IN THE UNITED STATES DISTRICT COURT
SOUTHERN DISTRICT OF OHIO
WESTERN DIVISION

Victoria Elkins, et al.	:	Case No. C-1-99-988
Plaintiffs,	:	Judge Weber
v.	:	
American Showa, Inc.,	:	
Defendant.	:	

EXPERT REPORT OF LOUISE F. FITZGERALD, Ph.D.

and

DEFENDANT AMERICAN SHOWA, INC.'S
DISCLOSURE OF EXPERT TESTIMONY
PURSUANT TO F.R.CIV. P. 26(a)(2)

Elkins, et al., v. American Showa, Inc.

Expert Report

Louise F. Fitzgerald, Ph.D.

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Wednesday, December 19, 2001

Expert Report of Louise F. Fitzgerald

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This report applies social science methodology, including empirical data collection, to address the following questions:

- Are the experiences and subjective perceptions alleged by the plaintiffs in this case representative of those of the more general female American Showa, Incorporated (ASI) workforce?
- Can the overall female ASI workforce be characterized by a particular pattern, or set of patterns, of offensive sex-related experiences or perceptions, as opposed to idiosyncratic variation?
- Are the plaintiffs' perceptions that (1) there was no meaningful policy or procedures in place at ASI-B to deal with sexual harassment; (2) management made no effort to sensitize employees to this problem; and (3) tolerated high levels of sexual harassment in the plant, representative and typical of the female Showa workforce?

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B. In addition to variation between the perceptions/experiences of the plaintiffs and those of the more general Showa female workforce,

there is also considerable variance among female employees with respect to their experiences and perceptions of the environment at Showa, variance that is characterized by no particular pattern.

C. In contrast to the named plaintiffs, representative female Associates believe that ASI-B has maintained a visible and well-publicized prevention system for addressing sexual harassment as well as a progressive discipline system with respect to harassment and other problems. Employees are aware of this system, can articulate its components, and have little hesitation in accessing and using it.

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2. Plaintiffs allege that ASI-B tolerates sexual harassment by not taking harassment seriously; that it is risky to complain; and few serious sanctions are imposed; in contrast, a representative sample of ASI-B Associates reported that harassment is taken seriously, that there is little risk in complaining, and offenders receive meaningful sanctions.

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Plaintiffs assert that there are no meaningful policy or procedures in place at ASI-B to deal with sexual harassment; that management makes no effort to sensitize employees to this problem, and in general tolerates high levels of sexual harassment in the plant. **In contrast**, 100% of a representative sample of female ASI employees (1) reported that they are aware of the policy; (2) can articulate its essential content; and (3) know where and how to report. The majority believed that something would be done.

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Taken together, the data indicate that the organizational climate at the Blanchester facility does not tolerate sexually harassing behavior and that the experiences described by the named plaintiffs are not typical of other Showa employees.

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Purpose and Scope of the Report

This report details my opinions in the matter of *Elkins, et al., vs. American Showa, Incorporated*, currently pending in the U.S. District Court for the Southern District of Ohio. This report was requested by Vorys, Sater, Seymour and Pease, LLP, attorneys for the defendant, American Showa, Inc., to address a number of specific questions based on the body of social science research on sexually harassing behavior in organizations and the facts of the present case.

In the legal and psychological literature, such reports are based on either or both of two kinds of data: *social framework* and *social fact* (Monahan & Walker, 1994). Social framework analysis involves reviewing the relevant facts and psychological literature, summarizing relevant research findings, and offering an empirically grounded opinion relevant to the questions posed. In contrast, the consultant performing a social fact analysis conducts independent empirical research to examine specific questions relevant to the case. In the present instance, I was asked to undertake empirical study of the organizational climate characterizing the Blanchester, Ohio, facility of American Showa, Inc. (ASI) during the years 1994 to 2001 and provide scientific and professional analysis to assist the court in deciding disputed issues (Wiener, 1995).

I was asked to examine the following questions:

- Are the experiences and subjective perceptions alleged by the plaintiffs in this case representative of those of the general female ASI workforce during the time period at issue?

- Can the overall female ASI workforce be characterized by a particular pattern, or set of patterns, of offensive sex-related experiences or perceptions, as opposed to reflecting idiosyncratic variation?

- Are the plaintiffs' perceptions that ~~(1)~~ there was no meaningful policy or procedures in place at ASI-B to deal with sexual harassment; (2) management made no effort to sensitize employees to this problem, and (3) tolerated high levels of sexual harassment in the plant, representative and typical of the female Showa workforce in general?

Basis of Opinions and Methodology of Independent Analysis

To respond to the referral questions, I undertook a number of activities in addition to the traditional analysis of depositions, affidavits, case materials, etc. These are briefly discussed below. Discussion of technical issues is kept to a minimum here; however, all data collection devices, and their psychometric characteristics appear in the appropriate appendices.

Interviews of Randomly Selected Sample of ASI Associates. To gain a reliable and comprehensive picture of the work environment at ASI-B, structured interviews were conducted with 60 female Associates currently employed at the Blanchester facility. Participants were selected randomly, proportionate to shift and department, and invited to participate in an interview concerning the work environment at ASI-B. Each was assigned a randomly generated identification number to protect her anonymity and yet allow Showa to pay her for her time. The attorneys for Vorys, Sater had no input into the design of the study or the selection of the sample, and do not know the identity of the participants.

Procedure. Participants were approached by the HR person on duty shortly before the end of their shift and invited to participate in a 20-minute interview for which they would be paid their regular hourly rate. Associates were told that the study was being conducted by a team of researchers from the University of Illinois, who would explain more about the content of the interview. Those who declined gave reasons such as not enough notice, childcare responsibilities, need to run errands, and the like; no one declined on substantive grounds. Associates who declined participation were replaced by the next person on the list with the same shift and department characteristics.[1]

Those who agreed to participate were instructed to come to the administration area of the plant at the end of their shift. They were met by the consultant (Louise Fitzgerald) or the Project Coordinator (Linda Collinsworth) and introduced to their interview team. Teams consisted of two female graduate students[2] trained by the consultant in the interview procedure; each interviewer recorded the participant's answers independently (inter-rater reliability exceeded .99). Interviews were conducted privately in one of the conference rooms along the perimeter of the administration area. Coffee, soft drinks, and doughnuts were provided and every effort made to ensure the comfort of the participant.

Before beginning the interview, the researchers explained that they had been asked by Vorys, Sater, lawyers for American Showa, to evaluate the work environment for women at the Blanchester facility. Each participant was given a consent form[3] explaining her rights as a research participant and possible member of the proposed class.

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[1] The characteristics of the final sample indicate that they comprise a representative sample of the female ASI-B workforce. A complete description of the sampling procedure and sample characteristics appears in Appendix A.

[2] There were 11 interviewers in all.

[3] See Appendix B.

Each was assured that she was free to refuse, that she would be paid whether she participated or not, and that no one at American Showa would ever know her decision. Of the 60 participants originally selected, only one declined to participate[4]. To provide participants with additional protection, 9[5] were administered a "placebo" interview in which sensitive queries about sexual harassment were replaced with standard items from well known organizational research scales. Thus, although ASI administrative personnel were aware of who had been invited to participate,[6] they were unaware of who had actually done so and which procedure they completed.

Interviews were conducted on site on October 11 and 12, 2001. The interview protocol was completely structured with the exception of two questions at the end. It began with innocuous questions concerning various aspects of job satisfaction, organizational commitment, and perceptions of fair treatment by coworkers and supervisors; it then moved to the more sensitive areas of sexually-offensive behavior, ambient harassment, and perceptions of the organizational climate at ASI-B. The interview ended with a series of questions concerning participants' knowledge of the sexual harassment policy at ASI-B, where it should be reported, and whether or not the participant had ever actually done so. Before closing, the participant was asked if there was anything else that the researchers should know to understand what it was like to be a woman working at American Showa. Virtually all participants offered extensive comments. Copies of the structured interview [The Work Environment Interview (WEI)] is attached as Appendix C, the placebo interview as Appendix D, all comments as Appendix E, and the technical descriptions of the scales and their properties as Appendix F.

