	2.30	2.34	1.264	0.276
	q28	People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality service.	3.00	2.62	3.24	3.40	3.00	2.89	2.95	2.99	0.791	0.578
	q29	People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.	3.41	3.29	3.36	3.44	2.84	2.79	3.28	3.20	1.435	0.203
	q30	The overall quality of interactions between males and females needs improvement in my department.	2.48	3.29	2.35	2.32	2.33	2.69	2.58	2.56	1.483	0.185
	q31	The city's top administrators clearly communicate their vision about diversity.	3.12	3.42	2.95	3.06	2.59	2.88	3.28	3.08	1.436	0.203
	q32	People in my department believe that diverse employees bring new perspectives to our workplace.	3.46	3.42	3.13	3.43	2.86	3.07	3.05	3.17	1.313	0.254
	q33	People in our department believe that a greater diversity improves the quality of our services to the community.	3.46	3.00	2.73	3.36	3.08	2.89	2.91	3.03	1.594	0.153
	q34	Most people in my department seldom think about their attitude on diversity.	3.60	4.50	3.64	3.53	3.56	3.84	3.69	3.72	1.870	0.089
	q35	People in my department believe that focusing on diversity will only benefit women and minorities.	3.32	3.30	3.00	2.67	3.28	3.26	3.14	3.15	0.768	0.596

Survey Results from Open-ended Questions

Key suggestions for training (Q 36)

Respondents suggested four focus areas for city training (Q 36 "What types of training would you like to see at the city?).

1. Cultural awareness and sensitivity
2. Supervision and management
3. Communication
4. language
5. Cultural information and resource.

Some people gave specific names of trainers, and the mode of training they prefer. Some people also noted that they do not need any more training then they already have.

1. Cultural awareness and sensitivity training

Comments on the general approach for cultural awareness and sensitivity training.

- *I would like to see training that challenges the employees of the City of Longview to take an inward look at themselves to examine what their beliefs and stereotypes are in an attempt to force us to consider what cultural diversity can and may do for us to make us stronger.*

- *Helpful information on how to best interact with different people, be it someone from a different country, or with a religion different than we're accustomed to, or someone who is of a different sexual orientation. We want to make them comfortable, and feel respected and valued. It would be helpful to know about different cultures, religions, etc. in our area, so it isn't so "different". Probably the biggest problem is our lack of education or experience with diversity.*

- *In our department, we have one individual that has "stereotypes" about other religions. I've heard the person say on several occasions that other religions are not Christian, in which several others are of those religions.. . . Not that one person has to believe all the other religions, just not take the stance that everyone else is going to Hell for being a different religion or practicing faith in a different way.*

Comments on possible cultural categories to be included in the training.

- *ADA-Disabilities*

- *Title VII civil rights act: covers race, religion, color, sex, national origin,*

- *Hostile work environment harassment.*

- *Protect employee rights and promotes compliance/prevention*

- *An understanding of the cause and effects of cultural diversity for non-physical things: i.e. socioeconomics*

- *Understanding/knowledge of word usage when addressing the various ethnic groups, proper titles, often change and unknowing employees can offend someone without intending to*

- *Any regarding racial issues*

- *It would be good to know what other cultures there are in our area & perhaps some history about them.*

- *Focus on issues of aging employees*

- *Focus on employees with physical limitations.*

- *Some kind of guideline/training on dealing with mentally ill/unstable*

- *LGBT*

- *Drug awareness.*

- *Training on the topics that have resulted in lawsuits in the past - to prevent these in the future.*

- *Morals*

- *Child development/children with issues*

- *Non-racial diversity trainings, such as physical or medical.*

- *Training on basic religions that all have common threads and ALL should be accepted if others chose them.*

- *Years back the City had Training on harassment .on sexual, race, religion and so on. Would like to see the City continue with harassment training on a regular basis.*

