

Culture Awareness and Competency Assessment

Overall Results



August 2022





Observations: Cultural Awareness and Competency Assessment

Executive Summary

Survey/Assessment Details

- *This anonymous survey was conducted between February 16, 2021 and February 22, 2021.*
- *A link to the survey was distributed to 634 employees at **Client**, of which 323 employees responded for a response/return rate of 51%.*
- *All questions were phrase positively (e.g., “I feel like I belong at my organization,” not “I don’t feel like I belong at my organization.”*
- *Their responses to the 20 quantitative questions constituted the entirety of this survey; no qualitative questions or other types of open questions were asked.*

Strengths

- *Trend toward the positive: In almost every case, those who Mostly Agreed or Strongly Agreed with a positively-phrased survey statement greatly outweighed those who Mostly Disagreed or Strongly Disagreed.*
*Observation/Caveat: Without knowing the exact ratio of men-to-women or minorities-to-non minorities (since No Answer was selected 11% of the time for gender and 17.6% of the time for “Part of a Minority Group”), it’s hard to determine if this reflects an “across-the-board” appreciation by all groups for the DE&I climate at **Client**, or mainly the reflection of the white male portion of the **Client** workforce (in general, those who chose “No Answer” appear to be responding most similarly to younger, female individual contributors).*
- *Statement with the most favorable response:*
“I have good working relationships with co-workers who identify in different ways from me in terms of race, ethnicity, gender, sexual orientation, or age.”
Observation: This is an important component in an environment of psychological safety. This was also the statement which had the largest number by far of those who strongly agree with the statement (160). This is a great foundation for building an even more inclusive culture.

Opportunities for Progress

- *Women ranked **Client** lower in all survey items than men did, sometimes significantly lower.*
- *Those who identified as part of a minority group ranked **Client** lower in all survey items than those who did not identify as part of a minority, sometimes significantly lower.*

- In general, those 41 years of age and older tended to view the climate of diversity and inclusion at **Client** more favorably than those under 40 and under, though here the differences were not as pronounced.
- In most cases, the higher up in the organization your role, the more favorably you view **Client's** climate of diversity and inclusion (i.e., individual contributors collectively gave lower scores to **Client's** than Manager/Directors did, who gave lower scores than Executives/Senior leaders). **Observation:** *The most notable exception to this is the response to the statement “Women and minority groups are proportionately represented among our leadership teams.” Here the trend was the opposite, with senior leadership scoring **Client** lowest in this category (although still within a very close range of 3.06-3.15).*
- Those who chose “No Answer” for the Gender and “Part of a Minority Group” demographics tended to have scores in midrange, between the majority and minority groups, while those who chose “No Answer” for the Age demographic tended to rate **Client** slightly lower than each of the other age categories.

Observation: *Interestingly, the largest disparities for the Age “No Answer” group was in their lower ranking of these statements:*

- *“I can voice a contrary opinion without fear of negative consequences.”*
- *“I feel like I belong at my organization.”*
- *“People freely talk here about their backgrounds, heritage, life experiences, personal relationships and customs.”*

*Scores for this groups were at least 0.5 points lower than the scores of respondents in the next lowest categories. One interpretation of this is that although our survey messaging reflected the complete anonymity of the responses, those who view the **Client** environment less favorably weren't as comfortable voicing their slightly lower scores if there was a chance their answers could be traced back to them. This could be a sign that a feeling of psychological safety is not distributed evenly throughout the organization.*

- **Statement with the least favorable response**

“Women and minority groups are proportionately represented among our leadership teams.”

Observation: *It is often the case in many organizations that women and minority groups are not proportionately represented in leadership. Whether or not this accurately reflects the status of leadership teams at **Client** it's important to be aware that this is the perception among many of the respondents.*

It's worth noting that those who identified as women, minorities, and ages 25-40 were the ones who most strongly disagreed with this statement. This could indicate that other groups (men, non-minorities, older team members) may not perceive a lack of diversity in leadership to be a problem.

This was also the statement across which the responses were most evenly distributed (from Strongly Disagree to Strongly Agree), and the largest number of respondents who strongly disagreed with the statement (43).

Client Logo

Item Average

For each survey item the mean average is shown for both overall and by demographic.

