

## DOCUMENT RESUME

ED 394 369

HE 028 995

AUTHOR Mohapatra, Manindra K.; And Others  
 TITLE African American Public Administrators and Cultural Diversity Management: Findings of a Pilot Study.  
 INSTITUTION Indiana State Univ., Terre Haute. Center for Governmental Services.  
 PUB DATE Mar 96  
 NOTE 22p.; Paper prepared for presentation at the Annual Meeting of the Kentucky Political Science Association (35th, Berea, KY, March 1-2, 1996).  
 PUB TYPE Reports - Research/Technical (143) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC01 Plus Postage.  
 DESCRIPTORS \*Administrator Attitudes; \*Administrator Role; \*Blacks; Cultural Awareness; Cultural Differences; \*Cultural Pluralism; Higher Education; National Surveys; \*Personnel Management; Pilot Projects; \*Public Administration  
 IDENTIFIERS \*African Americans

## ABSTRACT

This paper presents the results of a pilot study of African American public administrators' attitudes toward cultural diversity management in the Fall of 1995. It is based on an open-ended national survey that was mailed to 394 federal, state, and local African American public administrators. The study asked respondents about the special knowledge and skills needed by administrators in managing a culturally diverse workforce and about programs that their agencies have developed to manage a culturally diverse workforce. Strategies of developing managerial competencies among women and minority employees were also examined. The small response rate (n=27 completed questionnaires) does not allow for substantive theoretical analyses; however, descriptive presentations of data are given. The paper provides suggestions for the development of a comprehensive national study of African American public administrators' attitudes toward cultural diversity management. A copy of the survey form is included. (Contains 61 references.)  
 (MDM)

\*\*\*\*\*  
 \* Reproductions supplied by EDRS are the best that can be made \*  
 \* from the original document. \*  
 \*\*\*\*\*

ED 394 369

**AFRICAN AMERICAN PUBLIC ADMINISTRATORS  
AND CULTURAL DIVERSITY MANAGEMENT:  
FINDINGS OF A PILOT STUDY\***

A RESEARCH REPORT FROM

*THE CENTER FOR  
GOVERNMENTAL SERVICES*

DEPARTMENT OF POLITICAL SCIENCE



INDIANA STATE UNIVERSITY  
TERRE HAUTE, INDIANA 47809 (USA)  
PHONE: (812) 237 2430

U.S. DEPARTMENT OF EDUCATION  
Office of Educational Research and Improvement  
EDUCATIONAL RESOURCES INFORMATION  
CENTER (ERIC)

This document has been reproduced as  
received from the person or organization  
originating it

Minor changes have been made to  
improve reproduction quality

\* Points of view or opinions stated in this  
document do not necessarily represent  
official OERI position or policy

PERMISSION TO REPRODUCE AND  
DISSEMINATE THIS MATERIAL  
HAS BEEN GRANTED BY

Manindra K. Mohapatra

TO THE EDUCATIONAL RESOURCES  
INFORMATION CENTER (ERIC)

NE 028 995

**AFRICAN AMERICAN PUBLIC ADMINISTRATORS  
AND CULTURAL DIVERSITY MANAGEMENT:  
FINDINGS OF A PILOT STUDY\***

by

**Manindra K. Mohapatra**  
Professor of Political Science  
Director, MPA Program and  
Center for Governmental Services

**Tanya Hunter**  
Research Assistant and MPA Student

**Annissa McCaskill**  
Research Assistant and MPA Student

**Reginald Simmons**  
Research Assistant and MPA Student

**Political Science Department, Center for Governmental Services  
INDIANA STATE UNIVERSITY  
Terre Haute, IN 47809  
812-237-2436**

\* A working paper prepared for presentation at the 35th Annual Meeting of Kentucky Political Science Association, Berea College, Berea, KY (March 1-2, 1996). This paper is based upon a pilot study data collected by the Center for Governmental Services, Indiana State University, Terre Haute, IN. The authors of this paper are responsible for the analyses and conclusions presented in this paper. These do not necessarily represent the position of the Center for governmental Services or Indiana State University. The staff members and Graduate Students of the Center for Governmental Services supported the project activities: Mary Richmond, Maria Lorenzo-Carballo, Jiang Jianling and Marcia Setzer.

kpsa96.ppr

Abstract

Title: **AFRICAN AMERICAN PUBLIC ADMINISTRATORS AND CULTURAL DIVERSITY MANAGEMENT: FINDINGS OF A PILOT STUDY**

Authors: Manindra Mohapatra  
Professor of Political Science  
Director, MPA Program and Center for Governmental Services  
Indiana State University

Tanya Hunter  
Research Assistant and MPA Student  
Center for Governmental Services  
Indiana State University

Annissa McCaskill  
Research Assistant and MPA Student  
Center for Governmental Services  
Indiana State University

Reginald Simmons  
Research Assistant and MPA Student  
Center for Governmental Services  
Indiana State University

This research report presents the findings of a Fall 1995 pilot study of African American Public Administrators' attitudes toward cultural diversity management conducted by the Center for governmental Services of Indiana State University. The researchers obtained a list of those African American administrators from a national biographical directory of African Americans. A specially designed questionnaire was mailed out to 394 persons identified in the directory as Federal/State/Local public administrators. This working paper is based upon the responses in 27 completed questionnaires received through this pilot mail survey. The survey instrument included questions on "managerial competencies" and "strategies of developing managerial competencies among women/minority employees." The findings of this pilot study suggests the feasibility of conducting a large-scale mail survey of African American public administrators using biographical listings.

