



**Conducting Effective Workplace
Assessments**



**IEC
Enterprises**
Creating, Assessing, Managing Diversity

presenter
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AGENDA

- Introductions**
- Background on IEC Enterprises, Inc.**
- Workplace Assessments**
- Focus on Survey and Cultural Audit**
- Workplace Assessments Success Factors**
- Questions and Answers**

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Background On IEC Enterprises, Inc.

IEC Enterprises, Inc.
Since 1988, IEC has specialized in providing the tools that allow organizations to **create, assess** and **manage** a diverse workforce.


Workplace Assessment Experience

- 15 years of experience
- Government, Corporate, University, Not-For-Profit

Audit Clients Include ...

- NY State Department of Health, Office of Mental Health and Comptroller's Office
- ConocoPhillips
- AT&T
- Johns Hopkins University
- The University of Scranton
- United Way of Atlanta

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Workplace Assessments

What is a Workplace Assessment?

A Workplace Assessment is an assessment of the culture or climate of an organization designed to identify issues or perceptions that inhibit its ability to: 1) identify, attract and/or retain a diverse workforce (at all levels); or 2) equitably serve a diverse community.

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Workplace Assessments

When should you conduct a Workplace Assessment?

- After reorganization
- As part of an organizational change process
- To gauge employees' attitudes and perceptions
- To quantify the nature and extent of workplace issues
- To identify (expose) subtle biases
- Annually - to monitor progress ...

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Workplace Assessments


What types of issues are addressed by a Workplace Assessment?

- Workplace Assessments are not issue-specific
- Designed to identify the root causes of issues

Issue	Possible Root Cause(s)
Denny's discrimination issues (1993)	
Allegations of Police Brutality	
Underrepresentation of cultural groups	

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Workplace Assessments




Three levels of assessments:

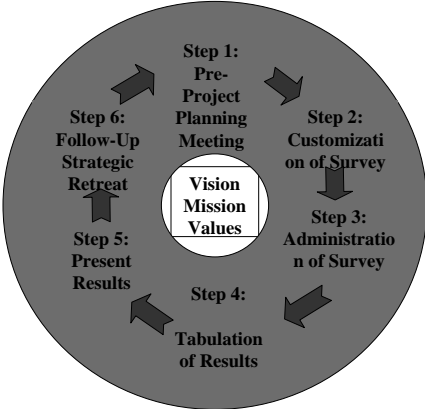
- **Survey** - static snapshot of organization, its culture, employee perceptions
- **Cultural Audit**- includes survey, review of policies and procedures, and focus groups
- **Detailed Assessment** - includes “legal” review of policies, procedures, workplace demographics, management practices, and organizational culture

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Workplace Assessments



Focus On The Survey



Step 1: Pre-Project Planning Meeting

Step 2: Customization of Survey

Step 3: Administration of Survey

Step 4: Tabulation of Results

Step 5: Present Results

Step 6: Follow-Up Strategic Retreat

Center: Vision Mission Values


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Focus on Survey (cont.)

An Effective Survey Process Should...

- Use a norm-referenced, reliability-tested instrument
- Collect quantitative and qualitative data
- Statistically analyze data and present results in clear, concise written and oral reports
- Engage the entire organization
- Be effective with public, private, not-for-profit and academic organizations



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Focus on Survey (cont.)

How The IEC Survey Was Developed

- Research conducted on attributes that link with organizational success
- 14 common success factors identified
- Subscales developed and normed for each success factor
 - group of questions that, together, assess an identified issue
- Analysis conducted on subscales instead of individual questions

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Focus on Survey (cont.)




IEC Survey Subscales

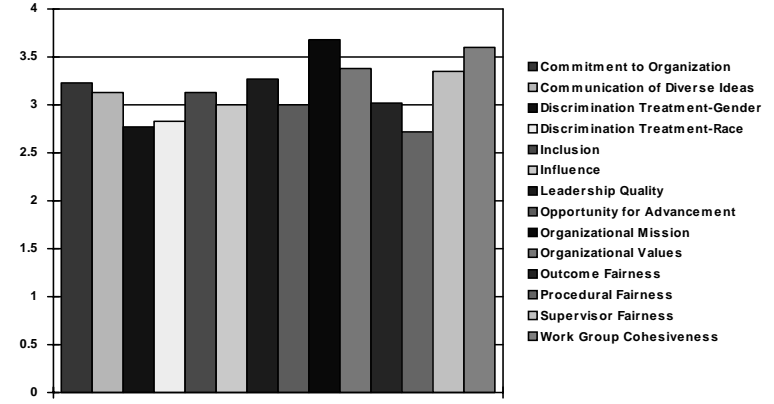
<ol style="list-style-type: none"> 1. Commitment to Organization 2. Communication of Diverse Ideas 3. Discrimination Treatment – Gender 4. Discrimination Treatment – Race 5. Inclusion 6. Influence 7. Leadership Quality 	<ol style="list-style-type: none"> 8. Opportunity for Advancement 9. Organizational Mission 10. Organizational Values 11. Outcome Fairness 12. Procedural Fairness 13. Supervisor Fairness 14. Work Group Cohesiveness
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Focus on Survey (cont.)



