



**CITY OF CORVALLIS  
COUNCIL WORK SESSION**

**AGENDA**

**March 17, 2008  
7:00 pm**

**Downtown Fire Station  
400 NW Harrison Boulevard**

**COUNCIL ACTION**

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- I. ROLL CALL
  
- II. NEW BUSINESS
  - A. Diversity Initiative Process
  
- III. ADJOURNMENT

For the hearing impaired, a sign language interpreter can be provided with 48 hours' notice prior to the meeting. Please call 766-6901 or TTD/TDD telephone 766-6477 to arrange for such service.

**A LARGE PRINT AGENDA CAN BE AVAILABLE BY CALLING 766-6901**

*A Community That Honors Diversity*

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**INTER**

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**OFFICE**

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# MEMO

**To:** City Council  
**From:** Ellen Volmert, Assistant City Manager *EV*  
**Subject:** Diversity Needs Assessment Followup: Preferred Future  
**Date:** March 7, 2008

**PURPOSE**

The work session offers an opportunity for the City Council to implement the diversity needs assessment recommendation to determine a vision for the city as a pluralistic organization. The Diversity Initiative Steering Committee will then use this information and guidance in creating an action plan for organizational diversity.

**BACKGROUND**

The Corvallis Vision 2020 says that the community will be a community that honors diversity and is free of prejudice, bigotry and hate as well as a good place for all kinds of people to live. The 2005/2006 City Council recognized that vision, and the changing demographics of Corvallis and the region, when it set diversity as an overarching organizational value and set goals to complete a diversity needs assessment for the organization and complete a change to the City Charter to support that value. The charter update was approved by voters in 2006 and the City Council accepted the results of the organizational needs assessment that Fall. Training for staff on the needs assessment results, charter changes and other diversity topics has taken place through 2007 and into 2008. A copy of the needs assessment is attached.

The 2007/2008 City Council continued the overarching values and set a goal to implement the changes approved in the City Charter in City ordinances and policies. They have also set a sustainability goal to increase diversity and diversity awareness in the workforce and under which the organization has created a goal to create a respectful, inclusive, and welcoming work environment.

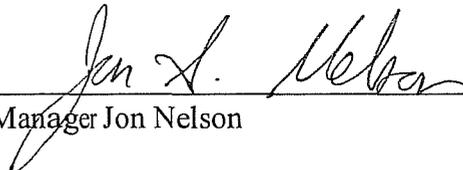
**DISCUSSION**

The needs assessment recognized that currently, the City organization includes supportive, neutral, and defensive perceptions and attitudes towards diversity among City employees and cultural competency skills are generally at the minimization stage. It's recommendations included forming a diversity catalyst team of employees to develop and lead the diversity initiative and which would develop a multi-year plan using the assessment results as a guide that would move the climate towards acceptance and adaptation. This is the Diversity Initiative Steering Committee (DISC) that has been formed from a diverse group of employees. The assessment recommends that part of that effort include a leadership discussion about what constitutes an ideal diverse organization (see Appendix 3 of the needs assessment for what participants said would be an ideal organization). The DISC can then take the needs assessment view of what "is" along with a determination of what "should be" and develop an action plan to move towards that preferred future. The City Council work session is the first step in that preferred future discussion. Staff has engaged Joseph Bailey to assist the Committee in building their charter and in the

creation of a plan. The Committee met with Joseph for the first time on March 7, 2008. In addition to the work session with the City Council on visioning, Joseph will also meet with senior staff as well as the Committee itself to complete the visioning process. The time line anticipates that the action plan will be completed by the end of the fiscal year and within the funds allocated for diversity initiatives.

**RECOMMENDATION**

That the City Council work with the City 's consultant to develop their vision for the City as a pluralistic organization that honors diversity and is a good place for all kinds of people to work.

  
\_\_\_\_\_  
City Manager Jon Nelson

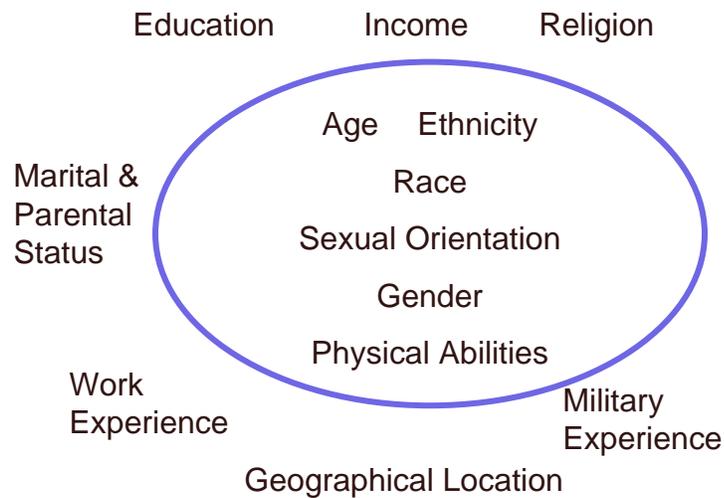
*City of Corvallis*  
***Honoring Diversity***

***Assessment of  
Diversity Efforts***

Our Charge

- To assess “where we are” in relation to diversity issues
- So that we know how to “plan” to move forward in “honoring diversity”

## Dimensions of Diversity



## Theoretical Framework

- Organizational climate is a part of the culture and is easier to change than the culture
- Change the climate and you change the culture
- Employee intercultural sensitivity gives insight into the level of ethnocentrism in the workplace

## A Great Start

- There is a leadership commitment to diversity

## Overall Findings

- There are **supportive, defensive,** and **uncertain** perceptions and attitudes among city employees in regard to diversity
- Generally employees think that people are all the same:  
“People are People”

## Overall Findings

- Seasonal and casual employees feel that the city is a great place to work and their supervisor respects them
- City documents support a respectful workplace within the dominant cultural values

## A sampling of what you said

Does this perception exist in  
your work unit?

Which of these statements do  
you agree or disagree with?

## Supportive Climate Dimensions

- **Diversity adds more and different perspectives**

- *...just be a more interesting organization...the more perspectives you bring, the more interesting life is...*

## Supportive Climate Dimensions

- **Like Working with People**

- *It's the people I like working with*

## Supportive Climate Dimensions

 **Diversity brings richness  
and a better product**

 *Learning opportunities...opportunities  
to produce better products...you  
make better decisions*

## Supportive Climate Dimensions

 **Enjoy variety in my work**

 *I like the variety in my work*

## Supportive Climate Dimensions

### **Need for training**

 *...for our work group to be responsive and be able to work together, we again need some kind of interaction or educational piece...*

## Supportive Climate Dimensions

### **City culture supports diversity in sexual orientation**

 *State recognizing domestic benefits...has helped...gay women are more acceptable in the City and in my workplace.*

## Supportive Climate Dimensions

- **A more diverse staff will serve the community better**

- *Better connection to our community for us if we have someone who knows how to speak Spanish...lends a degree of legitimacy in the public's eye...*

## Supportive Climate Dimensions

- **The need to recruit a diverse staff**

- *Maybe we need some type of recruitment that would better able us to reflect the cultural and gender diversity of the community.*

## Supportive Climate Dimensions

### **The City is a Good Employer**

 *People like working here, it's a healthy environment. We have good pay and benefits, good working conditions.*

## Defensive Climate Dimensions

### **Quota Anxiety**

 *...the whole diversity issue is not a factor in what you're doing with your recruitment process...you're looking at the qualifications of the individual...*

## Defensive Climate Dimensions

### **Not enough time, money, or people to do the work**

 *...I wonder if there's really time to do that (learn how to relate to another's culture) or if we're all so busy in our jobs that we are just plowing along doing it our own way.*

## Defensive Climate Dimensions

### **Language and accent barriers**

 *It's always a challenge when someone comes to the counter and doesn't speak English...a patron would bring his little girl to translate. So, you're trying to explain these somewhat complicated things to an 8 year old.*

## Defensive Climate Dimensions

■ **We are all the same, just people**

■ *It's hard for me because I don't think in black and white; people are people to me.*

## Defensive Climate Dimensions

■ **Fear that diversity will not include me**

■ *...there's a little voice that says (I don't want) my diversity to get lost in the overall diversity.*

## Uncertain Climate Dimensions

### **Diversity brings potential for conflict**

 *If you have actual diversity, the first and greatest conflict will be between people whose deeply held beliefs are opposed to each other...*

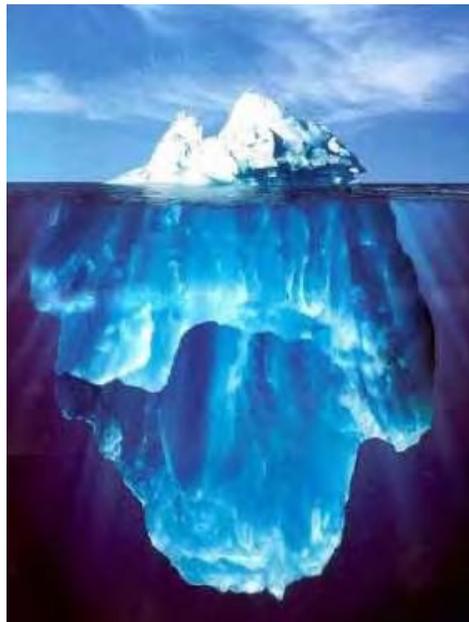
## Uncertain Climate Dimensions

### **No worries about working with cultural differences**

 *It's hard to have a worry about something that you really haven't had to deal with in the workplace. We're all White.*

## Framework

- You and I have a culture
- Diversity is manifested through many dimensions of culture
- Organizations have cultures
- To become an effective pluralistic organization, we have to make changes to the existing organizational culture



## Intercultural Sensitivity Stage

- **Continuum of experience with difference**

a little —————> a lot

- **Continuum of degree of ethnocentrism**

ethnocentric —————> ethnorelative

- **Continuum of degree of intercultural sensitivity**

denial —> defense —> minimization —>

acceptance —> cognitive/behavioral adaptation

## City Overall Intercultural Stage

- **Minimizing differences among people**

- People are all the same

- With a few in Acceptance of differences and Cognitive and Behavioral Adaptation skills to work with these differences

## City Document Audit

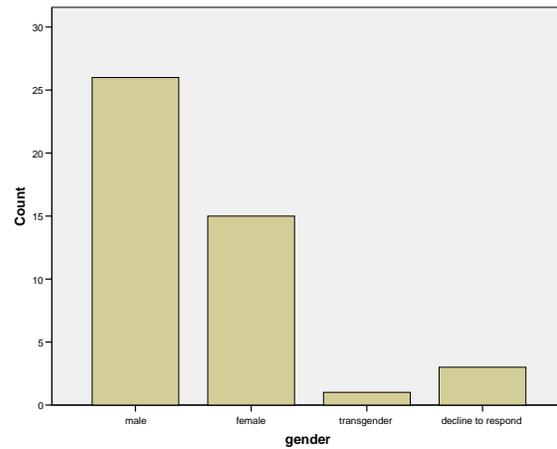
Documents reflect an effort to be inclusive but within the dominant cultural values.

- *Revisit policies over time*
- *Translate Welcoming guide into Spanish*
- *Change Tolerance to Respectful*
- *Add pictures of more diverse citizens*
- *Strengthen partnership for diversity*

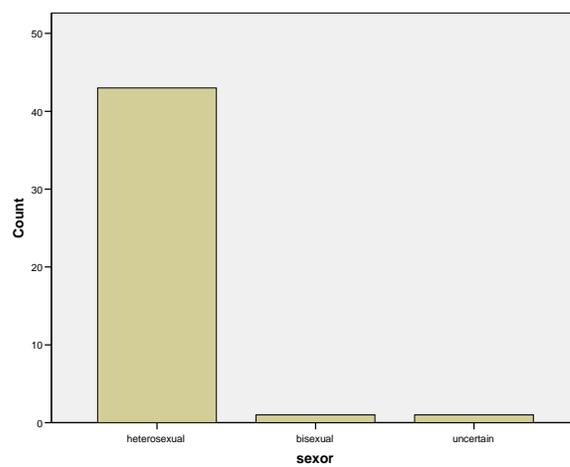
## Survey Findings

- 47 Surveys Distributed
  - Employees of color (N = 5)
  - Seasonal and Casual employees (N = 41)
- 95% response rate

