

GENDER BASED HORIZONTAL AND VERTICAL STRATIFICATION OF
WORKPLACE CHARACTERISTICS: A STUDY OF THE PLANNING PROFESSION
IN THE STATE OF OHIO

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ABSTRACT

The status of women has long been secondary to that of their male counterparts, particularly in the workplace. Women earn lower salaries, hold positions of relatively less authority, and at times feel isolated in the “man’s world” of the work arena. However, over the last few decades much has changed in favor of women. Nevertheless, a pilot study conducted by the author using 1995 data for planners in the U.S. reflected gender based wage differentials that prevailed despite similar experience and qualifications.

The purpose of this study was to extend the scope of the previous one. It attempted to explore the existence of gender based differentials in the planning profession with regard to variables such as earnings, horizontal (field of specialization) and vertical (job title) occupational segregation, type of employer, location, and perceptions towards mentoring, promotion, and decision-making roles.

The hypotheses are embedded in existing theories dealing with wage differentials and occupational segregation, such as neoclassical, structuralist, feminist, and other (glass ceiling, rational discrimination) theories. The methodological basis of the study was primary data collection on Ohio planners by means of a web-based questionnaire, surveying variables such as those mentioned above. The data were then subjected to statistical analyses, using simple descriptive statistics (measures of centrality and crosstabulations) and appropriate univariate analyses (regression).

The analysis revealed that while gender per se did affect salary levels, occupational segregation had narrowed significantly. Women planners in Ohio did not perceive themselves to be disadvantaged in terms of mentoring or promotions, but did feel disadvantaged regarding degree of authority given to them. Women also tended to concentrate in larger urban areas, possibly due to availability of better opportunities.

This work is valuable because it studies a field where such a comparison of tangible demographics and of perceptions for both genders has not been undertaken before. Also, its applicability in terms of methodology is not limited to Ohio, but has universal utility, both spatially and demographically, as in the study of minorities in the workplace. Moreover, it possesses a spatial dimension that is not often found in other studies of this kind.