(I)

## **INTRODUCTION**

Prof. Golembiewski's recent work on managing diversity in work organizations has suggested the need for Public Administration researchers to continue their inquiries into "cultural diversity in workplace." (Golembiewski, 1995). Ongoing studies at the Center for Governmental Services at Indiana State University have produced some interesting preliminary results about managerial competencies needed for by the public managers to be effective in public agencies with employees having diverse cultural attributes (see Golembiewski's, discussion of Indiana State findings in his 1995 book p. 63). Related research studies conducted by the Center for Public and International Policy Research in the School of Public Administration at Kentucky State University also provide some interesting empirical findings that are relevant to our understanding of the expectations of employees with diverse attributes in public organization (Osborne, 1994). The research reported in this working paper is an attempt to continue inquiry about cultural diversity in work organizations for the benefit of those public managers of who are still asking a grand question - **How can I be an effective manager in a culturally diverse workplace?** This paper reports the findings of a pilot study of African American public administrators conducted in Fall '95 at Indiana State University.

(II)

## **THEORETICAL CONCERNS**

A basic assumption of this paper is that we do not know enough about the work-related attitudinal orientations of "diverse employees" in work organizations. A search of literature shows some studies that enlighten us about the views and values of women and minority employees (e.g. Arroba, 1988; Bremer, 1988; Mohapatra and Mohapatra, 1994). Researchers still need to know more about managing diversity from the perspective of women and minority employees. This theoretical concern has provided the foundation of the empirical research reported in this working paper.

The present inquiry has focussed upon two central theoretical concerns.

1. **Managerial competencies needed for being effective in managing a diverse workforce.**
2. **Strategies of developing managerial competencies among women and minority employees within the organizations.**

Both of these concerns are somewhat related although there are some differences. The first concern is somewhat universalistic search for managerial competencies and the second is more focused on the developmental needs of the women and minority employees who may be candidates for future managerial positions. For the purpose of this research we have limited our concern with the African American public administrators.

(III)

### **RESEARCH OBJECTIVE**

The specific objective of this study centers around two research questions.

1. How do the African American public administrators perceive the importance of managerial competencies of public managers in relation to the diverse workforce of the year 2000?
2. How do the African American public administrators feel about the effectiveness of strategies in developing managerial competencies among women and minority employees?

(IV)

### **DATA SOURCES AND METHODOLOGY**

Previous studies by the Center for Governmental Services, Indiana State University had conducted mail surveys of Indiana administrators, (Mohapatra et. al., 1991), Midwestern Administrators ( Mohapatra et. al., 1993) urban administrators, (Choudhury, 1996), and MPA faculty members about cultural diversity (McDowell et. al, 1993). The surveys conducted at Kentucky State University had also dealt with managerial competencies around MPA curriculum (Osborne et. al. 1994, Daniels & Rose, 1991, Mohapatra et. al. 1990, Woods, 1992). The questionnaires used in all these studies were consulted to design a mail questionnaire for African American public administrators (see appendix). A national listing of black Americans was obtained to prepare a purposive sample of African public administrators who were listed in this directory. It resulted in a total number of 394 individuals who were eligible to be included in the sample for this survey. In the Fall of 1995 all these 394 persons were mailed the survey questionnaire. This pilot study data is based upon 27 completed questionnaires received by the December, 1995.

(V)

### **DATA ANALYSES AND DISCUSSIONS**

This working paper based upon the pilot study of a small number of respondents (N=27) will provide descriptive presentations of data without analyses and interpretations. Upon completion of the follow-up survey with a larger database such analyses and interpretation will be feasible. Table No. 1 presents a general profile of the respondents African American Public Administrators. A majority of them (66%) held an advanced college degree and worked for state and local agencies (74%). The gender distribution was: Male (51.9%) and Female (48.1%). Nearly 60% held merit system positions in government agencies. A majority (55%) had worked in government agencies for more than 15 years. Only less than half of these administrators (44%) had either a degree or some education at a Historically Black College/University (HBCU). The

Table No. 2 provides a list of 12 HBCUs with which these respondents were associated. The current job titles of the respondents African American Public Administrators is listed in Table No.3.

The table No. 4 tabulates the responses of these Administrators to a question about their familiarity with cultural diversity literature. It also shows some variations among the Administrators based upon gender and HBCU affiliations reported by them.

