KPMG Consulting

U.S. Department of Justice

Support for the Department in Conducting an Analysis of Diversity in the Attorney Workforce

Final Report

June 14, 2002

(All excisions are made pursuant to Exemption 5 of the FOIA)

Contents

Executive Summary

The U.S. Department of Justice has recognized the importance of having a diverse attorney workforce—both to ensure that it performs at its best and to ensure that it maintains the confidence of the American people. As the "nation's law firm," DOJ must represent the nation.

DOJ commissioned KPMG Consulting and Taylor Cox & Associates to analyze its human resources management practices for their effect on the Department's ability to recruit, hire, promote, retain, and utilize an attorney workforce that is diverse with respect to gender, race, and ethnicity. Our analytical framework, the Interactional Model for Cultural Diversity, focuses on how the work climate at DOJ impacts individual and organizational outcomes.

In order to achieve its diversity goals, the Department must attain the following:

- Female and racial/ethnic minorities are represented at all levels of the Department at a rate consistent with their representation in the overall population of attorneys in the United States.
- All gender and racial/ethnic groups of attorneys achieve parity in job satisfaction and perceptions of fairness in the work climate.

The study involved assessing the Department's human resources administration by interviewing HR managers, analyzing workforce data, conducting interviews and focus groups with attorneys, and administering an employee survey to the attorney workforce. In all, approximately 1,400 DOJ attorneys (out of an approximate total of 9,200) provided input into the study. In addition, we gathered input for the study from the American Bar Association, minority bar associations, and DOJ attorney employee associations. We also explored public- and private-sector organizations for benchmarks and best practices.

Following are the key findings of the study:

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The Department's attorney workforce is **more diverse than the U.S. legal workforce**: 38% female, compared to 30% in the U.S. legal labor pool, and 15% minority, compared to 12% in the labor pool. The Department's attorney workforce is about **as diverse as the federal government legal workforce**, whose attorneys are 38% female and 16% minority.

Hiring is serving to make the Department even more diverse: hires in 2001 were 40% female and 21% minority. ██ ████████████████████████. Honors Program hires in 2001 were 63% female, compared to 45% of the law school graduating class, and 30% minority, compared to 21% of the class of 2001.

Minorities ██████████████████████████████████ They comprise only 7% of (career) SES attorneys and 11% of supervisory Assistant U.S. Attorneys. Women constitute 31% of SESs and 37% of supervisory AUSAs. Among GS-15 attorneys in the Litigating Divisions, minorities comprise 11% of non-supervisors and 6% of supervisors, and women comprise 37% of non-supervisors and 33% of supervisors.

██ In 2001, the attrition rate was 49% higher among minorities than whites. There was no difference in recent attrition between men and women.

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██ For example, the average minority GS attorney is currently 0.4 steps lower than the average white, and the average woman is 0.3 steps lower than the average man, controlling for seniority, grade, and component.

Based on these findings, we recommend that the Department take the following actions:

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1. Background and Overview of Study

In January 2002 the U.S. Department of Justice (DOJ or Department) commissioned KPMG Consulting, Inc. and Taylor Cox & Associates to study and analyze diversity in its attorney workforce, focusing specifically on women and minority racial/ethnic groups. The Department understands the value of diversity in improving its mission delivery and the importance of workforce diversity in maintaining the confidence of the American people. After all, as the "nation's law firm," the Department should represent the nation. For DOJ to be effective in enforcing the nation's laws and assuring fairness for all Americans, the citizenry must believe that the Department is itself fair in its hiring practices and its work environment.

This study focuses on the effects of recruiting, hiring, promotion, and retention practices on gender, racial, and ethnic diversity within DOJ's attorney workforce. It was conducted in the eleven departmental *components*, as DOJ refers to its organizational units, with a significant population of attorneys. These components include the six Litigating Divisions—Antitrust (ATR), Civil (CIV), Civil Rights (CRT), Criminal (CRM), Environment and Natural Resources (ENR), and Tax (TAX)—the Immigration and Naturalization Service (INS); the Bureau of Prisons (BOP or Federal Prisons); the Executive Office for Immigration Review (EOIR); the United States Attorneys (USA); and the United States Trustees (UST). These components contain most of the practicing attorneys in DOJ.[1]

DOJ sought to achieve three primary objectives in the study: to take a snapshot of where it stands with respect to diversity now (and in recent history), to diagnose and explain any diversity problems, and to devise solutions and associated implementation strategies and performance measures. Our analytical framework for performing this study is the Interactional Model of Cultural Diversity (Interactional Model). The model defines specific elements of the *work climate*, which is defined as the environment and culture in which employees work, and human resources practices that link to diversity outcomes. We collected data through numerous individual interviews, focus groups, and surveys of attorneys at all levels and components; analysis of the Department's human resources management (HRM) process; benchmarking of other government agencies and best practices of government agencies, private law firms, corporations, and industry associations.

Organization of report

This final report contains the following sections:

- **Section 2, Methodology,** describes the Interactional Model of Cultural Diversity, the analytical framework used for the study, and details the processes used to collect and analyze data.
- **Section 3, Findings,** outlines findings for each element of the model and from the benchmarking/best practices task.
- **Section 4, Recommendations,** outlines recommendations based upon the findings.

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[1] Throughout this report we use the terms *diversity* and *workforce* standing alone. When we do so, they always refer to *diversity with respect to gender, race, and ethnicity* and *the attorney workforce in the eleven studied components*.

- **Appendices** provide additional information referenced in the text. They include additional reference materials, graphs, and bibliographies of sources used.

2. Methodology

This section details the study methodology from initial design through implementation.

2.1. Analytical framework and Interactional Model of Cultural Diversity
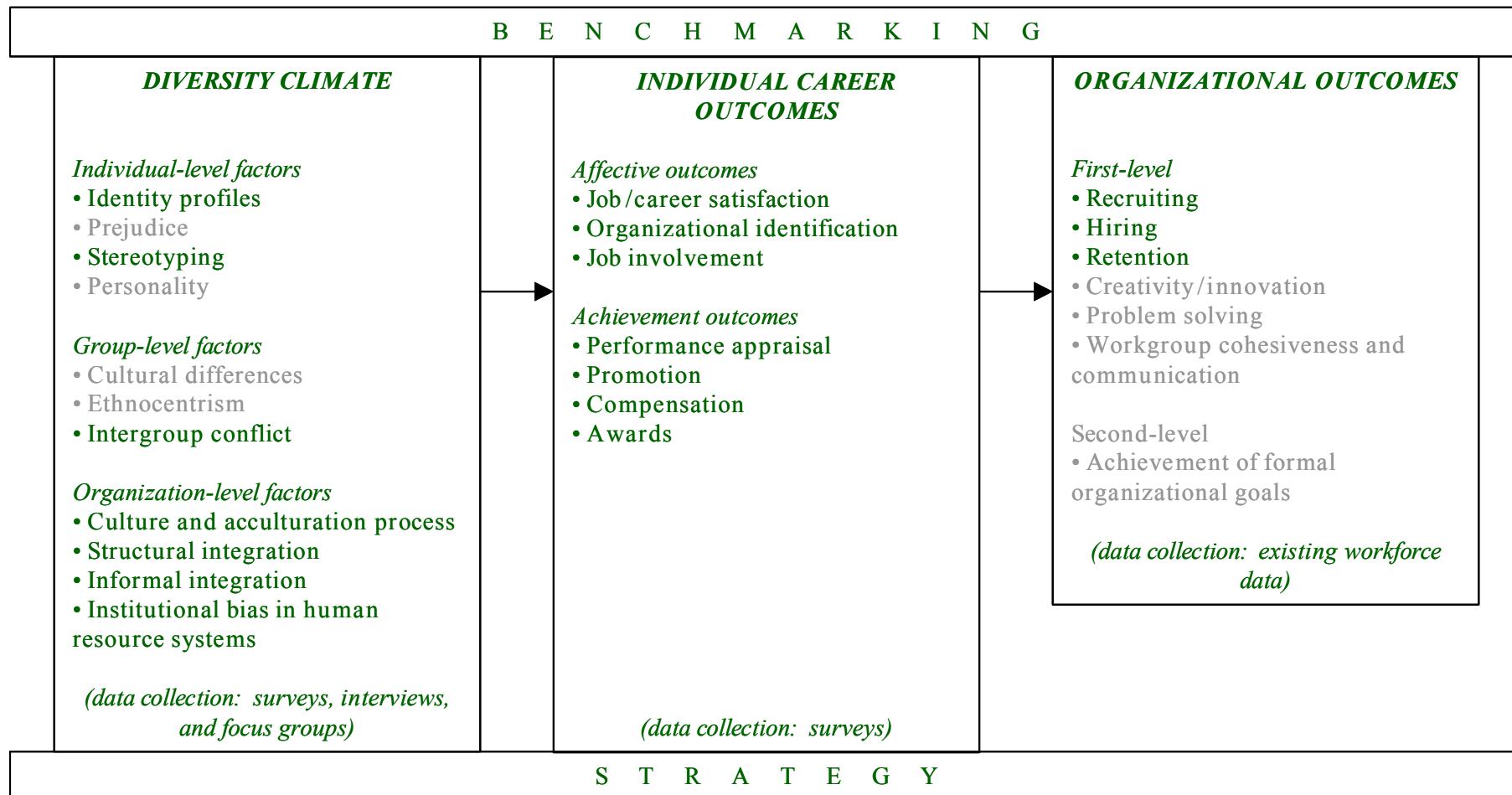
The Interactional Model of Cultural Diversity, a model developed and implemented by Taylor Cox & Associates for dozens of diversity assessments, provided the analytical framework for this study.[2] In the most recent application of the model at Alcoa, it was shown to produce significant measurable change in the climate for diversity in two large manufacturing operations of the company. The Interactional Model's principal tenet is that the diversity climate combines with (or interacts with) the diversity of the workforce to produce outcomes of work both at the individual level (e.g., individual job performance, individual compensation, etc.) and at the organizational level (e.g., workforce productivity, workforce attrition, etc.).

Because the Department sought to focus primarily on the issues of recruiting, hiring, promotion, and retention, we adapted the model to collect data on these areas—as well as on corollary outcomes which are related to these areas—and the diversity climate factors most relevant in determining these model outcomes. The following figure depicts the adapted Interactional Model used for the study:

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[2] Adapted with permission from Cox, Jr., Taylor, 1993. *Cultural Diversity in Organizations.* San Francisco, CA: Berrett-Koehler.

Figure 2.1.0.1. Interactional Model of Cultural Diversity (adapted with permission from Cox, 1993)

B E N C H M A R K I N G

DIVERSITY CLIMATE

Individual-level factors
• Identity profiles
• Prejudice
• Stereotyping
• Personality

Group-level factors
• Cultural differences
• Ethnocentrism
• Intergroup conflict

Organization-level factors
• Culture and acculturation process
• Structural integration
• Informal integration
• Institutional bias in human resource systems

(data collection: surveys, interviews, and focus groups)

INDIVIDUAL CAREER OUTCOMES

Affective outcomes
• Job/career satisfaction
• Organizational identification
• Job involvement

Achievement outcomes
• Performance appraisal
• Promotion
• Compensation
• Awards

(data collection: surveys)

ORGANIZATIONAL OUTCOMES

First-level
• Recruiting
• Hiring
• Retention
• Creativity/innovation
• Problem solving
• Workgroup cohesiveness and communication

Second-level
• Achievement of formal organizational goals

(data collection: existing workforce data)

S T R A T E G Y

Note: Elements in gray are parts of the template IMCD model that were not studied in this project

We selected this model for the study for a number of reasons. First, it provides a comprehensive view of the factors that require attention if an organization aspires to attract, retain, and leverage the full potential of a diverse workforce. Second, the model is based on leading-edge theory and empirical research about phenomena related to diversity. Third, as mentioned earlier, the model has been demonstrated to produce measurable results when applied with diligence over a reasonable period of time.[3]

An important part of the study was to provide a definition of diversity in light of the model and DOJ's goals. While workforce composition is an important dimension of workforce diversity, there is increasing recognition in the federal government management community[4] that true workforce diversity must mean more than just appropriate representation of all gender and racial/ethnic groups in the workforce. A well-balanced diversity effort must also include creating an environment in which people of all cultural and social backgrounds can achieve their potential unencumbered by barriers related to their personal identity (e.g., as women, as Hispanics, etc.). A central characteristic of such an environment is that people of all gender and racial/ethnic backgrounds perceive the same level of job satisfaction, organizational identification, career development prospects, and other individual outcomes. Such efforts are more focused on retention and creating a diversity climate that will make recruitment easier in the future.

To understand why these environmental, or *climate*, factors are as important as workforce-composition outcomes, consider an organization that had achieved appropriate representation of women and minorities at all levels of its hierarchy but did not achieve parity in the positive climate factors. The likely result would be that women and/or minorities would be leaving the organization at a greater rate than men and/or whites, so that the organization would have to recruit a larger proportion of women and/or minorities to counteract their higher attrition. Thus, at any given time, the organization would appear to have no diversity problem if diversity were defined only in terms of the numerical composition of the workforce. However, the organization's hiring and attrition patterns would be *masking* what is a bona fide diversity problem—that women and/or minorities were not as satisfied or successful as they could be. In turn, the organization would not able to realize the full potential of a diverse workforce.

Therefore, for the purpose of this study, we propose that the Department of Justice use the following definition to characterize its diversity goals:

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[3] For details, see Cox, Jr., Taylor, 2001. *Creating the Multicultural Organization.* San Francisco, CA: Jossey-Bass.

[4] See, e.g., U.S. General Accounting Office, 1997. *Hispanic Employment Best Practices Used by Selected Agencies and Companies.* GAO/GGD-97-46, and U.S. Equal Employment Opportunity Commission, 1997. *Best Equal Employment Opportunity Policies, Programs, and Practices in the Private Sector.* EEOC.

> Workforce diversity is achieved at DOJ when:
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> - Female and racial/ethnic minorities are represented at all levels of the Department at a rate consistent with their representation in the overall population of attorneys (government and non-government) in the United States.
> - All gender and racial/ethnic groups of attorneys achieve parity in job satisfaction and perceptions of fairness in the work climate.

The definition makes a few key points about diversity at DOJ that should not be overlooked. First of all, women and minorities should be sufficiently represented *at all levels of the Department,* meaning in both attorney staff and management positions. Also, we suggest that the relevant comparison be made to *the market of attorneys in the United States*. This may not necessarily represent the true applicable labor force for the Department, as employment law teaches us that a true applicable labor force is the population of those qualified individuals interested in working in an organization. However, given that DOJ attorneys practice in virtually every field of law, its client base is the entire nation, its legal adversaries may be virtually any type of practitioner, it practices in every jurisdiction in the nation, and the market views DOJ attorney jobs as attractive, the entire population of lawyers in the U.S. may be used as a reasonable proxy for the DOJ labor force.

This definition, which reflects the premise of the Interactional Model, informed the study throughout.

2.2. Data collection techniques

Data collection and analysis for the study consisted of five principal modes of data:

- qualitative analysis of human resources practices, including interviews with human resources administrators in each component and analysis of organizational issues which affect the diversity climate;
- analysis of existing workforce data, including composition, recruiting and hiring, promotion, and retention of the attorney workforce;
- focus groups and individual interviews with supervisory and non-supervisory attorneys across gender, race/ethnicity, job classification, component, and geographic groups;
- interviews with DOJ senior career and political leadership in the eleven components and Justice Management Division (JMD); and
- an employee survey administered in person at the conclusion of focus groups and via the Internet department-wide.

The combination of these different modes of data allows us to formulate insight on the design and impact of the Department's HR management practices in the context of the Interactional Model.

The remainder of this section discusses the rationale, methodology, and limitations of each data mode. Section 2.3. presents the inventory of results from each of the modes. Section 3. presents integrated findings based on a synthesis of analysis across the modes.

2.2.1. Analysis of human resources practices

Primarily through interviews with component human resources administrators, and also through reviews of documents provided by the administrators, we sought to characterize the Department's human resources practices—especially in the areas of recruiting, hiring, promotion, and retention, particularly as they relate to diversity.

We interviewed managers in the Executive Offices, including members of the personnel staffs, of the Litigating Divisions; managers responsible for attorney human resource management in the General Counsel offices of the INS and Bureau of Prisons; members of the front office and General Counsel office of the Executive Office for U.S. Trustees; and members of the front offices, equal employment opportunity offices, and personnel staffs of EOIR and the Executive Office for U.S. Attorneys.

We also interviewed managers of the Office of Attorney Recruitment and Management (OARM), a specialized office in JMD responsible for certain human resources management functions for certain segments of the attorney population; the JMD Equal Employment Opportunity Staff; and the JMD Finance Staff, which handles attorney personnel records.

2.2.2. Analysis of workforce data

We obtained data on the current and recent attorney workforces from the JMD Finance Staff, and data on entry-level applicants and hires from OARM. We sought to analyze this data to determine patterns in composition, hiring, performance evaluation, promotion, bonus awards, career growth, and attrition in the attorney workforce.

However, the following data limitations constrained our analysis:

- DOJ did not migrate to the National Finance Center (NFC), a government-wide mainframe personnel system, until April 1993, and no usable personnel records prior to that time are available.
- A change in record keeping in 1997 resulted in personnel records prior to that time being unreliable.
- Electronic data on performance evaluations do not exist.

We also learned from HR administrators throughout the study that data from NFC are of questionable reliability, because of limitations of the system and imperfect record-keeping practices on the part of those who generate the data to be entered into the system.

The most significant consequence of these data limitations is that we could not ascertain the start date or employment histories of attorneys prior to April 1993. This impacts any analysis that takes tenure into account for all but attorneys who were hired after April 1993. Additionally, we were told by the Finance Staff that we could not conduct any analysis of personnel records that were generated before 1997 with a high degree of confidence.

In this report we present results of analyses that we were able to conduct in light of these limitations, and we believe that the data used and results obtained are valid. For data in 1997 and after, we presented several results to the Finance Staff for validation.

The data extract that we received is as of December 31, 2001. Thus in the text when we refer to '"current workforce," that actually means the workforce as of that date.

2.2.3. Focus groups and individual interviews

The most extensive form of data collection that we used for the study was focus groups and individual interviews with staff and management attorneys. We interviewed a representative number of whites, minorities, men, and women, and a representative number of managers and staff. We stratified the interview and focus group data collection across the eleven components such that all are represented in the results.

The high-level interview topics for the focus groups and individual interviews are provided in appendix A.

Participant selection

We developed a data collection strategy to account for the population of attorneys in each studied component as well as for diversity in terms of geography and demographics of the component. We also collected data at field sites[5] based on the number of components present and areas where minority groups tended to have higher representation to help broaden the interview pool. The outcome of this strategy was a data collection plan that specified target focus group and individual sample sizes by component, demographic, and location.

For focus groups and individual interviews, it is imperative that a control mechanism be put in place to reduce the likelihood of any forms of bias regarding selection. In the case of the DOJ focus groups, as well as individual interviews, we employed a very straightforward selection process, in light of the devised data collection plan, that attempted to select a random sample of attorneys for each session. The specific methodology employed varied according to the component, but overall the process remained consistent.

KPMG Consulting relied heavily on our component contacts, who were managers designated by each component head to facilitate our data collection within that component. Due to the short duration of data collection and our lack of direct access to the attorney population, we asked the component contacts to assist us in selecting the samples of interview subjects. For the most part, the contacts provided a list of attorneys, including their demographic groups, from which we randomly selected participants for either focus groups or individual interviews. Other components disseminated an open interview invitation that asked attorneys to respond to a KPMG Consulting representative with their particular demographic group and time slot of interest. Upon receiving the list of volunteers, we randomly selected those candidates to be interviewed. In both cases, we relied on the DOJ component contacts to identify the relevant population of attorneys and disseminate these requests. During the course of the study, it became apparent that most attorneys tended to select out of focus groups and into individual interviews due to the increased confidentiality. As a result, we shifted our data collection approach somewhat to hold more individual interviews and fewer focus groups.

It became apparent that a fear of adverse repercussions from participating in this study was very real for many attorneys.

Focus group methodology

Focus groups are an efficient way to collect data that is somewhat less structured and more robust than results from a closed-ended attitudinal survey. For this study, we convened a series of focus groups comprised of a target of between six and ten respondents each. All but a few focus groups were homogeneous with respect to component, job level (supervisory or non-supervisory), and demographic group. We divided the population into five demographics: white males, white females, gender-mixed African-Americans, gender-mixed Hispanics, and gender-mixed other minorities. In areas with small populations, some focus groups consisted of gender-mixed sets of all non-white racial/ethnic groups. For managers, in virtually all cases our data

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[5] Field sites visited were Denver, CO; San Francisco, CA; Los Angeles, CA; Miami, FL; Dallas, TX; and New York, NY.

collection was via individual interviews or small group interviews with the management team of a component or office within a component.

In most cases the facilitator of the group, a trained and experienced moderator from KPMG Consulting or Taylor Cox & Associates, was of the same demographic group as the participants. In our experience, having homogeneous focus groups with a moderator of the same demographic maximizes subjects' candor.

For the focus groups and individual interviews, we employed a series of high-level questions— asking about the work climate, recruiting and hiring, promotions, case assignments, and previous diversity initiatives of which the group was aware. The interview protocol is provided in appendix A.

Using both focus groups and individual interviews to increase robustness

In a focus group, it is important to leverage the group dynamic but not let it alter results. This group dynamic allows individuals to react to statements made by their peers, and in some cases enables the group to attain a consensus on their own terms. On the other hand, it is important that participants do not get unduly swayed by a particularly charismatic member of the group.

For this reason we used both individual interviews and focus groups to collect data. In individual interviews we asked the participant directly about a number of issues, such as whether he/she believes that men and women have an equal opportunity to be promoted, and used the results to compute objective statistics and corresponding tests to determine whether men and women as well as whites and minorities answered differently from each other. We asked the same questions in focus groups, and indicated the consensus of the group when there was one, but did not use the group results for statistical tests.

In general, responses were similar in individual interviews and focus groups.

Self-selected nature of participation

For all modes of data collection in the study—and in any study in which participation is not compulsory—participation is inherently self-selected. That is, we will only obtain the input of individuals who choose to provide it.

It is a tenet of survey research that self-selected participants may not give representative results. At the very least, in some studies only individuals with more emphatic opinions are likely to participate if everyone is given an equal chance to participate. It is also possible in a study that not only are individuals with more emphatic opinions likely to participate, but individuals with more emphatic opinions *of a certain nature*—for example, either particularly negative opinions or particularly positive opinions—are likely to participate.

Thus it is important in a study such as this to limit the ability of self-selection to undermine the validity of the results. Both the research design and conduct of data collection can assist in assuring validity, and we incorporated such techniques in the design of this study:

- *Including a broad base of opinion in the study.* We included opinion from all eleven components, including all racial and gender demographics and job levels, in a variety of geographic locales, to ensure that no stratum of the population had undue influence on the results. Because the climate is so varied across DOJ, this approach reduced the likelihood that the sample was tainted. Moreover, including the survey results in our findings means that the opinion of over 1,400 DOJ attorneys informed the results of the study.
- *Skillfully moderating with a well-defined agenda.* For each interview and focus group, we had a specific agenda of questions to answer. Thus, if an individual came to the group with a specific agenda of his/her own, it would be confined to the discussion of general comments and be less likely to permeate the individual's response to any specific questions. Additionally, we used experienced and skilled moderators, who focused on the answers to the questions and did not allow individuals' preconceptions to unduly influence the results or the opinions of others in the group.
- *Including a variety of data collection modes.* Using interviews, focus groups, and surveys reduces the ability of self-selection to impact the results because the nature of data collected is varied. Agreement between the themes manifested in each mode indicates stability—and validity—of results. (We discuss our analytical approach to the various data modes in section 2.4.)

Respondent self-selection can impact any study; in this study, we were aware of the issues and incorporated several measures to limit its impact.

Anonymity

Anonymity of participants was essential given the sensitivity of the subject. Many interview subjects expressed concern about anonymity, and we assured them that it would be protected in the sense that no individual findings would be attributed to any individual. We also protected the confidentiality of individuals' participation, subject to the limitation of some components' requirement to involve HR administrators and/or attorney supervisors in participant selection. DOJ should be cognizant of the importance participants placed on anonymity.

Respondent receptiveness

Despite our difficulty at times to recruit participants for the focus groups and individual interviews, we found the vast majority of subjects to be quite receptive to the study. Most expressed the view the project had value, and participated thoughtfully and (as far as we can ascertain) truthfully. Many expressed concern that numerous similar studies had been conducted in the past without much follow-up action, but, still, most were not cynical about the effort and envisioned that the study would yield positive results for the Department.

2.2.4. Interviews with senior leadership

We interviewed JMD and component managers, both career and political appointees, at the Assistant Attorney General, Deputy Assistant Attorney General, and equivalent levels. We sought to ascertain these individuals' perspectives on the same issues as in the individual interviews as well as other issues relevant to each of their perspectives.

2.2.5. Employee survey

We also conducted an attitudinal survey of employees. The survey, which was an adaptation of the survey typically used by Taylor Cox & Associates for diversity assessments such as this one, contained 35 questions (some questions had multiple parts; a total of 51 items were assessed), each tied to one of the diversity climate or individual outcome elements of the Interactional Model. We administered the survey in person to attorneys who participated in focus groups and individual interviews and made the survey available to all Department attorneys via the Internet.

2.2.6. Summary of data collection techniques

Our data collection methodology was intended to regard each issue in the study from a variety of approaches. This methodology increases our confidence in the results of the study.

2.3. Inventory of data collected

This section discusses the volume of data that we collected and used for the study.

Interviews and focus groups

We conducted a total of 27 focus groups and 140 individual interviews. Overall, the response rates for the focus groups and individual interviews were lower than we expected. While statistically valid, both department-wide and with respect to attorneys' representation by gender, race/ethnicity, and component[6], the level of participation is cause for concern about the importance attributed to the study by Department attorneys. We found that not only was the number of attorneys who responded to solicitations to participate in interviews and focus groups low, but a significant number of attorneys who registered for sessions (racial and ethnic minorities and females as well as white males) did not attend.

Roughly 25% of those attorneys who agreed to participate did not attend their scheduled interview sessions. Upon further review, it became apparent that certain components, such as U.S. Attorneys' Offices and INS, and attorneys in the field, had a higher rate of no-shows. Additionally, no consistent pattern emerged regarding race or gender relating to no-shows throughout the study. One reason behind these no-shows likely was the short lead time for scheduling interviews combined with the complexity of an attorneys' schedules. However, many attorneys in different components who were interviewed throughout the country made this study a priority and did attend. We also conducted individual phone interviews with some attorneys who could not attend in person.

The following table shows the total number of attorneys, including supervisory and non-supervisory who contributed to the study in interviews or focus groups:

Table 2.3.0.1. Interview and focus group participants by gender and race/ethnicity group

Group	ATR	CIV	CRT	CRM	ENR	TAX	BOP	EOIR	INS	USA	UST	JMD	Total
White	29	20	7	3	11	11	5	1	13	23	15	6	144
Minority	15	10	21	11	7	11	8	5	20	40	1	3	152
TOTAL	44	30	28	14	18	22	13	6	33	63	16	9	296

Group	ATR	CIV	CRT	CRM	ENR	TAX	BOP	EOIR	INS	USA	UST	JMD	Total
Male	21	12	12	7	7	8	4	3	12	24	9	2	121
Female	23	18	16	7	11	14	9	3	21	39	7	7	175
TOTAL	44	30	28	14	18	22	13	6	33	63	16	9	296

Survey

For the survey, we received 1,229 valid responses, or about 13% of Department attorneys. The responses were reasonably representative of Department attorneys with respect to gender,

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[6] The numbers depicted in table 2.3.0.1 were more than sufficient on which to base conclusions. For example, see Sekaran, 1994. *Research Methods for Business*. New York, NY: John Wiley & Sons, Inc.

race/ethnicity, and component. Our goal was a 20%-25% response rate, so results were less than expected.

This volume of responses is, however, high by objective standards—the Gallup poll, for example, uses samples of 1,000 individuals in surveys with questions similar to those used in this study to draw conclusions about the entire American population, which is more diverse in many dimensions than the DOJ attorney workforce.[7] According to established industry standards, therefore, the survey is statistically valid for the Department as a whole as well as for the male, female, white, and minority strata.

All results presented in our findings, unless otherwise indicated, are of those attorneys who had an opinion about the particular item—that is, did not answer "no opinion" or left the item blank. The vast majority of participants responded to each question

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[7] See, e.g., http://www.gallup.com/help/FAQs/poll1.asp.
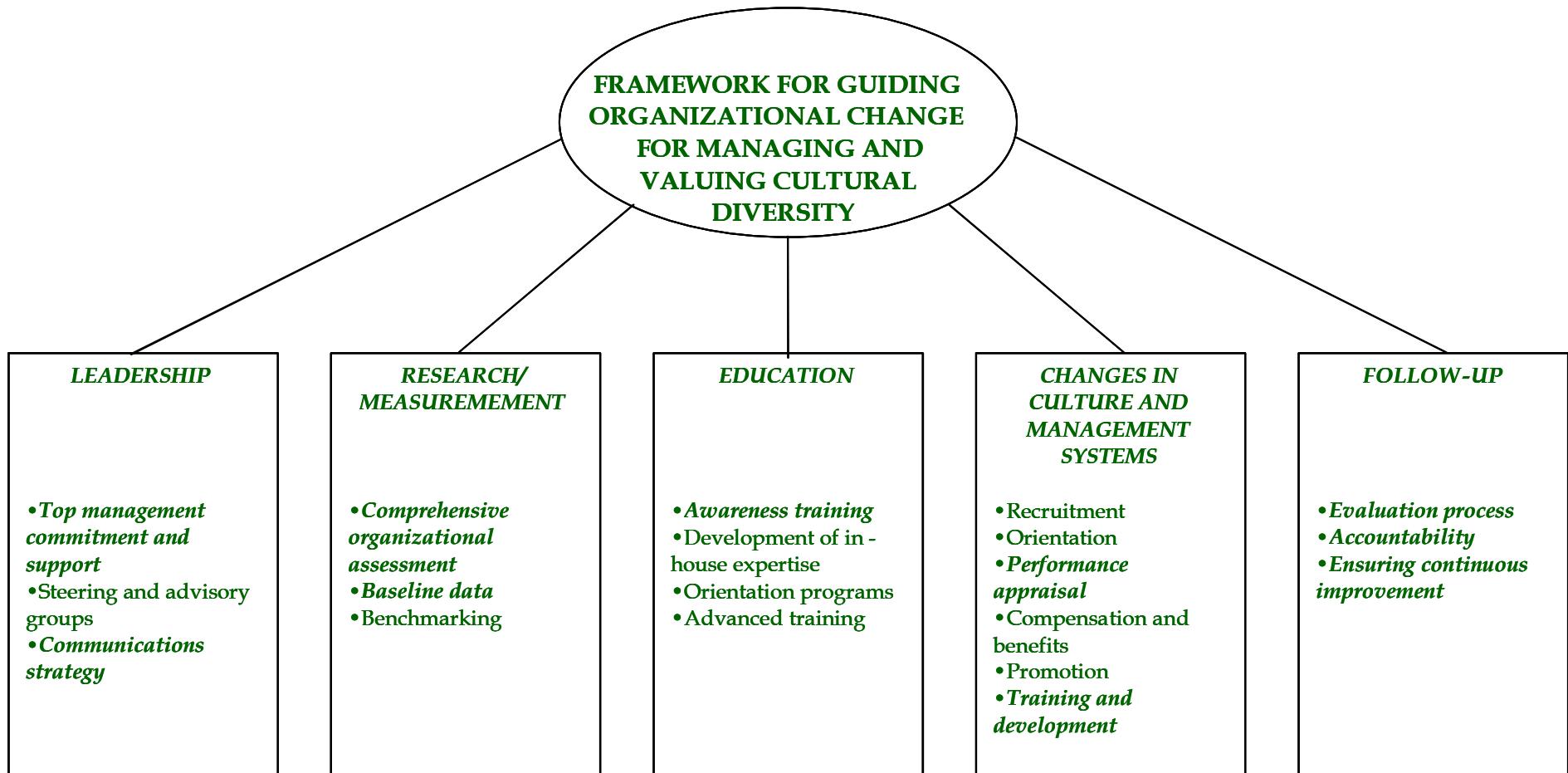
2.4. Summary of data collection and analytical approach

This section discusses the analytical approach we employed to reach our findings and develop our recommendations given the data that we collected. Because the Department needs a systematic approach to diversity, we systematically formulated our recommendations to correspond to the elements of the Taylor Cox & Associates organizational change model[8]:

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[8] Model adapted with permission from Cox, 2001.

Figure 2.4.0.1. Organizational change model

FRAMEWORK FOR GUIDING ORGANIZATIONAL CHANGE FOR MANAGING AND VALUING CULTURAL DIVERSITY

LEADERSHIP

- *Top management commitment and support*
- Steering and advisory groups
- *Communications strategy*

RESEARCH/ MEASUREMEMENT

- *Comprehensive organizational assessment*
- *Baseline data*
- Benchmarking

EDUCATION

- *Awareness training*
- Development of in - house expertise
- Orientation programs
- Advanced training

CHANGES IN CULTURE AND MANAGEMENT SYSTEMS

- Recruitment
- Orientation
- *Performance appraisal*
- Compensation and benefits
- Promotion
- *Training and development*

FOLLOW-UP

- *Evaluation process*
- *Accountability*
- *Ensuring continuous improvement*

Elements of the model which we believe are especially pertinent to the Department in light of this study are listed in bold and italic.

As discussed in section 2.2., we employed a variety of data collection techniques in an effort to increase the robustness of—and our confidence in—the study findings. These techniques were conceived and utilized in a systematic fashion to address the elements of Taylor Cox & Associates' organizational change model.

Although we present qualitative and quantitative results from single modes of data throughout the report (and sample sizes are statistically valid when we do so), *our findings and recommendations are based on a synthesis of results from all of the data modes*. This assures that our recommendations are valid across the Department, although more detailed implementation strategies would have to be developed by component (see section 4. for a discussion).

Similarly, although we also use information gathered about individual components as representative examples of certain practices or results relevant to the discussion, *our findings treat the Department as a single unit of analysis*.