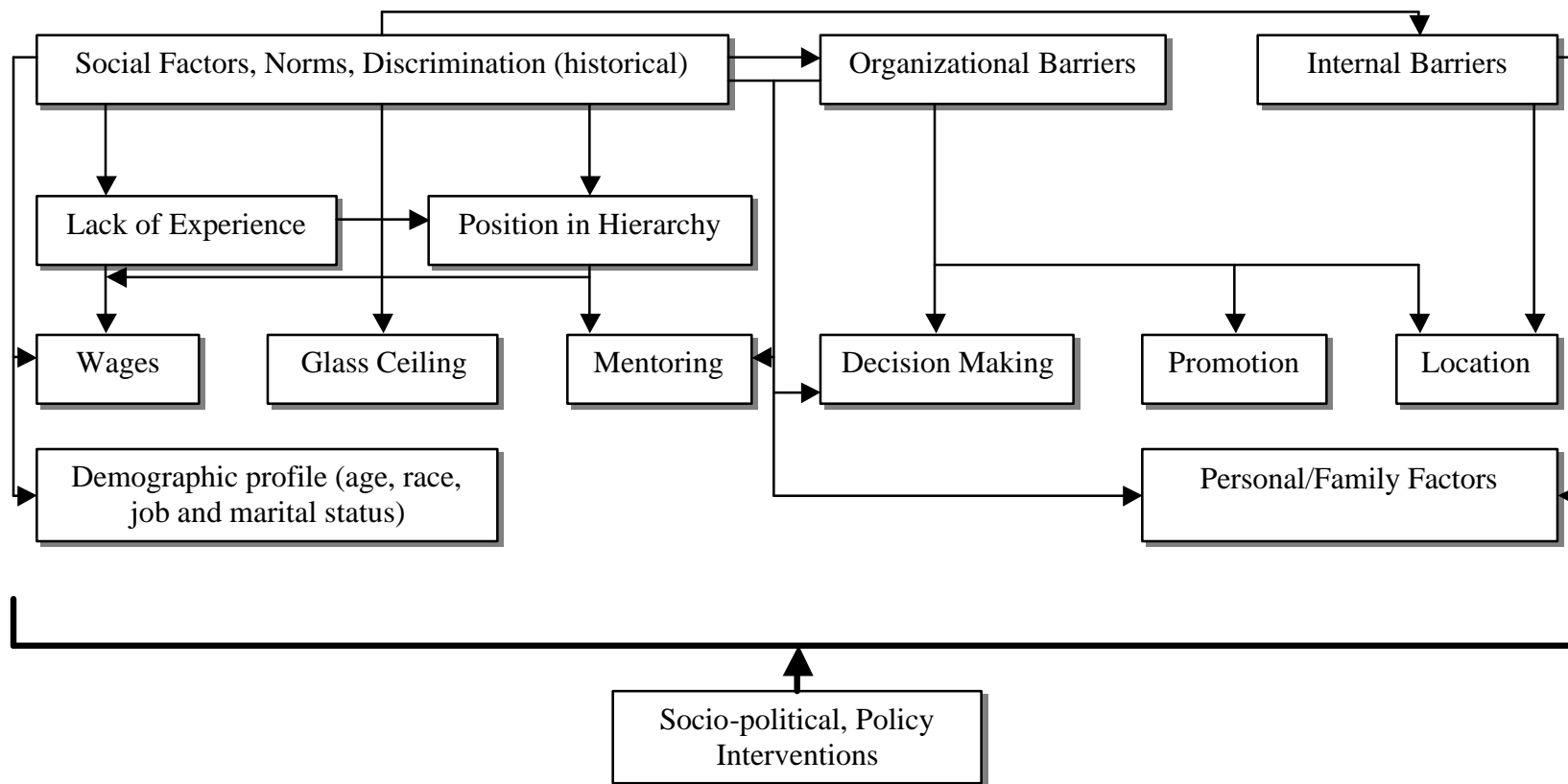


Figure 5.1
A Model of Workplace Dynamics in the Planning Profession in Ohio

Summary of Findings

This study has attempted to understand the workplace of Ohio planners in an effort to find gender based differences in characteristics and perceptions with regard to their profession and place of work. Some differences are tangible realities, such as those of salary, experience, age, and vertical structure. Some differences are more difficult to see on the surface, and are often perpetuated as stereotypes or myths; some have truth to them, but none can be understood until the subject him/herself is asked their side of the story. It is said that perception is reality, and therefore, the perceptions of male and female planners in Ohio has been studied to better understand their experience in their workplace.

The first salient finding is that minority representation in the planning profession in Ohio, while reflective of national levels in planning, is quite low by any definition. It is only half the level of minorities in the Ohio labor force, which is 14.0%; and even if the more refined measure of representation of minority professionals in the workforce is used (which is approximately 11.0%), the level of minority planners found in the present sample (7.0%) is significantly lower. While minority representation has increased by PAS report standards (6.5% in 1995), the increase is not much, and by other standards (Ross, 1989), there is no progress in representation.

Low minority representation seems at odds with the concepts of equity, pluralism and public interest that the profession espouses. Unless there is diversity in the workforce, diverse interests cannot be fully accounted for. While active exclusion of minorities may no longer be an issue, it must not be forgotten that the current low representation is the result of a long history of educational and employment opportunities

denied. This lack of minority representation in the profession is definitely an aspect that needs to be addressed in future research and policy directions.

The study also finds that women planners are more likely than male planners to be younger and less likely to be married and having dependents. This is similar to findings in Hale and Kelly (1989), Guy (1992b) and King (1995). This underscores the fact that life realities are different for the genders.

Again, similar to the findings in the above cited studies, it was found here that human capital for both genders appeared to be similar, with women showing similar levels of qualification, certification and of having earned a planning degree. Therefore, while qualification can explain variation in salary levels on its own, it cannot explain salary differentials for the two genders, as indicated by non-significant differences of means found through non-parametric tests conducted on this data.

Also, qualifications were significantly associated with women's salaries but not with men's. This trend is possibly the result of a larger number of males with an earlier entry into the profession, when more advanced degrees were not really required for entry. It would seem that their salaries increased with experience rather than due to qualification, resulting in a spread of salary levels across qualification, rather than a distinct trend, as in the case of women.

Women were less likely to have the same level of experience in the profession as men. On average, women had three and a half years of experience less than their male counterparts. However, this difference could not always explain salary differentials (Figures 2.8, 4.17), which seems to indicate the "glass ceiling" effect. The reasoning behind this being that if women and men have similar experience (and

qualification) levels but do not earn similar salaries, they probably hold jobs at disparate levels, a function of the glass ceiling.

Almost two thirds of the women planners had less than 10 years of experience, which may be because of their late entry into the workforce, but could also be a result of their relatively late entry into the planning profession as compared to men (recall that women were more likely to have had previous work experience than men). It could also be largely due to the fact that this would constitute the post-1992 time period, when women were able to make major inroads into the professional arena, and the booming economy allowed for the creation of extra jobs for which women were more than qualified. The late entry (and therefore less accumulation of experience) is also due to the fact that women were not able to enter the profession until the mid twentieth century when formal programs were established and women allowed admission. Before this time, they were active only in the capacity of urban reformers and social workers.

