

Diversity Survey Report

City of Gainesville Office of Equal Opportunity

1/2/2015

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Introduction

The City of Gainesville Office of Equal Opportunity designed and administers a 'Diversity Survey' to all City employees who complete required training programs with the office. The survey asks respondents to rate 15 items on a five-point scale (strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree) and to note how long they have worked for the City and their race. A total of 1,671 surveys were completed between November 19, 2013 and October 16, 2014. The results of these surveys are presented below.

Executive Summary

Most of the employees who completed the survey are generally positive regarding the City's (and its managers' and supervisors') efforts to encourage, promote, or appreciate diversity among its employees. Combining the percentage of respondents who indicated that they either "strongly agree" or "somewhat agree" shows that about three in four respondents agree that the City, its management team, and supervisors are committed to diversity.

In spite of these efforts, however, it is troubling that nearly one in four respondents agree that they have been the victim of discrimination and two in five respondents agree that they have personally witnessed discrimination while being employed at the City.

Black City employees are less positive about the efforts of the City to promote diversity than are white employees. The largest difference between mean response scores for white and black employees is for the statement "Employees of different backgrounds are encouraged to apply for higher positions here at the City" with a statistically significant difference score of 0.57. In addition, incidents of discrimination or personally witnessing discrimination are not uniform among all racial groups. Black employees are more likely to agree with the statement that they have been victims of discrimination or personally witnessed discrimination than are white employees.

In general, the differences between employees who have been employed by the City for 10 years or less or more than 10 years are not large. However, differences in the responses by length of employment for the two statements regarding personal experiences of discrimination are much larger than the differences in the other 13 statements and are statistically significant. Respondents who have worked for the City for more than 10 years are more likely to have either been a victim of or personally witnessed discrimination than those who have worked for the City for 10 years or less.

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Diversity Survey Results

Tables 1 and 2 provide a summary of the results for each of the 15 core questions in the Diversity Survey. The questions are presented in two groups. The results for the first group of 13 questions presented in Table 1 include those survey questions for which the higher level of agreement is the preferred response. The questions in Table 1 are listed in descending order with the *highest* level of “strongly agree” listed first. The results for the second group of two questions that are presented in Table 2 include those survey questions for which the *lowest* level of agreement is the preferred response. The questions in Table 2 are listed in descending order with the highest level of “strongly disagree” listed first.

Table 1. Level of Agreement (Higher/Positive Score Indicates Preferred Assessment)

| Question | Strongly Disagree | Somewhat Disagree | Neutral | Somewhat Agree | Strongly Agree |
|--|-------------------|-------------------|---------|----------------|----------------|
| The City’s management encourages diversity (n=1641) | 3.6% | 4.8% | 16.9% | 29.1% | 45.6% |
| My supervisor is committed to, and supports, diversity (n=1613) | 3.9% | 4.3% | 21.1% | 27.5% | 43.2% |
| The City is committed to diversity (n=1637) | 3.6% | 4.6% | 16.1% | 32.7% | 43.0% |
| My supervisor handles diversity matters satisfactorily (n=1612) | 4.2% | 5.1% | 23.8% | 26.7% | 40.3% |
| Racial, ethnic, and gender-based jokes are not tolerated at this organization (n=1611) | 4.2% | 8.1% | 21.2% | 26.9% | 39.7% |
| The City’s management shows that diversity is important through its actions (n=1645) | 4.4% | 6.2% | 19.3% | 33.6% | 36.5% |
| Getting to know people with racial/ethnic backgrounds different from my own has been easy here at the City (n=1607) | 1.6% | 4.2% | 21.9% | 38.0% | 34.3% |
| I believe the City will take appropriate action in response to incidents of discrimination (n=1607) | 4.5% | 8.9% | 22.9% | 30.6% | 33.1% |
| Employees of different backgrounds are encouraged to apply for higher positions here at the City (n=1606) | 4.4% | 6.7% | 29.4% | 28.1% | 31.4% |
| The City respects individuals and values their differences (n=1633) | 3.9% | 8.2% | 25.1% | 33.0% | 29.8% |
| Employees who are different from most others are treated fairly here in the City (n=1637) | 3.2% | 8.5% | 24.4% | 37.8% | 26.1% |
| Employees here at the City appreciate others whose race/ethnicity is different from their own (n=1626) | 2.2% | 6.8% | 28.0% | 40.0% | 23.0% |
| My experiences since coming to this company have led me to become more understanding of racial/ethnic differences (n=1610) | 4.6% | 6.4% | 36.7% | 29.6% | 22.8% |