3. Findings

This section provides our findings for the study. It is divided into four subsections:

- **Section 3.1, Background on organization**, provides findings about the Department's organizational structure which informed our data collection and are relevant to the diversity issues discussed in the rest of the subsections. These organizational issues are particularly relevant as the Department considers our recommendations and other potential solutions to the findings presented.
- **Section 3.2, Diversity climate**, provides findings for the *diversity climate* elements of the Interactional Model. These findings are based primarily on analysis of results from the individual interviews, focus groups and employee survey. This section also includes analysis of *human resources systems*, based on interviews with component HR administrators and attorneys.
- **Section 3.3, Individual and organization outcomes**, provides findings for the *individual and organizational outcomes* elements of the Interactional Model. The findings for individual outcomes are based primarily on analysis of results from the employee survey, and findings for organizational outcomes are based primarily on analysis of DOJ workforce data.
- **Section 3.4, Benchmarking and best practices**, provides findings of our analysis of HRM practices and outcomes in other public and private organizations.

Within each section, we present our findings and rationale in narrative form with accompanying tables or graphs, or references to appendices as needed.
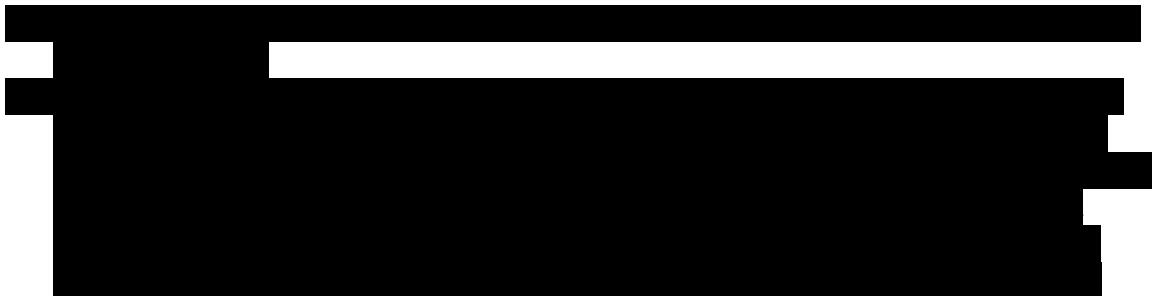
3.1. Background on organization

Litigating Divisions

The Litigating Divisions are headquartered in Washington, D.C., with most attorneys practicing there. Each Assistant Attorney General (AAG) and most Deputy Assistant Attorneys General (DAAG) are located in the main DOJ building, but most Executive Officers, who serve as the chief administrative officers of the Divisions, are not.

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Immigration and Naturalization Service

Most INS attorneys are located in the field. The INS General Counsel oversees three Regions, each headed by a Regional Counsel (one of whom is an SES member) and 32 District offices, each headed by a District Counsel. The District Counsel, who are in most cases the only GS-15 attorneys in the component, and some of whom have deputies, are the day-to-day supervisors for the INS attorney workforce. ████████████████████████████████

Executive Office for Immigration Review

Most EOIR attorneys are located in Falls Church, VA in the General Counsel's office or as staff support to the Board of Immigration Appeals. The component also has a significant field presence, but most EOIR staff located in the field are immigration judges, who were not covered in this study. The promotion potential for staff attorneys is GS-15.

Bureau of Prisons

Most of the BOP attorney workforce has historically been located in federal prison institutions. ████████████████████████████

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U.S. Attorneys' Offices

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There are 94 separate U.S. Attorneys' Offices, which correspond to federal judicial Districts, each headed by a Presidentially-appointed U.S. Attorney. ███████████████
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U.S. Trustees

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A Presidentially-appointed Director, housed in the Executive Office for U.S. Trustees (EOUST) in Washington, D.C., oversees the program. Each of 21 U.S. Trustees (UST), who are appointed by the Attorney General, oversees a District, which corresponds to a federal judicial Circuit or a sub-division of a Circuit. Each UST supervises an average of about four Assistant U.S. Trustees (AUSTs). Generally, each AUST oversees an office—which covers a part (sometimes called a Division) of the U.S. Trustee District—comprised of non-supervisory attorneys. The offices are quite small—they average only a few attorneys, and in many offices the AUST is the only attorney. In turn, the attorneys engage and oversee panel trustees, non-government employees who are often but need not be lawyers, who administer the cases. ████████████████
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The role of the Office of Attorney Recruitment and Management

The Department's Office of Attorney Recruitment and Management (OARM), until recently known as the Office of Attorney Personnel Management, plays a unique role in human resources and diversity management. The office is housed administratively in the Justice Management Division, although JMD does not control its budget and it currently reports directly to the Deputy Attorney General for management guidance on some issues.

OARM's principal function is to administer the Attorney General's Honors Program (see section 3.2.7.1.) on behalf of DOJ components. The office also supports human resources administration in other ways, such as processing background checks and suitability adjudications with the FBI for attorney candidates that components wish to hire, administratively handling adverse personnel actions for attorneys, and providing various forms of human resources management guidance (such as interview training) to components. Between 1997 and 2001 OARM managed the pilot Lateral Attorney Recruitment Program (LARP) in an effort to apply some of the techniques that it had been using to recruit entry-level attorneys to recruit experienced attorneys (again see section 3.2.7.1. for a discussion).

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The roles of other JMD offices

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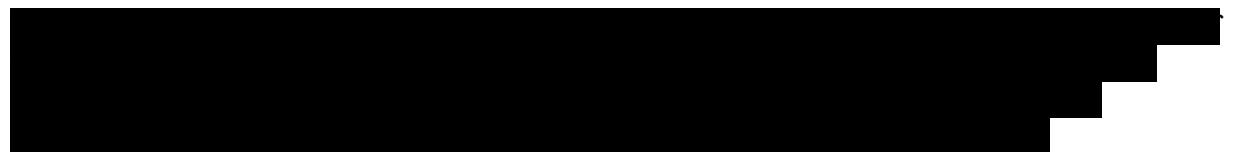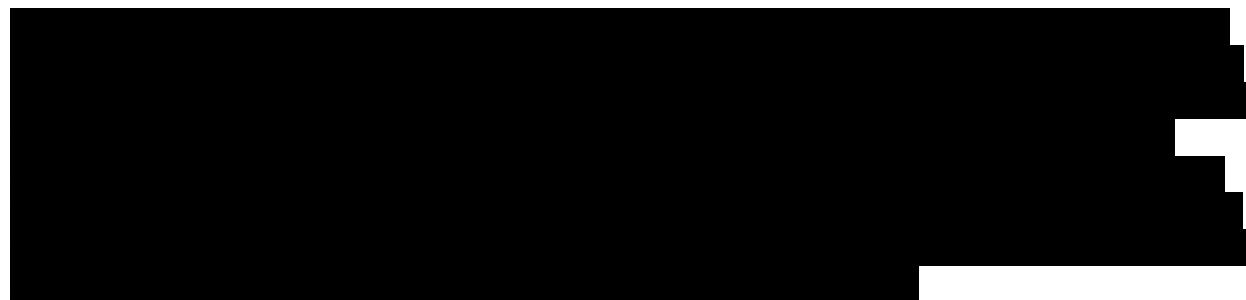
3.2. Work climate

3.2.1. Workforce identity profiles

Diversity of the DOJ political leadership

Diversity of the overall attorney workforce

As of December 31, 2001, the Department workforce included about 9,200 attorneys, 54% of whom were in the U.S. Attorneys' Offices, 30% in the Litigating Divisions, and 16% in the other components.[9] Overall, the attorney workforce is about 15% minority and 38% female, compared with about 12% minority and 30% female in the U.S. attorney labor force[10]:

Table 3.2.1.1. U.S. attorney labor pool (from census data) and DOJ attorney labor force

Workforce	% female	% minority
All attorneys in U.S.	30%	12%
DOJ attorneys	38%	15%

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[9] These breakdowns are based only on the eleven components in the study, which together employ approximately 95% of DOJ attorneys (not including FBI agents who are attorneys). Throughout this report, when we refer to breakdowns of the attorney workforce, we refer exclusively to the workforce of the eleven components.

[10] The source of these figures is self-identified employment classifications from the 2000 U.S. Census. Data includes attorneys in all fields—all levels of government, non-profit, and private—in the U.S.

Workforce diversity by location

By definition, all U.S. Attorneys' Offices are in the field (there is also a District in Washington, D.C.). Of the other components, about 31% of attorneys are in the field (the Executive Office for Immigration Review is located in Falls Church, VA, which we consider to be Washington, D.C. for the purpose of this analysis). About 7% of attorneys in the Litigating Divisions, about half in EOIR[13], a majority in the Bureau of Prisons, most of the INS, and virtually all of U.S. Trustees are located in the field.

The following figure displays the racial and gender diversity of headquarters and field attorneys, not including U.S. Attorneys' Offices:

Table 3.2.1.2. Racial and gender diversity of headquarters and field attorneys, not including U.S. Attorneys' Offices

Group	Headquarters	Field
Male	59%	58%
Female	41%	42%
White	86%	82%
Minority	14%	18%

Department-wide, these differences are minimal. However, in the Litigating Divisions, that is not the case; although only a small portion of their attorneys are in the field (and virtually none in the Civil Rights and Criminal Divisions), only about 7% of field Litigating Division attorneys are minorities.

[13] Most EOIR attorneys in the field are immigration judges, who were not included in this study.

3.2.2. Culture and acculturation

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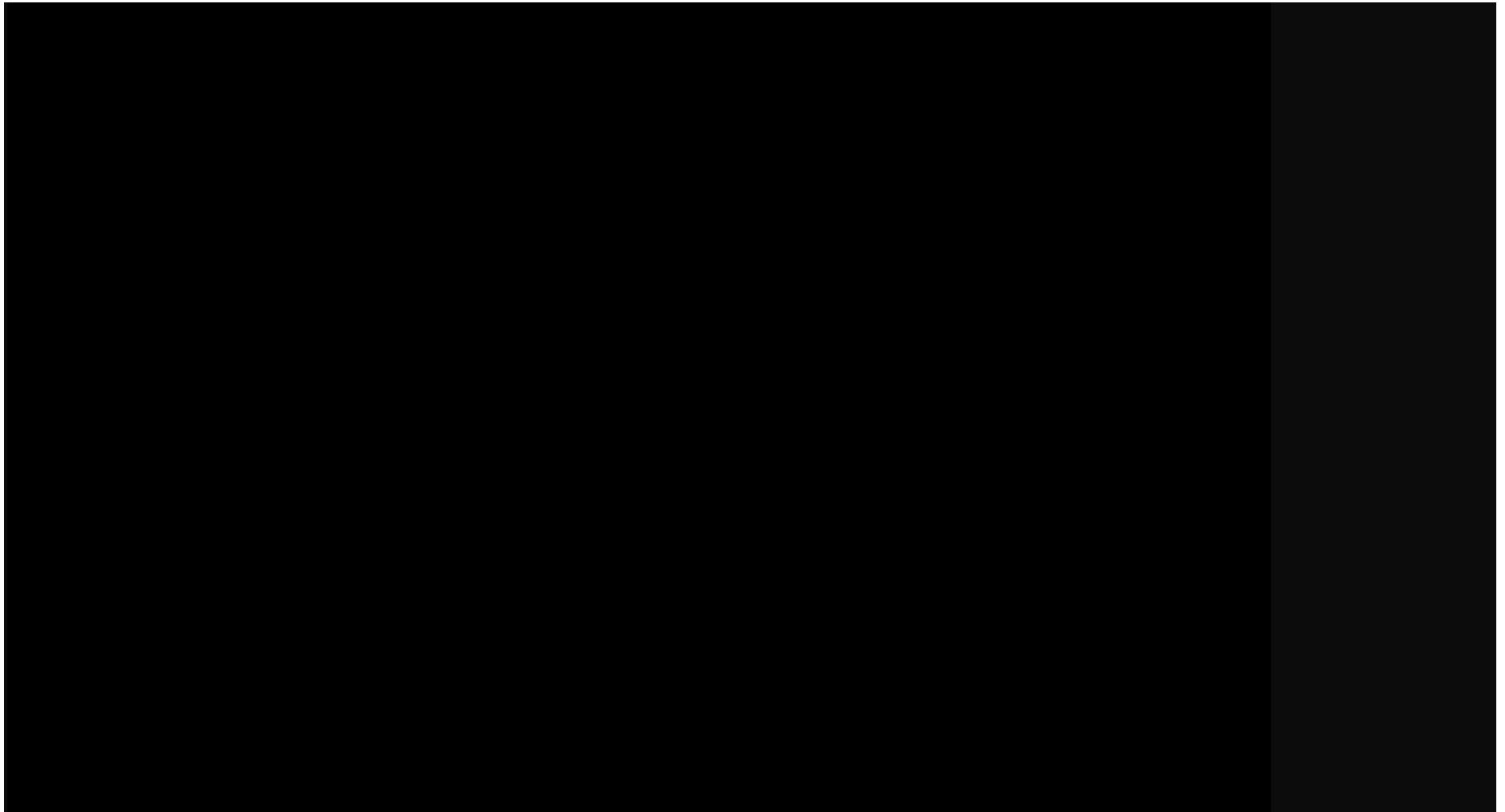
Figure 3.2.2.1. Organizational culture survey responses by race

	People are valued	Dissent is welcomed	Substance is rewarded over style	Tolerates mistakes as vehicles to learn	Welcomes and values new ideas
■ Minorities	56%	33%	48%	57%	48%
■ Whites	70%	50%	67%	67%	65%

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Figure 3.2.2.2. Organizational culture survey responses by gender
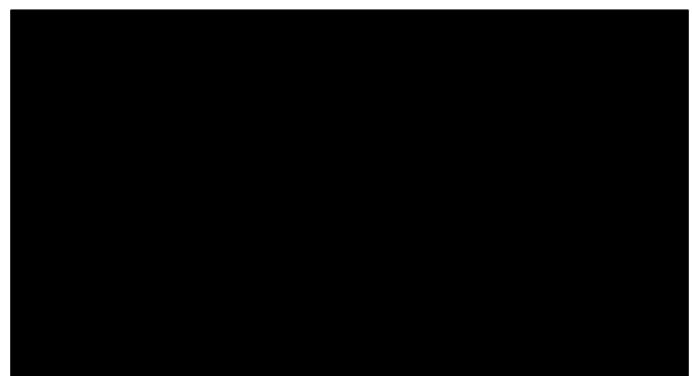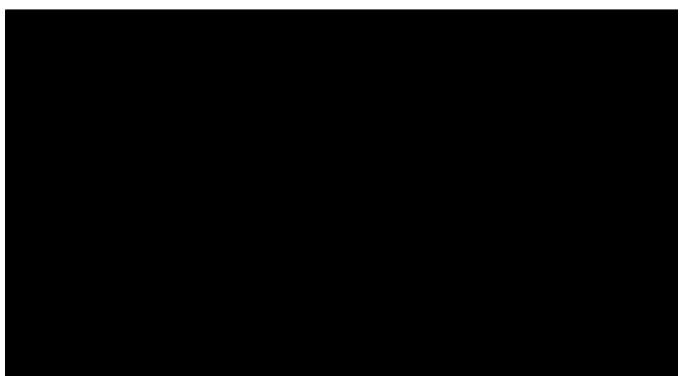
Acculturation

Figure 3.2.2.3. Acculturation survey responses
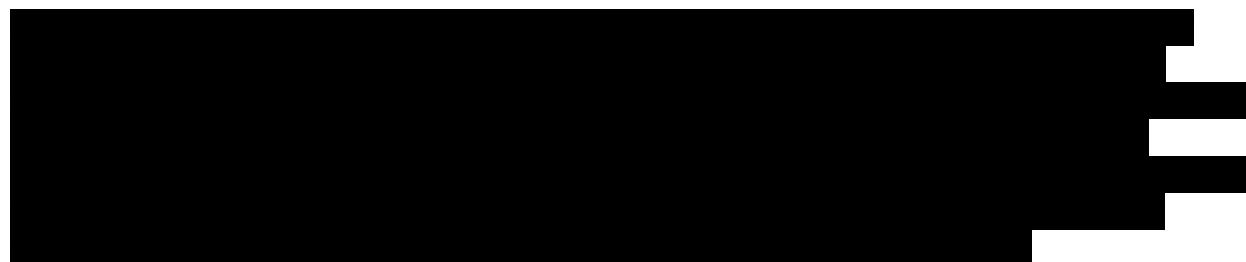
3.2.3. Structural integration

Workforce diversity by grade

General Schedule attorneys

Most SES attorneys in the Department are in the Litigating Divisions, where virtually all Deputy Assistant Attorneys General and Section Chiefs and some Deputy Section Chiefs hold the SES rank. The other components which use the GS pay plan—Bureau of Prisons, INS, U.S. Trustees, and Executive Office for Immigration Review—have a few SES attorneys in their front offices. Virtually no SES attorneys reside in the field in DOJ.

Men are significantly more likely than women (1.9% of the male attorney workforce versus 1.3% of females) and whites are twice as likely as minorities (1.8% versus 0.9%) to be in SES jobs. Both of these differences are statistically significant.[16] Hispanics (0.75%) and Native Americans (none) are least likely to be in the SES. There are also significant effects across race-gender interaction groups. Two percent of white males, 1.45% of white females, 1.25% of minority males, and 0.57% of minority females are in SES positions.

Among Assistant U.S. Attorneys, men are also significantly more likely than women (21% of male AUSAs are supervisors, compared to 16% of female AUSAs who are supervisors) and whites are significantly more likely than minorities (20% versus 14%) to be in supervisory

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[16] Technically, this workforce is a population, not a sample, so these types of statistical tests are not suitable. However, we can conceptualize the current workforce as a realization of larger patterns, for example over time or for those on which we do not have data, such that these tests are of some value.

grades. Hispanics (12%), Asian Americans (13%), and minority women (17%) are least likely to be supervisory AUSAs.

The following graphs display the percentage of the attorney workforce within each grade that is a racial and/or ethnic minority. First, the following figures display the racial and gender breakdown of attorneys in components which use the General Schedule[17]:

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[17] Noncareer SES positions are excluded.

Figure 3.2.3.1.   Percentage of attorneys at each grade level who are minority and white

Grade	GS-11	GS-12	GS-13	GS-14	GS-15	SL	ES
■ Minority	45%	26%	24%	20%	12%	21%	7%
■ White	55%	74%	76%	80%	88%	79%	93%
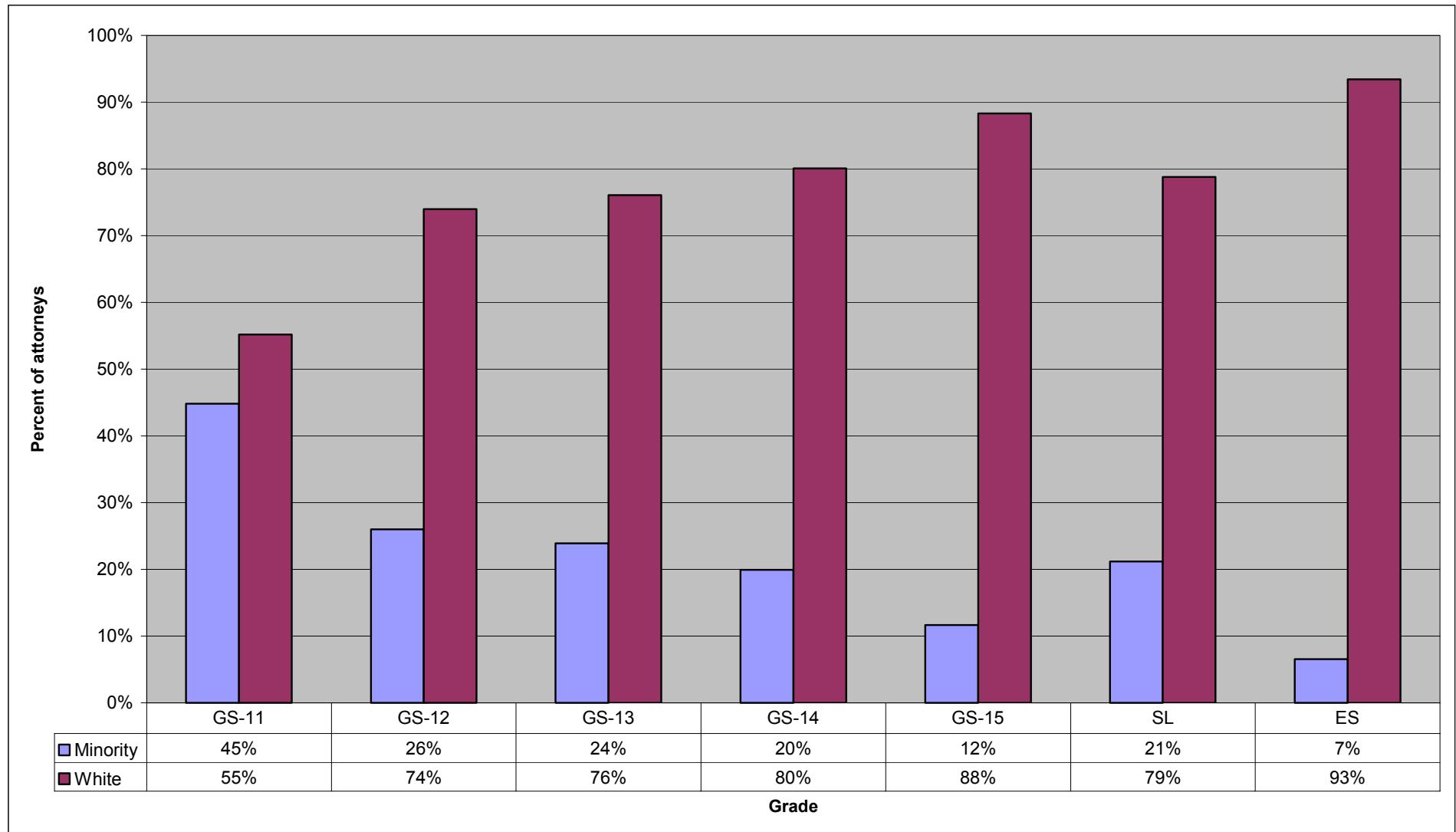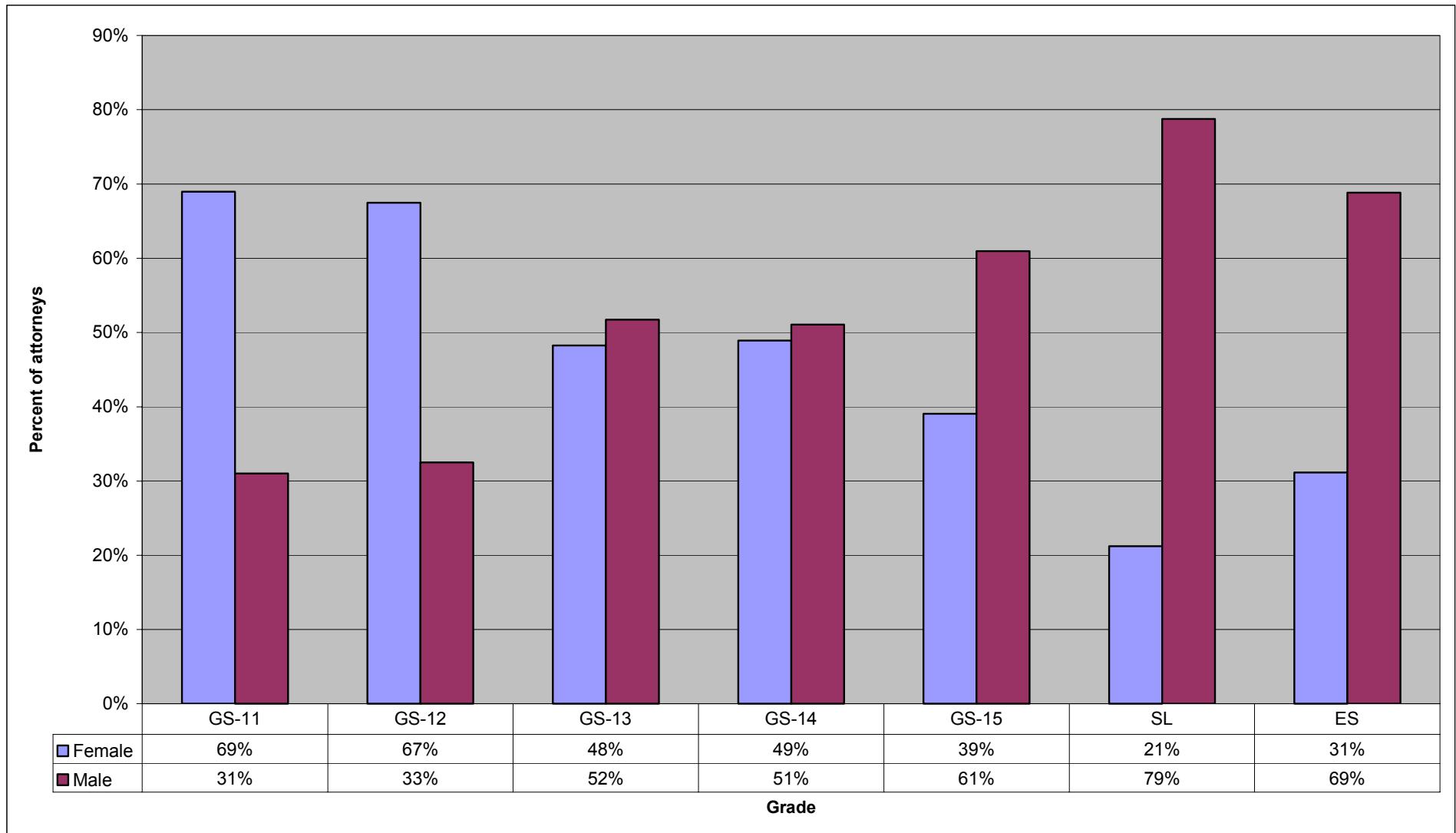
Figure 3.2.3.2. Percentage of attorneys at each grade level who are female and male

	GS-11	GS-12	GS-13	GS-14	GS-15	SL	ES
■ Female	69%	67%	48%	49%	39%	21%	31%
■ Male	31%	33%	52%	51%	61%	79%	69%

Grade

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U.S. Attorneys' Offices

Attorneys in U.S. Attorneys' Offices are on the Administratively Determined (AD) pay plan. Besides the distinction between supervisory (grades 1-19) and non-supervisory (grades 20-29), the numeric grade in AD is less significant than in the GS case. Additionally, the supervisory grades do not compare directly with the SES rank in the other components, but they represent the only grade distinction available (besides U.S. Attorneys themselves, who are excluded from this study because they are political appointees). Therefore, we present the population simply divided into the supervisory and non-supervisory categories.

Men are statistically significantly more likely to be in supervisory jobs than are women (21% of male Assistant U.S. Attorneys are supervisors, compared with 16% of female AUSAs). White AUSAs (20%) are also more likely to be supervisors than minorities (14%). Among racial and ethnic minority groups, Native American (19%) and black (15%) AUSAs are more likely to be supervisors than Hispanics (12%) or Asians (12%). Additionally, there are statistically significant differences in representation in the supervisory ranks across the four gender and race/ethnicity interaction groups: 22% of white male AUSAs are supervisors, compared with 18% of white female AUSAs, 17% of minority male AUSAs, and 12% of minority female AUSAs.

The following table shows the percentage of women and minorities within each rank in the U.S. Attorneys' Offices[18]:

Table 3.2.3.1. Percent of each rank which are women and minorities, U.S. Attorneys' Offices

Rank	% female	% minority
Non-supervisory (AD-20—AD-29).	37%	17%
Supervisory (AD-1—AD-19)	26%	11%

Again, women and minorities are significantly less represented in the supervisory ranks than non-supervisory ranks.


[18] Noncareer staff are excluded.

Workforce diversity by job title

Figure 3.2.3.3. Distribution of GS-15 attorneys by race, Litigating Divisions

Component	GS-15 non-supervisor	GS-15 other	GS-15 dep. chief/supervisor
☐ Minority	11%	9%	6%
☐ White	89%	91%	94%
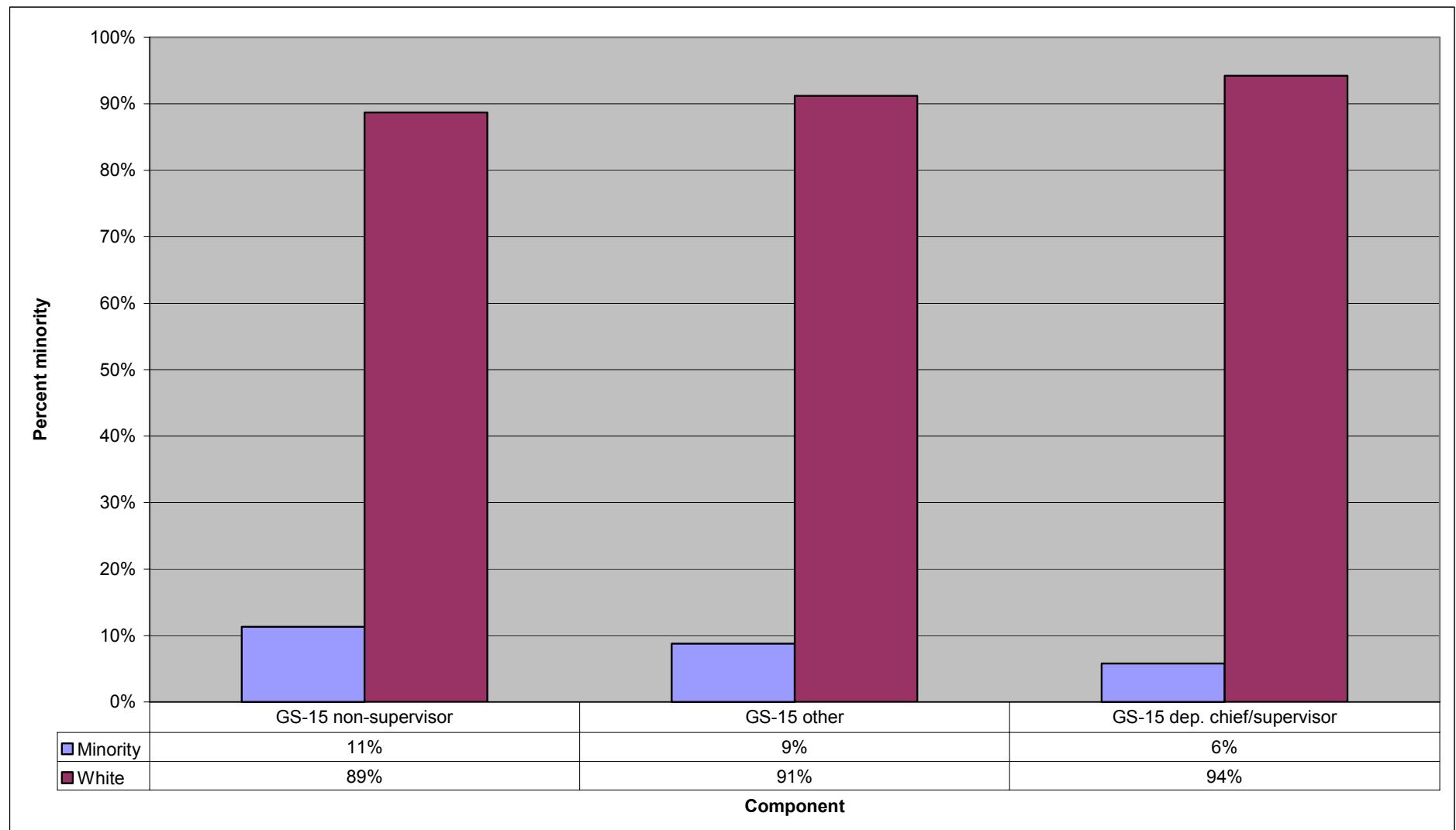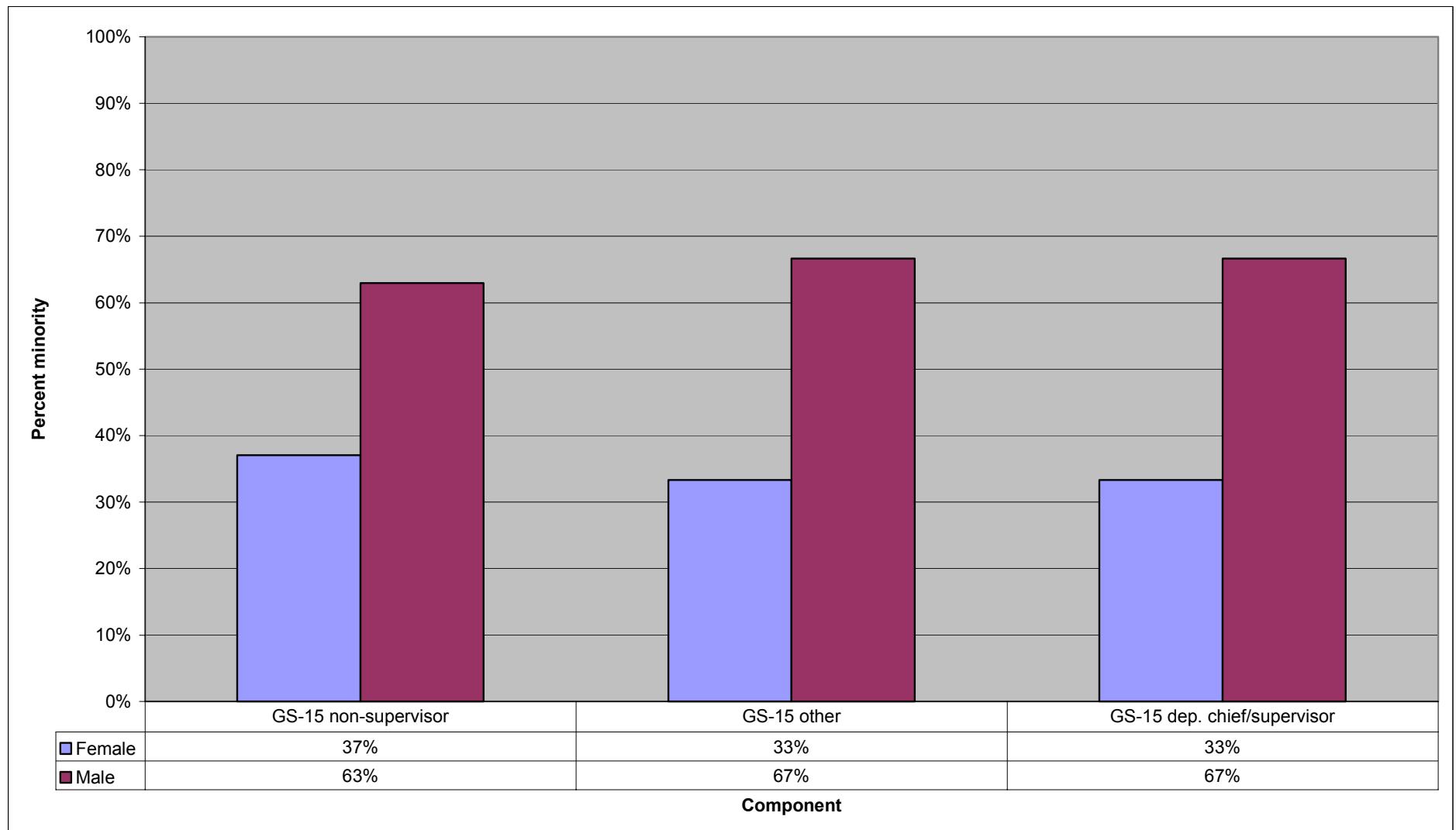
Figure 3.2.3.4. Distribution of GS-15 attorneys by gender, Litigating Divisions

