

Benefits of and Guidelines for LGBTQ-Friendly HR Management

by  
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## Signature Page

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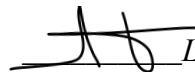
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We hereby recommend that the Final Project submitted by: Lisa S. Thatcher

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We certify that in this Final Project all research involving human subject complies with the Policies and Procedures for Research involving Human Subjects, Saint Mary-of-the-Woods, Indiana 47876.

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## Abstract

Ample research has explored the numerous benefits of hiring, promoting, and supporting LGBTQ employees but research is sparse in regards to the benefits of such practices on the total employee population. This study utilized the HRM practices selected by the Human Rights Campaign as a base to explore not only the presence and enforcement of LGBTQ-friendly HRM policies but to also look at the desirability of such practices by all employees. Furthermore, the study explored if the desirability of each of the five, LGBTQ-friendly HRM policies were not only valuable in their own right but that their value was not based on the sexual or gender minority/majority status of employees. All five of the null-hypotheses were supported – indicated by not only the majority (ranging from 90-97%) of respondents desiring the five HRM policy areas, but by showing no statistical significance ( $p$  values ranging from .245 to .870.) in the level of desirability between employees in the sexual and gender minority vs. those in the dominate majority. Additionally, the study provided a secondary outcome of guidelines for the institution/enhancement of LGBTQ-friendly HRM. By offering a user-friendly guide through the mass of current research and best practices, the guidelines offer readers not only justifications for the need for change but also clarity in finding a starting point. In short, the study supported the overall proposition that not only are LGBTQ-friendly HRM policies desired but that their desirability is not tied to employees' sexual orientation or gender identity status. Results provide another reason to establish, or enrich, current HRM practices as the desirability of such policies extends to a broader demographic and may help contribute to a company's recruitment or retention capabilities.

*Keywords: LGBTQ, gay, employee benefits, HR, HRM, human resources*

## Table of Contents

|  |             |
|--|-------------|
| <b>Signature Page</b> .....                        | <b>i</b>    |
| <b>Acknowledgements</b> .....                      | <b>ii</b>   |
| <b>Abstract</b> .....                              | <b>iii</b>  |
| <b>Table of Contents</b> .....                     | <b>iv</b>   |
| <b>Table of Figures</b> .....                      | <b>vii</b>  |
| <b>Table of Tables</b> .....                       | <b>viii</b> |
| <b>Foundation</b> .....                            | <b>1</b>    |
| Background.....                                    | 1           |
| Context.....                                       | 2           |
| <i>For sexual/gender minority employees</i> .....  | 2           |
| <i>For all employees</i> .....                     | 2           |
| <i>For organizations</i> .....                     | 2           |
| Identity and Out Status .....                      | 3           |
| Socio-Political Climate .....                      | 6           |
| Problem Statement .....                            | 8           |
| Proposition.....                                   | 8           |
| Hypotheses.....                                    | 9           |
| <b>Review of Literature</b> .....                  | <b>10</b>   |
| Anti-Bullying and Reducing Hate Environments ..... | 10          |
| Employment/Hiring .....                            | 11          |
| <i>Equal hiring practices</i> .....                | 11          |
| <i>Recruitment</i> .....                           | 12          |

Advancement/Leadership .....15

*Problems* .....15

*Solutions*.....17

Diversity Training.....22

Community Involvement, Public Statements, & Social Responsibility .....23

*Corporate social responsibility (CSR)*.....23

*Cummins* .....25

*Subaru*.....26

**Methodology ..... 28**

    Direction of Analysis .....28

    Variables .....29

    Recruitment & Data Collection .....29

    Analysis Plan .....30

    Reliability & Validity .....30

    Combating Respondent Bias.....31

    Reducing Risk.....31

**Outcomes I: Primary Research ..... 33**

    Survey Responses .....33

*Residence* .....33

    Respondent Demographics .....34

*Race/ethnicity*.....34

*Age range*.....35

*Employment status* .....36

*Sexual orientation* .....37

*Gender identity*.....38

*Total sexual or gender minority status*.....39

    Presence of LGBTQ-Friendly HRM Practices .....41

|  |           |
|--|-----------|
| Enforcement of LGBTQ-Friendly HRM Practices .....  | 43        |
| Perceived Sense of Negative Impacts on Employment/Hiring and Advancement/Leadership..... | 46        |
| Hypothesis Support & Statistical Evidence .....  | 50        |
| <b>Outcomes II: Guidelines for LGBTQ-Friendly HR Management .....</b>                    | <b>54</b> |
| <b>Limitations &amp; Future Research .....</b>   | <b>57</b> |
| Limitations .....  | 57        |
| Considerations & Potential Follow-Up Research .....                                      | 57        |
| <b>Summary.....</b>  | <b>59</b> |
| <b>References .....</b>  | <b>60</b> |
| <b>Appendix A: Glossary.....</b>   | <b>66</b> |
| <b>Appendix B: Mitigation of Workplace Bullying .....</b>                                | <b>67</b> |
| <b>Appendix C: Survey.....</b>   | <b>68</b> |
| <b>Appendix D: Coverage Areas of HRM Practices.....</b>                                  | <b>76</b> |
| <b>Appendix E: SPSS Outputs - Desire .....</b>   | <b>78</b> |

**Table of Figures**

Figure 1: Residence by U.S. Census Regions..... 34

Figure 2: Respondent Age Ranges..... 36

Figure 3: Respondent Employment Status..... 37

Figure 4: Respondent Sexual Orientation Breakdown and Majority/Minority Grouping ..... 38

Figure 5: Respondent Gender Identity ..... 39

Figure 6: Total Sexual or Gender Minority Status..... 40

Figure 7: Presence of HRM Practices ..... 41

Figure 8: HRM Policies Actively Practiced..... 42

Figure 9: Equal Employment/Hiring Opportunities ..... 44

Figure 10: Community Involvement or Issues Public Statements..... 44

Figure 11: Equal Advancement or Leadership Training Opportunities..... 44

Figure 12: Diversity Training ..... 45

Figure 13: Anti-Bullying/Hate Policies ..... 45

Figure 14: Negative Impact on Employment and Leadership by Area ..... 46

Figure 15: Negative Impact on Hiring by Sexual/Gender Majority/Minority Status ..... 48

Figure 16: Negative Impact on Advancement by Sexual/Gender Majority/Minority Status ..... 49

Figure 17: Level of Desirability of HRM Practices..... 51



## **Table of Tables**

|   |    |
|---|----|
| Table 1: Listing of HRM Policy and Content Area Variables.....                            | 33 |
| Table 2: Respondent Race/Ethnicity.....   | 35 |
| Table 3: Differences in Area Coverage in HRM Policies Areas .....                         | 45 |
| Table 4: Difference in Agree on Negative Impact in Hiring and Advancement .....           | 47 |
| Table 5: SPSS Output for Levels of Agreement on Negative Impacts (rounded to thousandths) | 50 |
| Table 6: Differences Between Majority & Minority HRM Desire.....                          | 53 |

## Foundation

### Background

Currently, 22 states plus the vast majority of Fortune 500 companies promote lesbian, gay, bisexual, transgender, or queer (LGBTQ)-friendly human resources management (HRM) practices (United States Department of Labor, 2015).

In order to understand the need to examine the benefits of companies including (or increasing) LGBTQ-friendly practices, it is important to first recognize the amount of the American population that such changes have the possibility of directly affecting. Due to LGBTQ persons' ability to conceal their identity, it is difficult to identify how many Americans have sexual or gender minority status – total population percentages range from 2.3% from the National Health Interview Survey Fact Sheet (2015) to 3.5% from Gallup Polls and the Williams Institute (Gates, 2011; Williams Institute, 2015). That withstanding, the number of sexual or gender minority persons in the United States conservatively is at least nine million persons – 52% (4.68 million) of whom live in a state that does not have comprehensive workplace protections for LGBTQ persons (Gates, 2011; LGBT Employment Non-Discrimination Laws, 2016). Pizer et al. (2012) found comprehensive social science research that collectively points to the need for sexual and gender minority workplace protections due to the persistent, widespread, and harmful discrimination that is present throughout the work force in the United States.

Before moving forward it is important to note that for the purposes of this paper, all individuals who may fall into sexual or gender minorities groupings or who may experience discrimination from the larger, dominate sexual and gender majority group (such as intersex individuals or those who identify as pansexual) will be covered by the umbrella term, LGBTQ.

## Context

**For sexual/gender minority employees.** Having LGBTQ-friendly HRM practices supports employees who are in the sexual or gender minority by affording them the same advantages given to their majority peers. Support may range from tacit changes such as the ability to be out at work (see Identity below) to being able to provide partner benefits or other actions that have a real and potentially substantial financial impact.

**For all employees.** Beyond the millions of person who are themselves sexual and/or gender minorities, previous research has shown that the implementation of LGBTQ-friendly workplace practices has a positive impact on employees and organizations including increases in psychological well-being (Silverschanz et al., 2008). By putting the unique needs of LGBTQ staff members into the forefront of organizational change, all staff are able to grow through a leadership model that puts the individual first, investing in the company's human capital through career development practices and personal growth (Bell et al., 2011). Additionally, all employees may be able to subsequently benefit when the overall organization benefits.

**For organizations.** Investing effort into building a company culture that not only provides a discrimination-free environment but also encourages LGBTQ voice, identity, protection, and support, comes with a series of benefits that behoove not only individuals but the company as a whole (Bell et al., 2011; Gedro, 2007). These include, but are not limited to:

- Better ability to capitalize on employee diversity as a source for competitive advantage – bringing better problem solving, flexibility, and creativity (Gomez-Mejia et al., 2016; Sears & Mallory, 2015)
- Similar to other diversity management practices, adoption of LGBT-friendly HR policies have a positive effect on firm stock performance (Everly & Schwarz, 2015)
- Increased employee retention and productivity (Sears & Mallory, 2015)

- Companies gain a recruiting advantage over other firms – leading to higher quality human capital (Everly & Schwarz, 2015; Sears & Mallory, 2015)
- Financial impact of extending some benefits (such as same-sex partner health coverage) is low with only 1% of the company workforce typically taking advantage of the extended benefit (Everly & Schwarz, 2015)
- Dr. M. V. Lee Badgett calculated that the cost of workforce discrimination, increased health costs, and anti-LGBTQ laws can cost a country up to one percent of its gross domestic product – globally totaling around \$400 billion annually (Badgett et al., 2013; Cianciotto, 2015)
- Small companies may feel the greatest impact due to staff size – changes that may overtly apply to only a few employees impact a larger percentage of total staff than in large companies (Day & Greene, 2008)

### **Identity and Out Status**

Investing in all staff is important, but if a company does not understand whom its employees are, then it may be difficult to gain momentum for changes in HRM policies. The difficulty for workers who are a sexual or gender minority is two-fold. First, there is an issue of visibility and voice in that a person can be LGBTQ but their status may be hidden, or invisible, from others (Bell et al., 2011; Gedro, 2007). Secondly, an individual may be out in private life but not at work – even when individuals are out at work that does not mean that their status is known by all, including upper management. Staff may take actions in order to conceal their status for a myriad of reasons. These include if the work environment or company culture is perceived as hostile towards minorities (Hymowitz et al., 2014). This creates a group that lacks the visibility and voice needed in order to enact change. Additionally, when staff are able to be out, productivity, commitment, job satisfaction, job-related outcomes, and retention increase (Bell et al., 2011; Sears & Mallory, 2015). Instituting HRM policies that protect all minorities and that focus on enhancing diversity helps to protect these, and all, workers who may not voice concerns. Shrader (2016) also addressed the issue of visibility and its connection to voice by

building off of Bowen & Blackmon's (2003) work utilizing Noelle-Neumann's (1974) Spiral of Silence theory to apply the lack of voice in LGBTQ populations in the workplace setting, stating:

“employees will look for clues that indicate the predominately favored opinion and will then be pre-conditioned to express the most popular opinion rather than any less-supported opinions... Organizations that do not employ mechanism to encourage the positive effects of voice and, as a result, manifest silence among employees, do not provide a workplace atmosphere that encourages adequate engagement by their LGBT employees.”

Although there is ample evidence that shows the positive connections between LGBTQ employees being out at work with job satisfaction, retention, and productivity, there is one factor that may reverse the positive effects of being out at work: heterosexism (Everly & Schwarz, 2015; Gedro, 2007; Gomez-Mejia et al., 2016). The annual Harris Poll survey conducted by GLADD (Accelerating Acceptance, 2016) found that although progress had been made to advance LGBTQ civil rights, there is a “culture of complacency” where the sexual and gender majority falsely assumes that inequality issues have been resolved. Additionally, the study revealed that over a quarter of non-LGBTQ persons surveyed would be very or somewhat uncomfortable seeing a same-sex couple holding hands; learning a family member, child, or doctor is LGBTQ; or seeing a LGBTQ co-worker's wedding picture (Accelerating Acceptance, 2016). Further indicating that even when the majority of Americans support LGBTQ equality measures, there is still a large percentage who do not feel comfortable in close interactions with LGBTQ individuals. Benozzo et al. (2015) also identified some of the difficulties with coming out at work – primarily that coming out of the closet is equivalent to entering a problematic new space that offers its own parameters for navigation. Heteronormative organizational spaces or heterosexist attitudes on the part of leadership or coworkers present additional hurdles to overcome. Coming out at work helps to combat issues surrounding visibility and voice but also calls attention to the minority status of individuals. This could potentially make them a target for

unfair practices either purposefully due to heterosexism or subconsciously due to others not feeling as identified with the out individual as they otherwise would have (if the assumption of heterosexism had been maintained). Coming out at work presents additional difficulties when it regards gay males in masculine industries (also see *Advancement/Leadership*). Hidden animosities, stereotypical assumptions, and views on dominance may be more intensely felt inside of masculinized industries and may be tied to sexism as heterosexism often works to equate gay males with individuals who are gendered female (Collins & Callahan, 2012).

Coming out at work may not always be a liberating act. It comes with new relationships and preconceived notions on the part of others that regulate how individuals choose to operate – an action that benefits the privilege of the majority (Benozzo et al., 2015). Although individuals may choose to stay closeted at work, especially when in masculinized environments or while working in upper level leadership, the company is still able to offer opportunities to help make the organizational environment more conducive to individuals being out – including changes in HRM policies or shifts in company culture (Collins & Callahan, 2012). When adopting LGBTQ-friendly policies, prevailing heterosexism may be more difficult for smaller companies to absorb – an important note considering that small businesses make up nearly 98% of all nonfarm U.S. employers (Day & Greene, 2008). These difficulties show an essential need for additional protections to be put in place at the state or federal level. Such protections have an extended value as instituting HRM policies that protect minorities, that focus on enhancing diversity, and that foster a bullying-free environment, may help to protect other staff who may also have non-visible minority status or the larger, general staff population as a whole.

### **Socio-Political Climate**

Socially, in the United States, LGBTQ-related issues are becoming more and more viewed in a positive light. For example, when looking at attitude changes on same-sex marriage rights, in 2011 the percentage of those opposed to equal rights went below the rate of those who supported legalization of rights – since then, the percentage of Americans supporting same-sex marriage continues to grow and is now the majority opinion (Pew Research Center, 2016). Percentages of those who support granting rights equality to LGBTQ persons has steadily increased since 2004 with increases occurring across political party affiliation, religion, race, gender, and generation/age (Pew Research Center, 2016). If the social opinions on same-sex marriage are used as an indicator of the overall social environment for receiving LGBTQ-friendly HRM initiatives, the view appears to be comprehensively positive.

In recent years, the political environment of the United States has moved towards greater support for LGBTQ individuals, their civil liberties, and recognition of rights. In the case of *Obergefell v. Hodges*, Supreme Court Justice Kennedy paved the way for the creation of further protections by suggesting that sexual orientation is an “immutable characteristic, just as race and sex are immutable characteristics,” – in so doing, he placed the need for workplace protections for sexual minorities to be taken as seriously as previously-protected, personal identifiers such as race or gender (Chavan, 2015; *Obergefell v. Hodges*, 2015). In July 2015, the U.S. Equal Employment Opportunity Commission ruled that as, “sexual orientation is premised on sex-based preferences...sexual orientation discrimination is sex discrimination,” – thus setting the stage for protections for sexual minorities to fall under Title VII (Chavan, 2015; EEOC, 2016). Although some expansion of coverage under Title VII may occur, it is not comprehensive enough to fully protect LGBTQ persons – making the need for federal statutes all the more

necessary (Pizer et al., 2012). Leaders in the HRM field are encouraging professions to utilize these recent Title VII rulings as incentive to draft new policies that ban discrimination based on sexual orientation or gender identity (EEOC, 2016). These political changes may indicate a benefit for companies and their HR representatives to proactively seek positive changes for investing in programming and policies that will benefit LGBTQ staff members as rulings and legislation are moving towards mandating such provisions at the federal level.

Despite the tacit support of American citizens and forward progress in recent years, some of this progress may now be in jeopardy due to the new executive wing of the government that took control January 19, 2017. On the first full day of the new administration, the White House removed all of its web content related to LGBTQ persons and their rights, liberties, or history of official documents – including official reports utilized in this paper by the U.S. Labor Department (Itkowitz, 2017). This action is alarming to LGBTQ rights organizations as it is interpreted as a divisive act (Itkowitz, 2017). The time-frame of the publication of this paper is too early into the new administration's tenure to make clear assumptions about the future of LGBTQ rights. None of the U.S. Cabinet picks selected by the new administration promote LGBTQ rights and the majority have a history of actively working to suppress LGBTQ rights (Breen, 2016). That being said, some LGBTQ organizations are holding out hope that, at least when it comes to workers' rights, that previous protections may not be undone. Although somewhat neutral about LGBTQ rights on the campaign trail, White House officials have reported that the federal protections for the rights of LGBTQ workers will continue to be enforced and that the action has the endorsement of the new president (BBC US & Canada, 2017). Looking at the current political climate may offer an honest reflection of the current status



of LGBTQ rights as although much progress has been made, there is still a threat of danger in the loss of rights.

### **Problem Statement**

Learning how the institution of workplace policies that are designed to protect sexual and gender minorities may benefit all staff, is important for two key reasons. First, it is important to know what impact these changes have on the dominant, non-LGBTQ work force. Secondly, if the impact is positive, then companies may have another reason to institute said policies in order to combat the deficit in coverage for sexual and gender minority workers who live in states/territories that do not currently have protection laws in place. Furthermore, as discussed above, there is a social trend towards inclusion of LGBTQ-friendly workplace policies/environments. It may behoove companies to implement policies before they find themselves at a competitive disadvantage. As such, looking at the implementation of LGBTQ-friendly HRM policies and their impact on all employees will help shed light on additional benefits of possible policy changes. In short, it is important to identify if LGBTQ-friendly HRM practices have an impact on all staff and not just LGBTQ individuals. The proposed project's goal is to help shed light on the possible benefits of LGBTQ-friendly HRM policies as perceived by all employees (not just those who are LGBTQ) in order to provide further evidence that implementation of such policies has value.