Item	Overall	Demographics																
		Age						Gender				Part of Minority Group			Role			
		0	22	85	61	51	25	74	143	0	27	60	141	43	117	68	17	42
My organization treats all employees fairly regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.27	###	4.36	4.13	4.52	4.37	3.80	3.89	4.50	###	4.04	3.92	4.46	4.12	4.18	4.40	4.65	4.14
My organization provides everyone an equal opportunity to advance regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.11	###	4.27	3.95	4.33	4.31	3.56	3.69	4.39	###	3.78	3.67	4.35	3.93	4.00	4.25	4.59	4.00
Women and minority groups are proportionately represented among our leadership teams.	3.15	###	3.55	2.87	3.26	3.39	2.96	2.27	3.60	###	3.15	2.47	3.45	3.12	3.15	3.10	3.06	3.26
Diversity and inclusion factors are considered in our company's policies, procedures, and values.	3.91	###	3.91	3.71	4.00	4.25	3.68	3.50	4.15	###	3.78	3.37	4.17	3.81	3.85	4.01	4.35	3.74
Leaders openly challenge themselves and others to recognize and eliminate biases.	3.51	###	3.95	3.31	3.57	3.76	3.16	3.22	3.74	###	3.11	3.13	3.73	3.33	3.56	3.50	3.88	3.26
My organization uses language in their communications that respects and is inclusive of all groups regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.22	###	4.00	4.13	4.44	4.37	3.84	3.89	4.43	###	3.96	3.72	4.43	4.21	4.14	4.35	4.65	4.05
My organization has taken a stand on the societal prejudice or mistreatment of minority groups.	3.34	###	3.41	3.01	3.52	3.75	3.08	2.78	3.69	###	3.00	2.80	3.59	3.26	3.23	3.35	3.76	3.43
Perspectives like mine are included in decision making.	3.63	###	3.77	3.29	3.95	3.92	3.24	3.16	3.92	###	3.37	3.00	3.92	3.53	3.49	3.79	4.29	3.48
My manager encourages me to share my opinions regarding decisions, challenges or opportunities in my team.	4.20	###	4.41	4.04	4.48	4.33	3.68	4.11	4.31	###	3.93	3.93	4.36	4.07	4.15	4.41	4.65	3.83
Comments or jokes offending other cultures, races, ethnicities, religions, age groups or LGBTQ groups are not tolerated at my organization.	4.19	###	3.86	3.99	4.51	4.39	3.96	3.97	4.31	###	4.11	3.80	4.40	4.05	4.04	4.40	4.65	4.07
I can voice a contrary opinion without fear of negative consequences.	3.73	###	3.82	3.62	3.90	4.00	3.08	3.49	3.99	###	3.04	3.30	4.00	3.47	3.63	3.97	4.41	3.36
I would feel comfortable telling a leader if I felt I was being treated unfairly because of my race, ethnicity, age or gender at our company.	4.01	###	4.09	3.91	4.25	4.08	3.56	3.66	4.26	###	3.63	3.60	4.28	3.67	3.85	4.26	4.65	3.76
I would feel comfortable telling a leader if someone did or said something that was racist or discriminatory in anyway.	4.17	###	3.86	4.07	4.31	4.33	4.08	3.86	4.34	###	4.11	3.78	4.38	4.02	3.98	4.38	4.59	4.17
People in my organization regularly collaborate with others in different departments or functional areas.	4.27	###	4.41	4.34	4.28	4.27	3.84	4.14	4.34	###	4.22	4.05	4.31	4.42	4.23	4.29	4.35	4.29
My co-workers respect diverse personalities, perspectives, and work styles in accomplishing our team's objectives.	4.23	###	4.27	4.24	4.36	4.20	3.96	4.08	4.34	###	4.11	3.95	4.33	4.30	4.20	4.31	4.41	4.14
People in my organization typically deal with conflict in a healthy and positive manner.	3.82	###	4.05	3.71	3.93	3.84	3.68	3.46	4.01	###	3.78	3.47	3.91	4.02	3.75	3.88	3.88	3.88
People freely talk here about their backgrounds, heritage, life experiences, personal relationships and customs.	3.95	###	4.09	4.12	3.89	3.96	3.44	3.84	4.06	###	3.70	3.70	4.08	3.91	4.00	4.01	3.82	3.79
I have good working relationships with co-workers who identify in different ways from me in terms of race, ethnicity, gender, sexual orientation or age.	4.59	###	4.45	4.66	4.67	4.57	4.28	4.53	4.64	###	4.48	4.50	4.63	4.56	4.59	4.57	4.88	4.48
I feel like I belong at my organization.	4.22	###	4.23	4.11	4.43	4.47	3.60	4.05	4.38	###	3.81	3.80	4.45	4.07	4.10	4.49	4.65	3.95
I feel that I have things in common with my co-workers.	4.25	###	4.18	4.21	4.39	4.39	3.76	4.18	4.33	###	4.00	3.95	4.39	4.19	4.17	4.43	4.65	4.00