Being in the category of more than 25 years of experience would place the planners in the pre-1977 years. A look at this time span indicates some of the advances women had been able to make into the professional arena (Birch, 1983b) primarily due to the effects of the civil rights and women's rights movements. The male dominance of the profession is still visible however, as men more than doubled the women in this category of experience. Surprisingly, there are fewer women in the following time span (21-25 years experience; 1977 to 1981), although the expectation would be to see the gains from the past grow rather than fade. A number to socio-economic and political factors are responsible for the fluctuations that can be seen in Figure 4.8.

The dip in representation is apparent for 1977-1981 for both male and female planners, but more for the latter. Unemployment peaked in 1982 (US Census Bureau, 1982) at 9.7% and while aspects such as the economic depression (early 1980s) affect both genders, women are usually affected more. As jobs are cut, men move from employment to unemployment, but women are more likely than men to move from employment to economic inactivity (Bullock, 1994; Gilbert, 1994b).

The unemployment rate did not recover fully until 1988 (Kangas, Economic Performance, ¶12). However, The economy itself was rather prosperous, and women's representation rose somewhat during 1982-1991, a period where many women pushed into corporate and professional careers. The years following this period showed a steady increase in women's participation, possibly due to the economic prosperity of the nineties, and the social amenability of this time period towards women's entry into careers, particularly the professions. Now, more than ever, women have qualifications comparable to men's and equal opportunity legislation seems to be showing its effects.

Women were also more likely to be part time workers (similar to findings in Guy, 1992b; Sapiro, 1994). Women were overwhelmingly found in the local government, but are also advancing in the private sector, which was a surprising finding. PAS reports have shown that traditionally, women have gravitated towards the public sector (supported by other studies such as Guy, 1992b; Reskin and Roos, 1990). This finding may indicate that more women are able to join entrepreneurial ranks, historically a male-dominated field. This entry can be credited to national and state efforts to women-owned businesses, which resulted in an 82.5% increase between 1987 and 1996 (US Small

Business Administration Office of Advocacy, 1998). However, this shift needs to be studied further.

Salary patterns revealed an 83.0% differential in the earnings of male and female planners, and only about 27.2% could be ascribed to differences in experience and qualification. It is necessary to point out that besides these, further explanations of variations in salary will not be made, as that would be beyond the scope of this present study. The aim here was simply to test whether gender added significantly to salary variations when experience and qualifications were held constant, and this has been tested successfully to show that gender is indeed a significant factor in affecting salary levels. There are bound to be other factors affecting salary, but gender was also found to contribute a statistically significant amount to variation in salary. This aspect needs to be addressed by policy, since the study makes clear that human capital does not seem to be responsible for the wage differential.

The finding for the proportion of male and female planners as calculated within gender for job titles was that there seemed to be no association between job title and gender, or between planning field and gender. Index of dissimilarity also revealed a very small degree of dissimilarity for both vertical and horizontal occupational structures. However, some descriptive trends revealed that there was some evidence of male planners being more represented than female planners in the upper rungs of the hierarchy (in all four administrative/managerial capacities) and in the Senior planner position, while more women than men planners were found at the relatively lower rung of Assistant Planners.

This may point to the fact that a certain degree of vertical segregation does exist in Ohio's planning profession. No such trend was distinct in case of field of specialization, although male planners were found in a greater proportion than female planners in the fields of administration, Engineering/Architecture/Urban Design, and private/commercial development, all of which are in general literature held to be male dominated fields (Glasmeier and Kahn, 1989; US Bureau of the Census, 2000). This could be a vestige of history's legacy. Female dominated specialties in this study were social service related, and to an extent, transportation. It must be noted that traditional fields such as comprehensive planning, specialty planning, zoning (Dalton, 2000) comprised almost equally of both genders in this study, showing that planning in Ohio has reached a good degree of horizontal integration in terms of OS.

Women planners in Ohio did not seem disadvantaged in terms of access to mentoring, although they were not as able to access same-sex mentoring. These findings are similar to those in found by Hale (1992). This trend is changing, however, as more women had female mentors in their current jobs. However, not many women in the study reported being mentors (as compared to men), which may be due to their lower place in hierarchy. This may be a point of some concern since same-sex mentoring, while not necessarily more beneficial than mixed sex mentoring, is definitely less fraught with the tensions that come with the latter, and also allows for addressing concerns that the other gender may not face (Noe, 1988; Ragins & Cotton, 1991; Guy and Lovelace Duke, 1992). Also, women were more likely to seek mentoring on content of their field and career counseling (also similar to findings in Hale, 1992), while men sought mentoring on content as well as crisis events.