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The results in Table 1 indicate that respondents believe the City, its management team and supervisors are committed to diversity. More than two in five respondents strongly agree that: “The City’s management encourages diversity” (45.6%); “My supervisor is committed to, and supports diversity” (43.2%); and, “The City is committed to diversity” (43.0%). Moreover, combining the percentage of respondents who indicated that they either “strongly agree” or “somewhat agree” shows that about three in four respondents agree that the City, its management team, and supervisors are committed to diversity.

The statement with the lowest percentage of respondents who strongly agree is “My experiences since coming to this company have led me to become more understanding of racial/ethnic differences.” About two in five (22.8%) survey respondents strongly agree with this statement. Overall, only about one-half (52.4%) of the respondents either somewhat or strongly agree with this statement.

The summary of the results of the statements in Table 1 generally provides a positive view of the City’s efforts encourage, promote or appreciate diversity among its employees. Other than the statement detailed above, at least two in three respondents either “somewhat agree” or “strongly agree” with each of the statements in Table 1.

Table 2. Level of Agreement (Lower/Negative Score Indicates Preferred Assessment)

| Question | Strongly Disagree | Somewhat Disagree | Neutral | Somewhat Agree | Strongly Agree |
|--|-------------------|-------------------|---------|----------------|----------------|
| I have been the victim of discrimination here at the City (n=1618) | 43.8% | 10.1% | 23.7% | 12.5% | 10.0% |
| I have personally witnessed discrimination here at the City (n=1623) | 25.3% | 11.5% | 22.7% | 21.9% | 18.6% |

The results in Table 2, however, provide a less positive view of the City’s efforts to promote diversity and discourage discrimination. The two statements in Table 2 relate to employees being the victim of or personally witnessing discrimination while being employed by the City. Ten percent of the respondents “strongly agree” that they have been a victim of discrimination while employed by the City. Even more troubling is the result that about one in five (22.5%) respondents either “somewhat agree” or “strongly agree” that they have been the victim of discrimination. Nearly one in five (18.6%) respondents “strongly agrees” that they have personally witnessed discrimination at the City. And, two in five (40.5%) respondents either “somewhat agree” or “strongly agree” that they have personally witnessed discrimination at the City.

The initial analysis of the 15 survey statements is both positive and negative. Most of the employees who completed the survey are generally positive regarding the City’s (and its managers’ and supervisors’) efforts to encourage, promote, or appreciate diversity among its employees. In spite of these efforts, however, it is troubling that nearly one in four respondents agree that they have been the

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victim of discrimination and two in five respondents agree that they have personally witnessed discrimination while being employed at the City.

The following sections provide more detailed analyses of the 15 statements and greater insights into the City's efforts to promote diversity as well as employees' experiences as victims of or witnesses to discrimination.

Factor Analysis

Factor analysis is a statistical technique that is designed to identify patterns of responses to a series of survey questions. The goal of factor analysis is to determine if there are underlying dimensions that may unify separate survey questions. The underlying dimensions represent respondents who respond in similar ways to several questions. For example, respondents may generally respond "Strongly Disagree" to several survey questions. Those questions will be included in one of the underlying dimensions. Factor analysis is not a perfect analytical technique as, for example, it may be unclear why a particular survey question "loads" on a dimension when it may seem more appropriate for another dimension. In spite of its limitations, factor analysis is a useful analytical technique for understanding patterns of responses to the questions included in the Diversity Survey.

The factor analysis of the 15 questions of the Diversity Survey identified three underlying dimensions. The dimensions and the questions included in each are identified below.

Personal Experiences

The first and most distinct dimension relates to the respondents' personal experiences with discrimination-either having witnessed discrimination or been the victim of discrimination (Questions 7 and 8).

City Management

The second dimension generally relates to perceptions of City management actions related to diversity. The questions that "load" on this dimension (Questions 1 through 6) relate to City management's encouragement and commitment to diversity, showing that diversity is important through its actions, and respecting individuals and valuing their differences.