Employee Opinion Survey. In 1994, Gary Gombita (at that time Human Resources Manager for ASI-B) instituted an annual survey of employee opinion at ASI-Blanchester. The instrument consists of a series of scales assessing overall satisfaction with the job, pay, benefits, promotion opportunities, recognition, work conditions, coworkers, managers, and the organization as a whole. It also contains an opportunity to provide written feedback on the organization. With minor exceptions, the survey has stayed the same since 1996. Although procedures have varied to some degree, the general approach has been to distribute the survey to be completed and returned anonymously. Results are tabulated, presented to managers for discussion, and posted in the plant for employee feedback.

Copies of all employee surveys for the years 1996-1998[7] were provided and entered into a computerized database; survey data for 1999-2001 were provided in Excel

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[4] This Associate indicated that she had friends on "both sides" of the current legal conflict and felt more comfortable not participating.

[5] Because these individuals were not asked questions relevant to this report, their data were not analyzed; however, their comments were transcribed and appear with the other Associate comments in various parts of the report.

[6] This was necessary so that participants could be paid.

[7] Data for 1994 and 1995 were also provided; however, the demographics section for 1994 did not include sex of respondent, and the survey items for 1995 were not sufficiently comparable to those administered in

format and required no further processing. I then conducted an independent analysis of the results by sex, division, and shift. In addition to evaluation of overall scale results, specific items of interest in the present case (i.e., "I work in a harassment-free environment") were analyzed separately. Copies of the surveys for each year appear in Appendix G.

Analysis of Sexual Harassment Complaints 1994-2001. I requested and was provided documentation relating to sexual harassment complaints at ASI-Blanchester from 1994 – 2001. These were analyzed with respect to the identity of the accused, the charging party and witnesses, nature of the alleged offense, outcome of the investigation, and nature of discipline. The results of this analysis are presented and discussed beginning on p. 29 of this report.

Analysis of ASI-B Policies and Procedures. This analysis consisted of two parts. First, I examined all written materials related to sexual harassment utilized and distributed at ASI-Blanchester since its inception. Secondly, I analyzed relevant items from the Work Environment Interviews, as well as employee comments re the policy, its implementation, and reporting and outcomes.

Interviews with Plant Administration. As part of my analysis, I also conducted interviews with all relevant members of Administration, including Gary Gombita (General Manager); Jerri Stanforth (Manager, Associate Relations); Ron Cameron (Assistant Manager, Associate Relations); Debbie Baker (Associate Relations Specialist) and Lisa Martin (Associate Relations Specialist). Interviews were typically an hour in length; however, additional information was gathered from these individuals over the course of my several visits to the Blanchester site. As part of this activity, I also reviewed the organization of complaint files, and conducted a telephone interview (on 11-14-01) with Michael Livingston, former Assistant HR Director; and with Michael Bowers, former Plant Manager, ASI-Blanchester.

Plant Visits and Tours. I visited the Blanchester plant of ASI on 5 separate occasions, plus spent two days on site collecting data. As part of these visits, I had occasion to visit every section of the plant numerous times and across all three shifts. Particular care was taken to be present when shifts were changing, so that clean-up and other procedures could be observed. On these tours, I was accompanied by Scott A. Carroll, Esq., of Vorys, Sater; and Ms. Linda Collinsworth, Project Coordinator. During the formal data collection periods, no member of the law firm was present. Visits were made on various days of the week and across all shifts. During these visits, I regularly visited the women's locker rooms, the men's locker rooms, and out-of-the-way sections of the plant (e.g., the parts storage facility) as well as the more visible and accessible areas such as the cafeteria, the "clean" room, final assembly, machining, the loading dock, and so forth. I also spent considerable time examining lockers, drawers, workstations, and the like.

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subsequent years to analyze them in a way useful to the present report. These data are thus not included here.

Interviews of Named Plaintiffs. Finally, I conducted individual interviews with each of the named plaintiffs, with the exception of Denette Bishop who declined to be interviewed. Interviews were approximately two to three hours in length, and were held in a conference room at the Holiday Inn at Sharonville, OH, or the Cincinnatian Hotel in downtown Cincinnati. All interviews were conducted with the assistance of Ms. Linda Collinsworth. At the beginning of each interview, I informed the plaintiff that I was a consultant retained by attorneys for American Showa to provide them with an independent analysis of the work environment at ASI-B. I emphasized that I was interested in understanding what their experiences were like at Showa, from their perspective, and in what they believed Showa needed to do, if anything, to improve its workplace. I explained that although I would ask questions about their psychological reactions, this was not a clinical evaluation and that I was not able to provide any diagnosis nor offer any psychological assistance. I also explained that the information they gave me was not confidential. With these understandings, each plaintiff agreed to meet with me and was forthcoming and cooperative during her interview.

III. Conclusions

Based on these activities and their results, I came to the following conclusions in response to the referral questions presented:

1. ***The perceptions and alleged experiences of the named plaintiffs are at variance with those of the prospective class members[8] (i.e., they do not appear to be drawn from the same population).***

2. ***In addition to variation between the perceptions/experiences of the plaintiffs and those of the more general Showa female workforce, there is also considerable variance among female employees with respect to their experiences and perceptions of the environment at Showa, variance that is characterized by no particular pattern.***

3. ***In contrast to the named plaintiffs, representative female Associates believe that ASI-B has maintained a visible and well-publicized prevention system for addressing sexual harassment as well as a progressive discipline system with respect to harassment and other problems. Employees are aware of this system, can articulate its components, and have little hesitation in accessing and using it.***

4. ***Taken together, the data indicate that the organizational climate at the Blanchester facility does not tolerate and has not tolerated sexually harassing behavior and that the experiences described by the named plaintiffs are not typical of other Showa employees.***

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[8] My understanding of the prospective class is that it includes all women employed by American Showa, Incorporated between 1994-2001.

Analysis and Reasons for Conclusions

Conclusion I: ***The perceptions and alleged experiences of the named plaintiffs are at variance with those of the prospective class members (i.e., they do not appear to be drawn from the same population).***

The rationale for this conclusion comprises three sets of data and analysis, one having to do with ASI employees' perception of the extent and severity of offensive sexual behavior at ASI-Blanchester; the second having to do with their characterization of the tolerance of ASI-B for sexually harassing behavior; and the third constituting an analysis of sexual harassment complaints and their dispositions from 1994 to date. In the following sections, I describe the reasoning supporting my conclusion that plaintiffs' perceptions do not represent those of the general female workforce at Showa. I begin with a discussion of plaintiff testimony and other data having to do with perceptions of the extent and severity of sexually offensive behavior.

Plaintiff Testimony and Associate Affidavits. The six named plaintiffs and five potential plaintiffs describe numerous graphic examples of offensive sex-related behavior in their depositions and interviews with the consultant and the project coordinator. These allegations are detailed in the plaintiffs' briefs and the report of their consultant, Dr. Susan Fiester, and will not be repeated here. In response to this testimony, defendants have produced sworn affidavits from a number of current and former Showa associates indicating that such experiences, whether true or not, are atypical and unrepresentative of the working environment at ASI-Blanchester. For example, Nancy Grooms, employed as a first shift associate for the vane pump assembly department since 1995, testified that, in her experience, sexual harassment is not tolerated by American Showa, that Showa treats women with respect, that she is unaware of any sexual harassment of female associates, and has never heard of an area called "hooker corner." Similar affidavits were filed by Teri Weisflock (employed since 1992, currently first shift technician in Power Steering Assembly), and Shawna Miller (employed since 1995, currently first shift in vane pump assembly).

Other Associates (e.g., Roberta Smith, Lisa Erwin, and Melissa Schwab) each long time employees of ASI-B, testified that when they made complaints, management responded quickly and effectively, that there was no retaliation, and that they feel comfortable complaining about harassment or any other issue to Showa's administration department. Similarly, Teri Weisflock testified that although she has seen graffiti in the women's bathroom, it was painted over in less than a day and that the company eventually replaced the bathroom stalls with stainless steel to inhibit this problem.