Therefore, while both male and female planners in Ohio had similar access to mentoring, some other dynamics were also in operation. While greater proportions of planners had male mentors as opposed to female mentors, this trend was especially distinct for males (mentorees). This may speak to the traditional orientation of network and support structures, where males were more likely to be in a position to mentor, and also that males were more likely to culturally accept male mentors only. However, the increase in proportion of female mentors for current planners, particularly those who are women, may indicate that planners have more access to women who are in a position to mentor. This may signal progress for women who have made enough inroads into the profession to be accepted as mentors. While more women than men are still gravitating towards female mentors, belying an adhesion to tradition, this phenomenon may also be caused by a greater sense of connection between members of the same gender. Same-sex mentor preference highlights the need for more women in higher ranks to enable effective mentoring of other women.

Women were more likely to feel that their authority level was mid-level as opposed to high, and that the tasks given to them were more than their position warranted. While they felt adequately encouraged to take on more tasks, they were less likely to feel that they were encouraged to take on more decision-making tasks, which is similar to other findings (Guy, 1992b; Guy and Duerst-Lahti, 1992). While exclusion and isolation were cited as problems by anywhere from a quarter to half of planners, most tended to perceive it more as a phenomenon affecting others. Gender and race did not seem to be important factors, but organizational barriers such as agency policies and government/agency politics were.

It seems that the most common reasons of exclusion were related to management and the environment at work. The findings seem to show that women planners do not feel more excluded than male planners in Ohio. While this is counter-intuitive, the finding must be accepted, and the hypothesis rejected. Overall, it seems that while exclusion is a problem in the profession, it may not have a gender dimension. The political nature of the profession and flaws in organizations seem to be larger issues. On the other hand, gender does seem to be a player in allocation of responsibility versus authority. Women planners perceive that they do not receive the type of authority they should as compared to the tasks they are allocated.

Fewer women than men felt that they had been passed over for a raise or a promotion. Those who felt passed over for promotion attributed it to flaws of the management. Most planners felt optimistic about promotion to the next level, and ascribed it to their skills and performance. Women were more likely to feel that gender affected promotions and men were more likely to think otherwise. However, more males who felt that gender did affect promotion were likely to feel that it benefited females. None of the women felt that the gender bias favored women.

Women did not seem to perceive themselves as any more disadvantaged than men with regard to promotion. They seemed confident of their skills and experience, but were very slightly more inclined than men to cite the importance of mentors in having a higher chance of being promoted, and the role of personal restrictions in having lower chance of being promoted. Men's perceptions of lower chances of promotions (particularly as compared to women) seems primarily to stem from their existing placement at high levels of seniority.

Women were more likely to feel that gender affected promotion, and that this bias favored men. However, some men felt that this particular aspect was biased in favor of women. Neither men nor women planners in Ohio felt that the gender bias in any way benefited women in the distribution of decision making tasks.

Most planners felt a moderate impact of work on personal life. Regarding the impact of personal life on work, factors such as children and commute affected both genders (but males more than females), and factors such as spouse's career affected women more than they affected the men. The effect of family on work has been studied by various scholars, and while both genders have been found to be stressed by these family factors, men have been found to be affected more (Guy, 1992b; Johnson and Duerst-Lahti, 1992; Hayghe and Bianchi, 1994).

It should be noted that women may feel less stress of work-personal life dynamics because a lower proportion of them are married or have dependents as compared to men, and thus may not have the same stressors as men. Overall, work did not seem to affect women's life as did the reverse situation. Women were more likely to feel the impact of family/personal life in terms of career rise, quality of work, and quantity of work taken on.

Gender roles that expect and pressure men to be or act as primary breadwinners cause them to compromise between family and work as well. Workplaces must provide benefits and programs and job structures that ease an employees mind about family.

Both men and women were more likely to be working in larger jurisdictions (as defined by population size of census subdivision), but women almost exclusively

concentrated in the largest cities of Ohio. Men were more likely than women to be found in secondary urban areas. This phenomenon may be due to the fact that larger urban areas afford more opportunities, and have larger planning agencies that can absorb greater number of planners, regardless of gender. This is supported by findings (Hapgood, 1971; PAS reports), which showed that women were better represented in larger agencies, and that they tended to be better remunerated in larger jurisdictions than in smaller urban areas (PAS reports).

These findings have been crystallized into a descriptive model that takes into account the socio-political aspects that affect planners and their workplace. Up until now, the findings have been backed by other studies on related subjects and fields, but in the next chapter, an attempt has been made to embed the findings of this study and the resultant model in existing literature on discrimination theories, in this case, the Structuralist Theory.

