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## Executive Summary

Old Colony Y contracted the Institute for Regional Development at Bridgewater State College to conduct a Workplace Climate survey of staff over the months of November-December of 2002.

The purpose of this research is to gather information from employees regarding the workplace climate to enhance the Y's strengths and target areas for improvement. This will entail capturing quantitative information through the use of an existing survey instrument from the YMCA Cultural Competence Resource Guide. The Old Colony YMCA can use this information to better understand employee perceptions of the Old Colony YMCA's commitment to promoting and accepting diversity through its leadership and management practices.

The entire staff (849 employees) was surveyed. Surveys, with a cover letter (see Appendix) were distributed to all the staff on or about November 6, 2002, asking recipients to return surveys directly to Bridgewater State College by December 6, 2002. Ultimately, 391 staff members responded to the survey, a response rate of 46.1%. This response rate is extraordinarily good for a survey of this nature.

Surveys were entered into a computer database and analyzed using state of the art statistical software, SPSS 10.0. General frequencies and cross-tabulations are reported.

### **Areas that are viewed positively by the majority of staff:**

**Overall Satisfaction:** An overwhelming majority of the respondents (75.5%) is either satisfied or very satisfied in their affiliation with this Y.

**Inclusion:** Nearly three quarters of the respondents (72%) report that the environment of this association is inclusive of all people. Nearly sixty five percent of the respondents (64.7%) indicate that Old Colony Y creates an environment in which all people can be successful, regardless of their dimensions of diversity

**Respect:** The majority of the respondents (70.4%) feel that they are respected as a person.

**Orienting:** An overwhelming majority of the respondents (82.5%) strongly agree or agree that they felt welcomed when they joined this association.

**Job Clarity:** The majority of the respondents (80%) report they are clear about what is expected of them to be successful at Old Colony Y.

**Setting Vision/Policy:** Nearly seventy percent (67.1%) of respondents agree that valuing diversity is part of the Y's mission and supported by policy.

**Areas that may need attention:**

**Rewards:** Less than half of the respondents (43.4%) say that employees are being rewarded for excellence.

**Promotion / advancement:** Only forty three percent of the respondents (42.9%) agree or strongly agree that they are promoted based on their competence.

**Effectively Maximizing Employee Potential:** Only 46% of the respondents say Old Colony Y effectively taps the potential of all its employees.

**Gender Issues:** Several employees' report that an "Old Boys Network" exists at the Y in the open-ended comments. And, there are statistical differences in the way male and female employees respond to survey questions. Male employees (51.8%) are statistically more likely than female employees (37.6%) to report that they agree or strongly agree that the Old Colony Y promotes people based on competence. Male employees (62.1%) are statistically more likely than female employees (40.1%) to report that they agree or strongly agree that the Old Colony Y appropriately address employee performance issues.

## Old Colony Y Workplace Climate Results

### Section 1: Recruiting

#### Percentages of respondents reporting agree or strongly agree

	Strongly Agree	Agree	Strongly Agree & Agree
When I first joined Old Colony Y, I was made to feel welcome ( <b>Orienting</b> ).	46.0	36.5	<b>82.5</b>
I am clear about what is expected of me to be successful at Old Colony Y ( <b>Job Clarity</b> ).	41.4	38.6	<b>80.0</b>

#### **Highlights:**

- ? **Orienting:** An overwhelming majority of the respondents (82.5%) felt welcomed when they joined this association.
- ? **Job Clarity:** The majority of the respondents (80%) report they are clear about what is expected of them to be successful at Old Colony Y.

