

CODE Employee Assessment Regional Report

Megan Ximenes, B.A.

SJ Hall, B.S.

Abigail M. Folberg, Ph.D.

University of Nebraska at Omaha

Fall, 2022

Introduction

This report summarizes employee responses from participating organizations in the Spring ($n = 4$) and Fall ($n = 9$) 2022 CODE initiative surveys. Of the 1590 employees who participated, we excluded 108 participants who provided the same response option across questions, indicating inattentive responding. An additional 71 participants who did not complete at least 80% of the questionnaire were also excluded. Thus, the final sample included 1411 employees.

The employee survey included 53 questions. The first 11 assessed demographics, and the remaining 42 questions assessed:

- Perceptions of Organizations' Mission/Values
- Perceptions of Leaders
- Perceptions of Talent Management
- Perceptions of Diversity Training
- Perceptions of Employee Resource Groups
- Perceptions of Conflict & Compliance Policies
- Perceptions of Internal and External Organizational Communications
- Perceived Inclusion
- Perceived Organizational Support for DEI
- Employee Support for DEI
- Perceived Fairness
- Perceptions of Organizations' Social Justice Efforts
- Perceptions of Organizations' COVID Responses

Participants responded to items on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. We created themes by averaging across items within each theme. (See Appendix for more details.)

To protect participants' identities, we averaged across responses of groups with fewer than five respondents. The group, "MENA and East Indian" includes responses from Middle Eastern/North African and Eastern Indian employees. Similarly, the group, "Gender Diverse" includes responses from transgender, non-binary, and gender fluid, employees, and "Queer and Questioning" includes responses from queer and questioning employees.

The figures in this document display the average responses to each theme by race/ethnicity, gender, sexual orientation, and age. The figures also display the 95% confidence interval around that average. The 95% confidence interval can be interpreted as a range of response values that do not meaningfully differ from the average.

Executive Summary

Across themes, employees generally viewed organizations' diversity, equity, and inclusion (DEI) efforts positively, and most employees strongly supported DEI. Employees also viewed organizations' responses to COVID favorably. However, perceptions of organizations' DEI efforts varied substantially across race/ethnicity, gender, and sexual orientation. These differences were most pronounced for perceptions of leaders, communication, inclusion, social justice efforts, and organizational support for DEI. Across themes, employees generally supported DEI but did not necessarily perceive their organizations as supporting DEI, particularly if they identified as Black, Latinx, women, or were younger than 25 years old.

However, we advise caution when interpreting these findings. First, as few organizations participated in the Spring 2022 wave, we combined responses across the Fall and Spring waves. Thus, wave (i.e., Fall vs. Spring) may be confounded with group differences. Further, over 50% of participants and nearly two-thirds of participants of color were employed at one organization. Thus, it is unclear whether group differences in perceptions of organizational DEI efforts reflect dynamics specific to one organization. Unfortunately, there were too few employees of color and sexual minority employees at other organizations to examine differences across race/ethnicity and sexual orientation at smaller organizations. In subsequent surveys, it is critical to recruit employees from a wider range of organizations across the Omaha metro area.

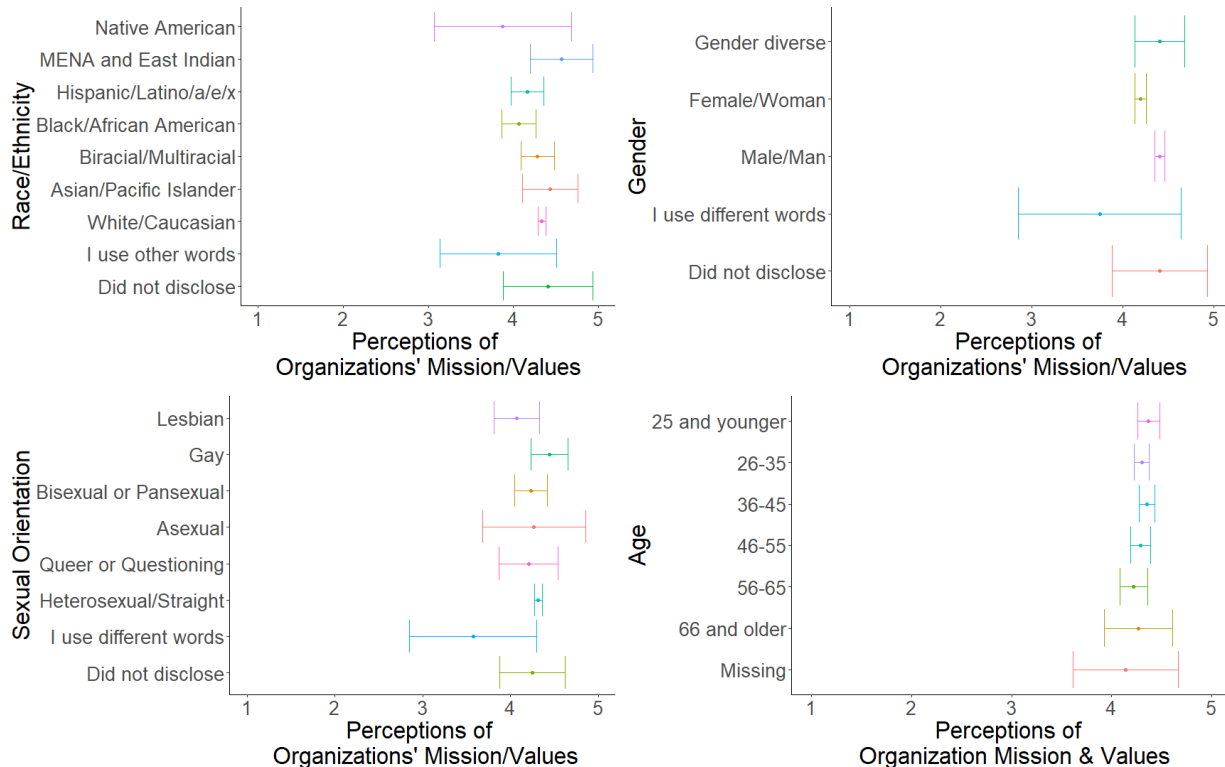
Recommendations:

CODE Survey and Assessment. Organizational goals and benchmarks are necessary for diversity, equity, and inclusion (DEI) efforts to be successful, which the CODE survey can provide. However, metro-level data is less interpretable when few organizations participate. The CODE team (i.e., the Greater Omaha Chamber of Commerce, University of Nebraska at Omaha, and Quantum Workplace) may consider soliciting feedback from participating organizations to identify ways to increase recruitment and retention.

Participating Organizations. Leaders should continue to support organizational DEI initiatives, and organizations should reward leaders who invest in diversity competencies. Organizations may also consider tracking more diversity-related information (e.g., tracking voluntary and involuntary turnover by race, gender, or age) to provide additional accountability towards diversity goals. Creating diversity task forces that comprise employees from all divisions in the organization have also been shown to help to keep organizations accountable to DEI goals.