Scale Used: [1] Strongly Disagree, [2] Mostly Disagree, [3] Neither Agree nor Disagree, [4] Mostly Agree, [5] Strongly Agree

Client Logo

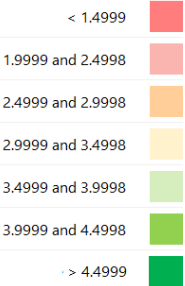
Item Average

For each survey item the mean average is shown for both overall and by demographic.

Item	Overall	Demographics																
		Age					Gender			Part of Minority Group			Role					
		0	22	85	61	51	25	74	143	0	27	60	141	43	117	68	17	42
My organization treats all employees fairly regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.27	###	4.36	4.13	4.52	4.37	3.80	3.89	4.50	###	4.04	3.92	4.46	4.12	4.18	4.40	4.65	4.14
My organization provides everyone an equal opportunity to advance regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.11	###	4.27	3.95	4.33	4.31	3.56	3.69	4.39	###	3.78	3.67	4.35	3.93	4.00	4.25	4.59	4.00
Women and minority groups are proportionately represented among our leadership teams.	3.15	###	3.55	2.87	3.26	3.39	2.96	2.27	3.60	###	3.15	2.47	3.45	3.12	3.15	3.10	3.06	3.26
Diversity and inclusion factors are considered in our company's policies, procedures, and values.	3.91	###	3.91	3.71	4.00	4.25	3.68	3.50	4.15	###	3.78	3.37	4.17	3.81	3.85	4.01	4.35	3.74
Leaders openly challenge themselves and others to recognize and eliminate biases.	3.51	###	3.95	3.31	3.57	3.76	3.16	3.22	3.74	###	3.11	3.13	3.73	3.33	3.56	3.50	3.88	3.26
My organization uses language in their communications that respects and is inclusive of all groups regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.22	###	4.00	4.13	4.44	4.37	3.84	3.89	4.43	###	3.96	3.72	4.43	4.21	4.14	4.35	4.65	4.05
My organization has taken a stand on the societal prejudice or mistreatment of minority groups.	3.34	###	3.41	3.01	3.52	3.75	3.08	2.78	3.69	###	3.00	2.80	3.59	3.26	3.23	3.35	3.76	3.43
Perspectives like mine are included in decision making.	3.63	###	3.77	3.29	3.95	3.92	3.24	3.16	3.92	###	3.37	3.00	3.92	3.53	3.49	3.79	4.29	3.48
My manager encourages me to share my opinions regarding decisions, challenges or opportunities in my team.	4.20	###	4.41	4.04	4.48	4.33	3.68	4.11	4.31	###	3.93	3.93	4.36	4.07	4.15	4.41	4.65	3.83
Comments or jokes offending other cultures, races, ethnicities, religions, age groups or LGBTQ groups are not tolerated at my organization.	4.19	###	3.86	3.99	4.51	4.39	3.96	3.97	4.31	###	4.11	3.80	4.40	4.05	4.04	4.40	4.65	4.07
I can voice a contrary opinion without fear of negative consequences.	3.73	###	3.82	3.62	3.90	4.00	3.08	3.49	3.99	###	3.04	3.30	4.00	3.47	3.63	3.97	4.41	3.36
I would feel comfortable telling a leader if I felt I was being treated unfairly because of my race, ethnicity, age or gender at our company.	4.01	###	4.09	3.91	4.25	4.08	3.56	3.66	4.26	###	3.63	3.60	4.28	3.67	3.85	4.26	4.65	3.76
I would feel comfortable telling a leader if someone did or said something that was racist or discriminatory in anyway.	4.17	###	3.86	4.07	4.31	4.33	4.08	3.86	4.34	###	4.11	3.78	4.38	4.02	3.98	4.38	4.59	4.17
People in my organization regularly collaborate with others in different departments or functional areas.	4.27	###	4.41	4.34	4.28	4.27	3.84	4.14	4.34	###	4.22	4.05	4.31	4.42	4.23	4.29	4.35	4.29
My co-workers respect diverse personalities, perspectives, and work styles in accomplishing our team's objectives.	4.23	###	4.27	4.24	4.36	4.20	3.96	4.08	4.34	###	4.11	3.95	4.33	4.30	4.20	4.31	4.41	4.14
People in my organization typically deal with conflict in a healthy and positive manner.	3.82	###	4.05	3.71	3.93	3.84	3.68	3.46	4.01	###	3.78	3.47	3.91	4.02	3.75	3.88	3.88	3.88
People freely talk here about their backgrounds, heritage, life experiences, personal relationships and customs.	3.95	###	4.09	4.12	3.89	3.96	3.44	3.84	4.06	###	3.70	3.70	4.08	3.91	4.00	4.01	3.82	3.79
I have good working relationships with co-workers who identify in different ways from me in terms of race, ethnicity, gender, sexual orientation or age.	4.59	###	4.45	4.66	4.67	4.57	4.28	4.53	4.64	###	4.48	4.50	4.63	4.56	4.59	4.57	4.88	4.48
I feel like I belong at my organization.	4.22	###	4.23	4.11	4.43	4.47	3.60	4.05	4.38	###	3.81	3.80	4.45	4.07	4.10	4.49	4.65	3.95
I feel that I have things in common with my co-workers.	4.25	###	4.18	4.21	4.39	4.39	3.76	4.18	4.33	###	4.00	3.95	4.39	4.19	4.17	4.43	4.65	4.00