Finally, these and other Associates (i.e., Teri Weisflock, Sandy Trussell, Shawna Miller, Janet Reynolds, Lynn Hopkins, Melissa Schwab, and Shane Johnston) testified that various of the named plaintiffs had participated in or initiated the conduct of which they are now complaining. Several expressed skepticism about the motives of various plaintiffs, and each indicated that they had no desire to join the present lawsuit.

Archival Survey Data and Structured Interviews

The testimony reflected in plaintiffs' depositions and affidavits of employees produced by the defendants reflects particular perspectives of self-selected, non-representative, groups of employees, and cannot in and of itself yield a reliable picture of the working environment for women at ASI-B[9]. To provide this more reliable picture, I examined existing archival data from the past six years of the Associate Opinion Survey (hereinafter, referred to as Survey), as well as conducted a series of structured interviews with a stratified random sample of female Associates currently employed across all shifts and departments at ASI-B. The results of these analyses are described below.

Associate Survey Data. To provide a more comprehensive picture of the work environment at Showa, I examined relevant scales and items from the Associate Survey conducted annually by ASI; specific years examined included 1996-2001[10]. Although the specifics of survey distribution have varied slightly across the years, the general procedure has been to distribute surveys to all employees, who are encouraged to return them on an anonymous basis, generally through a "drop box" set up for that purpose[11].

For the present analysis, results were first examined by gender, reasoning that if women were treated less well than men (e.g., discriminated against, harassed) their perceptions of and satisfaction with their work environment should be markedly different than those of their male coworkers; research has consistently shown that harassment and discrimination exert significant impact on all aspects of job and organizational satisfaction[12]. The results of these analyses appear in Tables 1 through 6. To assist the non-technical reader in interpreting these and subsequent tables, as well as the statistical analyses that follow, a brief glossary of statistical terminology is provided in Footnote 13.

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[9] See Appendix A for a discussion of the scientific requirements for generalizing from a sample to a population.

[10] As indicated above, the 1995 survey format was sufficiently different from that employed in subsequent years to render its analysis uninformative; 1994 results were not analyzed because no information was available with respect to sex of respondent.

[11] With a few exceptions, the survey has utilized the same items and scales across the years under analysis; to facilitate analysis, items that were not identical across all survey years were dropped.

[12] Koss, Goodman, Browne, Fitzgerald, Russo, & Keita (1994); Fitzgerald, Hulin, Drasgow, Gelfand, & Magley (1997); Schneider, Swan, & Fitzgerald, (1997; Fitzgerald, Collinsworth, & Harned, (2001).

Table 1
1996 Associate Survey Results[13]

	Women			Men			
	n	*M*	*SD*	*n*	*M*	*SD*	*t*
Job satisfaction	70	15.36	4.31	92	15.36	4.04	.002
Pay satisfaction	72	7.14	2.78	94	8.52	2.84	3.13*
Benefit satisfaction	75	4.96	1.80	96	5.28	1.75	1.17
Promotion satisfaction	71	25.25	7.01	91	23.54	6.91	-1.56
Recognition satisfaction	71	15.38	4.94	94	15.04	4.00	-0.48
Work conditions	68	30.47	7.12	89	30.97	6.15	0.47
Coworker satisfaction	67	28.07	8.51	93	26.56	6.81	-1.25
Manager satisfaction	61	39.88	12.46	85	42.48	10.94	1.33
Organization satisfaction	72	26.11	7.81	94	26.80	6.76	0.61
Harassment	72	2.82	1.22	94	2.67	1.09	-0.83

Note. A Bonferroni-corrected alpha level of .005 (.05/10) was used.
*$p < .005$.

Summary of Results

- Women were more satisfied than men with pay; there were no other gender differences.

Table 2
1997 Associate Survey Results

	Women			Men			
	n	*M*	*SD*	*n*	*M*	*SD*	*t*
Job satisfaction	59	17.56	6.16	59	17.64	5.37	0.08
Pay satisfaction	62	8.89	3.84	59	9.17	3.21	0.44
Benefit satisfaction	64	4.89	2.05	61	5.59	1.85	2.00
Promotion satisfaction	62	25.06	7.50	60	23.40	7.19	-1.25
Recognition satisfaction	63	15.38	4.70	61	14.29	4.17	-1.36
Work conditions	58	31.38	7.27	54	30.31	6.64	-0.81
Coworker satisfaction	61	27.44	8.73	60	27.07	6.58	-0.27
Manager satisfaction	57	41.84	17.02	50	40.10	14.17	-0.57
Organization satisfaction	61	27.97	8.17	57	26.88	7.53	-0.75
Harassment	63	2.94	1.16	58	2.53	0.92	-2.01

Note. A Bonferroni-corrected alpha level of .005 (.05/10) was used.

Summary of Results

- There were no gender differences on any of the scales.

[13] **Note**: *n* = number of individuals in the analysis; this number will vary slightly across different analyses due to missing data; *M* = mean (average) value for group on specific scale; SD = standard deviation (measure of variability within the group); *t* = the test statistic that determines whether the groups are significantly different from each other; * = groups are significantly different on that scale. The Bonferroni correction adjusts the probability level required for statistical significance when conducting multiple comparisons.

Table 3
1998 Associate Survey Results

	Women			Men			
	n	*M*	*SD*	*n*	*M*	*SD*	*t*
Job satisfaction	172	18.00	4.74	216	17.69	4.48	-0.66
Pay satisfaction	155	9.08	3.40	217	10.20	3.35	3.17*
Benefit satisfaction	162	5.38	1.89	214	5.52	1.90	0.72
Promotion satisfaction	152	25.32	7.30	215	24.33	7.05	-1.31
Recognition satisfaction	174	14.28	4.74	226	14.91	4.42	1.38
Work conditions	155	29.41	7.51	210	30.09	6.85	0.90
Coworker satisfaction	171	27.51	8.61	216	26.85	7.02	-0.83
Manager satisfaction	166	41.30	15.26	202	40.16	12.30	-0.79
Organization satisfaction	167	26.37	8.00	215	26.92	6.97	0.72
Harassment	172	2.86	1.19	227	2.73	1.16	-1.06

Note. A Bonferroni-corrected alpha level of .005 (.05/10) was used.
*$p < .005$.

Summary of Results

- Women were more satisfied than men with pay.

Table 4
1999 Associate Survey Results

	Women			Men			
	n	*M*	*SD*	*n*	*M*	*SD*	*t*
Job satisfaction	134	19.39	5.18	182	19.27	5.09	-0.22
Pay satisfaction	135	9.44	3.46	185	10.36	3.42	2.36
Benefit satisfaction	136	5.54	1.80	187	5.99	1.88	2.14
Promotion satisfaction	132	26.48	7.00	183	25.71	6.74	-0.97
Recognition satisfaction	137	15.45	4.46	186	15.06	4.29	-0.79
Work conditions	131	31.38	6.75	181	31.50	6.59	0.16
Coworker satisfaction	130	29.05	7.84	184	28.24	7.06	-0.95
Manager satisfaction	123	46.39	15.66	178	44.53	13.46	-1.10
Organization satisfaction	132	28.16	6.59	182	27.83	7.11	-0.42

Note. A Bonferroni-corrected alpha level of .005 (.05/10) was used.

Summary of 1999 Results

- There were no gender differences on any of the scales.

Table 5
2000 Associate Survey Results

	Women			Men			
	n	*M*	*SD*	*n*	*M*	*SD*	*t*
Job satisfaction	163	19.19	5.59	215	19.12	5.49	-0.11
Pay satisfaction	159	10.09	3.90	215	11.45	3.82	3.39*
Benefit satisfaction	159	5.66	2.02	215	6.00	2.15	1.55
Promotion satisfaction	155	26.82	8.00	208	26.34	7.41	-0.59
Recognition satisfaction	163	15.45	5.01	219	14.79	4.37	-1.37
Work conditions	151	31.81	8.04	206	30.97	7.45	-1.01
Coworker satisfaction	154	29.67	9.32	211	27.57	8.12	-2.30
Manager satisfaction	151	47.81	18.48	203	45.94	15.18	-1.05
Organization satisfaction	156	29.26	9.08	209	29.31	7.20	0.06

Note. A Bonferroni-corrected alpha level of .005 (.05/10) was used.
*$p < .005$.