### **Proposition**

*LGBTQ-friendly HRM policies are desirable in their own right and their value is not based on the sexual or gender minority/majority status of employees.*

## Hypotheses

Five separate LGBTQ-friendly HRM practices compose the collection of hypotheses. Each hypothesize that the majority (51% or more) of LGBTQ (sexual and gender minority) and non-LGBTQ (sexual and gender majority) desire LGBTQ-friendly HRM practices.

H1: *The majority of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of providing diversity training.*

H2: *The majority of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of providing anti-bullying/hate policies.*

H3: *The majority of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of equal employment and hiring practices.*

H4: *The majority of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of equal advancement and leadership training practices.*

H5: *The majority of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of community involvement and issuing public statements.*

## **Review of Literature**

In an effort to clarify the abundance of literature available on the topic of LGBTQ-friendly HRM practices, the following content has been arranged into the five major areas addressed by the Human Rights Campaign Corporate Equality Index (2016). The sections are also the five areas included in the research accompanying this paper and covers efforts in the following areas: Anti-Bullying/Hate; Employment/Hiring Equality; Advancement/Leadership Equality; Diversity Training; and Community Involvement, Public Statements, and Social Responsibility. This literature review offered an abundance of secondary research that allowed for the creation of a set of guidelines. These guidelines offer a tangible outcome associated with the study as current research and best practices were able to be condensed into a user-friendly sub-document. This offers not only a summation of justifications for change but also the identification of target areas, which offer starting points for effecting change.

### **Anti-Bullying and Reducing Hate Environments**

LGBTQ-related workplace bullying and heterosexist acts of aggression are still prevalent concerns in the work environment, leading to decreases in job satisfaction, life satisfaction, and outness at work (Accelerating Acceptance, 2016; Huffman et al., 2008). Overall, over 65 million workers have reported workplace bullying – showing a need for anti-bullying HRM policies to be in place for not just minority individuals but for all employees (Smith, 2014). It could benefit advocacy groups to organize collectively to push forward the development and implementation of anti-bullying HRM policies at places of employment. That being said, as the LGBTQ community is a group that is still not a federally protected class, it is important that specific attention be paid to ensure practices are not heteronormative – this again connects to previously-discussed issues including the LGBTQ community's visibility and voice (McCalla, 2015). One

of the simplest ways to extend anti-bully/hate policies to cover those in sexual and gender minorities is to simply add on content to extant written policies. That being said, enforcement of such policy updates and changes to work environments takes further effort.

Huffman et al. (2008) found that one of the ways to reduce hate environments, support a diverse workforce, foster outness, and increase overall life satisfaction is to provide support for LGBTQ employees from a number of resources including fostering coworker support, supervisor support, and changing company culture. Lack of psychosocial forms of support have been shown to not only impact work stress but also life satisfaction – when LGBTQ persons receive individualized social support from coworkers they have an increased level of life satisfaction, support from supervisors provided increases in job satisfaction, and organizational support provided increases in outness at work (Huffman et al., 2008). Previous work has shown applicability to other minority groups but Huffman’s work was able to build upon the work to show applicability to the LGBTQ community of workers. By reducing perceived sense of hate while supporting anti-bullying measures, minority individuals are able to experience higher levels of both job and life satisfaction. Research suggests that companies need to develop and implement anti-bullying HRM policies to protect all employees, not just minority or marginalized employees (McCalla, 2015). For a complete list of McCalla’s (2015) suggestions for mitigating workplace bullying, see Appendix B.

### **Employment/Hiring**

**Equal hiring practices.** Due to the lack of workplace protections, LGBTQ individuals may be discriminated against during the hiring process as sexual and/or gender minority status is not always covered as a protected class. Additionally, research in countries that do have protected class provisions (such as Sweden) has found that hiring discrimination still exists –

especially with lesbians in female-dominated work environments and gay males in masculinized industries (a topic also discussed above in Identity and Out Status) (Ahmed et al., 2013). This indicates that not only are legal hiring protections needed but that additional work may be necessary in order to reduce the personal biases held by those who are conducting interviews or are involved with the hiring process. To combat stereotyping, particularly surrounding gay men being perceived as feminine and lesbians being perceived as masculine, companies need to put in place additional effort and support in order to reduce assumptions (see Diversity Training) (Ahmed et al. 2013). Diversity training and sense of familiarity may play a large role in reducing the sense of “other” perceived by those in the sexual and gender majority – especially important for those in hiring roles. Prejudice reduction measures being incorporated into diversity training is only one part. Schmader et al. (2013) found that when it was obvious that a person was in the sexual minority (based on resume content) but were able to connect to a personal element in the life of the sexual majority interviewer, that the chances of the qualified candidate being selected significantly increased. This indicates that the development of a common identity may be central in helping to reduce assumptions or biased behaviors. It is imperative to point out that the job of creating a common identity or working to reduce prejudice should not fall to the person(s) being discriminated against, rather, it is the job of the company to work to provide the opportunities for exposure, education, and change in order to continuously develop their human capital.

**Recruitment.** In order for companies to stay competitive in the labor market, to maximize potential talent pools, and to gain the benefits of employing a diverse workforce (creativity and innovation), it may be necessary to present clear LGBTQ-friendly recruitment practices (Everly & Schwarz, 2015; Day & Greene, 2008). Not only do LGBTQ-friendly HRM policies need to be in place, but the company must strive to communicate the presence of such

policies while including sexual orientation and gender identity in all hiring statements and materials. Not including such provisions may create performance and retention problems for capable employees (Day & Greene, 2008). When employees feel that they will not be discriminated against and are able to be out at work, retention, positive work attitudes, and productivity increase. The company culture, HRM policies, and clear equal hiring practices statements must be actively promoted in order to gain potential employees who seek a positive work environment (Day & Greene, 2008). Before the legalization of same-sex marriage, some companies could promote their domestic partner benefits including partner hiring or extension of benefits to mirror heterosexual unions – these benefits helped companies with recruitment and hiring and were an advantageous addition (Shrader, 2016). Now companies may proactively share that their well-implemented diversity initiatives, workplace protections, and HRM policies include sexual orientation and gender identity as protected classes (Day & Greene, 2008).

Although the advantages of having LGBTQ-friendly recruitment practices are abundant, one must also be cognizant of the potential backlash for changing company policies to include support for sexual and gender minorities. This may be more evident in communities predominated by individuals who have higher levels of heterosexism or when a company is small in either size or geographic base (Lambert, 2015; Shrader, 2016). Those with heterosexist views may find the promotion of LGBTQ-friendly HRM practices to be an unattractive feature while on the job market – much like those with racist views find companies who promote diversity or equal treatment of racial minorities as a less than desirable company to work for (Lambert, 2015). To combat this, some companies choose to advertise in LGBTQ-focused media sources and job recruitment fairs where individuals with higher levels of heterosexism are less likely to see the promotion of a company's LGBTQ-friendly status. This also has its drawbacks as,

previously discussed, not all individuals are out and those who may want or need a LGBTQ-friendly workplace may not be captured if advertisement/outreach has a smaller, specific target. Heterosexist views have been shown to decrease the organizational attractiveness but this may be offset if the company is large or is otherwise highly attractive (Lambert, 2015).

To combat this, there are best practices that help to ensure successful implementation of LGBTQ-friendly recruitment and hiring practices. Many of these best practices also align with content covered below (Community Involvement, Public Statements, & Social Responsibility), in that, a key element is communication. Firstly, leadership, including top management, must be supportive of all changes and work to help promote the changes as being good for business. The most important part of the changes being that sexual orientation and gender identity be treated as a protected class and included in all antidiscrimination policies (Day & Greene, 2008). Secondly, encourage affinity groups so that those who potential actions could affect the most, have the ability to help shape changes while working to ensure benefit parity – so that all employees are eligible for the same benefits as heterosexual employees (Day & Greene, 2008). Finally, communicate frequently and clearly about diversity programs, ensure all recruitment practices are inclusive and free of bias, actively market to LGBTQ communities, and stay up to date with legislative changes (Day & Greene, 2008; Shrader, 2016). By working to have a comprehensive approach to recruitment of the LGBTQ talent pool, organizations are able to not only gain advantages in the workplace but also expand their customer base. Although changes to include recruitment practices that benefit those in the sexual and gender minorities may come with some backlash, by working to communicate that changes are “smart business” and that the goal is inclusion and diversity, backlash may be mitigated so that the abundance of benefits may be obtained for the organization.

### **Advancement/Leadership**

**Problems.** In October of 2014, when Tim Cook, CEO of Apple, Inc., came out as gay, the move was celebrated by the LGBTQ community as representation in the upper echelons of leadership has long been underwhelming. Before Cook came out there were no CEOs in the Fortune 500 who openly identified as a sexual or gender minority (Petroff, 2014). 2014 marked a major year for upper level executives discussing their LGBTQ status as that is the same year John Browne, former CEO for BP, released his book, *The Glass Closet*, that discussed not only his experience resigning after being outed by a tabloid in 2007, but also the justifications of why leadership being out is good for business. In his book, Browne encourages leadership to bring their “whole selves” to work so that they may be actualized as full persons – better capable of leading, mentoring, and meeting their markers for success (Browne, 2014). The problem materializes clearly if addressed in numerical terms. If the national percentage averages of persons in a sexual or gender minority are estimated at 3% (a rough average of figures provided throughout this document) then the number of Fortune 500 CEOs would have an expected value of 15 instead of 1. Browne has stated his regret for not coming out during his tenure at BP and offers several of the same solutions provided throughout this paper for helping to foster an environment where leadership feel comfortable being out (Browne, 2014; Petroff, 2014). These include mentoring, upper leadership helming culture changes, creating opportunities for organized voice, and the development of affinity groups (Browne, 2014).

Traditional labor organization methods such as unions provide the opportunity for the individual members to have their voices heard but that doesn't mean that unions have historically been LGBTQ-friendly. Miriam Frank's work, *Out in the Union: A Labor History of Queer America* (2014) identifies that the difficulties of having LGBTQ needs addressed through the



mechanism of unions stems from not only overlap in union workers and conservative family values, but also in the timeframe of when many unions reached peak operation – during the 1950s, a time when it was illegal and dangerous to be LGBTQ. Not only do unions have a history of not supporting their LGBTQ membership, they have a history of silence when it comes to their own leaders identifying as LGBTQ. Examples abound, including Philip Randolph who was a union organizer and leader who also led the March on Washington for Jobs and Freedom in 1963. His work was important but he suppressed his identity as a gay man until shortly before his death in 1987 (with unions working to gloss over his 1953 arrest on “morals charges” that would have forced them to recognize their leader as gay) (Frank, 2014). Lack of LGBTQ leadership support in unions offers a twofold setback in that not only did they lack support for their own LGBTQ leadership but also have traditionally lacked support for addressing LGBTQ-related needs to the leadership of larger companies or industries.

The pre-Stonewall reach of unions may be part of the puzzle as to why unions have been reluctant to take up worker causes related to LGBTQ issues – leaving a need to look into other avenues for collective bargaining or voice. Much of Winfeld’s work in her book, *Straight Talk about Gays in the Workplace* (2010) centers on the development of affinity groups (discussed throughout this paper). What might be particularly interesting is the advantages that affinity groups may give to individuals who have been otherwise overlooked for advancement or leadership training opportunities. Affinity groups provide opportunities for advocacy and mentorship but also provide experiential support in the form of leadership training within the group itself as their own leaders must liaise with upper management, support the needs of the individuals inside of the group (possibly through servant leadership – discussed below), organize actions, and work on strategic planning (Winfeld, 2010, p. 94-95).

Although there is much content available addressing what hinders LGBTQ leadership as well as why LGBTQ leadership is important, there is limited work on why LGBTQ leaders may be uniquely suited to succeed. In Kirk Snyder's work *The G Quotient: Why Gay Executives Are Excelling as Leaders...And What Every Manager Needs to Know* (2016), not only are solutions to problems discussed but the abilities of LGBTQ persons are brought into focus. Snyder's work emphasizes the advantages available to companies when they embrace new areas – from market segments to leadership skill sets (2016). Additionally, he addresses the profitability of inclusion, harnessing the advantages of diversity, fostering room for innovation, and the increase in achievement of success markers – all of which have been covered throughout this document from a myriad of other resources (2016). The advantages associated with developing LGBTQ leadership appear to be the same as the advantages associated with providing LGBTQ-friendly HRM. If there is a bottom-line advantage for the support and promotion of LGBTQ leaders, then addressing the solutions for solving the problem of low LGBTQ leadership numbers are necessary.

**Solutions.** Several solutions have been identified in order to help meet the needs of offering advancement/leadership opportunities for minority individuals. These include but are not limited to the development of mentorship programs, moving towards servant leadership styles, and working to change company culture.

Developing mentorship program opportunities offers staff the chance to develop a better relationship with leadership while gaining assistance with personal skill development. Although the benefits apply to all staff, there are a few particulars that are important for HRM professionals to address when developing programs to meet the needs of minorities, LGBTQ or otherwise. It may be important to do a diversity audit prior to the start of the program. This helps

to examine sources of bias in interpersonal relationships but must be followed up on periodically to uncover diversity problems that may not be otherwise apparent due to the concealable stigma status of sexual and gender minorities (Tilcsik et al., 2015). Additionally, if paired, one-on-one mentoring is not plausible then a viable option could be supporting individuals who are LGBTQ and desire becoming a mentor or coach, by having them lead affinity groups or other networking opportunities (Bell et al., 2011). Although this may mean that individuals are not receiving the full mentorship potential, and thus, personal-development experience they desire, it does offer an opportunity to see other sexual and gender minority persons in a leadership position, an act that is lacking in most work environments as 90% of LGBTQ upper leadership is closeted (Hymowitz et al., 2014).

For a complex topic, such as fostering LGBTQ leadership/advancement, many tools may need to be utilized in order to build a strong bridge to help support changes. One of the keys that help make mentorship programs successful is the ability to meet individualized needs by putting the mentee in a place of educational and goal-setting power. Along this same vein comes Greenleaf's servant leadership (1991). In a servant leadership style, followers work with leaders so that personal needs, goals, and opportunities for contribution or growth are supported and encouraged by the leaders. In this leadership model, leaders are putting the needs of the followers on a higher level and, in so doing, serve their followers. It must be noted that the usage of the word *servant* brings up the oppression experienced by minorities and, thus, may take additional education to ensure that all staff understand the nature and benefits of a leadership style that puts the leaders in a position of dedication to their followers (Spears & Lawrence, 2002). When the leadership style is seen as a calling to further develop the individuals, to foster a stronger workforce, and to ensure that every voice is heard, then organizations are able to move

forward with the shared understanding that leadership and advancement are not only available to every employee but that the company is actively working to ensure opportunities. It may, however, be important to ensure a true spirit of servant leadership where individuals is cultivated by the leader to develop their own abilities and not a convoluted misstep of a servant leader turning into a peer who doesn't provide clear leadership. DeCaro et al. (2010) discovered that leaders, especially those with racial minority status, are best able to be successful when their servant leadership still included clear directions, development of structure, and goal setting. It may be that those in various minority groups, including sexual and gender minorities, need to pay special attention to ensuring clear guidance while adopting their leader as servant style.

Servant leadership may also help a company capitalize on some of the major benefits of hiring a diverse workforce (addressed above) including the capitalization of diverse skills/ideas and hiring/retention competitive advantages (Spears & Lawrence, 2002, p. 265). In order to accomplish this, servant leadership and mentoring both provide opportunities for the division or sense of otherness between staff and management to be decreased – allowing for management to better understand the needs, worldview, and realities of staff, while staff are able to learn the complexities of leadership decisions. Bordas (2007) has addressed this “dropping of the management veil” by identifying a need for upper management to see themselves as a leader amongst equals. Once a leader sees themselves as being surrounded by valuable individuals who are only in need of support in order to become a fellow leader, then the leader is able to act in the spirit of service. Through this spirit of service, Bordas argues (2007), leaders are better able to utilize the skill sets of those they serve (followers) and thus capitalize on what diverse individuals are able to bring to problem solving and the company as a whole. In terms of HRM, once leaders work with the spirit of service to better meet the job satisfaction of staff, policies are

able to be enforced or put in place that support the diversity present in the current workforce – thus increasing retention and a hiring competitive advantage.

The adoption of servant leadership styles have further impact in that it sets the stage for another solution for addressing minority leadership/advancement: ability to change company culture to one that fosters understanding of differences, opens communication channels, and values diversity. Ragins and Cornwell (2001) explored the bottom-line benefits of companies that have a LGBTQ-friendly culture. Their work explored that the overall company culture fostered the ability for individuals to be out at work, to experience reduced discrimination, and to have increased positive attitudes about their work – traits discussed throughout this paper as essential keys to being able to harness the benefits of LGBTQ employees. Adding to this research, Cunningham (2015) explored the numerous positive impacts caused by creating workplace cultures supportive of leaders who had sexual minority status – including increases in success markers, the ability to act as role models, an increase in education and learning, and an overall shift towards celebrating diversity. In fact, the only negative effects (fear related to how LGBTQ-friendly related culture changes could negatively impact recruitment or relationships with stakeholders) were born out of heterosexism (Cunningham, 2015). Heterosexism is discussed throughout this paper as the underlying current responsible for the few negatives associated with any implementation of LGBTQ-friendly HRM practices. There are many approaches and theories associated with how to shift company culture but Moldovan and Macarie (2014) offer up a comprehensive list of amalgamated best practices, which if followed, may help make the culture of a company shift towards one that is LGBTQ-friendly:

- Start with a clear view of impediments and obstacles that may occur along the way by employing an external evaluator to work with both leadership and LGBTQ affinity groups

- Remember the primordial fear of change is only overcome by the benefits of change being heavily promoted – emphasize reward
- Promotion must come from the top down and leaders must act and be perceived as champions – all echelons must be involved in planning and implementation but leadership must, in unity, emphasize the need and importance for change
- Change takes time – allocate appropriate funds, time, leadership support, energy, and effort
- To reduce personalization and sense of hurt or attack, change the culture of the whole organization and not individuals or only small units – focus on sense of team
- Acknowledge that moral/value systems come into play with culture – relating the need for change to business-practices and not emotionally-charged reasons helps to reduce hesitance while creating buy-in for the changes
- Create clear and permanent communication channels between all organizational levels and include infrastructure for working through possible conflicts

Although there are many best practices that may help to foster workplace culture changes, in the end, it seems, the ethos of the organization must change. Cunningham (2015) discussed a need to practice modeling and the need for the adoption of a positive ethos reminiscent of the Golden Rule – fostering support of others due to the ability to recognize how important the support would be if it was for oneself. Not all staff will align with the new ethos which is why it is important to work through the best practices laid out by Moldovan and Macarie (2014). A possible solution could be to merge corporate culture changes with corporate social responsibility. Christensen et al. (2014) connected leadership style changes, corporate social responsibility changes, and corporate culture changes finding that when multiple areas are connected that the results of each are more successful (for an example of these behaviors see Subaru and Cummins below). Starting the process of company culture change may seem daunting, but if paired with other measures to ensure a LGBTQ-friendly environment, progress may be able to be substantial and more successful.