Concluding Remarks

The findings of the study are translated into the following model. The model is grounded in the matrix of existing theory and literature. It demonstrates how the structuralist or demand side theory moves from a theoretical construct to actual practice in the planning profession in Ohio.

Structural theory posits that social structures and institutions very often shape women's choices, even their individual desires. These choices are usually based on women's perceptions of their social acceptability. Both government and private agencies (market aspect), and social institutions such as religion, education, and the environments created by these, influence women's courses of action by subtly or not so subtly dictating

levels of education or types of careers, entry into the paid workforce, work status (part or full time), and other aspects of their lives relative to paid work.

Late entry of minorities and women into the profession has been the result of concerted actions of discrimination, traditional attitudes and beliefs, the systematic imposition of a patriarchal system onto the social and economic structures of society. Structuralist theory provides an explanation for these social forces, and also the forces of more formal economic institutions that have acted as barriers to equal opportunity.

This study revealed that there is low minority representation in the planning profession in Ohio. Aspects such as low minority representation are quite obviously the result of historical structural barriers of segregation and discrimination in educational and economic institutions, which prevented these populations from entering professional career courses. Late entry of minorities and women into the professions has led to relatively lower accumulated experience levels, which in turn leads to differences in salary levels and even in occupational structures, in this case, vertical structures. Such structural barriers have also led to differences in qualification and skill levels, although women have been largely able to bridge this gap, particularly in professional occupations, and specifically in the case of the planning profession in Ohio (as per this study sample).

These same patriarchal systems and beliefs have also led to other unfavorable dynamics in the workforce, such as the preference for men over women in decision-making positions, and in promotions to higher levels of authority. It has also prevented women from getting the type of mentoring they desire. However, in the present case, the demand side theory of discrimination can be related to findings about lower authority

levels for women, but it is apparent from this study that mentoring and promotions are now beyond such barriers, at least in this case.

Other findings from the current study that can be tied to this theory are the greater proportions of women with alternative work statuses, and lower proportions of women planners in marriages, and having dependents, which may reveal that women feel that they fare better when they are in non-traditional settings, at least for some time during their careers. It reveals that economic structures of work and employment are still configured according to traditional family structures.

Figure 5.1 represents the experience of male and female planners in Ohio. The General Model of the Theory of Discrimination (Figure 2.11) applies here as well, except for the market structure section. The socialist structure is not applicable here, and the effect of the market economy is weaker in most fields of the planning profession than in other occupations. Figure 5.1 is a two-tier model, the first of which names the various barriers to, and causes of differentials in workplace characteristics. Common gender norms, and discrimination per se are some social structures and barriers, while other barriers are organizational or internal in nature. Therefore, it provides a more focused view of how structural and internal barriers affect workplace characteristics.

The model of workplace dynamics in the planning profession in Ohio depicts that social norms and gender; market practices and gender; as well as experience levels/occupational structure and gender are related to each other. As stated before, social structures and norms, as well as historical discrimination led to the delayed entry of women into the workforce, in this case the profession of planning. This results in lower

experience levels and lower positions in the hierarchy for women. This in turn affects salary levels, and levels of authority.

Continuing market and social structures that are discriminatory cause phenomenon such as the “glass ceiling”, which in turn affects vertical structure of the profession, and thus also wage levels for women.

Organizational barriers such as political structures, management flaws, and policies that are not affirmative or geared towards the realities of planners’ lives (that they have a personal life outside of work) often cause problems with aspects such as mentoring (informal networks shut out women), decision making and promotion (as seen in the large number of planners citing management flaws as reasons for their feelings of exclusion and low chances of promotions). Internal barriers such as lack of self worth, or lack of recognition of one’s importance in one’s role may also affect further mentoring.

It is hoped and expected that this cycle can be modified through socio-political and policy interventions, which are partially addressed in the following sections of this chapter.