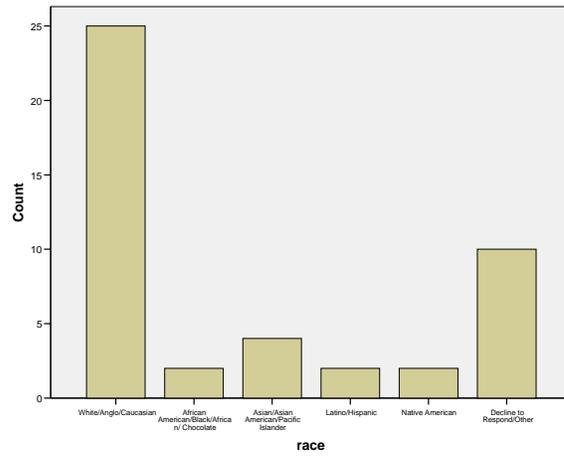
## Respondents by Gender



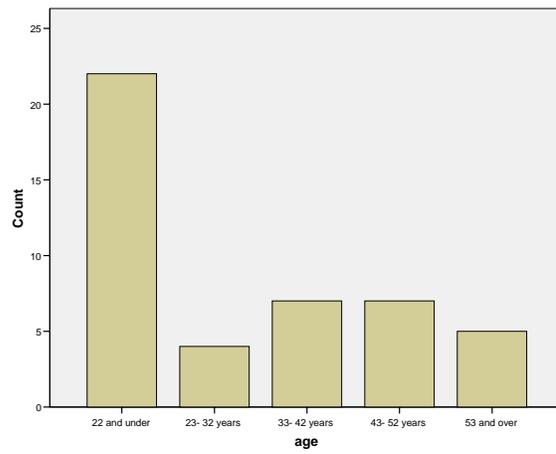
## Respondents by Sexual Orientation



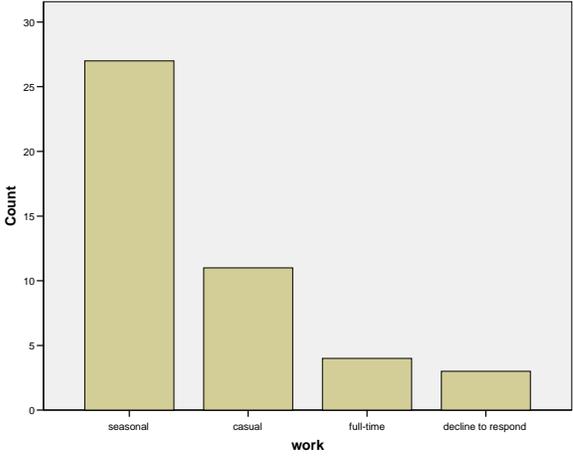
## Respondents by Race



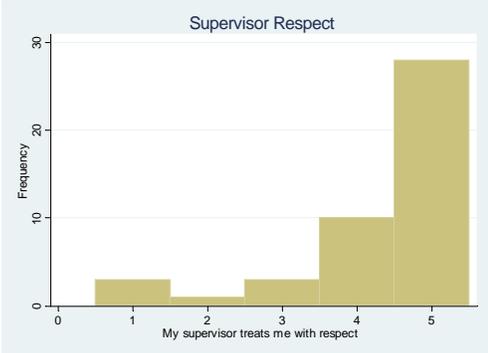
## Respondents by Age



# Respondents by Type of Employment



# Responses

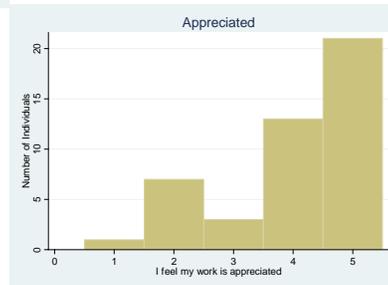


# Responses

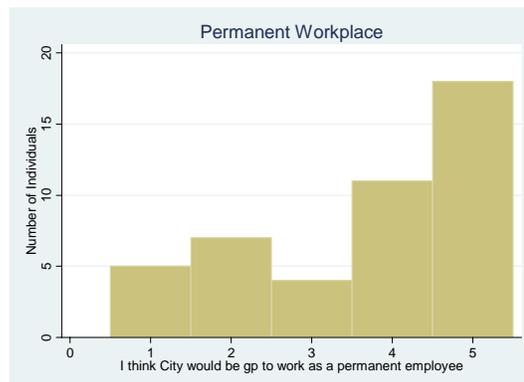


73.5% either agreed or strongly agreed

76% either agreed or strongly agreed



# Responses



## Overall Survey Findings

- City of Corvallis employees (full-time, seasonal and part-time) have a positive perception of working in the City
- Specific groups have less positive perceptions
  - Employees of color (African American and Asian American)
  - Seasonal employees
  - Transgender and uncertain employees
  - Employees 22 years and under
  - Employees 53 years and over

## Limitations

- Surveys administered late in summer season
- Uncertain conditions
- Small number of Employees of Color
- No part-time or homosexual employees surveyed

## Recommendations

- Form a Diversity Catalyst team to develop and lead the diversity initiative.
- Develop a multi-year diversity plan using these results as a guide
- Establish a diversity award
- Determine a vision for the city as a pluralistic organization
- Increase Spanish speaking staff

## Recommendations

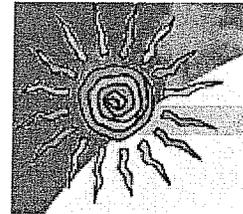
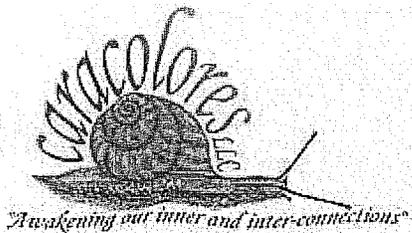
- Have cross department meetings to improve communication
- Notice and acknowledge staff for serving a broad citizenry
- Provide support to employees of color
- Continue working with and strengthen the Corvallis Partnership for Diversity

# City of Corvallis Assessment of Diversity Efforts

October 3, 2006

Ann C. Schauber

Amber Wilburn



OSU  
PROMISE

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## Assessment of Diversity Efforts by the City of Corvallis

### Our Charge

To advance the City organizational value of “honoring diversity” by assessing organizational diversity efforts which will lead to a diversity action plan with doable goals and objectives.

#### Findings at a Glance

- Overall Diversity Climate of Uncertainty in the City Organization, which includes supportive and defensive as well as uncertain attitudes and perceptions. These attitudes and perceptions result in a hesitancy to move forward with diversity issues.
- Intercultural Sensitivity at the Minimization Stage, which means that overall employees have limited experience with cultural difference and believe that generally “all people are the same.”
- City documents support a respectful workplace environment within the dominant cultural values
- Seasonal and casual employees feel that the city is a great place to work and that their supervisor respects them.

### Theoretical Framework of Assessment

The process of changing an organizational culture to become more inclusive of cultural differences is a slow, intentional process. Fundamentally, the change must include the development of intercultural competency of all employees. Central to the development of one’s intercultural competency is the awareness that every one of us has a culture. Culture is defined as a complex system of learned beliefs, attitudes, perceptions, and customs which, when shared, make a group of people unique. Culture determines how things are done within a given group. It is rooted in tradition. Edward T. Hall, author and scholar, says *“There is an underlying, hidden level of culture that is highly patterned – a set of unspoken, implicit rules of behavior and thought that controls everything we do.”*

We add to this complexity when we consider all of the dimensions of our diversity, as shown in the following diagram. Our own culture emerges out of the learned beliefs and values which come from each of these dimensions of

diversity – some more salient than others. Added to all of these dimensions are our individual personalities.

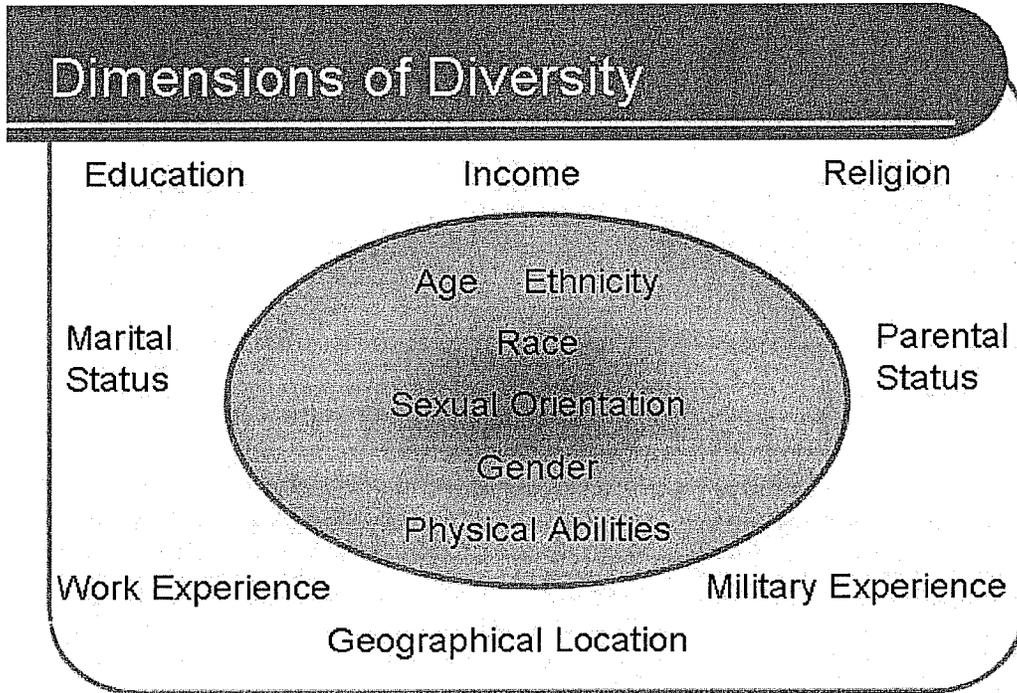


Figure 1 – Dimensions of Diversity

Where we are in our own intercultural development is the result of our life experiences. This is good. The process of becoming interculturally competent is an additive process, not one in which we are trying to take away anyone's beliefs or values.

While an organization is made up of individual employees, each of whom have a culture, the organization itself has its own culture which has evolved over time. Not only is there a City organization culture, but each department has its own culture.

Evidence of the organizational culture is found in its public language: the printed documents such as brochures that describe the organization's vision, values, and mission, and its policy and procedures manuals. Organizational culture changes very slowly. One reason is that the deeper values and beliefs implied in the language of the organization's culture may not be within the conscious awareness of the organizational members and leaders.

Organizational climate, which is integral to and yet only a part of an organization's culture, is easier to change than its culture. Organizational climate is found in the private language of the organization, such as the conversations about work among staff during coffee breaks. The organizational diversity climate is manifested in the attitudes and perceptions of the organizational members and the practices of the organization.

As the private language of an organization changes, the public language slowly begins to change as well. Thus, the key to changing the culture of an organization towards an effective multicultural perspective is to change the organizational climate.

If a mainstream organization wants to incorporate cultural diversity as a resource, it needs to begin by strategically focusing on what the current organizational climate towards diversity is. Organizations are made up of the people in them. Therefore, if the people do not change, then the organization cannot change. Determining an organization's climate involves three levels of analysis: the individual (employee), the groups (departments, units, program areas), and the overall organization.

This assessment looked at the organizational, departmental, and individual cultures within the City organization. The results are reported at the organizational and aggregate individual level (so as to maintain confidentiality). The organizational results are the City of Corvallis's Organizational Diversity Climate Dimensions. The aggregate individual results are the overall Stage of Intercultural Sensitivity Development. Both of these results provide insights on how to move the organization to become more "honoring of diversity."

### **Assessment Tasks**

The following tasks were undertaken to assess the organizational diversity efforts of the city:

1. Conducted 11 focus groups at the departmental level (random sample with replacement, focus group with each department)
2. Conducted 14 interviews of City leaders (City council members, deputy City attorney, president of AFSCME, chair of MLK Commission, assistant City manager, head of Senior Services)
3. Audited City documents to assess organizational culture.
4. Surveyed small sample of seasonal and casual employees, and full time employees of color.
5. Analyzed data to determine the City Organizational Diversity Climate and the Overall Stage of Intercultural Sensitivity Development of the employees.

## Organizational Diversity Climate Findings

The following is a table of participants in the focus groups and interviews by department and category, followed by a presentation and discussion of the organizational diversity climate findings.

Full Time Employees	Total	Invited	Attended	Refused		
				No Response	Conflict in Schedule	No Reason Given
<b>Departmental Focus Groups</b>						
Community Development	32	14	9	1	-	4
City Manager's Office	7	7	5	1	-	1
Finance	32	12	5	5	2	-
Fire Group 1	61	8	0	-	8	-
Fire Group 2		7	7	-	-	-
Library	36	13	9	4	-	-
City Managers (Group 1)	52	13	10	1	1	1
City Managers (Group 2)		16	8	-	8	-
Parks and Recreation	36	12	7	3	1	1
Police (Group 1)	66	12	0	-	12	-
Police (Group 2)		10	7	-	3	-
Public Works (Group 1)	92	12	9	-	-	3
Public Works (Group 2)		11	7	-	-	4
<b>Interviews</b>						
City Council Members	9	9	8	1	-	-
City Staff (Key Leaders)	5	5	5	-	-	-
<b>TOTAL</b>	<b>428</b>	<b>147</b>	<b>96</b>	<b>16</b>	<b>35</b>	<b>14</b>

Table 1- Focus Group and Interview Participants

## Presentation and Discussion of Findings

The focus group and interview discussions were analyzed to identify employee and city leaders' attitudes and perceptions about diversity which were categorized into organizational climate dimensions. These dimensions were supportive of diversity, defensive toward diversity, and uncertain about diversity. We found nine supportive dimensions, six defensive dimensions, and six uncertain dimensions to the City of Corvallis's Diversity Climate. Three of the supportive dimensions do not directly relate to diversity, but they do relate to a

positive work climate. The following sections describe each dimension with excerpts from the focus group and interview transcripts:

### ***Supportive Diversity Climate Dimensions***

*A supportive diversity climate consists of organizational members' attitudes and perceptions which are supportive of cultural groups other than the dominant cultural group in the organization both as staff and clientele.*

1. ***Diversity adds more and different perspectives*** – the perception that as people from a wider variety of cultural backgrounds begin to work for the City, a wider variety of ideas will be brought to the organization.