### **Diversity Training**

Diversity training provides not only a way to improve employee connectivity or alter company culture, but it also provides an opportunity for a company to reinforce its commitment to its minority populations – including sexual and gender minorities. Earlier literature such as Kaplan (2006) has suggested that diversity training stay cognizant of those who may claim religious objections to LGBTQ material and either allow for staff to opt out of training completely or to provide LGBTQ-free diversity training resulting in a modern interpretation of separate but equal provisions. Despite suggesting biased division of diversity training, Kaplan does highlight an important part of meeting the needs of all employees which is the, “need for managers to be able to articulate why the inclusion of [LGBTQ] diversity is important to the organization and how it relates to strategic objectives” (2006, p69). Recentering the need for LGBTQ-inclusive diversity training as a business practice may offer an opportunity for organizations to move forward in fostering diversity, acceptance, and cooperation while leaving highly-emotional areas such as religion, morals, and ethics out of the fray.

Recent work has discovered support for ensuring that all staff participate in diversity training in that, over time, not only can the organizational culture change but personally-held attitudes also shift. Madera et al. (2013) tested Locke’s Goal-Setting Theory and found that introducing and utilizing workplace LGBTQ-friendly behaviors influenced attitudes. Attitudes towards LGBTQ individuals did not change immediately but with ongoing reinforcement of LGBTQ-friendly behaviors through goal setting, individuals’ attitudes shifted – goal setting led to more LGBTQ-supportive behaviors which resulted in more supportive attitudes towards LGBTQ persons (Madera et al., 2013). Lindsey et al. (2014) built upon this work and found that other forms of diversity training methods may work even better than goal setting – discovering

that perspective-taking, over time, positively impacts individuals' behaviors towards LGBTQ individuals. Although those with higher heterosexist attitudes may react negatively to LGBTQ-focused initiatives (discussed throughout this paper), it does appear that perspective-taking techniques, over time, may be, "particularly powerful for training participants who are low in dispositional empathy" (Lindsey et al., 2014). Change may not come quickly but this may give evidence for the need for all staff members to engage in diversity training that is LGBTQ-inclusive. Change takes time but diversity training offers another opportunity to start the process of change by simply adding sexual orientation and gender identity into current policies/practices.

### **Community Involvement, Public Statements, & Social Responsibility**

Companies do have the opportunity to publicly promote their socio-political stances on issues that support a LGBTQ-friendly environment. The practice of corporate political advocacy differs from classical lobbying in that it is not trying to impact governmental regulations that would directly help the company, rather, the company attempts to act as a mouthpiece to speak on behalf of their employees in order to foster a better environment (Wettstein & Baur, 2014). As discussed throughout this paper, supporting one's employees who add diversity while increasing the firm's competitive advantage and retention rates does positively impact a company but as it is not directly seeking incentives for the company's workings itself, corporate political advocacy falls much closer in alignment with traditional corporate social responsibility.

**Corporate social responsibility (CSR).** The move from corporate philanthropy to CSR has increased over time with corporations increasing the frequency at which they overtly, "take sides in some of the biggest debates of our times" (Kirby, 2015). It is possible that the overt stances being taken by some companies are also contributing to the mounting evidence that younger demographics do not perceive CSR as disingenuous – differing this group from their



elder counterparts (Villagra, Cárđaba, & Ruiz San Román, 2016). That being said, in order to gain the support of the masses, it seems that the overt stances must be on popular causes, such as supporting LGBTQ rights. When stances are in the minority or are seen as out of date/touch, the masses metaphorically, and sometimes literally, revolt. Kirby (2015) harshly summed up why some companies may choose to side with their causes:

“Where once it might have paid to be agnostic on contentious issues, companies are increasingly aware – especially in the age of social media – of the brand-value benefit that comes with champion popular causes. You can afford to lose sales to a few bigots, if it means the masses think you’re on the side of the angels.”

Schmeltz (2012) discovered that when consumers reviewed CSR campaigns that their focus was on the personal or “self-centered” values and that when CSR communication were found as personally-relevant, it created a greater connection to the product or company than when society-centered values were used. Meaning, the more specific, targeted, or personal a CSR communication could be, the more of an impact it would have on the consumer. Building off of this research, Villagra et al. (2016) found that when a CSR message was received that has a “personal fit” to the consumer that they were more likely to rate the company as sincere, honest, and favorable. Furthermore, when CSR actions aligned with a tight corporate fit and were tightly linked to the company’s primary operation that it engendered skepticism (Villagra et al., 2016, p. 138).

To combat this, it may be important to treat corporate political advocacy in the same way that a company would address corporate social responsibility, in that, justification should be given to show that there is a “good for the bottom line” rationale and that the desire to get involved with the subject matter is sincere and authentic (Wettstein & Baur, 2014). The example of Cummins Inc. (Cummins) follows this model as their political stances for supporting a diverse workforces are clearly stated in their publication materials and direct “good for business”

connections are given for their political statements against anti-LGBTQ legislation (Cummins Corporate Responsibility, 2016; Davey, 2015).

CSR also has the additional appeal of helping to attract and retain quality staff where neutrality and philanthropy may not have had the same power. Wettstein and Baur (2014) also address the potential problems a company may have with deciding to pursue CSR/advocacy including but not limited to a loss in shareholder support – an action that does not happen in every scenario as seen by two example companies, Cummins and Subaru.

**Cummins.** One example of a company who has taken LGBTQ-friendly political advocacy to heart is Cummins, a global automotive manufacturing giant with headquarters located in Columbus (south-central), Indiana. Cummins employs nearly 55,000 persons (as of 2014) and of these, approximately 7,600 are employed at the Columbus location (Cummins FAQs, 2014; Swiatek, 2014). Cummins has a very active LGBTQ group who strive to not only provide voice for LGBTQ employees but also makes highly visible public appearances.

Cummins has included sexual and gender status on its non-discrimination statement, have a perfect rating on the Corporate Equality Index, and directly address that they work to educate their staff and customers on not only that they support a diverse labor force, including LGBTQ persons, but also their reasons for doing so (Cummins Corporate Responsibility, 2016).

“Equality of Opportunity” is listed as one of the three strategic initiatives of the Cummins corporate responsibility model and the company has a long history with issuing public statements supporting the LGBTQ community (Cummins Corporate Responsibility, 2016). Cummins helped to lead many other Indiana companies to publicly state that they did not support the Indiana’s Religious Freedom Restoration Act (RFRA) for its potential for negative business impact due to its anti-LGBTQ allowances (Davey, 2015).

**Subaru.** Subaru lists their targeted advertisement to minority groups as a component of their formal CSR policy (Diversity and Inclusion, n.d.). In Subaru's formal CSR policy plan, work with the Human Rights Campaign that encompasses political support and donation, is listed alongside their advertising work with Logo TV (an LGBTQ lifestyle network), thus giving support that, at least for Subaru, advertising to sexual and gender minority individuals is considered a part of their CSR plan. Mayyasi (2016) sums up why Subaru's LGBTQ advertising matter as a form of CSR:

“If you've ever wondered why people joke about lesbians driving Subarus, the reason is not just that lesbians like Subarus. It's that Subaru cultivated its image as a car for lesbians—and did so at a time when few companies would embrace or even acknowledge their gay customers...In a sense, all Subaru did was notice a group of customers and create ads for them. But that was a big deal. Subaru's ad campaign acknowledged a group that often felt unwelcome and invisible.”

In order to take the next step forward with their LGBTQ/diversity CSR focus, Subaru started three changes. First, they ensured that there would be training for sales staff to reduce heteronormative interactions and to ensure the LGBTQ-friendly and inclusive status reached the customers at direct, face-to-face levels and not just in national advertisements (Neff, 2003). Secondly, Subaru began aligning themselves with organizations that their LGBTQ customers cared about such as the Human Rights Campaign and the Rainbow Foundation. Although other companies went after LGBTQ market share dollars, Subaru was among the first to support HIV/AIDS research or organizations working to ensure political or legal changes to civil rights laws (Mayyasi, 2016). Donations to not-for-profits may align closer to traditional CSR activities but because they were for causes directly addressing the needs of the LGBTQ community, those actions may fall better in line with customer's sense of identifying authenticity as they connect directly to the individual.

Finally, they made actionable changes, including changes in HRM policies, for their employees that reflected a value of diversity and moving beyond what protections the government could afford for their LGBTQ employees. Tom Doll, President and COO of Subaru of America clearly states that they view CSR as an opportunity for their company to move beyond what is required by law and that it, “strives to meet and exceed the expectation that society has of [Subaru]” (Diversity and Inclusion, n.d). Subaru worked with multiple organizations in order to change internal policies to meet the needs of their LGBTQ employees (Mayyasi, 2016). This includes workplace protections for individuals who may live in states that do not currently provide such rights (this includes the state that their headquarters is located in) and focuses on ensuring diversity in employee leadership and leadership training. Their commitment to providing a safe space for employees continued when in 2015 they, along with other corporate giants such as Cummins (mentioned above), Dow, and Eli Lilly, signed a formal letter condemning RFRA with a direct statement about how it may negatively impact their LGBTQ employees, let alone customers (McCarty, 2015).

## **Methodology**

Two directions of research were pursued – each with the goal of illuminating the needs for the development or extension of LGBTQ-friendly HRM policies and practices. The outcome for the secondary research focused on the creation of a user-friendly set of guidelines to help summarize current research and best practices into a single sub-document (see Outcomes II: Guidelines for LGBTQ-Friendly HR Management).

Methods for the primary research piece centered heavily on creating a survey that utilized best practices methods, relied on the knowledge of experts in LGBTQ content areas, and sought to replicate previously-successful methodology employed by other researchers.

### **Direction of Analysis**

A meso-level inductive analysis was the focus of the research as it is already commonly known that diversity, investing in human capital, and comprehensive HRM policies benefit organizations. Furthermore, as the study focused on experiences shared at a group or community level (such as the sexual and gender minority community) a meso-level analysis was the best fit. The deeper exploration was to assess if all staff (not just LGBTQ-identified persons) perceived benefits from the presence of LGBTQ-friendly HRM practices. Research was action-based applied research focusing on showing that LGBTQ-friendly HRM policies positively impact all staff – that the information obtained in this study may help to continue the trend of companies implementing such policies and to reverse the deficit of those persons not covered by legal protections. Examples of LGBTQ-friendly HRM policies come from examples from the literature review including but not limited to the work of Gedro (2007), Silverschanz et al. (2008), and the Human Rights Campaign Corporate Equality Index (2016) along with recommendations by the United States Department of Labor (2015).

## **Variables**

A descriptive research survey launched in December 2016 and was quantitative in content. Questions addressing if specific HRM policies (independent variables) are known by respondents to be in place at their employer, are set in a “no”-“yes in place but not in active use”-“yes in place and in active use” scale with the goal being to capture if these policies are not only present but active. There are additional questions addressing if respondents have knowledge of these policies being put into action into four content areas. This is an effort to identify differences between companies that may have a policy in place but who do not put practices in action (thus potentially denying employees of the possible benefits associated with said policies).

To capture perceived benefits (dependent variables), unweighted, odd-numbered Likert scales have been utilized. Degree of benefit, levels of policy or workplace environment satisfaction, and levels of desire for policies or workplace environmental factors were included. All questions were mutually exclusive in order to identify specific statistical relationships (see Analysis Plan). Basic demographic data was also captured.

## **Recruitment & Data Collection**

The universe for this survey focused on employees inside of the United States and although distribution was weighted to the geographical surrounding area of the researcher (south-central Indiana) it was open to all employees. Ballot box stuffing prevention measures were put in place and respondents were only identified in the data by their Internet Protocol (IP) address – this identifying marker was removed in all results. This level of privacy was necessary due to the risk associated with individuals being perceived as LGBTQ in the workplace (by being identified as a participant in LGBTQ-focused research) and the risk associated with employees assessing their own employer’s policies and practices.

### **Analysis Plan**

In order to combat the difficulty in assessing if a company provides LGBTQ-friendly HRM practices by identifying and assessing the status of various employers, respondents were presented with opportunities to indicate if they knew if specific HRM practices were in use in their place of employment. Bivariate statistics were utilized to show if there was a statistical relationship between variables. Statistical Package for the Social Sciences 24.0 (SPSS) was utilized to run cross-tabulation and chi-squared tests to identify if there was a relationship between respondents who affirmed or denied specific HRM practices being in use at their place of employment against the respondent's perceived sense of benefit.

### **Reliability & Validity**

In order to ensure both reliability and validity, the survey questions were developed using previous studies as a guide or by deferring to the precedents set by leaders and experts in LGBTQ areas (such as the Human Rights Campaign and the Williams Institute). The Human Rights Campaign's Corporate Equality Index (2016) is the premiere evaluation tool used to assess the LGBTQ-friendly status of a company and, as such, the areas identified by the index has been the basis for building what HRM practices should be evaluated – thus helping to ensure that the survey actually measures the variables of the hypothesis (validity).

Models of the sexual and gender status questions have been previously used by Silverschanz et al. (2008) where the researchers discovered that persons who responded that they had any level of homosexual identity would respond to questions in the same way, making any member in this group able to be identified as a sexual minority while ensuring that the participants themselves were captured when they may not have responded with an identity such as gay/lesbian – thus increasing the accuracy of the survey. To further meet the needs of all

individuals taking the survey, sexual orientation and gender identity questions provided several methods of identification, including self-description, in order to be as thorough as possible and to not operate on a limiting, binary (straight/gay, male/female) scale. By utilizing a parallel survey to help create portions of the questionnaire (as well as guiding format/layout), it is hoped that reliability will be increased. Additionally, geographic demarcations were mirrored from the United States Census Bureau (2016) in order to utilize distinctions that most Americans would have previous experience with.

### **Combating Respondent Bias**

Continuing the effort to increase reliability and validity, the survey has been structured in such a way to help reduce respondent bias. The methods used by Silverschanz et al. (2008) to combat respondent bias was adopted for this survey and includes structuring the survey so that respondents are not presented with LGBTQ-related questions until further into the survey-taking experience and are presented along with other demographic material. Additionally, the description of the survey as well as the online meta-data all focus on HRM practices and not on identifying the survey as a LGBTQ-based piece. Not only is this an effort to reduce respondent bias but is also an effort to reduce any possible negative impact upon the respondent if that person were to be associated in any way with LGBTQ-related material – again, this is to protect individuals in workplaces who may not provide a LGBTQ-friendly environment as addressed in the problem statement. For a detailed look at the content, skip logic, display logic, and length of the survey, see Appendix C.

### **Reducing Risk**

Overall, risk to respondents was low as the questions address common HRM practices and are not beyond the scope of policies available at many places of employment. The survey



included an explanation of the purpose and informed respondents of their ability to stop at any point. It also clarifies that if they chose to complete the entire survey that although the majority of the survey is set as an optional response, two questions were necessary to answer in order to access portions of the survey relevant to their employment status and related employment status HR policies. Many demographic-related questions also provided respondents a wide array of self-identification options including the ability to abstain from responding and self-describing. This was another effort to reduce stress on the part of the respondents. Additional risk-reducing measures are discussed above in Combating Respondent Bias, Recruitment & Data Collection, and Reliability & Validity.

## Outcomes I: Primary Research

### Survey Responses

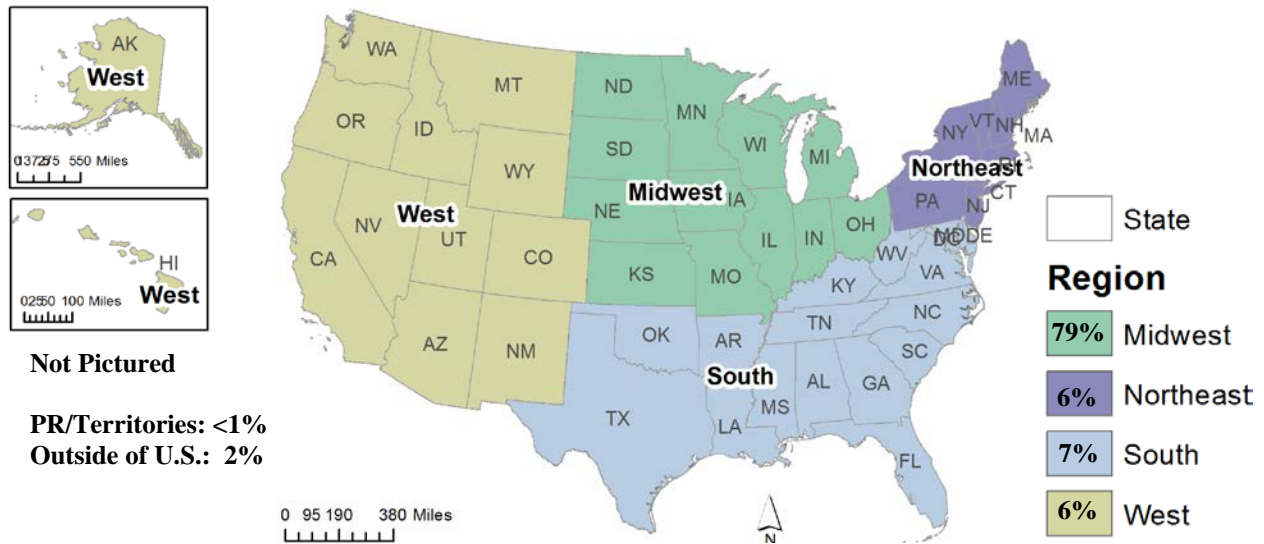
A total of 325 respondents completed the survey in January, 2017. Responses are detailed in the following content and n values are provided for each question and variable. Table 1 lists the HRM policies and content area variables that recur throughout the survey. All responses are reported in aggregate and all identifying markers have been removed.