2. Supervision and management training

Suggested topics and focus for supervision and management training

- *Morale and team building*

- *Supervisory skills*

- *Leadership*

- *Manage in ways that foster a positive attitude and improve morale (For Directors and managers)*

- *Placing value and opportunity for advancement on female employee's skills within the establishment.*

- *More OJT for in house/city promotions instead of hiring from outside so much.*

- *Dealing with change*

- *How to treat each other-what's "ok" at work vs. "on own time."*

- *How to best handle the few employees who constantly cross lines/personal boundaries*

- *How to handle someone who's physically abusive to staff*

- *Police officer safety and skills.*

- *Equipment training*

- *Dealing with public*

- *Mentoring*

- *Hostile work environment*

- *Customer service*

- *Job advancement training*

3. Communication training

- *General communication*

- *The ability to communicate effectively with all people that the city serves can be a safety issue in my department. Therefore, training to improve communication skills (including diversity training as part of those communication skills) could be of great benefit to my department. Ultimately, we are here to serve our citizens, knowing more about different cultures will help in providing better service to our citizens.*

- *Cultural and gender differences in communication*

- *Background of various cultures and how we can communicate effectively within the workplace.*

- *I would like to see training in public relations and communications.*

4. Language training

Many people noted the importance of providing second-language training, especially Spanish, to the employees.

- *Encourage employees to learn other languages.*

- *Make available to our department a second language or even sign language to help communicate to the public more accurately as we are very close to the public*

- *I would like to see opportunities for Spanish training. We serve a large spanish-speaking population and I personally feel I would benefit from some simple Spanish classes.*

- *Maybe a group class on Spanish to help understand the people when they come in here to get water signed up etc.*

- *Spanish classes available for all staff to help bridge the language barrier many of us are faced with daily.*

- *Language training to become more bi-lingual*

- *The other training would be on-site, on work time learning Spanish (or other). It would be so hard for me to fit in a class on off-work time due to family.*

Some people commented on offering an English-training class for the non-English speaking members of the community and the city.

- *English*

- *Training to make people understand that it is necessary for people to speak the language of the country they wish to be a part of there should be no exceptions work with the public and learn to speak English first*

5. Cultural information and resource training

Some people suggested a focus on providing information and resources regarding cultural differences and diversity in the communities they serve.

- *I'd like to see more information for City employees about our local diversity, where people are coming from, and how to interact with them. I think people assume too much and rely on stereotypes to dictate their interactions.*

- *Would like to see training that focuses on community resources so that we may better communicate with people who have limited English skills.*

Other comments on training

Some people commented on the urgency of job-skill training before diversity training. Some also noted that they think they do not need any more training than what they are already receiving.

- *we have far more problems that are more pressing than diversity. The city needs to provide more quality training to their first responders. (POLICE)*

- *I think we are trained adequately to work well together.*

- *None. We already have training.*

- *Can't think of any training in addition to what we already have.*

Key Themes from general feedback on diversity (Q 37)

1. Concerns on hiring based on 'diversity.' Strong emphasis on hiring based on 'merit'

Many respondents emphasized their concern on basing hiring judgments on diversity characteristics, such as gender or ethnicity. Many qualified their comments by noting their support for diversity, but emphasized that hiring decisions need to be based on merit and the ability do the job, and not on demographic backgrounds. Some indicated a sense of 'reverse discrimination' against white males.

Hiring needs to be based on merit.

- *I believe we should not make concessions to people because they are a minority.*

- *The most qualified person for the job should be hired, regardless of cultural, gender or racial considerations.*

- *I believe that a diverse work environment helps an organization provide better services and assists with problem solving. However, I do not believe that an organization should establish quotas in order to meet a cultural diversity goal. Hiring the best, most qualified applicant regardless of culture is always the best policy.*

- *It is beneficial to have a diverse workforce, however the most qualified person should always get the position.*

- *I strongly believe cultural diversity in a workforce can be a positive attribute, however, emphasis must remain on competency.*