Summary of 2000 Results

- Women were more satisfied than men with pay.

Table 6
2001 Associate Survey Results

	Women			Men			
	n	*M*	*SD*	*n*	*M*	*SD*	*t*
Job satisfaction	140	20.31	5.01	146	18.95	5.12	-2.27
Pay satisfaction	139	10.57	3.73	150	11.24	3.64	1.55
Benefit satisfaction	138	6.38	2.07	153	6.27	2.01	-0.48
Promotion satisfaction	129	26.98	7.35	153	26.23	7.41	-0.86
Recognition satisfaction	141	15.49	4.78	153	15.21	4.27	-0.53
Work conditions	134	32.98	7.63	144	32.21	7.12	-0.87
Coworker satisfaction	133	29.71	8.72	148	28.39	8.08	-1.31
Manager satisfaction	136	51.64	17.95	142	48.14	15.32	-1.75
Organization satisfaction	138	31.09	8.17	145	30.22	8.78	-0.87
Harassment	140	2.84	1.01	154	2.75	1.04	-0.80

Note. A Bonferroni-corrected alpha level of .005 (.05/10) was used.

Summary of 2001 Results

- There were no gender differences on any of the scales.

As these tables reveal, there were no differences between male and female Showa associates on any aspect of job satisfaction across the six years of the survey. The single exception is that women were more satisfied than men with their pay in 3 of the six years examined. According to these data, the work environment at ASI-B is experienced and perceived similarly by both men and women and has been since at least 1996.

I then examined individual items within the survey that might be expected to cast light on specific issues in the current dispute. Specifically, I examined responses to the item "I work in a harassment-free environment"; as can be seen in Table 7, there were no differences between male and female Associates in their responses to this item across the six years examined. Thus, in contrast to the plaintiffs, who allege that female ASI Associates perceive their environment as permeated by harassing behavior, these data indicate that the female Showa workforce perceives their workplace no differently than their male co-workers but quite differently from the plaintiffs in this case.

Table 7
Ratings of Harassment Free Work Environment

Year	Women			Men			
	n	*M*	*SD*	*n*	*M*	*SD*	*t*
1996	72	2.83	1.23	95	2.67	1.09	-0.89
1997	65	2.92	1.18	58	2.53	0.92	-2.02
1998	175	2.86	1.19	229	2.72	1.15	-1.25
1999	137	2.87	1.12	186	2.76	1.02	-0.92
2000	160	2.81	1.12	218	2.71	1.10	-0.82
2001	140	2.84	1.01	154	2.75	1.04	-0.80

Note. A Bonferroni-corrected alpha level of .006 (.05/6) was used.

Summary: Men and women did not differ with respect to their perceptions of their environment as harassment free.

Extent of Sexually Offensive Behavior at ASI-Blanchester

Because the item "I work in a harassment free workplace" is not specific to sexual harassment, I administered the *Sexual Experiences Questionnaire* (SEQ; Fitzgerald, Gelfand, & Drasgow, 1995) as part of the *Work Experiences Interview* described above. The *SEQ* is a widely used paper and pencil questionnaire assessing the experience and perception of offensive, sex-related behavior in the workplace. It is generally considered the most reliable and valid measure of sexually harassing behavior available and is widely recommended by measurement authorities in the field[14]. This measure permits a more precise and specific assessment of Associates' experiences with offensive sex-related behavior, one that moreover has the advantage of a large literature supporting its scientific reliability and validity.

Briefly, the *SEQ* provides an assessment of the frequency and impact of three types of offensive sex-related behavior identified in organizational research: *gender hostility; unwanted sexual attention*; and *sexual coercion. Gender hostility*, which is by far the most common form of offensive sex-related behavior found in the workplace, is designed not to elicit sexual cooperation but, rather, to convey derogatory, insulting, and demeaning attitudes about women; examples include calling women by the degraded names for female body parts, grossly sexual remarks and behavior; gender-related insults and the like. *Unwanted sexual attention* is just that, and *sexual coercion* refers to the practice of attempting to elicit sexual cooperation through promises of job-related benefits or the threat of withholding them. Although these are scientific categories, not legal ones, sexual coercion reflects a behavioral counterpart of the legal concept of *quid pro quo*, whereas gender hostility and unwanted sexual attention reflect the two general components of a sexually hostile working environment.

Studies using the *SEQ* have shown that sexually offensive behavior is widespread in the American workplace, generally exceeding 50% in any given sample for any given year. For instance, 68% of a sample of workers in a recent study indicated experiencing one or more forms of such behavior over the previous two years[15]; recent studies in the United States military indicate that over 78% of service women experienced harassing behavior during the 12 months preceding the study[16]; and studies of federal court employees yield rates of 52%[17] for a period of five years.

Such studies provide a baseline against which the experiences of female Associates at ASI-B can be understood. Associates were asked "During the time you've worked here at Showa, have any of your MALE co-workers, techs, section heads, or managers . . ." followed by the 14 items depicted below. Results of the item frequency analysis appear in Table 8.

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[14] Arvey & Cavanaugh (1995).
[15] Schneider, Swan, & Fitzgerald (1997)
[16] Fitzgerald, Drasgow, et al. (1999)
[17] Final Report of Results on the Eighth Circuit Gender Fairness Task Force Court Employee Survey (1997)

Table 8

Nature and Frequency of Offensive Sex-Related Behavior Experienced by Female Associates During Their Entire Employment at ASI-Blanchester

	Never/ Once or Twice	*Sometimes*	*Frequently/ Many Times*
a) ...told dirty stories or jokes that offended you?	96.0	4.0	0.0
b) ...tried to get you to talk about personal or sexual things when you didn't want to?	98.0	2.0	0.0
c) ...said offensive things about how you look, your body, or your sex life?	94.0	2.0	4.0
d) ...tried to have a romantic or sexual relationship even though you let him know you didn't want to?	100.0	0.0	0.0
e) ...showed, used, or handed out dirty pictures or stories (for example, pornography)?	96.0	2.0	2.0
f) ...said things to put women down (for example, saying that women don't make good techs or section heads)?	80.0	18.0	2.0
g) ...made crude or obscene gestures (for example, grabbing his crotch)?	92.0	2.0	6.0
h) ...kept on asking you out even after you have said "no"?	98.0	0.0	2.0
i) ...hinted you might get some reward for doing something sexual?	100.0	0.0	0.0
j) ...touched you in a way that made you feel uncomfortable (for example, put an arm around your shoulders)?	100.0	0.0	0.0
k) ...tried to stroke or fondle your leg or other body part?	100.0	0.0	0.0
l) ...hinted at a raise or better job if you were sexual with him?	100.0	0.0	0.0
m) ...made you afraid you would be treated poorly if you didn't?	100.0	0.0	0.0
n) ...treated you badly for refusing to have sex?	100.0	0.0	0.0

Associates who answered anything other than "never" to any item were asked to rate the experience in terms of its *offensiveness* on a scale ranging from 0 (not at all offensive) to 5 (extremely offensive). The average rating across the sample was less than 1 (mean=0.46), between "not at all offensive" and "slightly offensive." In contrast to the perceptions of the plaintiffs, who allege that the Blanchester plant of ASI is permeated by widespread and extremely offensive sexual behavior, this representative sample of the female workforce described only isolated and infrequent incidents that were, in general, not offensive to them.

Impact of Sexually Offensive Behaviors at ASI-Blanchester

Research consistently shows that sexually offensive behavior, when sufficiently frequent and severe, exerts measurable impact on employee well being, including various aspects of job satisfaction and organizational commitment, psychological health, and even stress-related physical symptoms[18]. Given that minor incidents of inappropriate behavior are inevitable in any organization, it is critical to know whether the severity of whatever incidents may have occurred at Showa is sufficient to have caused harm or, rather, represents truly random and isolated events. One way to examine this issue is to determine whether individuals who have experienced such behavior differ in terms of their well being from coworkers who have had no such experiences. The *Work Experiences Interview* thus incorporated standard questions on job satisfaction, coworker satisfaction, satisfaction with supervisors, and commitment to American Showa (i.e., organizational commitment). These questions were incorporated at the beginning of the interview to avoid self-consistency bias[19] on the part of the participants. Such scales have been shown in previous research to be sensitive to the severity of sexually offensive behavior.