Perceptions of Organizations' Mission/Values

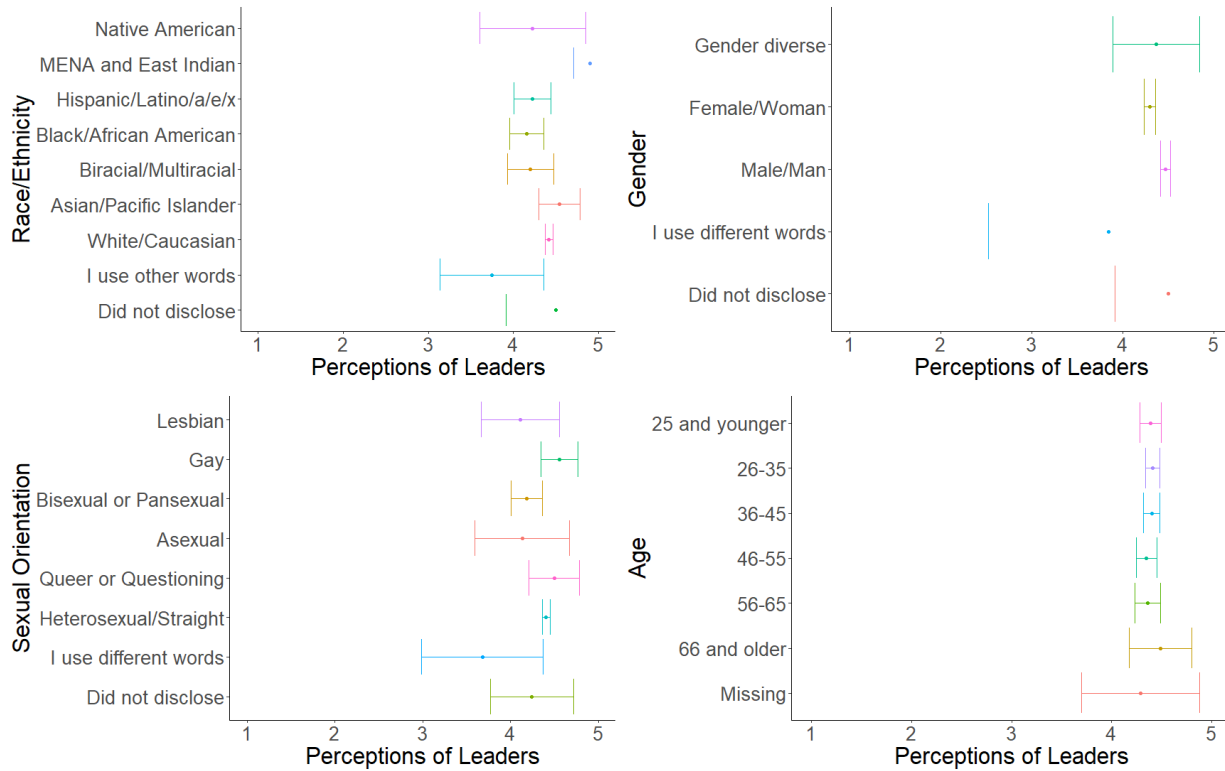
We averaged across four items to create an index of how positively employees perceived organizations' mission and values related to DEI; higher values indicate more positive perceptions of organizations' mission and values. The graphs below depict perceptions of organizations' mission and values by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees tended to view organizations' mission/values positively. However, employee perceptions of mission and values varied by race/ethnicity, gender, and sexual orientation. White, Middle Eastern, North African, East Indian, and Asian employees perceived organizations' mission and values more positively than did Black, Latinx, and Native American employees. Men viewed organizations' mission and values significantly more positively than did women. Perceptions of organizations' mission and values varied across sexual orientation, such that gay, straight, and bisexual or pansexual employees perceived organizations' mission and values more positively than did lesbian employees. Age was unassociated with perceptions of organizations' mission and values. Across themes, employees who used different words to describe their identities viewed organizations' mission and values more negatively than did their peers.

Perceptions of Leaders

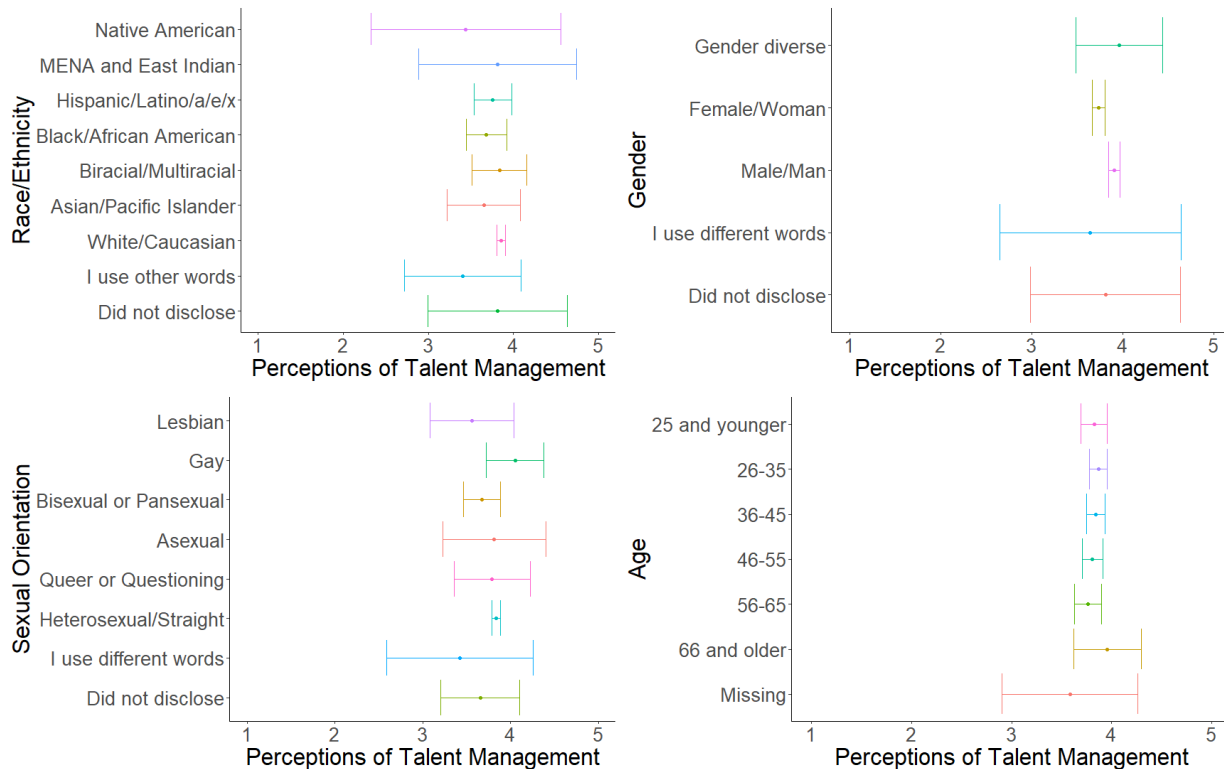
We averaged across five items to create an index of how positively individuals perceived leaders' DEI efforts; higher values indicate more positive perceptions of leaders. The graphs below depict perceptions of leaders by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees viewed the leaders' DEI efforts more positively than negatively. However, perceptions of leaders varied by race/ethnicity, gender, and sexual orientation. MENA and East Indian employees viewed leaders more positively than did other groups. Men viewed leaders significantly more positively than did women, and men, women, and gender diverse employees viewed leaders more positively than did those who used different words to describe their gender. Queer or questioning, gay, straight employees, and employees who did not disclose their sexual orientation viewed leaders most positively, followed by asexual, bisexual or pansexual, lesbian employees, and those who use different words to describe their sexual orientation. Perceptions of leaders did not vary appreciably by age.