Component	GS-15 non-supervisor	GS-15 other	GS-15 dep. chief/supervisor
Female	37%	33%	33%
Male	63%	67%	67%
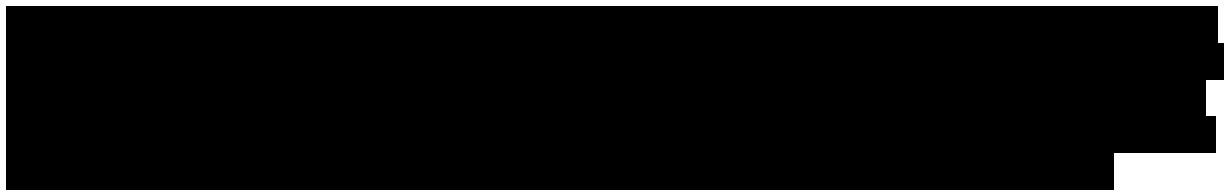
Summary of structural integration findings
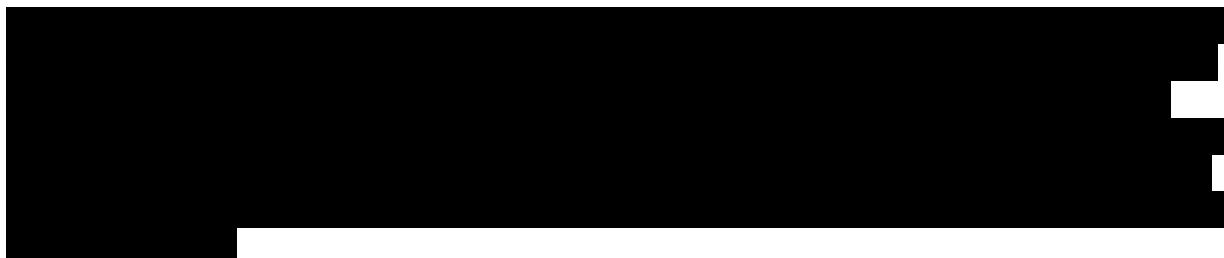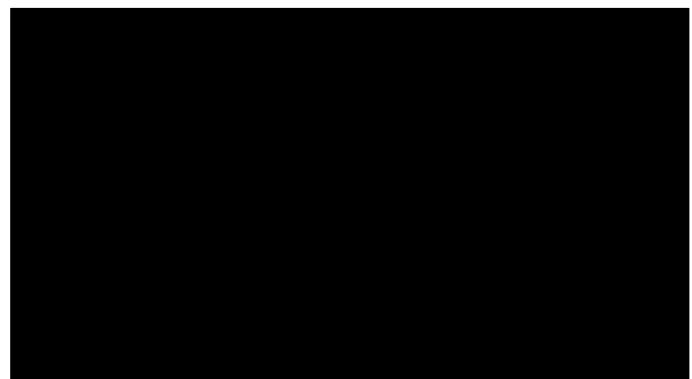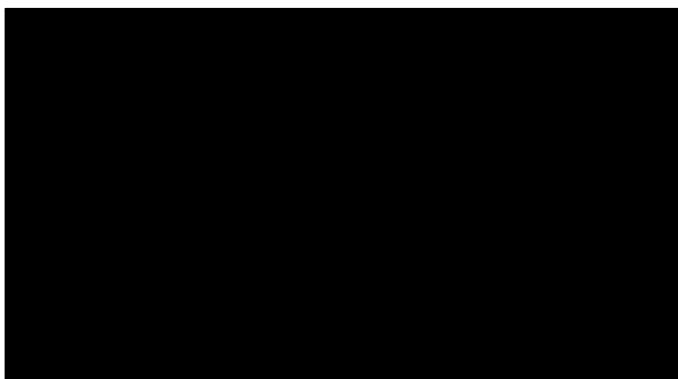
3.2.4. Inter-group conflict

Harassment behavior
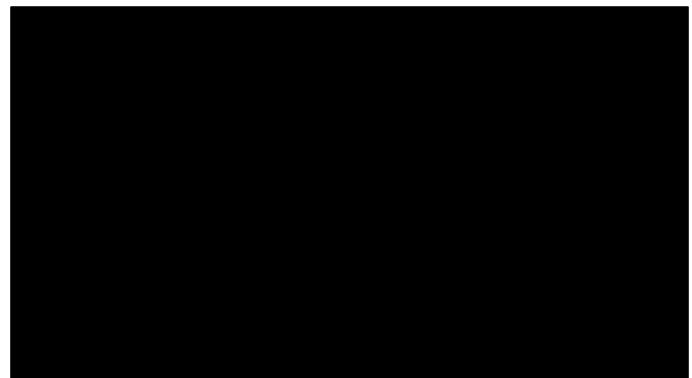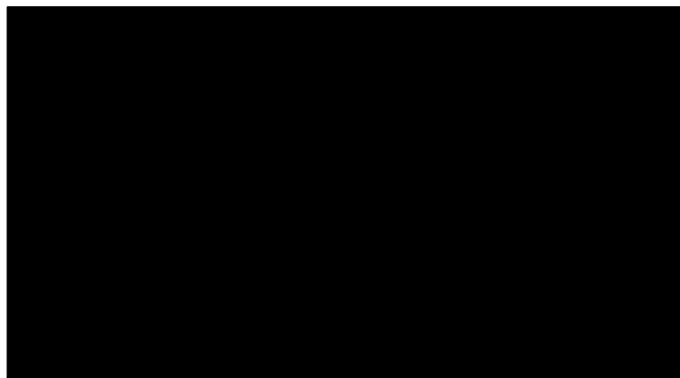
Figure 3.2.4.1. Harassment survey responses

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Racial and gender tension

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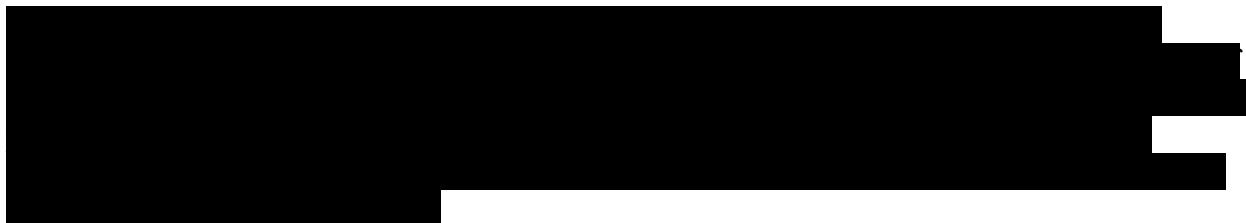
Figure 3.2.4.2. Racial and gender tension survey responses

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Summary of inter-group conflict findings

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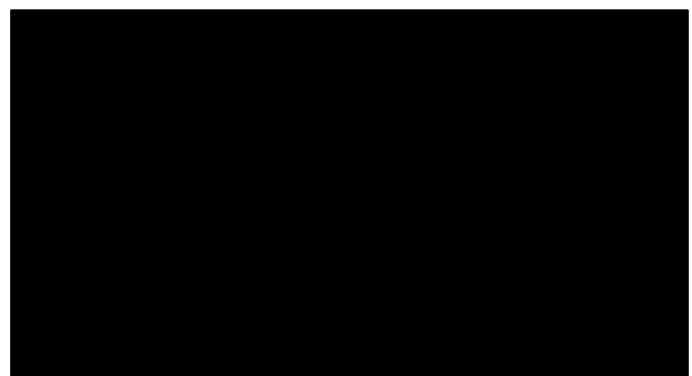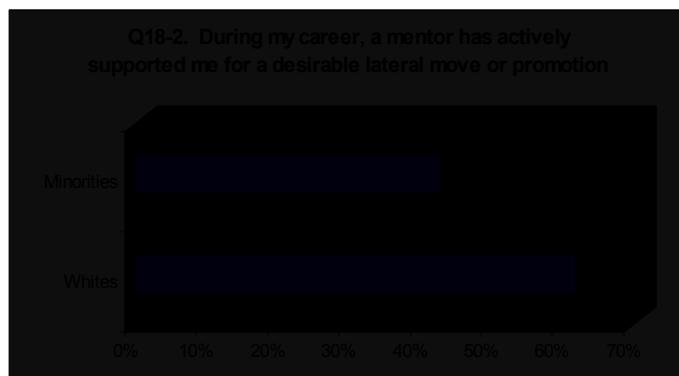
3.2.5. Informal integration

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Figure 3.2.5.1. Benefits from mentoring survey responses

Q18-2. During my career, a mentor has actively supported me for a desirable lateral move or promotion

Minorities

Whites

0% 10% 20% 30% 40% 50% 60% 70%

Informal networks

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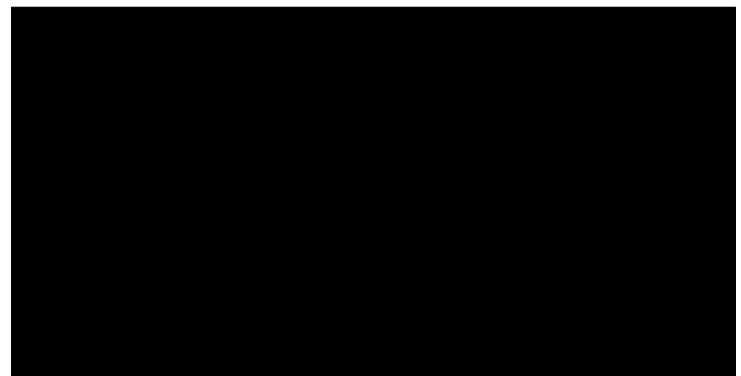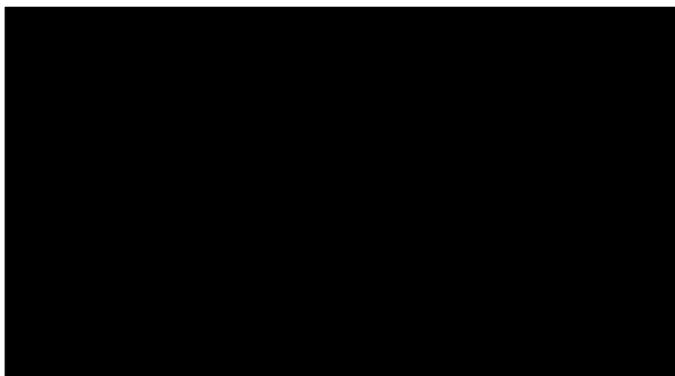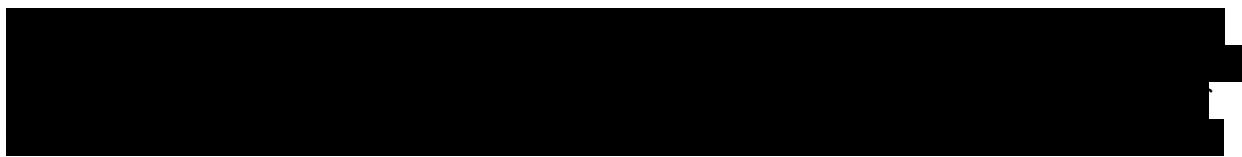
Communication

Figure 3.2.5.2. Communication survey responses

Summary of informal integration findings

3.2.6. Stereotyping

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Figure 3.2.6.1. Stereotyping survey responses

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3.2.7. Human resources systems

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3.2.7.1. Recruiting

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Honors Program recruiting

The Office of Attorney Recruitment and Management (OARM) recruits attorneys directly from law school on behalf of Department components via the Attorney General's Honors Program. For the Honors Program, OARM:

- collects vacancy information from any component which wishes to participate;
- generates marketing materials about employment at DOJ;
- advertises at law schools on behalf of the Department;
- mans booths at career fairs and other events;
- performs special outreach to law schools of historically black colleges and universities, minority law student organizations, and other organizations;
- collects applications and component preferences from candidates;
- arranges interviews on campus, at which components send interviewers to screen candidates; and
- handles administrative aspects of offers, including background checks and offer letters.

Lateral recruiting

Internal Best Practice

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Lateral Best Practice

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Lateral Attorney Recruitment Program

Between 1997 and 2001 the Office of Attorney Recruitment and Management instituted the Lateral Attorney Recruitment Program (LARP) on a pilot basis. The program was implemented in an effort to leverage some of the successful practices that OARM had employed in the Honors Program for lateral recruiting. Increasing diversity was an explicit rationale for LARP.

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3.2.7.2. Selection/hiring

Internal Best Practice

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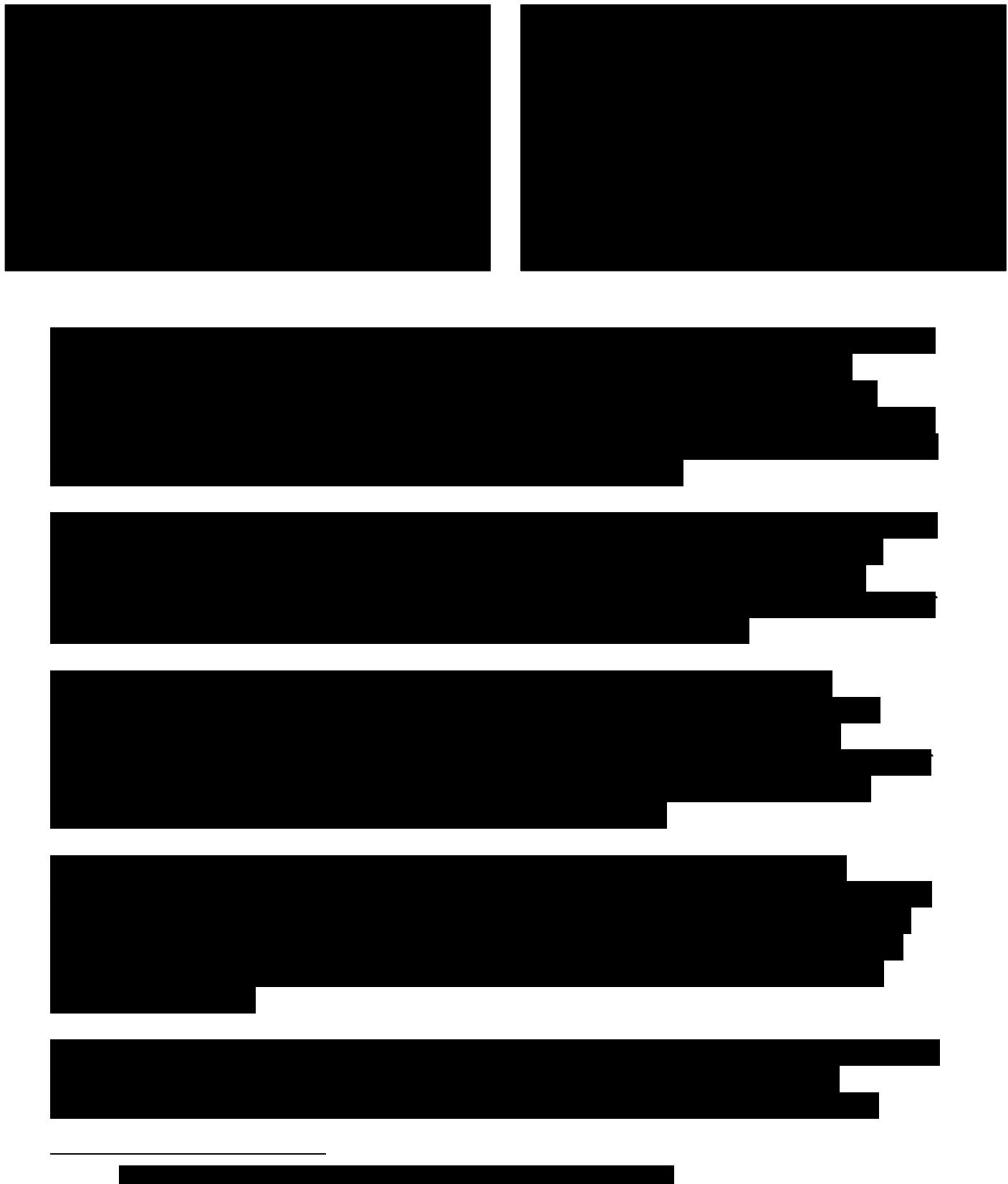
3.2.7.3. Performance appraisal

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Figure 3.2.7.1. Performance feedback survey responses

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3.2.7.4. Promotion

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Internal Best Practice

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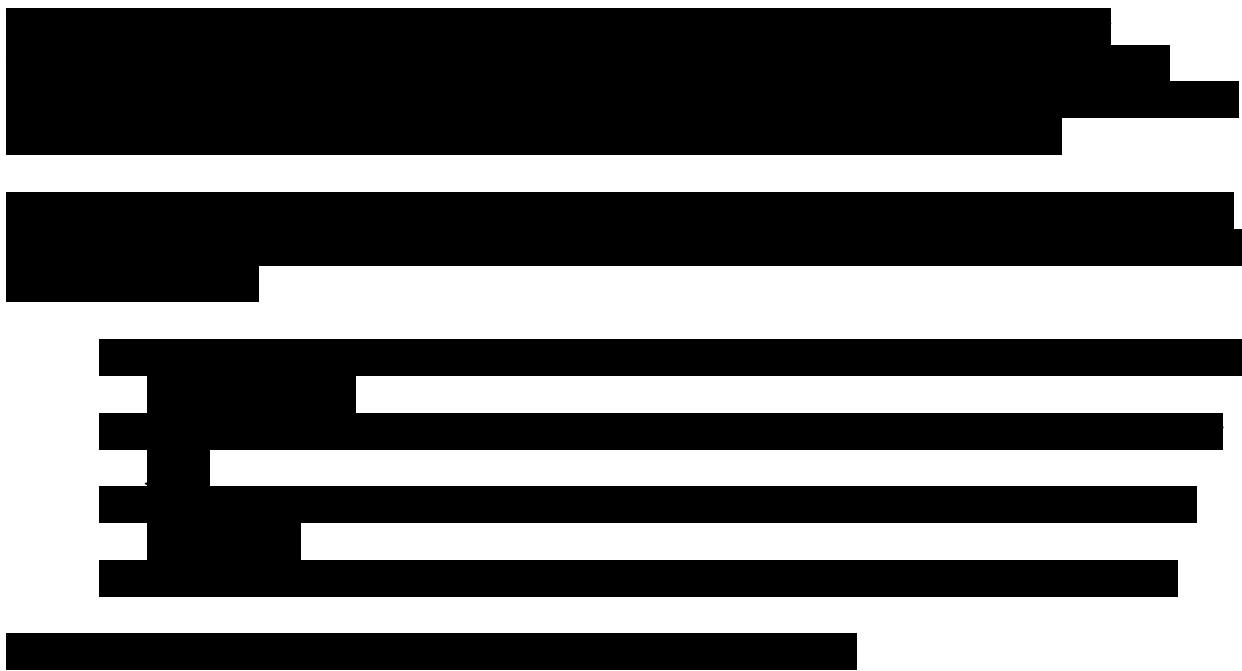
3.2.7.5. Career development

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Career development for technical skill improvement

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Career development for employee retention
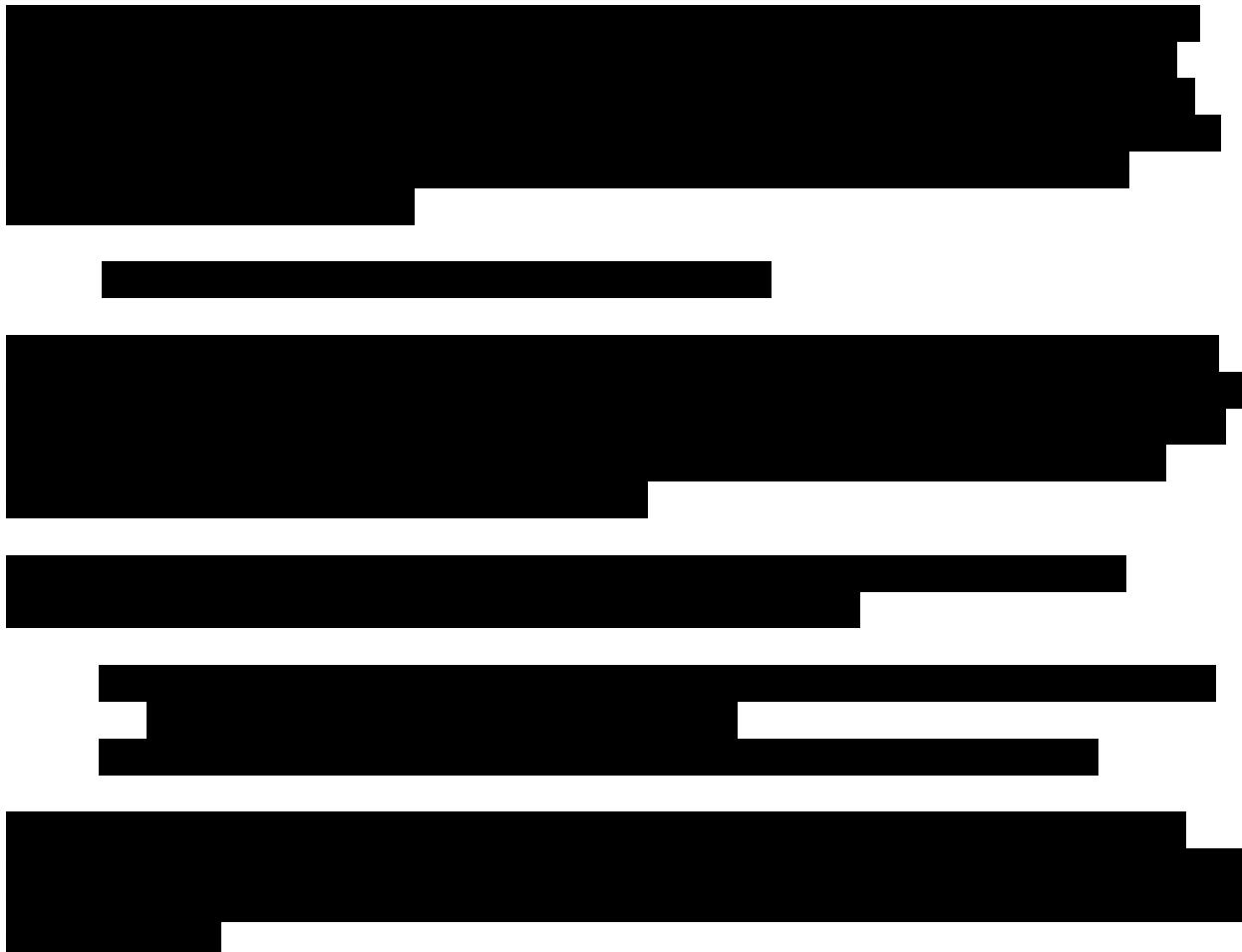
Career development for better management in the future

Case/job assignment

Internal Best Practice
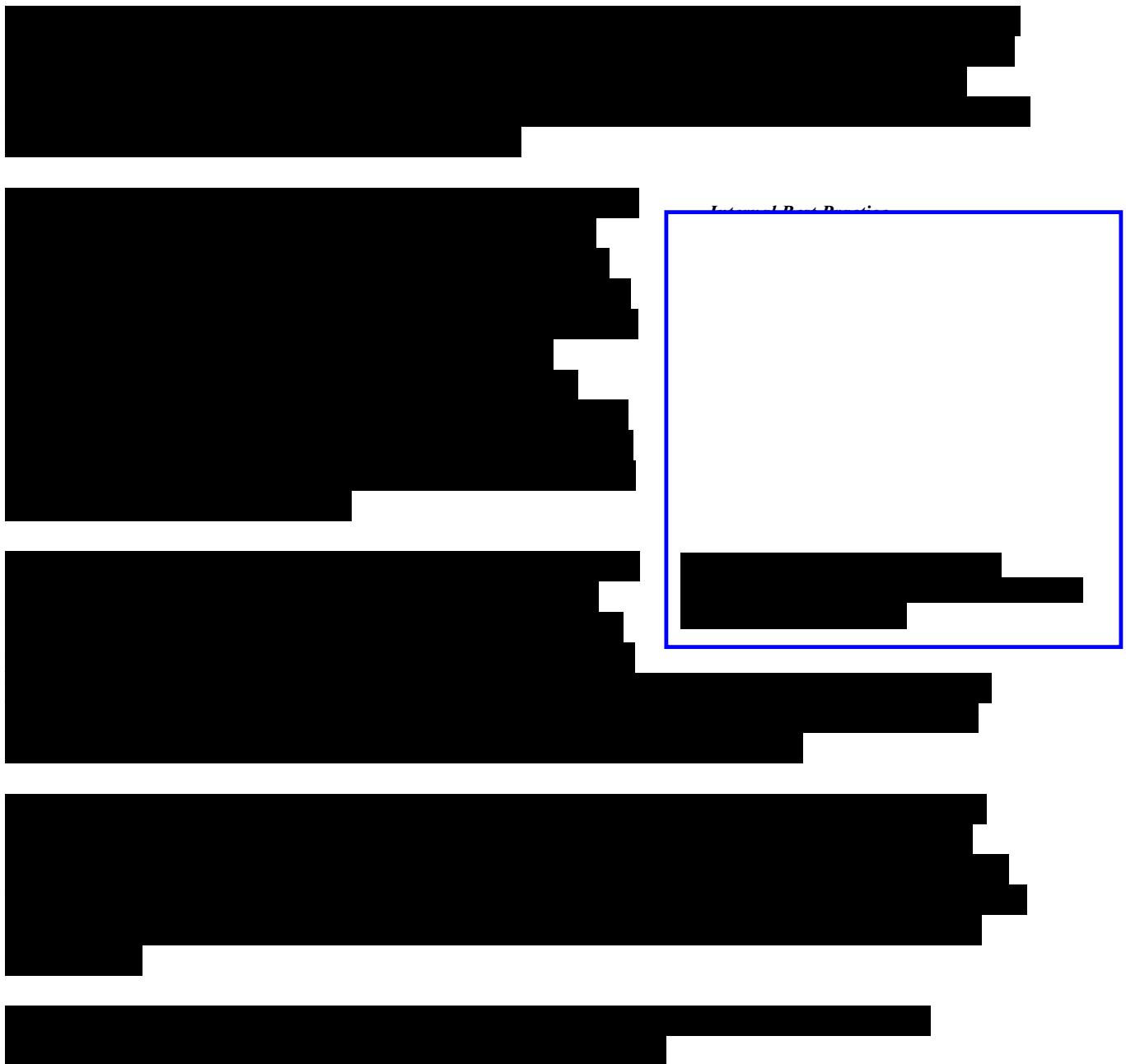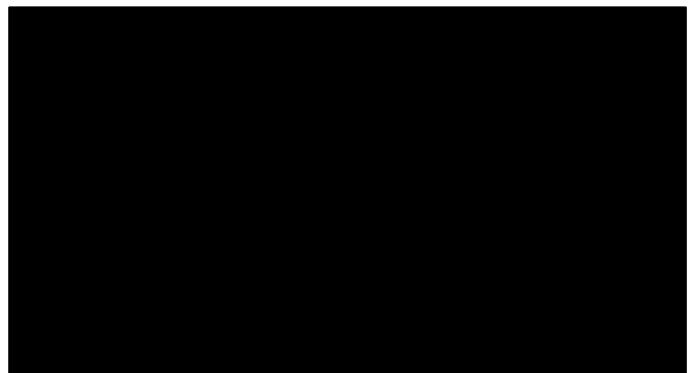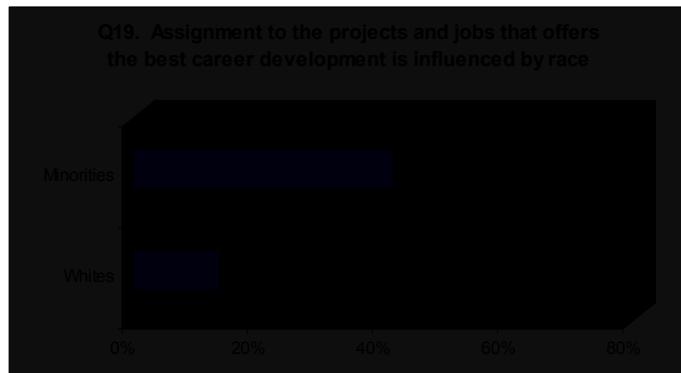
Figure 3.2.7.2. Case assignment survey responses

3.2.7.6. Compensation, awards, and bonuses

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3.2.7.7. Summary of human resource systems findings

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3.2.8. Summary of work climate findings

3.3. Individual and organizational outcomes

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3.3.1. Job satisfaction

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Figure 3.3.1.1. Overall satisfaction survey responses

3.3.2. Organizational identification
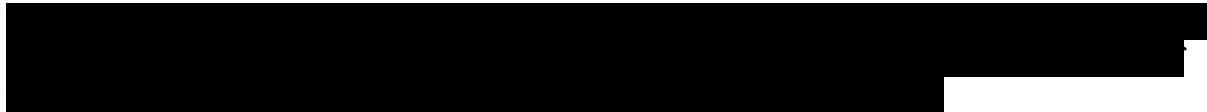
Figure 3.3.2. Organizational identification survey responses

3.3.3. Job involvement

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Figure 3.3.3.1. Job involvement index results

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3.3.4. Recruiting

According to data provided by OARM, approximately 2,232 graduating lawyers applied through the Honors Program in 2001. Of these, 31% were minorities and 58% were women, compared with approximately 21% minority and slightly under 50% female enrollment in law schools in 2001.[27]

Offers were made to 209 graduates for the Spring 2001 graduating class—of these, 30% went to minorities and 60% to women. These demographic breakdowns are comparable to those in the recent past. The next section shows that the racial and gender breakdown of those hired—i.e., who accepted offers and eventually joined DOJ—were analogous, so that the diversity yielded by the Honors Program carried all the way through the recruiting and hiring system.

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[27] Figures are based on candidates whose race/ethnicity is known. Source of the figures for minority enrollment in law school is OARM; source of the figures for female enrollment in law school is the American Bar Association.

3.3.5. Hiring

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Hiring diversity

The following table shows the percentage of all hires and lateral hires in 2001 that were minorities, as well as the percentage of the base attorney workforce that was minority for comparison[29]:

Table 3.3.5.1. Demographics of attorney base, all hires, and Honors Program hires, 2001

Group	Base	All hires	Honors Program hires
Men	63%	60%	37%
Women	37%	40%	63%
Whites	85%	79%	70%
Minorities	15%	21%	30%

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Lateral Attorney Recruitment Program

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[29] Personnel records do not distinguish between lateral hires and Honors Program hires, so we assumed that attorneys with a start grade of GS-13 or higher were lateral hires. All attorneys in U.S. Attorneys' Offices are assumed to be lateral hires. Workforce base is defined as the population on December 31, 2000.

Starting grades

The following figures compare the average starting grade of all attorneys, both Honors Program and lateral hires, by demographic. They do not control for background prior to being hired at DOJ. Results are presented for all GS attorneys and all AD non-supervisory attorneys[30]:

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[30] Data are for all attorneys hired in calendar years 1997-2001. (Data for year 2001 alone show analogous effects.)