- *Awareness of other cultures makes ones interactions with these cultures run more smoothly. Understanding, can alleviate hate, distrust, and misconceptions. In general regardless of culture, people fear what they do not understand. It is important though to not base hiring decisions on race or culture alone. An individual's skills and knowledge base, and ability to do the job are the characteristics that should be viewed. Hiring based on need for a diverse cultural base alone, has proven to be hazardous, when actual skills and strengths of a person were not taken into consideration.*

- *I believe whether you are white, black, purple, green, or male, female, or undecided that you should get a job based solely on your qualifications and ability to do the job; and [nobody should be] overlooked because [he/she] wasn't a war vet or [for a reason that] this department needs more women. I think picking someone because they are diverse although not the best candidate will make the department suffer more. Because of the work produced [as a result of not hiring qualified people]and that will have a stronger impact on the department.*

- *I believe a person should be judged on their merits & how well they handle the job; that culture & diversity should take a "back seat" to job performance. Having*

staff of diverse backgrounds should help us relate to our patrons more effectively. I think a person's performance is largely a matter of positive attitude.

- *Job qualifications should be number one concern. Diversity should only be an asset when all factors are equal.*

- *Diversity is good but if people are given special treatment because of their race the work force suffers. The most qualified person should always get the job regardless of race, culture etc.*

- *I don't like the idea of hiring or not hiring someone because of their cultural diversity or protected class.*

- *I think that people should be hired on how qualified they are not what color their skin is or what language they speak or their sex to do anything other than that is discrimination.*

- *I do not agree with the notion that we need diversity just for the sake of diversity. Rather we should hire the best qualified person for the job. Best qualified includes being able to clearly communicate with the public, and having a customer service attitude as public servants.*

- *Hire the most qualified candidate period. Cultural diversity should not be the reason someone gets a job. If they happen to be a woman, gay, minority and they have the highest qualification--give them the job, if they don't then don't!*

Comments on reverse discrimination.

- *Reverse discrimination. Entitlement mentality has got to stop.*

- *I have heard comments that women and other minorities should be chosen over other candidates, even if not quite as qualified.*

- *The only problem I have witnessed regarding hiring a diverse workforce is that "issues" have been ignored to hire female employees. I have no doubt that a male employee would be passed over for promotion in order to promote a female.*

2. Discussion on language

Many respondents commented on language issues. Some emphasized that immigrants who get a job at the City of Longview need to have a good command of English. Some noted that resident English-speaking members of the community also need to learn other languages (mostly Spanish) in order to facilitate communication and provide better service to the new non-English speaking members of the community.

Members of non-Englishspeaking communities need to learn English.

- *Speaking English should be encouraged in communities where majority speak English*

- *I think government should [make]English a priority [language] for all to speak or train others to speak other languages.*

- *[People coming from a non-English speaking community] when they became members of an English-speaking community they need to learn the language (English). If they desire employment where they will be working with the English-speaking public they need to learn English.*

- *If you come to America you need to learn how to speak English.*

- *I am fine with other types of people coming to the city to work. I do believe, though, that if they come here they need to learn our language the best they can.*

- *I believe that people have the right to practice whatever they want to believe or feel, unless it hurts others. However, even people from other cultures who live here should be able to communicate clearly in English, both verbally and in writing.*

- *I feel anyone applying for or accepting employment with any city department needs to speak and understand English language so they can communicate clearly with other employees and citizens.*

- *If people come here from a foreign country and take advantage of ALL the breaks the government gives them, then they should learn to speak our language and use it while they are here!!!*

Members of the English-speaking community should make an effort to understand non-English speaking communities.

- *I believe the City and my department should promote more diverse language ability with current employees. The City should do more to promote other languages by providing: leave time, better pay incentives, tuition assistance for class*

- *I think people need to be more patient with people with a language barrier. Less stereotyping.*

- *I believe that there are those in our department who verbally express resentment that certain cultures in our community are not able to communicate effectively. The old adage of "when in Rome..." mentality resonates. I believe this is due to the fact that our department does not appear racially diverse. (We're all white folk.)*

3. Observations on the community

Some people commented on the struggles of a changing community. Some emphasized the importance of representing the changing community in the city organization. People also made comments on the lack of diversity in the community and in the city organization.