Issues Related to Diversity

This dimension includes survey questions generally related to broader issues of diversity. The questions included in this dimension (Questions 9 through 15) relate to understanding racial and ethnic differences and getting to know people from different racial or ethnic backgrounds at the City. This dimension also includes items related to the respondent's immediate supervisor's (rather than the City broadly) actions related to diversity.

The dimensions identified by the factor analysis are useful in guiding the analyses of the Diversity Survey responses. In addition, if the Diversity Survey is continued in the future, the questions can be revised to provide more detailed information regarding these three dimensions.

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The following three tables group the survey statements by the three dimensions identified in the factor analysis. The tables present the mean and median scores for each question using a five-point scale where "1" indicates "Strongly Disagree" and "5" indicates "Strongly Agree." The higher score is the preferred response for the statements in Table 3 and Table 4. The lower score is the preferred response for Table 5.

Table 3. Mean & Median Level of Agreement (City Management Dimension)

| Question | Mean | Median |
|---|------|--------|
| The City's management encourages diversity | 4.1 | 4 |
| The City is committed to diversity | 4.1 | 4 |
| The City's management shows that diversity is important through its actions | 3.9 | 4 |
| The City respects individuals and values their differences | 3.8 | 4 |
| Employees who are different from most others are treated fairly here in the City | 3.8 | 4 |
| Employees here at the City appreciate others whose race/ethnicity is different from their own | 3.8 | 4 |

Table 4. Mean & Median Level of Agreement (Diversity Issues Dimension)

| Question | Mean | Median |
|---|------|--------|
| Getting to know people with racial/ethnic backgrounds different from my own has been easy here at the City | 4.0 | 4 |
| My supervisor is committed to, and supports, diversity | 4.0 | 4 |
| Racial, ethnic, and gender-based jokes are not tolerated at this organization | 3.9 | 4 |
| My supervisor handles diversity matters satisfactorily | 3.9 | 4 |
| Employees of different backgrounds are encouraged to apply for higher positions here at the City | 3.8 | 4 |
| I believe the City will take appropriate action in response to incidents of discrimination | 3.8 | 4 |
| My experiences since coming to this company have led me to become more understanding of racial/ethnic differences | 3.6 | 4 |

The results in Table 3 and Table 4 mirror the results in Table 1. The statements regarding the City's commitment to diversity had the highest mean scores (4.1) while the statement regarding the employee's experiences at the City leading to a better understanding of racial and ethnic differences received the lowest mean score (3.6). An indication of employees' generally positive views of the City's efforts to promote and encourage diversity is that median scores for all 13 statements in these tables is a "4" (Somewhat Agree).

Table 5. Mean & Median Level of Agreement (Personal Experiences Dimension)

| Question | Mean | Median |
|---|------|--------|
| I have been the victim of discrimination here at the City | 2.35 | 2 |
| I have personally witnessed discrimination here at the City | 2.97 | 3 |

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Table 5 presents the results for the respondents' personal experiences with either being a victim of or personally witnessing discrimination at the City. Lower scores indicate lower levels of agreement that the employee has been a victim of or witnessed discrimination while employed at the City. The results in this table are similar to those in Table 2 and indicate that some respondents believe that they have been victims of discrimination as City employees. Even more of the respondents indicate personally witnessing discrimination while at the City with a median score of "3," in the middle of the five-point scale.

Results by Race

The next analyses examine the responses for the 15 survey statements by respondent's race. The purpose of these analyses is to improve the understanding of the survey results by determining if there are any significant differences in responses based on the race of the City employee who completed the survey. To insure an adequate number of respondents per racial group for further analysis, only white (n=1055) and black (n=322) respondents are compared in the following comparisons. White and black respondents are 92 percent of the employees who completed the survey.

The results of this analysis are presented in three tables that reflect the three dimensions of responses to the survey statements. These tables present the mean score for each statement for white and black employees. In addition, each table presents the differences between the mean responses for black and white employees and notes whether these differences are statistically significant. The larger the difference score, the greater the extent to which the views of black and white employees differ regarding the statement. The higher mean score in Tables 6 and 7 signifies a greater level of agreement with the statement. As such, a higher mean score for white employees compared to black employees indicates that black employees have a lower level of agreement. As before, the preferred response for the two statements in Table 8 is the lower score signifying disagreement.