Figure 3.3.5.2. Average starting grade, GS attorneys, 1997-2001

Grade	Minority	White		Female	Male
	12.8	13.2		12.9	13.3

Demographic group
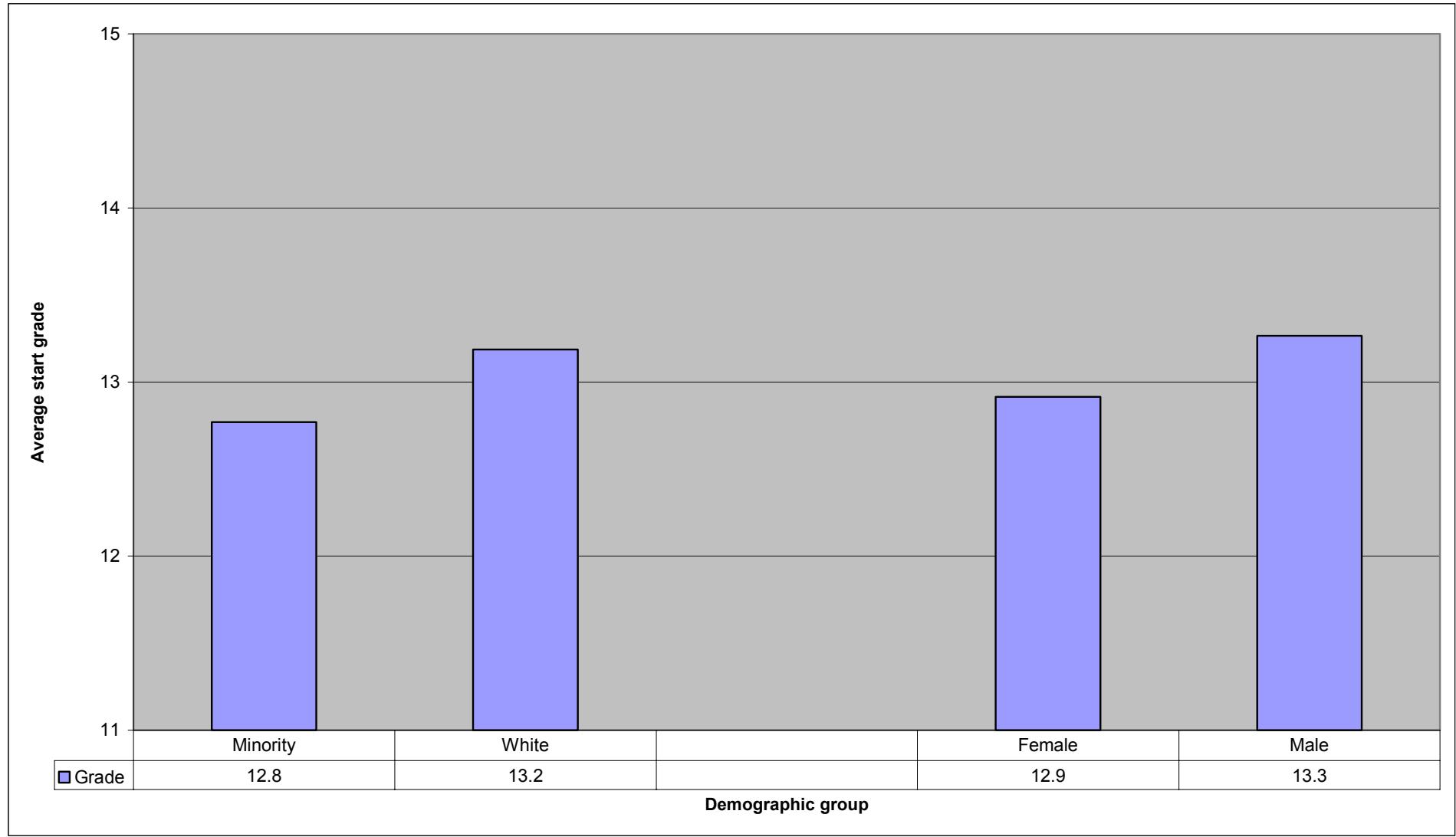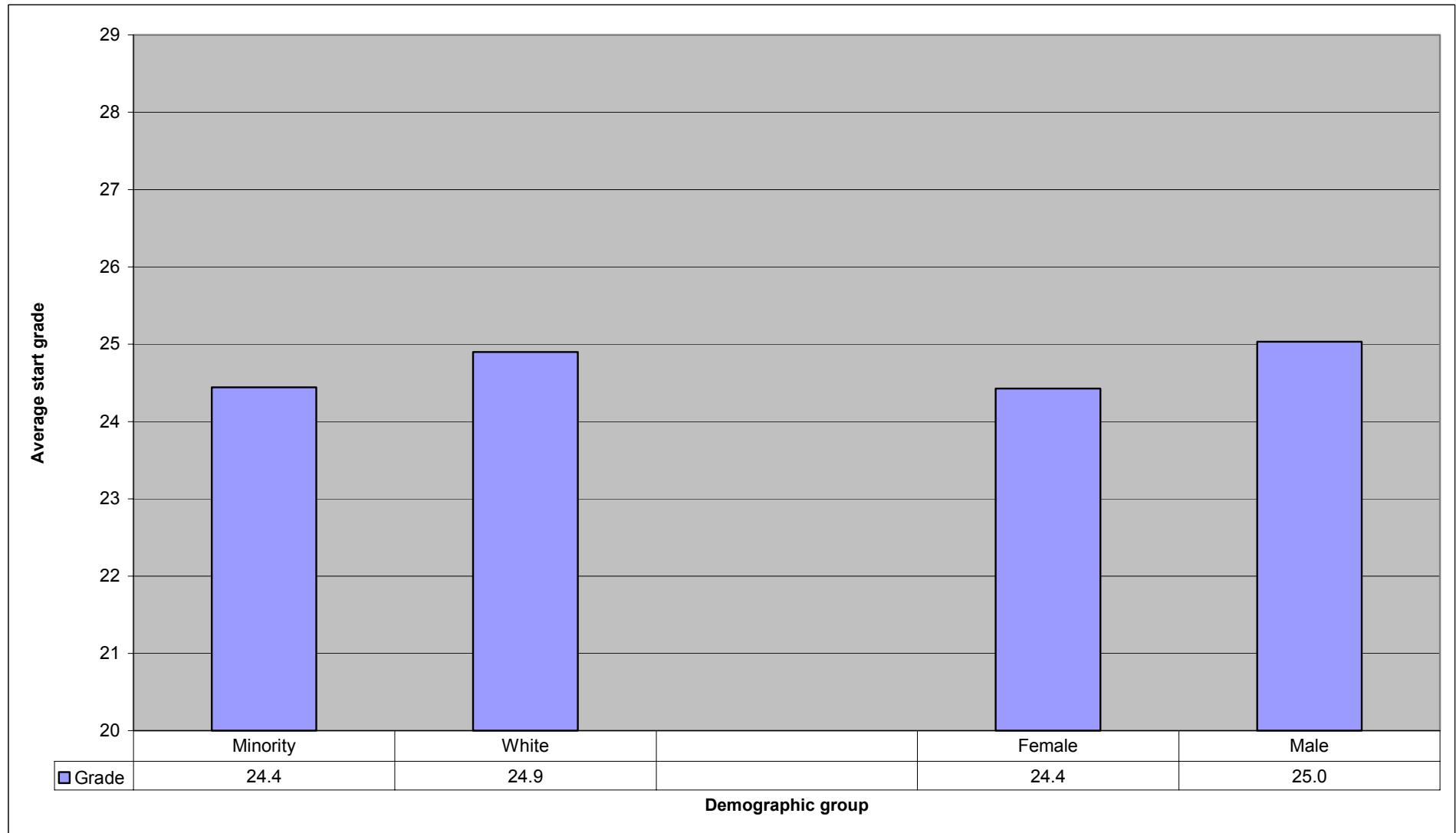
Figure 3.3.5.3. Average starting grade, AD attorneys, 1997-2001

	Minority	White		Female	Male
Grade	24.4	24.9		24.4	25.0

Demographic group

There exist notable differences between groups. In the GS ranks, whites start on average at 0.4 grades higher than minorities and men 0.4 grades higher than women. In the AD ranks, the figures are 0.5 and 0.6, respectively. Considering that the components (not including U.S. Attorneys' Offices) have hired an average of 800 attorneys per year over the last several years, these differences translate to a substantial difference in the makeup of the overall entering group by demographic.

3.3.6. Performance appraisal

3.3.7. Promotion

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Average grade at present

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GS Attorneys

The following tables present results from analyses of attorneys' current grade, first without and then with statistical controls for tenure and component. Due to data limitations discussed in section 2.2.2. , we could not control for tenure, one of the most important variables, for attorneys hired before April 1993.

Table 3.3.7.1. Analysis of average current grades, GS-11-15 employees

Measure	Men	Women[1]
Current job grade	14.5	14.3*

Measure	Whites	Minorities[1]
Current job grade	14.5	14.1*

* Statistically significant, p < .0001.[32]
1. Additionally, grades are statistically different among racial groups (black, Hispanic, Asian, Native American) and race/gender groups (white males, white females, minority males, minority females)

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[32] This is the *p-value*, which is defined as the probability—assuming that there were no difference in average current job grades between groups in the population of attorneys—of observing as large a difference in current average job grade in a random sample from the population as was observed in the sample that we examined. Because the probability is so low, we reject the assumption that there is no difference between groups in average current job grades in the population., and conclude that there is a difference. Statisticians conventionally consider a probability of .05 or .01 low enough to reject the assumption of equality in the population.

Table 3.3.7.2. Analysis of average grades, GS-11-15 attorneys, controlling for seniority and component

Measure	Men	Women
Current job grade	14.4	14.1**
Starting job grade	13.3	12.9**
Measure	**Whites**	**Minorities**
Current job grades[1]	14.3	14.1**
Starting job grade[2]	13.2	12.8*

* Statistically significant, p < .001.
** Statistically significant, p < .0001.
1. Whites, blacks, and Hispanics all show statistically significantly higher current grades than Asians. Also, white men hold higher current grades than white women and minority women; minority men are higher than minority women; and white women are higher than minority women. All of these differences are statistically significant.
2. Whites and blacks both show statistically significantly higher starting grades than Asians. Whites but not blacks show statistically significantly higher starting grades than Hispanics. Also, white men are higher than white women and minority women; minority men are higher than minority women; and white women are higher than minority women. All of these differences are statistically significant.

Table 3.3.7.3. Analysis of starting grades

Measure	Men	Women
Percent starting at GS-15	23%	14%*
Measure	**Whites**	**Minorities**
Percent starting at GS-15	21%	10%*

* Statistically significant, p < .0001.

Table 3.3.7.1. presents a simple comparison of average job grade and salary for all attorneys in grades 11-15 on the GS pay plan. The analysis shows that women are at significantly lower job grades than men and that racial minorities are at significantly lower job grades than whites.

As an example of the effects of these grade differences in practical terms, we found that 67% of all GS attorneys are at currently grade 15, but this breaks down to

- 73% of white male GS attorneys are currently at grade 15;
- 64% of white female GS attorneys are currently at grade 15;
- 59% of minority male GS attorneys are currently at grade 15; and
- 47% of minority female GS attorneys are currently at grade 15.

A finer analysis of race effects shows that Asians are the least likely to be at grade 15 (44% of Asian GS attorneys are currently at grade 15), followed by Hispanics (52%), blacks (57%), and Native Americans/others (64%).

The analysis in table 3.3.7.2. presents a more sophisticated look at the relationship between gender and race identity and grade for the GS population. Analysis is based on 1,999 current GS attorneys (about half of the DOJ total) for which seniority data is available. The analysis shows that even when seniority and component are taken into account, there are statistically significant effects of both gender and race on both starting and current job grade.

Table 3.3.7.2. shows that, beyond the basic finding that men and whites are at higher grades than women and minorities, blacks and Hispanics are at higher current grades than Asians and minority men and white women are at higher grades than minority women. Table 3.3.7.3. shows that women and minorities are far less likely to start in DOJ at GS-15 than white men.

U.S. Attorneys' Offices

We conducted similar analysis for U.S. Attorneys' Offices. The following tables show results for non-supervisory attorneys in grades AD-20-29:

Table 3.3.7.4. Analysis of average grades, AD attorneys, controlling for seniority

Measure	Men	Women
Current job grade	27.4	27.0**
Starting job grade	21.4	20.5
Measure	**Whites**	**Minorities**
Current job grades	27.3	27.1*
Starting job grade	21.2	20.6

* Statistically significant, $p < .05$.
** Statistically significant, $p < .0001$.

The analysis shown in table 3.3.7.4. indicates a significant effect of gender on current job grade within the non-supervisory segment of the U.S. Attorneys' Offices—specifically, women are at lower grades than men of comparable seniority—and a significant effect of race on job grade such that whites are at higher grades than minorities of comparable seniority.

Although statistically significant, the actual differences in average grade are quite small in both cases (0.2 grades for the race analysis and 0.4 grades for the gender analysis). However, the variance in grade is also very small in this organization—77 percent of Assistant U.S. Attorneys are at grade 29 (the top grade)—so small differences of average grade are meaningful here.

We also analyzed data for supervisory AUSAs. Larger geographic offices use a AD-9-1 grade scale for supervisory AUSAs, and smaller offices use a AD-19-10 scale. (In both scales, a lower numerical grade indicates a higher rank—e.g., an AD-2 AUSA is a higher level than an AD-7.) The following tables show the current job grades for men, women, whites, and minorities, in each of the supervisory scales. For simplicity, we transformed both scales to an ordinal scale where increasing grade corresponds to increasing rank[33]:

Table 3.3.7.5. Analysis of average grades, supervisory AD attorneys in grades 1-9, controlling for seniority

Measure	Men	Women
Current job grade	3.5	3.0
Measure	**Whites**	**Minorities**
Current job grade	3.5	3.0

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[33] We transformed the 9-1 scale to 1-6, since only grades 7-2 are used for current attorneys, and the 19-10 scale to 1-8, since only grades 18-11 are currently used.

Table 3.3.7.6. Analysis of average grades, supervisory AD attorneys in grades 10-19, controlling for seniority

Measure	Men	Women
Current job grade[1]	5.5	4.9

Measure	Whites	Minorities
Current job grade[1]	5.4	4.4*

* Statistically significant, p < .05.

The analyses in tables 3.3.7.5. and 3.3.7.6. indicate no effects of gender or race on current job grade for supervisory AUSAs with similar seniority in the large offices. In the small offices, there is no gender effect, but racial minorities appear to be at ranks lower than whites of similar seniority.

Summary of present grade findings

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Promotion rates

We also analyzed the rates at which eligible attorneys were promoted each recent year. The following table presents, for each of the last three years, the percentage of GS-14 attorneys who were promoted to GS-15[34]:

Table 3.3.7.7. Promotion rates to GS-15 by demographic, recent years

Group	2001	2000	1999
Men	26%	26%	21%
Women	22%	24%	19%
Whites	23%	25%	18%
Minorities	27%	24%	28%

Note that these figures, which incorporate a degree of control of the base, show that minorities have fared slightly better than whites, and men have fared slightly better than women.

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[34] For control, we only considered attorneys who were in the workforce for the entire previous year. Percentages of attorneys promoted are of those who were at GS-14 on December 31 of the previous year. For example, the 26% white male figure for 2001 means that of white male attorneys who were at GS-14 on December 31, 2000 and in the workforce for all of 2000, 26% were promoted to GS-15 at some point in 2001.

Duration between promotions
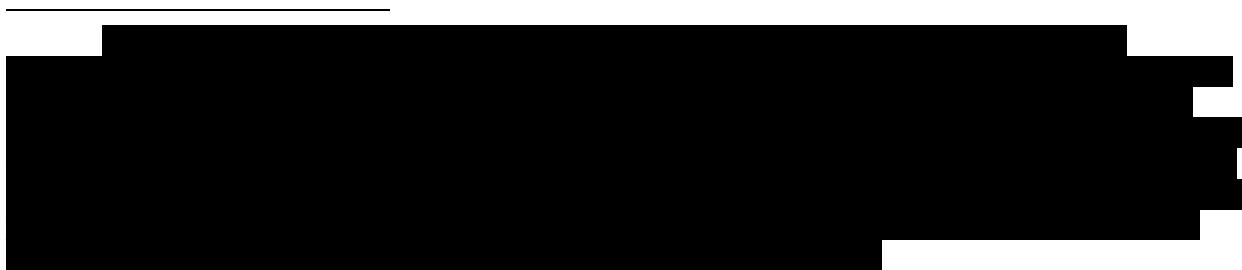
Figure 3.3.7.1. Average number of days between promotions between GS grades, whites and minorities

	11 to 12	12 to 13	13 to 14	14 to 15
White	134	294	373	556
Minority	131	324	414	581
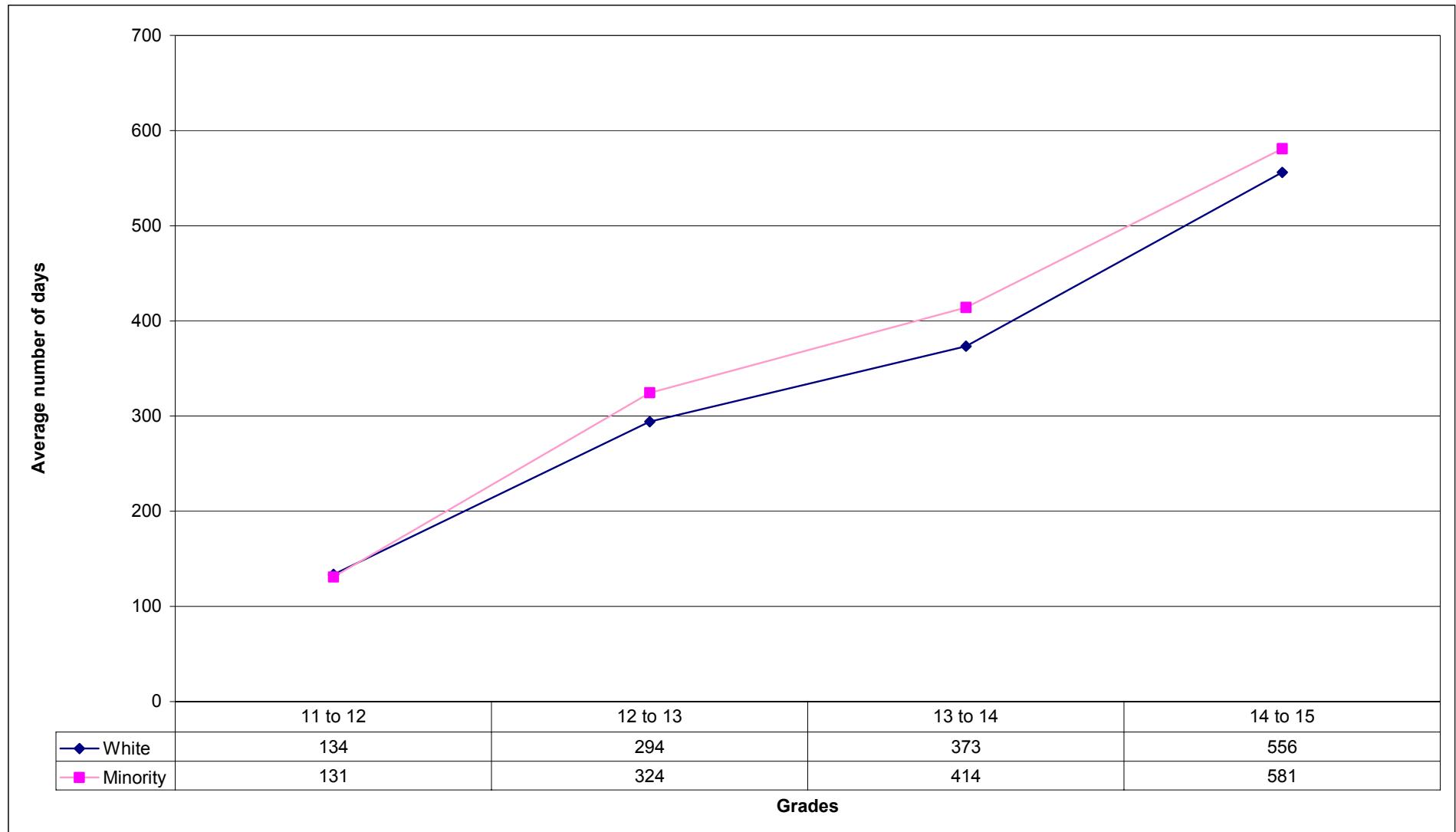
Grades

Figure 3.3.7.2. Average number of days between promotions between GS grades, men and women

	11 to 12	12 to 13	13 to 14	14 to 15
Male	126	297	378	568
Female	138	307	387	551
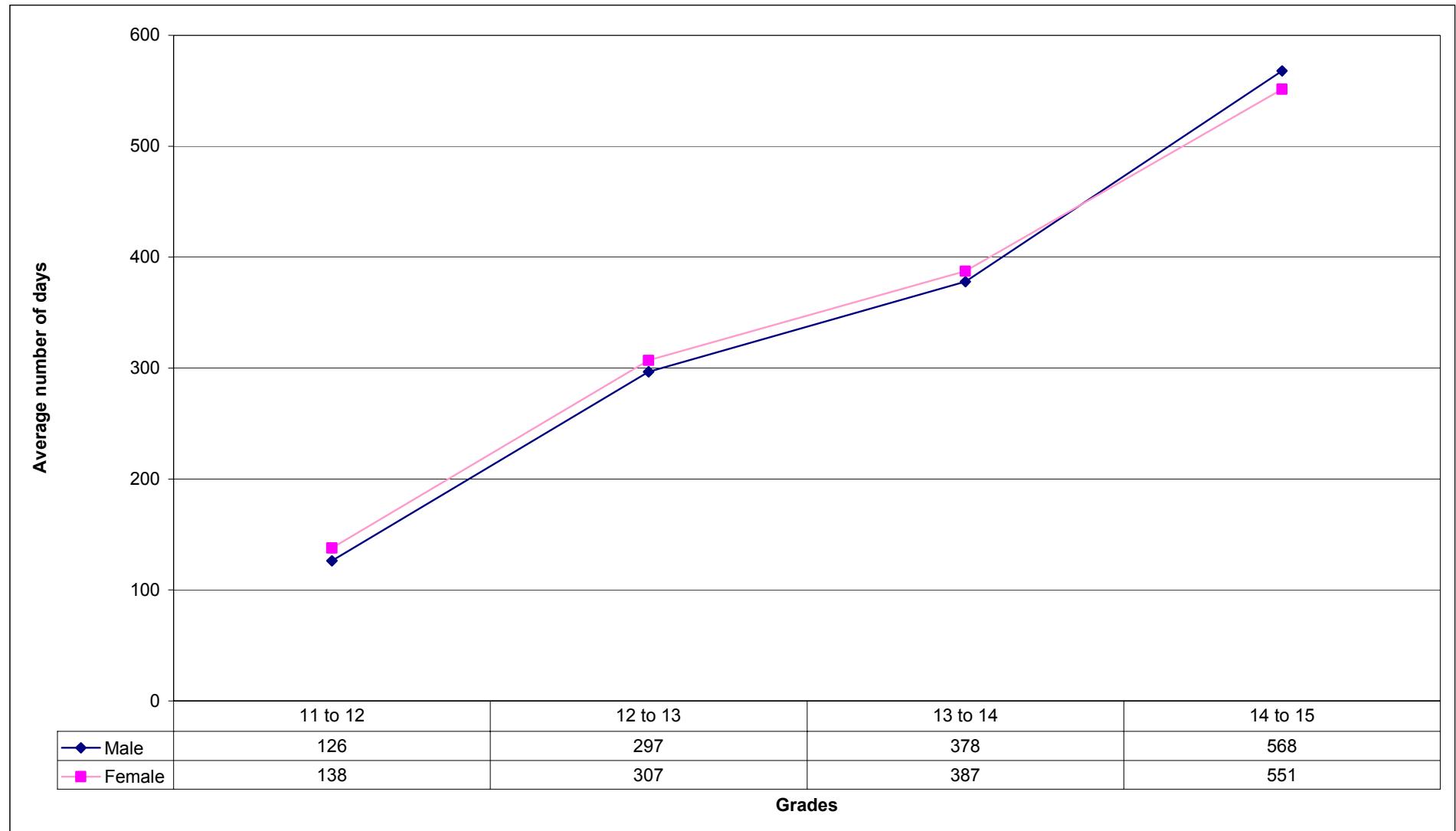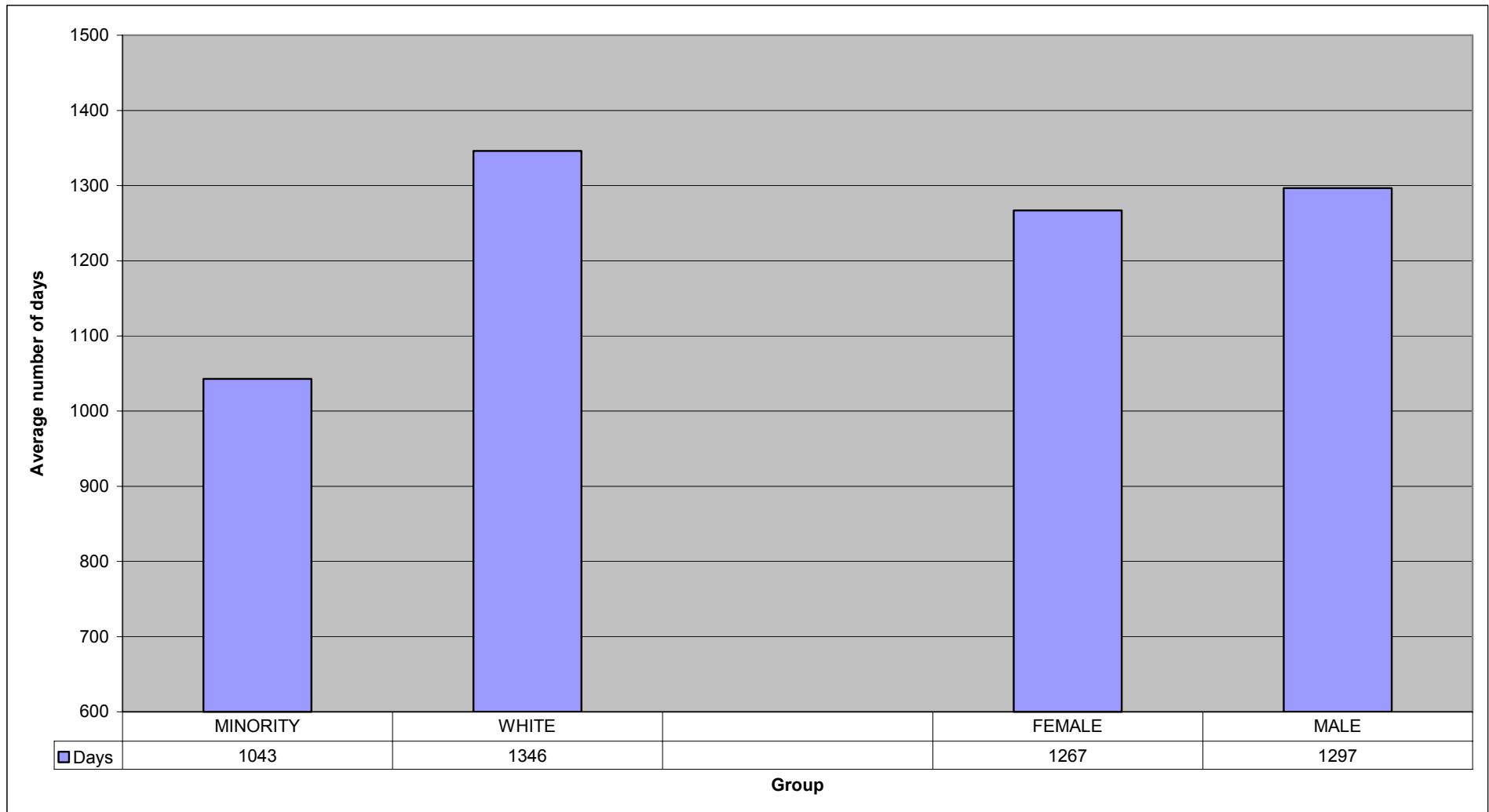
Grades

Figure 3.3.7.3. Average duration to date at grade for current GS-14 attorneys

Group	MINORITY	WHITE		FEMALE	MALE
Days	1043	1346		1267	1297
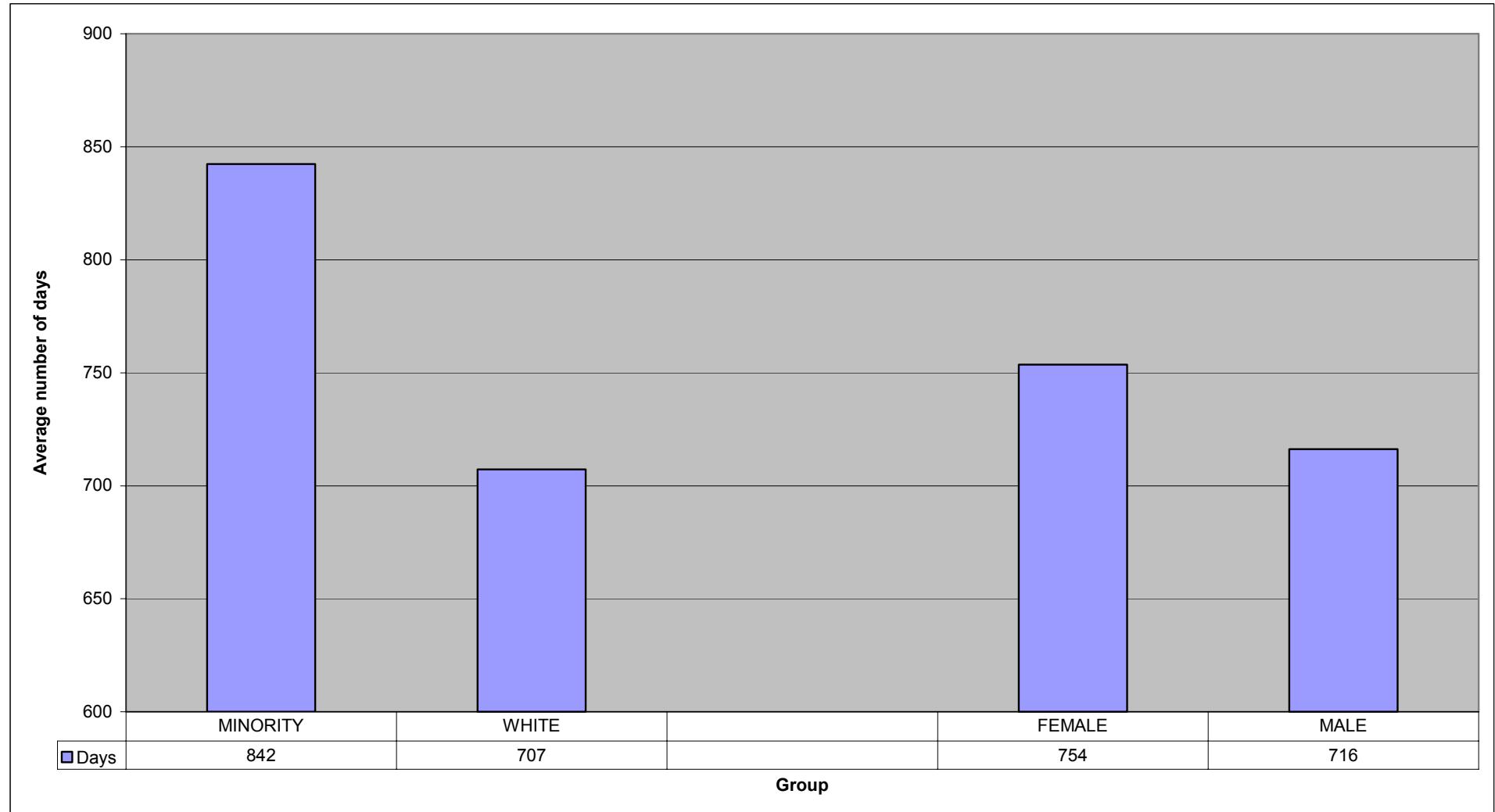
Figure 3.3.7.4. Average duration to date at grade for current GS-14 attorneys, Litigating Divisions

	MINORITY	WHITE		FEMALE	MALE
Days	842	707		754	716

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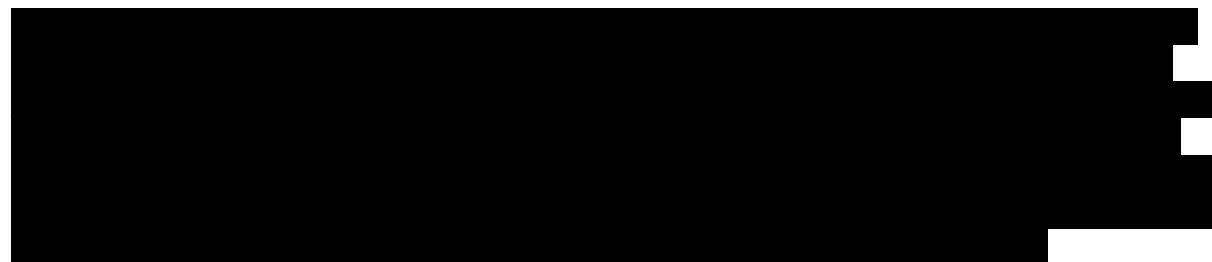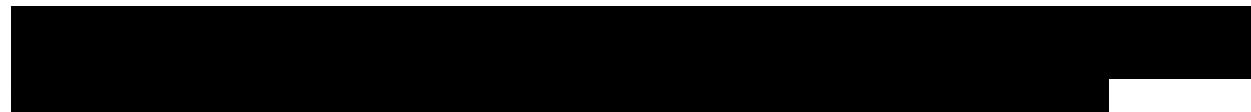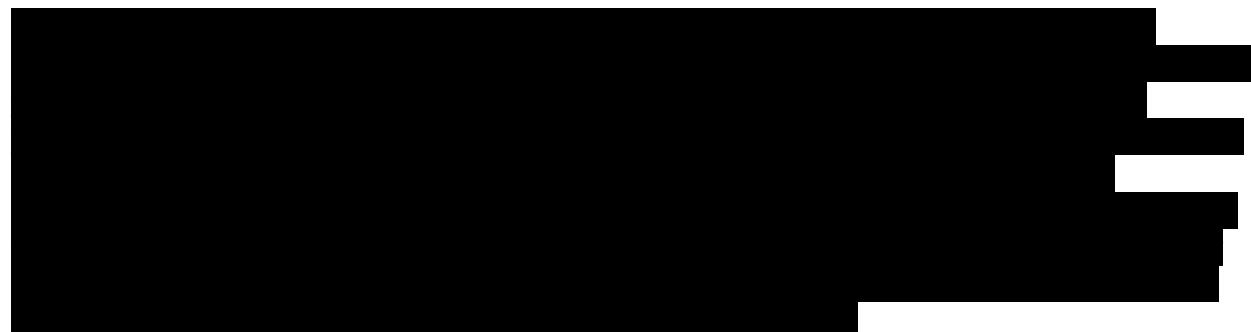
Promotion to SES

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Table 3.3.7.8. Promotion into SES by demographic, 1999-2001

	% of workforce	% of GS-15* workforce	% of promotions into SES	Gap**
Men	62%	61%	67%	+ 6%
Women	38%	39%	33%	- 6%
Whites	85%	88%	79%	- 9%
Minorities[1]	15%	12%	21%	+ 9%

* Also includes GM and SL attorneys.
** Compared to GS-15 workforce.