Perceptions of Talent Management

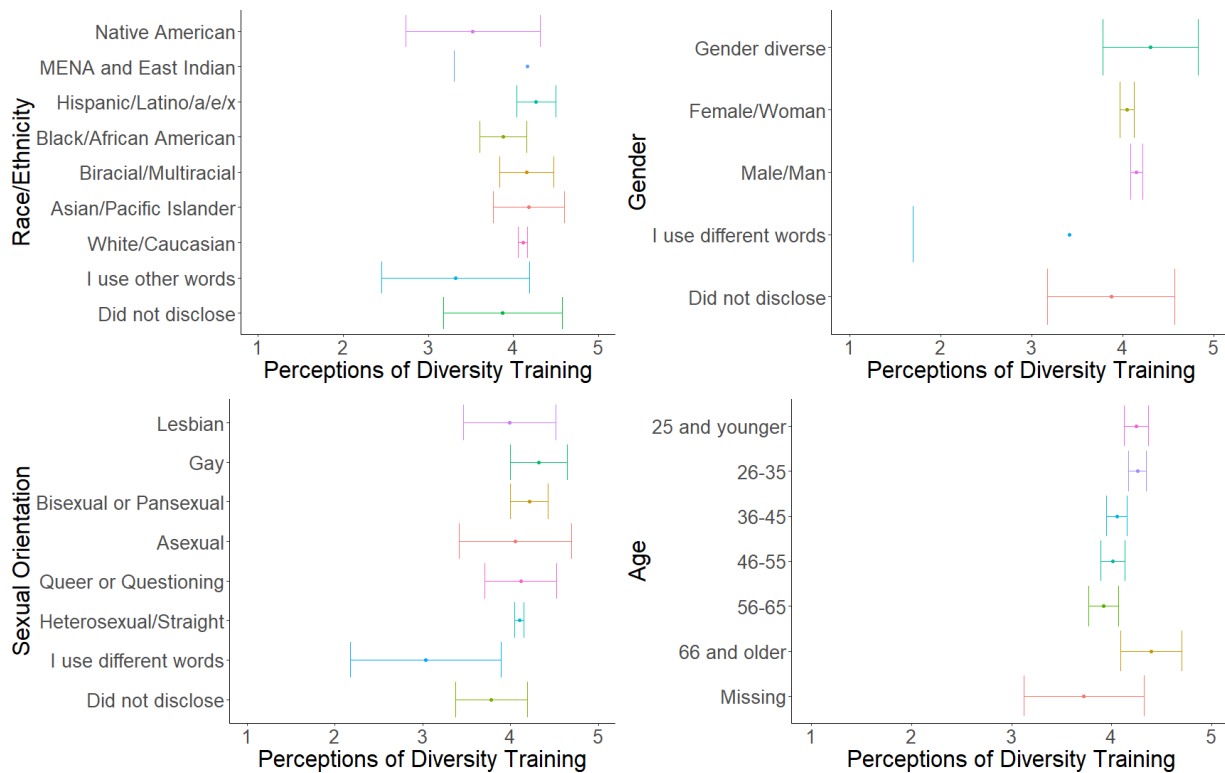
We averaged across six items to create an index of how positively individuals perceived organizations' inclusive talent management practices; higher values indicate more positive perceptions of talent management. The graphs below depict perceptions of talent management by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Employees viewed talent management practices similarly, regardless of race/ethnicity. Men viewed talent management policies significantly more positively than did women, and gender diverse employees also viewed talent management policies somewhat more positively than did women. Employees who used other words to describe their gender and those who did not disclose their gender exhibited the most negative evaluations of talent management policies. Gay employees viewed talent management practices more positively than did lesbian and bisexual or pansexual employees. Employees who did not disclose their age viewed talent management less positively than did all other age groups, and employees aged over 65 viewed talent management policies more positively than did other age groups.

Perceptions of Diversity Training

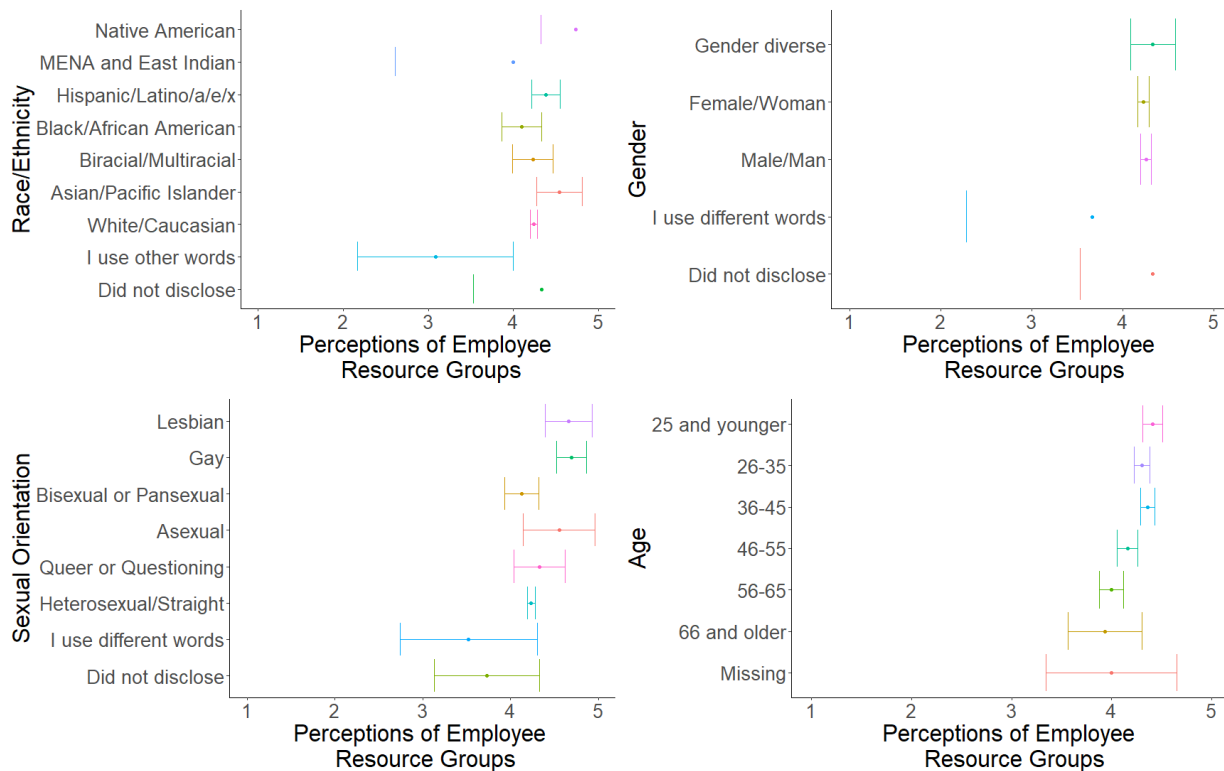
We averaged across three items to create an index of how positively employees viewed organizations' diversity training; higher values indicate more positive perceptions of diversity training. The graphs below depict perceptions of diversity training by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employee perceptions of diversity training were mixed and varied by race/ethnicity, gender, and sexual orientation. Native American employees and employees who used other words to describe their race/ethnicity viewed diversity training less positively than did other racial/ethnic groups. Gender diverse employees viewed diversity training more positively than did men and women. Men viewed diversity training somewhat more positively than did women, and men and women viewed diversity training more positively than did employees who use different words to describe their gender. Perceptions of DEI training did not vary much by sexual orientation or age, with two exceptions. Employees who use different words to describe their sexual orientation viewed diversity training considerably more negatively than straight, gay, and bisexual or pansexual employees. In addition, employees 66 and older viewed diversity training more positively than did other employees, especially when compared with employees aged 36-65.