*Excerpts from the transcripts:*

*You get different perspectives on everything, if they were raised from a different culture...and ideas, a new way to do things.*

*Wider range of attitudes. Different perspectives.*

*...just be a more interesting organization...the more perspectives you bring, the more interesting life is....*

2. ***Like working with people*** – the attitude that staff enjoy working with their co-workers and the public.

*Excerpts from the transcripts:*

*People just always bring exciting new things that you hadn't heard about before...*

*It's the people I like working with....*

3. ***Diversity brings richness and a better product*** – the perception that the contribution of people's more diverse perspectives will lead to better outcomes.

*Excerpts from the transcripts:*

*...learning opportunities...opportunities to produce better products...you make better decisions.*

*...have an open environment where people feel free to speak and that values diversity of opinion...brings a richness to the dialogue...makes it a healthy place for people to work, makes it a place where people want to stay...*

4. **Enjoy variety in my work** – the perception that staff enjoy their jobs.

*Excerpts from the transcripts:*

*I like the variety in my work.*

*I enjoy the variety I get in my position...*

5. **Need for Training** – the perception that staff need training in how to work with more culturally diverse groups.

*Excerpts from the transcripts:*

*...for our work group to be responsive and be able to work together, we again need some kind of interaction or educational piece...*

*...we need more opportunities to learn foreign languages...all kinds of training that's on City time...*

*I would be interested in some kind of workshop situation where people who are in minority populations...talk directly about what is bad and what is good for them....*

6. **City organizational culture supports diversity in sexual orientation** – the attitude that employees are accepting of gay and lesbian staff.

*Excerpts from the transcripts:*

*We're at a point now where we have gay police officers that are open, recognized; it's not even thought of anymore.*

*State recognizing domestic benefits...has helped ...gay women are more acceptable, in the City and in my workplace. I have never felt second class.*

7. **A more diverse staff will serve the community better** – The perception that the City will better serve the needs of the growing minority populations with a staff who represent and are sensitive to their needs.

*Excerpts from the transcripts:*

*...better connection to our community for us if we have someone who knows how to speak Spanish...lends a degree of legitimacy in the public's eye, to see that representation.*

*You have a better understanding of the people in your community and what they want and need...enhancing community livability...make it more of a place that people would want to come...*

8. **The need to recruit a more diverse staff** – the perception that current strategies for hiring staff may need to be adjusted to more intentionally diversify the staff.

*Excerpts from the transcripts:*

*Maybe we need some type of recruitment that would better able us to reflect the cultural and gender diversity of the community.*

*Business as usual is not going to get us a workforce that we need to have to best match with the direction we're going in the future...We need to think about different tools and approaches that will provide different results.*

9. **The City is a good employer** – the attitude that the City offers good salaries and benefits and is generally a good place to work.

*Excerpts from the transcripts:*

*I feel that we're a pretty good organization to work in currently, and I've been struggling all day with reasons why we aren't and giving you good ideas on how we can get better. I don't have any.*

*People like working (here), it's a healthy environment. We have good pay and benefits, good working conditions.*

## Defensive Diversity Climate Dimensions

*A defensive diversity climate consists of organizational members' attitudes and perceptions which are resistant to including culturally diverse groups other than the dominant cultural group in the organization either as staff or clientele.*

1. **Quota anxiety** – the perception that hiring people of color in the organization is to meet a quota rather than based on qualifications. As a result, people of color enter the organization under suspicion by current employees that they are not fully qualified for their jobs. There is a perception that the people of color have an advantage in the hiring process and that hiring is no longer on a “level playing field.”

*Excerpts from the transcripts:*

*I don't think you should actively recruit any particular ethnic group, gender, or whatever. I think it's just across the board, you put a blanket request for an opening...come in on their own merit.*

*...the whole diversity issue is not a factor in what you're doing with your recruitment process...you're looking at the qualifications of the individual...*

*I really hate, quite frankly, to go after group X because we don't have enough of X in that organization.*

*...if a person from a minority group was hired and we perceived it as 'well, we had to meet a quota and somebody got passed over that was more qualified...the person coming in would have a huge barrier....*

2. **Not enough time, money, or people to do work** – the perception that staff have been asked to do more with less as fiscal resources become tighter. For any diversity effort to be successful, time, money, and people will be required.

*Excerpts from the transcripts:*

*...I wonder if there's really time to do that (learn how to relate to another's culture) or if we're all so busy in our jobs that we'll all just plowing along doing it our own way.*

*A challenge is... having enough employees to do the job.*

*We have staff shortages; staff work overtime.*

3. **Language and accent barriers** – the perception that staff cannot adequately serve people who speak a language other than English or that hiring people who have heavy, thick accents will negatively affect staff performance.

*Excerpts from the transcripts:*

*It's always a challenge when someone comes to the counter and doesn't speak English...a patron would bring his little girl to translate. So, you're trying to explain these somewhat complicated things to an 8-year old.*

*If English is a second language for people, that could be an issue; maybe they have an accent that is a little hard for others to understand or they have trouble understanding our accents; maybe a lot of our work is written communication and it needs to be clear and precise...*

4. **We are all the same, just people** – the perception that race, ethnicity, and other cultural differences do not matter. The belief that we are all the same may create a pressure for conformity perceived by people of color, who then try to hide who they are in order to survive.

*Excerpts from the transcripts:*

*It's hard for me because I don't think in black and white; people are people to me.*

*I think working with diverse groups, they have the same skills as you have, they're no different, as far as a person isn't any different than you are.*

5. **Fear that diversity will not include me** – the perception that White people will lose status in the efforts toward creating more inclusive organizations.

*Excerpts from the transcripts:*

*...there's a little voice that says (I don't want) my diversity to get lost in the overall diversity.*

*The way the City deals with religious holidays is to completely ignore them. I think, there may be other ways to approach that...(as a Christian who celebrates Christmas).*

*...we hurt ourselves more when we are constantly trying to be diverse...In doing that, making people who may be in the majority and who may have been excluded before feel left out...*

- 6. *Equate diversity with political correctness which "rubs me the wrong way"*** – the perception that diversity is about saying what is the currently acceptable thing to say, which tends to limit one's true opinions. This perception runs counter to the positive intentions of the organization and results in discounting the merits of diversity. This perception suggests how we "should" be acting, which implies it is not really what we want to do. Someone is forcing me to do this, because somebody else thinks it is the proper way.

*Excerpts from the transcripts:*

*...some of the people want to be so PC because they are so educated that they go overboard and really when I look at this and I look at the numbers, I think as a City we're doing very well.*

*...being politically correct has become a big thing now in the last ten to twelve years. Before then, if you saw something that offended you or heard something that offended you, you turned your back or walked away from it or just tuned it out.*

*If you include the minorities who work in the City and put them in this focus group that would not be politically correct because then they'd feel they were singled out.*

## **Uncertain Diversity Climate Dimensions**

*An Uncertain diversity climate consists of attitudes and perceptions within the organization, which are neither supportive nor defensive, but rather indicative of a state of hesitancy due to numerous barriers.*

- 1. *Fear of offending someone and misunderstanding meaning in communication*** – the attitude that we might say something which was not intended to be offensive to someone who is culturally different but was

interpreted to be offensive as well as the perception that communication with people who come from differing cultural backgrounds may carry differing meanings on either side which result in misunderstandings.

This attitude and perception result in a hesitancy to communicate with culturally different others.

*Excerpts from the transcripts:*

*You make a comment not meaning to hurt someone's feelings...can be interpreted in different ways...which may be insulting and cause friction.*

*Putting your foot in your mouth...being disrespectful and not knowing it. Doing something that might offend when certainly you didn't intend to.*

*...there will be misunderstandings. Different cultures have different understandings about what constitutes respect....a few regulations where our City regulations conflict with cultural traditions...*

*..trying to explain things so that they will understand it...if you try to give an analogy as to why we do something...to make it so they'll understand it without disrespecting their culture or religion.*

- 2. Corvallis is a highly educated, white community. There is no diversity in Corvallis** – perception that City government exists in a community where there is not a lot of diversity. Therefore, it would be difficult to hire a diverse workforce from Corvallis. So why is the City concerned about diversity? Also, a perception that a highly educated, white citizenry has a lot of input into City governance.

*Excerpts from the transcripts:*

*We have a very White staff, we live in a very White community, I'm not even sure there's that much economic diversity in this community relative to others...in Corvallis, there are a lot of well-to-do upper-middle-class White people...*

*...this is an expensive place to live and if you're talking about 90% White people, what's the lure for minorities to live here?*

*...this kind of study is driven by whether we have a diverse group ethnically vs. whether or not...we don't have – if you look at our stats in Corvallis – we aren't diverse.*

*I haven't really seen any changes that indicate Corvallis is becoming more diverse.*

3. **Limited understanding of what diversity is** – the perception that diversity is mostly diversity of thought, even though other cultural dimensions were mentioned. Participants rarely mentioned the word “race” in defining diversity and appeared uncomfortable in choosing words to define diversity.

*Excerpts from the transcripts:*

*It's almost like we're looking to put labels on things that don't much matter. I like the idea of diversity of thought.*

*Trying to understand defining cultural diversity...It seems that you are looking at just cultural diversity and I'd like to know how you define diversity.*

*I don't know that you necessarily have to have diversity based on skin color or race.*

*Diversity to me means just a variety of different things...it could be diversity in your socks or racial diversity....*

*Our Council is kind of diverse...Even though we don't have Colored, people of color, we have women, we have characters....*

4. **Diversity brings potential for conflict** – the perception that the greater the differences, the greater the possibility for conflict.

*Excerpts from the transcripts:*

*A diverse organization promotes conflict, just based on diversity.*

*You might have more conflict but it may not be as deep because you'll have the resources to resolve and work through it.*

*If you have actual diversity, the first and greatest conflict will be between people whose deeply held beliefs are opposed to each other...*

5. **No apprehensions about working with cultural differences** – the perception that there is nothing to worry about in working with culturally different others. This could imply a lack of experience working with cultural

groups other than one's own or it could imply an openness to issues of cultural complexity.

*Excerpts from the transcripts:*

*It's hard to have a worry about something that you really haven't had to deal with in the workplace. We're all White.*

*I don't personally have a lot of apprehensions or worries about working with people.*

6. ***Our group is already diverse*** – the perception that while there may not be ethnic diversity in the work group, the group is still diverse. While at first glance, this may be seen as a supportive dimension, the statements in the transcript imply a limited awareness of the impact of differences in values, beliefs and communication styles among racial, ethnic, and other cultural groups.

*Excerpts from the transcripts:*

*I think we currently have...a very diverse work group. They're predominately White males, they're all White males, ...but I've got people from different socioeconomic backgrounds, states, age groups, religious convictions to none at all....*

*We don't have a diversity in ethnicity, we do have a diverse group in a lot of ways – where we've come from, our experiences....*

**Organizational Diversity Climate Dimensions  
City of Corvallis**

<i>Supportive</i>	<i>Uncertain</i>	<i>Defensive</i>
Diversity adds more and different perspectives (84%)	Fear of offending someone or misunderstanding meaning in communication (71%)	Quota Anxiety (64%)
Like working with people (67%)	Corvallis is a highly educated, white community. There is no diversity in Corvallis (65%)	Not enough time, money, or people to do work (64%)
Diversity brings richness and a better product (56%)	Limited understanding of what diversity is (43%)	Language and Accent Barriers (58%)
Enjoy variety in my work (51%)	Diversity brings potential for conflict (31%)	We are all the same, just people (37%)
Need for Training (49%)	No apprehensions about working with cultural differences (29%)	Fear that diversity will not include me (23%)
City organizational culture supports diversity in sexual orientation (47%)	Our group is already diverse (24%)	Equates diversity with political correctness which "rubs me the wrong way" (26%)
A more diverse staff will serve the community better (41%)		
The need to recruit a more diverse staff (37%)		
The City is a good employer (30%)		

\* Percentages relate to the frequency of statements in the focus groups and interviews combined. Focus groups were given twice the weight of the interview to account for difference in group vs. individual responses.

*Figure 2 – Organizational Diversity Climate Dimensions*

## Dynamic Interplay of Supportive and Defensive Dimensions

When we consider the supportive and defensive climate dimensions from an overall perspective, we recognize that four of the supportive dimensions in interaction with four of the defensive dimensions move these dimensions into the uncertain category. For example, City employees believe that diversity adds more and different perspectives, and those perspectives may be lost if employees misunderstand the meanings of someone who is culturally different. If there is a language or accent barrier, then City employees cannot appreciate the richness that diversity brings. Hiring a more diverse staff may be considered suspect by those who are experiencing quota anxiety. Recruiting a more diverse staff will take a commitment of time, money, and people. Through this dynamic interplay, the four categories from the supportive and defensive columns move to the uncertain column. As you consider all of the dimensions, you may find others that interact with one another.