Comments on the changing community.

- *The general community is struggling with cultural diversity. The council continues to work on gaining ethnic support, and making our community more culturally*

aware; and their efforts are greatly appreciated. Most of my co-workers are open to cultural diversity and treat my family, which is culturally diverse, with respect and friendliness. Cultural problems exist more in the blue-collar workforce and under-educated segment of our community where family bias is passed down.

- *Change in general often difficult to accept. If a change is needed at our city, I would use every effort to make sure it is done through education and not just enforcement.*

- *Our community traditionally suffers from growing pains, part of which includes adjusting to the arrival of each new ethnicity (i.e. East Asian; Hispanic, etc). There is always a period of adjustment until the new ethnicity is accepted as part of the community.*

Need to have the city organization that reflects the community.

- *I think working on the issue of diversity is a very good idea. This is still a very white town, but it is changing, and I'd like to see the City change to reflect that. There are also departments that are predominantly White Male, and I think we need to update that a bit as well.*

- *Times are changing, and we need to become more aware and sensitive to all kinds of "other" people. It only makes sense to continually assess whether we are providing the best customer service to all people.*

- *I would like us to see more diversity among employees with different perspectives as well as minorities and females. It is only through collective cultural experience, that we can become a finer place to work.*

- *The best and most justified form of cultural diversity in the city would be for the employees to reflect the actual diversity of the community. This way employees can learn from each other and have someone to call on in situations of misunderstanding rooted in cultural background.*

- *I think a workforce at the city that better represents our community is also important.*

Lack of diversity in the community and the city organization.

- *I don't think there is enough cultural diversity in the city of Longview at the present time to create a cultural diversity problem in the workplace. However I don't think city employees will have a problem with it when it occurs.*

- *I was raised in a very diverse area and have been trained in school & on the job about cultural diversity and acceptance. I embrace people of different cultures and what they have to offer. It feels like Longview is stuck back in 1950 - I have been appalled at what I have seen and heard by management and staff in regard to people of minority and I am really glad that you are conducting this survey so hopefully change can occur.*

- *The library really does not have any diversity in its employees--we're all "white bread." Several employees speak Spanish, which is of great help on occasion.*

4. Need to address the issue of bias, stereotypes and intolerance

Some people expressed concerns about bias, stereotyping, and intolerance against some groups, and noted the importance of addressing this issue.

- *People in positions of authority should be educated or mature enough to know their bias. Bias for or against someone is wrong.*

- *We could use a bit more tolerance.*

- *We need to be educated on diversity so that we don't make false assumptions about people.*

- *Everyone has a right to their own beliefs but they should not try to force them on other people.*

- *Need more sensitivity training. I hear a lot of "racial slurs."*

5. Need for broader definition of diversity

Some people noted the need to define diversity in broader terms, not only according to gender or ethnicity. Adding sexual orientation as a diversity category, however, was opposed by some respondents.

- *Diversity has a much broader scope than just concentrating on cultural and racial issues.*

- *I am frustrated with the focus on race and nationality when discussing diversity. Even though we have predominantly white male department we still have diversity. Each individual has a different back ground that contributes to the diversity of the department. Therefore, when we look at diversity, it is my recommendation that we look at diversity as a whole, not just race/nationality diversity.*

- *There are sometimes perceptions that certain minorities might be better educated than employees born in America, or that one specific type of skill might be more important than the overall job skills. These things should all go together, and simply being different shouldn't necessarily be considered as being more important. In general, I feel that people can learn from others in many areas, not just from minorities. We all have different backgrounds and different perspectives. Listening to the perspective of others helps us understand the world.*

- *I strongly disagree with/the Gay & Lesbian agenda, same sex marriage and promotion of homosexuality. As far as background of race, gender etc. I have no problem with it*

- *Sexual orientation is not diversity.*

6. Treat everyone equally

Some people noted that we should not be focusing so much on individual differences. They emphasized the importance of treating everyone equally, regardless of demographic and cultural background.