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7. Present Job Title:

- | | |
|---|--|
| <input type="checkbox"/> a) Director/Executive Director | <input type="checkbox"/> h) Drafter/Map Specialist |
| <input type="checkbox"/> b) Associate, Asst. Director/Manager | <input type="checkbox"/> i) Data Processor/Comp. Analyst |
| <input type="checkbox"/> c) Administrator/City Manager | <input type="checkbox"/> j) Research Analyst |
| <input type="checkbox"/> d) President/Vice President/Chair | <input type="checkbox"/> k) GIS specialist |
| <input type="checkbox"/> e) Owner/Partner | <input type="checkbox"/> l) Engineer/Architect |
| <input type="checkbox"/> f) Chief/Senior/Principal Planner | <input type="checkbox"/> m) Professor |
| <input type="checkbox"/> g) Associate, Assistant Planner | <input type="checkbox"/> n) Other (specify) _____ |

8. Before you joined the planning profession, were you:

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> a) A Student | <input type="checkbox"/> b) Working in another profession |
|---------------------------------------|---|

If you answered b), please provide:

i) Title of last job before entering

Planning: _____

ii) Number of years (total) worked outside planning:

9. Number of years of experience/employment in the planning profession:

- | | |
|---|---|
| <input type="checkbox"/> a) <5 years | <input type="checkbox"/> d) 16-20 years |
| <input type="checkbox"/> b) 5-10 years | <input type="checkbox"/> e) 21-25 years |
| <input type="checkbox"/> c) 11-15 years | <input type="checkbox"/> f) >25 years |

10. Highest Educational Degree held:

- | |
|--|
| <input type="checkbox"/> a) High School |
| <input type="checkbox"/> b) Bachelors Degree |
| <input type="checkbox"/> c) Masters Degree |
| <input type="checkbox"/> d) Doctorate |
| <input type="checkbox"/> e) Other (specify) |

11. Do you hold a planning degree?

No Yes

If Yes, what degree is it? (specify)

12. Do you have Board Certification?

- | |
|---|
| <input type="checkbox"/> b) AICP |
| <input type="checkbox"/> c) FAICP |
| <input type="checkbox"/> d) Other (specify) |

13. Job Function/Field of specialization you work in: **Mark only the Primary field of specialization**

- | | |
|---|--|
| <input type="checkbox"/> a) Administration | <input type="checkbox"/> k) Parks/Recreational Development |
| <input type="checkbox"/> b) Architecture/Urban Design | <input type="checkbox"/> l) Public Works |
| <input type="checkbox"/> c) Building Codes/Inspection | <input type="checkbox"/> m) Transportation |
| <input type="checkbox"/> d) Comprehensive Planning | <input type="checkbox"/> n) Waterfront Development |
| <input type="checkbox"/> e) Downtown Development | <input type="checkbox"/> o) Academia |
| <input type="checkbox"/> f) Historic preservation | <input type="checkbox"/> p) Law (Planning and Zoning) |
| <input type="checkbox"/> g) Housing | <input type="checkbox"/> q) Zoning/Subdivision Admin. |
| <input type="checkbox"/> h) Health and Human Services | <input type="checkbox"/> r) Community/Neighborhood Devt. |
| <input type="checkbox"/> i) Computer Analysis | <input type="checkbox"/> s) Data Processing, Demographics |
| <input type="checkbox"/> j) Mapping/Graphics | <input type="checkbox"/> t) Economic Devt/Grants/Finance |
| <input type="checkbox"/> u) Other (specify) _____ | |

14. **Rank in order** of importance the motivating factors for choosing the area of specialization you specified in the previous question. Type a "1" next to the factor that motivated you the most, "2" next to the next highest motivating factor, etc. If there is absolutely no difference between two motivating factors given below, you may rank them equally. If a factor does not apply, put "N/A"

- a) Always liked it
 - b) Monetarily rewarding
 - c) No other job choice other than planning
 - d) No other field (specialization) choice
 - e) Don't know
 - f) Other (specify) _____
-

15. If you could choose a field of specialization other than yours, which would it be, and why? (*If you are satisfied in this field, reply N/A*)

Preferred field:

Reason:

16. What is your employer type?

- | | |
|---|---|
| <input type="checkbox"/> a) Federal/State | <input type="checkbox"/> d) Consultant/Business |
| <input type="checkbox"/> b) City/County/Joint city-county | <input type="checkbox"/> e) Nonprofit Organization |
| <input type="checkbox"/> c) Metropolitan/Regional | <input type="checkbox"/> f) Educational institution |
| <input type="checkbox"/> g) Other (specify) _____ | |

17. What is the name of the urban area where your agency/institution is located? Please provide a **zip code** for the agency/institution location.

Name of urban area: _____ Zip Code: _____

18. Why did you choose to work in this urban area? **Mark all applicable reasons**

- _____ a) Better salary options/provisions
- _____ b) Better career opportunity/job advancement options
- _____ c) Better work environment (specify)
 - i) _____ more egalitarian
 - ii) _____ presence of support network
 - iii) _____ greater encouragement to rise in career
- _____ d) Other (specify) _____

19. What is the salary range at your current position?

- _____ a) < \$10,000 p.a.
- _____ b) \$10,000 - \$25,000
- _____ c) \$25,000 - \$40,000
- _____ d) \$40,000 - \$55,000
- _____ e) \$55,000 - \$70,000
- _____ f) \$70,000 - \$85,000
- _____ g) \$85,000 - \$100,000
- _____ h) >\$100,000

20. Do you have the following employee benefits at your present position/job?

_____ Medical _____ Retirement _____ No benefits

Section II: Workplace Perceptions

Mentoring

21. Have you had the experience of having a mentor? **If No, skip to Question 23.**

Where?