Diversity adds more and different perspectives	Fear of misunderstanding meaning in communication
Diversity brings richness and a better product	Language and Accent Barriers
A more diverse staff will serve the community better with	Quota Anxiety
We need to recruit a more diverse staff	Not enough time, money, or people to do work

Figure 3 – Dynamic Interplay of Climate Dimensions

These interactions result in five supportive dimensions, three defensive dimensions, and ten uncertain dimensions. There is an overall sense that the Organizational Diversity Climate is one of uncertainty, that is, a hesitancy to move forward. Insight into this hesitancy comes out of an examination of the Stage of Intercultural Sensitivity.

## Stage of Intercultural Sensitivity Development

### *The Path to Intercultural Competency*

The construct of intercultural sensitivity is based on the premise that everyone has a subjective culture, that is, a set pattern of beliefs, values, and behaviors that are maintained by a group. Differing groups, say a national, racial, or ethnic group, have differing subjective cultures. Intercultural sensitivity, as defined by Milton Bennett, is how we understand and experience intercultural differences at this cultural level.

The construct of intercultural sensitivity is about developing an ever increasing awareness of differences that affect communication among differing cultural groups. With an increase in intercultural sensitivity, the assumption is that a person's intercultural communication skills will also increase. The result is effective cross-cultural communication, the building blocks for a more inclusive organization.

We can see the path to intercultural competency as a developmental learning process. This implies that it is possible, for everyone who is willing, to take the steps forward to learn to become interculturally competent.

Underlying a person's intercultural sensitivity is the degree to which each has experienced difference and how ethnocentric the person is:

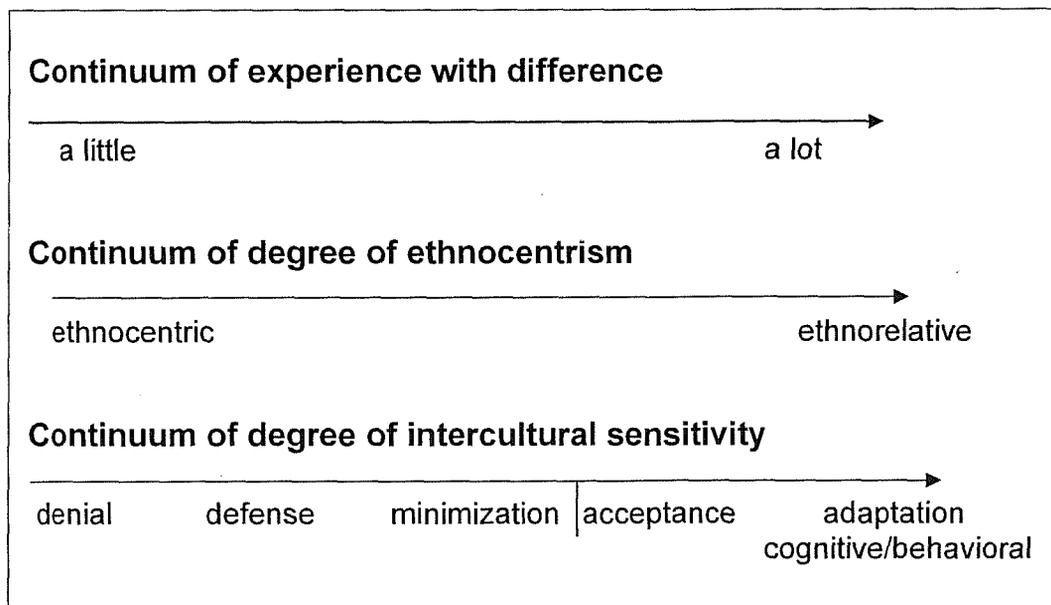


Figure 4 – Continuum of Differences

The three continuums in Figure 1 tend to parallel one another. The third continuum, the developmental model of intercultural sensitivity, is a continuum of development in a person's acknowledgment of difference. On one end of the continuum is "Ethnocentrism," which consists of three stages, --- **denial** (a lack of acknowledgment of difference), **defense** of one's personal reality as the one true reality, and **minimization** (a recognition of difference but with a greater importance perceived in our commonalities).

From "ethnocentrism", the continuum moves toward "ethnorelativism" which also has three stages- acceptance, cognitive and behavioral adaptation.

The **acceptance** stage focuses on an awareness of the integrity of all cultures which includes one's own.

- At the behavioral level of acceptance, an individual recognizes and respects differences for cultural variations in linguistics and communication style.
- At the value level, individuals in this stage recognize and respect differing values among cultural groups.

The next stage is **adaptation**, which consists of having competence in relating to people of differing cultures. It is an additive process, not a substitutive one: one does not give up one's own culture, but rather expands one's scope of awareness. This stage consists of cognitive and behavioral adaptation:

- Cognitive adaptation includes the skill of empathy which is defined as being able to take another person's cultural perspective.
- Behavioral adaptation includes pluralism, which is defined as having two or more frames of reference. People who are bicultural or multicultural have a pluralistic perspective.

There is no ideal place to be on the continuum; it is one way of understanding why people behave in the way that they do. (See *Figure 5 on page 19*). Even more, it is a guide for organizational change leaders. If a leader must balance challenge and support in moving employees to the next level of complexity in how we think about and act around cultural differences, this intercultural sensitivity model suggests how to accept employees where they are in relation to their attitudes toward difference. The model helps leaders know what the next steps are to help the employees increase awareness and to ultimately bring about intercultural competence. These steps will be discussed in more detail in the recommendations.

## Stages of Intercultural Sensitivity Development

**Denial** is the first ethnocentric stage in which a person does not have categories for differences or sets up barriers to create distance from the "other".

**What People Say:** Society would be better off if people kept to themselves.

**Defense** is an ethnocentric stage in which difference is seen as a threat. It protects privilege and the superiority of one's own culture. It includes negative stereotyping. It can also be a protection of one's own identity.

**What People Say:** People from other cultures are generally inferior compared to people from my culture.

**Minimization** is an ethnocentric stage in which it is believed that people are all the same. Cultural differences are seen as differences within the perspective of one human reality, and that reality is one's own reality.

**What People Say:** I am sick and tired of hearing all the time about what makes people different; we need to recognize that we are all human beings, after all.

**Acceptance** is an ethnorelative stage in which cultural differences are both acknowledged and respected.

**What People Say:** I am fascinated by differences between myself and people from other cultures.

**Cognitive Adaptation** is an ethnorelative stage in which an individual recognizes the value of having more than one cultural perspective. It is about empathy.

**What People Say:** When problems arise, I often analyze the problems from two or more cultural perspectives.

**Behavioral Adaptation** is an ethnorelative stage in which an individual is able to comfortably take on the behaviors of two or more cultures.

**What People Say:** I adapt my manner of communication with people depending on their cultural background.

*Based on a model by Milton Bennett and Mitchell Hammer*

*Figure 5– Stages of Intercultural Sensitivity Development*

## Findings of the Stage of Intercultural Sensitivity

After each focus group and interview, and after reviewing the transcripts, Amber and Ann categorized the statements made in each focus group and interview to determine the predominant stage of intercultural sensitivity.

We found no evidence of the Denial stage and almost no evidence of the Defense stage. The Minimization stage was clearly evident, characterized best by the statement "People are people, we are all the same." It is worth noticing that in the two focus groups that included participants who were not White, the statement that people are all the same was not made. Also, the three focus groups of departments (police, library, and parks) which currently serve the most diverse populations did not say that people are all the same. Nonetheless, there were other minimizing statements made by all of these focus groups.

There was some evidence of the Acceptance stage of difference and a few focus group members and interviewees made statements that would indicate the Adaptation stage of difference. Measuring an organization's intercultural sensitivity is not a simple task, because a person may be in acceptance or even adaptation around one dimension of diversity but in minimization or defense in regard to another dimension of diversity. For example, a person might be in acceptance and even adaptation with gender differences and at the same time be in defense or minimization with racial differences.

In this assessment, we found people rarely using the word "race." They would use other words such as "those statistics" or the "demographics." People appeared more comfortable saying "sexual orientation" than "race."

Other than comments that minimized differences, we also heard comments which suggested that the participants were unaware of their own culture. These statements were indicated by comments which included "those people" or "they're the ones who don't get it" which indicates that diversity is about others, not about me. Ultimately, any efforts made by individuals or the organization must address an awareness of the self as a person who has a cultural world view. Diversity, in essence, is about "us" not "them." There were some exceptions, in which reference was made to one's own culture. On five occasions, men mentioned their "White male lens" and one participant said, "What do twelve White guys know about diversity?"

Overall, the stage of Intercultural Sensitivity is likely to be one of minimization. The advantage of identifying the stage of intercultural sensitivity is that it gives clues about how to move the organization forward. We will discuss these in the recommendations.

## Audit of City Documents

We audited selected City documents for an indication of organizational culture. We looked for inclusive language, organizational values, and commitment to diversity. The following documents were reviewed:

1. Administrative Policies
  - Recruitment, Selection, Transfer, and Promotion of Employees
  - Position Classification
  - Flexible Schedules for City Employees
  - Employee Behavior Complaint Response Policy
  - Code of Ethics
  - *Prevention of Violence in the Workplace*
  - Anti-Harassment
  - Discrimination
  - Family Medical Leave
  - Respectful Work Environment
2. Employee Handbook
3. City Newsletters
4. City of Corvallis Information and Services Guide
5. Training documents
6. Corvallis Partnership for Diversity information

### Findings of the Audit

In reviewing the documents, it was evident that City policies were written to:

- Honor and respect each employee
- Provide effectiveness in the workplace
- Maintain the public trust
- Meet the needs of the citizenry
- Be carried out at the level of supervision closest to the employee
- Be reviewed and revised on a regular basis

Both the **Discrimination** and the **Respectful Work Environment** policies begin with the following statement:

*As "A Community that Honors Diversity," the City organization must promote tolerance in the workplace and a respectful work environment. It is the policy of the City of Corvallis that all employees, customers,*

*contractors, and visitors to the City's worksites enjoy a positive, respectful, and productive work environment.*

The "honoring diversity" statement indicates an organizational commitment to diversity. A commitment to diversity is an essential first step in effectively diversifying an organization.

Overall, the City documents reveal an organizational culture which is characteristic of dominant cultural values. For example, documents reflect the importance of "accomplishing or doing activities" which is reflective of a task-oriented culture as opposed to a relationship oriented culture.

It makes sense that the City organization culture currently reflects dominant cultural values because it exists within a state and national culture which currently reflects the dominant cultural values. We are not suggesting any specific changes in city documents, only an awareness that the culture has been built over time within a "White, male cultural lens."

## **Reflections and Suggestions for Changes in City Documents**

1. Continue to revisit and renew policies on a regular basis as a means of staying flexible and current with changing times. As the City increases its diversity, some of the policies will need adapting to the varying values of the new employees and customers. For example, in one focus group, one participant talked about a situation in which a City regulation forbade a culturally appropriate act of gratitude:

*We've had a few regulations where our City regulations conflict with cultural traditions. We're not supposed to take gratuities and we had a customer, years ago, would literally come in with hand trucks full of candy and coffee because that was his cultural belief...and he was truly offended if we didn't take it...weeks went by and eventually our supervisor said it was ok and it was trouble for each side to understand the other side.*

Right now, it may be difficult to know how to revise some policies, but as situations arise, and as employees learn more about culturally appropriate behaviors in other cultures, you will know how to rewrite your policies to be flexible enough to show respect across cultures. At the same time, you will know which practices are not acceptable in City government, such as accepting bribes to get work completed. At the same time you will also know that "mordidas" or bribes are acceptable in some cultures. In other words, you will be recreating your culture within the context of a greater

cultural awareness and a conscious choice about what is appropriate for City government.

2. Consider having the **Welcome to your City! Information Guide** translated into Spanish with information about employment with the City included. Distribute the brochure through existing networks within the Spanish-speaking communities in Corvallis. (A contact with the OSU Foreign Languages Department – Joseph Krause, 737-1508, could be made to seek a volunteer student to translate the brochure.)
3. Consider changing the language in City policies from “promoting tolerance” to “being respectful.” Tolerance implies that you will put up with the situation, whereas respect implies that you will regard the situation with honor.
4. Consider using pictures of a more diverse community in the City newsletter.
5. Continue to work with and strengthen the Corvallis Partnership for Diversity. The trainings that you have offered together have been excellent. Also be sure that all of the employees of color in the City are invited to attend the Social Gatherings (Corvallis’ version of Say, Hey!) that have begun in Corvallis. This is one way to provide support to the few employees of color that you currently have.