- *Folks are folks--there would not be an issue if we just forgot about everything else.*

- *We live in the greatest nation in the world with equal opportunity. Don't insult people by handing opportunity to them. Allow them to work for it. Don't make or create the "victim mentality."*

- *I believe people should be treated as PEOPLE, not as minorities or special classes. Sometimes focusing so much on a minority/special class actually makes situations worse.*

- *When a people share the same goals they can work together ... history shows.*

- *We should be focusing on employee competencies, and not on their cultural background.*

7. Comments on City policy

Some people made comments that suggest they feel city policy is not clear and not consistent. Some said clear standards of conduct were needed. Some said financial constraints may be more of a contributing factor to unfair treatment than diversity issues.

- *I think that our HR [promotion policy] have never stayed consistent. This leads to a feeling of discrimination. For example, an employee who has a high school diploma moved into a management job. 4 years later he quits. Another employee with 5 years college education is asked by our supervisors to take the job. He says he will do it, but a new HR director says he is not qualified.*

- *I really don't know what the department thoughts are??*

- *The decisions made that seem to be 'unfair' have more to do with the city's tight fisted money management more than race or gender.*

- *I believe people should be allowed to be who they are, but I also believe that there needs to be standards of conduct, dress, etc. in a professional office environment.*

8. Concerns related to gender equity

Some people indicated that inequities may exist in the way women are treated in the city in comparison to men.

- *Woman are not paid equally or advanced equally at the City as men. Positions/salaries are reduced when women are hired and increased when men are hired.*

- *I'm a relatively new employee having worked for the City less than a year. However, there is something that became readily apparent very soon after I took*

the job -- there is gender bias in my department. Whether intentional or not, it is definitely perceived. The major thing one notices is that all the men have offices. Women with jobs of the same level do not. Women have cubicles. There is not one woman in my department who has an office. All the men do. One of the men has the same job title as I do. After talking with co-workers and even other employees outside the department, I've realized that I'm not the only one who's noticed this. I'm not completely sure this bias is an intentional thing.

- *I've heard comments at the City about women not being able to be in office by themselves due to safety issues etc. There are some very backward thought processes present toward women and minorities*

- *All the other things that make me think there is a gender bias, I've only heard about from others. The woman I replaced had all sorts of complaints related to this topic. She asked for and finally got her job reclassified with a new title and more pay but she had to make a real stink about it. From what I hear, when men ask for reclassification for a pay increase and new job title it's not nearly the hassle. My predecessor had grounds for a lawsuit against the City for discrimination but she didn't go through with it. She just looked for a new job and left rather than deal with it anymore.*

- *Compared to my peers I am considered a new employee (under 5 years) and upon hire I noticed the blatant appearance of a "good ole' boy system in our office. The perception is that males typically have an office with a window and their wages are higher than their female counterparts.*

- *It makes me feel hopeless to be looked as a lesser employee than my male co-workers, simply because I'm a woman … and I know I'm not the only one. This makes for an unhealthy work environment. I hope it can change once it's been brought to the attention of management. This would be a great place to spend your career if the City could change with the times and be proactive. The diversity survey is a healthy step in that direction.*

- *Although not a joking matter, with the recent legislation that addresses gender discrimination, some of the women have stated that they are going to "gender assign" themselves as males so that they can be better compensated and quickly advance within the system without going through the proper channels.*

- *For example: one woman was recently advanced in our office but she had to formally request a promotion from Human Resources. Another lady had been assigned additional, state regulated duties but had to request a Taylor study to determine whether she was eligible for a pay increase. After a lengthy process she was compensated but not to her expectations. Meanwhile there have been several males that have simply been assigned new duties and automatically given promotions and pay increases without going through the proper channels of the hiring and interview process. The message this sends: women have to work/request additional compensation/titles while men easily come by raises and promotions. There have been other instances prior to my employment; these are ones that have occurred in the short time I have been here.*

9. Support for diversity efforts

Some people expressed their support for the city and the community's effort to promote diversity.