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Summary of promotion findings

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3.3.8. Compensation

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Table 3.3.8.1. Analysis of current average salaries, GS attorneys, controlling for seniority, grade, and component
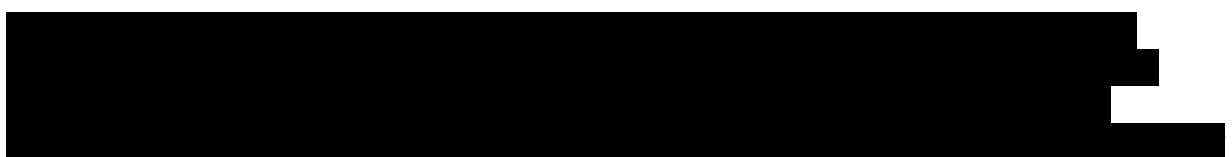
Measure	Men	Women
Current salary	$79,600	$76,100*
Measure	**Whites**	**Minorities**
Current salary[1]	$78,700	$74,800**

* Statistically significant, p < .05.
** Statistically significant, p < .01.
1. Whites have higher current salaries than each individual minority group.
Blacks are higher than Asians. White men are higher than minority men,
white women, and minority women; minority men are higher than minority
women, and white women are higher than minority women.
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Table 3.3.8.2. Analysis of current average salaries, AD attorneys, controlling for seniority and grade

Measure	Men	Women
Current salary	$86,945	$84,529*
Measure	**Whites**	**Minorities**
Current salary	$86,681	$83,584**

* Statistically significant, p < .001.
** Statistically significant, p < .0001.

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3.3.9. Award and bonus allocation

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Table 3.3.9.1. Individual time-off awards received, calendar 2001

Group	% of group receiving at least one award	Average # of awards for those receiving them
Men	8%	1.43
Women	11%*	1.56
Whites	9%	1.44
Minorities[1]	13%*	1.68*

* Statistically significant, p < .05.
1. Tests among individual racial groups showed no statistically significant difference; minority women were statistically significantly more likely than other groups to receive awards.

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Table 3.3.9.2. Individual cash awards received, calendar 2001

Group	% of group receiving one or more awards	Average # of awards for those receiving them
Men	50%	1.20
Women	47%*	1.16*
Whites	50%	1.18
Minorities[1]	43%*	1.18*

* Statistically significant, p < .05.
1. Tests among individual racial groups showed slightly statistically significant differences within the racial minority category. Blacks were the least likely group to receive awards (41% received one or more awards) and received the fewest among those who received awards (1.13).

Table 3.3.9.3. Quality step increases received, calendar 2001

Group	% of group receiving one or more QSIs
Men	3.1%
Women	4.1%*
Whites	3.3%
Minorities	4.2%
Whites	3.3%**
Blacks	3.2%
Hispanics	5.0%
Asians	5.9%
Native Americans	0.0%

* Statistically significant, p < .05.
** Statistically significant, p < .05.
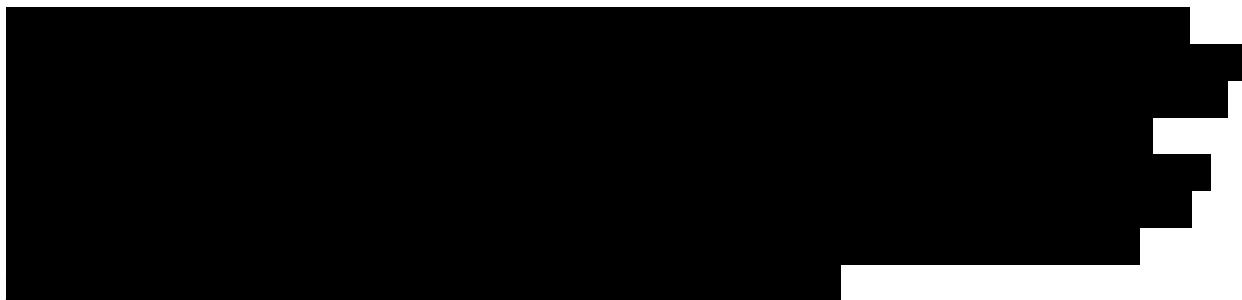
3.3.10. Retention

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Table 3.3.10.1. Average tenure of recent Honors Program hires

Group	Average tenure (days)[1]	% who stayed 3 years or longer[2]	% who stayed 5 years or longer[3]
Men	989	75%	61%
Women	1153	74%	56%
Whites	1078	75%	59%
Minorities	1018	74%	57%

1. Among those who departed in 1999, 2000, or 2001.
2. Among those who started between April 13, 1993 and January 1, 1999.
3. Among those who started between April 13, 1993 and January 1, 1997.

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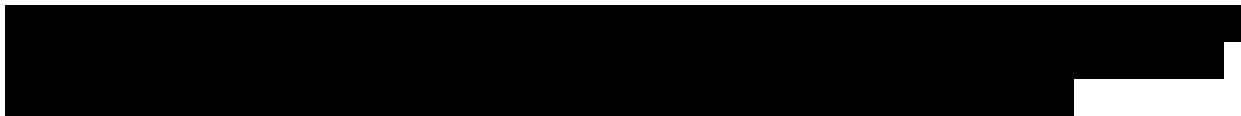
Table 3.3.10.2. Attrition by gender, 1999-2001

Group	Attrition rate	Ratio
Men	6.8%	1 to 1.1
Women	7.3%	1.1 to 1
Whites	6.5%	1 to 1.5
Minorities	9.7%	1.5 to 1

Figure 3.3.10.1.   Likelihood to stay survey responses
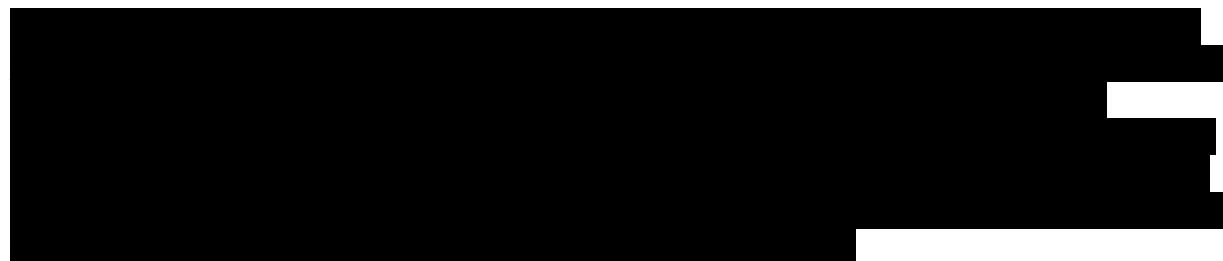
3.3.11. Conclusion to individual and organizational outcomes findings

3.4. Benchmarking and best practices results

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3.4.1. Benchmarking

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Table 3.4.1.1. Attorney workforce in selected federal agencies

Department[45]	Number of Attorneys
Justice	9,223
Treasury	2,521
Defense*	458
Social Security Administration	1,605
Army	1,026
Environmental Protection Agency	1,040
National Labor Relations Board	771
Commerce	781
VA	738
Labor	605
Transportation	576
Navy	567
Air Force	359
Health and Human Services	495
Energy	456
Interior	381
HUD	356
Education	274
Agriculture	242
State	180
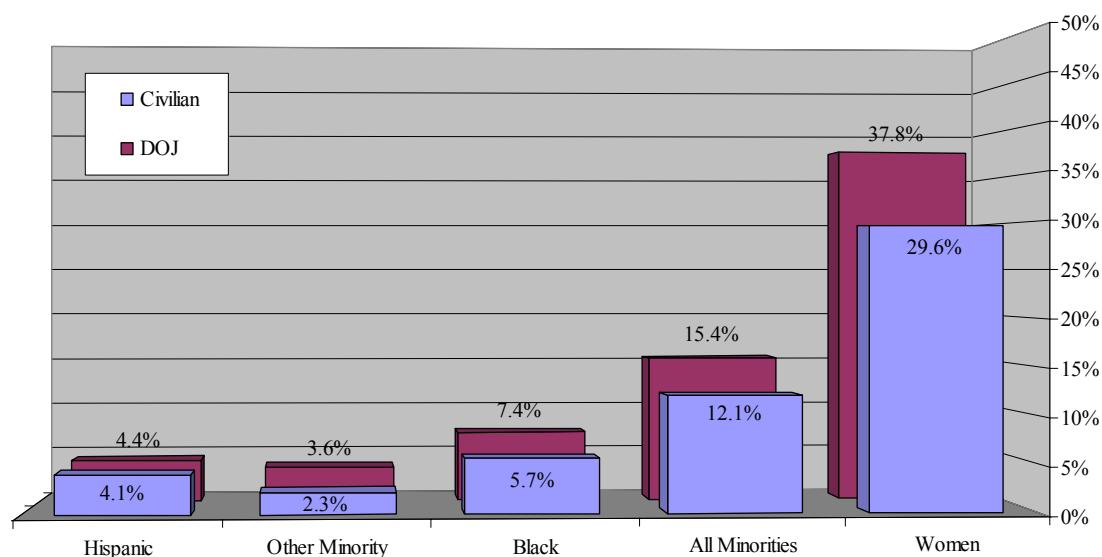
*Number does not include services.

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[45] Source: OPM's Office of Workforce Information, December 2001. Attorneys are identified under job class 0905, in which most DOJ attorneys lie, only.

DOJ attorney workforce versus civilian attorney workforce
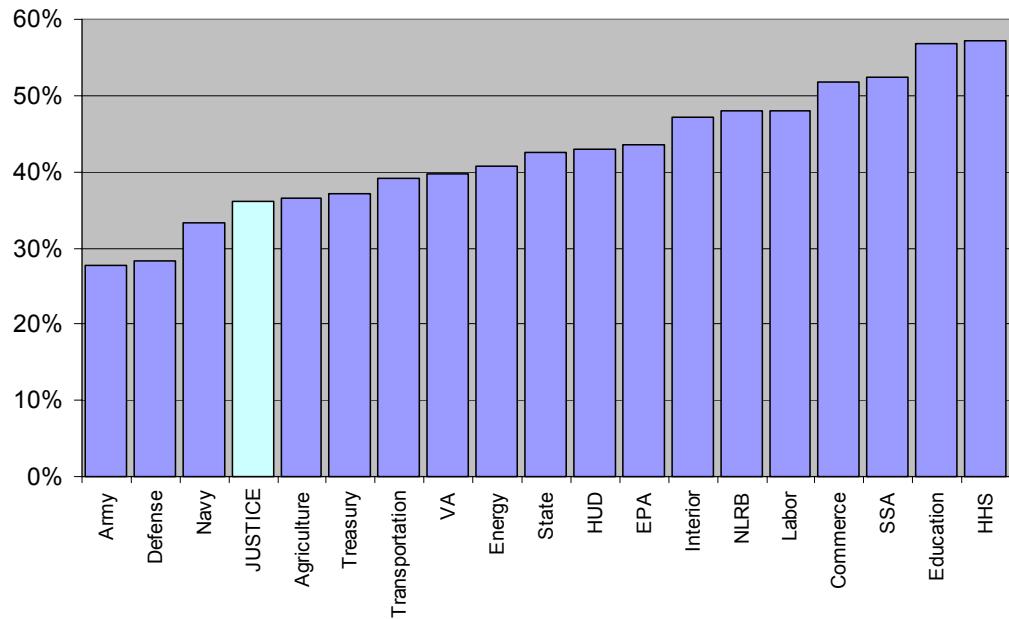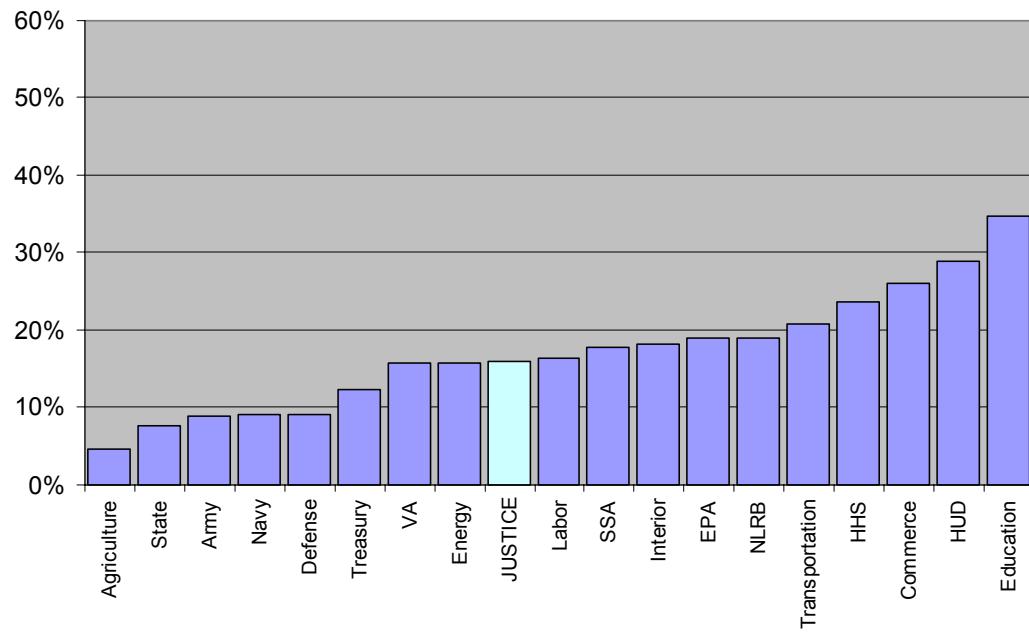
DOJ's attorney workforce is significantly more representative of the ethnic and gender makeup of the U.S. population than is the attorney workforce in the civilian U.S. labor market. Women make up 38% of DOJ's attorney workforce, while only 30% of all attorneys are female. Additionally, DOJ minority attorney representation is greater than civilian minority attorney representation by 27%. Other minorities, including Asians, Pacific Islanders, and Native Americans are represented 57% more in the DOJ attorney workforce than in the civilian attorney workforce, while representation of Hispanics is a slight 7% higher:

Figure 3.4.1.1. Attorney workforce: All civilian versus DOJ (source: 2000 Census)

DOJ attorney workforce versus federal attorney workforce

In comparison to other large federal agencies[46], however, the Department is only about equivalent in terms of female and minority representation. The federal government attorney workforce as a whole is 38% female, as is DOJ's attorney labor force. The federal workforce is 16% minority, compared to 15% in DOJ:

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[46] We compared to DOJ to all cabinet-level agencies and all other agencies with 500 or more attorneys.

Figure 3.4.1.2. Female attorney representation in major Federal agencies (source: OPM, 2001)

Figure 3.4.1.3. Minority attorney representation in major Federal agencies (source: OPM, 2001)

Diversity guidance

The federal government management community—namely, OPM, MSPB, OMB, GAO, and EEOC—provides a good deal of guidance (some mandated, some suggested) to agencies on HR management and diversity management in particular. We incorporated this guidance into our

approach to the study for DOJ to review for implementation; following are discussions of some of the key points.

Office of Personnel Management

OPM offers substantial guidance on creating a diverse workforce in a federal agency. OPM recommends that each agency utilize its Human Capital Scorecard as an overarching framework to align its human capital policies to the agency's mission and strategic plan. The framework improves the agency's human resources management by setting performance goals, measures, and operational application of these measures. Along with this scorecard, a guide has been created by OPM entitled "Building and Maintaining a Diverse Workforce," which provides federal managers with a comprehensive how-to guide for improving diversity.[47] The guide breaks down the approach to diversity into three stages:

- positioning the agency;
- designing and implementing a diversity program; and
- sustaining commitment.

OPM recommends that federal agencies use a methodical approach to diversify the organization but that agencies need to recognize that there is no "quick fix." OPM suggests that agencies conduct "cultural audits" to define their strengths and weaknesses regarding diversity initiatives, such as assessing if diversity is incorporated into the mission, formal mentoring programs, status reports, etc. Upon completion of the "cultural audit," agencies can determine where diversity practices are lacking and where funds will be best served. This gap analysis will provide the agency with increased knowledge of the proper steps to follow when designing and implementing their diversity programs. OPM's diversity guide provides agencies with a step-by-step process to benchmark and design policies as to fit a particular agency and its respective workforce.

Merit System Protection Board

The Merit System Protection Board (MSPB) is "an independent, quasi-judicial agency" in the Executive Branch which focuses on the merit system within the federal workforce. The MSPB provides the federal government with a merit-based assessment of its current programs: analyzing human resource management trends, issues such as sexual harassment, and the role that the federal government plays in today's socio-economic climate.

MSPB has published numerous reports on the practice of fairness in human resources practices, evaluations, barriers for particular demographic groups, and lessons learned from recruitment, relocation, and retention incentives. MSPB stresses that fairness, and even the perception of a fair working environment, can play significant roles in recruiting/hiring, promoting, and retaining a diversely qualified workforce. MSPB's reports provide many recommendations on how to approach creating a working environment that stresses fairness through a merit-based system, which can be adapted to most organizations, especially federal agencies.

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[47] The report is available at http://www.opm.gov/Diversity/guide.htm.

MSPB has drafted numerous studies on an array of topics, and the organization tends to follow the same methodological approach utilizing continual attitudinal surveys to assess a particular workforce's feelings about an issue. In each study conducted, MSPB employs a survey to capture an employee's feelings before (where possible) and after a particular event has occurred. For example, MSPB uses attitudinal surveys to assess employees' feelings as new hires and then track them as they progress in their particular agency. MSPB also suggests that agencies periodically monitor the workforce distribution to ensure that workforce diversity objectives are being met. One particular study to note is the MSPB's report on the barriers to the Hispanic population achieving representation in the federal workforce.[48] The study attempts to address the disparity in representation that Hispanics find among minority groups in the federal workforce.

Office of Management and Budget

As the chief management component of the executive branch, the Office of Management and Budget (OMB) ensures that the policies and practices of all Federal agencies are in line with the President's initiatives.

In his Management Agenda, President Bush places the strategic management of human capital as first among his five government initiatives. Most importantly, the President has asked each government agency to develop coherent and coordinated plans for these initiatives. Focusing solely on this first initiative, human capital management, it is apparent that a plan needs to be created and enforced for any initiative regarding human capital management, especially an issue as complex as diversity. The President's Management Agenda briefly mentions the importance of maintaining a "a skilled, knowledgeable, diverse, and high-performing workforce…," but, most importantly, it discusses the factors, including diversity, that inadvertently affect the workforce.

The initiatives set forth in the President's Management Agenda hold the senior leadership and management of the agency directly accountable. All parties must be committed to improving the overall environment for their employees and the policies governing them. Within these initiatives, two arguably emerge as applicable to this study—knowledge management and policy flexibility. The President's Management Agenda notes that knowledge management serves a great purpose in capturing and disseminating information relevant to the organization's mission. This knowledge transfer can positively impact employees, especially minority employees, by providing more insight into the day-to-day decisions occurring in the office. The President has also recommended that agencies remain flexible with regard to HR practices, thus allowing room for creativity to recruit, promote, and retain a qualified diverse workforce.

General Accounting Office

In 2001, the General Accounting Office (GAO), the investigative arm of Congress, placed human capital management on its government-wide "high-risk list," thus placing great attention on federal agencies' efforts to improve their HR practices.

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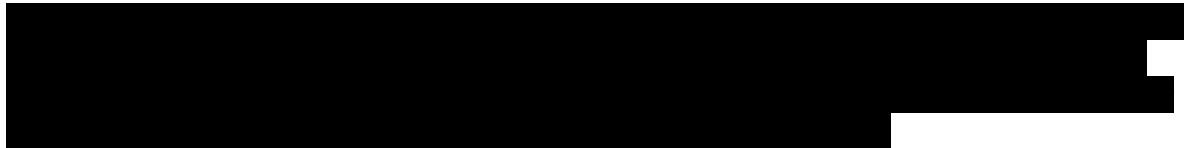
[48] The study is available at http://www.mspb.gov/studies/hispanic.pdf.

Equal Employment Opportunity Commission

The EEOC was established by Title VII of the Civil Rights Act of 1964 and began operating on July 2, 1965. In addition to enforcing the statute protecting equal opportunity based on race, ethnicity, sex, and other protected categories, it is also applicable to later statutes guaranteeing equal pay for equal work and other equal employment areas.

With regard to diversity issues, the EEOC advises organizations to remain proactive and support all cultures and attitudes that are present. According to the EEOC, cultural as well as gender differences may emerge over the course of an individual's career, so it is best to train him/her on the practices used to mitigate and embrace these differences. The EEOC offers Technical Assistance Program Seminars (TAPS) to specifically address these type of issues.
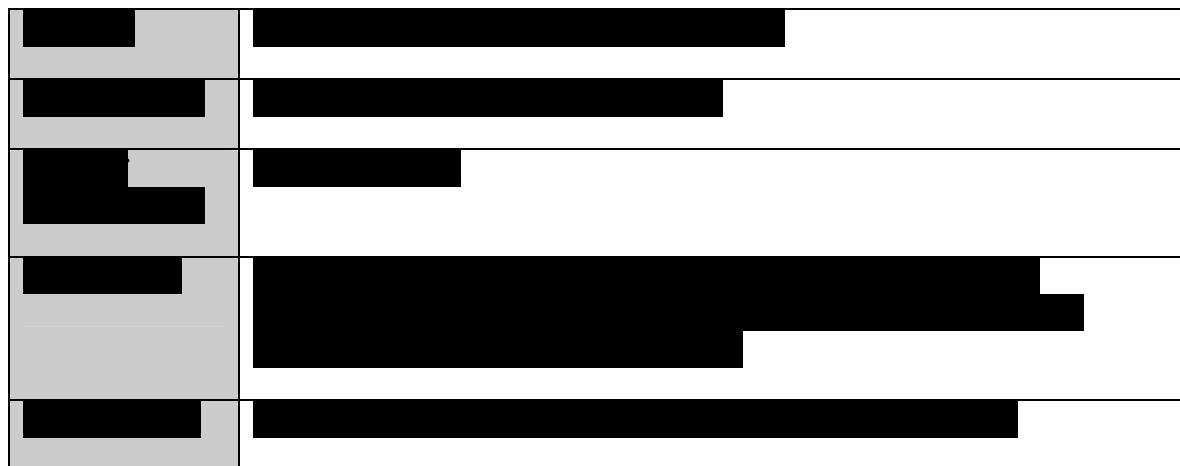
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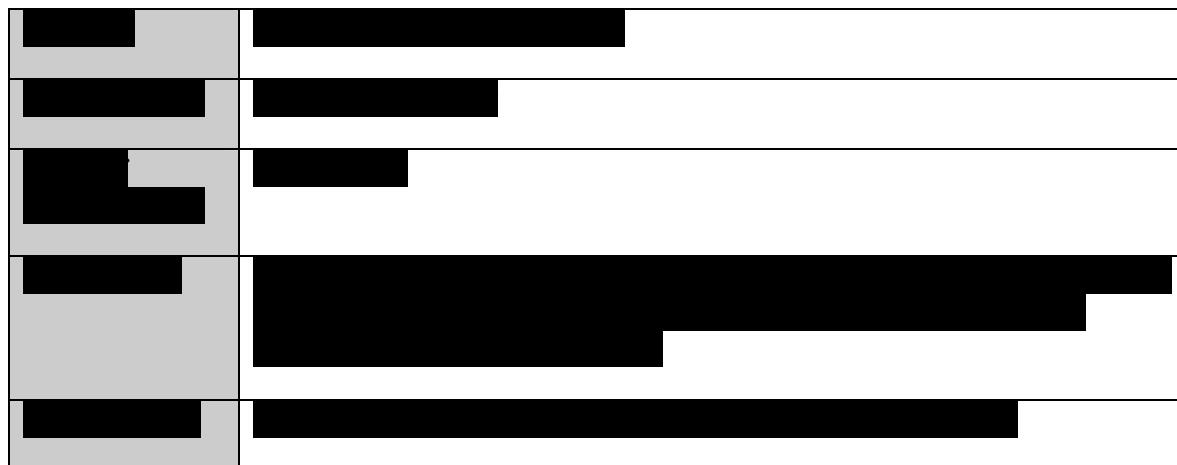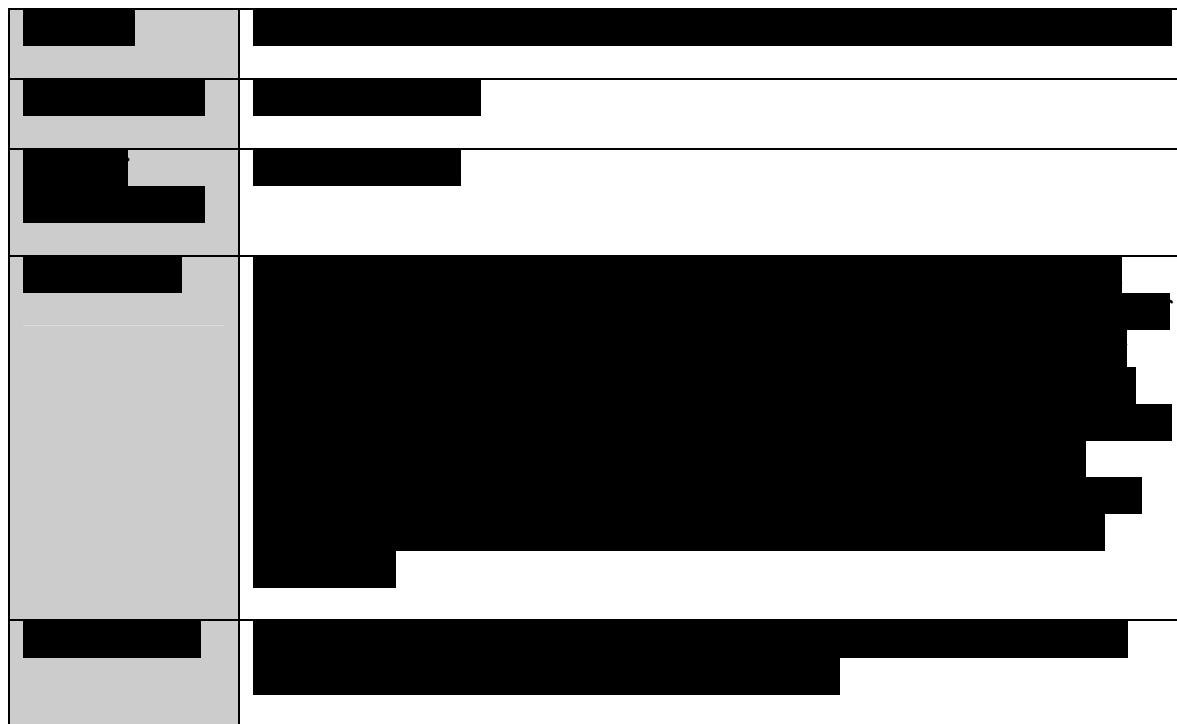
3.4.2. Best practices

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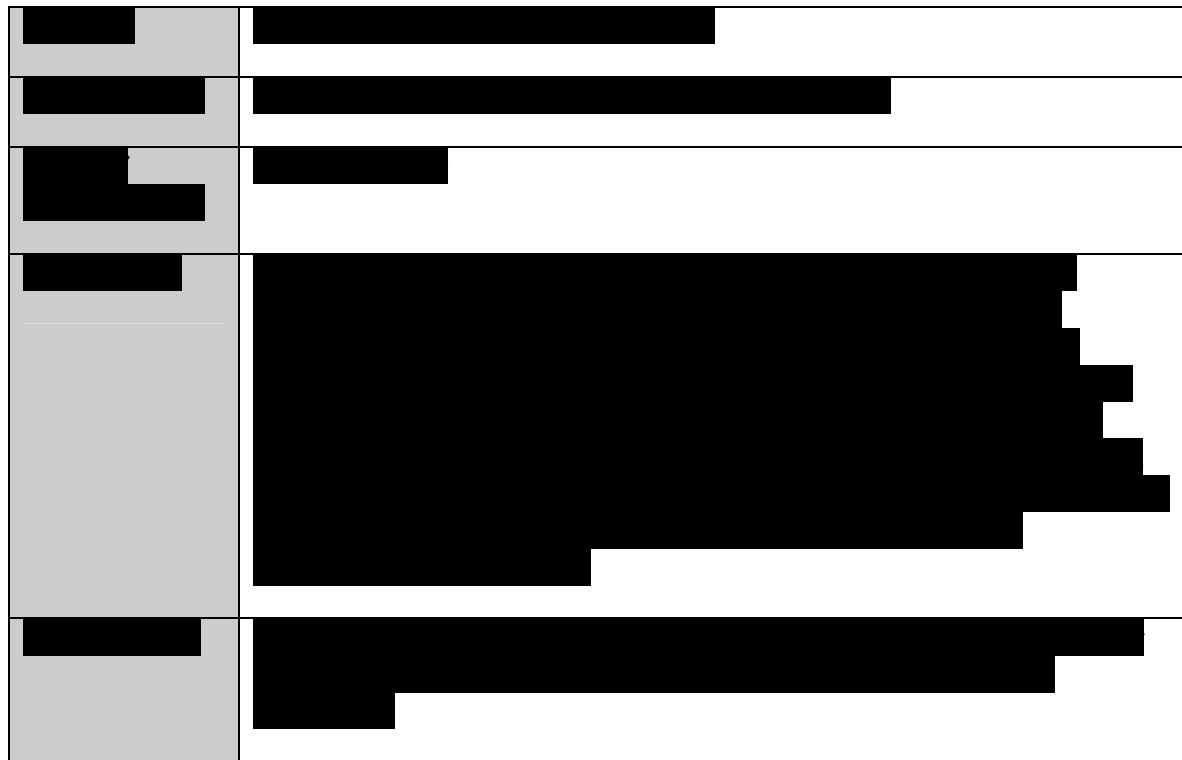
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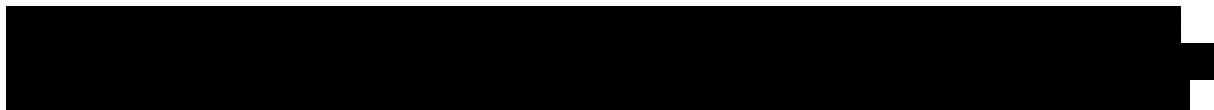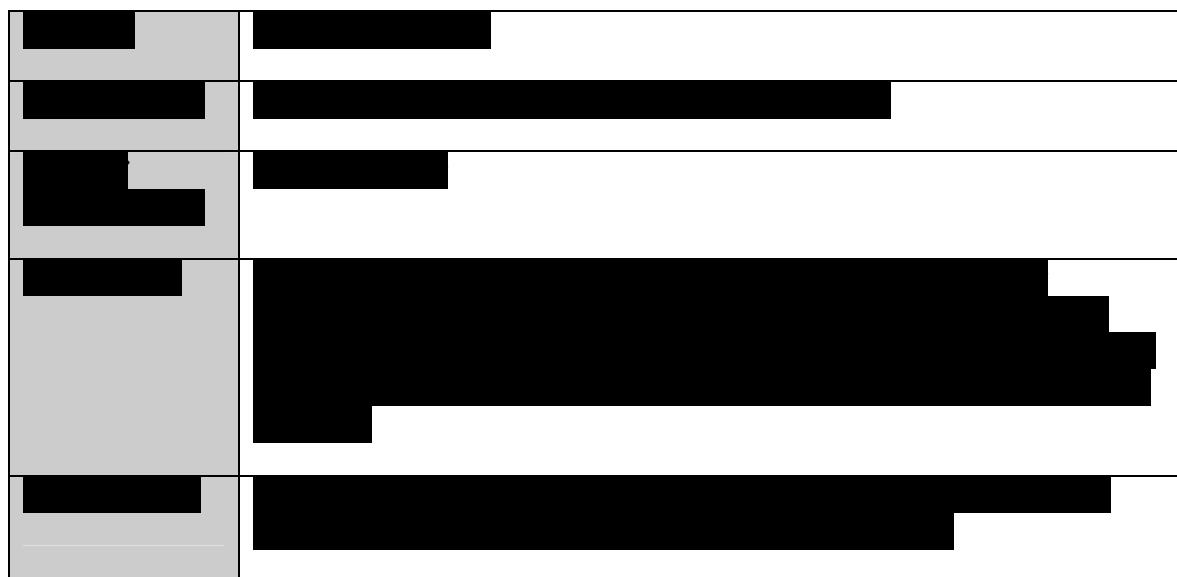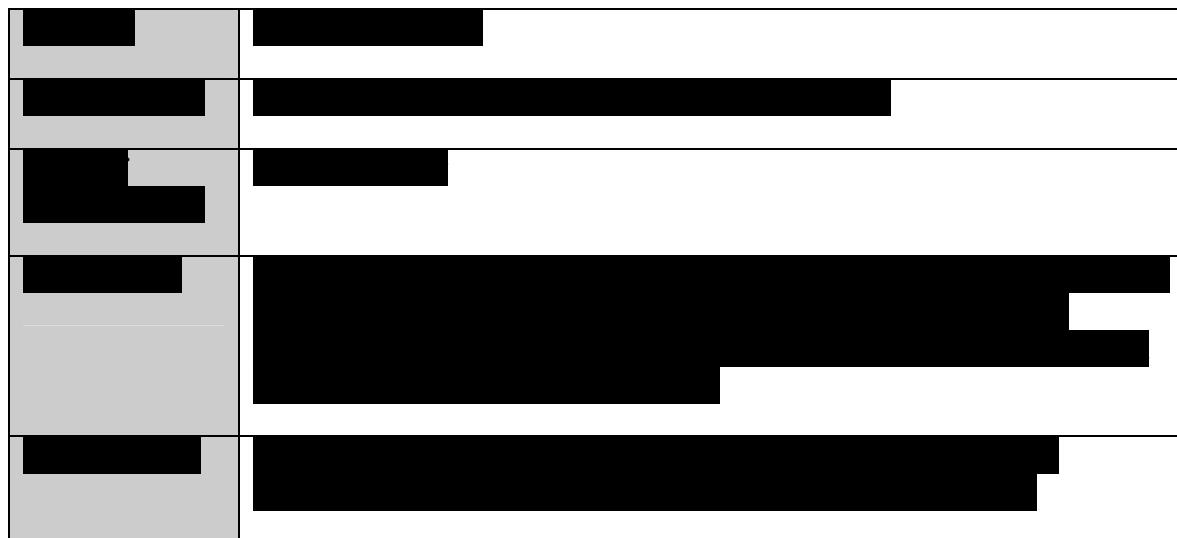
Selection and hiring