## Survey Results

To gain a broader insight of workplace climate and how employees felt about working within the City, we distributed a survey to full-time employees of color (N = 5) as well as seasonal and casual employees in the Parks and Recreation Department (N = 41). A total of 47 surveys were distributed of which 45 were returned, giving a response rate of 95%. There were approximately 100 seasonal and casual City employees this past summer. Thus, we surveyed approximately 45% of this summer's seasonal and casual employees. Sample copies of the surveys can be found in the Appendix.

Of those who filled out and returned the climate surveys, 57.8% (N = 26) were male, 33.3% (N = 15) were female, 2.2% (N = 1) were transgender and 6.7% (N = 3) failed to indicate a gender. The majority of survey respondents were heterosexual (95.6%, N = 43), with bisexual and uncertain individuals being 2.2% (N = 1) each.

Gender of Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	26	57.8	57.8	57.8
	female	15	33.3	33.3	91.1
	transgender	1	2.2	2.2	93.3
	decline to respond	3	6.7	6.7	100.0
	Total	45	100.0	100.0	

Table 2 – Survey Respondents by Gender

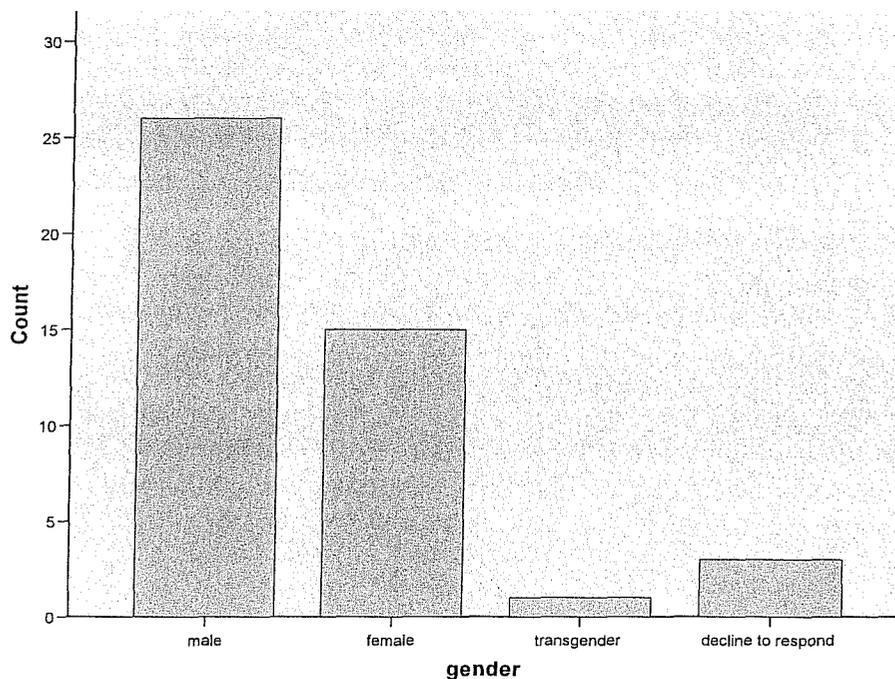


Figure 6 - Survey Respondents by Gender

The most prevalent age group of respondents was 22 and under (48.9%, N = 22), followed by 33-52 years of age (31.2%, N = 14), 53 years of age and older (11.1%, N = 5) and 23- 32 years of age (8.9%, N = 4).

Age of Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22 and under	22	48.9	48.9	48.9
	23- 32 years	4	8.9	8.9	57.8
	33- 42 years	7	15.6	15.6	73.3
	43- 52 years	7	15.6	15.6	88.9
	53 and over	5	11.1	11.1	100.0
	Total	45	100.0	100.0	

Table 3 – Survey Respondents by Age

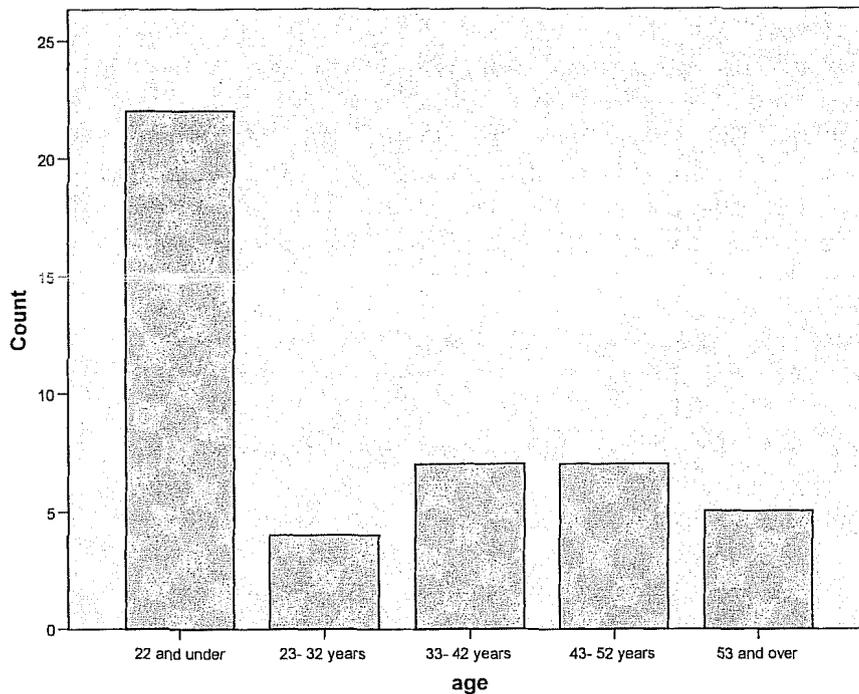


Figure 7 – Survey Respondents by Age

Almost fifty-six percent (N = 25) of the respondents identified themselves as White/Caucasian, followed by 22.2% (N = 10) either not indicating a race or identifying with all/any race(s), 8.9% (N = 4) identified themselves as Asian American/Pacific Islander, and 4.4% (N = 2) identifying as African American/Black, Latino/Hispanic and Native American each.

Race/Ethnicity of Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White/Anglo/Caucasian	25	55.6	55.6	55.6
	African American/Black/African	2	4.4	4.4	60.0
	Asian/Asian American/Pacific Islander	4	8.9	8.9	68.9
	Latino/Hispanic	2	4.4	4.4	73.3
	Native American	2	4.4	4.4	77.8
	Decline to Respond/Other/Identify with All/Any	10	22.2	22.2	100.0
	Total	45	100.0	100.0	

Table 4 – Survey Respondents by Race/Ethnicity

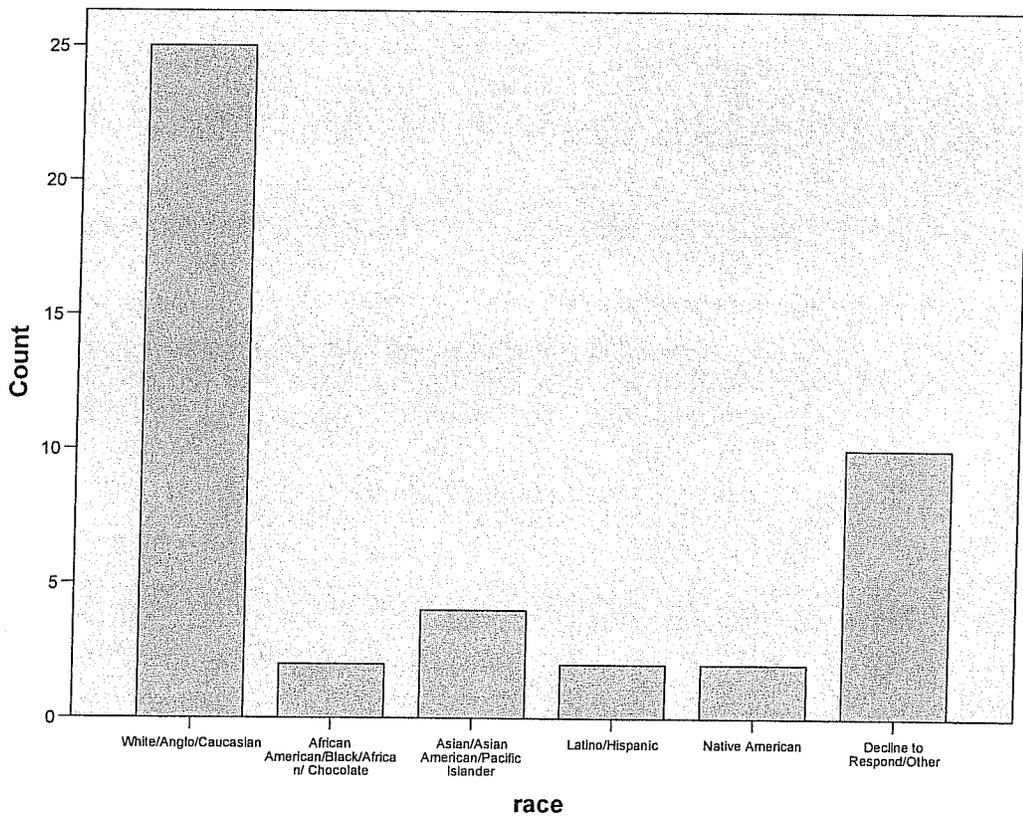


Figure 8 – Survey Respondents by Race/Ethnicity

Seasonal employees (N = 27) made up 60% of the respondents, casual employees (N = 11) were 24.4% of respondents, full-time employees (N = 4) were 8.9% and employees who did not respond to that item made up 6.7% (N = 3). No respondent indicated part-time employment.

Respondent's Type of Employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	seasonal	27	60.0	60.0	60.0
	casual	11	24.4	24.4	84.4
	full-time	4	8.9	8.9	93.3
	decline to respond	3	6.7	6.7	100.0
	*Total	45	100.0	100.0	

\*No respondent identified self as a part-time employee

Table 5 – Survey Respondents by Type of Employment

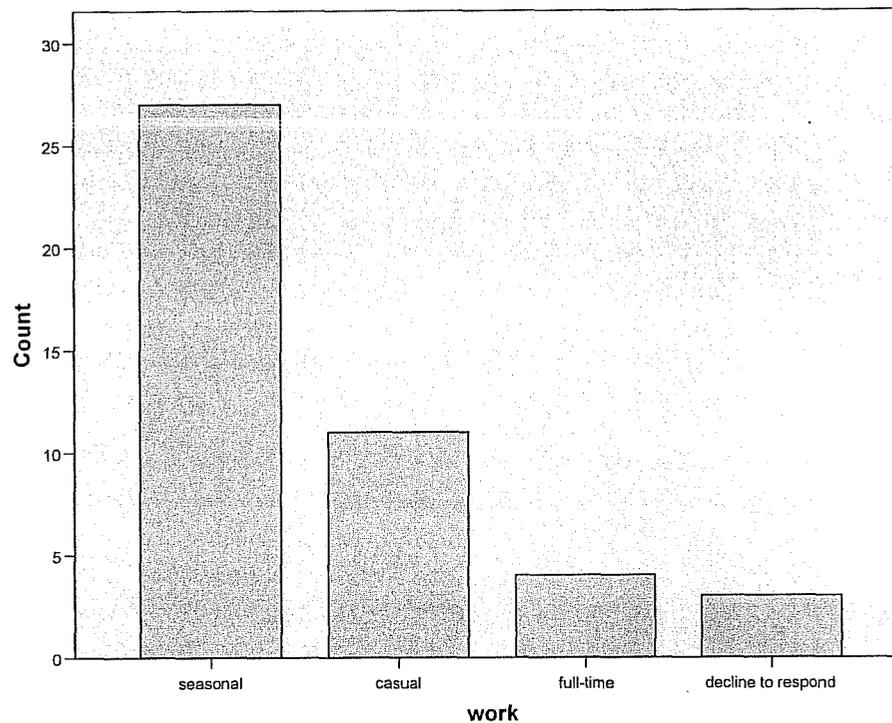


Figure 9 – Survey Respondents by Type of Employment

Overall, the survey results were positive. The majority of the responses to all the survey questions were either agree (response of 4.0) or strongly agree (response of 5.0). The response to question 3 ("I feel my Supervisor respects me") was overwhelming positive with 82.2% (N = 37) of the total respondents indicating they either agreed or strongly agreed with the statement. When broken

down by gender, age, racial, and work type groups, there is not much variation. See the tables in the Appendix.

Seventy-three and one-half percent (N = 33) of the total respondent population either agreed or strongly agreed that they felt the “City of Corvallis is a great place to work.”