## Section 2: Retention

### Percentages of respondents reporting agree or strongly agree

	Strongly Agree	Agree	Strongly Agree & Agree
<b>I receive valuable feedback on my performance by my supervisors (Feedback).</b>	30.7	32.3	<b>63.0</b>
<b>Old Colony Y has actively developed me as a professional (Development).</b>	23.8	32.6	<b>56.4</b>
<b>Old Colony Y's benefits are equitable across employee groups (Benefits).</b>	21.5	33.2	<b>54.7</b>
<b>Old Colony Y appropriately addresses employee performance problems (Coaching).</b>	19.1	29.2	<b>48.3</b>
<b>Old Colony Y rewards people for excellence (Rewards).</b>	15.8	27.6	<b>43.4</b>
<b>Old Colony Y promotes people based on competence (Promotion / advancement).</b>	15.8	27.1	<b>42.9</b>
<b>In order to get ahead at the Old Colony Y, employees must follow "unwritten rules" (Politics).</b>	17.0	19.9	<b>36.9</b>

### *Highlights:*

- ? **Feedback:** Over sixty percent of the respondents (63%) indicate that they receive valuable feedback on their performance.
- ? **Development:** 56.4% of the respondents report that they agree or strongly agree that Old Colony Y has actively developed them as professionals.
- ? **Benefits:** More than half of respondents (54.7%) report that Old Colony Y's benefits are equitable across employee groups. Full-time employees (62.1%) are statistically more likely than part-time staff (41.2%) to report that they agree or strongly agree that the Old Colony Y's benefits are equitable across employee groups.
- ? **Coaching:** Nearly half (48.3%) of respondents report that the Old Colony Y appropriately addresses employee performance problems. Male employees (62.1%) are statistically more likely than female employees (40.1%) to report that they agree or strongly agree that the Old Colony Y appropriately address employee performance issues.
- ? **Rewards:** Less than half of the respondents (43.4%) say that Old Colony Y rewards people for their excellence

- ? **Promotion / advancement:** Nearly forty three percent of the respondents (42.9%) feel that they are promoted based on their competence. Male employees (51.8%) are statistically more likely than female employees (37.6%) to report that they agree or strongly agree that the Old Colony Y promotes people based on competence.
- ? **Politics:** Only about a third (36.9%) of respondents agree that in order to get ahead at the Old Colony Y that employees must follow unwritten rules.

## Section 3: Communications

### Percentages of respondents reporting agree or strongly agree

	Strongly Agree	Agree	Strongly Agree & Agree
<b>Old Colony Y's leadership is clear about the Y's direction and goals (Clarity).</b>	25.4	37.3	<b>62.7</b>
<b>The communication within this Y reflects the images, languages, and needs of the employees, volunteers and community (Representation).</b>	19.8	36.0	<b>55.8</b>
<b>The Y's leadership is open about how things are going within this Y (Openness).</b>	21.1	29.6	<b>50.7</b>

#### *Highlights:*

- ? **Clarity:** The majority of the respondents (62.7%) indicate that the leaders are clear about the Y's direction and goals. Employees without a college degree (65%) are statistically more likely than employees with a college degree (59%) to believe that Old Colony Y's leadership is clear about the Y's direction and goals.
- ? **Representation:** 55.8% of the respondents report that the communication within this Y reflects the images, languages, and needs of the employees, volunteers and community.
- ? **Openness:** Just over half of the respondents (50.7%) state that the Y's leadership is open about how things are going within this Y.

## Section 4: Leadership

### Percentages of respondents reporting agree or strongly agree

	Strongly Agree	Agree	Strongly Agree & Agree
<b>Valuing diversity is part of the Y's mission and supported by policy (Setting vision, policy).</b>	28.8	38.3	<b>67.1</b>
<b>The leadership removes roadblocks to inclusion and valuing diversity within this Y (Aligning organizational systems).</b>	21.1	37.6	<b>58.7</b>
<b>The leaders at Old Colony Y are role models for valuing diversity (Role modeling).</b>	22.6	36.0	<b>58.6</b>
<b>Old Colony Y's leadership effectively coaches and mentors people (Coaching, mentoring).</b>	24.2	33.7	<b>57.9</b>