Table 1: Listing of HRM Policy and Content Area Variables

| HRM Policies                                       | Content Areas                         |
|--|---------------------------------------|
| Diversity Training                                 | Race, Ethnicity, or Country of Origin |
| Anti-Bullying/Hate Practices                       | Religion, Values, or Ethics           |
| Equal Employment/Hiring Opportunities              | Sexual Orientation                    |
| Equal Advancement or Leadership Training           | Gender Identity                       |
| Community Involvement or Issuing Public Statements |                                       |

**Residence.** In order to discover current residence, respondents were presented the four primary regions identified by the United States Census Bureau as well as Puerto Rico or Territories and Outside of the United States. All (325, 100%) respondents provided residence information with the majority (258, 79%) identifying that they live in the *Midwest*. Five respondents selected *Other: Self-Describe* and all detailed their responses: British Virgin Islands (1), Canada (1), England (1), Ireland (1), and Japan (1). The heavy distribution to the Midwest is not surprising given the geographic location of the investigator. Figure 1 (below) charts respondents' current residence.

Figure 1: Residence by U.S. Census Regions



Note: Graphic from United States Census Bureau (July 25, 2015).

### Respondent Demographics

**Race/ethnicity.** All (325, 100%) respondents provided race/ethnicity responses and were given the opportunity to select as many race/ethnicity markers that fit as they desired, as such, totals equal over 100%. In Table 2, the individual responses are charted – it is important to note that some of the individuals who selected identity with *White/Caucasian* also selected one of the race/ethnicity minority groups. Three respondents selected *Other: Self-Describe* and all detailed their responses: Mixed Race/Ethnicity (2) and Irish/European (1). According to the United States Census Bureau (July 1, 2015), the total White population in the United States is at 77% – showing that this study had a greater percentage of White respondents than the national population average. This may partially be due to the same factors that impacted respondents' geographic distribution including the researcher being located in Indiana, which has a higher total White population of 85.6% (United States Census Bureau, July 1, 2015).

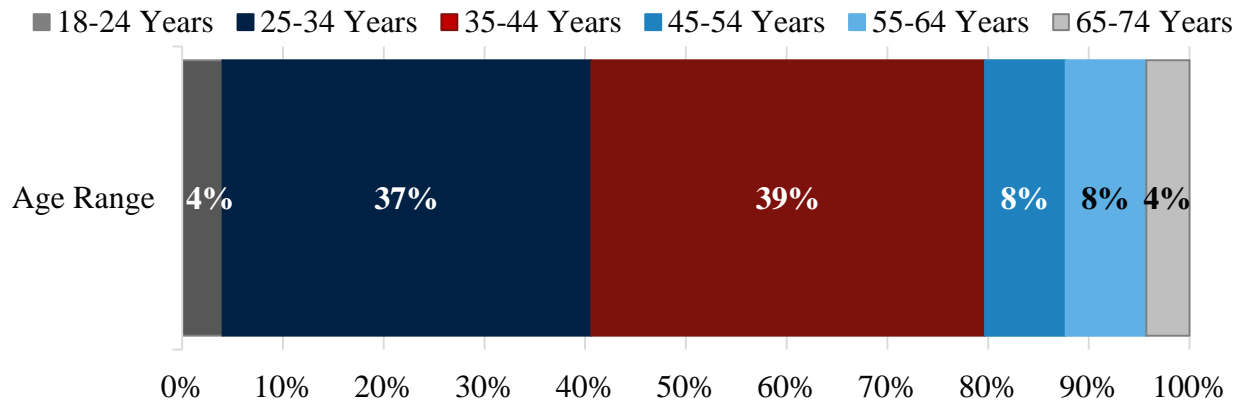
Table 2: Respondent Race/Ethnicity

| Race/Ethnicity                      | #   | %   |
|-------------------------------------|-----|-----|
| White/Caucasian                     | 312 | 94% |
| Asian/Asian-American                | 5   | 2%  |
| Latino/Hispanic/Chicano             | 4   | 1%  |
| Black/African-American              | 3   | 1%  |
| Native American or Alaskan Native   | 3   | 1%  |
| Middle Eastern                      | 1   | <1% |
| Pacific Islander or Native Hawaiian | 0   | 0%  |
| Other/Self-Describe                 | 3   | 1%  |

**Age range.** All (325, 100%) respondents provided age range data with the majority of respondents falling into the *35-44 Years* (127, 39%) or *25-34 Years* (119, 37%) categories. Respondents were presented with a total of eight age range options with the lowest range beginning at 18 (minimum age for study participation). Two of the age ranges (*75-84 Years* and *85+ Years*) received no responses and, as such, have been left out of the age range chart shown below (Figure 2). It may be difficult to assess how close the breakdown of respondents' age ranges compares to national averages as the United States Census Bureau reports data in different groupings. In this study, ages *18-24 Years* had a 4% response rate (9.9% of total U.S. population), ages *25-44 years* (combination of two response categories, *25-34 Years* and *34-44 Years*) had a total of a 76% response rate (26.6% of total U.S. population), ages *45-64 years* (combination of two response categories, *45-54 Years* and *55-64 Years*) had a total of a 16% response rate (26.4% of total U.S. population), and ages *65 years or over* had a 4% response rate (13.0% of total U.S. population) (United States Census Bureau, 2010). Respondent age ranges varying away from U.S. population averages may be attributed to a number of causes including but not limited to the digital nature of the survey and the age and personal contacts of the investigator. Although averages for each age range might skew from national percentages,

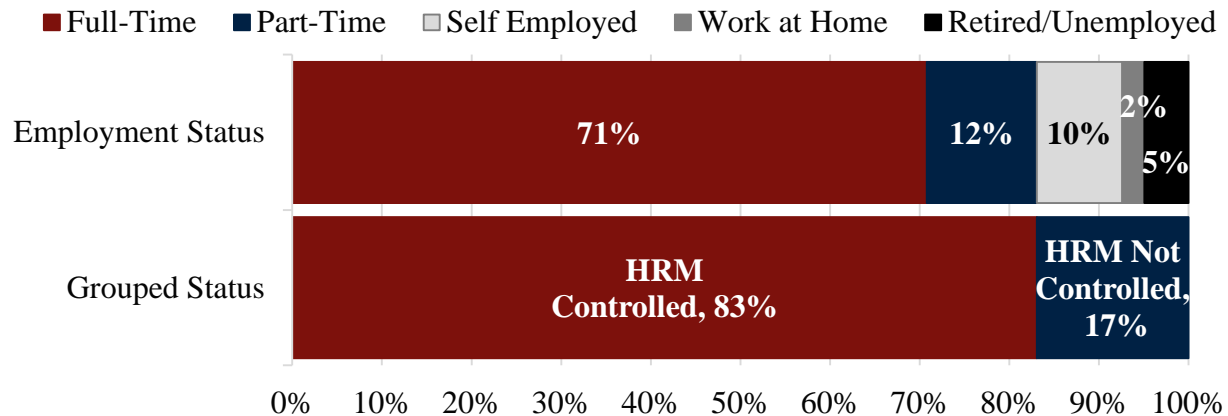
overall respondents did indicate age ranges that span through 56 years – indicating a vast total age range being present in the study.

Figure 2: Respondent Age Ranges



**Employment status.** All (325, 100%) respondents provided information regarding their employment status with the majority (230, 71%) indicating that they were employed full-time by an employer. In Figure 3 (below), the top bar shows the breakdown in responses for employment status. The lower bar, titled Grouped Status, shows the percentage of individuals who are employed by an employer who would set their HRM policies for employees – a total of the *full-time* (71%) and *part-time* (12%) employees comprise a combined total of 83% (270) of survey respondents. Those who do not have a separate employer (from themselves) who sets/controls their HRM policies, have been grouped into the remaining 17% (55) category HRM Not Controlled. While taking the survey, those in the HRM Controlled group were the focus of the survey and were able to answer additional portions of content addressing the types of HRM polices in place at their place of employment. That being said, all respondents, including those in the HRM Not Controlled group had the opportunity to address desirability of HRM policies.

Figure 3: Respondent Employment Status

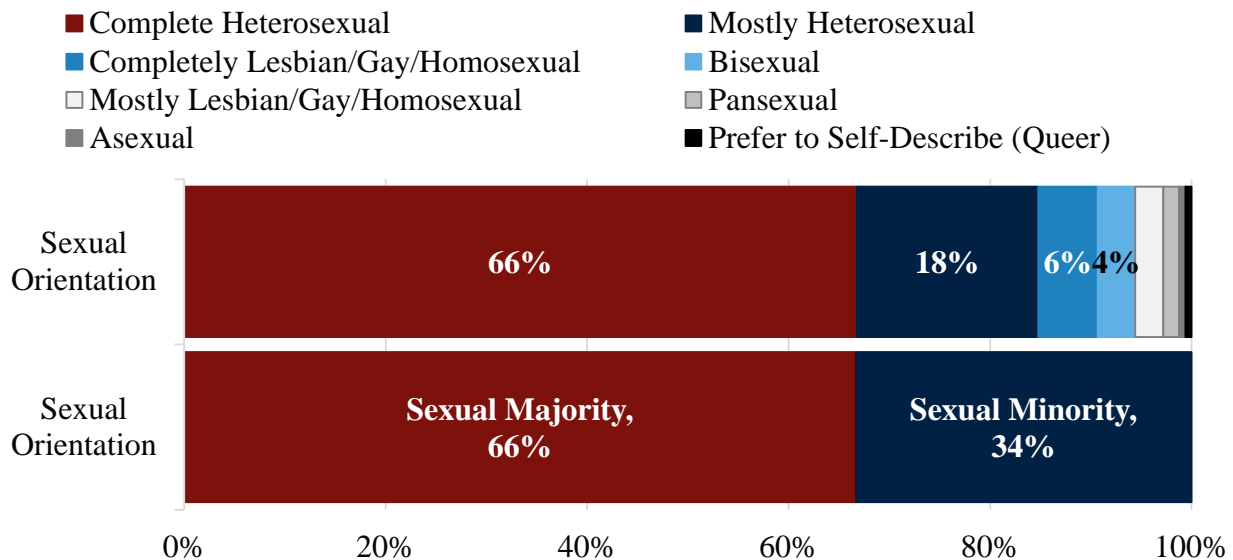


**Sexual orientation.** In total, approximately two-thirds (215, 66%) of respondents self-identified as *Completely Heterosexual* and fall into the sexual majority while the remaining third (107, 33%) self-identified in a number of categories that fall under the sexual minority umbrella grouping. As mentioned throughout this paper, obtaining population numbers for those with sexual minority status has been traditionally difficult due to prejudice, taboo, and fear but total population percentages range from 2.3-3.5% (Williams Institute, 2015; Gates, 2011). The total percentage of this study’s respondents who fall into sexual minority status stands at 34%, however, it is important to note that over half of this group (18%) self-categorized as being *Mostly Heterosexual*. In terms of population and census work this group may not identify as being gay or lesbian and were only able to be captured in this study due to the scale allowing for a large range of sexual orientation identification. The reason for a large range of options being available to the respondents is two-fold. First, as mentioned throughout this study, identity is a complex issue and one of the best ways to help individuals identify is to provide opportunity or voice. Second, Silverchanz (2008) discovered that those who identified as *Mostly Heterosexual* responded more similarly to those who identified as gay or lesbian and less like those who identified as *Completely Heterosexual*. In order to better capture those who may be part of a

sexual minority and who may react in ways more-closely related to other sexual minority respondents, *Mostly Heterosexual* individuals have been grouped as part of the larger sexual minority. The goal is that this grouping and creation of a dummy variable (majority/minority) would help illicit a higher level of validity when looking at the perceived benefit of HRM practices that may have a direct (minority) vs. an indirect (majority) impact.

In Figure 4, the top bar shows the breakdown out of respondents who self-identified their sexual orientation. One individual did not respond and two selected *Prefer not to Respond* making the total n=322. Two respondents selected *Prefer to Self-Describe* and both detailed their response stating “queer” – as such, they were both able to be categorized as falling inside of the sexual minority.

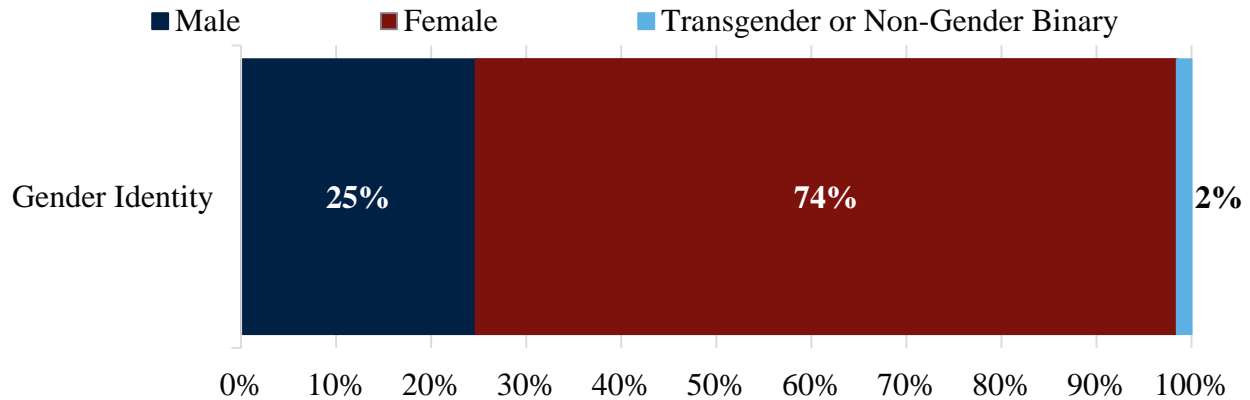
Figure 4: Respondent Sexual Orientation Breakdown and Majority/Minority Grouping



**Gender identity.** All respondents provided responses detailing their gender identity. No individuals selected *Prefer to Self Describe* but one respondent selected *Prefer not to Respond*. As such, in Figure 5 (below) n=324. The majority (319, 98%) identified into one of the binary response (Male, Female) with the majority of all respondents (239, 74%) identifying as Female.

A small percentage (5, 2%) identified as *Transgender or Non-Binary* – the number of gender minority individuals in this study is small but it is still well above the percentage in the national population. Although the United States transgender population is estimated to be at approximately 1.4 million persons, that only equates to about 0.6% of the total United States population – making the 2% identified in this study triple that of the total United States population (Hoffman, 2016). The percentage of respondents who selected Female (74%) is larger than the national average of 50.8%.

Figure 5: Respondent Gender Identity

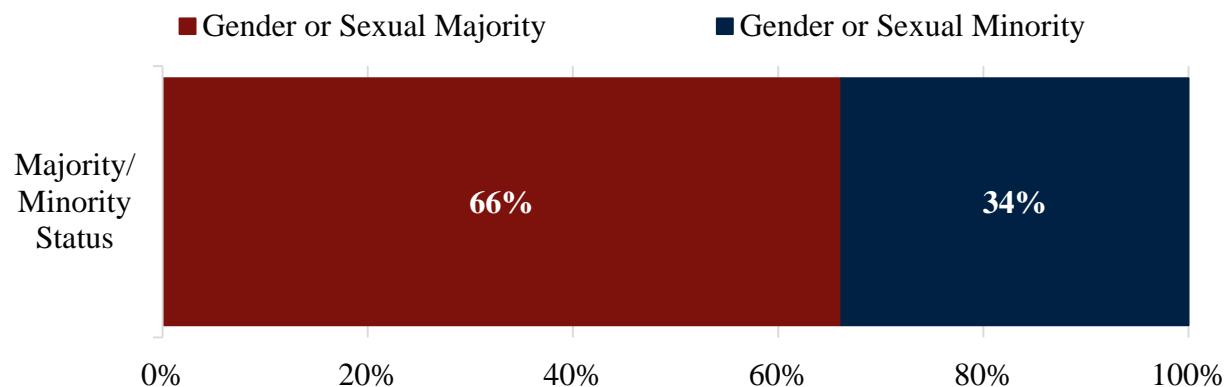


**Total sexual or gender minority status.** In Figure 6 (below), two major parent categories are displayed. These represent a dummy variable created to differentiate those respondents who either had no identifiers in either a gender or sexual minority group (majority) vs. those who had either or both identifiers in a gender or sexual minority group (minority). Creation of this dummy variable is justified for multiple reasons. First, in the case of this study, every respondent who identified as being in a gender minority also identified as being in a sexual minority creating overlap. This is not out of the range of expected outcomes as the National Transgender Discrimination Survey (conducted jointly by the Task Force and the National Center for Transgender Equality) found that 77% of their transgender respondents also identified



as sexual minority (Harrison, 2013). It is possible that if this study had been larger that a portion of those in the gender minority may not be also in the sexual minority but as it stands, 100% of the gender minority individuals in this study also identified as being in a sexual minority. Secondly, as this study sought to see if there were differences in how LGBTQ vs. non-LGBTQ persons perceived the benefit of LGBTQ-friendly HRM practices, it is important to be able to reflect data between these two distinct groups. These groups being those who are directly impacted by such policies (those in the sexual or gender minorities) vs. those who are indirectly impacted by LGBTQ-friendly HRM policies (those who are in both the gender and sexual majorities). This grouping allows further exploration (below) to see if status as a gender and/or sexual minority affects how HRM policies are perceived. Finally, because many of the changes in HRM that would benefit individuals in either sexual or gender minority groups may also be of benefit to the other group or may extend to the other group with acts as simple as including a few more words (such as, “and gender identity”) when working to include coverage in written policies. This also suggests that it may benefit individuals to continue to work in allied groups for advocacy purposes and may be why many organizations jointly address the concerns of both sexual and gender minority groups.

