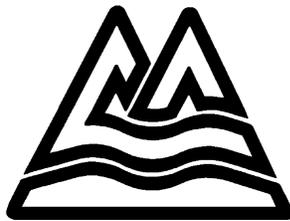


# **Multnomah County RESULTS/Diversity: A 4 Year Follow-up**

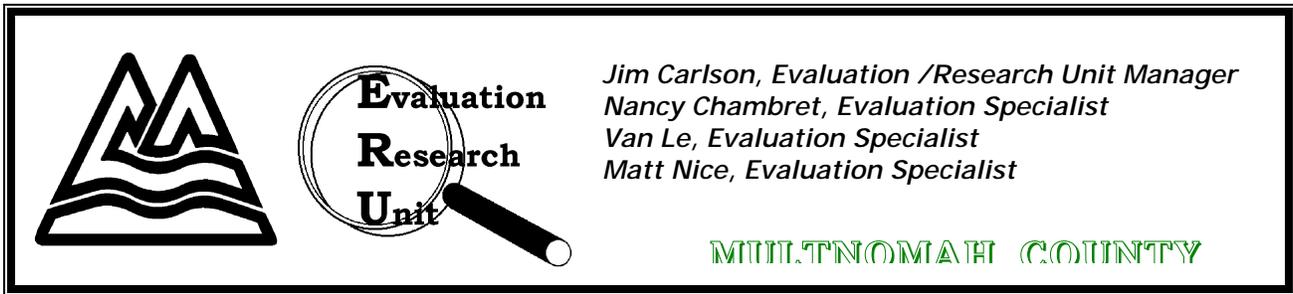
Good Government Benchmark Analysis  
Multnomah County, Oregon



Department of Support Services

**OCTOBER 1998**

*[www.co.multnomah.or.us/budget/eru/index.html](http://www.co.multnomah.or.us/budget/eru/index.html)*



## Multnomah County RESULTS/Diversity: A 4 year follow-up

The fall of 1990 and the fall of 1995 saw the beginning of two landmark initiatives at Multnomah County. The fall of 1990 saw the inception of the Diversity Initiative and the RESULTS was launched in 1995. In 1992 Nesby & Associates was contracted to conduct a county-wide training and study on workplace diversity. A pre-test and post-test assessment of Multnomah County employee attitudes was conducted. Four years after the Diversity training, we have asked the question "What's happened?" The following report compares results from the 1992 Diversity Pre-test, the 1994 Diversity Post-test, and the 1998 County-wide Employee Survey.

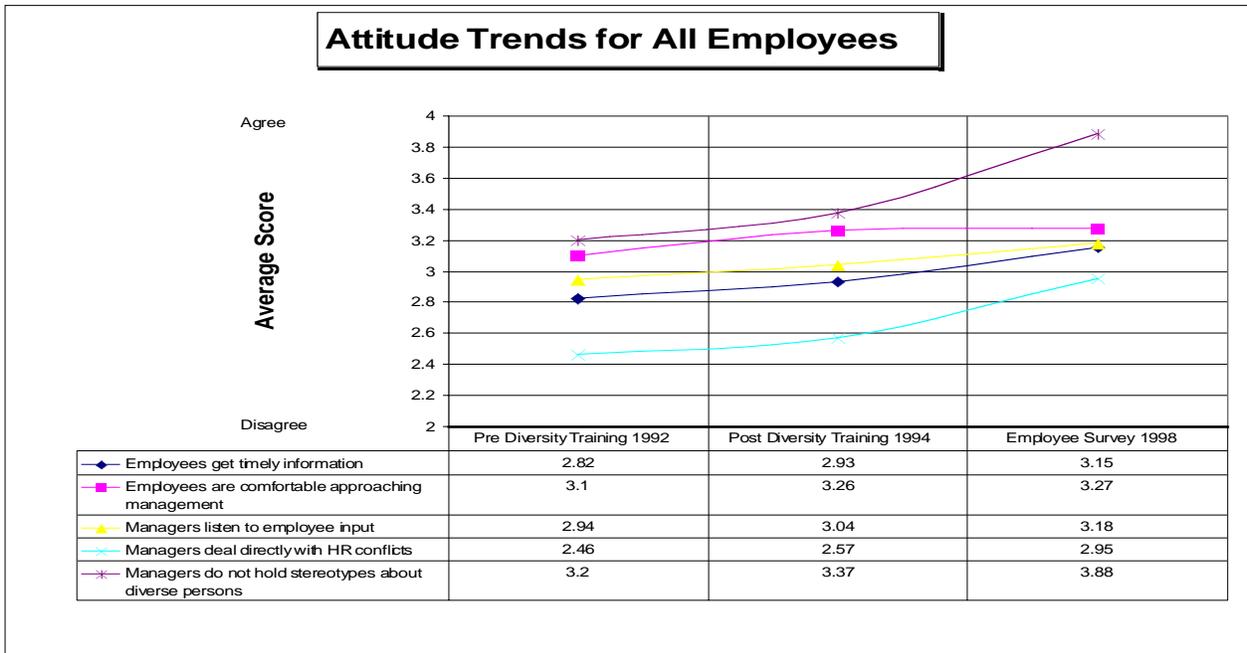
Because the 1992 pre-test, 1994 post-test, and 1998 employee survey, utilized 5 of the same questions we were able to plot the means and analyze the employee attitude trends at Multnomah County. Table 1 lists the relevant characteristics of each assessment.

<b>Table 1. Characteristics of the Diversity Assessments</b>			
<b>Study Year</b>	1992	1994	1998
<b>Study Title</b>	Diversity Pre-Assessment	Diversity Post-Assessment	County-wide Employee Survey
<b>No. of Participants (Response Rate)</b>	300 (61%)	440 (46%)	1492 (48%)
<b>Design</b>	Unknown	Stratified Random Sample	All employees*

\* Employees from the District Attorney's Office and the Sheriff's Office were not included in the 1998 study.