#### *Highlights:*

- ? **Setting vision, policy:** Nearly sixty-seven percent of the respondents (67.1%) believe that valuing diversity is part of the Y's mission and supported by policy
- ? **Aligning organizational systems:** 58.7% of the respondents report that the leaders at Old Colony Y are role models for valuing diversity.
- ? **Role modeling:** Over half of the respondents (58.6%) indicate that the Old Colony Y's leadership effectively coaches and mentors people.
- ? **Coaching, mentoring:** 57.9% indicate that the leaders value diversity to remove roadblocks and, Old Colony Y's leadership effectively coaches and mentors people. Managerial employees (66.2%) are statistically more likely than program/support staff (40.5%) to report that they agree or strongly agree that the Old Colony Y leadership effectively coaches and mentors people

*Old Colony Y*  
*Work Place Climate Survey 2002*

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## Section 5: Interpersonal Climate

### Percentages of respondents reporting agree or strongly agree

	Strongly Agree	Agree	Strongly Agree & Agree
<b>Old Colony Y's environment is inclusive of all people (Inclusion)</b>	31.7	40.2	<b>71.9</b>
<b>I feel respected as a person at Old Colony Y (Respect).</b>	28.6	41.8	<b>70.4</b>
<b>Old Colony Y's environment is accepting of people's uniqueness (Acceptance).</b>	28.6	39.4	<b>68.0</b>
<b>Old Colony Y creates an environment in which all people can be successful, regardless of their dimensions of diversity (race, ethnicity, gender, age, sexual orientation, etc.) (Environment).</b>	30.2	34.5	<b>64.7</b>
<b>Excluding behaviors (derogatory jokes, stereotypes, etc.) rarely occur at Old Colony Y (Exclusion).</b>	20.7	35.1	<b>55.8</b>
<b>It is acceptable to discuss difficult diversity issues within Old Colony Y (Openness).</b>	21.4	34.5	<b>55.9</b>
<b>Old Colony Y effectively taps the potential of all its employees (Maximizing potential)</b>	15.7	30.3	<b>46.0</b>

### *Highlights:*

- ? **Inclusion:** Nearly three quarters of the respondents (71.9%) report that the environment of this association is inclusive of all people. Managerial employees (63.9%) are statistically less likely than program/support staff (72.8%) to report that they agree or strongly agree that the Old Colony Y environment is inclusive of all people.
- ? **Respect:** Majority of the respondents (70.4%) feel that each of them is being respected as a person.
  - a. Employees who have been in the Y for 5 years or less (72%) feel more respected as a person than those employees who have been in Y for 6-15 years (64%).
  - b. Although Counter intuitive, those employees who have received an increase in responsibility or pay at the Y (67.1%) are statistically **less** likely than those who have not received an increase (75.5%) to agree that they feel respected as a person at the Y.

- ? **Acceptance:** 68% of the respondents report that Old Colony Y's environment is accepting of people's uniqueness.
- ? **Environment:** Nearly sixty five percent of the respondents (64.7%) indicate that Old Colony Y creates an environment in which all people can be successful, regardless of their dimensions of diversity
  - a. Male employees (75.4%) are statistically more likely than female employees (59.4%) to report that they agree or strongly agree that the Old Colony Y creates an environment in which all people can be successful, regardless of their dimensions of diversity.
  - b. Managerial employees (59.8%) are statistically more likely than program/support staff (66.1%) to report that they agree or strongly agree that the Old Colony Y creates an environment in which all people can be successful, regardless of their dimensions of diversity (race, ethnicity, gender, age, sexual orientation, etc.)
- ? **Exclusion:** Nearly fifty six percent of respondents (55.8%) agree or strongly that excluding behaviors (derogatory jokes, stereotypes, etc.) rarely occur at Old Colony Y.
- ? **Openness:** More than half the respondents (55.9%) indicate that they could discuss diversity issues within Y.
- ? **Maximizing potential:** 46% of the respondents say Old Colony Y effectively taps the potential of all its employees.