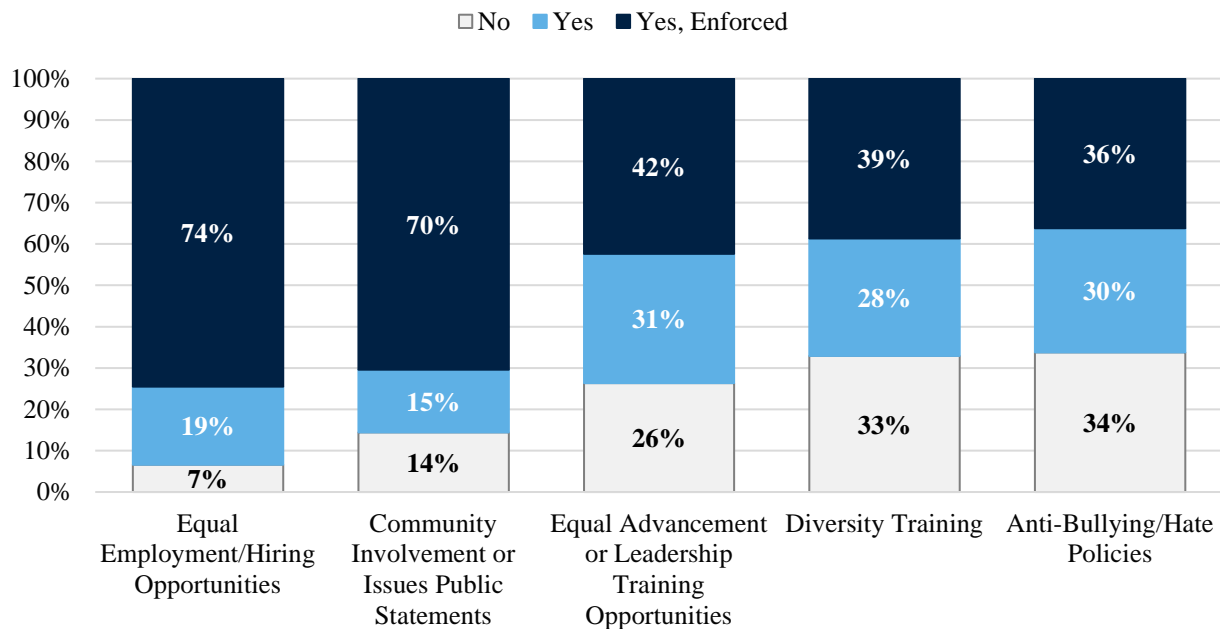
Figure 6: Total Sexual or Gender Minority Status



**Presence of LGBTQ-Friendly HRM Practices**

Of the 270 HRM Controlled respondents, 243 (90%) provided content addressing what HRM policies were available in their workplace. Respondents were able to not only indicate if a HRM practices was present at their place of employment but to also indicate if the policy was active and enforced. Figure 7 (below), shows the percentage of respondents who identified each of the five HRM policies as being in their place of employment. Results showing that policies surrounding equal employment or hiring opportunities have the highest rate (93% - 19% yes, 74% yes and enforced) of being present in the workplace is not surprising given the longevity of legal practices to identify employers as being an equal opportunity employer for currently-covered protected classes.

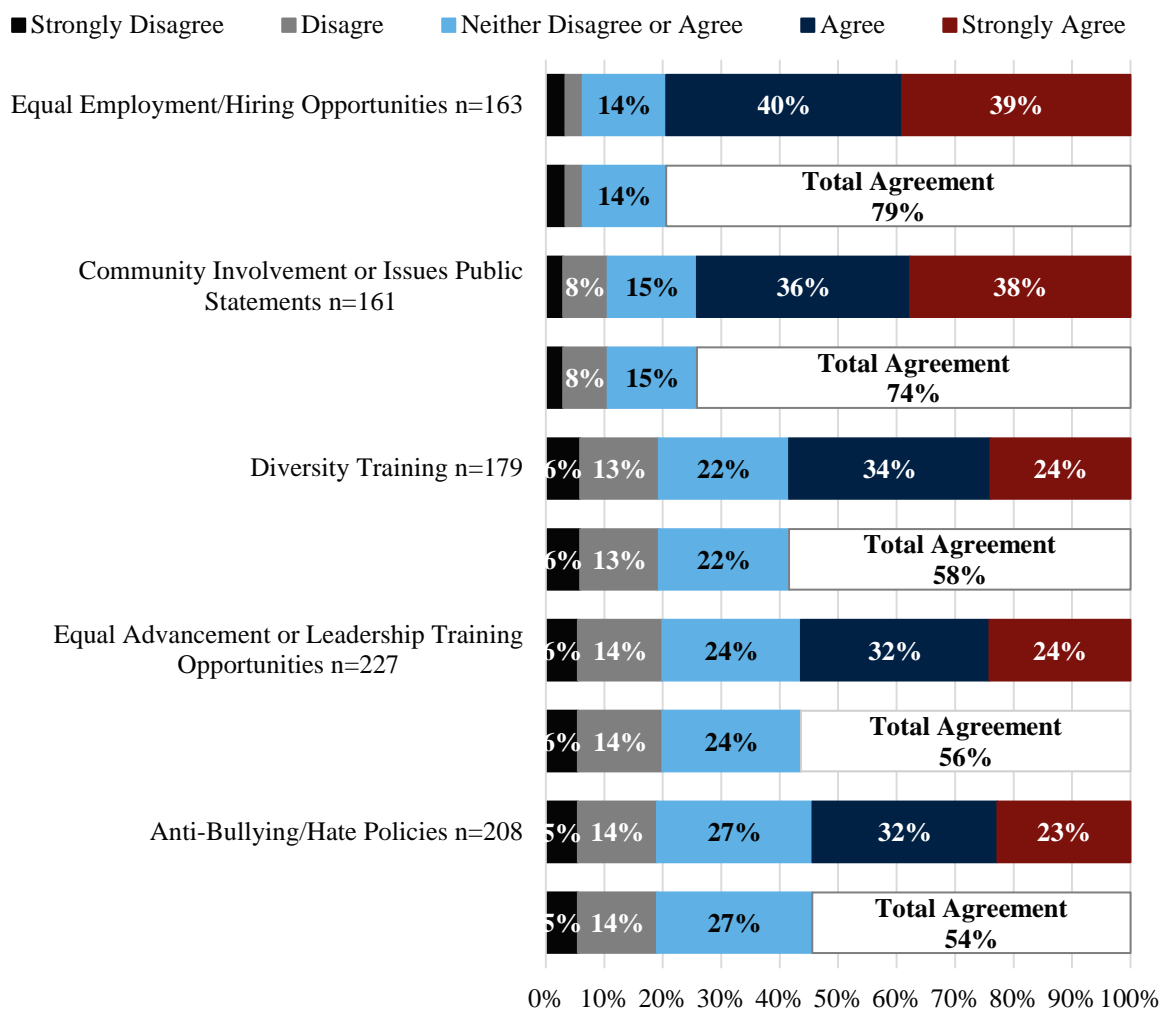
Figure 7: Presence of HRM Practices



Respondents were also asked to address if they felt that policies were not only in their place of employment but if they were being actively practiced. Fewer respondents detailed responses in this section, however, n ranges from a minimum of 161 extending up to 227. In the

accompanying stacked bar chart (Figure 8, below), n has been included for each of the five HRM policies. For each policy area, a breakdown showing level of agreement has been provided. The second bar for each HRM area has the *Agree* and *Strongly Agree* levels grouped together so that total levels of agreement may be easily seen. From this, the viewer can see that level of agreement that a policy is active follows roughly along the same lines of the general policy awareness responses (above, Figure 7). Exploring the connection between HRM policy activity vs. HRM policies simply being in place, particularly in the content of employee perception, could provide additional research content in the future.

Figure 8: HRM Policies Actively Practiced



### **Enforcement of LGBTQ-Friendly HRM Practices**

To further look at the five HRM policies, survey respondents who indicated that a particular policy was in place (either simply in place or truly active) were asked to select from a grouping of four content areas to explore into what areas coverage extended. Two of the areas explored content currently considered protected classes at the national level (*Race, Ethnicity, or Country of Origin* and *Religion, Values, or Ethics*) and two that are not yet federally protected and related to those in the sexual and gender minorities (*Sexual Orientation* and *Gender Identity*). The discussion below details each of the five HRM policy areas and provides a breakdown of coverage areas.

For all five of the HRM policies, *Race, Ethnicity, or Country of Origin* received the highest level of coverage and *Gender Identity* the lowest. Furthermore, in all but one of the five HRM policies (Diversity Training), *Religion, Values, or Ethics* received the second highest rank and *Sexual Orientation* third. In short, areas covered by federal protections (such as race and religion) are included at a greater rate in HRM policies than sexual orientation or gender identity that are not yet currently covered at the federal level. Total response percentages for each area inside of each HRM policy are detailed in Figures 9-13 (below) – difference between responses from those in the sexual and gender minority vs. majority are presented.

Equal opportunities regarding employment and hiring received the highest amount of respondents not only identifying that the HRM policy is in place but that it is active (discussed above). Not surprisingly, it also received the highest response numbers detailing the areas covered by related HRM policies. Following suit, community involvement received the second highest response rate for identifying coverage areas – just as it did with overall identification of its presence and with it being actively in place. Community Involvement/Issues Public

Statements has the tightest differences between the responses of those in the sexual and gender minority vs. majority and Diversity Training the largest. Charts depicting non-segmented responses with workplace presence are available in Appendix D.

Figure 9: Equal Employment/Hiring Opportunities

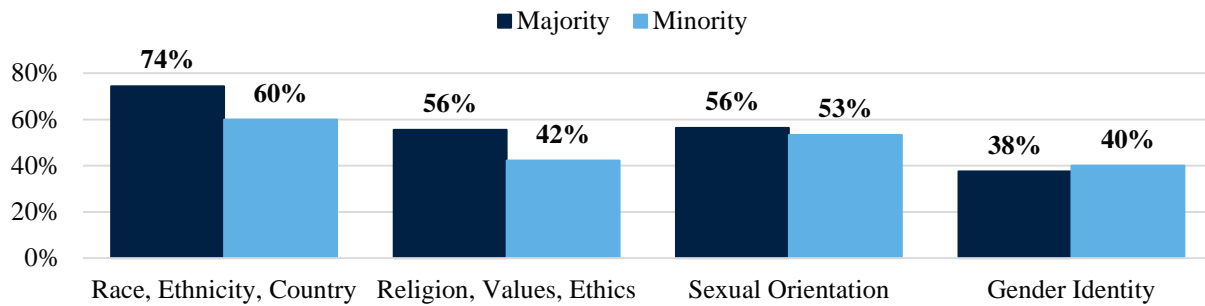


Figure 10: Community Involvement or Issues Public Statements

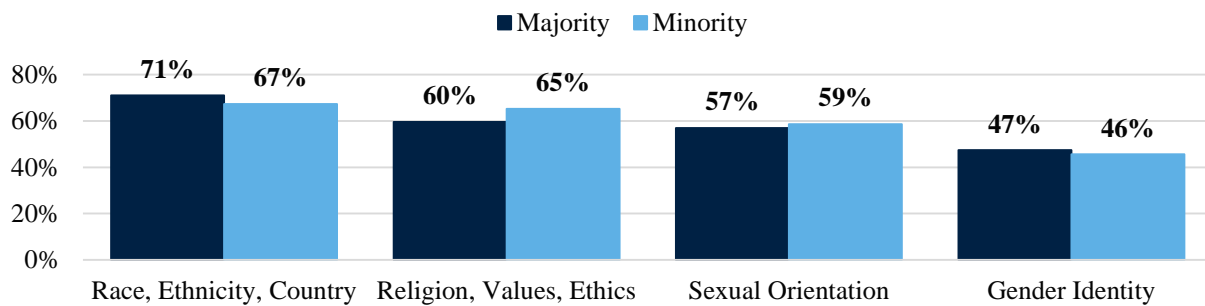


Figure 11: Equal Advancement or Leadership Training Opportunities

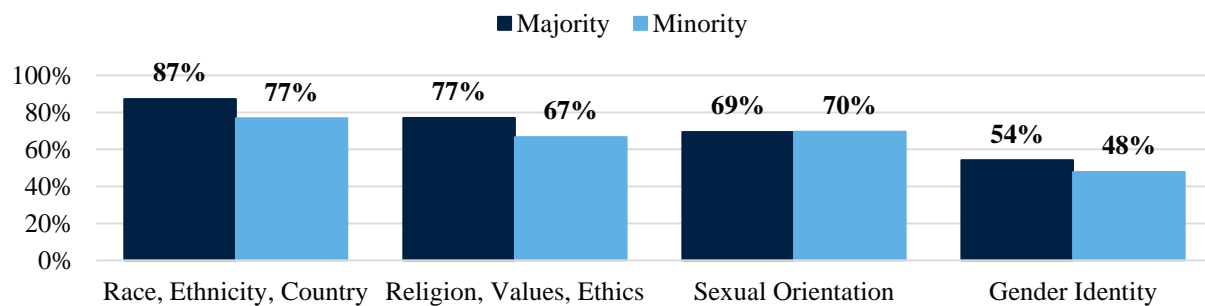


Figure 12: Diversity Training

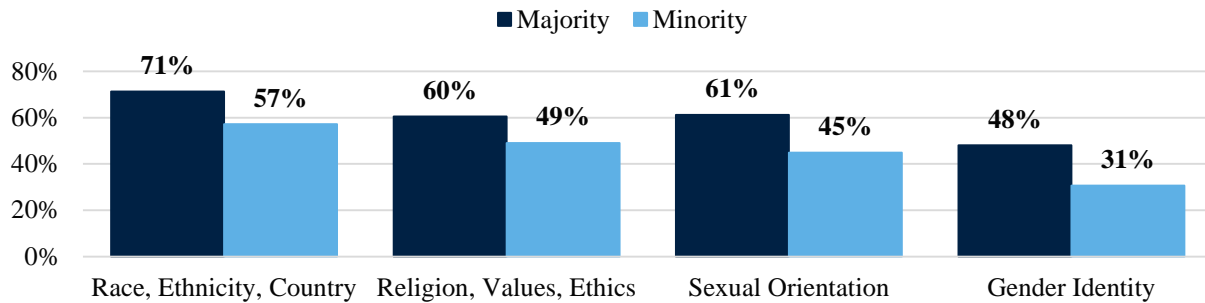
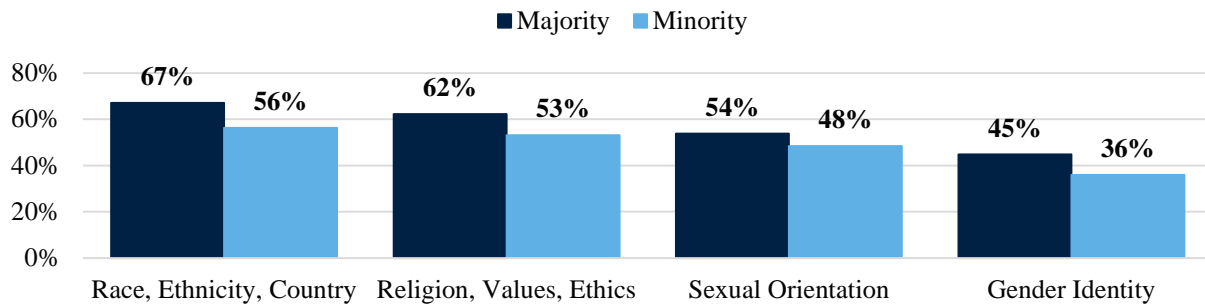


Figure 13: Anti-Bullying/Hate Policies



Each of the five HRM policies saw varying degrees of difference between coverage of the highest category (*Race, Ethnicity, or Country of Origin*) and the lowest (*Gender Identity*). Table 3 (below) highlights the percentage of difference between the highest coverage category and both *Sexual Orientation* and *Gender Identity* against each of five HRM policy areas. Sexual Orientation averaged an 18.52% decrease between each of the five HRM policy areas and Gender Identity averaged a 36.69% decrease.

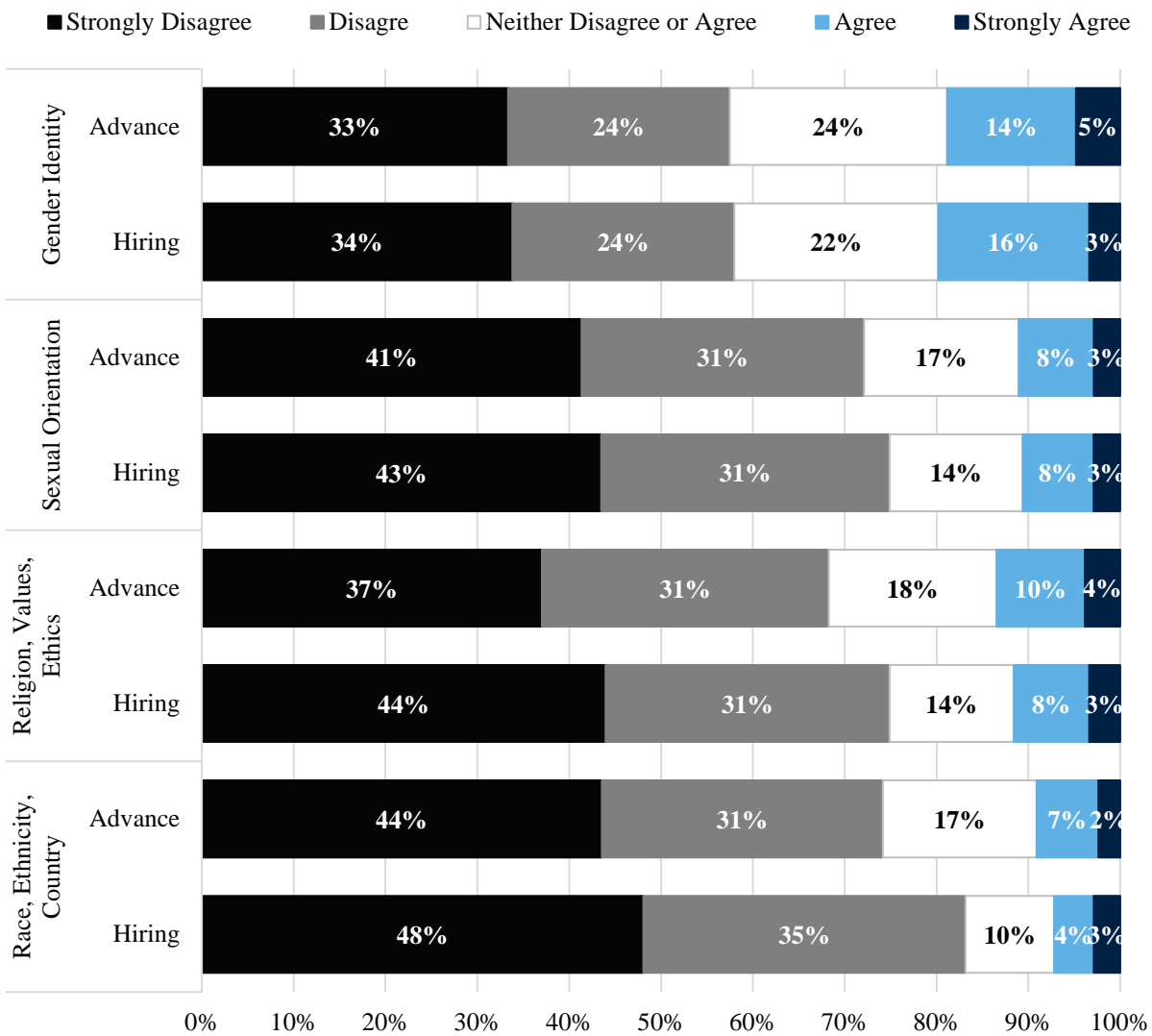
Table 3: Differences in Area Coverage in HRM Policies Areas

| HRM Policy Area                        | Sexual Orientation % Difference from Most Covered Areas | Gender Identity % Difference from Most Covered Areas |
|--|---|--|
| Equal Employment/Hiring                | -18.58%   | -33.63%  |
| Community Involvement/Public Statement | -18.05%   | -34.59%  |
| Equal Advancement/Leadership           | -16.53%   | -36.36%  |
| Diversity Training                     | -20.87%   | -45.22%  |
| Anti-Bullying/Hate                     | -18.58%   | -33.63%  |

**Perceived Sense of Negative Impacts on Employment/Hiring and Advancement/Leadership**

Respondents were asked to respond with their level of agreement addressing if any of the four areas could have a negative impact on either employment and hiring or advancement and leadership. Figure 14 (below) provides visual context for the breakdown of responses for both hiring and advancement responses by area. Overall, of the four areas, the most respondents agreed or strongly agreed that they felt *Gender Identity* could have a negative impact on one’s ability to be hired (19%) or promoted (19%).