Perceptions of Employee Resource Groups

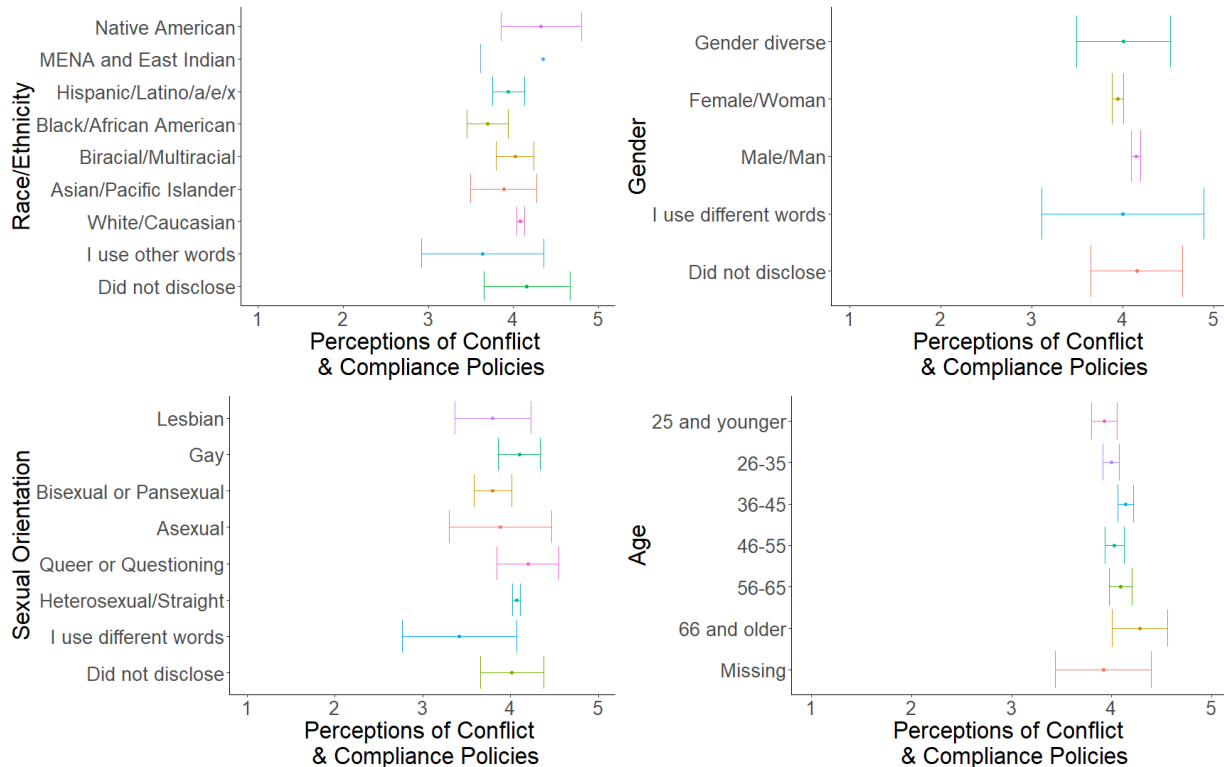
We averaged across three items to create an index of how positively employees viewed organizations' employee resource groups (ERGS); higher values indicate more positive perceptions of ERGs. The graphs below depict perceptions of ERGs as a function of race/ethnicity (to left) gender (top right) sexual orientation (bottom left) and age (bottom right). Note that only 699 employees from 11 organizations completed measures of perceptions of ERGs.



Findings: Overall, employee perceptions of ERGs were more positive than negative. However, perceptions of ERGs varied by race/ethnicity, gender, and sexual orientation. Latinx and Asian employees viewed ERGs more positively than did White employees and employees who use different words to describe their race/ethnicity. Women, men, and gender diverse employees viewed ERGs similarly positively, and all three viewed ERGs more positively than did employees who use different words to describe their gender. Employees who identified as gay or lesbian viewed ERGs significantly more positively than did bisexual or pansexual employees. Lesbian and gay employees also viewed ERGs somewhat more positively than did straight employees, and employees who did not disclose their sexual orientation or who used different words to describe their sexual orientation. Employees 46 and older viewed ERGs less positively than did employees aged 45 and younger.

Perceptions of Conflict & Compliance Policies

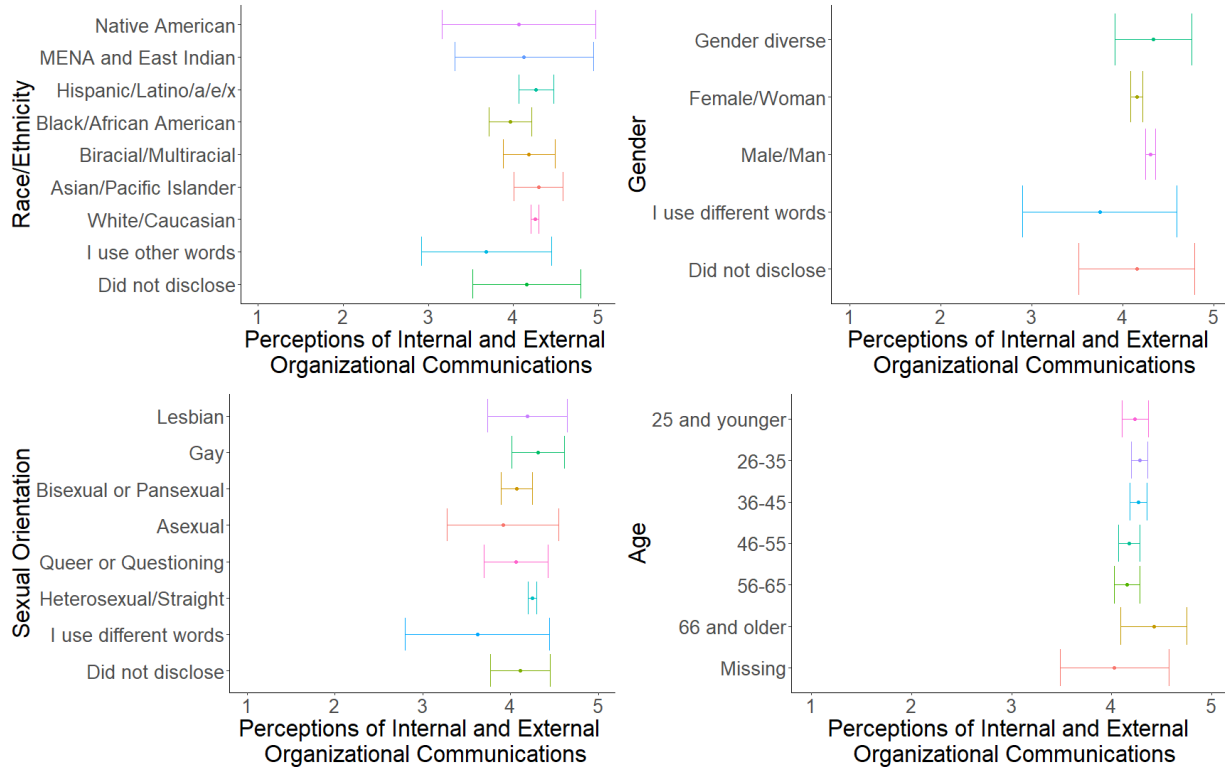
We averaged across five items to create an index of how positively employees viewed organizational compliance and conflict-related policies; higher values indicate more positive perceptions of compliance and conflict-related policies. The graphs below depict perceptions of compliance and conflict-related policies by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Employees generally viewed compliance and conflict-related policies positively, although perceptions of policies varied by race/ethnicity, and sexual orientation. Notably, White employees viewed compliance policies significantly more positively than did Black employees. MENA/East Indian, and Native American employees also viewed compliance and conflict-related policies more positively than did Black employees and employees who use other words to describe their race/ethnicity. Men viewed conflict and compliance policies significantly more positively than did women. Straight and queer/questioning employees perceived compliance and conflict-related policies more positively than did lesbians, and bisexual or pansexual employees, and employees who did not disclose their sexual orientation. Employees aged 36-45 and 66 and older viewed conflict and compliance policies more positively than did other age groups, especially when compared with employees 35 and younger.