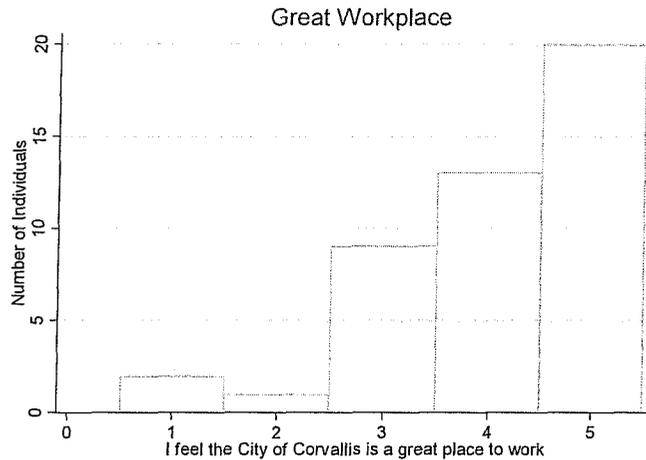


Figure 10- City of Corvallis is a Great Place to Work  
(Scale: 5-strongly agree; 4-agree; 3 slightly agree; 2 disagree; 1 strongly disagree)

Seventy-three percent of both males (N = 19) and females (N = 11) responded this way; whereas, the transgendered individual disagreed with this statement. When looking at this information based on age, we found that 13.6% of employees 22 and under disagreed or strongly disagreed with the statement while nearly 95% of all other age groups either agreed or strongly agreed. Eleven percent of seasonal workers disagreed or strongly disagreed with the statement while 45.5% of causal employees and 75% of full-time employees either agreed or strongly agreed. With regards to race, 76% of White employees, 50% of African American employees, 50% of Asian American employees and 100% of both Latino/Hispanic and Native American employees either agreed or strongly agreed that the City of Corvallis was a great work place.

More than 70% of respondents (75.6%, N = 34), either agreed or strongly agreed that they felt their work is appreciated.

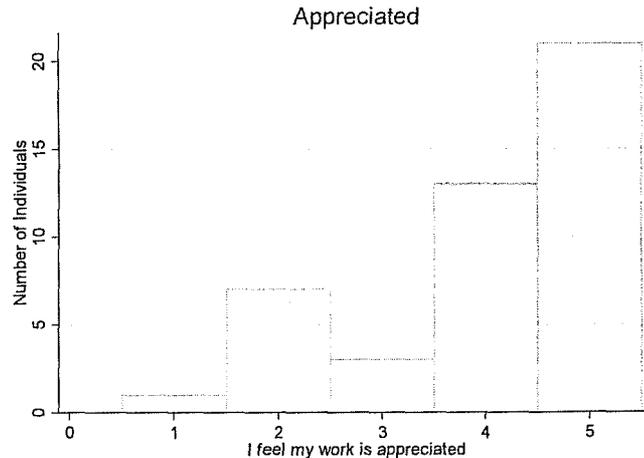


Figure 11- I feel my work is appreciated  
(Scale: 5-strongly agree; 4-agree; 3 slightly agree; 2 disagree; 1strongly disagree)

Seventy-seven percent of males and 73.3% of females felt this way, while the transgendered individual did not; more than 70% of each age group either agreed or strongly agreed with the statement; 88.% of seasonal employees, 54.5% of casual employees and 75% of full-time employees either agreed or strongly agreed; and 76% of White employees either agreed or strongly agreed (16% either disagreed or strongly disagreed), 50% of African American employees either agreed or strongly agreed (50% disagreed or strongly disagreed), 50% of Asian American employees agreed (25% disagreed or strongly disagreed) and 100% of both Latino/Hispanic and Native American employees either agreed or strongly agreed with the statement.

The question with the most variation was the final question regarding whether the respondents thought the City of Corvallis would be a great place to work as a permanent employee. Sixty-four percent of respondents either agreed or strongly agreed with the statement while 28.9% (N = 13) either disagreed or strongly disagreed with the statement. Casual employee respondents, however, had the greatest disagreement for this statement with 63.6% (N = 7) indicating they disagreed or strongly disagreed that the City would be a great place to become a permanent employee whereas 22.2% (N = 6) and 0% of seasonal employees and full-time employees, respectively, disagreed or strongly disagreed with the statement. Fifty-eight percent (N = 15) of males and 73.3% (N = 11) of females either agreed or strongly agreed while 30.7% (N = 8) of males, 20% (N = 3) of females and 100% (N = 1) of transgendered individuals either disagreed or strongly disagreed. Fifty percent of employees in the 22 years and

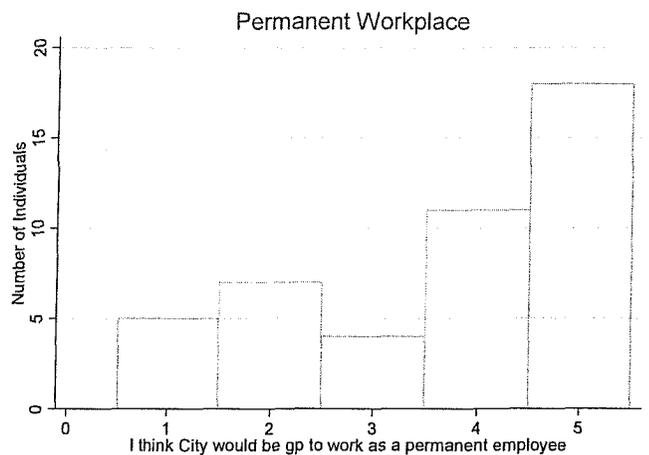


Figure 12- City as a permanent workplace  
 (Scale: 5-strongly agree; 4-agree; 3 slightly agree; 2 disagree; 1 strongly disagree)

under age group and 53 year and older age group either agreed or strongly agreed (50% of both groups disagreed or strongly disagreed). Among White employees, 60% either agreed or strongly agreed with the statement, whereas 32% disagreed or strongly disagreed; 50% of African Americans strongly agreed while 50% were uncertain (a circled response of both disagree and slightly agree); 50% of Asian American employees either agreed or strongly agreed. (50% disagreed or strongly disagreed) and 100% of Latino/Hispanic and Native American employees either agreed or strongly agreed with the statement.

All other questions received favorable responses as well with at least 60% (N = 27) of respondents agreeing or strongly agreeing with the statements. Though overall the responses were positive, when breaking down these questions by groups (age, gender, race, sexual orientation and work-type) we find disparate perceptions. For example, the transgendered individual responded as either agreeing or strongly agreeing with only 2 statements (“My own work is recognized” and “My Supervisor is committed to making the work environment free of offensive behavior”) and uncertain to 1 statement (“I think that the City of Corvallis would be a great place to work as a permanent employee). The uncertain individual responded affirmatively to 2 statements (“I feel that my work is recognized” and “My supervisor is committed to making the work environment free of offensive behavior”) and uncertain to 1 statement (“I think that the City would be a great place for me to work as a permanent employee”). The bisexual individual responded positively to all eight statements.

With regards to age group, 60% of respondents 53 years and older either “slightly” agreed with question 6 (“I am respected by my co-workers), whereas

14.3% of employees 43-52 years, 18.2% of employees 22 years and under and 0% employees 23-43 years old felt similarly.

Of Seasonal employee respondents, 14.8% either disagreed or strongly disagreed with statement 2 (“I feel respected as a City employee) and 18.5% slightly agreed with the statement. Likewise, 9% (N = 1) of casual employees respondents disagreed with the statement and 54.5% slightly agreed. Exactly 36.4% of casual employee respondents and 7.4% of seasonal employee respondents disagreed or strongly disagreed with statement 5 (“My own work will lead to recognition as a good performer”). All full-time employee respondents agreed or strongly agreed with that statement.

Finally, with regards to race, 50% of the African American respondents disagreed with statements 1 (“I feel that the City of Corvallis is a great place to work”), 2 (“I feel respected as a City employee”), 3 (“My supervisor treats me with respect”) and 4 (“I feel that my work is appreciated”); 25% of Asian American respondents disagreed with statements 4 (“I feel that my work is appreciated”) and 7 (“My supervisor is committed to ensure the work environment is free of offensive behavior”) and 50% disagreed or strongly disagreed with statement 8 (“I feel that the City would be a great place to work as a permanent employee”). All of the Native American and Latino/Hispanic respondents either agreed or strongly agreed with all statements. *Cross tabulated data and graphs can be found in Appendix.*

Overall, the survey responses indicate that City of Corvallis employees (full-time, seasonal and casual) have a positive perception of working as City employees. However, when looking at the data broken down by groups (race, age, sexual orientation, work type and gender), different findings do arise. Employees of color (particularly African American and Asian American employees), seasonal employees, transgendered employees, employees who are uncertain about their sexual orientation and employees 22 years and under and 53 years and over had the least positive perceptions about working within City.

### **Limitations of Survey Sample**

We administered the survey late in the season and many employees had already completed their employment with the city. Thus, we missed the opportunity to survey a more diverse group. Because of the varying schedules of the employees, we left the survey with a supervisor for employees to complete when they came in for their shift. Thus, we do not know the conditions under which employees completed the survey which raises questions of confidentiality and validity. Also, there is such a small number of full-time Employees of Color, that maintaining confidentiality is a challenge. Finally, there were no employees who identified as part-time or homosexual in our survey sample.

## Overall Assessment Discussion and Recommendations

There is always a risk in conducting focus groups and interviews that people will tell you what they think you want to hear rather than letting you know exactly what they think and feel. We were reminded of this after one focus group. One participant had talked very positively about diversity. After the focus group, we were putting away the equipment when this participant returned to ask Amber if she was the “token” Black person that the City hired to do this diversity work. Ann was not asked if she was the “token” White person hired by the City.

While we admire this participant for saying what was on her mind, how she said it was hurtful. Her assumptions were degrading to Amber and to the City. We do not think she knew the impact of those few words.

Thus, our conclusions are based on what we heard, fully recognizing there may be more that we did not hear.

The City employees are a part of a predominantly White organization. While some employees have grown up in much more culturally diverse communities, others have had very limited experience with people from cultural groups other than their own. Everyone is doing the best they know how, given their life experiences. With this in mind, we offer the following recommendations to move the City organization towards greater pluralism:

1. Capitalize on the supportive climate dimensions to develop strategies for moving the underlying perceptions in the defensive and uncertain dimensions towards a more supportive climate. We can discuss ways to do this in the action planning process.
2. Develop a realistic multi-year diversity action plan which includes
  - An innovative recruitment strategy
  - An all-staff development plan which focuses on developing intercultural competency skills to move from minimization towards acceptance and adaptation. (See the Path to Intercultural Competency in the Appendix).
  - Provide cross-cultural conflict management training for managers, after initial staff development is completed
  - Strategies for how to legitimize new more culturally diverse staff into the work group
3. Establish an annual diversity award to acknowledge work that departments and individuals are doing. Recognize positive behaviors and programs which respect and support cultural diversity. Involve City staff in identifying these positive examples. Current examples found in the focus groups and interviews include:
  - Library's efforts to give library cards to homeless persons; teach staff Spanish and encourage them to practice with patrons,

- provide intergenerational learning, and be a haven for children who come from dysfunctional families.
- Planning's willingness to change a person's house number because the number they had was unlucky.
  - The Police, who did not enter a home with their shoes on, when they were asked to take off their shoes before entering the home. Instead, they conducted their business outside.
4. Have a leadership discussion about what constitutes an ideal diverse organization. See the appendix for ideas which came from the focus groups and interviews.
  5. Increase the number of staff who can speak Spanish.
  6. Occasionally, have cross department meetings so that employees understand the work and issues that other departments are facing. This will lessen the "us and them" attitude that we heard in a few of the focus groups.
  7. Encourage top City leaders to notice and acknowledge staff for serving a broader range of citizenry.
  8. Ensure that all staff of color are invited and encouraged to attend the new Corvallis Meet and Greet functions (The Corvallis version of Say, Hey!) to provide support to them as a group. Or provide opportunities for staff of color to get together among themselves for support in working in a predominately White organization.
  9. Continue working with and strengthen the Corvallis Partnership for Diversity.

### **About the Consultants**

As consultants, we understand that this report is filtered through our own cultural lenses. We have done our best to be objective, and yet we know there is no such thing as pure objectivity. With this in mind, we share a little about our own cultural background. Amber Wilburn is an African-American woman from Los Angeles. She has a master's degree in Public Health and is currently an OSU Doctoral student in Public Health. Amber worked on this project as an OSU PROMISE Intern for the City. She will continue to work on this project as a part of her doctoral work.

Ann Schauber is a White woman who currently lives in Corvallis and is originally from the East Coast. She has a doctorate in Intercultural Communication and Organizational Change. She is retired from Oregon State University Extension Service and is currently working with Caracolores, LLC, a diversity consulting business.

## **List of Appendices**

1. The Path to Intercultural Competency
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## Appendix 1: The Path to Intercultural Competency

The steps to learning how to become interculturally competent include:

1. See your own culture.
2. See and accept cultural difference as valid.
3. Know how to think about cultural difference.
4. Know how to interact in a mutually adaptable manner with culturally different others.

**Skills which those in *minimization* are ready to learn:**

- Cultural self awareness
- Expanding their sense of perception
- Cultural general information
- Learning how to be open-minded and non-judgmental when they are interacting with others
- Developing their listening skills

**Skills which those in *acceptance* are ready to learn:**

- Cultural specific information
- Deepening cultural self awareness
- Learning how to shift one's frame of reference so as to respect the other's values and beliefs, to be flexible in thinking about issues (to see from more than one context), and to become more comfortable with ambiguity
- Developing intercultural empathy

How leaders **support** those who are in **minimization**:

- Recognize that they will be very positive, nice, agreeable and want everyone to just get along. They think that there is one universal way that we can all live together in harmony. Without realizing it, they define that one universal way as the way **they** see the world, as the right way for everyone. They generally accept institutionalized privilege.
- Emphasize cultural self-awareness and how our perceptions can be limiting. They need to develop categories and frameworks for seeing differences.
- Open their curiosity to want to know more about groups who are different from their own cultural group.