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## Section 6: General

**Overall how satisfied are you in your affiliation with this YMCA? (Overall satisfaction)**

**Percentages of respondents reporting agree or strongly agree**

	<b>Responses</b>
<b>Very Satisfied and Satisfied</b>	<b>75.5</b>
Very Satisfied	23.3
Satisfied	52.2
<b>Neutral</b>	<b>17.3</b>
<b>Dissatisfied and Very Satisfied</b>	<b>7.2</b>
Dissatisfied	5.4
Very Dissatisfied	1.8

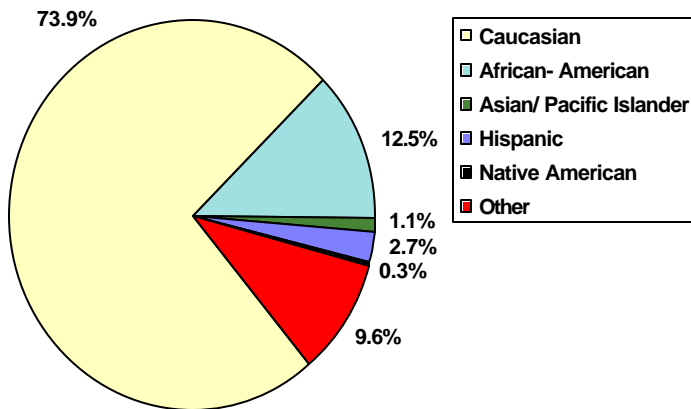
***Highlights:***

- ? An overwhelming majority of the respondents (75.5%) is either satisfied or very satisfied in their affiliation with this Y.

## Demographic Characteristics

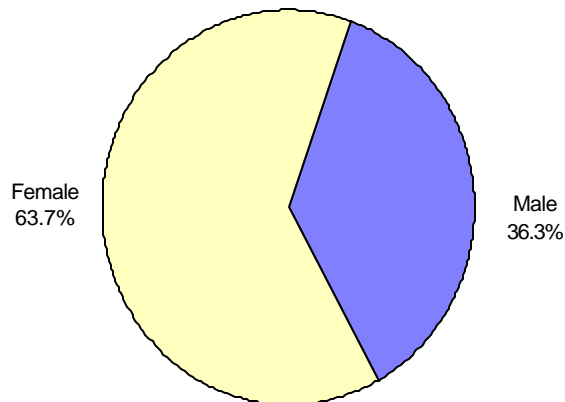
### Race

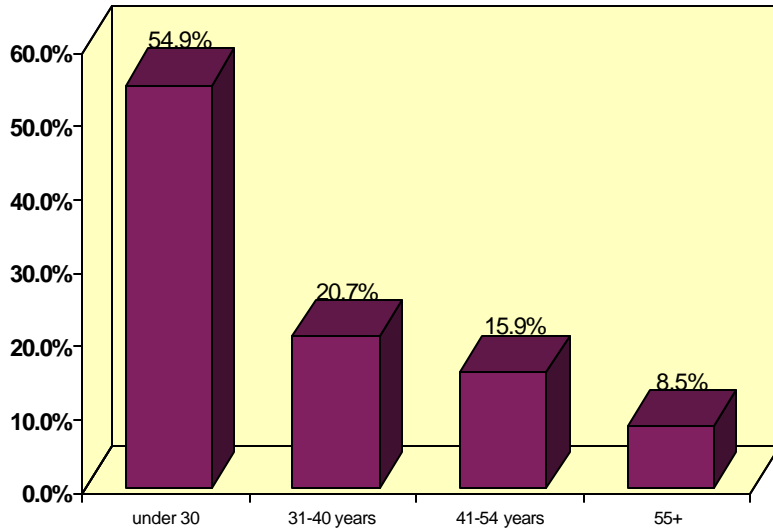
The majority of respondents are Caucasians (73.9%), 12.5% are African Americans; 2.7% represent Hispanic, while 11% includes Asians, Native Americans and others.