Perceptions of Internal and External Organizational Communications

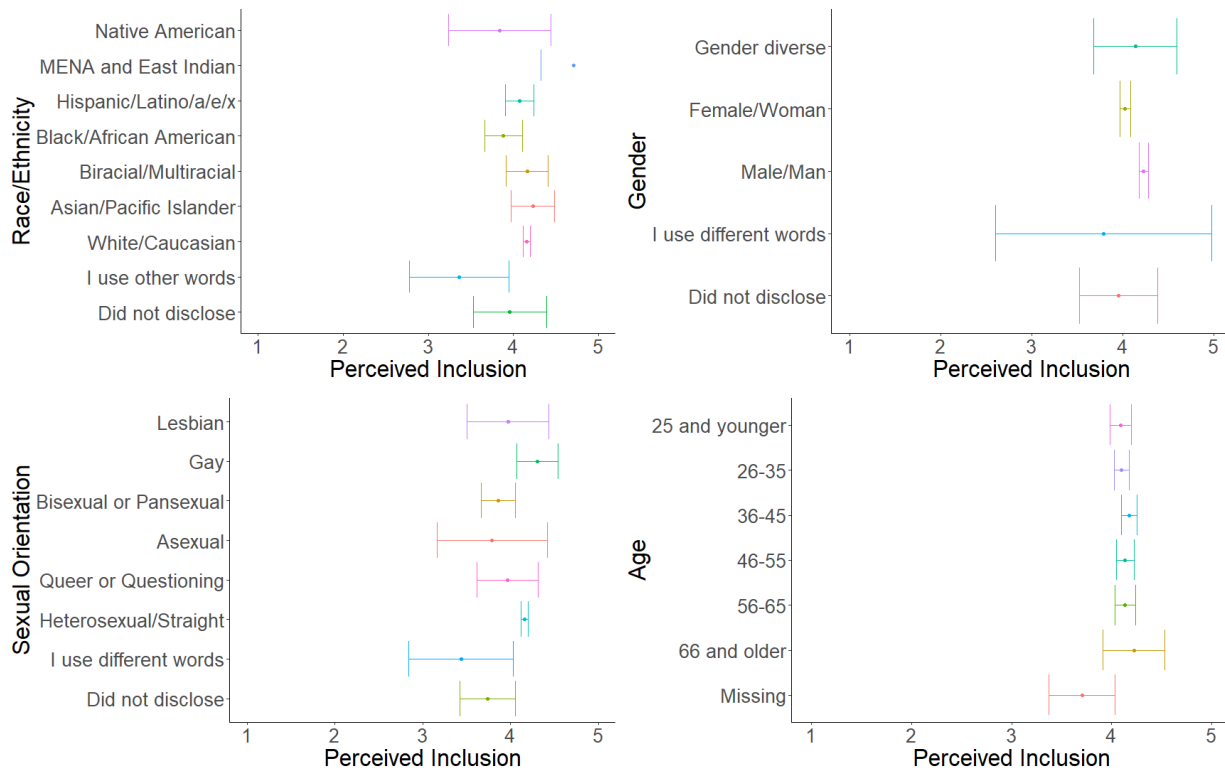
We averaged across four items to create an index of how positively employees viewed organizations' internal and external organizational communications; higher values indicate more positive perceptions of communications. The graphs below depict perceptions of communications by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees perceived organizational communications positively. However, perceptions of communications varied by race/ethnicity and gender. White and Latinx employees exhibited more positive perceptions of internal and external communications than did Black employees. Men and gender diverse employees viewed organizational communications slightly more positively than did women. Perceptions of DEI communications did not vary appreciably by age or sexual orientation.

Perceived Inclusion

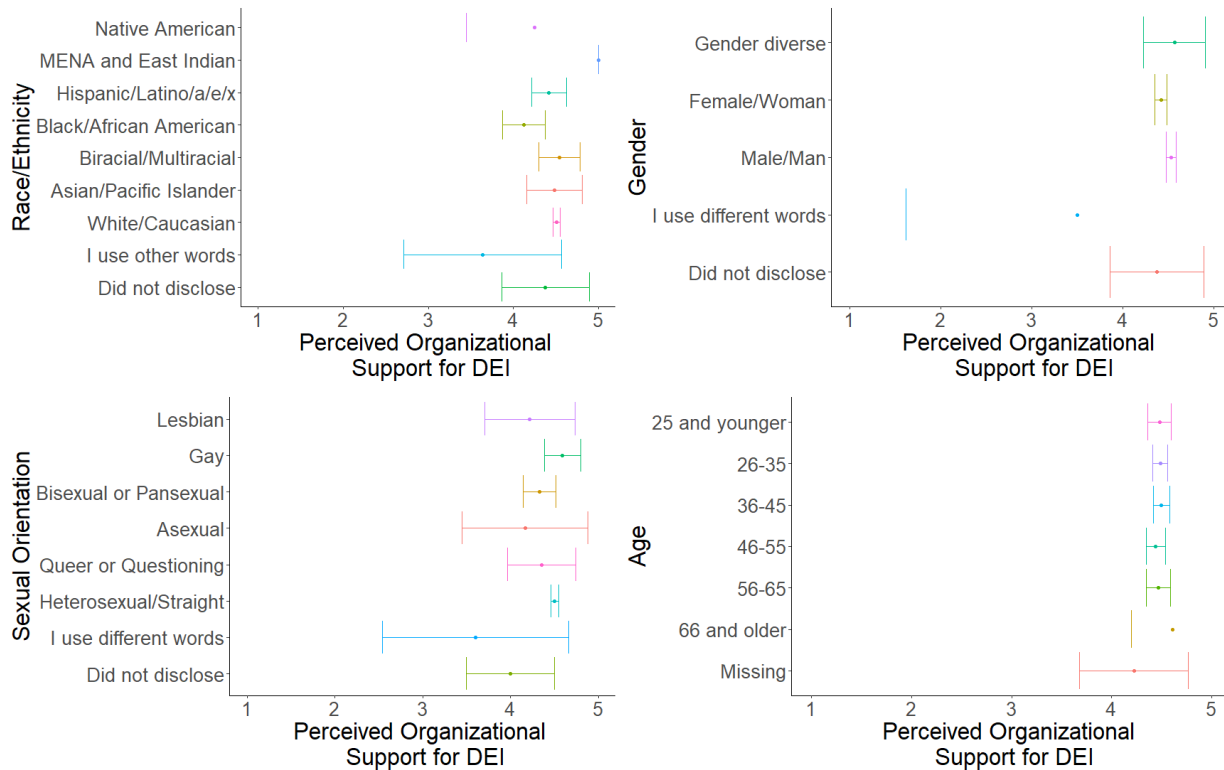
We averaged across six items to create an index of employees' perceived inclusion; higher values indicate greater perceived inclusion. The graphs below depict perceived inclusion by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees felt more included than excluded. However, perceived inclusion varied substantially by race/ethnicity, gender, and age. Black/African American employees, employees who used other words to describe their race/ethnicity, Native American employees, and those who did not disclose their race/ethnicity felt less included than did White employees. Men felt significantly more included than did women, and somewhat more included than did gender diverse employees, employees who use other words, and employees who did not disclose their gender. Straight employees felt more included than did sexual minority employees. Perceived inclusion did not vary much by age, although employees who did not report their age felt less included than did employees in other age groups.