How leaders **support** those who are in **acceptance**:

- Recognize that they will have a sense of self as a person with a culture, and they will be curious to learn about other cultures. They want to know what to do when interacting with other cultural groups. They tend to avoid exercising power in affecting institutionalized system change because they don't know what to do.
- Present cultural specific information including value differences.
- Help them begin to learn to shift their frame of reference depending upon the situation.
- Provide opportunities for them to experience difference.

## Appendix 2: Definition of Terms

**Assimilation** – a process of being absorbed into a culture; usually refers to minority or immigrant groups becoming part of the mainstream society.

**Bicultural** – people who were born into, or who have acquired, two different cultural identities and who can successfully switch back and forth between them, both in their thinking and their actions.

**Class** – a group within a society that shares a common socioeconomic background and thus tends to share common tastes, behaviors, and aspirations.

**Culture** – a complex system of learned beliefs, attitudes, perceptions, and customs which, when shared, make a group of people unique. Culture determines how things are done within a given group. It is rooted in tradition.

**Diversity** – the range of different cultures present in a given group or organization.

**Empathy** – the ability to put oneself in another's position, to relate to another's feelings and point of view; recognized as a key skill for effective intercultural communication.

**Equality** – the state of having the same capability, quantity, effect, or value as another; having the same privileges, status, or rights.

**Ethnic** – of or pertaining to a recognized group of people based on certain distinctive characteristics such as religion, language, ancestry, culture, or national origin.

**Ethnicity** – the characteristic of belonging to a particular ethnic group.

**Ethnocentrism** – a belief in the inherent superiority and naturalness of one's own culture over all other cultures.

**Ethnorelativism** – a belief that differences in beliefs, attitudes, perceptions, value systems and behavioral norms are legitimate, non-threatening, and to be respected.

**Gender** – a person's psychological and emotional identity as a male or female. One is born with a sex but raised with a gender.

**Inclusion** – the act of involving and welcoming "others" with respect as part of a group.

**Institutionalized racism, sexism, homophobia, etc.** – a form of discrimination built into the structure of an entire society such that certain groups are advantaged over others.

**Intercultural communication** – communication among people of different cultural backgrounds by both verbal and nonverbal means.

**Mainstream culture, dominant culture** – the cultural group possessing sufficient economic and political power to determine the nature and direction of a given society. Usually the dominant culture is the one in the numerical majority, e.g., white European Americans in the United States.

**Minority** – refers to a group of people in the numerical minority as well as a group with less power in a society. Minority implies “lesser” or “subordinate”.

**Multiculturalism or cultural pluralism** – an ideal in which diverse groups in a society coexist amicably while each maintains its own cultural identity.

**Oppression** – the systematic and pervasive mistreatment of individuals on the basis of their membership in various groups which have been disadvantaged by the institutionalized imbalances in a social power in a particular society.

**People of Color** – refers to nonWhites, especially Americans who are of African, Native, Hispanic, and Asian descent, and emphasizes their solidarity. Term gained popularity in the 1980s.

**Prejudice** – a precedent or a judgment based on previous decisions and experiences with little or no regard to the current situation.

**Race** – a term used to classify people into broad groups according to inherited physical characteristics, e.g., Mongoloid, Caucasian, and Negroid races. The term is widely used and has sociological and historical usefulness, but anthropologists and scientists generally agree that the term has no scientific validity and that there are no clear-cut distinctions among races.

**Racism** – attitudes, actions, or institutional practices backed up by institutional power; which subordinates people because of their color.

**Sexual orientation** – one’s sexual inclinations; usually preferred by homosexuals to sexual preference, since the latter indicates there is choice, whereas many gays and lesbians believe they were born homosexual.

**Stereotype** – an oversimplified, generalized image describing all individuals in a group as having the same characteristics, i.e., appearance, behaviors, beliefs, and/or values. The image usually represents an exaggeration of that characteristic, one that people from that group would not hold as true.

### **Appendix 3: City of Corvallis as an Ideal Diverse Organization**

The focus group and interview question: "What constitutes an ideal diverse organization?" drew reflective responses. These responses might be considered in organizationally determining what the City of Corvallis would be as a culturally diverse organization. We have compiled most of the responses below.

#### ***What participants said***

- ▶ Can't go by quotas, but hire to bring some diversity which represents the regional community.
- ▶ Reflects the various diversities within your general population; a welcoming place to work; contributions are valued; focused on doing a good job and not on ambient unpleasantness.
- ▶ Hire the best people with an eye to diversify the organization along protected class lines.
- ▶ Ideas could float to the surface and be honored; that is difficult.
- ▶ Process that encourages people to put out different ways of doing stuff; have flexible hours; safe office environment for everyone.
- ▶ Represent the community; have outlets for people to discuss issues.
- ▶ No barriers of access for all community members; treated fairly.
- ▶ Diversity is transparent; foster people to grow.
- ▶ Ability to capitalize on different perspectives and put them to use to achieve goals.
- ▶ Would have some people of color; different religions and other differing cultures; people would feel comfortable bringing elements of who they are to work.
- ▶ Mature enough to accept viewpoints of all of its members and recognize that all viewpoints does not mean agreement.
- ▶ As diverse as the population at large.
- ▶ Cohesive workforce which is respectful of one another; people are happy; differences are appreciated; conversations can be had without people jumping to conclusions.
- ▶ A goal you will never meet.
- ▶ Don't have to have diversity based on skin color or race; everyone brings something different to the table.
- ▶ Reflects the population of the City.
- ▶ Shouldn't see any differences in color or religion; shouldn't matter; see people as people.
- ▶ You don't even talk about it; anything outside of performance, ethical character and behavior doesn't matter.
- ▶ Approximately mirror the population; you'd have a better and more confident staff; one able to recognize needs of the community and meet those needs.
- ▶ One that doesn't think about it's diversity.
- ▶ Don't know.
- ▶ The Corvallis Police Department.
- ▶ People are people; should take care of itself.

## Appendix 4: Survey Responses – Cross tabulated

### A. Gender based responses:

#### a. Feeling that the City of Corvallis is a Great Workplace\*

		Great workplace						Total Count
		1.0	2.0	3.0	4.0	4.5	5.0	
gender	male	1	0	6	8	0	11	26
	female	1	0	3	5	0	6	15
	transgender	0	1	0	0	0	0	1
	decline to respond	0	0	0	0	1	2	3
Total		2	1	9	13	1	19	45

#### b. Feeling of being respected as a City employee

		Respected					Total Count
		1.0	2.0	3.0	4.0	5.0	
gender	male	1	2	5	7	11	26
	female	1	1	6	1	6	15
	transgender	0	1	0	0	0	1
	decline to respond	0	0	0	2	1	3
Total		2	4	11	10	18	45

#### c. Feeling that Supervisor respects employee

		Supervisor Respect						Total Count
		1.0	2.0	3.0	3.5	4.0	5.0	
gender	male	3	0	1	0	7	15	26
	female	0	0	2	1	2	10	15
	transgender	0	1	0	0	0	0	1
	decline to respond	0	0	0	0	0	3	3
Total		3	1	3	1	9	28	45

**d. Feeling that one is appreciated**

		appreciate					Total Count
		1.0	2.0	3.0	4.0	5.0	
gender	male	1	2	3	5	15	26
	female	0	4	0	5	6	15
	transgender	0	1	0	0	0	1
	decline to respond	0	0	0	3	0	3
Total		1	7	3	13	21	45

**e. Feeling that one's work is recognized**

		recognized						Total Count
		1.0	2.0	3.0	4.0	4.5	5.0	
gender	male	1	2	4	7	0	12	26
	female	1	2	1	6	0	5	15
	transgender	0	0	0	0	1	0	1
	decline to respond	0	0	1	2	0	0	3
Total		2	4	6	15	1	17	45

**f. Feeling that one is respected by Co-workers**

		respect					Total Count
		2.0	3.0	3.5	4.0	5.0	
gender	male	1	5	0	8	12	26
	female	0	1	1	6	7	15
	transgender	0	1	0	0	0	1
	decline to respond	0	0	0	3	0	3
Total		1	7	1	17	19	45

**g. Feeling that Supervisor is committed to making the work environment free of offensive behavior**

		Offensive Behavior						Total Count
		1.0	2.0	3.0	3.5	4.0	5.0	
gender	male	2	0	4	0	8	11	25
	female	0	1	1	1	5	7	15
	transgender	0	0	0	0	1	0	1
	decline to respond	0	0	0	0	2	1	3
Total		2	1	5	1	16	19	44

**h. Feeling that the City of Corvallis would be a great place to work as a permanent employee**

		Permanent Employee						Total Count	
		1.0	1.5	2.0	2.5	3.0	4.0		5.0
gender	male	3	0	5	0	3	3	12	26
	female	2	1	1	0	0	5	6	15
	transgender	0	0	0	1	0	0	0	1
	decline to respond	0	0	0	0	0	3	0	3
Total		5	1	6	1	3	11	18	45

**B. Age based responses:**

**a. Feeling that the City of Corvallis is a Great Workplace**

		Great Workplace						Total Count
		1.0	2.0	3.0	4.0	4.5	5.0	
age	22 and under	2	1	4	5	1	9	22
	23- 32 years	0	0	1	1	0	2	4
	33- 42 years	0	0	1	2	0	4	7
	43- 52 years	0	0	0	3	0	4	7
	53 and over	0	0	3	2	0	0	5
Total		2	1	9	13	1	19	45

**b. Feeling of being respected as a City employee**

		respected					Total Count
		1.0	2.0	3.0	4.0	5.0	
age	22 and under	2	1	6	6	7	22
	23- 32 years	0	0	1	1	2	4
	33- 42 years	0	1	2	0	4	7
	43- 52 years	0	0	0	3	4	7
	53 and over	0	2	2	0	1	5
Total		2	4	11	10	18	45

**c. Feeling that Supervisor respects employee**

		Supervisor Respect						Total Count
		1.0	2.0	3.0	3.5	4.0	5.0	
age	22 and under	1	1	2	1	3	14	22
	23- 32 years	1	0	0	0	2	1	4
	33- 42 years	0	0	1	0	1	5	7
	43- 52 years	0	0	0	0	1	6	7
	53 and over	1	0	0	0	2	2	5
Total		3	1	3	1	9	28	45

**d. Feeling that one is appreciated**

		appreciate					Total Count
		1.0	2.0	3.0	4.0	5.0	
age	22 and under	1	3	1	10	7	22
	23- 32 years	0	1	0	1	2	4
	33- 42 years	0	2	0	1	4	7
	43- 52 years	0	0	1	0	6	7
	53 and over	0	1	1	1	2	5
Total		1	7	3	13	21	45

**e. Feeling that one's work is recognized**

		recognized					Total	
		1.0	2.0	3.0	4.0	4.5		5.0
age	22 and under	2	1	4	10	1	4	22
	23- 32 years	0	1	0	1	0	2	4
	33- 42 years	0	1	0	1	0	5	7
	43- 52 years	0	0	0	2	0	5	7
	53 and over	0	1	2	1	0	1	5
Total		2	4	6	15	1	17	45

**f. Feeling that one is respected by Co-workers**

		respect					Total
		2.0	3.0	3.5	4.0	5.0	
age	22 and under	1	3	1	12	5	22
	23- 32 years	0	0	0	1	3	4
	33- 42 years	0	0	0	1	6	7
	43- 52 years	0	1	0	2	4	7
	53 and over	0	3	0	1	1	5
Total		1	7	1	17	19	45

**g. Feeling that Supervisor is committed to making the work environment free of offensive behavior**

		Offensive Behavior					Total	
		1.0	2.0	3.0	3.5	4.0		5.0
age	22 and under	1	0	4	1	9	6	21
	23- 32 years	1	0	0	0	1	2	4
	33- 42 years	0	1	0	0	1	5	7
	43- 52 years	0	0	0	0	3	4	7
	53 and over	0	0	1	0	2	2	5
Total		2	1	5	1	16	19	44

**h. Feeling that the City of Corvallis would be a great place to work as a permanent employee**

		Permanent Employee						Total	
		1.0	1.5	2.0	2.5	3.0	4.0		5.0
age	22 and under	4	1	5	1	0	7	4	22
	23- 32 years	1	0	0	0	0	1	2	4
	33- 42 years	0	0	0	0	0	3	4	7
	43- 52 years	0	0	0	0	0	0	7	7
	53 and over	0	0	1	0	3	0	1	5
Total		5	1	6	1	3	11	18	45

**C. Work Group based Responses:**

**a. Feeling that the City of Corvallis is a Great Workplace**

		Great Workplace						Total
		1.0	2.0	3.0	4.0	4.5	5.0	
work	seasonal	2	1	2	10	1	11	27
	casual	0	0	6	3	0	2	11
	full-time	0	0	1	0	0	3	4
	decline to respond	0	0	0	0	0	3	3
Total		2	1	9	13	1	19	45