Table No. 1

**PROFILE OF THE AFRICAN AMERICAN ADMINISTRATORS**

**GOVERNMENTAL LEVEL EMPLOYED**

Federal	22.2% (6)
State	37.0% (10)
Local	37.0% (10)
Missing Data	3.7% (1)
-----	

Total 100% (27)

**HBCU EDUCATION**

HBCU /graduate or attended	44.44% (12)
No HBCU association	55.55% (15)
-----	

Total 100% (27)

**GENDER**

Male	51.9% (14)
Female	48.1% (13)
-----	

Total 100% (27)

**YEARS OF SERVICE IN GOVERNMENT AGENCIES**

10 yrs or less	18.5% (5)
10-15 yrs	22.2% (6)
16-20 yrs	18.5% (5)
20+	37.0% (10)
Missing data	3.7% (1)
-----	

Total 100% (27)

**EDUCATIONAL BACKGROUND**

MPA	7.4% (2)
Other Master's degree	40.7% (11)
Incomplete Ph.D.	7.4% (2)
J.D.	11.1% (3)
Bachelor's degree	25.9% (7)
Missing data	7.4% (2)
-----	

Total 100 (27)

**NATURE OF CURRENT APPOINTMENT**

Elected Official	14.8% (4)
Political Appointee	11.1% (3)
Merit Employee	59.3% (16)
Missing Data	14.8% (4)
-----	

Total 100% (27)

Table No. 2

**HISTORICALLY BLACK COLLEGE/UNIVERSITY AFFILIATION REPORTED  
BY RESPONDENT AFRICAN AMERICAN PUBLIC ADMINISTRATORS**

Alabama A & M University  
Benedict College  
Bethune-Cookman College  
Clark/Atlanta University  
Fayetteville State University  
Florida A & M University  
Howard University  
Morehouse College  
Morgan State University  
North Carolina A & T University  
North Carolina Central University  
Southern University

Table No. 3

**JOB TITLES OF RESPONDENT AFRICAN AMERICAN PUBLIC ADMINISTRATORS**

Administrative Assistant  
Administrator of Weatherization Program  
Assistant City Manager  
Commissioner  
Deputy City Manager  
Deputy Director  
Director Office of Equal Opportunity  
Director of Economic Development  
Director of Planning  
District EEO Review Officer  
Equal Employment Opportunity Specialist  
Human Relations Officer  
Human Resource Director  
Human Rights Director  
Personnel Management Specialist  
Personnel Office Director  
Program Manager  
Risk Manager  
Staff Attorney



Table No. 4

**AFRICAN AMERICAN PUBLIC ADMINISTRATORS' FAMILIARITY  
WITH CULTURAL DIVERSITY LITERATURE\***

Survey Responses	All Respondents N = 27	Women Respondents N = 13	HBCU Affiliated Respondents N = 14
Very familiar	29.6% (8)	23.1% (3)	35.7% (5)
Somewhat familiar	48.1% (13)	46.2% (6)	50% (7)
Not familiar	22.2% (6)	30.8%	14.3% (2)
No response	0%	0%	0%
<b>Total</b>	100%	100%	100%

\* Survey question: How familiar are you with current writings about "cultural diversity projected in workforce: 2000? (e.g. Hudson Institute's study titled "Workforce 2000: 1987").

We have listed below the actual responses of the Administrators to two open-ended survey questions.

Q-6 In your opinion, what special knowledge and skills are needed by individual administrators in managing a culturally diverse workforce in your agency? (open-ended responses)

"An understanding of the differences and similarities of people regarding their nationalities, religions and cultural attributes."

"Need new knowledge and skills for workforce diversity."

"Strong inter-group relations skills and knowledge of race relations."

"Listening skills are crucial and ability to be both sensitive and candid."

"Knowledge of cultural/ethnic background and needs of various ethnic groups in society."

"EEO Regulations"

"Diversity training"

"In an ethnically diverse workplace administrators must acquire a basic knowledge of cultural mores that enable positive interaction with all employees"

"Become culturally aware of your workplace."

"Managers and leaders need to confront their own bias."

"Sensitivity, awareness and strong personality"

"Awareness of social values of various racial and ethnic groups in essential. Good communication skills are necessary for an administrator to be successful in managing a culturally diverse workforce."

"Sensitivity to issues pertinent to women/minorities. Lead by examples, compromise, vision, creative problem solving, maintaining diversity training, team building and conflict resolution."

"Keep EEO"

"They need to understand the people they are providing service for. Need to have experience first hand the community and their concerns and be willing to listen."

"Open minds and willingness to change"

"Skills on effecting direct change"

"Coaching and counseling techniques"

"Rid themselves of stereotypes"

"Become more pleasant of others"

"Understand other cultures"

"Negotiation skills"

"Experience in working with diverse groups"

"Awareness, sensitivity and consistency"

"Democratic work ethic"

"Knowledge of cultural history of workforce inhabitants"

Q No. 4 Is your agency developing any specific plans to manage the culturally diverse workforce of the year 2000? If so, briefly describe below elements of the plans that you think are important. (open-ended answers)

"Monthly workshops. They were attended sometimes reluctantly"

"Identification of applicant pool. Non-traditional recruitment efforts"

"Training programs for management and employees"

"Diversity training part of staff orientation"

"Trying to promote minorities, make sure they are in all levels and all departments"

"My agency mirrors the community population. By including all ethnic groups in workforce."