Perceived Organizational Support for DEI

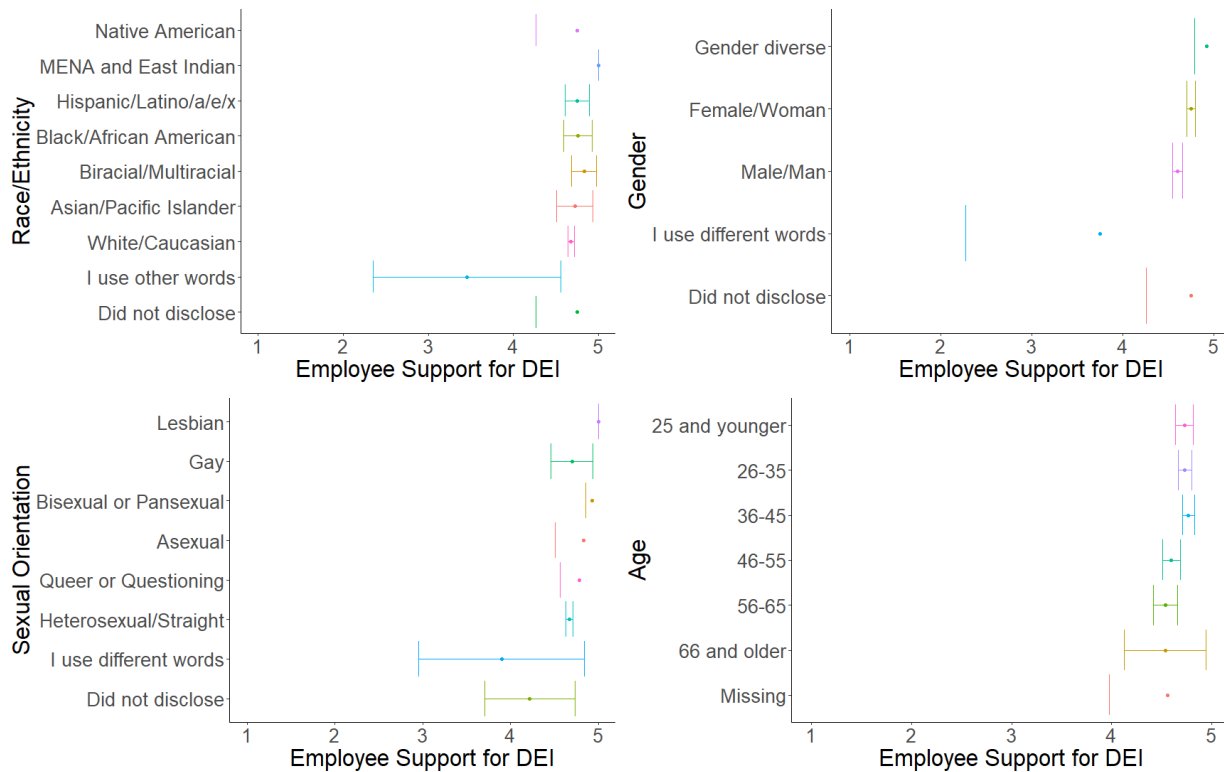
We used a single item to assess perceived organizational support for DEI; higher values indicate greater perceived support. The graphs below depict perceived organizational support for by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees perceived organizations as supportive of DEI. However, perceptions of organizations' support for DEI varied by race/ethnicity, gender, and sexual orientation. MENA/East Indian employees perceived organizations as valuing DEI more than did other racial/ethnic groups. Men and gender diverse employees perceived organizations as supporting DEI more than did women, and employees who did not disclose their gender. Straight and gay employees perceived organizations as more supportive of diversity and inclusion than did lesbian, bisexual, pansexual, asexual, and queer or questioning employees. Perceived organizational support for DEI did not vary much by age. Across themes, employees who used different words to describe their identities viewed organizations as somewhat unsupportive of DEI.

Employee Support for DEI

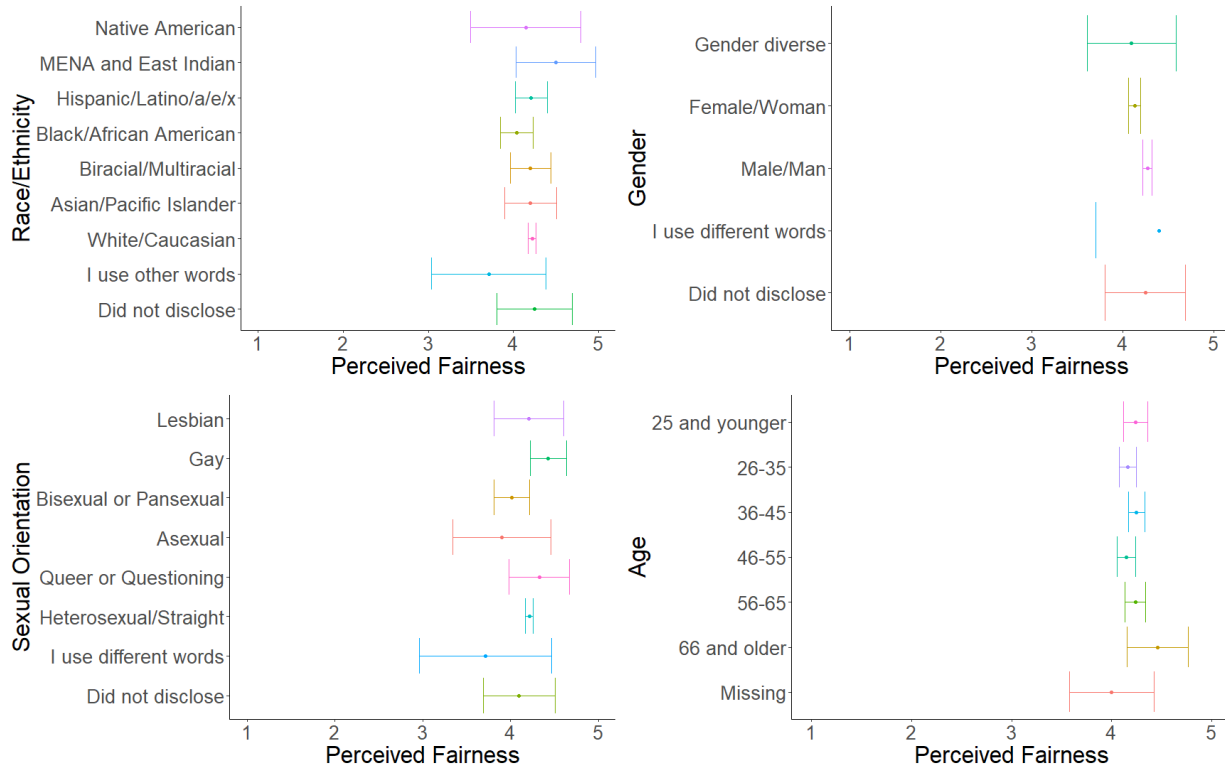
We used a single item to index employee support for DEI; higher values indicate greater support for DEI. The graphs below depict support for DEI as a function of race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees valued DEI, regardless of race/ethnicity. However, women and supported DEI significantly more than did men, and somewhat did employees who did not disclose their gender. Lesbian, and bisexual/pansexual employees reported more support for DEI than did other employees, although most employees supported DEI regardless of sexual orientation. Employee support for DEI did not vary much by age, although employees who were 66 and older showed less support for DEI than did other groups. Across themes, those who used different words to describe their identities supported DEI less than did other groups.