Figure 14: Negative Impact on Employment and Leadership by Area



The following two figures provides an additional look at the perceived negative impact for hiring (Figure 15) and advancement (Figure 16) with respondents displayed grouped into sexual and gender minority/majority status. For each of the four areas, for both hiring and firing, those in the sexual or gender minority grouping responded in more agreement that the four areas could have a negative impact on an employee's ability to be hired or advanced. The differences may be most notable when looking at total agreement levels (adding *Agree* with *Strongly Agree*) as detailed in Table 4 (below).

Table 4: Difference in Agree on Negative Impact in Hiring and Advancement

| <b>Negative Impact</b>   | <b>Majority</b> | <b>Minority</b> | <b>% Difference</b> |
|--------------------------|-----------------|-----------------|---------------------|
| <b>Hiring</b>            |                 |                 |                     |
| Race, Ethnicity, Country | 5%              | 13%             | 161%                |
| Religion, Values, Ethics | 9%              | 17%             | 92%                 |
| Sexual Orientation       | 8%              | 16%             | 89%                 |
| Gender Identity          | 13%             | 37%             | 190%                |
| <b>Advancement</b>       |                 |                 |                     |
| Race, Ethnicity, Country | 7%              | 14%             | 107%                |
| Religion, Values, Ethics | 12%             | 16%             | 30%                 |
| Sexual Orientation       | 10%             | 14%             | 47%                 |
| Gender Identity          | 16%             | 25%             | 58%                 |



Figure 15: Negative Impact on Hiring by Sexual/Gender Majority/Minority Status

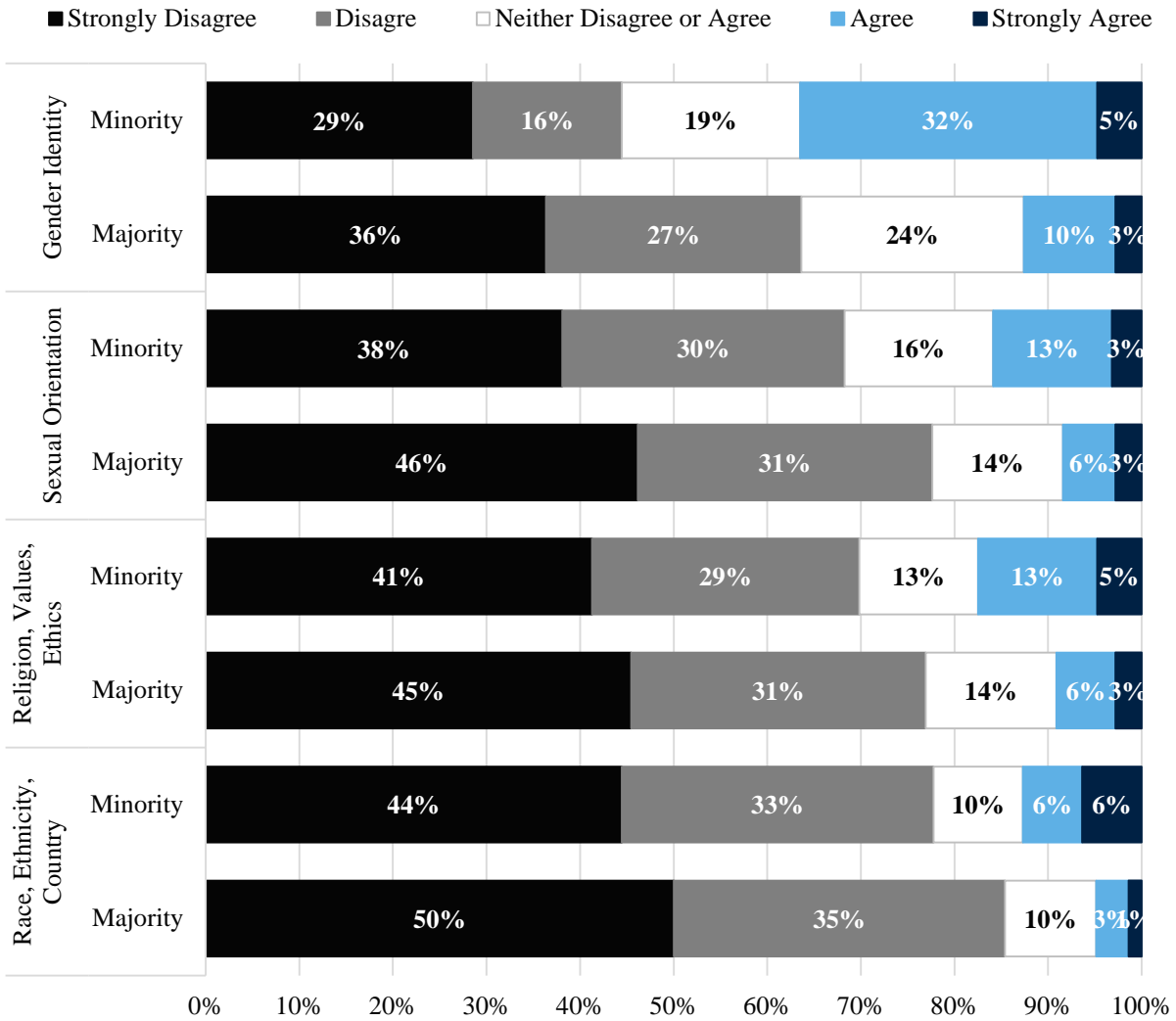
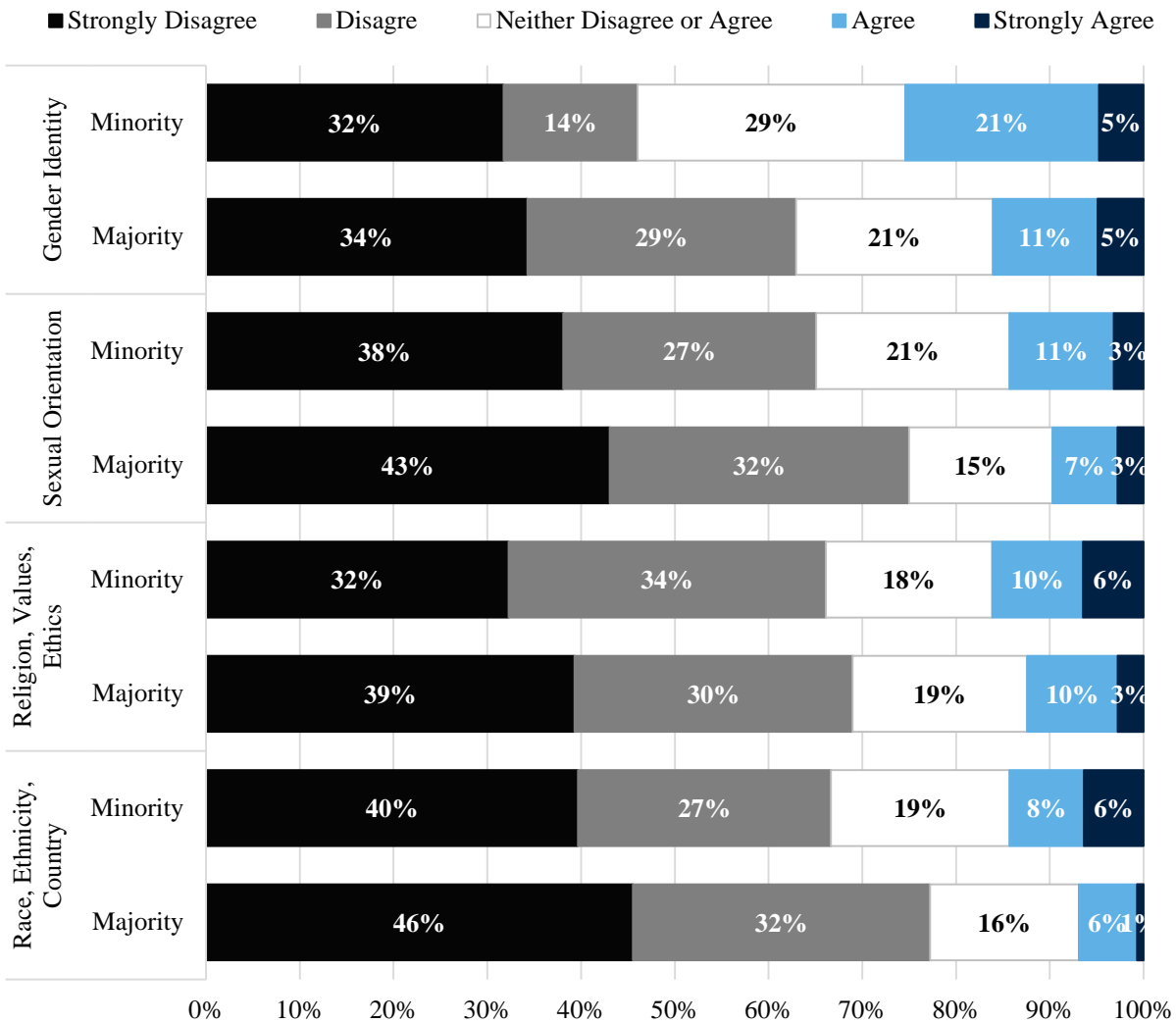


Figure 16: Negative Impact on Advancement by Sexual/Gender Majority/Minority Status



A two-tailed, independent-samples t-test was conducted to compare sexual and gender minority/majority status impact on level of agreement that the four HRM content areas could have a negative impact on hiring and advancement opportunities. There was a significant difference in the scores for sexual and gender majority ( $M=.1001, SD=.0357$ ) and sexual and gender minority ( $M=.1908, SD=.0804$ ) level of agreement that the four HRM content areas could have a negative impact on hiring and advancement;  $t(DF=14)=2.919, p=0.011$ . See Table 5 for SPSS output. Meaning, that those in the sexual/gender minority group identified potential

negative impact on hiring/advancement for the four content areas than those in the sexual/gender majority and this occurred at a statistically significant rate.

Table 5: SPSS Output for Levels of Agreement on Negative Impacts (rounded to thousandths)

|               |                             | Levene's Test for Equality of Variances |      | t-test for Equality of Means |       |
|---------------|-----------------------------|---|------|------------------------------|-------|
|               |                             | F                                       | Sig. | t                            | df    |
| AgreeNegative | Equal variances assumed     | 2.844                                   | .114 | -2.919                       | 14    |
|               | Equal variances not assumed |   |      | -2.919                       | 9.656 |

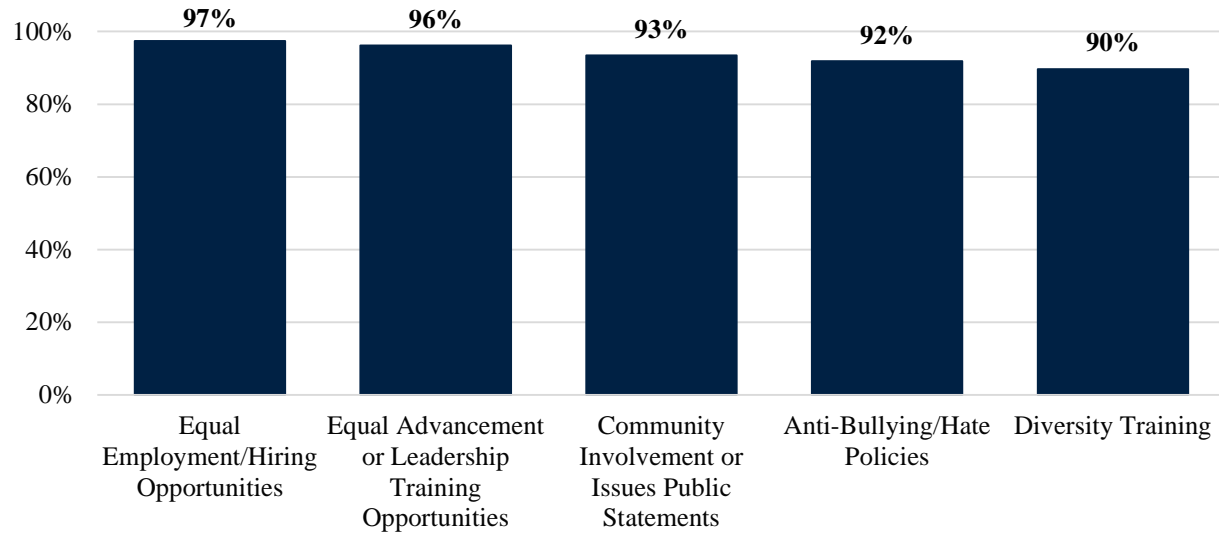
|               |                             | t-test for Equality of Means<br>95% Confidence Interval of the Difference |                    |                          |       |       |
|---------------|-----------------------------|---|--------------------|--------------------------|-------|-------|
|               |                             | Sig.<br>(2-tailed)  | Mean<br>Difference | Std. Error<br>Difference | Lower | Upper |
| AgreeNegative | Equal variances assumed     | .011  | -.091              | .0311                    | -.157 | -.024 |
|               | Equal variances not assumed | .016  | -.091              | .0311                    | -.160 | -.021 |

The differences in perceived potential for negative impact between those in the sexual and gender minority vs. majority could provide fodder for additional research in the future – made all the more interesting if a potential to capture actual impact would be able to be measured without bias on the part of employers.

**Hypothesis Support & Statistical Evidence**

Desirability of the five HRM areas not only received a majority-level of agreement by both those in the sexual/gender minority and majority but all agreement levels ranged from 90-97% resulting in a very high level of agreement that all five HRM areas are desirable. Figure 17 (below) highlights the high level of agreement for the total desirability (Agree and Strongly Agree) of each of the HRM areas.

Figure 17: Level of Desirability of HRM Practices



A chi-square test of independence was performed to examine the relation between sexual and gender minority/majority status and desirability of the five LGBTQ-friendly HRM practices. For a comprehensive look at results for all five of the HRM areas, see Table 6 (below).

H1: *The majority (51%) of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of providing diversity training.*

The majority of sexual and gender minority employees (90%) and the majority of employees in the sexual and gender majority (89%) respondents desired diversity training. The relation between these variables showed no significance,  $X^2(1, n= 258) = .027, p=.870$ . The variables showed that there was no significant difference in the desirability of diversity training.

H2: *The majority (51%) of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of providing anti-bullying/hate policies.*

The majority of sexual and gender minority employees (93%) and the majority of employees in the sexual and gender majority (91%) respondents desired anti-bullying/hate policies. The relation between these variables showed no significance,  $X^2(1, n= 259) = .214,$

$p=.644$ . The variables showed that there was no significant difference in the desirability of anti-bullying/hate policies.

*H3: The majority (51%) of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of equal employment and hiring practices.*

The majority of sexual and gender minority employees (99%) and the majority of employees in the sexual and gender majority (96%) respondents desired equal employment and hiring practices. The relation between these variables showed no significance,  $X^2(1, n= 256) = 1.351, p=.245$ . The variables showed that there was no significant difference in the desirability of equal employment and hiring practices.

*H4: The majority (51%) of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of equal advancement and leadership training practices.*

The majority of sexual and gender minority employees (98%) and the majority of employees in the sexual and gender majority (95%) respondents desired equal advancement and leadership training practices. The relation between these variables showed no significance,  $X^2(1, n= 257) = .947, p=.331$ . The variables showed that there was no significant difference in the desirability of equal advancement and leadership training practices.

*H5: The majority (51%) of both LGBTQ and non-LGBTQ employees desire the LGBTQ-friendly human resource management practice of community involvement and issuing public statements.*

The majority of sexual and gender minority employees (99%) and the majority of employees in the sexual and gender majority (96%) respondents desired community involvement and issuing public statements. The relation between these variables showed no significance,  $X^2(1, n= 257) = .323, p=.570$ . The variables showed that there was no significant difference in the desirability of community involvement and issuing public statements.

All five of the null-hypotheses were supported. This was indicated by not only the majority of respondents desiring the five HRM areas, but by showing no statistical significance in the level of desirability between employees in the sexual and gender minority vs. those in the dominate majority.

Table 6: Differences Between Majority & Minority HRM Desire

|                   | <b>Diversity Training</b> | <b>Anti-Bullying /Hate</b> | <b>Equal Employment /Hiring</b> | <b>Equal Advancement /Leadership</b> | <b>Community Involvement/ Public Statements</b> |
|-------------------|---------------------------|----------------------------|---------------------------------|--------------------------------------|---|
| All Employees     | 90%                       | 92%                        | 97%                             | 96%                                  | 93%   |
| Majority          | 89%                       | 93%                        | 99%                             | 98%                                  | 93%   |
| Minority          | 90%                       | 91%                        | 96%                             | 95%                                  | 94%   |
| % Difference      | 0.75%                     | 1.88%                      | 2.80%                           | 2.75%                                | 1.98%   |
| $X^2$             | .027                      | .214                       | 1.351                           | .947                                 | .323  |
| n                 | 258                       | 259                        | 256                             | 257                                  | 257   |
| <b><i>p</i></b>   | <b>.870</b>               | <b>.644</b>                | <b>.245</b>                     | <b>.331</b>                          | <b>.570</b>                                     |
| <b>Hypothesis</b> | <b>Accepted</b>           | <b>Accepted</b>            | <b>Accepted</b>                 | <b>Accepted</b>                      | <b>Accepted</b>                                 |

## **Outcomes II: Guidelines for LGBTQ-Friendly HR Management**

This sub-document is an outcome of the secondary research conducted for the study and seeks to refine the numerous opportunities for change into brief guidelines. The goal of this outcome gain clarity through simplicity – to solidify the amorphous starting point for increasing LGBTQ-friendly HRM. The document has been arranged into the five key HRM areas identified by the Human Rights Campaign are covered. In order to help further legitimize the need for change, a justifications section is provided for each policy area.