- *I fully support any programs in the community that emphasize the important of cultural diversity. Its a part of who we are, regardless of race or gender, and I think vitally important to the progression of our society.*

- *Having different perspectives for solving problems or reaching goals can be very helpful if all people involved are honest and open-minded. I feel that cultural diversity can really enrich and enhance a community and a workplace.*

- *My views on cultural diversity is that I can benefit from working within a diverse workplace. .*

- *I think this is great I am glad that Bob Gregory is taking such a strong stance of diversity, I am happy to be employed in Longview. The management staff and council are great to work with.*

- *I commend the appropriate staff at the City of Longview for conducting this survey and also for looking ahead to address the topic of diversity in our workplace and community.*

- *First of all, I think it speaks well of the City of Longview that they wanted to do something as proactive as a diversity survey. It's an excellent idea and definitely needed. I hope they take the results to heart and really embrace the process of making changes.*

- *Diversity can affect employee moral. If diversity is promoted and appreciated in the City, then employees would feel better about their job and their employer. In the past I have seen diversity training provide a uniform statement of expectations for all employees.*

10. Some sense of resistance against diversity

Some people made comments that indicate resistance against promoting diversity in the city.

- *If you are black and you want to complain about racial profiling, just look in the jails and see who is committing all the crimes.*

- *There are plenty of Americans who need jobs and can pick fruit. Close the border to the south.*

- *The people in my department would flip out if we endorse this type of [diversity-focused] work environment.*

- *I personally would think [diversity] would be fine. I went to college where it endorsed diversity. But these guys [in my department] wouldn't do it unless their life is counted on it.*

The City's Internal Resource List of Bilingual Employees

Name	Department	Language
Josh Johnson	Public Works	French
Kurt Sacha	Finance	German
Albert DaSilva	Parks	Portuguese
Blake Tomlinson	Fire	Spanish
Alex Perez	(No answer)	Spanish
Elizabeth Partr	(No answer)	Spanish
Cindy Lopez	(No answer)	Spanish
Jan E.V.W. Hans	Library	Spanish

City of Longview Employee Survey

To the employees at the City of Longview:

As you may already be aware, the City Manager, Bob Gregory, has sent a memo to all the city employees with a request of your participation in the Cultural Diversity Assessment survey. Please take a few minutes of your time and respond to the following survey. It should take only about 10 minutes to complete.

This survey concerns your perspective on your current work environment—in particular, the city's organizational capacity with respect to embracing diverse cultures that exist in the City of Longview. In this survey, we use the term 'cultural diversity' in the broadest definition that addresses knowledge, attitudes, beliefs, and behavior influenced by race, age, gender, socioeconomic status, education, physical capacity, religion and spirituality, sexual orientation, and so on. The City decided to conduct this assessment to properly identify areas of strengths and weaknesses to meet urgently changing service needs of the city.

In order to get an accurate picture of the City's culture, it is very important that all of you provide inputs. However, there will be no penalty involved if you decide not to participate in it. Your participation in this survey is entirely voluntary and will have no impact whatsoever with your relationship to the City of Longview.

After completing the survey, you can simply use the envelope provided and put it in the departmental mail. We guarantee that your answers will not be identified by any means including your departmental affiliation. Your responses will be gathered and analyzed by Portland State University, and no individuals at the City will have access to your individual responses. The information will be reported to the City only in aggregate terms.

If you have any concerns or problems about this survey, please contact Masami Nishishiba at Portland State University either by phone (503-725-5151) or by email (nishism@pdx.edu).