Scale Used: [1] Strongly Disagree, [2] Mostly Disagree, [3] Neither Agree nor Disagree, [4] Mostly Agree, [5] Strongly Agree

**This heat map view is intended as a better way to visually digest the data based on high and low values



Client Logo

Response Distribution

The distribution by scale choice for each survey item.

	Overall	(1) Strongly Disagree	(2) Mostly Disagree	(3) Neither Agree nor Disagree	(4) Mostly Agree	(5) Strongly Agree
	# of responses					
	244					
My organization treats all employees fairly regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.27	4	14	19	83	124
My organization provides everyone an equal opportunity to advance regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.11	7	22	26	71	118
Women and minority groups are proportionately represented among our leadership teams.	3.15	43	46	46	50	59
Diversity and inclusion factors are considered in our company's policies, procedures, and values.	3.91	7	25	49	65	98
Leaders openly challenge themselves and others to recognize and eliminate biases.	3.51	14	40	66	55	69
My organization uses language in their communications that respects and is inclusive of all groups regardless of their race, ethnicity, gender, religion, age or sexual identity.	4.22	4	16	25	77	122
My organization has taken a stand on the societal prejudice or mistreatment of minority groups.	3.34	31	29	72	51	61
Perspectives like mine are included in decision making.	3.63	10	33	65	66	70
My manager encourages me to share my opinions regarding decisions, challenges or opportunities in my team.	4.20	9	10	28	72	125
Comments or jokes offending other cultures, races, ethnicities, religions, age groups or LGBTQ groups are not tolerated at my organization.	4.19	5	14	41	54	130
I can voice a contrary opinion without fear of negative consequences.	3.73	12	27	47	86	72
I would feel comfortable telling a leader if I felt I was being treated unfairly because of my race, ethnicity, age or gender at our company.	4.01	11	22	33	66	112
I would feel comfortable telling a leader if someone did or said something that was racist or discriminatory in anyway.	4.17	7	12	28	83	114
People in my organization regularly collaborate with others in different departments or functional areas.	4.27	4	11	30	70	129
My co-workers respect diverse personalities, perspectives, and work styles in accomplishing our team's objectives.	4.23	4	13	22	88	117
People in my organization typically deal with conflict in a healthy and positive manner.	3.82	7	21	49	99	68
People freely talk here about their backgrounds, heritage, life experiences, personal relationships and customs.	3.95	6	17	50	80	91
I have good working relationships with co-workers who identify in different ways from me in terms of race, ethnicity, gender, sexual orientation or age.	4.59	1	0	14	69	160
I feel like I belong at my organization.	4.22	2	16	33	68	125
I feel that I have things in common with my co-workers.	4.25	3	6	34	86	115

Scale Used: [1] Strongly Disagree, [2] Mostly Disagree, [3] Neither Agree nor Disagree, [4] Mostly Agree, [5] Strongly Agree