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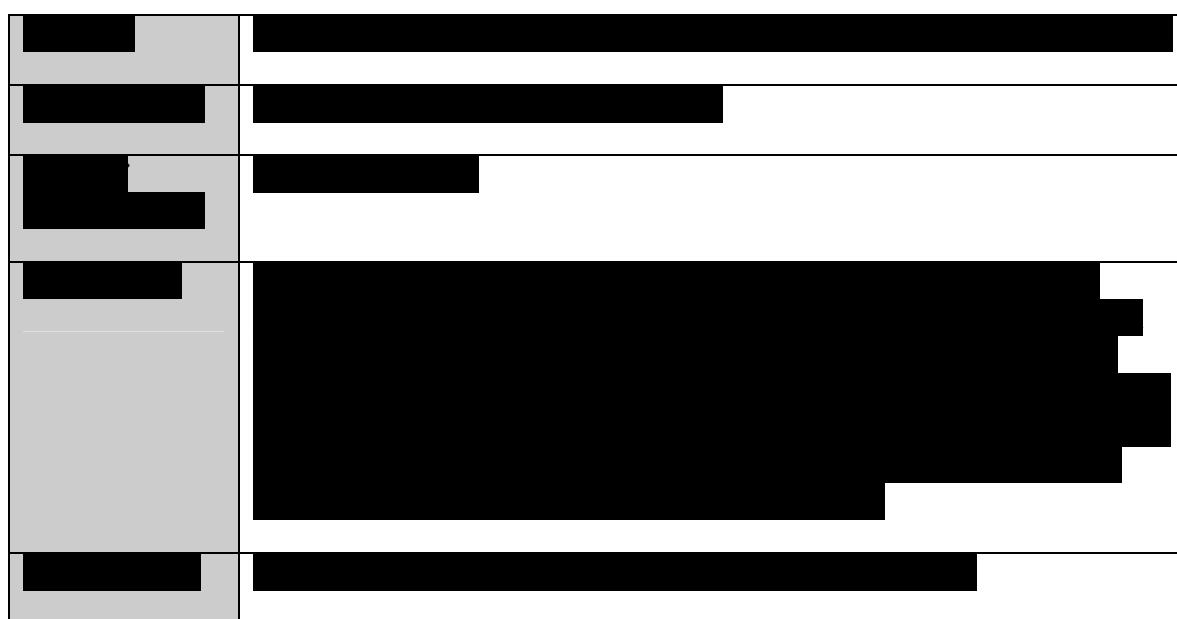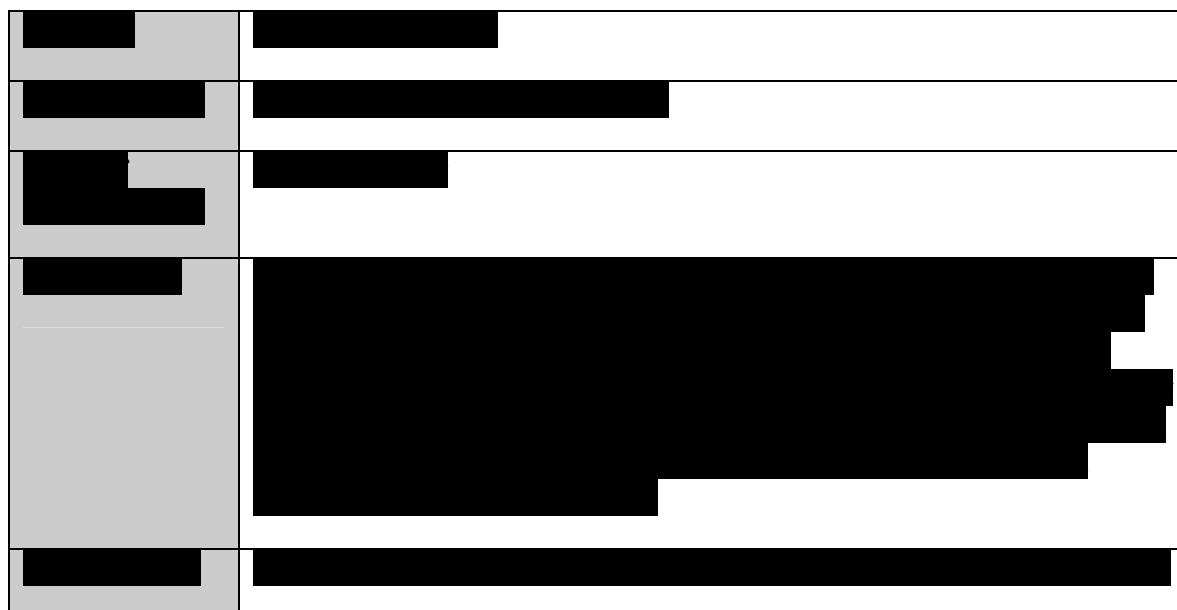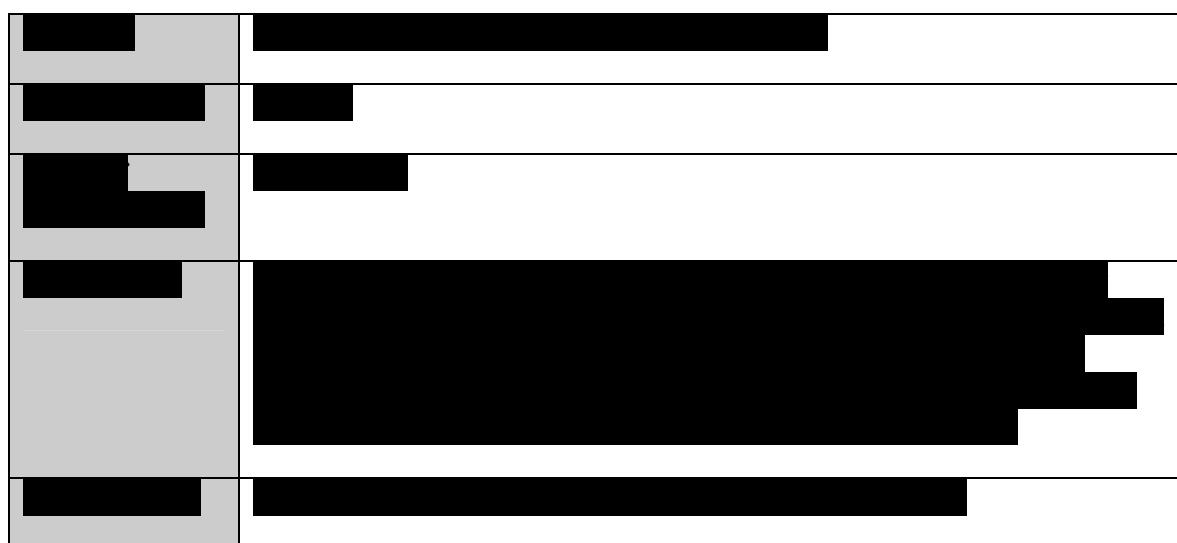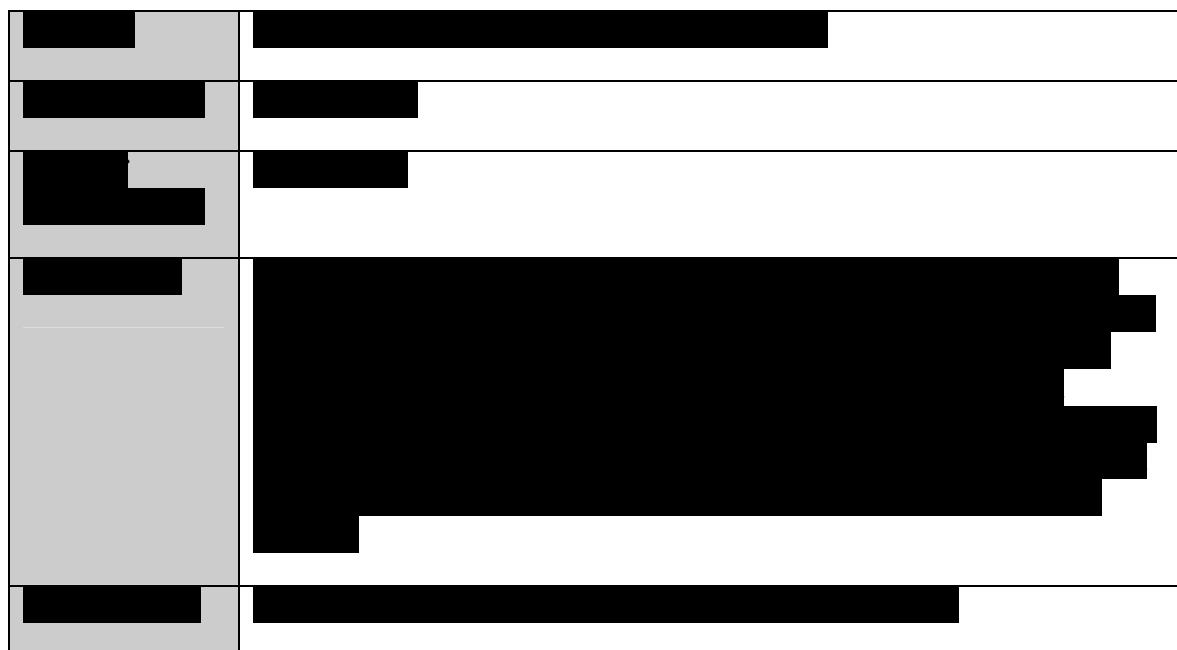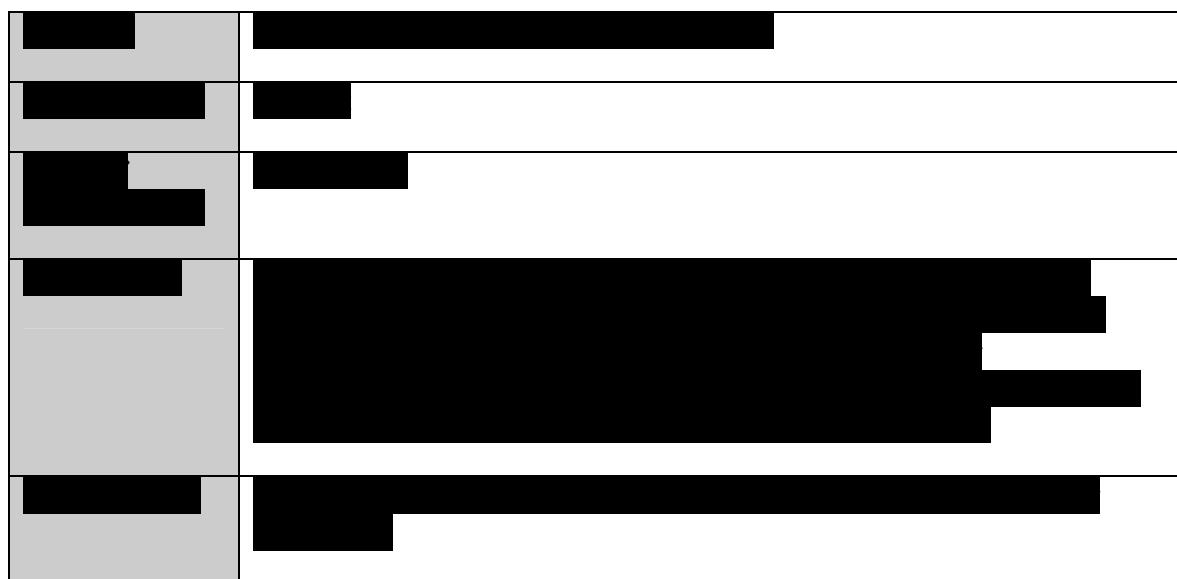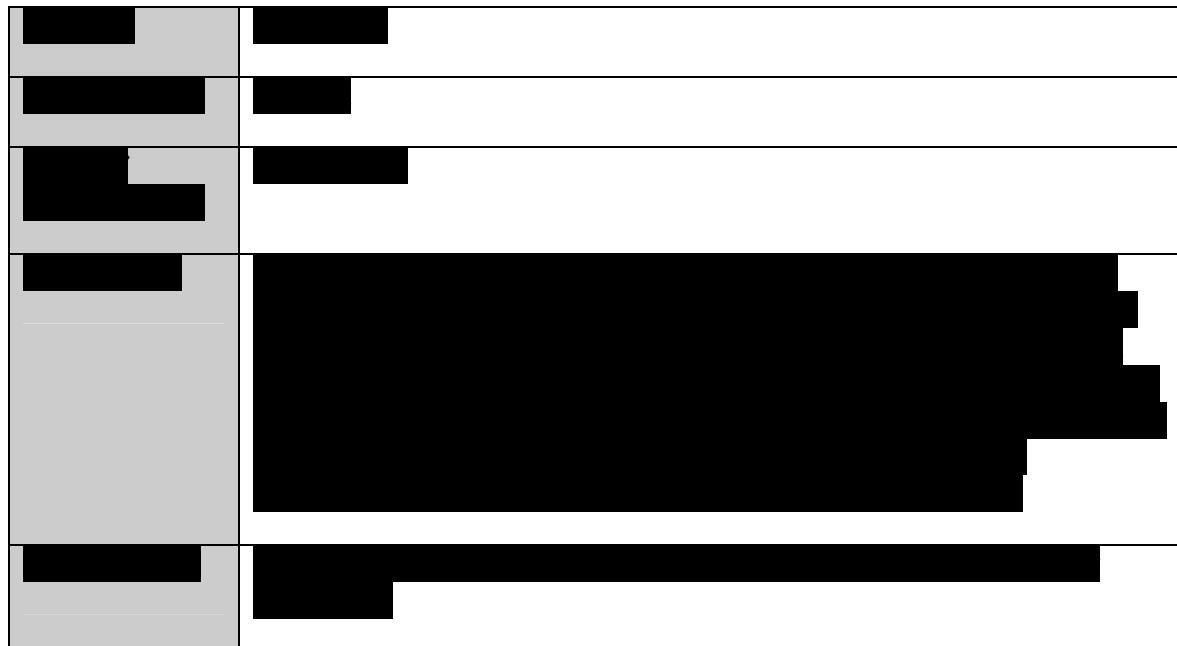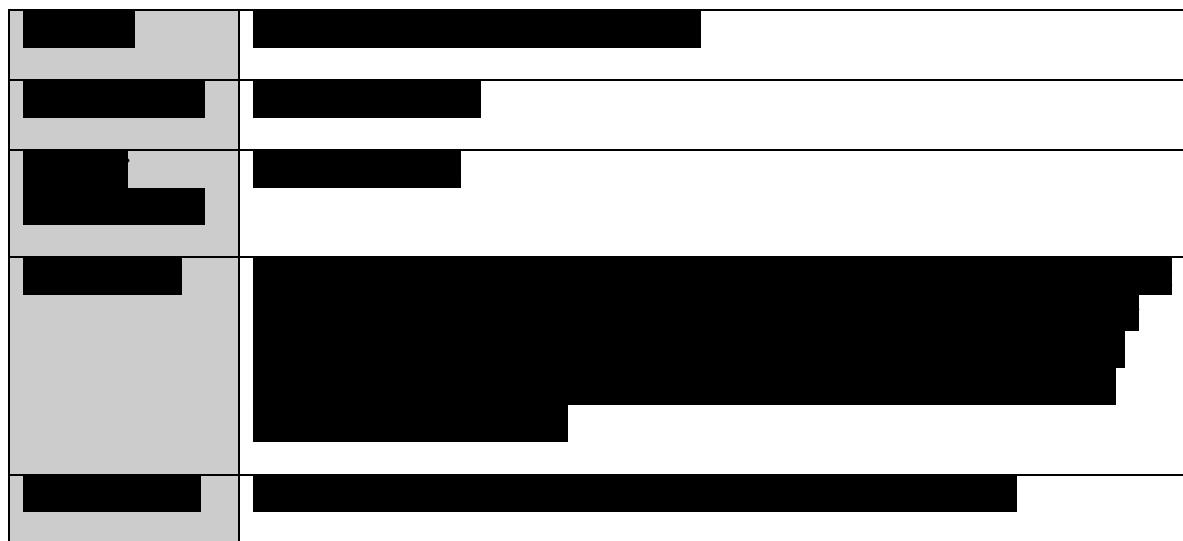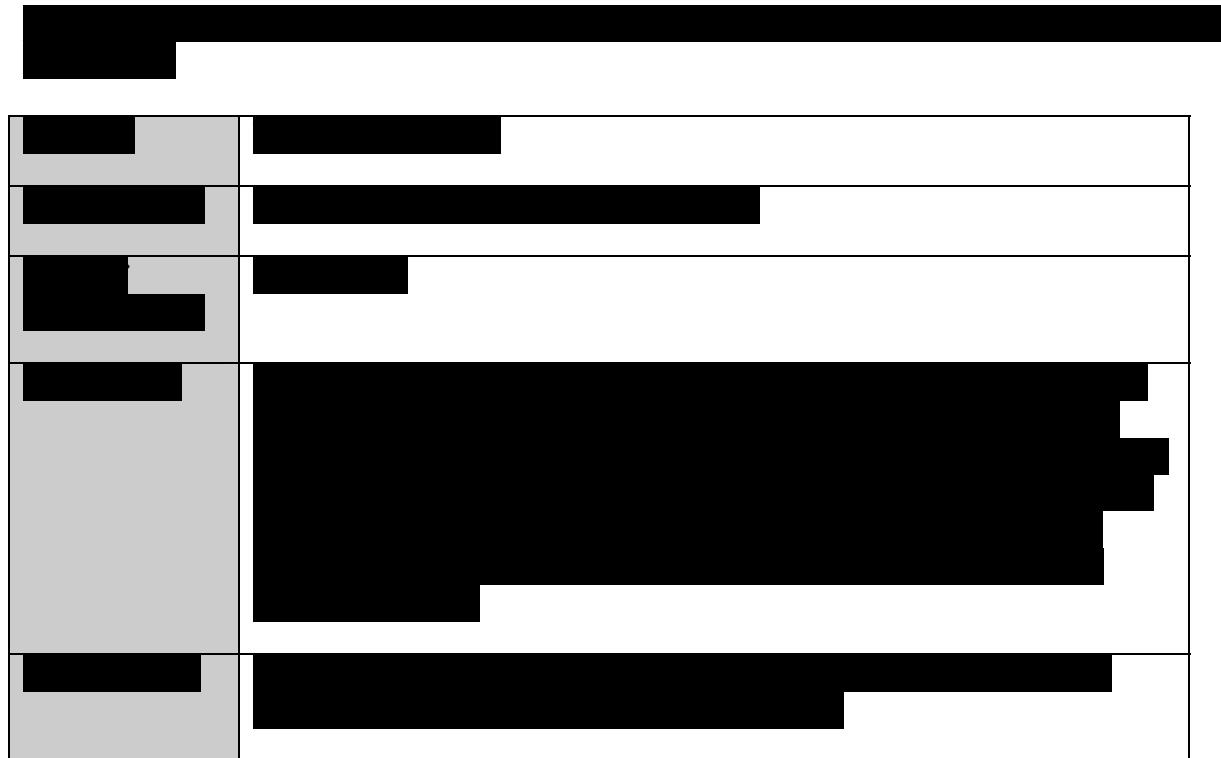
Promotion

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Profiles of selected best practice organizations

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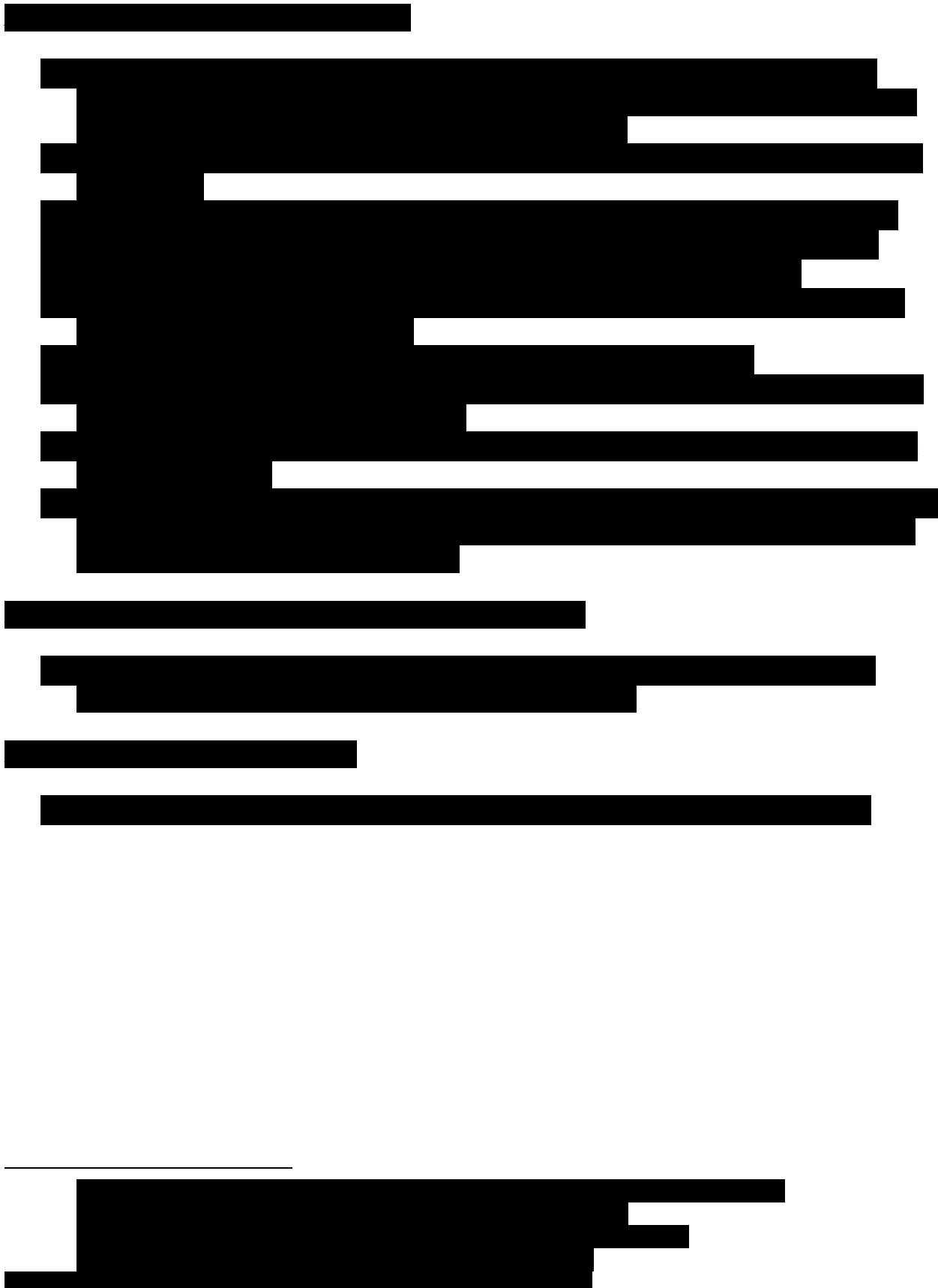
3.4.3. Conclusion to benchmarking and best practices findings

4. Recommendations

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Appendix A. Interview, Focus Group, and Employee Survey Questions

Interview and focus groups questions

Note: For individual interviews, the moderator recorded the "yes" or "no" response (where applicable). For focus groups, the moderator recorded a consensus "yes" or "no" if there was one.

1. Describe the culture (most noticeable characteristics of the work climate) in your own words.

2. Do you believe that men and women have equal opportunity to be hired here?

YES   NO

Explain your answer (what indicators cause you to answer as you have?).

Follow up: Are there things about the recruiting process that make it more difficult for one gender versus the other to be hired?

3. Do you believe that people of all racial/ethnic backgrounds have equal opportunity to be hired here?

YES   NO

Explain your answer (what indicators cause you to answer as you have?).

Follow-up: Are there things about the recruiting process that make it more difficult for people of one race/ethnic group versus others to be hired?

4. Is there equal opportunity for both men and women to be promoted here?

YES   NO

Explain your answer (what indicators cause you to answer as you have?).

Follow-up: Are there things about the process for promotions that make it more difficult for one gender versus the other to be advanced to higher job grades?

5. Is there equal opportunity for people of all racial/ethnic groups to be promoted here?

YES   NO

Explain your answer (what indicators cause you to answer as you have?).

Follow-up: Are there things about the process for promotions that make it more difficult for one race/ethnic group versus others to be advanced to higher job grades?

6. Do you believe that you have the same opportunity to participate in the best projects or work assignments as others of similar education, and experience ?

YES   NO

If no, explain why.

7. One goal of DOJ is to maintain a *work climate* in which people of both genders and all race/ethnic groups can be included and achieve and contribute to their full potential.

Do you see anything in the daily work climate (such as norms of behavior, patterns of communication, or work practices) that is especially helpful to this goal?

Do you see anything that poses a barrier to this goal?

8. Have there been any previous efforts in your division to improve the climate for diversity (such as training programs)? If so, comment on the content and success of these efforts.

YES   NO

Follow up: Do you have any suggestions for improving the ability of your organization to create diversity or to take full advantage of the diversity of the workforce?

Is there anything else you would like to tell us about the topic of workforce diversity?
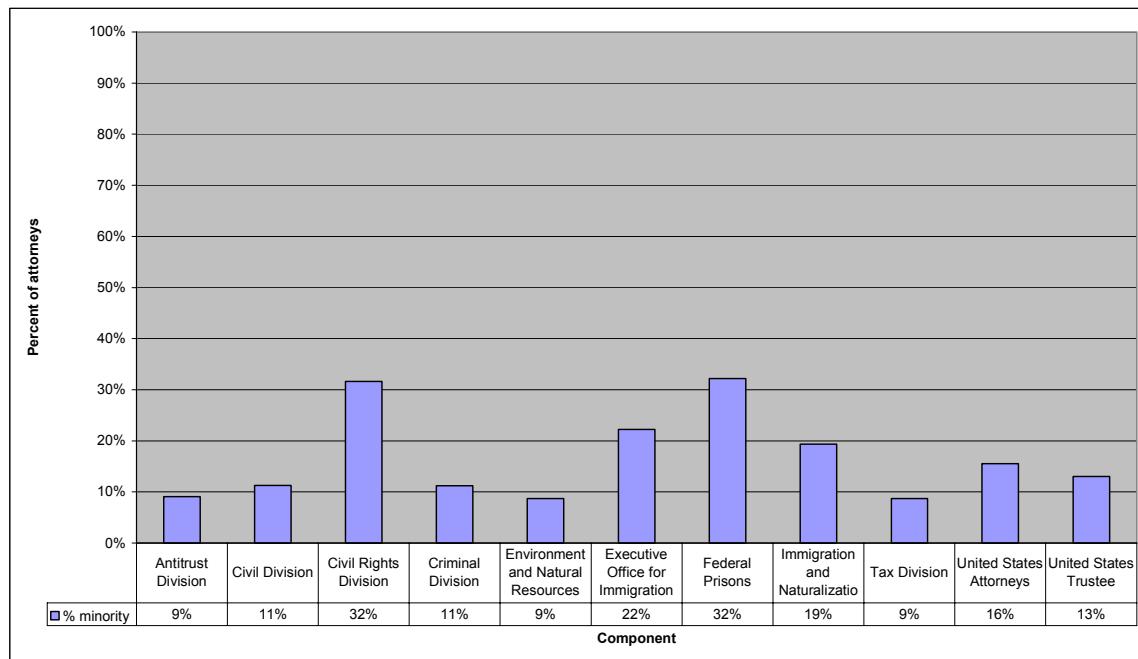
Survey questions

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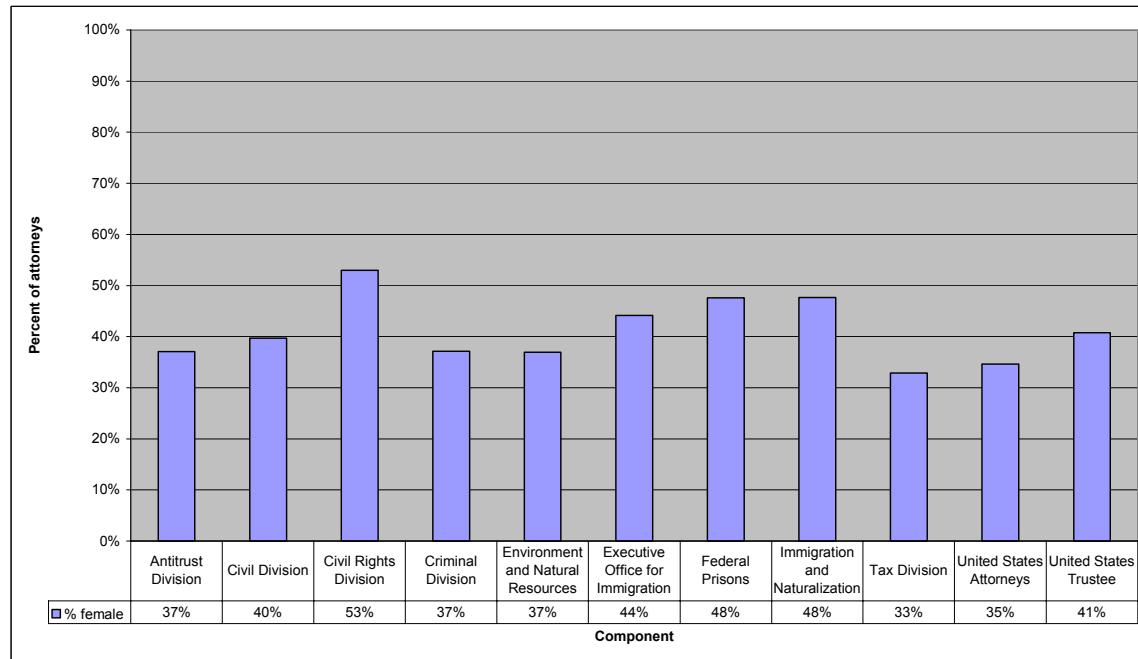
Appendix B. Additional Graphs

This appendix provides graphs with additional detail referenced throughout the text.
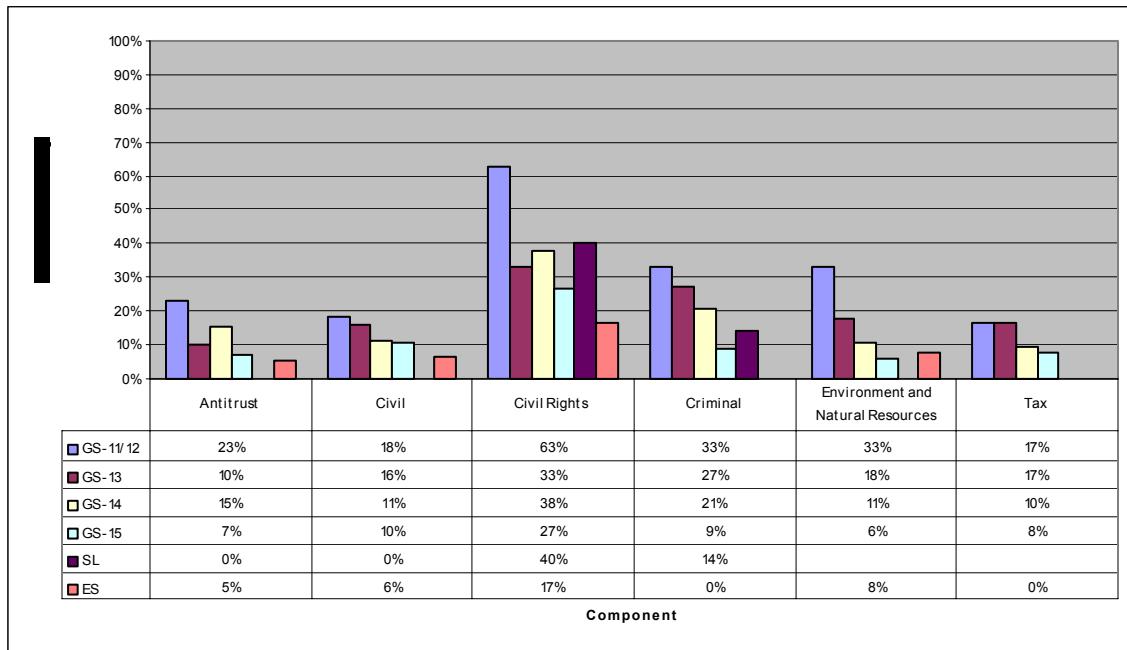
Figure B.1. Percent of attorneys minority by component

	Antitrust Division	Civil Division	Civil Rights Division	Criminal Division	Environment and Natural Resources	Executive Office for Immigration	Federal Prisons	Immigration and Naturalizatio	Tax Division	United States Attorneys	United States Trustee
% minority	9%	11%	32%	11%	9%	22%	32%	19%	9%	16%	13%
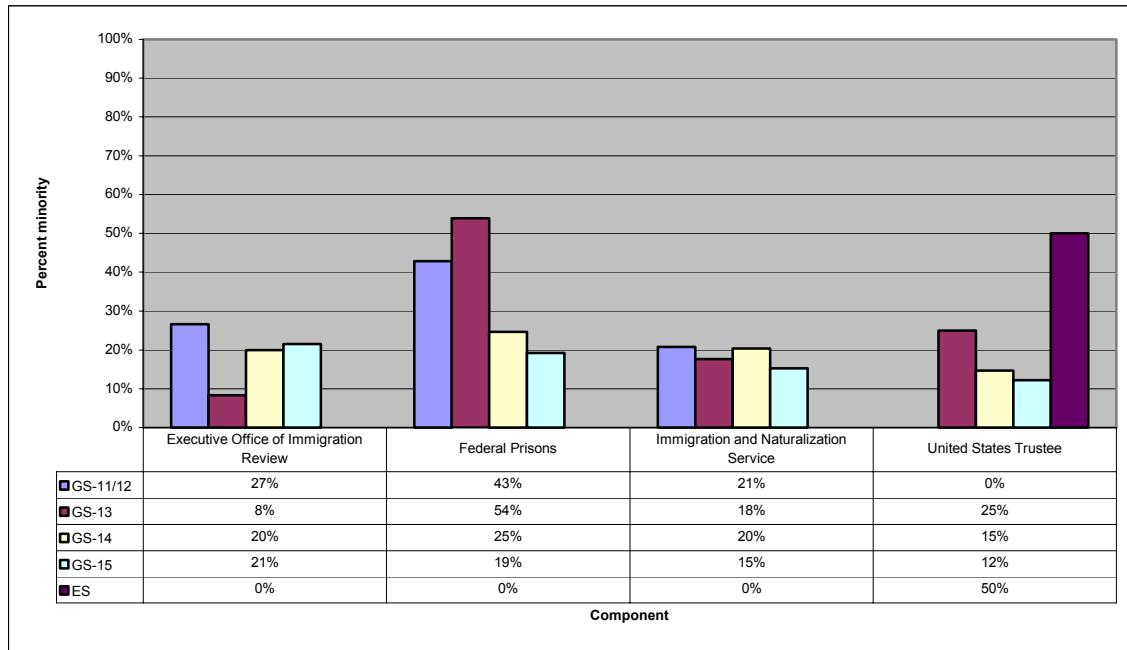
Figure B.2. Percent of attorneys minority by component