"We have a plan, but no serious efforts to implement such a plan"

"Culturally diverse workshops and seminars are being provided for officials, managers and supervisor"

"No" "None"

"Not that I know of"

"Created a diversity committee"

"Developing cultural competency levels among our direct care staff"

"Plans are being considered to have administrators be creative/innovative in developing ways and means to improve the level of cultural/ethnic diversity in the workplace"

"Innovative recruitment strategies to hire meritorious women/minorities"

"Prepare to help managers/employees understand, respect and value each other's differences"

Table No. 5

**AFRICAN AMERICAN PUBLIC ADMINISTRATORS' PERCEIVED  
IMPORTANCE OF MANAGERIAL COMPETENCIES\***

MANAGERIAL COMPETENCIES FOR PUBLIC ADMINISTRATORS	RANK ORDER	PERCENTAGE SAYING VERY IMPORTANT
Assertiveness	10	37% (10)
Building teamwork in the work group	1	100% (27)
Commitment to democratic values	3	77.8% (21)
Counseling and disciplining employees	3	77.8% (21)
Designing research studies or program evaluations	10	37.0% (10)
Developing monetary budgets	9	40.7%(11)
Evaluating employee productivity	5	70.4% (19)
Influencing superiors and peers	6	66.7%(18)
Interpersonal communication	1	100%(27)
Knowledge of legal processes		37%(10)
Knowledge of managerial ethics		81.5%(22)
Knowledge of participative decision-making	4	74.1%(20)
Managing conflict in the work group	2	88.9%(24)
Managing diversity in the workplace	1	100%(27)
Mentoring employees in career development	6	66.7%(18)
Presentation skills	5	70.4%(11)
Problem solving and decision making	2	88.9%(24)
Representing your agency to external constituencies	6	66.7%(18)
Time management skills	7	63%(17)
Understanding the social and political environment	3	77.8%(21)
Using computer packages (e.g., spreadsheets, data bases, Internet, Web pages)	8	48.1%(13)

\*Survey question: Listed below are some general managerial competencies that have been considered as important for public administrators. In your personal opinion, how important would these be for the public administrators supervising the employees in workforce 2000? (check each item, very important, somewhat important, non important).

Table No. 6  
**AFRICAN AMERICAN PUBLIC ADMINISTRATORS' PERCEIVED  
 EFFECTIVENESS OF STRATEGIES IN DEVELOPING MANAGERIAL  
 COMPETENCIES AMONG WOMEN AND MINORITY EMPLOYEES\***

STRATEGIES	PERCENTAGE SAYING VERY EFFECTIVE	RANK ORDER
Encourage them to participate in-house leadership training program.	70.37% (19)	4
Encourage them to enter university-based managerial degree programs (e.g., MPA, MBA, MSW).	40.74% (11)	9
Encourage them to join in-house public management training programs (workshops).	77.77% (21)	2
Providing them with informal on-job training to develop managerial competencies.	81.48% (22)	1
Developing in them general political sensitivity.	48.14% (13)	7
Encourage them to join professional groups and attend meetings/workshops organized by these groups.	48.14% (13)	7
Encourage them to establish political contacts outside the agency.	37.03% (10)	10
Mentoring them about career development options in the public sector.	59.25% (16)	5
Assist them in networking with other minority/women employees.	74.07% (20)	3
Recommend to them reading of professional periodicals in their field of work.	51.85% (14)	6
Encourage them to develop their public relations/presentation skills.	74.07% (20)	3
Encourage them to develop their global perspectives through readings of international issues.	44.44% (12)	8
Encourage them to look for managerial jobs at other levels of government (e.g. state/federal).	44.44% (12)	8
Encourage them to look for managerial jobs outside the public sector (e.g. private/non-profit).	40.74% (11)	9

\* Survey question: Listed below are some general managerial competencies that have been considered as important for public administrators. In your personal opinion, how important would these be for the public administrators supervising the employees in workforce 2000?

The Table No. 5 reports the responses of the African American administrators about managerial competencies. a list of 21 managerial competencies were included in the survey questionnaire. For the purpose of this paper, only "percentage saying very important" has been reported. (See Golembiewski, 1995, Table No. 3.1 p. 63 for Indiana State University research findings on Midwest Administrators).

The Table No. 6 reported the responses of African American administrators about strategies in developing managerial competencies among minority/women employees. Again we have reported only the percentage saying very effective for the purpose of this paper. (See McDowell et. al., 1993, for Indiana State University research on MPA faculty members views on this issue).