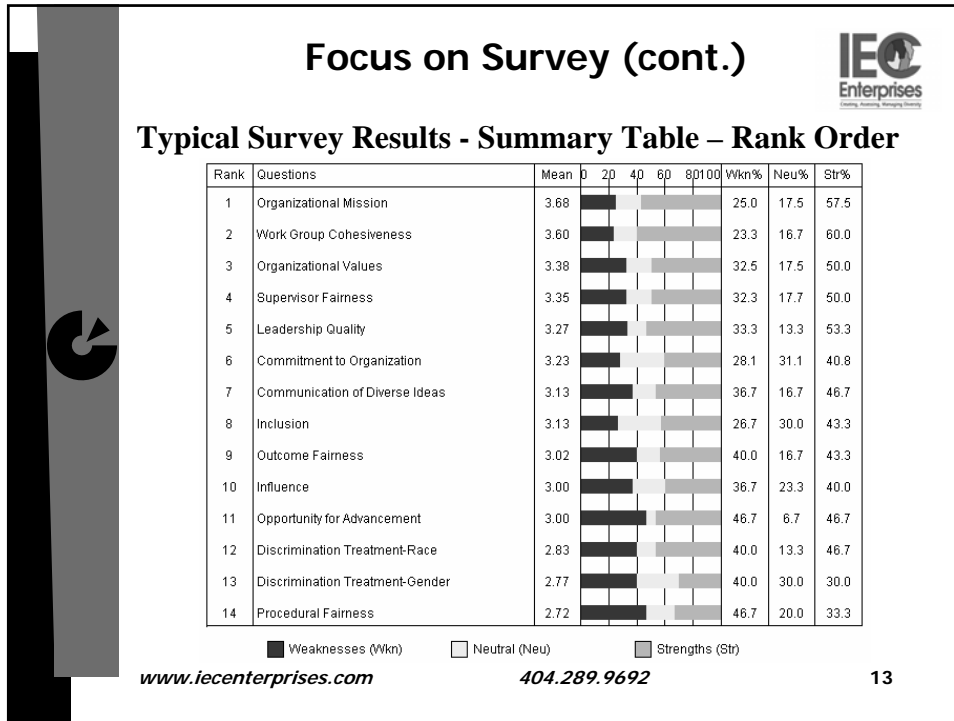
Typical Survey Results - Summary Graph




Subscale	Mean Score (Approximate)
1. Commitment to Organization	3.2
2. Communication of Diverse Ideas	3.1
3. Discrimination Treatment - Gender	2.8
4. Discrimination Treatment - Race	2.9
5. Inclusion	3.1
6. Influence	3.0
7. Leadership Quality	3.3
8. Opportunity for Advancement	3.0
9. Organizational Mission	3.7
10. Organizational Values	3.4
11. Outcome Fairness	3.0
12. Procedural Fairness	2.7
13. Supervisor Fairness	3.3
14. Work Group Cohesiveness	3.6

- Executive-level overview
- Means for all survey subscales
- Quick indication of strengths and areas for improvement

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Focus on Survey (cont.)




Gap Analysis

- Unique to IEC’s process
- Can be conducted on any demographic variable such as age, department, education, length of service, job classification, racial classification or religious background (examples below)
- Categories are chosen in collaboration with client
- Every survey should include sub-group analysis

Analysis on three categories is included with each IEC survey project

<u>Education Level</u>	<u>Racial Classification</u>	<u>Age</u>
1 = Graduate degree	1 = African American	1 = Over 60
2 = Undergraduate degree	2 = American Indian	2 = 50-59
3 = High school degree or GED	3 = Asian/Pacific Islander	3 = 35-49
4 = No degree	4 = Caucasian	4 = 25-34
	5 = Hispanic	5 = Under 25
	6 = Other	

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Focus on Survey (cont.)