Respondents were categorized in terms of their *SEQ* scores (Group 1: $SEQ = 0$; Group 2: $SEQ > 0$) and a multivariate analysis of variance conducted to examine their levels of job, supervisor, and coworker satisfaction, as well as organizational commitment. Multivariate analysis of variance is a statistical technique that allows the researcher to compare different groups on multiple variables simultaneously. The results of this analysis demonstrate that the two groups were statistically identical, indicating that whatever incidents of offensive behavior occurred over the years of these women's employment were insufficiently frequent, patterned, or severe to affect their well being.

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[18] Fitzgerald, Hulin, Drasgow, Gelfand, & Magley (1997); Fitzgerald, et al. (1999); Schneider, Swan, & Fitzgerald (1997); Dansky & Kilpatrick (1995).

[19] *Self-consistency bias* is a well-known psychological phenomenon in which individuals are motivated to present themselves in a consistent manner. Reminding individuals of unpleasant events and subsequently asking them to rate their satisfaction and well being is thought to bias them to respond more negatively than they would otherwise do. The standard approach to this problem is to ask all "outcome" or "impact" questions early in the investigation before introducing material that might invoke negative affect.

Ambient Harassment.

Participants were also asked to complete questions concerning the presence of "ambient" harassment[20]. Ambient harassment is a recently identified concept that refers to the experience of being exposed to the harassment of others in one's workplace. Akin to the concept of "second hand smoke", ambient harassment has been found to exert much the same effect on employees as being directly harassed. The level of ambient harassment reported by the sample appears in Table 9.

Table 9
Level of Ambient Harassment/Bystander Exposure Reported by Female Associates of ASI-Blanchester

	Never/ Once or Twice	Some times	Often/ Many Times
Watching or hearing about co-workers receiving sexist or crude comments.	74.0[21]	24.0	2.0
Watching or hearing about co-workers receiving sexual attention they do not want.	90.0	8.0	2.0
Watching or hearing about a co-worker being harassed but being unable to do anything about it.	84.0	6.0	10.0
Thinking that Showa does not do enough about someone who harasses others	79.6	14.3	6.1[22]
Being aware of the sexual harassment of co-workers	80.0	12.0	8.0
Trying to avoid someone who has sexually harassed your co-workers	86.0	10.0	4.0

The reported level of ambient harassment/bystander stress reported by the sample is quite low; 90% of the sample said that they had rarely seen or heard about coworkers receiving unwanted sexual attention and 80% reported being mostly unaware of any sort of sexual harassment of coworkers during the entire time they have been employed at Showa. Compared to studies of other organizations, these figures are quite low; for example, Hitlan and her colleagues (1999) reports that 80% of a sample of working women had been distressed by the harassment of their coworkers. Once again, these data, provided by a representative sample of the female workforce, suggest that their experiences are in contrast to those described by the plaintiffs.

Impact of Ambient Harassment/Bystander Stress

As noted above, ambient harassment/bystander stress has been shown to give rise to much the same outcomes as direct exposure. Because some level of bystander stress is inevitable in any organization over a period of time, it is important to determine whether

[20] Glomb, et al. (1997).
[21] N = 50; all figures are given in percentages
[22] Percentages are uneven for this item because one participant had missing data.

it was sufficiently severe to exert negative impact on employees. Associates were thus categorized with respect to whether they had experienced any incident of bystander stress (Group 1: Ambient Harassment = 0; Group 2: Ambient Harassment > 0); results of a multivariate analysis of variance examining job satisfaction, satisfaction with coworkers and supervisors, and organizational commitment revealed that there were no differences between the groups with respect to these factors.

Combined Effects of Sexually-Offensive Behavior and Ambient Harassment

As a final step in this series of analyses, I examined the combined impact of exposure to sexually-offensive behavior and ambient harassment; because exposure to offensive sex-related behavior can combine with the experience of ambient harassment/bystander stress to create effects greater than that exerted by either of these stressors alone, this provides a particularly stringent test of the hypothesis that the general female ASI-B workforce experienced little negative impact from whatever isolated incidents of sexually offensive behavior may have occurred at Showa over the years.

To examine this hypothesis, I conducted a series of linear regressions[23] combining scores on the *Sexual Experiences Questionnaire* with those of the *Ambient Harassment Scale* and regressing this combination on each of the outcome variables (job satisfaction, satisfaction with supervisors and coworkers, and organizational commitment). None of the analyses yielded significant effects.

Discussion

Analysis of the *Work Environment Interview* data suggests a number of conclusions concerning the organizational climate at ASI-Blanchester, conclusions at considerable variance with the perception that it has been sexually hostile to women as a group. First, the overall prevalence of offensive sex-related behavior is less extensive and less severe than the norm, given what is known of the general prevalence and severity of sexual harassment in organizations. Because circumstances and methodologies vary widely, precise figures are difficult to come by; however, the studies cited above give a good representation of what can be expected in a "normal" organization, over the course of one or two years.

In contrast to these studies, the Showa sample reported only mild exposure across the entire time they had been employed there. Many described a single experience (e.g., an offensive joke, or comments that put women down) that occurred once or twice and/or that they didn't find particularly bothersome (average offensiveness rating was 1.56 on a 5.0 scale, falling between (1) "not at all" offensive and (2) "a little bit" offensive.

[23] Linear regression is a statistical analysis that allows the researcher to examine the combined effect of two or more variables.

Examination of respondent comments also supports the hypothesis that these women have not experienced the environment at ASI-Blanchester as sexually hostile. For example:

- "Has never had a problem herself. Happy with her job overall." (101)[24]
- " I've really never had a problem. Whenever I've had trouble on the line I've told my tech or section head and they've always taken care of it. I've never had any problems with anyone." (129a)
- "Showa is very good about (doing something about harassers)...I heard a couple of things but nothing that's ever offended me. I like working here." (132a)
- "It's good, not many places do you get respect, especially in factories, wouldn't want to work in any other factory. Feels they get more respect here than in many office buildings." (133a)
- "Not a bad place to work. There are male/female things everywhere and you just deal with it unless it gets to extremes and then you report." (195a)
- "Never had any problems." (210a)
- "Showa is very strict and good with SH policy." (215a)
- "Personally enjoys working here. Never has happened to her (SH)" (225a)
- "Wishes she had the job many years ago – she wouldn't have stayed if the company treated people badly – daughter-in-law told her it was a good place to work – job has been a blessing for her household." (486a)
- "She hasn't had a problem, treated good by everyone, associates & section heads." (497b)
- "Good place to work. Never had any sexual problems here." (599a)
- "I'm fine with it. No problems with being harassed. Bosses haven't made me feel belittled. I'm satisfied." (730a).
- "Like working here. Never had anything happen to me. Maybe a difference on the line." (749a).

[24] Numbers refer to participant ID numbers; these numbers were assigned by the interviewers. To protect Associates' confidentiality, no link was created to participants' identities.

- "Since I've been here, it hasn't been a problem. Half the people here are women. We all pretty much get along." (758a).

- "I like where I work. I trust everybody. We all help each other out." (351).

A number of other interview respondents, although not specifically mentioning sexual harassment, remarked to the interviewers that women were treated equally at Showa and provided with equal opportunity. For example:

- "Overall, Showa brings lots of opportunities for everyone, women especially. ...Don't see restrictions hardly any as far as being female, can be placed anywhere on the floor. Overall, I see Showa as a family from general level up to management." (982a).

- "Feels that everybody's equal." (702b)

- "Had a good experience; thinks my supervisor treats me equal to men." (699b)

- "I think it's a good place for females and young men (to work). Pay good for women, good pay for unskilled women with no professional skill. (650a).