Table 6. Mean Level of Agreement by Race (City Management Dimension)

| Question | White | Black | Difference |
|---|-------|-------|------------|
| The City is committed to diversity | 4.19 | 3.79 | 0.40* |
| Employees who are different from most others are treated fairly here in the City | 3.85 | 3.52 | 0.33* |
| Employees here at the City appreciate others whose race/ethnicity is different from their own | 3.83 | 3.53 | 0.30* |
| The City's management encourages diversity | 4.17 | 3.89 | 0.28* |
| The City's management shows that diversity is important through its actions | 3.99 | 3.80 | 0.19* |
| The City respects individuals and values their differences | 3.81 | 3.69 | 0.12* |

**Difference is significant at $p < .05$*

Table 6 presents the results for the six survey statements related to the City Management dimension (as identified in the factor analysis). What is most noticeable is that white employees have a higher level of agreement with each of the six statements than black employees. Moreover, all of the differences are

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statistically significant. The largest difference between the mean scores for white and black employees is for the statement "The City is committed to diversity" with a difference score of 0.40. The smallest difference scores are for the statements "The City's management shows that diversity is important through its actions" (0.19) and "The City respects individuals and values their differences" (0.12). The results in Table 3 provide a generally positive assessment of the City's efforts to encourage diversity. The results in Table 6, however, are less positive. Clearly, black City employees are less positive about the efforts of the City to promote diversity than are white employees.

Table 7. Mean Level of Agreement by Race (Diversity Issues Dimension)

| Question | White | Black | Difference |
|---|-------|-------|------------|
| Employees of different backgrounds are encouraged to apply for higher positions here at the City | 3.92 | 3.35 | 0.57* |
| My supervisor is committed to, and supports, diversity | 4.11 | 3.82 | 0.29* |
| Racial, ethnic, and gender-based jokes are not tolerated at this organization | 3.98 | 3.73 | 0.25* |
| My supervisor handles diversity matters satisfactorily | 4.03 | 3.78 | 0.25* |
| I believe the City will take appropriate action in response to incidents of discrimination | 3.84 | 3.70 | 0.14* |
| My experiences since coming to this company have led me to become more understanding of racial/ethnic differences | 3.60 | 3.68 | 0.08 |
| Getting to know people with racial/ethnic backgrounds different from my own has been easy here at the City | 4.03 | 3.97 | 0.06 |

**Difference is significant at $p < .05$*

Table 7 presents the results for the seven survey statements related to the Diversity Issues dimension (as identified in the factor analysis). Again, it is clear in this table that white employees have a higher level of agreement with each of the seven statements than do black employees. Five of the differences are statistically significant. The largest difference between the white and black mean scores is for the statement "Employees of different backgrounds are encouraged to apply for higher positions here at the City" with a difference score of 0.57. This difference in the views of white and black employees is substantial and may be an indicator of the frustration of black employees over the lack of encouragement to apply and be considered for higher positions in the City. More research is needed to better understand the specific concerns that black employees have regarding their ability to be considered for promotions.

It is also interesting that the differences between white and black employees for the two of the statements regarding employees becoming more understanding of racial and ethnic differences and getting to know people with different racial and ethnic backgrounds are very small and not statistically significant.

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Table 8. Mean Level of Agreement by Race (Personal Experiences Dimension)

| Question | White | Black | Difference |
|---|-------|-------|------------|
| I have been the victim of discrimination here at the City | 2.20 | 2.62 | 0.42* |
| I have personally witnessed discrimination here at the City | 2.89 | 3.22 | 0.33* |

**Difference is significant at $p < .05$*

Table 8 presents the results for the two survey statements related to the Personal Experiences dimension (as identified in the factor analysis). The analysis in Table 2 suggested a concern that a substantial number of City employees have been victims of discrimination or personally witnessed discrimination. The results in Table 8 are even more troubling; black employees are more likely to agree with the statement that they have been victims of discrimination or personally witnessed discrimination than are white employees. Incidents of discrimination or personally witnessing discrimination are not uniform among all racial groups. Given the serious nature of discrimination, the City should further investigate the experiences of black employees either being a victim of or witnessing an incident of discrimination.

Results by Length of Employment

The next analyses examine the 15 survey statements, again grouped in the three dimensions, by length of the respondent's employment at the City. The goal of these analyses is to determine if there are any differences in perceptions of employees regarding diversity in the City based on how long they have worked for the City.