Masami Nishishiba Ph.D.

Assistant Professor
Portland State University

Date: _____

We would like to get your perspective on diversity issues. Please respond to the following series of questions using the response categories provided.

1. **I want to work with a racially diverse group of people.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

2. **I understand that my own cultural orientation can affect how I interact with my coworkers.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

3. **Misunderstandings are often caused by cultural differences in communication style.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

4. **Working environment that embraces employees with diverse backgrounds (e.g., culture, gender, sexuality, language, race, age, etc.) improves the quality of services that the City provides.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

5. **When rating potential job candidates, we should consider the impact of our own cultural bias.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

6. **When making hiring decisions, we should assess the diversity of our work unit.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

7. **It is not my responsibility to create a workplace where every employee is provided with an equal chance of opportunities regardless of their backgrounds.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

8. **I believe that I have some cultural assumptions that may have an impact on the way I evaluate my coworkers.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

9. **The concept of diversity should not be emphasized in the workplace.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

10. I believe that people's language use reflects their competency.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

11. I believe that long-term employees at the city are not open to the ideas of newer employees.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

12. Having diverse members will benefit my team in the long run.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

13. I believe that long-term employee's expertise at the City needs to be respected and valued.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

14. People from non-American cultures should try to merge themselves into the mainstream American culture.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

15. I can comfortably discuss racial issues with people I meet at work.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

16. When interpersonal conflicts happen, I consider possible cultural differences between myself and the other person.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

17. I try to persuade my colleagues to recognize the value and need for a diverse workforce.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

18. I can comfortably discuss issues of Gay, Lesbian, Bisexual, and Transsexual with people I meet at work.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

The next several questions are concerned about your views on the City's or your department's organizational capacity.

19. I have the same opportunities for career advancement as everyone else in my department.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

20. I believe that the City should have better language capacity to serve a multilingual community.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

21. People in my workplace have the perception that "less qualified" individuals are hired to satisfy diversity goals.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

22. My workplace reflects the norms of the dominant culture (White, Christian, male, etc.) in the US.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

23. My gender negatively affects my advancement within the department.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

24. My race negatively affects my advancement within my department.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

25. Employees and managers in my department need training on mentoring diverse employees.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

26. The overall quality of interactions between people of different racial/ethnic backgrounds needs improvement in my department.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

27. I see cultural differences causing conflict in my department.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

28. People in my department are aware that their cultural stereotypes can interfere with their ability to provide quality services.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

29. People in my department discourage comments or jokes that perpetuate stereotypes or prejudice.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

30. The overall quality of interactions between males and females needs improvement in my department.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

31. The City's top administrators clearly communicate their vision about diversity.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

32. People in my department believe that diverse employees bring new perspectives to our workplace.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

33. People in my department believe that greater diversity improves the quality of our services to the community.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

34. Most people in my department seldom think about their attitude on diversity.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

35. People in my department believe that focusing on diversity will only benefit women and minorities.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
☐	☐	☐	☐	☐	☐

36. What types of training would you like to see at the City?

37. Please give us any comments or feedback you have on cultural diversity in general.

38. How many years have you worked at the City?

Year(s)

39. How many years have you lived in Cowlitz County?

Year(s)

40. How old are you?

Years Old

41. What is your gender?

☐ Male
☐ Female

42. Do you identify yourself as Gay, Lesbian, Bisexual, or Transsexual?

☐ Yes
☐ No

43. Which ethnic background do you identify yourself most?

☐ Caucasian/White
☐ Non-Caucasian/Non-White
☐ Rather not say

44. What is the highest level of education you have completed?

☐ Grade School
☐ Some High School
☐ High School Completed
☐ Some Trade/Vocational School
☐ Trade/Vocational certification
☐ Some College/2 Year Degree
☐ College 4 Year Degree
☐ Some Graduate School
☐ Masters Degree
☐ Doctorate