Perceived Fairness

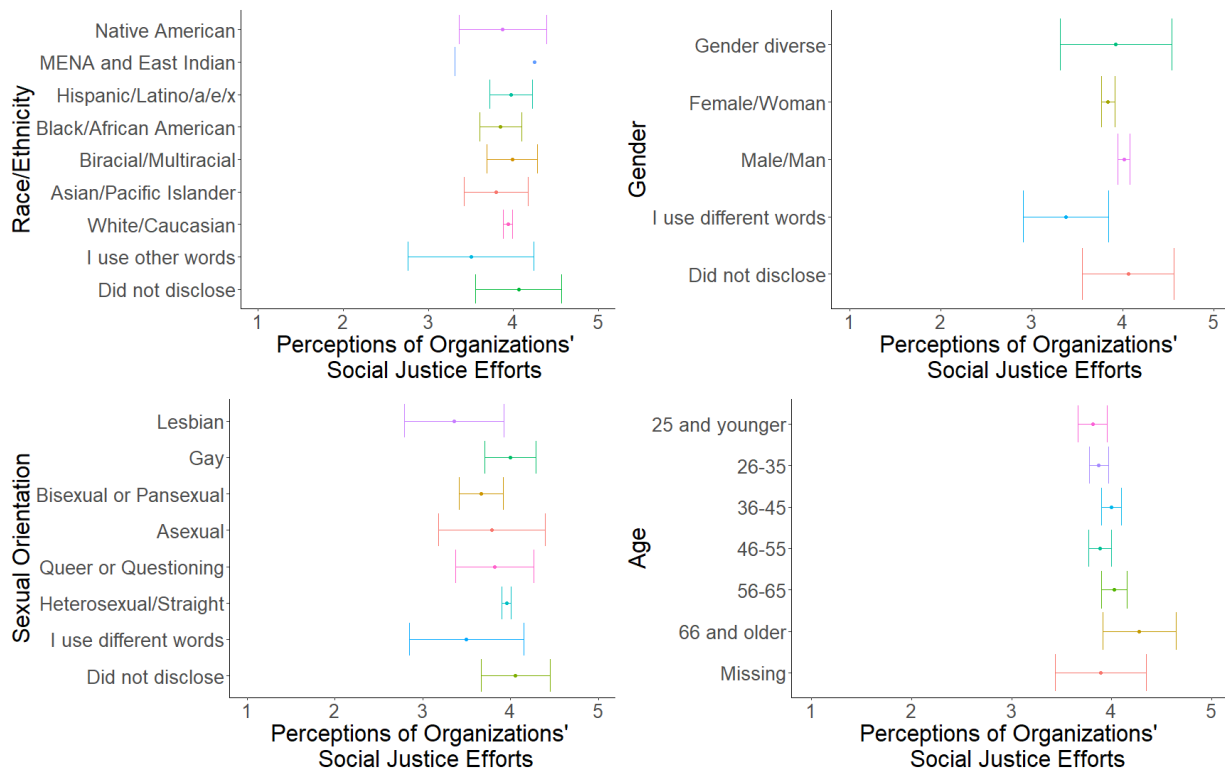
We averaged across five items to create an index of perceived fairness; higher values indicate greater perceived fairness. The graphs below depict perceived fairness by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees perceived organizational procedures to be more fair than unfair. Employees perceived organizational procedures as fair regardless of race. Men perceived organizational procedures as significantly fairer than did women. Gay, lesbian, queer or questioning and straight employees perceived organizational procedures as fairer than did bisexual, pansexual or asexual employees and employees who did not disclose their sexual orientation. Employees who did not report their age perceived the organization as less fair than did employees from all other age groups, and employees aged 66 and older perceived the organization as fairer than did other employees.