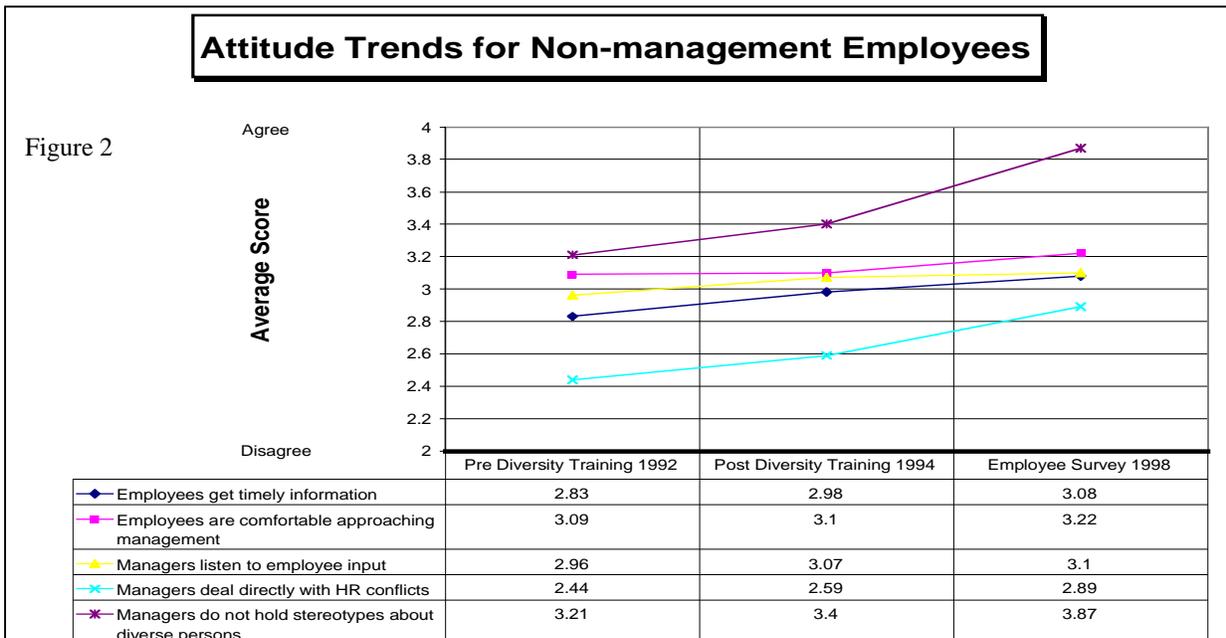
From the data provided in all 3 studies, attitude trends were plotted. These trends were plotted for all employees (management and non-management, see Figure 1) and for non-management employees (see Figure 2). A trend for management employees could not be graphed due to the omission of this data from the 1992-1994 studies. The 1998 means from each question are provided in Table 2.

Figure 1 depicts the 5 employee attitude trends (i.e., 5 survey questions) for Multnomah County employees. As illustrated in the figure, all of the attitudes showed positive increases from 1992-1998. The greatest increases over baseline were found in the two questions: "Managers do not



hold negative stereotypes about diverse persons" and "Managers deal directly with HR conflicts." Slight increases over baseline were found in two questions: "Employees get timely information" and "Managers listen to employee input." Finally, it appears that "Employees feel comfortable approaching management" has, after an initial increase, leveled off from 1994-1998.

Figure 2, measuring non-management employees, paralleled most of the findings shown in Figure 1. However, when measuring only non-management employees, 2 differences were found. First, non-management employees identified slight increases with the question "Employees feel comfortable approaching management" from 1992-1998. Second, the question "Managers listen to employee input" appears to have leveled off from 1994-1998. These findings are opposite of findings from Figure 1.



One interesting finding identified by the data was found in the question "Managers deal directly with HR conflicts." Although modest increases from 1992-1998 were found, it was the only diversity question to rate below 3 (mid-point on the scale between agreement and disagreement) for both all employees (Figure 1) and non-management employees (Figure 2).

As listed in Table 2, all of the 1998 RESULTS/Diversity question results were found to be in greater agreement (more positive) for the Management Group when compared to the Non-management Group. Of these results 4 of the 5 were found to be significantly different, suggesting that RESULTS/Diversity attitudes of management employees are significantly greater in agreement than those of non-management employees.

<b>Table 2. Results from the 1998 Employee Survey**</b>			
	Management	Non-Management	All Employees
Employees get timely information	3.35*	3.08*	3.15
Employees are comfortable approaching management	3.51*	3.22*	3.27
Managers listen to employee input	3.56*	3.10*	3.18
Managers deal directly w/ HR conflicts	3.20*	2.89*	2.95
Managers do not hold stereotypes about diverse persons	3.94	3.87	3.88

\* Indicates a significant difference (p < .001)

\*\* Please note the scale from the 1998 survey was transformed to be congruent with the 1992-1994 studies. As with any transformation process some variance has been lost and therefore results should be viewed with some caution.

### **What does this mean?**

Simply put, results indicate that employee attitudes on these 5 questions have made positive changes since 1992. Four of the five employee attitude questions have agreement ratings, with only "Managers deal directly with HR conflicts" still in disagreement.

It is important to remember that although the RESULTS and Diversity Initiatives at Multnomah County may have contributed to these positive changes in employee attitudes, it would be incorrect to assume that they caused them. There are many additional factors that may have influenced these results such as different hiring practices, additional training, leadership, increased media exposure concerning diversity, and changing social attitudes.