(VI)

## CONCLUSIONS

Our conclusions in this paper would be more methodological rather than substantive. The small response rate does not allow for substantive theoretical analyses. This pilot study demonstrates the feasibility of conducting survey research among African American Public Administrators about their orientations toward cultural diversity management. A comprehensive national study could be designed using multiple sampling procedures to identify a large population of African American administrators. An Historically Black College/University with research interest in this field should become an equal institutional partner in such a unique future study to generate adequate database. The Center for Governmental Services of Indiana State University is planning collaborative research in this field with the School of Public Administration of Kentucky State University.

## REFERENCES AND BIBLIOGRAPHY

- Arroba, Tanya. "Are Politics Palatable to Women Managers?" Women in Management Review. (1988): 123-130.
- Bremer, Kamala. "Strategies used to Advance Women's Causes in the Public Service." Public Administration Review. (1988): 957-961.
- Brew, Angela, ed. Directions in Staff Development. Buckingham: Society for Research into Higher Education & Open University Press, 1995.
- Buckholtz, Thomas J. Information Proficiency: Your Key to the Information Age. New York: Van Nostrand Reinhold, 1995.
- Choudhury, Enamul. "The Nature and Significance of Workforce Diversity: Orientation of State and Urban Administrators." International Journal of Public Administration. 19 (1996): 399-423.
- Clason, Don and James T. Jones. "Increasing Minority Representation in the Public Bureaucracies." Bureaucrat 2(1973): 178-188.
- Coale, John D., et al. "Emergence of the New Black Manager." Public Management 71(September, 1989): 24-26.
- Collingswood, Harris. "Who Handles a Diverse Work Force Best?" Working Woman 21(February, 1996): 23.
- Collins, Sharon. "The Marginalization of Black Executives." Social Problems 36(October 1989): 317-331.
- Cox, Taylor. Cultural Diversity in Organizations: Theory, Research & Practice. San Francisco: Berrett-Koehler, 1994.
- Cunningham, Joy. "Fostering Advancement for Women and Minorities." Public Management. (August, 1992): 20-22.
- Daniel, Christopher and Rose, Bruce. "Blending Professionalism and Political Acuity: Empirical Support for an Emerging Ideal" Public Administration Review 51(Sep/Oct., 1991): 438-441.
- Daniel, Christopher. "Whiter Municipal Personnel Innovation? Academic Agendas vs. Practitioner Priorities." Public Personnel Management 19(Spring, 1990): 91-102.
- Daniel, Christopher. "Tomorrow's Computer Skills-Today." Personnel 65(April, 1988): 28+.
- Delgado, Andrea K., et al. "The Black Woman Mental Health Executive: Problems and Perspectives." Administration in Mental Health 12(Summer, 1985): 246-251.
- Dometrius, N. "Minorities and Women among State Agency Leaders." Social Science Quarterly (March 1984): 123-137.
- Doz, Yves L. Managing Core Competency for Corporate Renewal: Towards a Managerial Theory of Core Competencies. Fontainebleau: France, 1994.
- Durr, Marlese. "The Use of Cross-Ethnic Ties in the Facilitation of Promotions: African Americans and Managerial Labor Markets in the Public Sector." The Humanities and Social Sciences 54(Oct. 1993): 1557-A.
- Engel, Herbert M. Handbook of Creative Learning Exercises. Amherst, MA: HRD Press, Inc., 1994.
- Ferguson, Jerry and Wallace Johnston. "Managing Diversity." Mortgage Banking 55(September, 1995): 33.
- Goldstein, J. and M. Leopold. "Corporate Culture vs. Ethnic Culture." Personnel Journal 69 (November, 1990): 82.
- Golembiewski, G. Managing Diversity in Organizations. Tuscaloosa: University of Alabama Press, 1995.
- Henderson, Lenneal J. Administrative Advocacy: Black Administrators in Urban Bureaucracy. Palo Alto: R & E Research Associates, 1979.
- Henderson, George. Cultural Diversity in the Workplace: Issues and Strategies. Westport, CT: Quorum Books, 1994.
- Hudson Institute. Workforce 2000: Work and Workers for the 21st Century. Indianapolis: Hudson Institute, 1987.
- Jayarathne, Srinika, et al. "African American Practitioners' Perceptions of Their Supervisors: Emotional Support, Social Undermining, and Criticism." Administration in Social Work 16(1992): 27-43.
- Kandola, Rajvinder and Johanna Fullerton. "Diversity: More than Just an Empty Slogan." Personnel Management 26(November, 1994): 46.
- Johanse, Robert and Robert Swigart. Upsizing the Individual in the Downsized Organization: Managing in the Wake of Reengineering, Globalization, and Overwhelming Technological Change. Reading, MA: Addison-Wesley, 1994.
- Lundin, William and Kathleen Lundin. Building Positive Relationship at Work: a Manual for the Healing Manager. Amherst: MA: HRD Press, 1994.
- McDade, Sharon and Phyllis H. Lewis, ed. Developing Administrative Excellence: Creating a Culture of Leadership. San Francisco: Jossey-Bass, 1994.
- McDonald, Scott J., et al. "Quality of Worklife: A Case Study of a Predominately African-American Public Organization." Public Policy Research Newsletter. 3 (Spring 1994).
- McDowell, James L. and Manindra Mohapatra. "Orientations of Faculty in Schools of Public Administration toward Cultural Diversity Issues." Public Policy Research Newsletter. 2 (1993): 1-4.
- McRae, Mary B. "Influence of Sex Role Stereotypes on Personnel Decisions of Black Managers." Journal of Applied Psychology 79(April, 1994): 306-309.
- Mohapatra, Manindra. "Public Service Values of Women and Minority Public Administrators: An Empirical Study of Kentucky State Public Managers." A paper presented at the 1990 Annual Meeting of Indiana Academy of Social Sciences, Bloomington, Indiana, 1990.
- Mohapatra, Manindra. "Political Orientations of African-American State Administrators: An Empirical Analysis." A paper presented at the 1995 Annual Meeting of Indiana Political Science Association, Indianapolis, IN, April