45. Which department in the City do you work for?

☐   City Hall Administration (Executive Offices, IT, HR, Finance)

☐   City Hall Technical (Public Works at City Hall, Community Development, Facilities and Maintenance)

☐   Culture and Recreation (Library, Recreation, and Golf)

☐   Field and Fleet (Traffic, Street, Water/Sewer, Filter Plant, Parks, and Fleet Maintenance)

☐   Public Safety (Police and Fire)

☐   Transit

46. Are you bi-lingual?

☐   Yes

☐   No **[This is the end of the survey. Thank you for your participation!]**

47. Please choose your most fluent language other than English.

☐   Chinese

☐   Japanese

☐   Russian

☐   French

☐   German

☐   Spanish

☐   Italian

☐   Portuguese

☐   Korean

☐   Tagalog

☐   Other

48. PSU can separately report your name and department to the City to add your information in the City's internal resource list as a bi-lingual employee, if you provide your name and department. Would you be willing to provide this information?

☐   Yes

☐   No **[This is the end of the survey. Thank you for your participation!]**

49. What is your name?

50. What is the name of your department?

> **Thank you very much for your participation!!**

Appendix B

_____

TO: All Employees

FROM: Bob Gregory, City Manager

SUBJECT: Cultural Competency Assessment

Last summer the City received a grant to help fund a cultural competency assessment survey to be conducted with City staff. In January 2007 the City contracted with Portland State University (PSU), Executive Leadership institute to develop the assessment tool and to provide consultation and recommendations about the results. Associate Professor Masami Nishishiba and two of her graduate students will be consulting with the City over the next couple of months on development of the assessment instrument (survey). PSU will also be administering and collating the results of the assessment directly, to ensure that anonymity of City employees is preserved.

I provide the following statistics for your consideration:

- As of the last census our racial breakdown is as follows:

   89.35% - White
   0.72% - African American
   1.76% - Native American
   2.17% - Asian
   0.13% - Pacific Islander
   2.96% from other races
   2.92% from two or more races
   5.82% of the population are Hispanic or Latino of any race

- Longview's proximity to Clark and Multnomah Counties will increase racial and ethnic diversity as growth continues in these metro area.

- 20% of the the City's workforce will be eligible to retire within the next 5 years. This means that we will be recruiting in an increasingly competitive labor market. The group from which we will largely be recruiting—often referred to as Generation Y--may have different cultural norms.

I am sending this memo in order to make sure that employees are aware of why we are choosing to conduct the cultural competency assessment/survy. It is important to the City's future that we understand and anticipate the needs of our citizens. In order to do so effectively we are challenged with working for a very diverse citizenry who often view the world and approach situations from different perspectives. Cultural differences can be a source of strength, but if not managed well they can also create tensions which become divisive over time. When I think or speak about diversity I use the broadest definition. Although many people think that culture refers only to the knowledge, attitudes, beliefs, and behaviors influenced by race or ethnicity, the concept also includes factors such as age, gender, socioeconomic status, level of education, physical capacity, spirituality and religion, sexual orientation, and regional

influences. It is important to me that we learn how to provide effective, culturally appropriate services to our citizens and that we also apply these principles to how we interact with one another.

We have chosen this cultural assessment process to identify areas where we are responsive to cultural needs and areas where we could improve. In order to get an accurate picture of the City's culture it is important that we have input from all of you. We will be launching the assessment /survey April 2nd. Employees will have from April 2nd to April 13, 2007 to respond to the survey questions. It is my desire to have the results and recommendations from the consultant by May 15th. Once I have had an opportunity to discuss the results with Department Heads I will share the results with the rest of the City staff. The Department Head team and I will be working over the next year or so to address any issues identified in the assessment/survey and to implement the consultant's recommendations.

Please take time to participant in this assessment process. Any questions about the process may be directed to the HR Director, Robbie Berg at 442-5020 or our consultant Professor Nishishiba at (503) 725-5151.

cc: Mayor
        Council