- "Feels women and men treated equally." (599a).

- "Feels like men and women are treated pretty equally; women don't just get the easy jobs." (572b)

- "Men and women and equal promotional opportunities." (520a)

- "In general, (I'm) very satisfied as a woman working at Showa." (518).[25]

Other respondents spontaneously mentioned the current lawsuit (generally with skepticism) or asserted that female Associates who complained of harassment were disingenuous in some way. For example:

- "Common sense not to wear colored bras or red g-strings under uniforms, leave shirts unbuttoned low.....Women's attitudes change a lot, one day they'll call something SH (e.g., if they are mad, if the man is giving other women more attention) that they tolerated or enjoyed the day before." (398a)

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[25] A few respondents felt differently. See for example, Respondents 562, 645, 975, 442. A complete transcription of Associate comments appears in Appendix E).

- "Feels the women who have sued Showa are all really obnoxious, they set the men up....She was shocked to find out Vicki was suing the company (& Sue). Thinks they are suing Showa as a way to get back at the men (particularly Sue Sandlin) (572a).

- "As much woman on man SH as man on woman SH." (598a).

- "Most of the women here (I only know what I've seen) but never seen anyone be blatantly harassed and I've been here over a year." (739b).

- "Women tell dirty jokes, too. Can tell someone a dirty joke one day, that's all this is – somebody happened to be in a bad mood one day." (747a)

- "(O)ne minute you tell a girl a joke and she's ok with it, next minute she's not." (780a).

- "Feels that many SH charges here are bogus . . . SH is 'taken to the extreme' here, people report SH when it's not directed at them and none of their business, like eavesdropping on other associates' conversations. People are fired too easily for SH here." (111).

- "Knows Vicky. Other guys, her boyfriend, Vicky harassed him...Vicky used to call her house, she says Vicky is just as bad as the guys, just wants money." (351).

- "Feels most accusations are not true." (602).

A total of 33 separate respondents (66% of the entire sample) proactively stated to the interviewers that (a) sexual harassment was not a problem at Showa; (b) women were treated equally to men; and/or (c) many of those complaining of harassment (and specifically some of the named plaintiffs) exaggerated, fabricated, or participated in the behavior of which they complained.

Combined with the analyses reported above, these results suggest that the majority of female Associates have neither experienced nor perceived a high level of offensive behavior in their work environment; nor have they perceived sexual harassment or discriminatory treatment of women as a pervasive problem there. Although exceptions do exist, these data suggest that the majority of the female ASI-B workforce have experienced and perceived few problems with these issues over the years; their experiences at ASI-B are at considerable variance from those alleged by the plaintiffs in

this case[26]. It is my conclusion that the allegations of the plaintiffs concerning these issues are not representative of the experiences of the female Showa workforce.

Organizational Tolerance of Sexual Harassment

The second body of testimony and data that underpin my conclusion that the plaintiffs' allegations and perceptions are atypical has to do with their assertions that ASI-B tolerates sexual harassment by not taking it seriously; that it is risky to complain, and that few serious sanctions are levied on those who have been found to have offended. In the organizational literature, this concept is known as *organizational tolerance for sexual harassment* or, more simply, *organizational climate*[27]. Organizational tolerance for harassment has been repeatedly shown to be the most powerful predictor of the degree and severity of sexually offensive behavior in the workplace. And, it exerts independent impact on employees, over and above that attributable to sexual harassment itself. Because organizational climate by definition comprises shared perceptions of behavioral contingencies (that is, shared employee beliefs about the results of particular actions)[28] it is an important indicator of the views of the overall workforce.

In the present case, plaintiffs provide extensive testimony suggesting that ASI-B is tolerant of sexually harassing behavior. In contrast to these allegations, defendants have offered the testimony of the professional HR staff at ASI-B, as well as a number of affidavits, asserting that Showa takes harassment quite seriously, that it is safe to complain, and that meaningful action is taken when the evidence warrants it.

As with the allegations and counter-testimony concerning the extent and severity of sexually offensive behavior, this evidence represents the opinions and perceptions of non-representative groups of individuals who cannot be taken as reliable indicators of the shared perceptions of the Showa workforce as a whole. To provide more reliable data on this issue, I incorporated the *Organizational Tolerance for Sexual Harassment Inventory* (OTSHI) into the *Work Experience Interview* administered to the representative sample of 50 female Showa Associates. I also examined the remarks offered by these Associates when asked to comment on the Showa work environment. Finally, I conducted an independent analysis of the body of complaints of sexual harassment produced by Showa across the years 1994 – 2001. These analyses are discussed below.

The Organizational Tolerance for Sexual Harassment Inventory (OTSHI). The OTSHI was developed to assess climate for sexual harassment in a particular organizational context. Organizational climate is defined as shared perceptions among employees concerning behavioral contingencies, that is, if-then relationships related to particular behaviors and their consequences. Research has shown that such perceptions are powerful predictors of actual behavior[29]. In the present case, Associates were

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[26] Nothing in this analysis should be taken as implying any opinion concerning the validity of the plaintiffs' individual allegations; the merits of their complaints are not at issue here. What I emphasize here is simply that their alleged experiences are not representative of those of the female Showa workforce.

[27] Hulin, Fitzgerald, & Drasgow, 1996

[28] Naylor, Pritchard, & Ilgen, 1980

[29] Fitzgerald, et al., 1997; Glomb, et al., 1997

presented with four hypothetical situations depicting offensive behavior at Showa, and asked their perceptions of what would happen if a female employee complained about them. Specific reactions tapped included (1) the likelihood that the complainant would be taken seriously; (2) the perceived risk for complaining; and (3) the likelihood that meaningful sanctions would be imposed on the offender. A sample item appears below, followed by a summary of Associate responses.

SAMPLE ITEM FROM OTSHI WITH INSTRUCTIONS

Now I'm going to describe some possible situations involving supervisors or Associates. These are not REAL situations but rather EXAMPLES of things that sometimes happen in the workplace. After I describe the situation, I'm going to ask your opinion about it. Please choose the answer that best matches your opinion. Questions? OK, here's the first one.

A. One of the ASSOCIATES in your department complains about women doing jobs they are not able to do and calls them "affirmative action hires" and "bitches with attitudes" in front of them.

1) **How RISKY would it be for a woman at Showa to make a formal complaint about this?**

A. Extremely risky; she would almost certainly create serious problems for herself.
B. Very risky.
C. Somewhat risky.
D. Slightly risky.
E. No risk; she would not create any problems for herself.

2) **How LIKELY is it that she would be TAKEN SERIOUSLY if she filed a complaint?**

A. Almost no chance she would be taken seriously.
B. Little chance.
C. Some chance.
D. Good chance.
E. Very good chance that she would be taken seriously.

3) **What do you think WOULD BE DONE if she did make a formal complaint?**

A. Probably nothing would be done.
B. Very little; maybe someone would talk to him.
C. He would be told to stop.
D. He would be given a formal warning.
E. There would be very serious punishment.

Table 10
Perceived Risk of Complaining of Sexual Harassment at ASI-Blanchester

How RISKY would it be for a woman at Showa to make a formal complaint about this?	***Extremely/ Very Risky***	***Somewhat Risky***	***Slightly/Not at All Risky***
Scenario I – Associate (GH)[30]	8.0%[31]	18.0%	74.0%
Scenario II – Section Head (GH)	12.0%	14.0%	74.0%
Scenario III – Associate (USA)	4.0%	12.0%	84.0%
Scenario IV – Tech (USA)	6.0%	20.0%	74.0%
Average	**7.5%**	**16.0%**	**76.5%**

As can be seen, the great majority (76.5%) of this representative sample of female Showa Associates believed there was little or no risk attached to making a formal complaint of sexual harassment at ASI-B, and only 7.5 % believed that it would be very or extremely risky. Similar figures can be seen we examine whether Associates believe that Showa takes sexual harassment seriously when someone complains.