- 28, 1995.
- Mohapatra, Manindra, James L. McDowell and Emanul Choudhury. "State Administrators and Workforce 2000: An Empirical Study of their Attitudes toward Developing a Culturally Diverse Managerial Workforce." A paper presented at the 51st Annual Meeting of Midwest Political Science Association, Chicago, April 15-17, 1993.
- Mohapatra, Manindra and Urmila Mohapatra. Organizational Behavior of African American Professionals in workplace: A Research Bibliography. Terre Haute, IN: Center for Governmental Services, Indiana State University, 1994.
- Mohapatra, Manindra, et al. "Administrators' Attitudes toward Cultural Diversity Management: an Empirical Study." A paper presented at the 1990 Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 14-16, 1994.
- Mohapatra, Manindra and James L. McDowell. "Networking with Historically Black Colleges and Universities: Cultural Diversity in Public Administration Education at Indiana State University " A Final Report on a Cultural Diversity Innovation in Public Administration Education, 1993.
- Mohapatra, Manindra and James L. McDowell. "Report on a Program for Collaboration between MPA Programs in Historically Black Universities and a Predominantly White University (Indiana State University)." A Cultural Diversity Innovation Project Supported by NASPAA, 1992.
- Mohapatra, Manindra, et al. "Indiana Public Administrators and the Teaching of Public Administration: Some Empirical Findings." Paper presented at the National Teaching Public Administration Conference, Knoxville, TN, February 20-23, 1991.
- Mohapatra, Manindra, et al. "Professional Socialization of State Public Administrators in Kentucky: an Empirical Study." Paper presented at the Annual Conference of the American Society for Public Administration, Los Angeles, CA, April 7-11, 1990.
- Mohapatra, Manindra. "Managerial Training as a Correlate of Professional Development among Public Managers in Kentucky State Government." 1990. Eric document #ED321656.
- Morgan, Gareth. Riding the Waves of Change: Developing Managerial Competencies for a Turbulent World. San Francisco: Jossey-Bass Publishers, 1988.
- Nicklin, Julie L. "Helping to Manage Diversity in the Work Force." Chronicle of Higher Education 39(September 30, 1992):A5.
- Osborne, Cassie, et al. Management Training and Public Service Professionalism as Correlated of Orientations Toward Public Service Professionalism. (1994) Final Grant Report on NSF Project No. R 1190045-63.
- Page, Paul. "African-Americans in Executive Branch Agencies." Review of Public Personnel Administration 14(Winter, 1994): 24-51.
- Parsloe, Eric. Coaching, Mentoring and Assessing: a Practical Guide to Developing Competence. London: Kogan Page, 1995.
- Pasternak, Ceel. "Will We Manage Diversity?" HR Magazine 39(May, 1994): 18.
- Ramsey, Leroy Leonardo. "An Investigation into the Nature of the Problems of Appointment, Promotion and Tenure for the Black Administrator in the Federal Government at the Decision-Making Level." DPA thesis, New York University, 1972.
- Schneider, Benjamin and David E. Bowen . Winning the Service Game. Boston: Harvard Business School Press, 1995.
- Sherman, Richard L. "The Rock Ceiling: A Study of African-American Women Managers' Experiences and Perceptions of Barriers Restricting Advancement in the Corporation." The Humanities and Social Sciences 54(February, 1994): 3226-A.
- Thomas, David C. et al. Effect of Cultural Diversity in Management Training Groups. Columbia, SC: University of South Carolina, Center for International Business Education and Research, 1994.
- Trotta, Marcia. Successful Staff Development: a How-to-do-it Manual. New York: Neal-Schuman Publishers, 1995.
- U.S. Environmental Protection Agency. Cultural Diversity Challenges for EPA: a Strategy for Bold Action. Washington, D.C.: U.S. Environmental Protection Agency, 1992.
- Waller, Steven Noble. "An Analysis of Perceived Barriers to Occupational Mobility Among Black Municipal Recreation and Park Employees in Michigan." PH.D. thesis, Michigan State University, 1989.
- Walton, Sally J. Cultural Diversity in the Workplace. Burr Ridge, IL: Irwin Professional Pub./Mirror Press, 1994.
- Wilson, Don. "Attitudes of Black Administrators in Los Angeles." Integrated Education 13(July/August 1975): 41-43.
- Winn, M. Black Public Administrators and Opposing Expectations. Westport: Greenwood Press, 1984.
- Winn, M. "Black Administrators and Racial Roadblocks in Public Organizations: Problems and Recourse." International Journal of Public Administration 12(1989): 797-819.
- Woods, Don. "African-American Administrators, Values and Demographic Characteristics in the Commonwealth of Kentucky." Public Policy Research Newsletter. (Fall, 1992).