### Gender

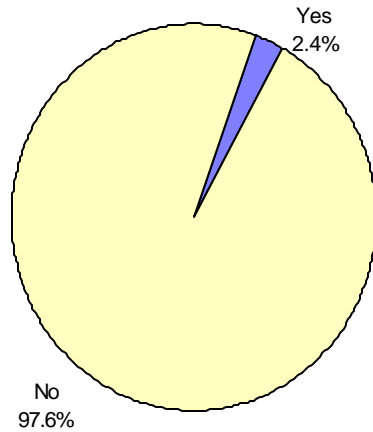
63.7% of respondents are female, while 36.3% are male.





### Age

Majority of respondents (54.9%) are aged under 30; 20.7% are between 31 and 40 years of age; 15.9% are between 41-54 years of age; and only 8.5% are over 55 years

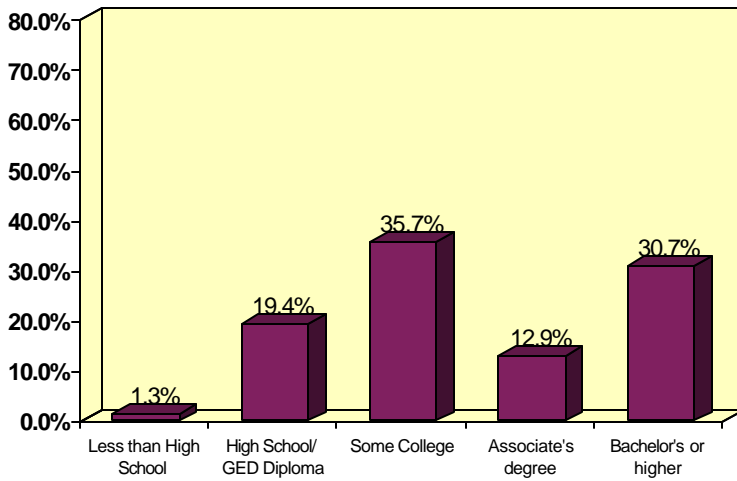


### Disability

Only 2.4% are disabled, while 97.6% are not.

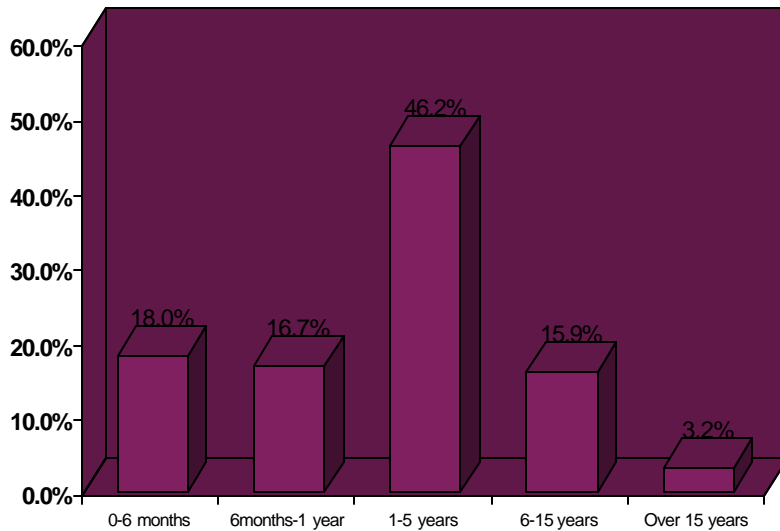
### Highest level of Education

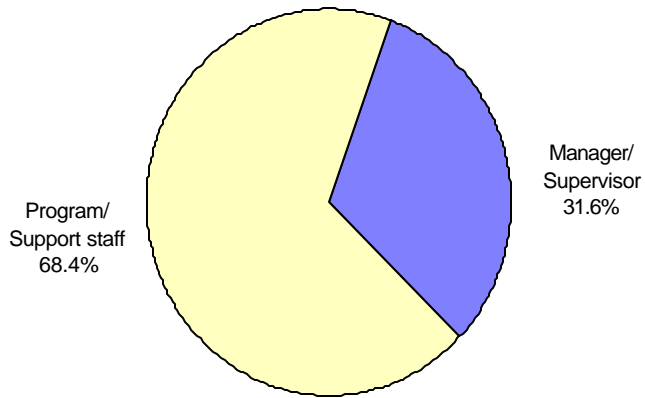
The majority of respondents have some college degree (35.7%); 30.7% are Bachelor's or higher; while 12.9% have associate's degree as their highest level of education.