Table 11
Perceived Likelihood of Being Taken Seriously When Complaining of Sexual Harassment at ASI-Blanchester

How LIKELY is it that she would be TAKEN SERIOUSLY if she filed a complaint?	***Almost No Chance/Little Chance***	***Some Chance***	***Good/Very Good Chance***
Scenario I – Associate (GH)	8.0%	16.0%	76.0%
Scenario II – Section Head (GH)	18.0%	12.0%	70.0%
Scenario III – Associate (USA)	4.0%	14.0%	82.0%
Scenario IV – Tech (USA)	8.0%	14.0%	78.0%
Average	**9.5%**	**14.0%**	**76.5%**

According to Table 11, between 70 and 82% of the Associates believed there was a good to very good chance that a woman who complained of sexual harassment at Showa would be taken seriously. Finally, I examined the Associates' perceptions that something would be done in response to such complaints. These data appear in Table 12.

[30] GH = Gender hostility/harassment; USA = Unwanted sexual attention.
[31] N = 50; all figures are percentages

Table 12
Perceived Probability of Meaningful Sanctions for Sexual Harassment at ASI-Blanchester

What do you think WOULD BE DONE if she did make a formal complaint?	***Nothing/ Very Little***	***He would to told to stop***	***Formal warning/Very serious punishment***
Scenario I – Associate (GH)	18%	14%	68%
Scenario II – Section Head (GH)	24%	16%	60%
Scenario III – Associate (USA)	10%	14%	76%
Scenario IV – Tech (USA)	18%	14%	68%
Average	17.5	14.5	68%

Once again, the great majority of the sample believed that Showa would take action against an offender; on average, 14.5% believed he would be told to stop, whereas fully 68% believed that he would be given a formal warning or even very serious punishment.

Employee Comments

These quantitative data are supported by Associate responses to the more open-ended questions at the end of the interview. For example

- Whenever I've had trouble on the line, I've told my tech or section head and they've always taken care of it. (129a)

- If you report directly to HR, they do something about it. If you report to the managers on the floor, section heads, or techs in the plant, nothing is done and it is hushed up. (115a)

- Showa is very good about that (doing something about harassers).(132a).

- What happened when (I) reported – they got in big trouble; went to classes on sexual harassment, and finally went to work somewhere else. (133a).

- Showa is very strict and good with SH policy (215a).

- Mentioned incident when she first started with trainer...reported to tech or section head. He was moved to another department; she was never doubted and feels very highly about the company. (236a/b).

- Mentioned incident with manager or tech that was in trouble several times but never demoted. (236b)

- Techs and section heads that have been reported were not dealt with properly. Associates have been dealt with when reported (254a).

- What happened when she (398a) reported: He was consulted (sic) and she got an apology from him and he stopped harassing her, he was told to leave her alone, given a formal warning. Satisfied because it didn't create a hostile environment and got taken care of....Complaint dealt with effectively. The guy is now very polite, no tension...she is very satisfied with how Showa handled the complaint (398a)

- There have been some cases but they have been handled well (430a).

- Would be risky to report about someone in a higher position (techs, section heads); managers will side with supervisors and "cover for them." Woman would be considered a trouble maker, rumors would circulate around the plant. Thinks it is unlikely anything serious would be done if you complain about someone in higher position. (But) in general, she is very satisfied as a woman working at Showa. (518a)

- Reported for one of her associates – not her personal experience of sexual harassment. The associate (offender) was terminated. She was satisfied with Showa's handling of the complaint and so was the associate. Showa has always handled SH fine for the whole time she has been here. (520a/b)

- If you report a person with connections, nothing will be done re SH. Would be risky for the woman, they would find ways to give her a hard time, write her up, etc. (562a)

- (When she reported) he was spoken to about it; he continued harassing her; then he was fired. (598a)

- Risk of reporting sexual harassment; risk from managers if reported, managers would make it harder. Wouldn't have felt it was risky until she moved into the new department two years ago (645a/b).

- Risky to report, because supervisors might "come down on her hard" (699a/b).

- Complained about the boss she mentioned on p. 10 (of the interview); no one liked him. Her complaint was "added to the stack of papers." This happened recently. Not satisfied with Showa's handling. Need to move him away from other people. (747a)[32]

[32] This was not a sexual harassment complaint

- What happened when (she) reported: He denied it. Did whole investigation and took care of problem. Admin talked to him, gave him a warning, he never did anything again. (777a/b)

- Reported, not satisfied with how it was handled, harassment between Japanese and herself, was gendered harassment against women. Wouldn't be tolerated by American men. Be more respectful (442).

- Six years ago thought should have reported someone. He is still here and he has done things since; he was let go and brought back. Feels it would be safe to report now. (453).

- I had problem and I told Jerri; it was taken care of right then as soon as possible; no problems since. One guy fired and one suspended, a year or two ago. (555)

- Went to tech, nothing happened, then section head, nothing happened. After a month of that, got job in different part of plant. Got put back on same line with one of the women. Reported, not satisfied. Wanted disciplinary action taken against the women. It was covered up, nothing was in my file. They could've moved me to a different line.[33] (798)

Of the 22 women (44%) who offered comments on the issues of reporting, risk and follow through, somewhat over half were completely positive about their perceptions and/or experiences; some were mixed; and a minority believed that it would be risky to report or that nothing would be done. This last group spoke almost exclusively about upper level individuals (section heads, managers); this matches the trend in the data for the sample members to believe it was more risky to report a section head, that such a report was less likely to be taken seriously, and that there was a lower probability of meaningful sanctions. The belief that it is riskier to complain about higher-level individuals is a common one among employees in general, and these data are consistent with that general belief.

Empirical Analysis of Sexual Harassment Complaints at ASI-B, 1994-2001.

These results are supported by an analysis of the sexual harassment complaints actually filed at the Blanchester plant during the time period at issue (1994-2001). Plaintiffs allege "in the face of a plant-wide sexual harassment, Showa's inaction was not a reasonable response, but rather allowed the conduct to continue unabated and to permeate through its entire plant"[34]. Empirical analysis, however, presents a different picture.

Of the 46 incidents identified by the plaintiffs, four were witness statements collected by ASI during investigations. In addition, the incident involving Chuck Pentergraft was

[33] This was a complaint by a woman against two other women.
[34] Plaintiffs Motion for Class Certification, p. 19.

reported to Associate Relations by a Section Head who overheard Mr. Pentergraft make comments of a sexual nature. Another incident (identified by plaintiffs at Tab 19) involved a memorandum from Gary Gombita requesting that Ranae Johnson provide information so that an investigation could be initiated. Finally, the incident documented at plaintiffs Tab 45 comprises a written coaching record warning Kevin Oaks that touching and nonverbal innuendos will not be tolerated; it's unclear from the record whether there was a complaint or how this came about. Thus, the actual number of complaints identified by the plaintiffs is 39, not 46.

Each of these 39 complaints was documented and investigated by ASI; 35 (90%) resulted in action ranging from documented coaching/counseling to termination. In three instances, the investigation concluded there was insufficient evidence to support the complaint, and in one instance (a piece of paper containing an obscene statement) it was not possible to identify the offender.

Table 13 summarizes the incidence of complaints by year, revealing that this incidence is, in fact, quite low, relative to the size of the female ASI workforce. Table 14 summarizes the actions taken by ASI in each of the 39 complaints identified.