Gap Analysis by Race - African American

- Analyzes differences in means between demographic groups
- Correlates with differences in employee perceptions
- Bridging the gaps is focus of recommendations

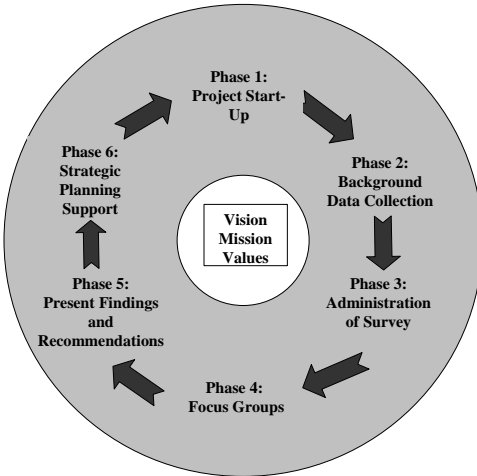
Questions	Mean	1	2	3	4	5
Organizational Mission	3.68	[Bar chart showing mean 3.68]				
Work Group Cohesiveness	3.60	[Bar chart showing mean 3.60]				
Organizational Values	3.38	[Bar chart showing mean 3.38]				
Supervisor Fairness	3.35	[Bar chart showing mean 3.35]				
Leadership Quality	3.27	[Bar chart showing mean 3.27]				
Commitment to Organization	3.23	[Bar chart showing mean 3.23]				
Communication of Diverse Ideas	3.13	[Bar chart showing mean 3.13]				
Inclusion	3.13	[Bar chart showing mean 3.13]				
Outcome Fairness	3.02	[Bar chart showing mean 3.02]				
Influence	3.00	[Bar chart showing mean 3.00]				
Opportunity for Advancement	3.00	[Bar chart showing mean 3.00]				
Discrimination Treatment-Race	2.83	[Bar chart showing mean 2.83]				
Discrimination Treatment-Gender	2.77	[Bar chart showing mean 2.77]				
Procedural Fairness	2.72	[Bar chart showing mean 2.72]				

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Focus On Cultural Audit



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General Assessment ... 15 Year Comparative Analysis

COMMON WORKPLACE ASSESSMENT ISSUES ACROSS ORGANIZATIONAL TYPES

<p style="text-align: center;">ALL</p> <p>Discrimination Treatment – Race (81%), Class (75%), Gender (73%) – little change over time except, class more impactful</p> <p>Opportunity for Advancement (75%) – linked with downsizing, slow growth, fairness</p> <p>Communication Issues – poor communications, poor systems, lack of inclusion</p>	<p style="text-align: center;">ACADEMIC</p> <p>HR Effectiveness – lack of empowerment</p> <p>Outcome Fairness – linked with lack of accountability and HR issue</p> <p>Leadership Training – difficult to get academic leaders to see the need and value of soft skills training</p>
<p style="text-align: center;">PRIVATE, CORPORATE</p> <p>Leadership Training – management, leadership, diversity training</p> <p>Procedural Fairness – minority and female concerns linked with discrimination issues</p> <p>Diversity Recruiting/Retention – little change over time</p>	<p style="text-align: center;">GOVERNMENT, NON-PROFIT</p> <p>Inclusion – in the decision-making process</p> <p>Leadership Effectiveness – linked to lack of inclusion, poor communication issues</p> <p>Procedural Fairness – linked with decision-making process, lack of inclusion</p>

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Workplace Assessments


What outcomes can be expected?

<p style="text-align: center;">Tangible “Data Specific”</p> <ul style="list-style-type: none"> • Identification of root causes of issues • Profile of employee and community perceptions • Quantifiable data on the organization and its issues • Targeted recommendations for moving forward 	<p style="text-align: center;">Intangible “Process Specific”</p> <ul style="list-style-type: none"> • Involvement • Understanding • Empowerment • Buy-in
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“Intangible” outcomes are as important as “tangible” outcomes

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Workplace Assessments



How can the Cultural Audit data be used?


- Assess a troubled department
- Assess every department and compare results
- Compare management vs. employee perceptions
- Compare employee vs. community perceptions
- Other ways?



Category	All	Finance	Marketing & Communication
Communication of Diverse Ideas	3.5	3.2	4.1
Inclusion	3.1	3.2	2.8
Influence	3.7	3.8	3.7
Work Group Cohesiveness	3.7	3.7	4.3


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Top Ten Workplace Assessment Success Factors



1. Have clear, written objectives...expected outcomes
2. Select the right level of assessment - - do not collect data you have not decided how you are going to use
3. Build commitment within the organization
 - - expect resistance
 - - anticipate issues, concerns


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Top Ten Workplace Assessment Success Factors (cont.)

4. Engage employees in the process early
 - - create assessment team
 - - team works collaboratively with consultants
5. Use a sound, analytical process
 - - if the process is questionable, the results will be questioned
6. Insist on integrated analysis

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Top Ten Workplace Assessment Success Factors (cont.)

7. Use experienced assessment consultants
 - - they can provide advice, council, guidance
 - - they will bring credibility to the process, results
8. Have an implementation strategy before you start
9. Commit to providing complete, unedited feedback
 - - oral presentations by consultants
 - - written report readily available

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Top Ten Workplace Assessment Success Factors (cont.)

 **10. Communicate, communicate, communicate**


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Questions and Answers



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