### How long have you worked at Y?

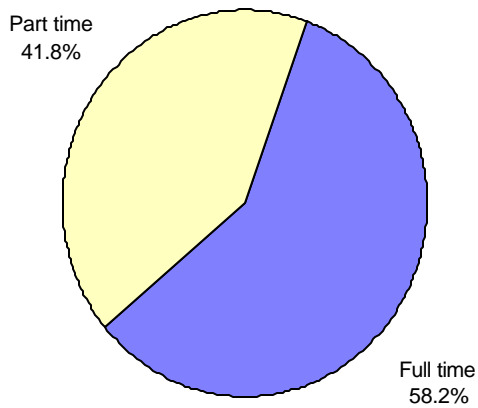
The majority of respondents have worked at the Y under 5 years (80.9%); while 15.9% has worked for 6-15 years and only 3.2% of respondents have worked for the Y for over 15 years.





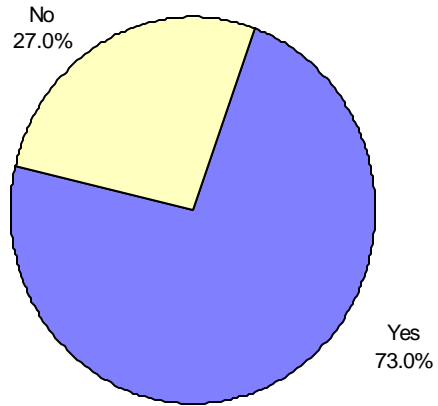
**Position**

68.4 % of respondents are program or support staff, while 31.6% report being a manager or supervisor.



**Work Status**

58.2% of respondents are full timers; while 41.8% part-timers.



### **Responsibility**

73% of respondents report they have been given an increase in responsibility or salary; while 27% did not.

## Open Ended Comments

### Comments by staff of the Old Colony YMCA

- ? They need to pay their staff more
- ? A lot of favoritism towards certain people.
- ? A lot of people get to get away with things. Then there are others that get talked to when they do the same thing as the other person.
- ? I get lied to by one of the supervisors all of the time. I know this because I ask questions to my co-workers.
- ? It is a known fact that to get somewhere in the YMCA you need to be a male. I have heard things like “Your lucky to be so high up on the ladder being a woman and all”. The people working in the front office at the Taunton Y are often rude and unwelcoming to me. The leaders of the Y keep secrets from lower level staff.
- ? There can sometimes be the feeling of “the old boys network” at the Y
- ? Some changes need to be made regarding communication. Employees at all levels need to be able to speak with employees on other levels without supervisor’s permission (Too much of a hierarchy at times when it isn’t warranted)
- ? Overall, I feel that in order for employees to advance the employee needs to step up and make it happen. In the association, many programs (Rising Star etc.) are geared towards staff. Employees in the general office are often over looked in many recognition type programs. If we want advance we seek it on our own.
- ? As far as diversity, management is mostly white males. Still a “Boys Club” and that often shows.