- _____ a) As student
 - i) Was/this mentor associated with the same school you were attending?
_____ Yes _____ No
 - ii) Is this mentor:
_____ Male _____ Female
- _____ a) At previous job
 - i) Did this mentor work for the same institution/agency as you?
_____ Yes _____ No
 - ii) Is this mentor:
_____ Male _____ Female

_____ b) Currently (at work or outside)

i) Does this mentor work for the same institution/agency as you? _____ Yes _____ No

ii) Is this mentor: _____ Male _____ Female

22. In what areas does your mentor help/guide you? **Mark all** that apply. If a factor *does not apply*, put "N/A"

a) *Content*: Information and knowledge about your area of expertise _____

b) *Better Application*: of your own knowledge of the field _____

c) *Career counseling*: how to move ahead in your field/profession _____

d) *Work environment*: How to deal with colleagues, superiors and others _____

e) *Events*: How to deal with setbacks, greater responsibilities, such events _____

f) *Other* _____

23. Are you a mentor to someone in the planning profession?

_____ Unsure/ _____ No/ _____ Yes

If Yes, What is/are the gender(s) of the persons you mentor:

_____ Male/ _____ Female

Decision making

24. At what level of supervisory authority/management do you perceive yourself to be?

_____ a) Upper management

_____ c) Lower level

_____ b) Mid-level

_____ d) Unsure

25. Considering your position/job title, do you feel that the *decision making/supervisory responsibilities* given to you are:

_____ a) Less than appropriate

_____ c) Adequate or just right

_____ b) More than appropriate

_____ d) Don't know

26. Are you encouraged to take on more responsibilities/tasks?

_____ Yes/ _____ No

27. Are you encouraged to take on more *decision making/authority holding* situations?

_____ Yes/ _____ No

28. Do you feel that you are adequately included in decision-making processes?

_____ Yes/ _____ No

29. Do you ever feel excluded from such decision-making processes?

_____ a) Always

_____ d) Rarely

_____ b) Frequently

_____ e) Never

_____ c) Sometimes

_____ f) Unsure

30. In your perception, what are the reasons **you** have been excluded from the decision making process? (**Mark all that apply**)

- _____ a) Work environment
 - _____ b) Race/Ethnicity
 - _____ c) Gender
 - _____ d) Flaws of the Management
 - _____ e) Don't know
 - _____ f) Other
-

31. Have you ever noticed other people in your institution/agency being excluded from the decision making process? _____ Yes/_____ No

If No, skip to Question 32.

If Yes, what are the reasons for this exclusion from the decision making process? (Mark all that apply)

- _____ a) Work environment
 - _____ b) Race/Ethnicity
 - _____ c) Gender
 - _____ d) Flaws of the Management
 - _____ e) Don't know
 - _____ f) Other
-

32. Exclusion from the decision making process can occur at all levels of an organization. In your view, at which organizational level is exclusion **experienced** most frequently? In the list of choices below, place a "1" next to the organizational level where you feel exclusion is experienced most frequently, place a "2" next to the organizational level where exclusion is experienced next most frequently, etc. If there is absolutely no difference between two levels you may rank them equally. If a factor does not apply, type "N/A."

- _____ a) Entry level
 - _____ b) Mid level
 - _____ c) Upper level/Higher Management
 - _____ d) Highest ranks
 - _____ e) other (specify)
-

This question excluded from analysis

33. In the event of a *decision-making failure* by you at work (the decision was wrong, or the right decision was not properly executed), do you feel your superiors will take action or reprimand you at a level:

- _____ a) More than necessary
- _____ b) Less than necessary
- _____ c) Only as much as necessary
- _____ d) Negligible or nil/ you will be given another chance
- _____ e) Don't know

Promotion

34. Have you ever felt that you have been passed over for a raise?

No Yes

If No, skip to Question

Have you ever felt that your have been passed over for a promotion?

No Yes

(question continued on next page)

What were the reasons as you perceive it that you were passed over for a promotion?