### **Main Tips:**

- 1) Allocate appropriate funds, time, leadership support, and energy for making changes.
- 2) Start with a clear view of the impediments/obstacles that may occur - employ an external evaluator and establish or strengthen the company LGBTQ affinity group.
- 3) Keep the focus on changes being good for the bottom line and never target individuals or sub-units for change – changes should be company-wide.
- 4) Utilize resources from reputable sources including GLAAD, Lambda Legal, and the Human Rights Campaign.

## **Anti-Bullying and Reducing Hate Environments**

### **Justifications:**

- 1) Over 65 million workers have reported workplace bullying.
- 2) Fostering a work environment where employees feel supported by coworkers increases overall life satisfaction, job satisfaction, and retention.

### **Target Areas:**

- 1) Extend current anti-bullying policies to specify coverage of sexual orientation and gender identity and to cover all acts of harassment, discrimination, and bullying.
- 2) Provide opportunities for policy strengthening through annual renewals, support from leadership, and ensuring a formal process of not only increasing policies but also the mechanisms for dealing with problems once they arise.
- 3) Ensure that mandates cover all employees and not just those who are likely of being marginalized – educate staff about the policies and provide explicit examples of what constitutes harassment or bullying.

## **Equal Employment and Hiring Opportunities**

### **Justifications:**

- 1) Approximately 4.68 million Americans are not protected from being fired or for not being hired due to their LGBTQ status.
- 2) LGBTQ-friendly hiring practices leads to recruitment advantages.

### **Target Areas:**

- 1) Extend equal employment pieces (including but not limited to company website and recruitment materials) to include sexual orientation and gender identity.
- 2) Allow opportunities for the development of a common identity between interviewer/interviewee (fuller resumes/cover letters and interviews that allow time for “getting to know you” conversation) as this act helps to diminish feelings of differences, reduce bias, and increases LGBTQ individuals ability to be hired at rates appropriate for their skill set.
- 3) Recruit at LGBTQ-focused job fairs or send recruiters to speak with LGBTQ-focus groups at coveted universities and colleges.
- 4) Advertise in all recruitment materials and to all potential applicants the LGBTQ-friendly HRM practices that the company currently has in place.

## **Equal Advancement and Leadership Opportunities**

### **Justifications:**

- 1) LGBTQ individuals are woefully underrepresented in leadership positions despite their qualifications.
- 2) Diversity leads to innovation and inclusion has been linked to both profitability and achievement of higher success markers for not only the individuals but also the company.

### **Target Areas:**

- 1) Mentor Programming: Development of one-on-one mentoring programs are an optimal solution but if the creation is not feasible then a LGBTQ affinity group may help provide opportunities not only for voice and the development of further LGBTQ-friendly HRM practices but also provide opportunity for informal support and mentoring.
- 2) Servant Leadership: Begin to implement changes towards a servant leadership style that focuses on leaders’ ability to foster the growth and development of staff – working with the Greenleaf Institute may be an option for education in this area.
- 3) Company Culture Changes: Culture changes that foster team identity, focus on changes as being “smart for business,” and emphasize the rewards of changing tend to have a smoother development. Changes must involve all echelons of the company but must have strong and visible support from leadership.



## **Diversity Training**

### **Justifications:**

- 1) Over time, diversity training has been shown to not only impact organizational culture change but also personally-held attitudes yielding long-lasting change.
- 2) Heterosexist attitudes are difficult to reform but diversity training has been shown to affect change even in those with low dispositional empathy.

### **Target Areas:**

- 1) Extend current diversity training to explicitly cover sexual orientation and gender identity
- 2) Emphasize education and reducing the sense of “other” by equipping staff with the ability to empathize and see the world from the perspective of others.
- 3) Provide explicit examples of not only what actions may be offensive but also why.

## **Community Involvement, Public Statements, & Social Responsibility**

### **Justifications:**

- 1) Business leaders are continuing to move towards corporate social responsibility (CSR) and LGBTQ-friendly HRM/outreach is becoming a common form of CSR.
- 2) When customers interpret a company’s stances as being dated or out of touch, the bottom line is negatively impacted.
- 3) Companies may fear losing support from customers or stakeholders if they make their LGBTQ-friendly views/practices known but research shows that the amount of support gained outweighs losses.
- 4) CSR has the ability to help attract and retain quality staff where neutrality and philanthropy do not have the same power.

### **Target Areas:**

- 1) Increase support in this area by simply advertising the LGBTQ-friendly HRM practices from this guideline document as being in place.
- 2) Identify and join forces with a company either in the same industry or same geographic location that has previously issued public statements, have advertised or contributed to LGBTQ community events, or who advertise their LGBTQ-related CSR or HRM to not only gain mentorship but to also strengthen the message.

## **Limitations & Future Research**

### **Limitations**

Overall, the survey respondents trended towards White, female, Midwestern individuals and a larger-scale survey with a campaign to broaden the geographic, racial/ethnicity, and gender of respondents could help to increase the reliability of survey results. A larger-scale survey could also help garner enough responses from those inside of gender minorities to be compared against those in the sexual minorities; however, as the overlap of both groups is so high the scale of the survey would have to be extremely large or work to specifically target gender minority individuals.

Additionally, the research focused on identifying if all, not just LGBTQ, employees perceived a sense of benefit regarding LGBTQ-friendly HRM practices. The survey was kept brief but there is one variable discussed throughout this paper that was not covered on the survey: heterosexism. In future research it could be beneficial to identify individuals who harbor heterosexist tendencies to evaluate the impact it may have on perceived sense of benefit when HRM practices are developed to also include sexual orientation or gender identity. Recreation of the survey with the addition of heterosexism identification tools may help to broaden the impact that heterosexism plays on job selection or attraction to a company during the hiring/recruitment phase of employment.

### **Considerations & Potential Follow-Up Research**

Due to time constraints, methods have been modified to meet achievable outcomes. In future research it would benefit the survey to be able to work with specific employers that have been designated as being LGBTQ-friendly or not – thus allowing for better comparisons between distinct groups of employers. Assigning such a designation would work with larger employers

who have been assessed by the Human Rights Campaign but for small businesses the additional creation of demarcation parameters would be a necessary step in giving or denying distinction. Furthermore, the introduction of this sort of variable would also be impacted by the longevity/time-frame of said distinction and if LGBTQ-friendly policies are actually supported or simply pretense. The addition of factoring in such variables could be a next step for further research.

The focus of the study centered on the perceived sense of benefit of five HRM policy groups and if there was not a significant difference between responses from those in the sexual and gender minority vs. majority. All five HRM's hypotheses were accepted but between sexual and gender minority and majority respondents there were statistically significant differences in perceptions of how HRM coverage areas may negatively impact an individual's ability to be hired or gain employment advancement. Although not the focus of the original study, this may shed light on an opportunity for further research. This may be especially insightful if real or actual impact would be able to be measurable and were able to be compared against the assumptions or perceptions made by both sexual and gender minorities vs. majorities.

Overall, this study's author encourages continual work in discovering the benefits of extending protections, coverage, and rights to all minority groups (not just sexual and gender) and encourages work that highlights that extension of such benefits as being good for business and economically-smart choices. Additional research may help shed light on the overall importance and impact of such policies – furthering the possibility that continued illumination on the subject will prompt more companies to institute such practices. The goal being to extend workplace protections and employee support so that all employees are better able to contribute to their places of employment.

## Summary

With at least 4.68 million persons not receiving workplace protections for their sexual or gender minority status, it is important to examine how companies may be able to help close the coverage gap for their own employees. Previous work has explored the impact that LGBTQ-friendly HRM policies have for those with sexual or gender minority status – resulting in increases in productivity, retention, job satisfaction, innovation, and overall life satisfaction. This study aimed to explore if the desirability of LGBTQ-friendly HRM policies were desired by all staff and, if so, if there was a significant difference in desirability based on employees' sexual orientation or gender identity status.

Not only were each of the five policy areas (selected by the Human Rights Campaign) desired by the majority of employees (ranging from 90-97%), but there was no statistical significance ( $p$  values ranging from .245 to .870.) in the level of desirability between employees in the sexual and gender minority vs. those in the dominate majority. The results yielded in all five null-hypotheses being supported indicating that not only are LGBTQ-friendly HRM policies desired but that their desirability is not tied to employees' sexual orientation or gender identity status. Additionally, the creation of guidelines to help justify and identify target areas for beginning/enhancing change offers readers a user-friendly sub-document to help creation actionable change. The author hopes that the results will provide another reason to establish or enrich current HRM practices so that all employees may enjoy the benefits of LGBTQ-friendly HRM policies and that the gap in unprotected American workers may be closed.

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## Appendix A: Glossary

In order to better understand some of the specific terminology utilized throughout this document, a short listing of vocabulary and their definitions has been provided below:

- **Heteronormativity:** the dominate system that privileges those in the sexual majority and oppresses those in the sexual minority (Gedro, 2007)
- **Heterosexism:** an ideological system that denies, denigrates, and stigmatizes and non-heterosexual form of behavior, identity, relationship or community – resulting in stereotypes, prejudice, and discrimination toward LGBTQ individuals in society as a whole, and in workplaces in particular (Herek, 1995)
- **Out:** to have one’s sexual orientation or gender identity status known by others (Human Rights Campaign Glossary of Terms, 2016)
- **Sexual or Gender Minority:** used in this paper interchangeably with LGBTQ to recognize those who are non-heterosexual, with less status/rights/protections than the dominate group (Gedro et al., 2013)
- **Transgender Person or Transperson:** umbrella term for people whose gender identity and/or gender expression differs from what is typically associated with the sex they were assigned at birth (GLAAD, 2016)

## Appendix B: Mitigation of Workplace Bullying

Below is a listing from McCalla (2008) listing the top recommendations for mitigation of workplace bullying. Although the practices and policies are beneficial for addressing issues related to the LGBTQ community, the application extends to all employees.

| Category                      | Top Recommendations Based on Ranking   |
|-------------------------------|--|
| Current Characteristics       | <ul style="list-style-type: none"> <li>• Organizations should mandate annual renewal of harassment, diversity, and discrimination training.</li> <li>• Leaders within an organization are responsible for ensuring that current policies cover all acts of harassment, discrimination, and bullying.</li> <li>• To develop an effective diversity program, recruiters of an organization should attract diverse talent into the organization to fill leadership roles.</li> </ul>  |
| Policy or Practice to Address | <ul style="list-style-type: none"> <li>• Organizational leaders should develop an antibullying policy to protect all employees, not just employees likely to be marginalized.</li> <li>• Leaders within an organization should use current harassment, EEO, and discrimination policies to help support the development of antibullying policies.</li> <li>• A formal organizational process of defining workplace bullying, versus acts of harassment, is an important contribution toward developing a workplace bullying policy.</li> <li>• Organizational training should include examples of acts deemed by the organization as zero tolerant.</li> </ul> |

## **Appendix C: Survey**

The following content displays the survey in two different ways. First, there is a screen capture of the first page as it was presented to respondents – showing the consent information, font choice, and other design features. Secondly, after the first page screen capture, the rest of the survey is displayed with additional content to detail the skip logic (light gray highlight), display logic (light blue highlight), and answer numbering (numbers located in parentheses after each response option). No respondent experienced the survey with any of these additional features being visually obvious, rather, all logic was seamlessly integrated into the background of the survey. Despite any skip or display logic, all respondents are able to answer demographic questions as well as express desirability of the featured HR practices.

## HR Policies & Practices Survey

---

Thank you for taking the time to open and fill out this survey regarding the human resource (HR) policies and practices that are available at your place of employment. The survey is estimated to take less than 10 minutes to complete but will help advance our knowledge regarding the perceived benefits of the included HR practices. The survey is completely anonymous as no names or other identifying markers will be collected and all data will be presented in aggregate form only. Please complete the survey only if you are over 18 years of age.

There is no obligation for you to complete all of the survey and you may stop at any time. You may also skip questions you may not be comfortable answering but if you do choose to respond, however, there are two questions (regarding employment status and HR policies) that are required to access portions of the survey relevant to your employment status and related employment status HR policies.

This study was approved by the Saint Mary-of-the-Woods College Human Subjects Institutional Review Board on December 28, 2016. If you have questions or concerns about this study, please contact the principal investigator, the co-investigator, or the member of the Human Subjects Institutional Review Board:

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Please complete the survey by Tuesday, January 17, 2017.

By proceeding, you indicate that you are 18 years of age or older, have been informed via this introduction about this study, and consent to participate.

Where do you currently reside?

- United States of America: Midwest (1)
  - United States of America: Northeast (2)
  - United States of America: South (3)
  - United States of America: West (4)
  - United States of America: Puerto Rico & Other Territories (5)
  - Outside of the United States of America (please indicate country): (6)
- 

Please indicate your race/ethnicity (select all that apply):

- Asian/Asian-American (1)
- Black/African-American (2)
- Latino/Hispanic/Chicano (3)
- Middle Eastern (4)
- Native American or Alaskan Native (5)
- Pacific Islander or Native Hawaiian (6)
- White/Caucasian (7)
- Other (please describe): (8) \_\_\_\_\_

What is your age range?

- 18-24 Years (1)
- 25-34 Years (2)
- 35-44 Years (3)
- 45-54 Years (4)
- 55-64 Years (5)
- 65-74 Years (6)
- 75-84 Years (7)
- Over 85 Years (8)

How do you define your gender identity?

- Male (1)
- Female (2)
- Transgender or Non-Gender Binary (3)
- Prefer to Self-Describe: (4) \_\_\_\_\_
- Prefer not to Respond (5)

How do you define your sexual orientation?

- Complete Heterosexual (1)
- Mostly Heterosexual (2)
- Bisexual (3)
- Pansexual (4)
- Mostly Lesbian/Gay/Homosexual (5)
- Completely Lesbian/Gay/Homosexual (6)
- Asexual (7)
- Prefer to Self-Describe: (8) \_\_\_\_\_
- Prefer not to Respond (9)

What is your employment status (please select the best fit)?

- I am considered an active full-time employee by an employer (does include if temporarily away from work while protected by the Federal Medical Leave Act (FMLA), on sabbatical, or by other means). (1)
- I am considered an active part-time employee by an employer (does include if temporarily away from work while protected by the Federal Medical Leave Act (FMLA), on sabbatical, or by other means). (2)
- I work for myself or own my own company. (3)
- I primarily work at home but may or may not also work with a multi-level marketing company (Avon, LuLaRoe, etc.), produce sales through independent markets or on Etsy.com, or receive cash for work on an occasional basis (such as mowing lawns, child care, or cleaning/handyman services). (4)
- I am retired or unemployed. (5)

If I work for myself or own my... Is Selected, Then Skip To What is your level of desire to work  
 ...If I primarily work at home bu... Is Selected, Then Skip To What is your level of desire to work  
 ...If I am retired or unemployed. Is Selected, Then Skip To What is your level of desire to work  
 ...



Please respond with your opinion regarding if your place of employment has any of the following HR practices in place.

|   | No, I do not think my company has this practice in place. (1) | Yes, I think my company has this policy in place but may not yet be actively practicing or promoting it. (2) | Yes, my company has this policy in place AND is actively practicing or promoting it. (3) |
|---|---|--|--|
| Diversity Training (1)  | <input type="radio"/>   | <input type="radio"/>  | <input type="radio"/>  |
| Anti-Bullying/Hate Policies (2)   | <input type="radio"/>   | <input type="radio"/>  | <input type="radio"/>  |
| Equal Employment/Hiring Opportunities (3)                                   | <input type="radio"/>   | <input type="radio"/>  | <input type="radio"/>  |
| Equal Advancement or Leadership Training Opportunities (4)                  | <input type="radio"/>   | <input type="radio"/>  | <input type="radio"/>  |
| Community Involvement (giving, sponsorship) or Issues Public Statements (5) | <input type="radio"/>   | <input type="radio"/>  | <input type="radio"/>  |

Please respond with your level of agreement. What is your level of agreement that the following areas have related HR policies not only in place but actively in practice? This includes...

|   | Strongly Disagree (1) | Disagree (2)          | Neither Disagree or Agree (3) | Agree (4)             | Strongly Agree (5)    |
|---|-----------------------|-----------------------|-------------------------------|-----------------------|-----------------------|
| Diversity Training (1)  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Anti-Bullying/Hate Policies (2)   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Equal Employment/Hiring Opportunities (3)                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Equal Advancement or Leadership Training Opportunities (4)                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Community Involvement (giving, sponsorship) or Issues Public Statements (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |

**Display This Question:**

If Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Diversity Training - Yes, I think my company has this policy in place but may not yet be actively practicing or promoting it. Is Selected

Or Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Diversity Training - Yes, my company has this policy in place AND are actively practicing or promoting it. Is Selected

The diversity training at my place of employment includes topics on the following areas (check all that apply):

- Race/Ethnicity or Country of Origin (1)
- Religion, Values, or Ethics (2)
- Sexual Orientation (3)
- Gender Identity (4)

**Display This Question:**

If Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Anti-Bullying/Hate Policies - Yes, I think my company has this policy in place but may not yet be actively practicing or promoting it. Is Selected

Or Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Anti-Bullying/Hate Policies - Yes, my company has this policy in place AND are actively practicing or promoting it. Is Selected

The anti-bullying/hate policies at my place of employment include the following areas (check all that apply):

- Race/Ethnicity or Country of Origin (1)
- Religion, Values, or Ethics (2)
- Sexual Orientation (3)
- Gender Identity (4)

**Display This Question:**

If Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Equal Employment/Hiring Opportunities - Yes, I think my company has this policy in place but may not yet be actively practicing or promoting it. Is Selected

Or Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Equal Employment/Hiring Opportunities - Yes, my company has this policy in place AND are actively practicing or promoting it. Is Selected

The equal employment/hiring policies at my place of employment include the following areas (check all that apply):

- Race/Ethnicity or Country of Origin (1)
- Religion, Values, or Ethics (2)
- Sexual Orientation (3)
- Gender Identity (4)

**Display This Question:**

If Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Equal Advancement or Leadership Training Opportunities - Yes, I think my company has this policy in place but may not yet be actively practicing or promoting it. Is Selected

Or Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Equal Advancement or Leadership Training Opportunities - Yes, my company has this policy in place AND are actively practicing or promoting it. Is Selected

The policies regarding equal advancement or leadership training opportunities at my place of employment include the following areas (check all that apply):

- Race/Ethnicity or Country of Origin (1)
- Religion, Values, or Ethics (2)
- Sexual Orientation (3)
- Gender Identity (4)

**Display This Question:**

If Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Community Involvement (giving, sponsorship) or Issues Public Statements - Yes, I think my company has this policy in place but may not yet be actively practicing or promoting it. Is Selected

Or Please respond with your opinion regarding if your place of employment has any of the following HR practices in place. Community Involvement (giving, sponsorship) or Issues Public Statements - Yes, my company has this policy in place AND are actively practicing or promoting it. Is Selected

The public statements issued by my place of employment include the following areas (check all that apply):

- Race/Ethnicity or Country of Origin (1)
- Religion, Values, or Ethics (2)
- Sexual Orientation (3)
- Gender Identity (4)

Please respond with your level of agreement. What is your level of agreement that the following areas could have a negative impact on an employee's ability to be hired by your company?

|   | Strongly Disagree (1) | Disagree (2)          | Neither Disagree or Agree (3) | Agree (4)             | Strongly Agree (5)    |
|---|-----------------------|-----------------------|-------------------------------|-----------------------|-----------------------|
| Race/Ethnicity or Country of Origin (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Religion, Values, or Ethics (2)         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Sexual Orientation (3)                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Gender Identity (4)                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |

Please respond with your level of agreement. What is your level of agreement that the following areas could have a negative impact on an employee's ability to be promoted by your company?