- ? There is a lot of tension in the association between the accounting department and the rest of the association. Their attitude toward employees is not customer service oriented. Many employees and managers have come to me to express this.
- ? I am currently employed at two different YMCA sites, and I enjoy both.
- ? I am glad this went into a sealed envelope because there would be repercussion if not agreed with.
- ? Need to change mission statement. Not all people can pay and we have to turn away people. This is not what the statement says yet if you approach on this subject you are told take the person yet it then reflects on how much money you make and then that's a problem. No win situation.
- ? Communication is terrible- people get mixed messages constantly. A notice from human resources about when to open and close holidays might help.
- ? No continuity between (same) types of programs what's good for one is not for another.
- ? You are no one if you know no one. This will not change unless you play the social game.
- ? Issues situations etc, brought to the supervisors and top administration often result in the person being disillusioned and forced to resign- rather than be fired. The culture does not allow for feedback from lower level employees to upper administration. The problem I have observed have been on the 4 locked up DYS units (3 floors of 25 boys, 1 of 25 girls). When situations are pointed out as negatives to developing positive behavior in the adolescent residents the information is generally ignored by immediate supervisors. If brought to upper administration, I have personally witnessed four people compelled to resign because the situation remained both unethical and unprofessional for them to stay. I know I could be identified by this information but if the administration really wants the truth this is it. I am not talking about items situations

- that are budget driven. I am not vindictive these things have not happened to me personally. It is a very “old boy culture”
- ? As I have been supervised my experience is that it is very difficult to get much affirmation of good work and this also shows up in our yearly merit evaluations (which determines pay increases). Most of my supervision comes as dictation, with the tone behind it of don't question this or you will be in trouble, or as accountability sessions, or pointing out mistakes.
- ? I get very little affirmation. I am rarely asked my opinion about the directions the Y should go in what the Y should do. The management style is very old fashioned, often demeaning, and not working at building a diverse, inclusive culture that really values employees.
- ? I find that in order for you to get ahead at the YMCA your supervisor really has to like you. Even if you do a great job and are well liked by other staff and people who frequent the YMCA, if your supervisor doesn't care for you then your chances for advancement and rewards are hindered. I have been with the YMCA for quite a long time and I am seriously considering leaving because of this. It is unfortunate that good people leave while there are those that are just there for their paycheck or mess up a lot and it is always pushed aside. This has been happening for many years and that the YMCA is overlooking way too much. It has really made me take a good look at the YMCA and what it stands for. I think that the YMCA has to get back on track.
- ? The YMCA of Taunton employees work very hard to be the best we can be, as an outreach to the many needs of the community of this multi-cultural and social economic city.

- ? We often feel hindered by the changes and improvements and programs we would like to start and put into progress. To reach and help better our YMCA, when upper management says no, or funding and budgeting are not available despite the amount of money that is contributed. Aren't we supposed to be a non-profit organization?
- ? Why is much money raised and little given back? Why are we the only Y with a pool the size of a kid's pool? When years have gone by with a pool account and companies willing to make matching contributions.
- ? With many underprivileged children with no place to swim and have fun, they hang around on the streets or go back to empty homes!
- ? Why are our members promised new cardiovascular equipment for months by management, and keep asking Fitness Floor Employees when it is going to come? When they tell the employees there is no money in the budget it goes against the standards the Y has set for itself Truth Responsibility and Integrity.
- ? There is certainly a need for more camaraderie amongst employees and administrators
- ? It would not hurt for the director to acknowledge employees by a hello.
- ? I originally joined the Y as a member and felt like a family amongst other members. There are times that I certainly don't feel that way now that I am an employee and deal with management.
- ? Sometimes the organization says more than it does when it comes to being accepting of individual uniqueness. I also feel that some supervisors are more complimentary when it is

- deserved than others. Other than that I value the organizations missions and goals. I hope to see it help our community and accomplish what the mission specifically has set out to do.
- ? My title does not match my job description.
- ? The maintenance staff is doing an outstanding job.
- ? Overall I am dissatisfied with the YMCA because as a supervisor I find it to be a major contradiction for respect to be a value we instill in the children when us whom work directly with the children do not receive respect we deserve from the upper management. I love my job because I am here for the children everyday. They make me happy and enjoy coming to work everyday. I love working with the children but I am unsatisfied with the establishment I work for.
- ? I am satisfied with the job for the most important reason and that is I love to work with the children. I don't feel as respected and valued as I should be. As a supervisor I put a lot of time and effort into this job and I am not recognized for it. This is a great job that I learned so much from preparing me for my future working with children.

**Appendix**  
**Survey Cover Letter**  
**Survey Instrument**