**A 1995 SURVEY OF AFRICAN AMERICAN PUBLIC  
ADMINISTRATORS' OPINION ON WORKFORCE 2000  
AND PUBLIC ADMINISTRATION EDUCATION**

Dear Public Administrator:

The Center for Governmental Services is conducting a survey of the African American public administrators. The purpose of this survey is to learn more about the opinion of these administrators about projected cultural diversity in Workforce 2000 and to obtain their suggestions about promoting cultural diversity through Public Administration educational programs. The attached questionnaire has been prepared to obtain your personal views about how the MPA programs may contribute toward an effective culturally diverse workforce in local, state and federal public services by the year 2000. A postpaid envelope is enclosed for your response. Should you have any questions about this survey, please call me at (812) 237-2430 or Mary Richmond (the Center Secretary/Librarian) at (812) 237-2436.

The results of this survey will be reported in aggregate numbers and will not identify individuals surveyed or their agencies. This survey will be disseminated as a research report to the Departments/Schools of Public Administration. Should you like to obtain the results of this survey, please ask us for a copy. Thank you for your cooperation.

Sincerely,

M. K. Mohapatra, Ph.D.,  
Professor of Political Science  
Director, Center for Governmental Services  
and Master of Public Administration Program

MKM:mr  
enclosure

city.sur



A 1995 SURVEY OF AFRICAN AMERICAN PUBLIC ADMINISTRATORS' OPINIONS ON  
WORKFORCE 2000 AND PUBLIC ADMINISTRATION EDUCATION

1. How familiar are you with the MPA programs offered by the universities that are located in your area?

Very familiar    Somewhat familiar    Not familiar

2. Do the departments or schools of Public Administration offering MPA programs in your area occasionally consult with you about their program development, placement assistance, guest lecturing, or adjunct teaching opportunities? If yes, please describe briefly any assistance that you may have given to these programs in recent years.

---

---

---

---

---

3. How familiar are you with current writings about "Cultural Diversity projected in the workforce: 2000"? (e.g. Hudson Institute's study titled Workforce 2000, 1987)

Very familiar    Somewhat familiar    Not familiar

Comments:

---

---

4. Is your agency developing any specific plans to manage the culturally diverse workforce of the year 2000? If so, briefly describe below elements of the plans that you think are important.

---

---

---

---

---

5. In your opinion, how important should it be for public administrators to develop special competencies in managing a culturally diverse workforce?

---

---

---

---

---

6. In your opinion, what special knowledge and skills are needed by individual administrators in managing a culturally diverse workforce in your agency?

---

---

---

---

---

7. In your opinion, how important should it be for the Graduate schools/departments of Public Administration offering MPA (Master of Public Administration) degrees to recruit, educate and graduate qualified students belonging to the following groups in response to workforce 2000? [check as appropriate for each group.]

Groups	Very Important	Somewhat Important	Not Important	Comments
Women				
Native Americans				
African Americans				
Asian Americans				
Hispanics				
Disabled				
Other groups (specify)				
<p>Your other general suggestions relating to the recruitment, retention and graduation of culturally diverse students in Public Administration graduate programs (if any).</p>				

8. Listed below are some general managerial competencies that have been considered as important for public administrators. In your personal opinion, how important would these be for the public administrators supervising the employees in workforce 2000? [check each item]

Managerial competencies for Public Administrators	Very Important	Somewhat Important	Not Important
Assertiveness			
Building teamwork in the work group			
Commitment to democratic values			
Counseling and disciplining employees			
Designing research studies or program evaluations			
Developing monetary budgets			
Evaluating employee productivity			
Influencing superiors and peers			
Interpersonal communication			
Knowledge of legal processes			
Knowledge of managerial ethics			
Knowledge of participative decision-making			
Managing conflict in the work group			
Managing diversity in the workplace			
Mentoring employees in career development			
Presentation skills			
Problem solving and decision making			
Representing your agency to external constituencies			
Time management skills			
Understanding the social and political environment			
Using computer packages (e.g., spreadsheets, data bases, Internet, webpages)			
Your additional comments, if any, about managerial competencies needed by public administrators in the year 2000.			

9. Culturally diverse employment is on the rise in many public agencies. Listed below are some strategies that may be used to develop managerial competencies among the women or minorities for higher level positions. Based upon your own experiences in dealing with employees indicate how effective, you think, each of these strategies are. Please feel free to add to this list any additional strategies that you feel might be useful.