**b. Feeling of being respected as a City employee**

		respected					Total
		1.0	2.0	3.0	4.0	5.0	
work	seasonal	2	2	5	8	10	27
	casual	0	1	6	2	2	11
	full-time	0	1	0	0	3	4
	decline to respond	0	0	0	0	3	3
Total		2	4	11	10	18	45

**c. Feeling that Supervisor respects employee**

		Supervisor respect					Total	
		1.0	2.0	3.0	3.5	4.0		5.0
work	seasonal	2	1	1	0	5	18	27
	casual	1	0	1	1	4	4	11
	full-time	0	0	1	0	0	3	4
	decline to respond	0	0	0	0	0	3	3
Total		3	1	3	1	9	28	45

**d. Feeling that one's work is appreciated**

		appreciate				Total	
		1.0	2.0	3.0	4.0		5.0
work	seasonal	1	3	1	9	13	27
	casual	0	3	2	3	3	11
	full-time	0	1	0	0	3	4
	decline to respond	0	0	0	1	2	3
Total		1	7	3	13	21	45

**e. Feeling that one's work is recognized**

		recognized					Total	
		1.0	2.0	3.0	4.0	4.5		5.0
work	seasonal	1	1	5	9	1	10	27
	casual	1	3	1	3	0	3	11
	full-time	0	0	0	2	0	2	4
	decline to respond	0	0	0	1	0	2	3
Total		2	4	6	15	1	17	45

**f. Feeling that one is respected by Co-workers**

		respect					Total
		2.0	3.0	3.5	4.0	5.0	
work	seasonal	1	5	0	12	9	27
	casual	0	2	0	5	4	11
	full-time	0	0	0	0	4	4
	decline to respond	0	0	1	0	2	3
Total		1	7	1	17	19	45

**g. Feeling that Supervisor is committed to making the work environment free of offensive behavior**

		Offensive behavior						Total
		1.0	2.0	3.0	3.5	4.0	5.0	
work	seasonal	1	0	4	0	12	10	27
	casual	1	0	1	1	4	3	10
	full-time	0	1	0	0	0	3	4
	decline to respond	0	0	0	0	0	3	3
Total		2	1	5	1	16	19	44

**h. Feeling that the City of Corvallis would be a great place to work as a permanent employee**

		Permanent employee							Total
		1.0	1.5	2.0	2.5	3.0	4.0	5.0	
work	seasonal	3	0	2	1	2	7	12	27
	casual	2	1	4	0	1	2	1	11
	full-time	0	0	0	0	0	1	3	4
	decline to respond	0	0	0	0	0	1	2	3
Total		5	1	6	1	3	11	18	45

**D. Race-based responses:**

**a. Feeling that the City of Corvallis is a Great Workplace**

		Great Workplace						Total
		1.0	2.0	3.0	4.0	4.5	5.0	
race	White/Anglo/Caucasian	2	0	4	9	0	10	25
	African American/Black/African/Chocolate	0	1	0	0	0	1	2
	Asian/Asian American/Pacific Islander	0	0	2	0	0	2	4
	Latino/Hispanic	0	0	0	1	0	1	2
	Native American	0	0	0	1	0	1	2
	Decline to Respond/Other	0	0	3	2	1	4	10
Total		2	1	9	13	1	19	45

**b. Feeling of being respected as a City employee**

		respected					Total
		1.0	2.0	3.0	4.0	5.0	
race	White/Anglo/Caucasian	2	2	6	5	10	25
	African American/Black/African/Chocolate	0	1	0	0	1	2
	Asian/Asian American/Pacific Islander	0	1	1	1	1	4
	Latino/Hispanic	0	0	1	0	1	2
	Native American	0	0	0	1	1	2
	Decline to Respond/Other	0	0	3	3	4	10
Total		2	4	11	10	18	45

**c. Feeling that Supervisor respects employee**

		Supervisor respect						Total
		1.0	2.0	3.0	3.5	4.0	5.0	
race	White/Anglo/Caucasian	2	0	2	1	5	15	25
	African American/Black/African/Chocolate	0	1	0	0	0	1	2
	Asian/Asian American/Pacific Islander	0	0	1	0	1	2	4
	Latino/Hispanic	0	0	0	0	0	2	2
	Native American	0	0	0	0	0	2	2
	Decline to Respond/Other	1	0	0	0	3	6	10
Total		3	1	3	1	9	28	45

**d. Feeling that one's work is appreciated**

		Appreciated work					Total
		1.0	2.0	3.0	4.0	5.0	
race	White/Anglo/Caucasian	1	3	2	9	10	25
	African American/Black/African/Chocolate	0	1	0	0	1	2
	Asian/Asian American/Pacific Islander	0	1	1	0	2	4
	Latino/Hispanic	0	0	0	1	1	2
	Native American	0	0	0	0	2	2
	Decline to Respond/Other	0	2	0	3	5	10
Total		1	7	3	13	21	45

**e. Feeling that one's work is recognized**

		recognized						Total
		1.0	2.0	3.0	4.0	4.5	5.0	
race	White/Anglo/Caucasian	1	3	3	12	0	6	25
	African American/Black/African/Chocolate	0	0	0	1	1	0	2
	Asian/Asian American/Pacific Islander	0	0	1	1	0	2	4
	Latino/Hispanic	0	0	0	0	0	2	2
	Native American	0	0	0	0	0	2	2
	Decline to Respond/Other	1	1	2	1	0	5	10
Total		2	4	6	15	1	17	45

**f. Feeling that one is respected by Co-workers**

		respect					Total
		2.0	3.0	3.5	4.0	5.0	
race	White/Anglo/Caucasian	1	5	1	12	6	25
	African American/Black/African/Chocolate	0	1	0	0	1	2
	Asian/Asian American/Pacific Islander	0	0	0	1	3	4
	Latino/Hispanic	0	0	0	0	2	2
	Native American	0	0	0	0	2	2
	Decline to Respond/Other	0	1	0	4	5	10
Total		1	7	1	17	19	45

**g. Feeling that Supervisor is committed to making the work environment free of offensive behavior**

		Offensive behavior						Total
		1.0	2.0	3.0	3.5	4.0	5.0	
race	White/Anglo/Caucasian	2	0	4	1	10	7	24
	African American/Black/African/Chocolate	0	0	0	0	1	1	2
	Asian/Asian American/Pacific Islander	0	1	0	0	1	2	4
	Latino/Hispanic	0	0	0	0	0	2	2
	Native American	0	0	0	0	0	2	2
	Decline to Respond/Other	0	0	1	0	4	5	10
<b>Total</b>		<b>2</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>16</b>	<b>19</b>	<b>44</b>

**h. Feeling that the City of Corvallis would be a great place to work as a permanent employee**

		Permanent employee							Total
		1.0	1.5	2.0	2.5	3.0	4.0	5.0	
race	White/Anglo/Caucasian	3	1	4	0	2	7	8	25
	African American/Black/African/Chocolate	0	0	0	1	0	0	1	2
	Asian/Asian American/Pacific Islander	1	0	1	0	0	1	1	4
	Latino/Hispanic	0	0	0	0	0	1	1	2
	Native American	0	0	0	0	0	0	2	2
	Decline to Respond/Other	1	0	1	0	1	2	5	10
<b>Total</b>		<b>5</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>3</b>	<b>11</b>	<b>18</b>	<b>45</b>

\*Charts should be read across rows and columns. For example in chart 3Aa, there was 1 male who strongly disagreed with the statement (having a response of 1.0) that the City of Corvallis is a Great Workplace (response of 2.0); 0 males disagreed with the statement (response of 2.0); 6 males were neutral (response of 3.0); 8 males agreed with the statement (response of 4.0); and 11 males strongly agreed with the statement (response of 5.0). One may also interpret the chart as follows: 1 male strongly felt that the City of Corvallis IS NOT a great workplace (response of 1.0); 0 males felt that the City of Corvallis IS NOT a great workplace (response of 2.0); 6 males were neutral (response of 3.0); 8 males felt the City of Corvallis IS a great workplace (response of 4.0); and 11 males strongly felt that the City of Corvallis IS a great workplace (response of 5.0).

## Appendix 5: City of Corvallis Focus Group and Interview Questions

### Setting the stage

1. Introduce Ann and Amber
2. Purpose of discussion

The City Council adopted a goal for 2005-2006 to "Assess Organization Diversity Efforts and Develop Goals and Objectives." In essence, this goal is intended to create a benchmark where the City is now in relation to diversity efforts and then to develop a diversity plan of action after the assessment.

The focus group today is one of the steps in assessing where the City is now in relation to diversity efforts. We are interested in your attitudes and perceptions around the City's diversity efforts. We also want to get a sense of what you have noticed about population changes in the City and what the City should or should not do in responding to these changes.

Because we are interested in what each of you think, we would like for each of us to agree to hold this conversation confidential. We want to listen to what each of you have to say. We ask that you give everyone an opportunity to be heard. We will be recording our session so that we can fully capture what you say. Any reporting of this discussion will be done at the group level and at the total organizational level. Are you ok with holding this conversation confidential? Request permission to record.

### 3. Elements of Participation

- Anonymity (no names attached)
- Group-based result analysis
- Information confidentiality

### 4. Ground rules for discussion

- Hold conversation confidential
- Allow each person to be heard
- Participate fully

### 5. Statistics of population changes in Oregon

It is common for me to pick up a daily Oregon newspaper and find an article about the changing population in the state and nation. Statistics show that in Oregon the Latino and Asian American populations are the fastest growing populations in the state. The African American, Native American and White populations are also increasing in Oregon but not at the same rate as the Latino and Asian populations.

Population Statistics of the City of Corvallis compared to Linn/Benton County  
 Census Data based on the October 2005 Employment Statistics

	City Employees (% working in the City of Corvallis)	Linn/Benton Census Data (% living in Counties)
	62% Male	49.2% Male
	38% Female	50.4% Female
<b>Total People of Color</b>	4.9%	10.5%
African American/Black	0.9%	0.51%
Latino/Hispanic	0.9%	4.5%
Asian	1.4%	2.5%
Native American	1.6%	1.0%
White	95.2%	89.69%
Other		1.8%

5. Review time frame for discussion

Interview Guide

1. Let's go around and have each of you share your name, you current job assignment and how many years you have worked with the City of Corvallis.
2. Now we would like you to tell us one of the things you enjoy the most about your job.
3. What do you see as the greatest challenge(s) of your job?

Development (80 minutes)

4. We mentioned challenges earlier. One of the challenges we face is to diversify this organization. When I say the word “diversity” what does that mean to you?

5. What kinds of things have you noticed around you in your daily life that would indicate to you that the City of Corvallis is becoming more culturally diverse?

6. What do you imagine are some of the benefits to the **City organization** if we work with people from differing cultural groups?

7. What do you imagine some of the benefits are for **you** when working with people from differing cultural groups?

8. What do you see as some of the challenges for the **City organization** if we work with people from differing cultural groups?

9. What do you see as some of the challenges for **you** when working with people from differing cultural groups?

10. What are some of the apprehensions or worries that you might have about working with people from differing cultural groups?

11. How do you think we could better prepare ourselves to address the issues of diversity in the City?

12. What constitutes an ideal diverse organization?

#### Conclusion

13. Summarize the essence of the conversation. Is this an adequate summary of what we have just discussed?

14. The purpose of this discussion has been to learn from you what you see is happening in regard to population changes in Corvallis and how you think the City should respond. Is there anything more we need to add?

*Thank you for participating.*



## Appendix 6: City of Corvallis Organizational Diversity Climate Survey

The City of Corvallis has asked us to assess the status of their current diversity efforts. We are Diversity Consultants who are hired by the City to determine how open and inclusive the City is toward all people regardless of your background. We are interested in your experience as a seasonal or casual City employee.

Please circle the number which best reflects your experience working with the City. Your individual survey responses will be held confidential. Please add any explanation that would be helpful to us.

	Strongly Disagree	Disagree	Slightly Agree	Agree	Strongly Agree
1. I feel that the City of Corvallis is a great place to work.	1	2	3	4	5
2. I feel respected as a City employee.	1	2	3	4	5
3. My supervisor treats me with respect.	1	2	3	4	5
4. I feel that my work is appreciated.	1	2	3	4	5
5. My own work will lead to recognition as a good performer.	1	2	3	4	5
6. I am respected by my co-workers.	1	2	3	4	5
7. My supervisor is committed to ensure the work environment is free of offensive behavior.	1	2	3	4	5
8. I think that the City would be a great place for me to work as a permanent employee.	1	2	3	4	5

2. Please circle all that apply to you:    Male            Female            Transgendered
3. My age is    22 or under            23-32            33-42            43-52            53 and over
4. I am            heterosexual            homosexual            bisexual            uncertain
5. I am a            full time employee            part time employee
6. With what racial/ ethnic groups do you identify? \_\_\_\_\_

## Appendix 7: Bibliography

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