The survey asked employees how long they have been employed by the City. To insure mutually exclusive categories of employment length for further analysis, respondents were divided into two groups – those employed by the City for 10 years or less ($n=817$) and those employed by the City for more than 10 years ($n=804$) – in the following comparisons.

Table 9. Mean Level of Agreement by Length of Employment (City Management Dimension)

| Question | 10 Years or Less | More than 10 Years | Difference |
|---|------------------|--------------------|------------|
| The City respects individuals and values their differences | 3.84 | 3.68 | 0.16* |
| Employees who are different from most others are treated fairly here in the City | 3.79 | 3.70 | 0.09* |
| The City's management shows that diversity is important through its actions | 3.95 | 3.87 | 0.08* |
| Employees here at the City appreciate others whose race/ethnicity is different from their own | 3.78 | 3.71 | 0.07* |
| The City is committed to diversity | 4.09 | 4.04 | 0.05 |
| The City's management encourages diversity | 4.11 | 4.06 | 0.05 |

**Difference is significant at $p < .05$*

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Table 10. Mean Level of Agreement by Race (Diversity Issues Dimension)

| Question | 10 Years or Less | More than 10 Years | Difference |
|---|------------------|--------------------|------------|
| My experiences since coming to this company have led me to become more understanding of racial/ethnic differences | 3.53 | 3.65 | 0.12* |
| I believe the City will take appropriate action in response to incidents of discrimination | 3.83 | 3.74 | 0.09* |
| Racial, ethnic, and gender-based jokes are not tolerated at this organization | 3.93 | 3.86 | 0.07 |
| Employees of different backgrounds are encouraged to apply for higher positions here at the City | 3.77 | 3.73 | 0.04 |
| My supervisor handles diversity matters satisfactorily | 3.95 | 3.93 | 0.02 |
| Getting to know people with racial/ethnic backgrounds different from my own has been easy here at the City | 4.00 | 3.98 | 0.02 |
| My supervisor is committed to, and supports, diversity | 4.02 | 4.01 | 0.01 |

*Difference is significant at $p < .05$

Table 9 presents the results by length of employment for the six statements included in the City Management dimension (as identified in the factor analysis). Table 10 presents the results by length of employment for the seven statements included in the Diversity Issues dimension (as identified in the factor analysis). In general, the differences between employees who have been employed 10 years or less or more than 10 years are not large. Only six of the 13 statements have difference scores that are statistically significant. It is, however, interesting that all but one of the mean scores for respondents employed 10 years or less are *higher* than employees employed more than 10 years. This may suggest that the City, over time, has improved its efforts to encourage and promote diversity. It would be very useful for future survey questions to help better understand City employees' perceptions of change over time in efforts to encourage and promote diversity.

Table 11. Mean Level of Agreement by Race (Personal Experiences Dimension)

| Question | 10 Years or Less | More than 10 Years | Difference |
|---|------------------|--------------------|------------|
| I have personally witnessed discrimination here at the City | 2.85 | 3.10 | 0.25* |
| I have been the victim of discrimination here at the City | 2.25 | 2.45 | 0.20* |

*Difference is significant at $p < .05$

Table 11 presents the results by length of employment for the two statements included in the Personal Experiences dimension (as identified in the factor analysis). It is very interesting that the differences in the responses by length of employment for these two statements are much larger than the differences in the 13 statements examined in Tables 9 and 10. The differences for both statements are statistically significant. Respondents who have worked for the City for more than 10 years are more likely to have either been a victim of or personally witnessed discrimination than those who have worked for the City for 10 years or less.

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Respondent Demographics

Table 12. Length of Employment

| How long have you worked for the City? | Frequency | % (n=1621) |
|--|-----------|------------|
| Less than one year | 60 | 3.7% |
| 1 to 2 years | 128 | 7.9% |
| 2 to 5 years | 234 | 14.4% |
| 5 to 10 years | 395 | 24.4% |
| More than 10 years | 804 | 49.6% |

Table 13. Employee Race/Ethnicity

| What is your race? | Frequency | % (n=1497) |
|--------------------|-----------|------------|
| White | 1055 | 70.5% |
| Black | 322 | 21.5% |
| Hispanic | 56 | 3.7% |
| Asian | 11 | 0.7% |
| Bi-racial | 24 | 1.6% |
| Other | 29 | 1.9% |