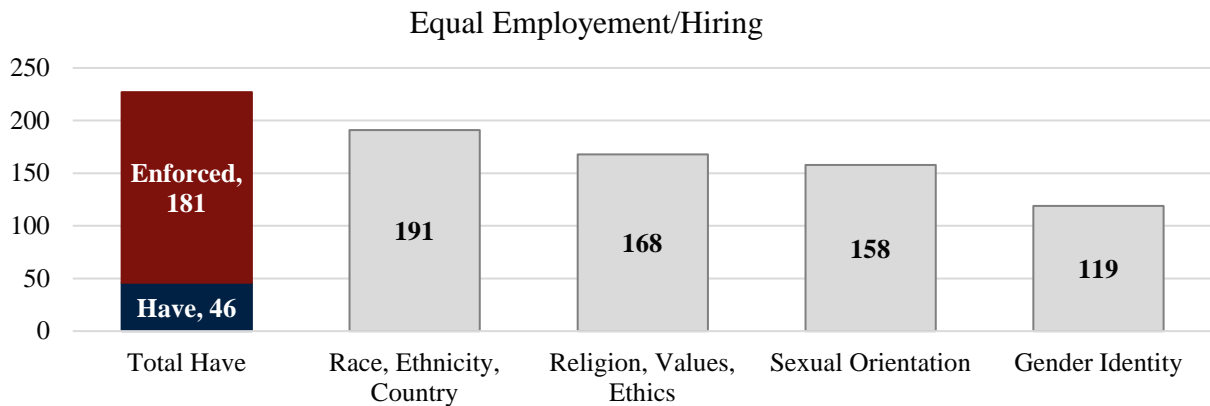
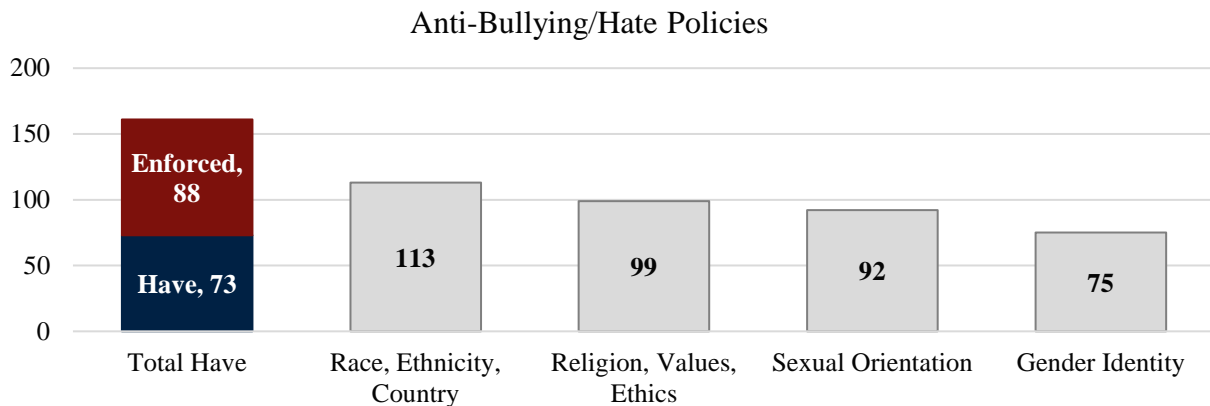
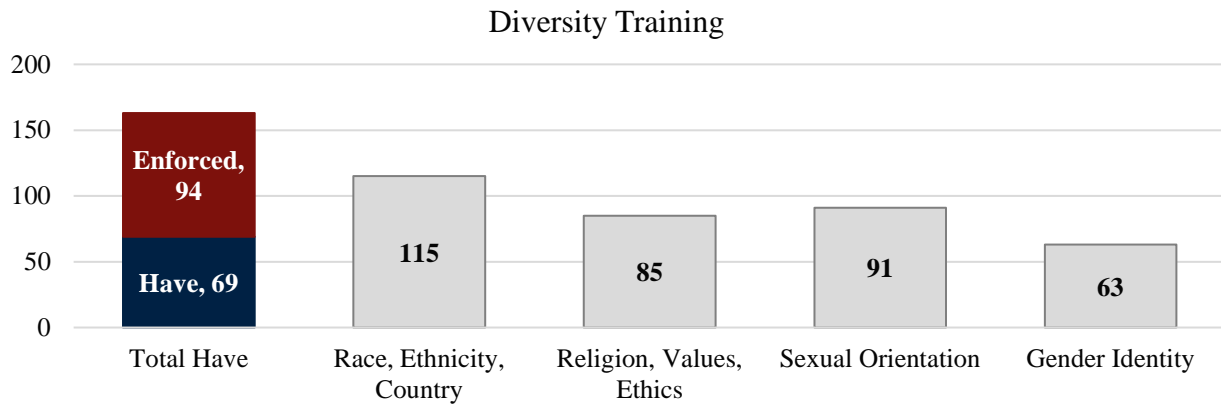
|   | Strongly Disagree (1) | Disagree (2)          | Neither Disagree or Agree (3) | Agree (4)             | Strongly Agree (5)    |
|---|-----------------------|-----------------------|-------------------------------|-----------------------|-----------------------|
| Race/Ethnicity or Country of Origin (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Religion, Values, or Ethics (2)         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Sexual Orientation (3)                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |
| Gender Identity (4)                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>         | <input type="radio"/> | <input type="radio"/> |

What is your level of desire to work for an employer that actively participates in HR policies related to the following areas:

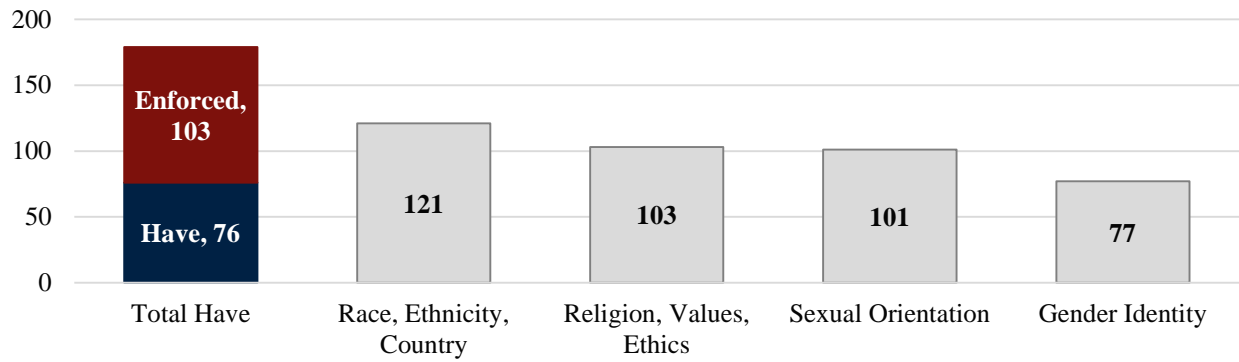
|   | Strongly Do Not Desire (1) | Do Not Desire (2)     | Desire (3)            | Strongly Desire (4)   |
|---|----------------------------|-----------------------|-----------------------|-----------------------|
| Diversity Training (1)  | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Anti-Bullying/Hate Policies (2)   | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Equal Employment/Hiring Opportunities (3)                                   | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Equal Advancement or Leadership Training Opportunities (4)                  | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Community Involvement (giving, sponsorship) or Issues Public Statements (5) | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## Appendix D: Coverage Areas of HRM Practices

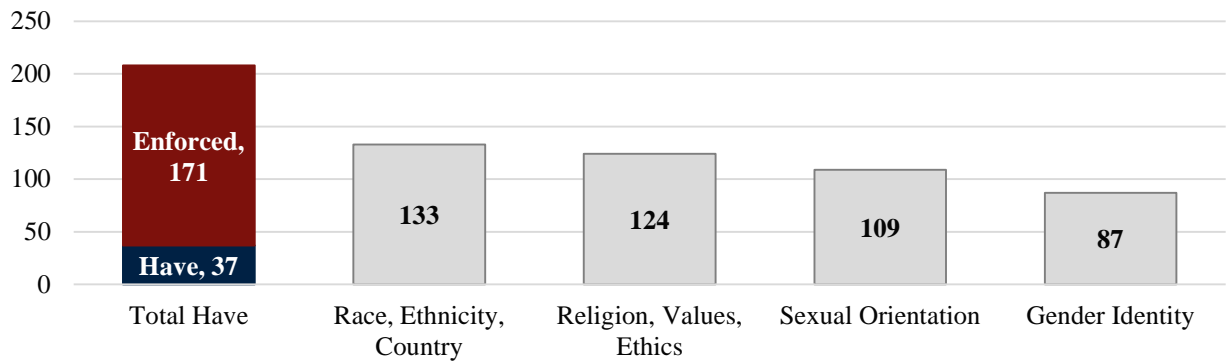
The following charts display the differences in coverage areas of the five HRM practices – for a breakdown of coverage area by sexual and gender minority/majority status, see section Enforcement of LGBTQ-Friendly HRM Practices.



Equal Advancement/Leadership Training



Community Outreach or Issuing Public Statements



## Appendix E: SPSS Outputs - Desire

The following output from Statistical Package for the Social Sciences 24.0 (SPSS) shows the crosstab and chi-square test relating to perceived sense of desirability of the five LGBTQ-friendly HRM policy areas. Desirability of each area was examined to see if there was a significant difference between those in the sexual and gender minority population vs. those in the majority. Results indicated that for each of the five areas that there was no statistical difference so all null-hypothesis were accepted – showing that all employees, not just those in the sexual or gender minorities, perceive LGBTQ-friendly HRM policies to be desirable.

### Diversity Training

#### Crosstab

|                      |          | Desires Diversity Training |      | Total |       |
|----------------------|----------|----------------------------|------|-------|-------|
|                      |          | No                         | Yes  |       |       |
| GenderSexualMinority | Majority | Count                      | 19   | 159   | 178   |
|                      |          | Expected Count             | 18.6 | 159.4 | 178.0 |
|                      | Minority | Count                      | 8    | 72    | 80    |
|                      |          | Expected Count             | 8.4  | 71.6  | 80.0  |
| Total                |          | Count                      | 27   | 231   | 258   |
|                      |          | Expected Count             | 27.0 | 231.0 | 258.0 |

#### Chi-Square Tests

|                                    | Value             | df | Asymptotic Significance (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|-------------------|----|-----------------------------------|----------------------|----------------------|
| Pearson Chi-Square                 | .027 <sup>a</sup> | 1  | .870                              |                      |                      |
| Continuity Correction <sup>b</sup> | .000              | 1  | 1.000                             |                      |                      |
| Likelihood Ratio                   | .027              | 1  | .870                              |                      |                      |
| Fisher's Exact Test                |                   |    |                                   | 1.000                | .531                 |
| Linear-by-Linear Association       | .027              | 1  | .870                              |                      |                      |
| N of Valid Cases                   | 258               |    |                                   |                      |                      |

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 8.37.

b. Computed only for a 2x2 table

**Anti-Bullying/Hate Policies**

**Crosstab**

|                      |          | DesiresAntiBullyingHatePolicies |      | Total |       |
|----------------------|----------|---------------------------------|------|-------|-------|
|                      |          | No                              | Yes  |       |       |
| GenderSexualMinority | Majority | Count                           | 16   | 161   | 177   |
|                      |          | Expected Count                  | 15.0 | 162.0 | 177.0 |
|                      | Minority | Count                           | 6    | 76    | 82    |
|                      |          | Expected Count                  | 7.0  | 75.0  | 82.0  |
| Total                |          | Count                           | 22   | 237   | 259   |
|                      |          | Expected Count                  | 22.0 | 237.0 | 259.0 |

**Chi-Square Tests**

|                                    | Value             | df | Asymptotic Significance (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|-------------------|----|-----------------------------------|----------------------|----------------------|
| Pearson Chi-Square                 | .214 <sup>a</sup> | 1  | .644                              |                      |                      |
| Continuity Correction <sup>b</sup> | .050              | 1  | .824                              |                      |                      |
| Likelihood Ratio                   | .219              | 1  | .640                              |                      |                      |
| Fisher's Exact Test                |                   |    |                                   | .812                 | .421                 |
| Linear-by-Linear Association       | .213              | 1  | .644                              |                      |                      |
| N of Valid Cases                   | 259               |    |                                   |                      |                      |

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.97.

b. Computed only for a 2x2 table

**Equal Employment/Hiring Opportunities**

**Crosstab**

|                      |          | DesiresEqualEmployHiring |     | Total |       |
|----------------------|----------|--------------------------|-----|-------|-------|
|                      |          | No                       | Yes |       |       |
| GenderSexualMinority | Majority | Count                    | 7   | 169   | 176   |
|                      |          | Expected Count           | 5.5 | 170.5 | 176.0 |
|                      | Minority | Count                    | 1   | 79    | 80    |
|                      |          | Expected Count           | 2.5 | 77.5  | 80.0  |
| Total                |          | Count                    | 8   | 248   | 256   |
|                      |          | Expected Count           | 8.0 | 248.0 | 256.0 |



**Chi-Square Tests**

|                                    | Value              | df | Asymptotic Significance (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|--------------------|----|-----------------------------------|----------------------|----------------------|
| Pearson Chi-Square                 | 1.351 <sup>a</sup> | 1  | .245                              |                      |                      |
| Continuity Correction <sup>b</sup> | .601               | 1  | .438                              |                      |                      |
| Likelihood Ratio                   | 1.586              | 1  | .208                              |                      |                      |
| Fisher's Exact Test                |                    |    |                                   | .441                 | .227                 |
| Linear-by-Linear Association       | 1.346              | 1  | .246                              |                      |                      |
| N of Valid Cases                   | 256                |    |                                   |                      |                      |

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.50.

b. Computed only for a 2x2 table

**Equal Advancement/Leadership Opportunities**

**Crosstab**

|                      |          | Desires Equal Advancement Leadership |      | Total |       |
|----------------------|----------|--------------------------------------|------|-------|-------|
|                      |          | No                                   | Yes  |       |       |
| GenderSexualMinority | Majority | Count                                | 9    | 167   | 176   |
|                      |          | Expected Count                       | 7.5  | 168.5 | 176.0 |
|                      | Minority | Count                                | 2    | 79    | 81    |
|                      |          | Expected Count                       | 3.5  | 77.5  | 81.0  |
| Total                |          | Count                                | 11   | 246   | 257   |
|                      |          | Expected Count                       | 11.0 | 246.0 | 257.0 |

**Chi-Square Tests**

|                                    | Value             | df | Asymptotic Significance (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|-------------------|----|-----------------------------------|----------------------|----------------------|
| Pearson Chi-Square                 | .947 <sup>a</sup> | 1  | .331                              |                      |                      |
| Continuity Correction <sup>b</sup> | .411              | 1  | .521                              |                      |                      |
| Likelihood Ratio                   | 1.042             | 1  | .307                              |                      |                      |
| Fisher's Exact Test                |                   |    |                                   | .511                 | .270                 |
| Linear-by-Linear Association       | .943              | 1  | .331                              |                      |                      |
| N of Valid Cases                   | 257               |    |                                   |                      |                      |

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.47.

b. Computed only for a 2x2 table

**Community Involvement or Issuing Public Statements**

**Crosstab**

| GenderSexualMinority | Majority | Count          | DesiresCommunityInvolvementPublic Statements |       | Total |
|----------------------|----------|----------------|--|-------|-------|
|                      |          |                | No   | Yes   |       |
|                      | Majority | Count          | 10   | 167   | 177   |
|                      | Majority | Expected Count | 11.0   | 166.0 | 177.0 |
|                      | Minority | Count          | 6  | 74    | 80    |
|                      | Minority | Expected Count | 5.0  | 75.0  | 80.0  |
| Total                |          | Count          | 16   | 241   | 257   |
| Total                |          | Expected Count | 16.0   | 241.0 | 257.0 |

**Chi-Square Tests**

|                                    | Value             | df | Asymptotic Significance (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|-------------------|----|-----------------------------------|----------------------|----------------------|
| Pearson Chi-Square                 | .323 <sup>a</sup> | 1  | .570                              |                      |                      |
| Continuity Correction <sup>b</sup> | .084              | 1  | .772                              |                      |                      |
| Likelihood Ratio                   | .313              | 1  | .576                              |                      |                      |
| Fisher's Exact Test                |                   |    |                                   | .584                 | .376                 |
| Linear-by-Linear Association       | .322              | 1  | .571                              |                      |                      |
| N of Valid Cases                   | 257               |    |                                   |                      |                      |

- a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.98.
- b. Computed only for a 2x2 table