	Antitrust Division	Civil Division	Civil Rights Division	Criminal Division	Environment and Natural Resources	Executive Office for Immigration	Federal Prisons	Immigration and Naturalization	Tax Division	United States Attorneys	United States Trustee
% female	37%	40%	53%	37%	37%	44%	48%	48%	33%	35%	41%
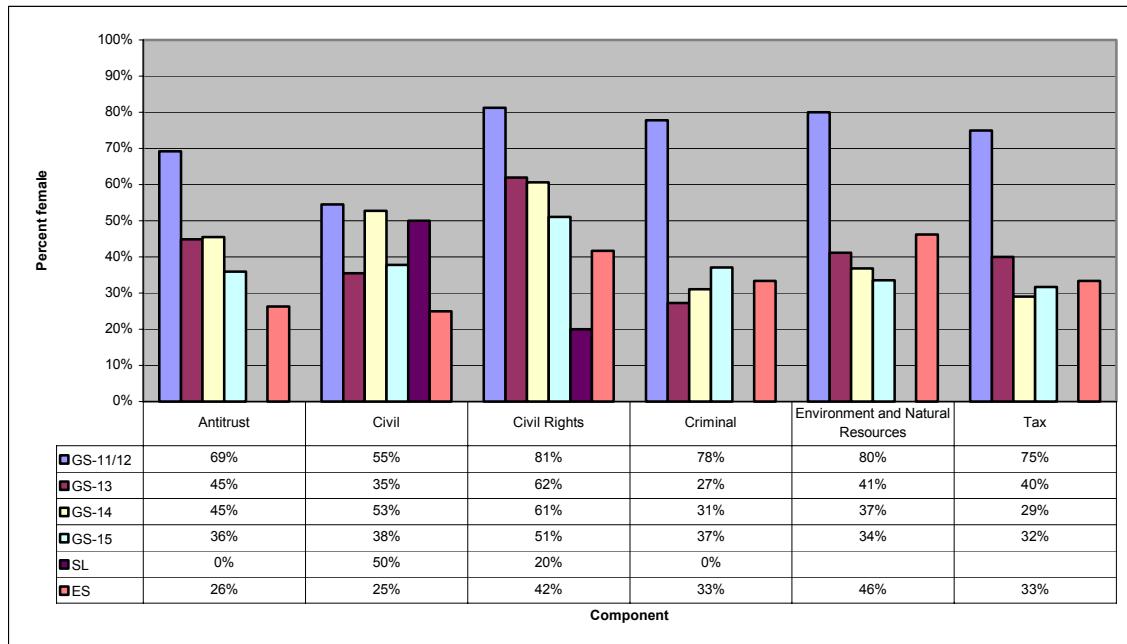
Figure B.3. Percent of attorneys minority by grade, Litigating Divisions

	Antitrust	Civil	Civil Rights	Criminal	Environment and Natural Resources	Tax
GS-11/12	23%	18%	63%	33%	33%	17%
GS-13	10%	16%	33%	27%	18%	17%
GS-14	15%	11%	38%	21%	11%	10%
GS-15	7%	10%	27%	9%	6%	8%
SL	0%	0%	40%	14%		
ES	5%	6%	17%	0%	8%	0%

Component

Figure B.4. Percent of attorneys minority by grade, other components

	Executive Office of Immigration Review	Federal Prisons	Immigration and Naturalization Service	United States Trustee
GS-11/12	27%	43%	21%	0%
GS-13	8%	54%	18%	25%
GS-14	20%	25%	20%	15%
GS-15	21%	19%	15%	12%
ES	0%	0%	0%	50%

Component

Figure B.5. Percent of attorneys female by grade, Litigating Divisions

	Antitrust	Civil	Civil Rights	Criminal	Environment and Natural Resources	Tax
GS-11/12	69%	55%	81%	78%	80%	75%
GS-13	45%	35%	62%	27%	41%	40%
GS-14	45%	53%	61%	31%	37%	29%
GS-15	36%	38%	51%	37%	34%	32%
SL	0%	50%	20%	0%		
ES	26%	25%	42%	33%	46%	33%

Figure B.6. Percent of attorneys female by grade, other components

	Executive Office of Immigration Review	Federal Prisons	Immigration and Naturalization Service	United States Trustee
GS-11/12	60%	100%	58%	50%
GS-13	83%	64%	41%	25%
GS-14	20%	33%	52%	59%
GS-15	59%	50%	41%	38%
ES	33%	0%	25%	50%

Figure B.7. Percent of attorneys minority, by job title within GS-15 and SES, Litigating Divisions
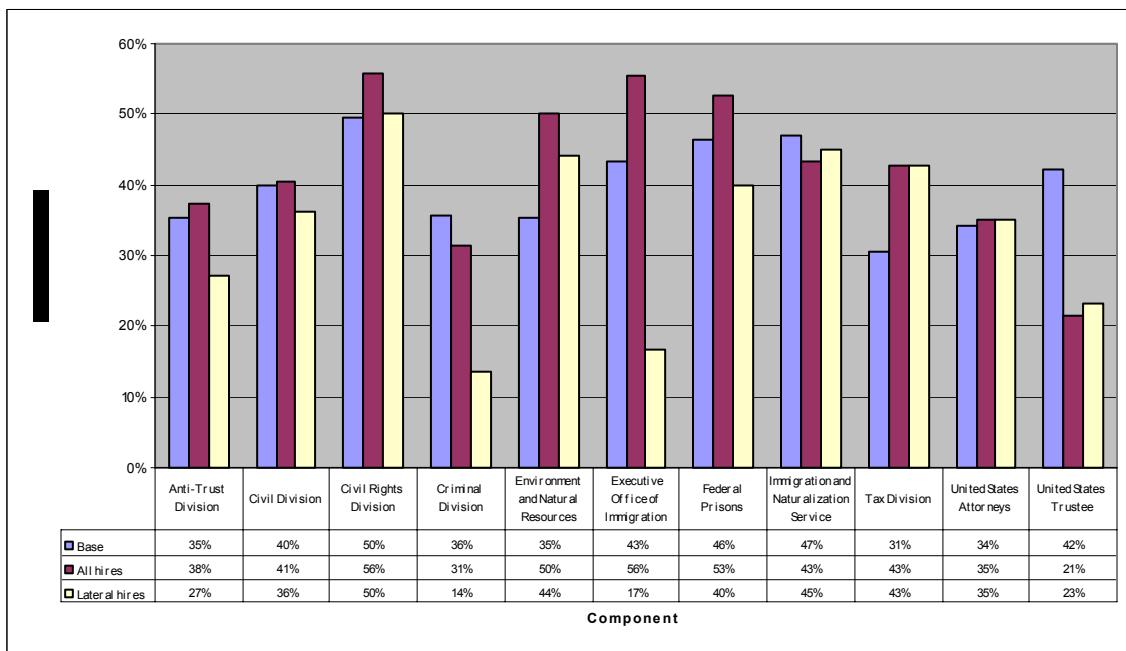
	Antitrust	Civil	Civil Rights	Criminal	Environment and Natural Resources	Tax
GS-15 non-supervisor	7%	11%	28%	9%	7%	8%
GS-15 other	8%	0%	20%	0%	0%	
GS-15 dep. chief/supervisor	0%	0%	25%	8%	0%	0%
SES other	14%	10%	29%	0%	11%	0%
SES chief or above	0%	7%	20%	0%	0%	0%

Figure B.8. Percent of attorneys female, by job title within GS-15 and SES, Litigating Divisions

	Antitrust	Civil	Civil Rights	Criminal	Environment and Natural Resources	Tax
GS-15 non-supervisor	37%	39%	50%	39%	33%	34%
GS-15 other	33%	0%	53%	0%	45%	
GS-15 dep. chief/supervisor	33%	30%	50%	33%	43%	0%
SES other	29%	33%	29%	36%	44%	25%
SES chief or above	29%	7%	40%	25%	71%	33%
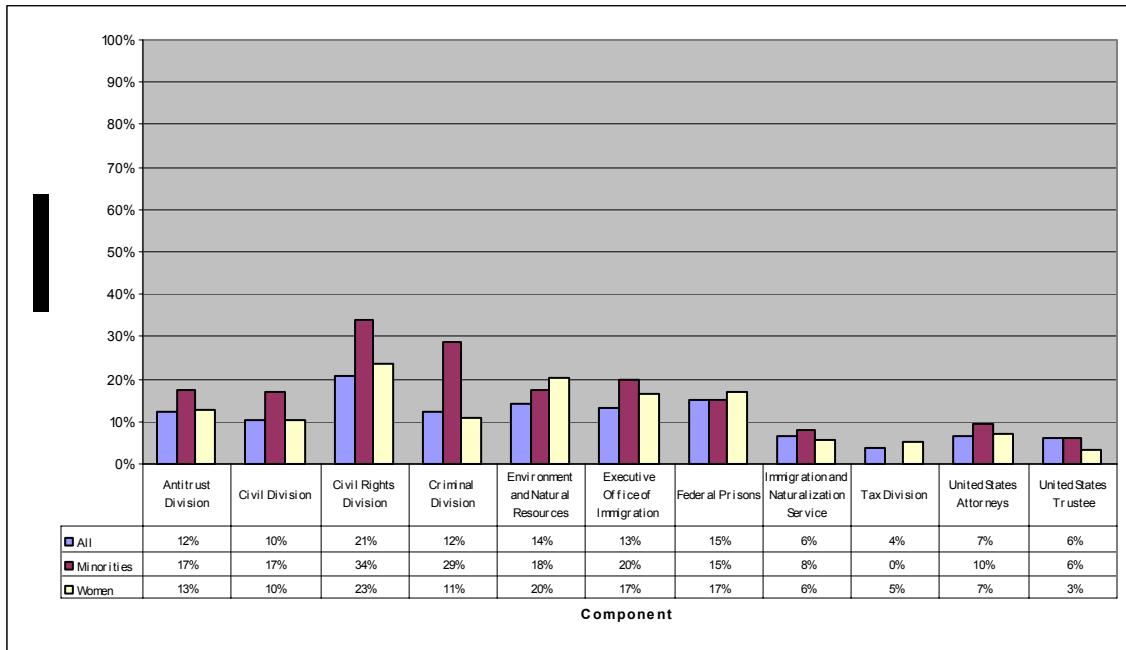
Figure B.9. Percent of base, all hires, and lateral hires minority by component, 2001

	Anti-Trust Division	Civil Division	Civil Rights Division	Criminal Division	Environment and Natural Resources	Executive Office of Immigration	Federal Prisons	Immigration and Naturalization Service	Tax Division	United States Attorneys	United States Trustee
Base	9%	11%	27%	9%	9%	22%	31%	18%	9%	15%	14%
All hires	13%	19%	44%	22%	11%	33%	32%	23%	0%	22%	14%
Lateral hires	9%	16%	32%	18%	6%	33%	30%	15%	0%	22%	15%

Component

Figure B.10. Percent of base, all hires, and lateral hires minority, 2001

	Anti-Trust Division	Civil Division	Civil Rights Division	Criminal Division	Environment and Natural Resources	Executive Office of Immigration	Federal Prisons	Immigration and Naturalization Service	Tax Division	United States Attorneys	United States Trustee
Base	35%	40%	50%	36%	35%	43%	46%	47%	31%	34%	42%
All hires	38%	41%	56%	31%	50%	56%	53%	43%	43%	35%	21%
Lateral hires	27%	36%	50%	14%	44%	17%	40%	45%	43%	35%	23%

Component

Figure B.11. Attrition rates for all attorneys, women, and minorities by component, 2001

Component	Antitrust Division	Civil Division	Civil Rights Division	Criminal Division	Environment and Natural Resources	Executive Office of Immigration	Federal Prisons	Immigration and Naturalization Service	Tax Division	United States Attorneys	United States Trustee
All	12%	10%	21%	12%	14%	13%	15%	6%	4%	7%	6%
Minorities	17%	17%	34%	29%	18%	20%	15%	8%	0%	10%	6%
Women	13%	10%	23%	11%	20%	17%	17%	6%	5%	7%	3%

Figure B.12. Attrition rates for all GS-15 attorneys, women, and minorities by component, 2001

Component	Antitrust Division	Civil Division	Civil Rights Division	Criminal Division	Environment and Natural Resources	Executive Office of Immigration Review	Federal Prisons	Immigration and Naturalization Service	Tax Division	United States Trustee
All	6%	9%	5%	7%	7%	1%	0%	10%	7%	3%
Minorities	13%	16%	7%	4%	18%	0%	0%	0%	15%	4%
Women	6%	12%	5%	5%	8%	0%	0%	4%	7%	4%

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Appendix D. Additional Statistical Analysis of Survey Results

Survey question responses

The following tables show responses to each survey question by race/ethnic group and gender. For each question, the responses of each group, as well as the total sample, are provided. Each table is labeled with the question number. Please refer to appendix A. for the survey form.

Responses by race/ethnicity

The following tables provide survey responses by race/ethnic group. The top-left cell provides the question number, corresponding to the survey form. (In multi-part questions, the question number is followed by the part number.) The left-hand column lists each response to the question, and the top row lists race/ethnicity groups. (Due to rounding, columns may not add to 100%.)

Q1-1	White	Black	Hisp	Asian	Ind	Other	Total
1	3% (28)	6% (8)	7% (5)	10% (4)	0% (0)	11% (2)	4% (47)
2	7% (64)	13% (18)	12% (9)	7% (3)	43% (3)	16% (3)	8% (100)
3	8% (73)	10% (14)	8% (6)	10% (4)	0% (0)	0% (0)	8% (97)
4	13% (119)	15% (21)	13% (10)	17% (7)	14% (1)	16% (3)	13% (161)
5	19% (182)	25% (35)	24% (18)	12% (5)	14% (1)	16% (3)	20% (244)
6	35% (326)	24% (34)	27% (20)	32% (13)	0% (0)	42% (8)	33% (401)
7	16% (149)	7% (10)	9% (7)	12% (5)	29% (2)	0% (0)	14% (173)
Total	100% (941)	100% (140)	100% (75)	100% (41)	100% (7)	100% (19)	100% (1223)

Q1-2	White	Black	Hisp	Asian	Ind	Other	Total
1	7% (69)	11% (15)	7% (5)	7% (3)	0% (0)	16% (3)	8% (95)
2	8% (78)	21% (29)	15% (11)	17% (7)	29% (2)	5% (1)	10% (128)
3	13% (119)	14% (19)	23% (17)	7% (3)	43% (3)	16% (3)	13% (164)
4	22% (209)	20% (28)	25% (19)	32% (13)	14% (1)	26% (5)	22% (275)
5	23% (220)	17% (24)	20% (15)	17% (7)	0% (0)	21% (4)	22% (270)
6	20% (184)	14% (20)	8% (6)	15% (6)	14% (1)	16% (3)	18% (220)
7	7% (63)	3% (4)	3% (2)	5% (2)	0% (0)	0% (0)	6% (71)
Total	100% (942)	100% (139)	100% (75)	100% (41)	100% (7)	100% (19)	100% (1223)

Q1-3	White	Black	Hisp	Asian	Ind	Other	Total
1	4% (41)	7% (9)	12% (9)	7% (3)	0% (0)	17% (3)	5% (65)
2	7% (64)	6% (8)	16% (12)	5% (2)	14% (1)	6% (1)	7% (88)
3	9% (80)	12% (17)	12% (9)	12% (5)	14% (1)	11% (2)	9% (114)
4	14% (129)	25% (34)	19% (14)	22% (9)	14% (1)	6% (1)	15% (188)
5	20% (189)	18% (24)	20% (15)	27% (11)	14% (1)	11% (2)	20% (242)
6	35% (326)	26% (36)	17% (13)	22% (9)	29% (2)	44% (8)	32% (394)
7	12% (111)	7% (9)	4% (3)	5% (2)	14% (1)	6% (1)	10% (127)
Total	100% (940)	100% (137)	100% (75)	100% (41)	100% (7)	100% (18)	100% (1218)

Q1P4	White	Black	Hisp	Asian	Ind	Other	Total
1	3% (24)	6% (8)	4% (3)	2% (1)	0% (0)	0% (0)	3% (36)
2	5% (51)	6% (9)	8% (6)	5% (2)	0% (0)	6% (1)	6% (69)
3	6% (54)	8% (11)	16% (12)	15% (6)	14% (1)	17% (3)	7% (87)
4	19% (179)	24% (34)	16% (12)	15% (6)	14% (1)	17% (3)	19% (235)
5	25% (234)	26% (36)	18% (13)	29% (12)	14% (1)	33% (6)	25% (302)
6	32% (302)	22% (31)	27% (20)	24% (10)	43% (3)	22% (4)	30% (370)
7	10% (95)	7% (10)	11% (8)	10% (4)	14% (1)	6% (1)	10% (119)
Total	100% (939)	100% (139)	100% (74)	100% (41)	100% (7)	100% (18)	100% (1218)

Q1-5	White	Black	Hisp	Asian	Ind	Other	Total
1	3% (30)	3% (4)	8% (6)	5% (2)	0% (0)	6% (1)	4% (43)
2	8% (74)	6% (8)	13% (10)	10% (4)	0% (0)	11% (2)	8% (98)
3	10% (88)	6% (8)	17% (13)	20% (8)	0% (0)	17% (3)	10% (120)
4	23% (207)	27% (35)	16% (12)	24% (10)	57% (4)	17% (3)	23% (271)
5	23% (213)	25% (32)	19% (14)	27% (11)	14% (1)	22% (4)	23% (275)
6	25% (227)	27% (34)	20% (15)	10% (4)	29% (2)	28% (5)	24% (287)
7	8% (77)	5% (7)	7% (5)	5% (2)	0% (0)	0% (0)	8% (91)
Total	100% (916)	100% (128)	100% (75)	100% (41)	100% (7)	100% (18)	100% (1185)

Q1-6	White	Black	Hisp	Asian	Ind	Other	Total
1	3% (31)	6% (9)	5% (4)	7% (3)	0% (0)	16% (3)	4% (50)
2	7% (62)	11% (15)	12% (9)	10% (4)	14% (1)	5% (1)	8% (92)
3	10% (91)	12% (16)	21% (16)	17% (7)	0% (0)	21% (4)	11% (134)
4	16% (147)	19% (27)	19% (14)	20% (8)	29% (2)	0% (0)	16% (198)
5	22% (205)	20% (28)	19% (14)	17% (7)	0% (0)	26% (5)	21% (259)
6	31% (288)	26% (36)	17% (13)	22% (9)	43% (3)	32% (6)	29% (355)
7	12% (115)	6% (8)	7% (5)	7% (3)	14% (1)	0% (0)	11% (132)
Total	100% (939)	100% (139)	100% (75)	100% (41)	100% (7)	100% (19)	100% (1220)

Q1-7	White	Black	Hisp	Asian	Ind	Other	Total
1	5% (47)	8% (11)	8% (6)	10% (4)	0% (0)	21% (4)	6% (72)
2	7% (67)	19% (26)	12% (9)	13% (5)	14% (1)	16% (3)	9% (111)
3	11% (106)	12% (17)	23% (17)	10% (4)	0% (0)	11% (2)	12% (146)
4	15% (145)	16% (23)	24% (18)	25% (10)	29% (2)	5% (1)	16% (199)
5	24% (226)	19% (27)	12% (9)	18% (7)	0% (0)	16% (3)	22% (272)
6	27% (258)	21% (29)	16% (12)	20% (8)	29% (2)	32% (6)	26% (315)
7	10% (90)	5% (7)	5% (4)	5% (2)	29% (2)	0% (0)	9% (105)
Total	100% (939)	100% (140)	100% (75)	100% (40)	100% (7)	100% (19)	100% (1220)

Q2-1	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	3% (30)	6% (9)	3% (2)	12% (5)	0% (0)	4% (1)	4% (47)
Agree	9% (83)	13% (18)	17% (13)	12% (5)	29% (2)	13% (3)	10% (124)
Disagree	43% (407)	56% (79)	40% (30)	37% (15)	29% (2)	39% (9)	44% (542)
Strongly Disagree	44% (411)	22% (31)	37% (28)	37% (15)	43% (3)	22% (5)	40% (493)
Other	1% (12)	2% (3)	3% (2)	2% (1)	0% (0)	22% (5)	2% (23)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q2-2	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	4% (40)	21% (29)	11% (8)	7% (3)	29% (2)	9% (2)	7% (84)
Agree	13% (123)	25% (35)	23% (17)	17% (7)	14% (1)	4% (1)	15% (184)
Disagree	44% (411)	37% (52)	41% (31)	44% (18)	43% (3)	35% (8)	43% (523)
Strongly Disagree	34% (323)	14% (20)	23% (17)	32% (13)	14% (1)	30% (7)	31% (381)
Other	5% (46)	3% (4)	3% (2)	0% (0)	0% (0)	22% (5)	5% (57)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q3-1	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	5% (49)	9% (12)	7% (5)	15% (6)	14% (1)	4% (1)	6% (74)
Agree	9% (87)	24% (34)	16% (12)	12% (5)	14% (1)	9% (2)	11% (141)
Disagree	39% (365)	45% (63)	33% (25)	41% (17)	29% (2)	39% (9)	39% (481)
Strongly Disagree	46% (432)	20% (28)	37% (28)	32% (13)	43% (3)	26% (6)	41% (510)
Other	1% (10)	2% (3)	7% (5)	0% (0)	0% (0)	22% (5)	2% (23)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q3-2	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	2% (21)	30% (42)	16% (12)	10% (4)	14% (1)	4% (1)	7% (81)
Agree	11% (108)	30% (42)	24% (18)	15% (6)	14% (1)	13% (3)	14% (178)
Disagree	41% (387)	26% (37)	33% (25)	51% (21)	43% (3)	30% (7)	39% (480)
Strongly Disagree	42% (398)	11% (16)	24% (18)	24% (10)	29% (2)	30% (7)	37% (451)
Other	3% (29)	2% (3)	3% (2)	0% (0)	0% (0)	22% (5)	3% (39)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q3-3	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	4% (35)	5% (7)	5% (4)	0% (0)	0% (0)	9% (2)	4% (48)
Agree	8% (71)	4% (6)	9% (7)	12% (5)	0% (0)	4% (1)	7% (90)
Disagree	38% (362)	38% (53)	37% (28)	44% (18)	43% (3)	39% (9)	38% (473)
Strongly Disagree	48% (451)	46% (64)	43% (32)	37% (15)	43% (3)	26% (6)	46% (571)
Other	3% (24)	7% (10)	5% (4)	7% (3)	14% (1)	22% (5)	4% (47)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q3-4	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	7% (62)	14% (19)	15% (11)	15% (6)	29% (2)	17% (4)	8% (104)
Agree	21% (194)	18% (25)	28% (21)	27% (11)	14% (1)	9% (2)	21% (254)
Disagree	39% (369)	34% (47)	29% (22)	37% (15)	43% (3)	30% (7)	38% (463)
Strongly Disagree	26% (241)	9% (13)	20% (15)	12% (5)	0% (0)	22% (5)	23% (279)
Other	8% (77)	26% (36)	8% (6)	10% (4)	14% (1)	22% (5)	10% (129)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q4-1	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	45% (429)	23% (32)	36% (27)	32% (13)	43% (3)	39% (9)	42% (513)
Agree	43% (410)	55% (77)	49% (37)	56% (23)	43% (3)	30% (7)	45% (557)
Disagree	7% (67)	16% (22)	8% (6)	10% (4)	14% (1)	9% (2)	8% (102)
Strongly Disagree	2% (21)	4% (6)	3% (2)	2% (1)	0% (0)	0% (0)	2% (30)
Other	2% (16)	2% (3)	4% (3)	0% (0)	0% (0)	22% (5)	2% (27)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q4-2	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	34% (317)	11% (16)	27% (20)	22% (9)	43% (3)	35% (8)	30% (373)
Agree	46% (438)	45% (63)	36% (27)	54% (22)	29% (2)	26% (6)	45% (558)
Disagree	13% (119)	29% (41)	28% (21)	20% (8)	14% (1)	13% (3)	16% (193)
Strongly Disagree	3% (26)	11% (16)	7% (5)	5% (2)	14% (1)	4% (1)	4% (51)
Other	5% (43)	3% (4)	3% (2)	0% (0)	0% (0)	22% (5)	4% (54)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q4-3	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	18% (171)	11% (16)	16% (12)	10% (4)	29% (2)	22% (5)	17% (210)
Agree	48% (448)	37% (52)	28% (21)	54% (22)	43% (3)	35% (8)	45% (554)
Disagree	25% (233)	36% (51)	43% (32)	24% (10)	29% (2)	9% (2)	27% (330)
Strongly Disagree	8% (78)	12% (17)	11% (8)	12% (5)	0% (0)	17% (4)	9% (112)
Other	1% (13)	3% (4)	3% (2)	0% (0)	0% (0)	17% (4)	2% (23)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q4-4	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	14% (132)	4% (5)	12% (9)	7% (3)	14% (1)	9% (2)	12% (152)
Agree	46% (431)	43% (60)	40% (30)	46% (19)	43% (3)	30% (7)	45% (550)
Disagree	27% (259)	27% (38)	32% (24)	34% (14)	14% (1)	30% (7)	28% (343)
Strongly Disagree	6% (55)	6% (8)	8% (6)	12% (5)	14% (1)	4% (1)	6% (76)
Other	7% (66)	21% (29)	8% (6)	0% (0)	14% (1)	26% (6)	9% (108)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q5	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	41% (386)	15% (21)	27% (20)	37% (15)	29% (2)	26% (6)	37% (450)
Agree	36% (343)	36% (51)	29% (22)	27% (11)	29% (2)	26% (6)	35% (435)
Disagree	14% (133)	24% (34)	27% (20)	20% (8)	14% (1)	9% (2)	16% (198)
Strongly Disagree	7% (64)	24% (33)	16% (12)	17% (7)	29% (2)	22% (5)	10% (123)
Other	2% (17)	1% (1)	1% (1)	0% (0)	0% (0)	17% (4)	2% (23)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q6	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	52% (491)	31% (44)	40% (30)	41% (17)	57% (4)	30% (7)	48% (593)
Agree	36% (339)	48% (67)	37% (28)	46% (19)	29% (2)	43% (10)	38% (465)
Disagree	7% (66)	9% (13)	16% (12)	7% (3)	14% (1)	4% (1)	8% (96)
Strongly Disagree	3% (25)	6% (9)	1% (1)	2% (1)	0% (0)	4% (1)	3% (37)
Other	2% (22)	5% (7)	5% (4)	2% (1)	0% (0)	17% (4)	3% (38)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q7	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	24% (225)	9% (12)	13% (10)	22% (9)	0% (0)	17% (4)	21% (260)
Agree	38% (359)	21% (30)	32% (24)	27% (11)	57% (4)	17% (4)	35% (432)
Disagree	17% (164)	25% (35)	27% (20)	22% (9)	29% (2)	17% (4)	19% (234)
Strongly Disagree	8% (73)	28% (39)	19% (14)	17% (7)	14% (1)	17% (4)	11% (138)
Other	13% (122)	17% (24)	9% (7)	12% (5)	0% (0)	30% (7)	13% (165)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q8	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	47% (445)	36% (50)	36% (27)	37% (15)	71% (5)	35% (8)	45% (550)
Agree	39% (366)	49% (68)	37% (28)	46% (19)	14% (1)	22% (5)	40% (487)
Disagree	8% (78)	9% (12)	11% (8)	10% (4)	0% (0)	13% (3)	9% (105)
Strongly Disagree	3% (29)	4% (6)	8% (6)	7% (3)	14% (1)	13% (3)	4% (48)
Other	3% (25)	3% (4)	8% (6)	0% (0)	0% (0)	17% (4)	3% (39)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q10	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	26% (248)	16% (23)	16% (12)	27% (11)	29% (2)	17% (4)	24% (300)
Agree	50% (473)	44% (62)	51% (38)	32% (13)	43% (3)	48% (11)	49% (600)
Disagree	18% (166)	29% (41)	25% (19)	24% (10)	14% (1)	13% (3)	20% (240)
Strongly Disagree	2% (23)	6% (8)	4% (3)	5% (2)	14% (1)	0% (0)	3% (37)
Other	3% (33)	4% (6)	4% (3)	12% (5)	0% (0)	22% (5)	4% (52)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q11	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	38% (359)	22% (31)	29% (22)	34% (14)	29% (2)	13% (3)	35% (431)
Agree	43% (406)	48% (67)	31% (23)	32% (13)	43% (3)	39% (9)	42% (521)
Disagree	13% (124)	19% (27)	24% (18)	22% (9)	14% (1)	13% (3)	15% (182)
Strongly Disagree	5% (44)	9% (13)	13% (10)	12% (5)	14% (1)	17% (4)	6% (77)
Other	1% (10)	1% (2)	3% (2)	0% (0)	0% (0)	17% (4)	1% (18)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q12-1	White	Black		Asian	Ind	Other	Total
Strongly Agree	38% (361)	20% (28)	24% (18)	41% (17)	14% (1)	17% (4)	35% (429)
Agree	44% (419)	48% (67)	48% (36)	34% (14)	57% (4)	43% (10)	45% (550)
Disagree	9% (88)	11% (16)	13% (10)	17% (7)	29% (2)	4% (1)	10% (124)
Strongly Disagree	5% (47)	15% (21)	12% (9)	7% (3)	0% (0)	17% (4)	7% (84)
Other	3% (28)	6% (8)	3% (2)	0% (0)	0% (0)	17% (4)	3% (42)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q12-2	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	10% (92)	4% (6)	9% (7)	7% (3)	0% (0)	4% (1)	9% (109)
Agree	19% (178)	16% (23)	19% (14)	20% (8)	14% (1)	13% (3)	18% (227)
Disagree	31% (297)	34% (47)	31% (23)	32% (13)	29% (2)	17% (4)	31% (386)
Strongly Disagree	37% (351)	37% (52)	39% (29)	34% (14)	57% (4)	43% (10)	37% (460)
Other	3% (25)	9% (12)	3% (2)	7% (3)	0% (0)	22% (5)	4% (47)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q13	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	34% (318)	29% (40)	29% (22)	37% (15)	14% (1)	17% (4)	33% (400)
Agree	54% (512)	56% (78)	51% (38)	44% (18)	86% (6)	52% (12)	54% (664)
Disagree	9% (86)	13% (18)	17% (13)	15% (6)	0% (0)	9% (2)	10% (125)
Strongly Disagree	2% (20)	2% (3)	3% (2)	5% (2)	0% (0)	0% (0)	2% (27)
Other	1% (7)	1% (1)	0% (0)	0% (0)	0% (0)	22% (5)	1% (13)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q14-1	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	36% (336)	29% (41)	24% (18)	32% (13)	43% (3)	26% (6)	34% (417)
Agree	43% (410)	37% (52)	45% (34)	46% (19)	29% (2)	30% (7)	43% (524)
Disagree	13% (118)	19% (26)	20% (15)	12% (5)	29% (2)	13% (3)	14% (169)
Strongly Disagree	6% (61)	7% (10)	11% (8)	10% (4)	0% (0)	13% (3)	7% (86)
Other	2% (18)	8% (11)	0% (0)	0% (0)	0% (0)	17% (4)	3% (33)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q14-2	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	45% (425)	38% (53)	32% (24)	34% (14)	43% (3)	30% (7)	43% (526)
Agree	35% (334)	38% (53)	44% (33)	39% (16)	29% (2)	39% (9)	36% (447)
Disagree	7% (70)	6% (9)	7% (5)	5% (2)	0% (0)	13% (3)	7% (89)
Strongly Disagree	6% (54)	6% (8)	8% (6)	12% (5)	14% (1)	0% (0)	6% (74)
Other	6% (60)	12% (17)	9% (7)	10% (4)	14% (1)	17% (4)	8% (93)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q15	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	20% (187)	6% (9)	20% (15)	17% (7)	14% (1)	4% (1)	18% (220)
Agree	44% (414)	28% (39)	31% (23)	37% (15)	43% (3)	43% (10)	41% (504)
Disagree	12% (116)	32% (45)	31% (23)	22% (9)	14% (1)	13% (3)	16% (197)
Strongly Disagree	6% (56)	23% (32)	11% (8)	7% (3)	14% (1)	9% (2)	8% (102)
Other	18% (170)	11% (15)	8% (6)	17% (7)	14% (1)	30% (7)	17% (206)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q16	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	26% (246)	16% (23)	20% (15)	29% (12)	43% (3)	9% (2)	24% (301)
Agree	47% (441)	39% (54)	39% (29)	34% (14)	29% (2)	39% (9)	45% (549)
Disagree	19% (177)	21% (30)	20% (15)	17% (7)	14% (1)	22% (5)	19% (235)
Strongly Disagree	6% (55)	16% (23)	19% (14)	15% (6)	14% (1)	9% (2)	8% (101)
Other	3% (24)	7% (10)	3% (2)	5% (2)	0% (0)	22% (5)	3% (43)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q17	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	29% (270)	21% (30)	16% (12)	24% (10)	14% (1)	9% (2)	26% (325)
Agree	46% (436)	34% (48)	37% (28)	39% (16)	29% (2)	48% (11)	44% (541)
Disagree	16% (147)	20% (28)	25% (19)	22% (9)	29% (2)	13% (3)	17% (208)
Strongly Disagree	6% (57)	19% (26)	16% (12)	15% (6)	29% (2)	13% (3)	9% (106)
Other	3% (33)	6% (8)	5% (4)	0% (0)	0% (0)	17% (4)	4% (49)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q18-1	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	21% (195)	9% (13)	12% (9)	20% (8)	14% (1)	13% (3)	19% (229)
Agree	28% (265)	25% (35)	19% (14)	32% (13)	29% (2)	30% (7)	27% (336)
Disagree	24% (227)	24% (34)	27% (20)	24% (10)	29% (2)	17% (4)	24% (297)
Strongly Disagree	10% (95)	26% (37)	13% (10)	10% (4)	29% (2)	9% (2)	12% (150)
Other	17% (161)	15% (21)	29% (22)	15% (6)	0% (0)	30% (7)	18% (217)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q18-2	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	18% (170)	12% (17)	11% (8)	20% (8)	14% (1)	13% (3)	17% (207)
Agree	24% (225)	15% (21)	13% (10)	17% (7)	14% (1)	22% (5)	22% (269)
Disagree	18% (167)	19% (27)	21% (16)	24% (10)	14% (1)	9% (2)	18% (223)
Strongly Disagree	9% (89)	24% (33)	17% (13)	10% (4)	29% (2)	17% (4)	12% (145)
Other	31% (292)	30% (42)	37% (28)	29% (12)	29% (2)	39% (9)	31% (385)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q18-3	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	20% (189)	13% (18)	11% (8)	17% (7)	0% (0)	9% (2)	18% (224)
Agree	29% (276)	28% (39)	17% (13)	27% (11)	71% (5)	35% (8)	29% (352)
Disagree	17% (157)	17% (24)	23% (17)	24% (10)	0% (0)	9% (2)	17% (210)
Strongly Disagree	9% (89)	21% (30)	12% (9)	15% (6)	29% (2)	13% (3)	11% (139)
Other	25% (232)	21% (29)	37% (28)	17% (7)	0% (0)	35% (8)	25% (304)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q19-1	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	8% (71)	20% (28)	15% (11)	10% (4)	14% (1)	17% (4)	10% (119)
Agree	12% (112)	24% (33)	12% (9)	15% (6)	29% (2)	13% (3)	13% (165)
Disagree	30% (281)	31% (44)	25% (19)	39% (16)	43% (3)	13% (3)	30% (366)
Strongly Disagree	42% (396)	16% (22)	37% (28)	27% (11)	14% (1)	22% (5)	38% (463)
Other	9% (83)	9% (13)	11% (8)	10% (4)	0% (0)	35% (8)	9% (116)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q19-1	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	8% (71)	20% (28)	15% (11)	10% (4)	14% (1)	17% (4)	10% (119)
Agree	12% (112)	24% (33)	12% (9)	15% (6)	29% (2)	13% (3)	13% (165)
Disagree	30% (281)	31% (44)	25% (19)	39% (16)	43% (3)	13% (3)	30% (366)
Strongly Disagree	42% (396)	16% (22)	37% (28)	27% (11)	14% (1)	22% (5)	38% (463)
Other	9% (83)	9% (13)	11% (8)	10% (4)	0% (0)	35% (8)	9% (116)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q19-2	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	4% (35)	28% (39)	15% (11)	7% (3)	29% (2)	13% (3)	8% (93)
Agree	9% (84)	22% (31)	20% (15)	20% (8)	14% (1)	13% (3)	12% (142)
Disagree	32% (305)	23% (32)	21% (16)	37% (15)	43% (3)	17% (4)	31% (375)
Strongly Disagree	43% (402)	15% (21)	36% (27)	27% (11)	14% (1)	26% (6)	38% (468)
Other	12% (117)	12% (17)	8% (6)	10% (4)	0% (0)	30% (7)	12% (151)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q20	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	11% (102)	7% (10)	9% (7)	10% (4)	0% (0)	4% (1)	10% (124)
Agree	40% (378)	36% (50)	37% (28)	24% (10)	43% (3)	17% (4)	38% (473)
Disagree	19% (179)	21% (29)	24% (18)	29% (12)	29% (2)	22% (5)	20% (245)
Strongly Disagree	11% (103)	12% (17)	8% (6)	12% (5)	14% (1)	17% (4)	11% (136)
Other	19% (181)	24% (34)	21% (16)	24% (10)	14% (1)	39% (9)	20% (251)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q21	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	6% (56)	7% (10)	8% (6)	7% (3)	14% (1)	0% (0)	6% (76)
Agree	13% (124)	13% (18)	8% (6)	22% (9)	0% (0)	13% (3)	13% (160)
Disagree	37% (351)	31% (44)	36% (27)	37% (15)	71% (5)	43% (10)	37% (452)
Strongly Disagree	30% (283)	23% (32)	24% (18)	12% (5)	14% (1)	13% (3)	28% (342)
Other	14% (129)	26% (36)	24% (18)	22% (9)	0% (0)	30% (7)	16% (199)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q22	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	9% (88)	2% (3)	7% (5)	2% (1)	0% (0)	0% (0)	8% (97)
Agree	11% (105)	9% (13)	8% (6)	5% (2)	43% (3)	22% (5)	11% (134)
Disagree	4% (40)	9% (13)	9% (7)	5% (2)	0% (0)	0% (0)	5% (62)
Strongly Disagree	2% (18)	9% (12)	5% (4)	5% (2)	14% (1)	0% (0)	3% (37)
Other	73% (692)	71% (99)	71% (53)	83% (34)	43% (3)	78% (18)	73% (899)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q23	White	Black	Hisp	Asian		Other	Total
Strongly Agree	39% (371)	31% (43)	28% (21)	27% (11)	57% (4)	26% (6)	37% (456)
Agree	44% (412)	44% (61)	41% (31)	39% (16)	29% (2)	26% (6)	43% (528)
Disagree	8% (78)	10% (14)	5% (4)	27% (11)	14% (1)	9% (2)	9% (110)
Strongly Disagree	3% (29)	3% (4)	12% (9)	0% (0)	0% (0)	13% (3)	4% (45)
Other	6% (53)	13% (18)	13% (10)	7% (3)	0% (0)	26% (6)	7% (90)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q24	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	38% (359)	26% (37)	28% (21)	34% (14)	29% (2)	22% (5)	36% (438)
Agree	49% (460)	45% (63)	40% (30)	39% (16)	43% (3)	35% (8)	47% (580)
Disagree	10% (91)	21% (30)	21% (16)	10% (4)	29% (2)	17% (4)	12% (147)
Strongly Disagree	2% (23)	4% (6)	8% (6)	12% (5)	0% (0)	9% (2)	3% (42)
Other	1% (10)	3% (4)	3% (2)	5% (2)	0% (0)	17% (4)	2% (22)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q25	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	9% (86)	17% (24)	12% (9)	17% (7)	14% (1)	13% (3)	11% (130)
Agree	27% (254)	26% (36)	33% (25)	29% (12)	43% (3)	26% (6)	27% (336)
Disagree	38% (363)	34% (47)	35% (26)	34% (14)	14% (1)	30% (7)	37% (458)
Strongly Disagree	23% (215)	20% (28)	17% (13)	15% (6)	29% (2)	13% (3)	22% (267)
Other	3% (25)	4% (5)	3% (2)	5% (2)	0% (0)	17% (4)	3% (38)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q26	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	6% (60)	12% (17)	13% (10)	5% (2)	14% (1)	4% (1)	7% (91)
Agree	13% (126)	14% (19)	11% (8)	20% (8)	14% (1)	17% (4)	14% (166)
Disagree	41% (388)	40% (56)	49% (37)	49% (20)	43% (3)	39% (9)	42% (513)
Strongly Disagree	36% (336)	29% (41)	21% (16)	20% (8)	29% (2)	22% (5)	33% (408)
Other	3% (33)	5% (7)	5% (4)	7% (3)	0% (0)	17% (4)	4% (51)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q27	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	4% (35)	0% (0)	4% (3)	0% (0)	29% (2)	4% (1)	3% (41)
Agree	10% (95)	4% (5)	5% (4)	2% (1)	0% (0)	9% (2)	9% (107)
Disagree	41% (387)	31% (44)	36% (27)	34% (14)	14% (1)	26% (6)	39% (479)
Strongly Disagree	36% (341)	51% (71)	43% (32)	51% (21)	57% (4)	26% (6)	39% (475)
Other	9% (85)	14% (20)	12% (9)	12% (5)	0% (0)	35% (8)	10% (127)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q28	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	4% (34)	1% (1)	3% (2)	0% (0)	29% (2)	4% (1)	3% (40)
Agree	13% (119)	1% (2)	4% (3)	7% (3)	0% (0)	4% (1)	10% (128)
Disagree	42% (397)	26% (37)	27% (20)	34% (14)	14% (1)	26% (6)	39% (475)
Strongly Disagree	33% (314)	61% (85)	56% (42)	49% (20)	57% (4)	30% (7)	38% (472)
Other	8% (79)	11% (15)	11% (8)	10% (4)	0% (0)	35% (8)	9% (114)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q29	White	Black	Hisp	Asian	Ind	Other	Total
Strongly Agree	0% (4)	0% (0)	1% (1)	5% (2)	0% (0)	0% (0)	1% (7)
Agree	1% (13)	4% (5)	3% (2)	5% (2)	0% (0)	0% (0)	2% (22)
Disagree	3% (26)	6% (8)	8% (6)	7% (3)	0% (0)	9% (2)	4% (45)
Strongly Disagree	2% (15)	4% (6)	12% (9)	5% (2)	0% (0)	0% (0)	3% (32)
Other	94% (885)	86% (121)	76% (57)	78% (32)	100% (7)	91% (21)	91% (1123)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q30	White	Black	Hisp	Asian	Ind	Other	Total
0%	24% (224)	19% (26)	11% (8)	15% (6)	29% (2)	4% (1)	22% (267)
5%	12% (113)	10% (14)	5% (4)	5% (2)	0% (0)	9% (2)	11% (135)
10%	22% (207)	19% (26)	17% (13)	29% (12)	29% (2)	17% (4)	21% (264)
15%	13% (123)	9% (12)	17% (13)	7% (3)	0% (0)	9% (2)	12% (153)
20%	13% (119)	15% (21)	19% (14)	17% (7)	43% (3)	13% (3)	14% (167)
25%	16% (148)	28% (39)	28% (21)	24% (10)	0% (0)	30% (7)	18% (225)
Other	1% (9)	1% (2)	3% (2)	2% (1)	0% (0)	17% (4)	1% (18)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q31	White	Black	Hisp	Asian	Ind	Other	Total
Yes	1% (6)	4% (5)	8% (6)	0% (0)	0% (0)	0% (0)	1% (17)
No	6% (61)	11% (16)	17% (13)	27% (11)	0% (0)	9% (2)	8% (103)
Other	93% (876)	85% (119)	75% (56)	73% (30)	100% (7)	91% (21)	90% (1109)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q32	White	Black	Hisp	Asian	Ind	Other	Total
Yes	5% (48)	4% (6)	3% (2)	12% (5)	0% (0)	13% (3)	5% (64)
No	93% (877)	94% (131)	95% (71)	83% (34)	100% (7)	57% (13)	92% (1133)
Other	2% (18)	2% (3)	3% (2)	5% (2)	0% (0)	30% (7)	3% (32)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q33	White	Black	Hisp	Asian	Ind	Other	Total
Yes	72% (683)	70% (98)	73% (55)	59% (24)	86% (6)	52% (12)	71% (878)
No	10% (90)	9% (12)	5% (4)	15% (6)	14% (1)	13% (3)	9% (116)
Other	18% (170)	21% (30)	21% (16)	27% (11)	0% (0)	35% (8)	19% (235)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Q34	White	Black	Hisp	Asian	Ind	Other	Total
Yes	73% (690)	81% (113)	83% (62)	76% (31)	71% (5)	61% (14)	74% (915)
No	23% (214)	16% (22)	12% (9)	22% (9)	29% (2)	17% (4)	21% (260)
Other	4% (39)	4% (5)	5% (4)	2% (1)	0% (0)	22% (5)	4% (54)
Total	100% (943)	100% (140)	100% (75)	100% (41)	100% (7)	100% (23)	100% (1229)