Perceptions Organizations' Social Justice Efforts

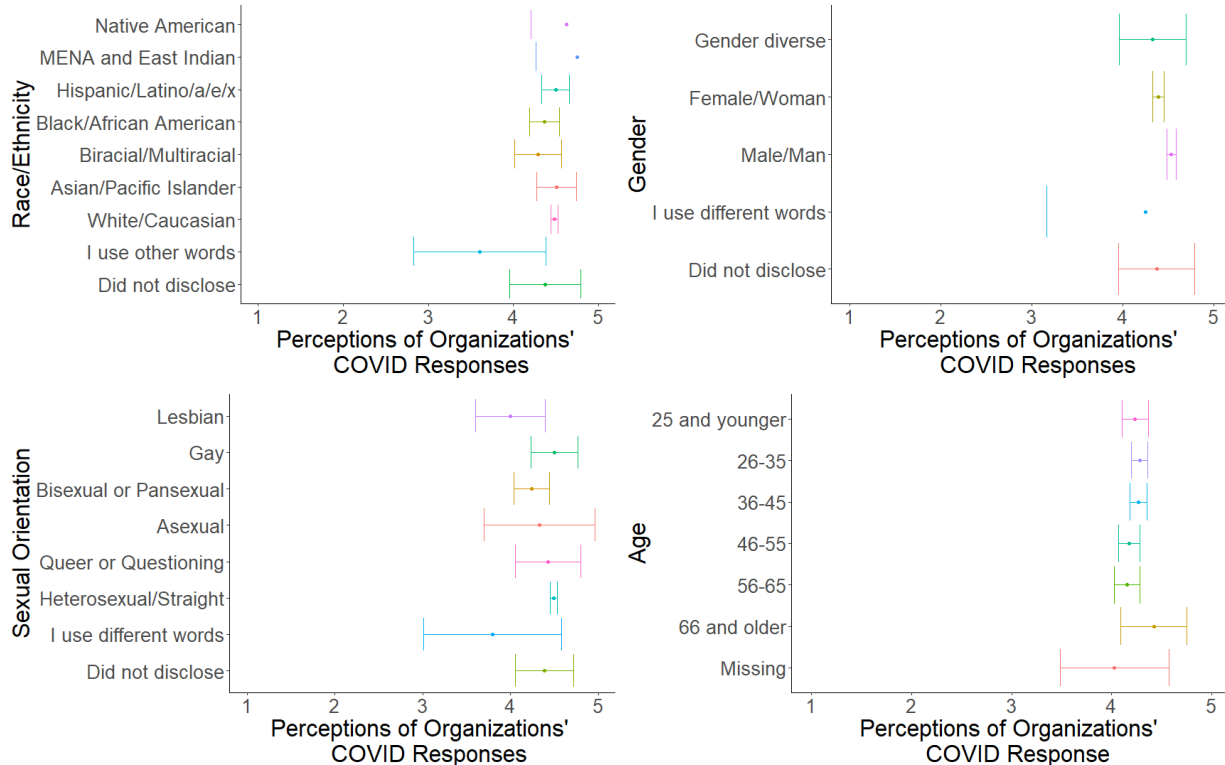
We averaged across two items to create an index of how positively employees viewed organizations' social justice efforts; higher values indicate more positive perceptions of social justice efforts. The graphs below depict perceptions of social justice efforts by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees had positive perceptions of the organization's social justice efforts, although they gender and sexual orientation. Views of social justice efforts were similar across race/ethnicity. Men perceived organizations' social justice efforts significantly more positively than did women, and somewhat more positively than did gender diverse employees. Straight and gay employees as well as employees who did not disclose their sexual orientation perceived social justice efforts more positively than employees who are lesbian, bisexual or pansexual, asexual, and queer or questioning. Older employees tended to view organizations' social justice efforts more positively than did younger employees, particularly if they were 66 years old or older. Employees who did not disclose their identity perceived organizational social justice efforts somewhat negatively.

Perceptions of Organizations' COVID Responses

We averaged across three items to create an index of how positively employees viewed organizations' COVID responses; higher values indicate more positive perceptions of organizations' COVID responses. The graphs below depict perceptions of COVID responses by race/ethnicity (top left), gender (top right), sexual orientation (bottom left), and age (bottom right).



Findings: Overall, employees perceived organizations' COVID responses positively, although differences emerged across gender, and sexual orientation. Men perceived the organizations COVID response significantly more positively than did women, and somewhat more positively than did gender diverse employees and employees who did not disclose their gender. Straight and gay employees viewed their organization's COVID response more positively than did lesbian, bisexual, pansexual, and asexual employees. Employees who were 66 and older viewed organizations' COVID responses more positively than did other groups, whereas employees who did not report their age viewed their organizations less positively than did other employees; otherwise, perceptions of COVID responses did not vary by age. Across themes, employees who used different words to describe their identity viewed organizations' COVID responses more negatively than did other groups.

**Appendix to the CODE Employee Assessment
Regional Report**

Appendix A

Perceptions of Organizations' DEI Mission & Values

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. My organization has a vision or mission statement for its diversity and inclusion initiative.
2. I have access to my organization's written diversity and inclusion vision, mission, strategy, goals, and /or philosophy.
3. My organization treats employees in a way that is consistent with its diversity and inclusion values.
4. My organization provides clear definitions of the types of behaviors and practices that are considered inclusive.

Appendix B

Perceptions of Leaders

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. Top leaders/executives in my organization try to make changes to improve diversity and inclusion.
2. Top leaders/executives make decisions fairly.
3. My supervisor makes decisions fairly.
4. My supervisor promotes diversity and inclusion.
5. I would be comfortable bringing a concern about diversity and inclusion to my supervisor.

Appendix C

Perceptions of Talent Management

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. Diversity and inclusion competencies are part of my performance review (e.g., "intercultural communication" or "inclusive leadership").
2. My organization rewards or recognizes those who contribute to diversity and inclusion.
3. My organization specifies competencies and/or behaviors that contribute to diversity and inclusion in my job description.
4. My organization makes development opportunities available to members of underrepresented groups.
5. The selection procedures were fair when I applied for a position within my organization.
6. When I applied for the position, I was asked to talk about how I would contribute to diversity and inclusion.

Appendix D

Perceptions of Diversity Training Efforts

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. Diversity and inclusion were addressed at my new employee orientation.
2. The diversity and inclusion training provided by my organization is useful to me.
3. My supervisor encourages everyone to attend diversity and inclusion training.

Appendix E

Perceptions of Compliance & Conflict-Related Policies

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. I know how to submit a complaint about discrimination or harassment in my organization.
2. I would feel comfortable using the reporting process for harassment and discrimination at my organization.
3. My organization has appropriate policies and procedures for dealing with conflict among employees.
4. I would feel comfortable asking for accommodations to help me complete my job duties.
5. How satisfied are you with your organization's benefits package?

Appendix F

Perceptions of Employee Resource Groups

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. ERGs/BRGs are a place of real support in my organization.
2. I feel welcome to join an ERG/BRG.
3. I have learned new things through my organization's ERG/BRG program.

Appendix G

Perceptions of DEI Communications

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. My organization effectively communicates about the alignment of diversity and inclusion goals and organizational goals, strategies, and/or issues.
2. My organization often promotes new diversity and inclusion initiatives and actions.
3. The diversity and inclusion events provided by my organization are useful in providing education and awareness.
4. Diversity and inclusion events at my organization are culturally competent.

Appendix H

Perceptions of Inclusion

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. I feel excluded in meetings, events, or other important occasions.*
2. I am rarely ever talked over in meetings.
3. I feel like I can be my full self at work and others will accept me.
4. Other employees in my organization make it a point to ensure that all employees feel welcome - regardless of race, gender, religion, age, etc.
5. I feel like I belong in my organization.
6. I can express disagreement in my organization without fearing negative consequences.

**Note.* Values were reverse scored such that higher values indicate greater perceived inclusion.

Appendix I

Perceptions of Organizational Support for DEI

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The item is listed below.

1. Overall, my organization values diversity and inclusion.

Employee support for DEI

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The item is listed below.

1. As a person, I value diversity and inclusion.

Appendix J

Perceptions of Fairness

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. I believe my compensation is fair relative to similar roles at my organization.
2. I feel respected and valued by my co-workers.
3. I feel respected and valued by my supervisor.
4. My organization allows me to balance my personal and work lives.
5. The same general rules of conduct apply to everyone at my organization.

Appendix K

Perceptions Organizations' Social Justice Efforts

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. Leadership offers genuine communication regarding social justice.
2. My organization has taken steps or made changes in response to recent social justice movements. (e.g. advocacy, social/corporate resp., investment).

Appendix L

Perceptions of Organizations' COVID Response

Unless otherwise indicated, items were assessed on a 1 (*Strongly Disagree*) to 5 (*Strongly Agree*) scale. The items are listed below.

1. My employer has taken adequate precautions to ensure employees were safe and comfortable doing their jobs.
2. My employer has been/is transparent with decision-making during the coronavirus pandemic.
3. I have been given flexibility to alter my work arrangements to keep myself and my loved ones safe.