STRATEGIES	Very Effective	Somewhat Effective	Not Effective
A. Encourage them to participate in-house leadership training program.			
B. Encourage them to enter university-based managerial degree programs (e.g., MPA, MBA, MSW).			
C. Encourage them to join in-house public management training programs (workshops).			
D. Providing them with informal on-job training to develop managerial competencies.			
E. Developing in them general political sensitivity.			
F. Encourage them to join professional groups and attend meetings/workshops organized by these groups.			
G. Encourage them to establish political contacts outside the agency.			
H. Mentoring them about career development options in the public sector.			
I. Assist them in networking with other minority/women employees.			
J. Recommend to them reading of professional periodicals in their field of work.			
K. Encourage them to develop their public relations/presentation skills.			
L. Encourage them to develop their global perspectives through readings of international issues.			
M. Encourage them to look for managerial jobs at other levels of government (e.g. state/federal).			
N. Encourage them to look for managerial jobs outside the public sector (e.g. private/non-profit).			
Your additional comments, if any, about developing managerial competencies among the women and minority employees.			

10. Here is a sampling of specific academic programs that are being planned and/or implemented by the university-based Schools/Departments of Public Administration offering MPA programs to improve cultural diversity in the public services. In your opinion, how effective would these programs be in providing culturally diverse managerial workforce for public agencies of the year 2000? [check each item]

Types of Special Programs in Schools/Departments of Public Administration	Very Effective	Somewhat Effective	Not Effective	Your Comments
Developing curricular material for all MPA students designed to emphasize sensitivity toward multi-cultural society.				
Reaching out to recruit, retain and graduate qualified pre-service African-American (and other minorities) women students in the MPA program.				
Recruiting qualified minority/women employees currently working in public agencies to join MPA programs as part-time students.				
Providing specialized workshops on management topics designed to develop leadership skills among women and minority public employees currently holding non-managerial positions.				
Providing an opportunity for minority/women students in the MPA programs to contact high-level women/minority government agency officials for career counseling.				
Establishing faculty/student exchange program with historically black colleges and universities (HBCUs).				
Scheduling presentations of high level minority/women officials to small groups of minority/women students currently enrolled in MPA classes about career opportunities in public service.				
Encouraging qualified women/minority MPA students to join Ph.D. programs.				
Providing information to minority/women MPA students about successful role models of Public Administrators.				

11. In your opinion, what other programs can be developed by the Schools/Departments of Public Administration in developing the managerial skills and knowledge of minority and women MPA students?

---



---



---



---

BACKGROUND DATA  
(For statistical purposes only)

12. Number of full-time employees in your agency (check as appropriate):  
 less than 25    26-100    101-200    201-300    more than 300
13. Type of your agency:  Federal    State    Local    other (specify) \_\_\_\_\_
14. Your formal title in the public agency: \_\_\_\_\_
15. Your educational background:
- |                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>General Education<br/>(Please check highest degree received)</p> <p><input type="checkbox"/> High School or less _____<br/><input type="checkbox"/> Bachelor's _____<br/><input type="checkbox"/> Master's _____<br/><input type="checkbox"/> Ph.D/DPA _____<br/><input type="checkbox"/> MD _____<br/><input type="checkbox"/> JD/LL.B. _____<br/><input type="checkbox"/> Other (specify) _____</p> | <p>Public Administration Education (Please indicate university's name: optional)</p> <p><input type="checkbox"/> BA _____<br/><input type="checkbox"/> MPA _____<br/><input type="checkbox"/> DPA _____<br/><input type="checkbox"/> Workshops/seminars, etc. _____<br/><input type="checkbox"/> CPM(Certified Public Mgmt) Training _____<br/><input type="checkbox"/> No special education in Public Administration</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
16. If you have attended any historically black colleges [HBCUs], write the name of the institution here  
\_\_\_\_\_
17. Your current memberships in three major professional organizations (list):  
1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_
18. Gender  male  female
19. Your total years of service with government agencies:  Five years or less    6-10 yrs    10-15 years  
 16-20 years    20 + years
20. Nature of your present appointment:  
 Elected official  
 Political Appointee  
 Merit system employee  
 Other specify \_\_\_\_\_
21. Do you have any other general comments about the barriers to professional advancement for minorities and women employees in government agencies? How can individual employees overcome these barriers?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
21. Sometimes minorities/women employees may be placed in managerial positions mainly due to Affirmative Action programs, but may lack prestige or influence in the agencies. How can these managers be more effective by acquiring prestige and influence in agencies?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The Center for Governmental Services wishes to thank you again for taking enough of your time to complete this questionnaire. The information obtained from this study will enable us to continue providing public service education of the highest quality to develop managerial workforce for workforce 2000. Should you need a copy of the results of this survey, contact Mary Richmond, (812) 237-2436 or write to Center For Governmental Services, Indiana State University, Terre Haute, Indiana 47809.