Responses by gender

The following tables provide survey responses by gender. The top-left cell provides the question number, corresponding to the survey form. (In multi-part questions, the question number is followed by the part number.) The left-hand column lists each response to the question, and the top row lists gender groups ("other" means that a response was indecipherable or blank).

Q1-1	Male	Female	Other	Total
1	2% (13)	6% (33)	50% (1)	4% (47)
2	6% (38)	11% (62)	0% (0)	8% (100)
3	6% (42)	10% (55)	0% (0)	8% (97)
4	10% (68)	17% (93)	0% (0)	13% (161)
5	21% (141)	18% (102)	50% (1)	20% (244)
6	39% (257)	26% (144)	0% (0)	33% (401)
7	16% (104)	12% (69)	0% (0)	14% (173)
Total	100% (663)	100% (558)	100% (2)	100% (1223)

Q1-2	Male	Female	Other	Total
1	5% (30)	11% (64)	50% (1)	8% (95)
2	9% (58)	13% (70)	0% (0)	10% (128)
3	13% (83)	14% (80)	50% (1)	13% (164)
4	22% (146)	23% (129)	0% (0)	22% (275)
5	25% (164)	19% (106)	0% (0)	22% (270)
6	21% (138)	15% (82)	0% (0)	18% (220)
7	7% (45)	5% (26)	0% (0)	6% (71)
Total	100% (664)	100% (557)	100% (2)	100% (1223)

Q1-3	Male	Female	Other	Total
1	3% (22)	8% (42)	50% (1)	5% (65)
2	7% (45)	8% (43)	0% (0)	7% (88)
3	9% (58)	10% (56)	0% (0)	9% (114)
4	13% (86)	18% (102)	0% (0)	15% (188)
5	19% (128)	21% (114)	0% (0)	20% (242)
6	38% (248)	26% (146)	0% (0)	32% (394)
7	11% (74)	9% (52)	50% (1)	10% (127)
Total	100% (661)	100% (555)	100% (2)	100% (1218)

Q1-4	Male	Female	Other	Total
1	2% (12)	4% (24)	0% (0)	3% (36)
2	6% (38)	6% (31)	0% (0)	6% (69)
3	6% (39)	8% (47)	100% (1)	7% (87)
4	17% (112)	22% (123)	0% (0)	19% (235)
5	27% (180)	22% (122)	0% (0)	25% (302)
6	34% (222)	27% (148)	0% (0)	30% (370)
7	9% (59)	11% (60)	0% (0)	10% (119)
Total	100% (662)	100% (555)	100% (1)	100% (1218)

Q1-5	Male	Female	Other	Total
1	3% (21)	4% (22)	0% (0)	4% (43)
2	7% (47)	10% (51)	0% (0)	8% (98)
3	8% (50)	13% (69)	50% (1)	10% (120)
4	24% (159)	21% (112)	0% (0)	23% (271)
5	25% (165)	21% (110)	0% (0)	23% (275)
6	26% (171)	22% (115)	50% (1)	24% (287)
7	6% (40)	10% (51)	0% (0)	8% (91)
Total	100% (653)	100% (530)	100% (2)	100% (1185)

Q1-6	Male	Female	Other	Total
1	3% (19)	5% (30)	50% (1)	4% (50)
2	6% (37)	10% (55)	0% (0)	8% (92)
3	9% (59)	14% (75)	0% (0)	11% (134)
4	16% (104)	17% (94)	0% (0)	16% (198)
5	22% (149)	20% (110)	0% (0)	21% (259)
6	33% (218)	25% (136)	50% (1)	29% (355)
7	12% (77)	10% (55)	0% (0)	11% (132)
Total	100% (663)	100% (555)	100% (2)	100% (1220)

Q1-7	Male	Female	Other	Total
1	4% (27)	8% (44)	50% (1)	6% (72)
2	7% (44)	12% (67)	0% (0)	9% (111)
3	11% (70)	14% (76)	0% (0)	12% (146)
4	16% (104)	17% (95)	0% (0)	16% (199)
5	25% (164)	19% (107)	50% (1)	22% (272)
6	29% (192)	22% (123)	0% (0)	26% (315)
7	9% (61)	8% (44)	0% (0)	9% (105)
Total	100% (662)	100% (556)	100% (2)	100% (1220)

Q2-1	Male	Female	Other	Total
Strongly Agree	2% (12)	6% (35)	0% (0)	4% (47)
Agree	8% (53)	13% (71)	0% (0)	10% (124)
Disagree	42% (279)	47% (263)	0% (0)	44% (542)
Strongly Disagree	47% (311)	32% (181)	17% (1)	40% (493)
Other	2% (10)	1% (8)	83% (5)	2% (23)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q2-2	Male	Female	Other	Total
Strongly Agree	5% (33)	9% (51)	0% (0)	7% (84)
Agree	12% (79)	19% (105)	0% (0)	15% (184)
Disagree	42% (281)	43% (242)	0% (0)	43% (523)
Strongly Disagree	36% (241)	25% (139)	17% (1)	31% (381)
Other	5% (31)	4% (21)	83% (5)	5% (57)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q3-1	Male	Female		Total
Strongly Agree	1% (7)	12% (67)	0% (0)	6% (74)
Agree	7% (45)	17% (96)	0% (0)	11% (141)
Disagree	38% (254)	41% (227)	0% (0)	39% (481)
Strongly Disagree	52% (347)	29% (162)	17% (1)	41% (510)
Other	2% (12)	1% (6)	83% (5)	2% (23)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q3-2	Male	Female	Other	
Strongly Agree	4% (25)	10% (56)	0% (0)	7% (81)
Agree	11% (74)	19% (104)	0% (0)	14% (178)
Disagree	39% (262)	39% (218)	0% (0)	39% (480)
Strongly Disagree	43% (288)	29% (162)	17% (1)	37% (451)
Other	2% (16)	3% (18)	83% (5)	3% (39)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q3-3	Male	Female	Other	Total
Strongly Agree	4% (25)	4% (23)	0% (0)	4% (48)
Agree	8% (53)	7% (37)	0% (0)	7% (90)
Disagree	39% (259)	38% (214)	0% (0)	38% (473)
Strongly Disagree	45% (302)	48% (268)	17% (1)	46% (571)
Other	4% (26)	3% (16)	83% (5)	4% (47)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q3-4	Male	Female	Other	Total
Strongly Agree	6% (43)	11% (61)	0% (0)	8% (104)
Agree	21% (137)	21% (117)	0% (0)	21% (254)
Disagree	39% (260)	36% (202)	17% (1)	38% (463)
Strongly Disagree	25% (169)	20% (110)	0% (0)	23% (279)
Other	8% (56)	12% (68)	83% (5)	10% (129)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q4-1	Male	Female	Other	Total
Strongly Agree	44% (294)	39% (218)	17% (1)	42% (513)
Agree	45% (299)	46% (257)	17% (1)	45% (557)
Disagree	7% (45)	10% (57)	0% (0)	8% (102)
Strongly Disagree	2% (14)	3% (16)	0% (0)	2% (30)
Other	2% (13)	2% (10)	67% (4)	2% (27)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q4-2	Male	Female	Other	Total
Strongly Agree	32% (214)	28% (158)	17% (1)	30% (373)
Agree	46% (309)	44% (248)	17% (1)	45% (558)
Disagree	13% (86)	19% (107)	0% (0)	16% (193)
Strongly Disagree	4% (26)	4% (25)	0% (0)	4% (51)
Other	5% (30)	4% (20)	67% (4)	4% (54)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q4-3	Male	Female	Other	Total
Strongly Agree	20% (136)	13% (74)	0% (0)	17% (210)
Agree	47% (313)	43% (239)	33% (2)	45% (554)
Disagree	23% (155)	31% (175)	0% (0)	27% (330)
Strongly Disagree	7% (49)	11% (63)	0% (0)	9% (112)
Other	2% (12)	1% (7)	67% (4)	2% (23)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q4-4	Male	Female	Other	Total
Strongly Agree	13% (85)	12% (66)	17% (1)	12% (152)
Agree	50% (331)	39% (219)	0% (0)	45% (550)
Disagree	26% (171)	31% (172)	0% (0)	28% (343)
Strongly Disagree	5% (31)	8% (45)	0% (0)	6% (76)
Other	7% (47)	10% (56)	83% (5)	9% (108)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q5	Male	Female	Other	Total
Strongly Agree	40% (263)	33% (186)	17% (1)	37% (450)
Agree	39% (260)	31% (175)	0% (0)	35% (435)
Disagree	12% (83)	21% (115)	0% (0)	16% (198)
Strongly Disagree	7% (47)	13% (75)	17% (1)	10% (123)
Other	2% (12)	1% (7)	67% (4)	2% (23)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q6	Male	Female	Other	Total
Strongly Agree	53% (353)	43% (239)	17% (1)	48% (593)
Agree	37% (249)	39% (216)	0% (0)	38% (465)
Disagree	5% (32)	11% (63)	17% (1)	8% (96)
Strongly Disagree	3% (17)	4% (20)	0% (0)	3% (37)
Other	2% (14)	4% (20)	67% (4)	3% (38)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q7	Male	Female	Other	Total
Strongly Agree	24% (160)	18% (99)	17% (1)	21% (260)
Agree	39% (258)	31% (174)	0% (0)	35% (432)
Disagree	16% (104)	23% (129)	17% (1)	19% (234)
Strongly Disagree	8% (52)	15% (86)	0% (0)	11% (138)
Other	14% (91)	13% (70)	67% (4)	13% (165)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q8	Male	Female	Other	Total
Strongly Agree	46% (309)	43% (240)	17% (1)	45% (550)
Agree	40% (263)	40% (224)	0% (0)	40% (487)
Disagree	8% (54)	9% (50)	17% (1)	9% (105)
Strongly Disagree	3% (20)	5% (28)	0% (0)	4% (48)
Other	3% (19)	3% (16)	67% (4)	3% (39)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q10	Male		Other	Total
Strongly Agree	26% (171)	23% (128)	17% (1)	24% (300)
Agree	53% (352)	44% (248)	0% (0)	49% (600)
Disagree	15% (103)	25% (137)	0% (0)	20% (240)
Strongly Disagree	2% (14)	4% (23)	0% (0)	3% (37)
Other	4% (25)	4% (22)	83% (5)	4% (52)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q11	Male	Female	Other	
Strongly Agree	37% (243)	34% (187)	17% (1)	35% (431)
Agree	45% (297)	40% (224)	0% (0)	42% (521)
Disagree	14% (91)	16% (91)	0% (0)	15% (182)
Strongly Disagree	4% (27)	9% (49)	17% (1)	6% (77)
Other	1% (7)	1% (7)	67% (4)	1% (18)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q12-1	Male	Female	Other	Total
Strongly Agree	37% (249)	32% (179)	17% (1)	35% (429)
Agree	47% (310)	43% (240)	0% (0)	45% (550)
Disagree	8% (56)	12% (68)	0% (0)	10% (124)
Strongly Disagree	5% (31)	9% (52)	17% (1)	7% (84)
Other	3% (19)	3% (19)	67% (4)	3% (42)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q12-2	Male	Female	Other	Total
Strongly Agree	9% (58)	9% (51)	0% (0)	9% (109)
Agree	21% (137)	16% (89)	17% (1)	18% (227)
Disagree	34% (225)	29% (161)	0% (0)	31% (386)
Strongly Disagree	34% (225)	42% (235)	0% (0)	37% (460)
Other	3% (20)	4% (22)	83% (5)	4% (47)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q13	Male		Other	Total
Strongly Agree	35% (233)	30% (166)	17% (1)	33% (400)
Agree	55% (368)	53% (296)	0% (0)	54% (664)
Disagree	8% (52)	13% (73)	0% (0)	10% (125)
Strongly Disagree	2% (10)	3% (17)	0% (0)	2% (27)
Other	0% (2)	1% (6)	83% (5)	1% (13)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q14-1	Male	Female	Other	Total
Strongly Agree	37% (247)	30% (169)	17% (1)	34% (417)
Agree	46% (303)	40% (221)	0% (0)	43% (524)
Disagree	11% (70)	18% (99)	0% (0)	14% (169)
Strongly Disagree	4% (28)	10% (57)	17% (1)	7% (86)
Other	3% (17)	2% (12)	67% (4)	3% (33)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q14-2	Male	Female	Other	Total
Strongly Agree	46% (309)	39% (216)	17% (1)	43% (526)
Agree	38% (254)	34% (192)	17% (1)	36% (447)
Disagree	5% (35)	10% (54)	0% (0)	7% (89)
Strongly Disagree	4% (24)	9% (50)	0% (0)	6% (74)
Other	6% (43)	8% (46)	67% (4)	8% (93)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q15	Male	Female	Other	Total
Strongly Agree	19% (129)	16% (91)	0% (0)	18% (220)
Agree	44% (290)	38% (212)	33% (2)	41% (504)
Disagree	13% (88)	20% (109)	0% (0)	16% (197)
Strongly Disagree	6% (37)	12% (65)	0% (0)	8% (102)
Other	18% (121)	15% (81)	67% (4)	17% (206)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q16	Male	Female	Other	Total
Strongly Agree	25% (169)	24% (132)	0% (0)	24% (301)
Agree	50% (330)	39% (218)	17% (1)	45% (549)
Disagree	17% (112)	22% (122)	17% (1)	19% (235)
Strongly Disagree	6% (38)	11% (63)	0% (0)	8% (101)
Other	2% (16)	4% (23)	67% (4)	3% (43)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q17	Male	Female	Other	Total
Strongly Agree	29% (196)	23% (129)	0% (0)	26% (325)
Agree	48% (316)	40% (224)	17% (1)	44% (541)
Disagree	14% (96)	20% (112)	0% (0)	17% (208)
Strongly Disagree	5% (35)	13% (70)	17% (1)	9% (106)
Other	3% (22)	4% (23)	67% (4)	4% (49)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q18-1	Male	Female	Other	Total
Strongly Agree	18% (118)	20% (111)	0% (0)	19% (229)
Agree	30% (199)	25% (137)	0% (0)	27% (336)
Disagree	25% (164)	24% (132)	17% (1)	24% (297)
Strongly Disagree	9% (61)	16% (89)	0% (0)	12% (150)
Other	18% (123)	16% (89)	83% (5)	18% (217)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q18-2	Male	Female	Other	Total
Strongly Agree	16% (107)	18% (100)	0% (0)	17% (207)
Agree	24% (162)	19% (106)	17% (1)	22% (269)
Disagree	18% (119)	19% (104)	0% (0)	18% (223)
Strongly Disagree	10% (64)	14% (80)	17% (1)	12% (145)
Other	32% (213)	30% (168)	67% (4)	31% (385)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q18-3	Male	Female	Other	Total
Strongly Agree	15% (100)	22% (124)	0% (0)	18% (224)
Agree	31% (207)	26% (145)	0% (0)	29% (352)
Disagree	15% (102)	19% (108)	0% (0)	17% (210)
Strongly Disagree	9% (59)	14% (79)	17% (1)	11% (139)
Other	30% (197)	18% (102)	83% (5)	25% (304)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q19-1	Male	Female	Other	Total
Strongly Agree	6% (42)	14% (77)	0% (0)	10% (119)
Agree	10% (69)	17% (96)	0% (0)	13% (165)
Disagree	30% (199)	30% (167)	0% (0)	30% (366)
Strongly Disagree	45% (298)	29% (164)	17% (1)	38% (463)
Other	9% (57)	10% (54)	83% (5)	9% (116)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q19-2	Male	Female	Other	Total
Strongly Agree	5% (34)	11% (59)	0% (0)	8% (93)
Agree	10% (66)	14% (76)	0% (0)	12% (142)
Disagree	30% (199)	32% (176)	0% (0)	31% (375)
Strongly Disagree	45% (299)	30% (168)	17% (1)	38% (468)
Other	10% (67)	14% (79)	83% (5)	12% (151)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q20	Male	Female	Other	Total
Strongly Agree	11% (73)	9% (51)	0% (0)	10% (124)
Agree	44% (291)	32% (181)	17% (1)	38% (473)
Disagree	16% (105)	25% (140)	0% (0)	20% (245)
Strongly Disagree	7% (46)	16% (90)	0% (0)	11% (136)
Other	23% (150)	17% (96)	83% (5)	20% (251)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q21	Male	Female	Other	Total
Strongly Agree	5% (32)	8% (44)	0% (0)	6% (76)
Agree	7% (49)	20% (111)	0% (0)	13% (160)
Disagree	43% (286)	30% (165)	17% (1)	37% (452)
Strongly Disagree	33% (218)	22% (124)	0% (0)	28% (342)
Other	12% (80)	20% (114)	83% (5)	16% (199)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q22	Male	Female	Other	Total
Strongly Agree	9% (62)	6% (35)	0% (0)	8% (97)
Agree	11% (70)	11% (64)	0% (0)	11% (134)
Disagree	4% (26)	6% (36)	0% (0)	5% (62)
Strongly Disagree	1% (9)	5% (28)	0% (0)	3% (37)
Other	75% (498)	71% (395)	100% (6)	73% (899)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q23	Male	Female	Other	Total
Strongly Agree	39% (261)	35% (194)	17% (1)	37% (456)
Agree	44% (292)	42% (236)	0% (0)	43% (528)
Disagree	8% (52)	10% (58)	0% (0)	9% (110)
Strongly Disagree	3% (22)	4% (22)	17% (1)	4% (45)
Other	6% (38)	9% (48)	67% (4)	7% (90)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q24	Male	Female	Other	Total
Strongly Agree	39% (260)	32% (177)	17% (1)	36% (438)
Agree	48% (318)	47% (262)	0% (0)	47% (580)
Disagree	9% (59)	16% (88)	0% (0)	12% (147)
Strongly Disagree	3% (19)	4% (22)	17% (1)	3% (42)
Other	1% (9)	2% (9)	67% (4)	2% (22)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q25	Male	Female	Other	Total
Strongly Agree	8% (56)	13% (74)	0% (0)	11% (130)
Agree	25% (169)	30% (167)	0% (0)	27% (336)
Disagree	40% (263)	35% (194)	17% (1)	37% (458)
Strongly Disagree	23% (156)	20% (110)	17% (1)	22% (267)
Other	3% (21)	2% (13)	67% (4)	3% (38)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q26	Male	Female	Other	Total
Strongly Agree	6% (41)	9% (50)	0% (0)	7% (91)
Agree	11% (73)	17% (93)	0% (0)	14% (166)
Disagree	44% (290)	40% (223)	0% (0)	42% (513)
Strongly Disagree	36% (239)	30% (167)	33% (2)	33% (408)
Other	3% (22)	4% (25)	67% (4)	4% (51)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q27	Male	Female	Other	Total
Strongly Agree	5% (33)	1% (8)	0% (0)	3% (41)
Agree	13% (88)	3% (19)	0% (0)	9% (107)
Disagree	42% (277)	36% (202)	0% (0)	39% (479)
Strongly Disagree	32% (211)	47% (263)	17% (1)	39% (475)
Other	8% (56)	12% (66)	83% (5)	10% (127)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q28	Male	Female	Other	Total
Strongly Agree	4% (27)	2% (13)	0% (0)	3% (40)
Agree	12% (83)	8% (45)	0% (0)	10% (128)
Disagree	43% (285)	34% (190)	0% (0)	39% (475)
Strongly Disagree	33% (218)	45% (253)	17% (1)	38% (472)
Other	8% (52)	10% (57)	83% (5)	9% (114)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q29	Male		Other	Total
Strongly Agree	0% (3)	1% (4)	0% (0)	1% (7)
Agree	1% (8)	3% (14)	0% (0)	2% (22)
Disagree	2% (14)	6% (31)	0% (0)	4% (45)
Strongly Disagree	2% (15)	3% (17)	0% (0)	3% (32)
Other	94% (625)	88% (492)	100% (6)	91% (1123)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q30	Male	Female	Other	
0%	24% (160)	19% (107)	0% (0)	22% (267)
5%	12% (79)	10% (56)	0% (0)	11% (135)
10%	23% (154)	20% (109)	17% (1)	21% (264)
15%	11% (75)	14% (78)	0% (0)	12% (153)
20%	13% (87)	14% (80)	0% (0)	14% (167)
25%	16% (105)	21% (119)	17% (1)	18% (225)
Other	1% (5)	2% (9)	67% (4)	1% (18)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q31	Male	Female	Other	Total
Yes	1% (8)	2% (9)	0% (0)	1% (17)
No	6% (37)	12% (66)	0% (0)	8% (103)
Other	93% (620)	87% (483)	100% (6)	90% (1109)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q32	Male	Female	Other	Total
Yes	2% (16)	9% (48)	0% (0)	5% (64)
No	95% (633)	89% (499)	17% (1)	92% (1133)
Other	2% (16)	2% (11)	83% (5)	3% (32)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q33	Male	Female	Other	Total
Yes	75% (500)	68% (378)	0% (0)	71% (878)
No	6% (40)	13% (75)	17% (1)	9% (116)
Other	19% (125)	19% (105)	83% (5)	19% (235)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Q34	Male		Other	Total
Yes	79% (528)	69% (386)	17% (1)	74% (915)
No	17% (111)	27% (149)	0% (0)	21% (260)
Other	4% (26)	4% (23)	83% (5)	4% (54)
Total	100% (665)	100% (558)	100% (6)	100% (1229)

Responses by to demographic questions

The following tables provide counts of responses to the demographic questions.

Race	Count
White	77% (943)
Black	11% (140)
Hispanic	6% (75)
Asian	3% (41)
Indian/Nat. Am.	1% (7)
Other	2% (23)
Total	100% (1229)

Gender	Count
Male	54% (665)
Female	45% (558)
Other	0% (6)
Total	100% (1229)

Job classification	Count
Non-supervisory attorney	63% (777)
Supervisory attorney	34% (413)
Other	5% (62)
Total	100% (1229)

Grade	Count
GS-11	1% (16)
GS-12	2% (24)
GS-13	3% (37)
GS-14	12% (147)
GS-15	36% (447)
GM-13	1% (7)
GM-14	1% (14)
GM-15	4% (48)
AD-20	0% (3)
AD-21	1% (12)
AD-24	1% (11)
AD-25	1% (16)
AD-26	1% (16)
AD-27	1% (14)
AD-28	1% (10)
AD-29	11% (137)
AD-10 thru AD-19	2% (22)
AD-0 thru AD-9	4% (55)
ES	4% (47)
EX	1% (16)
Other	11% (130)
Total	100% (1229)

Component	Count
ATR	2% (51)
CIV	5% (113)
CRT	4% (96)
CRM	1% (22)
ENR	4% (110)
TAX	4% (104)
BOP	1% (28)
EOIR	1% (16)
INS	3% (77)
USA	17% (434)
UST	6% (144)
Other	1% (34)
Total	100% (1229)