(Mark all that apply)

- | | |
|---|--|
| <input type="checkbox"/> a) Lack of required skills | <input type="checkbox"/> d) Slow economy |
| <input type="checkbox"/> b) Lack of mentor/guide | <input type="checkbox"/> e) Gender |
| <input type="checkbox"/> c) Improper Management | <input type="checkbox"/> f) Race/Ethnicity |
| <input type="checkbox"/> g) Other (specify) | |
-

35. How do you rate your chances of promotion to the next level?

A) High

What reason(s) would you credit **(Mark all that apply)**?

- a) Your skills and performance
 - b) Role of mentor
 - c) Conducive circumstances
 - d) Human resource policy or needs of agency/institution
 - e) Don't know
 - f) Other (specify)
-

B) Medium

C) Low

What reason(s) would you name? **(Mark all that apply)**

- a) Lack of required skills
 - b) Lack of mentor/guide
 - c) Personal restriction (such as family, health, time, etc.)
 - d) Non-conducive work environment
 - e) Improper Management
 - f) Slow economy
 - g) Already at senior/fairly senior level
 - h) Gender
 - i) Race/Ethnicity
 - g) Other (specify)
-

D) None

What reason(s) would you name? (**Mark all that apply**)

- a) Lack of required skills
 - b) Lack of mentor/guide
 - c) Personal restriction (such as family, health, time, etc.)
 - d) Non-conducive work environment
 - e) Improper Management
 - f) Slow economy
 - g) Already at senior/fairly senior level
 - h) Gender
 - i) Race/Ethnicity
 - g) Other (specify)
-

 E) Don't know

36. If you did receive a promotion, which of the following factors would **others** in your workplace perceive as the reason for your promotion. (**Check all that apply**)

- a) Your skills and performance
 - b) Role of mentor
 - c) Conducive circumstances
 - d) Human resource policy or needs of agency/institution
 - e) Don't know
 - f) Other (specify)
-

37. How do you rate your chances of rising to positions *beyond* the next level?

- a) High
- b) Medium
- c) Low
- e) Don't know
- d) None

Work and Personal Dynamics

38. How much does your work impact your family life?

- a) Very Much
- b) Moderately
- c) Very Little
- d) No Impact

39. Sometimes family factors affect worklife. In your case, which of the following family factors impact your work? (**Mark all applicable factors**)

- a) Little or no impact
 - b) Children
 - c) Long commute
 - d) Spouse's career as priority
 - e) Other (specify)
-

40. How do factors such as children, a long commute, or a spouse's career taking priority impact your work life? (**Mark all applicable factors**)

- a) Limited career rise
 - b) Limited responsibilities can be taken on at work
 - c) Feel that quality of work is compromised
 - d) Little or no impact
 - e) Other (specify)
-

41. Do you feel isolated/excluded in your workplace? Yes/ No

If No, skip to Question 42.

What reasons created this sense of isolation/exclusion? **Mark all** applicable answers.

- a) Personal preference for seclusion/natural traits
- b) Institution/agency politics
- c) Race/ethnicity based exclusion
- d) Gender based exclusionary "men's clubs" and "women's groups"
- e) Other

(specify) _____

42. Do you think that factors such as gender *affect or bias* the **hiring process**?

- a) Yes

Who do you think benefits from this bias, males, females, or either depending on the context?

- Males/ Females/ Either
- b) No
- c) Unsure

43. Do you think that factors such as gender *affect or bias* the entry level salary?

- a) Yes

Who do you think benefits from this bias, males, females, or either depending on the context?

- Males/ Females/ Either
- b) No
- c) Unsure

44. Do you think that factors such as gender *affect or bias* middle level salary?

- a) Yes

Who do you think benefits from this bias, males, females, or either depending on the context?

- Males/ Females/ Either
- b) No
- c) Unsure

45. Do you think that factors such as gender *affect or bias* Management level salary?

_____ a) Yes

Who do you think benefits from this bias, males, females, or either depending on the context?

_____ Males/_____ Females/_____ Either

_____ b) No

_____ c) Unsure

46. Do you think that factors such as gender *affect or bias* salary at highest ranks?

_____ a) Yes

Who do you think benefits from this bias, males, females, or either depending on the context?

_____ Males/_____ Females/_____ Either

_____ b) No

_____ c) Unsure

47. Do you think that factors such as gender *affect or bias* promotion?

_____ a) Yes

Who do you think benefits from this bias, males, females, or either depending on the context?

_____ Males/_____ Females/_____ Either

_____ b) No

_____ c) Unsure

48. Do you think that factors such as gender *affect or bias* the disbursement of decision making tasks?

_____ a) Yes

Who do you think benefits from this bias, males, females, or either depending on the context?

_____ Males/_____ Females/_____ Either

_____ b) No

_____ c) Unsure