Table 13
Number of SH Complaints Identified by Plaintiffs Relative to the Size of the ASI Female Workforce[35]

Year	*Number of Female Employees*	*Number of Complaints*[36]
1994	71	2
1995	179	2
1996	205	8
1997	218	5
1998	234	7
1999	217	8
2000	243	4[37]

Table 14
Outcomes of Complaints Identified by Plaintiffs

Number of Female Associates	*Year*	*Complainant*	*Accused*	*Disciplinary Action*
71	1994	Cocklin, P.	Pegan, G.	Counseling[38]
		Davis, M.	Cornett, M.	Inconclusive
179	1995	Stewart J.	Martin, S.	Counseling
		Cromer, T.	Yashima, K.	Terminated

[35] Three of the complaints could not be conclusively identified by year.
[36] N = 36, because three complaints could not be identified by year.
[37] This is not a complete accounting, as it does not include complaints from the second half of 2000.
[38] A follow-up complaint against Mr. Pegan was determined to lack evidentiary support

205	**1996**	Bartley, S.	Pegan, G.	Level II SH Training
		Clark, M.	Redmon, T.	Level I[39]
		Hawkins, S.	McPherson, A.	Level II
		Lewis, H.	Cochran, K.	Inconclusive Counseling
		Lewis, M.	Knisely, D.	Transferred Demoted[40]
		Nichols, B.	Gillespie	Terminated
		Riley, J.	Hartley, T.	Level II SH Training
		Smerdel, A.	Alexander, T.	Level II Demotion Transfer
218	**1997**	Baker, S.	Feck, R.	Final Warning
		Brown, K.	Scott, B.	Level IV 3 day suspension
		Jones, J.	Cumberland, C.	Counseling
		Pennington, M.	Sexton Hoskins	Counseling Counseling
		Vest, C.	Pegan, G.	Termination
234	**1998**	Bishop, D.	Boldman	Level IV Demotion
		Elkins, V.	Hendrickson; Davidson, T. Hilt	Counseling; Counseling; Counseling
		Huddleson, G	Mintkenbaugh	Inconclusive
		Lewis, M.	Scott	Termination
		Reeves, K.	Furguson	Counseling
		Sandlin, S.	Brock	Level III
		Taylor, C.	McHenry	Level IV 10 day suspension
217	**1999**	Campbell, P.	Smith, J.	3 day suspension Level IV
		Cordy, L.	Jones, S. Burns, R. Brown, B. Lynch, R. McAfee, D.	Counseling Counseling Level III Counseling Counseling
		Huddleson, J.	Smith, J.	Inconclusive
		Johnson, R.[41]	Oaks, J.	Informal resolution
		Linkous, T.	Oaks, J.	Inconclusive

[39] For 3 months

[40] Determined to be poor judgment; not harassment

[41] This was not a formal complaint; during an attendance coaching, Ms. Johnson mentioned that Jason. Oaks had made a few sexual comments; she had told him to stop, it was sexual harassment; Mr. Oaks allegedly said no one would believe her because of her relationship with a coworker. Ms. Johnson also said that she did not want to get Mr. Oaks in trouble and that they had a good teamwork relationship. Ms. Johnson was advised to notify the office if she any further problems with Mr. Oaks.

		Turner, P.	Brockman, M.	Terminated
		Unknown	Oaks, K.	Coaching
		Unclear	Koons, B.	Coaching[42] 90-day plan
243	2000	Brown, J.	Purdin, J.	Level IV
			Pollard, L.	Level II
		Stannus, J.	Stewart, B.	Inconclusive
		Webber, A.	Feck, R.[43]	Inconclusive
		Schwab, M.	Pollard, J.	Level IV

I also examined records of an additional 83 personnel actions taken during 1999, 2000, and 2001; of these, 14 could arguably be considered sexual harassment complaints. Action taken by ASI in response to these complaints appears in Table 15.

Table 15
Subsequent Complaints and Corrective Actions

	Year	Complainant	Accused	Outcome
217	1999	Zurface, S.	Bilinovich, J. Young, W.	Counseling Counseling[44]
		Unknown	Acree, J.	Counseling
243	2000	Cromer, T	Webber, A.	Coaching
		Smith, J.	Holsinger, M.	Unknown
		Unknown	Young, T.	Coaching
		Unknown	Gombita, G.	Unfounded
		Taylor, K.	Unidentified	Line meeting; AR notified
		MK Collier	Trovillo, T.	Level IV Transferred
		Unknown	Stanforth, K.	Inconclusive; Counseling
		Unknown	Young, T.	Level IV
		Unknown	Acree, J.	Level IV
250	2001	Lynch, B.	Muslar, E.	Coaching
		Wilks, T.	Unidentified	ASI requested more information
		Stannus, J.	Stewart, B.	Inconclusive
		Schmitz, K.	Hunter, E.	Coaching

The employment agency Spherion, which provide temporary workers to ASI, produced documents relating to 8 incidents involving their employees during the years

[42] This was not a harassment complaint
[43] Ms. Webber made 2 complaints against Mr. Feck, approximately 1 month apart.
[44] It is unclear whether this should be considered a complaint; Mr. Zurface was not offended by the alleged consensual sexual interaction between Bilinovich and Young but thought it should stop.

1999-2001. Of these, one (Lynch/Muslar) is documented above in Table 15; the other 7 are summarized below along with action taken by ASI.

Table 16
Records Produced by Spherion Relating to Harassment at ASI

Complainant	Accused	Company Action
Haecker, J.	Quigley, R.	Counseling
Unidentified Associates	Howard, T.	Termination
Huston, T.	Adams, W.	Unknown
Michelle Macioce	Tony, Ruben, Kelly LNU	Counseling
McCarty, F.	Cowin, J.	Coaching
Hilterbrant, C.	Penwell, C.	Unknown
Watson, P.	Perry, S.	Policy review

Taken together, these data indicate that ASI actively responded to complaints of which it was aware. Perusal of the actual records indicates that investigations were thorough (many involving the interview of 10 or more potential witnesses), timely, and well documented. Employees were required by company policy to cooperate with such investigations and the documents reveal that at least one employee was disciplined for concealing information and lying to the investigators. Associates were further enjoined from discussing investigations and have for some years been required to sign a statement indicating their understanding of the confidentiality requirements; at least one Associate has been disciplined for discussing the discipline of another.

ASI has also for a number of years involved Associates in decision-making concerning severe discipline infractions. On occasions when an employee is facing termination (e.g., a Level IV infraction), Associate Relations appoints a peer review panel of Showa employees (at the same level but in other departments) to review the case and make recommendations concerning the appropriateness of various disciplinary possibilities. This procedure has the advantage not only of producing "buy in" on the part of employees (thus reducing the likelihood of problems if an Associate is terminated) but also of educating the workforce on the seriousness with which ASI takes such problems. Participation in the review panels is voluntary and open to all employees.

Finally, ASI has a comprehensive, flexible, and well-established system of progressive discipline; discipline is assigned based on the seriousness of the offense and the employee's disciplinary record. Table 17 displays the progressive nature of disciplinary actions taken by Showa in response to the complaints identified by plaintiffs 1994 through 2001.

Table 17: Showa Progressive Discipline Analysis of Complaints Cited by Plaintiffs

	Counseled	CAP I	CAP II	CAP III	CAP IV	Transferred	Demoted	Suspw/o$	Fired	Other
Alexander			10/96[45]			10/96	10/96			
Boldman[46]					7/98	7/98	7/98			
Brockman									[redacted]	
Brock				5/98						
Brown				1999						
Burns	1999									
Cochran	12/96									
Cornett										Incon.[47]
Cumberland	8/97									
Davidson	1998									Incon.
Feck	3/00[48]				9/97[49]					
Ferguson	7/98									
Gillespie									[redacted]	
Hartley			10/96							SH Trg
Hendrickson	1998									Incon.
Hilt	1998									Incon.
Hoskins	9/97									
Jones	1999									
Kniseley[50]	2/96					2/96	2/96			
Lynch	1999									

[45] Identical shading indicates penalties were imposed at the same time; sequentially intensified shading indicates progressive discipline.
[46] This was not a complaint of sexual harassment
[47] Incon. = Evidence inconclusive
[48] This was not a complaint of sexual harassment
[49] The documentation indicates that this was labeled a Final Warning, which is equivalent to Level IV
[50] This was determined to be poor judgment, not creation of HE

	Counseled	CAP I	CAP II	CAP III	CAP IV	Transferred	Demoted	Suspw/o$	Fired	Other
Martin[51]	3/95									
McAfee	1999									
McClanahan										Unknown
McHenry					1/98			1/98		
McPherson			1996							
Mintkenbaugh										Incon.
Oaks[52]	11/99									Incon.
Pegan	6/94		1/97						[redacted]	
Pollard, J.					3/00					
Pollard, L.			2/00							
Purdin					2/00	2/00				
Redmon		6/96								
Scott					10/97			10/97	[redacted]	
Sexton	9/97									
Smith[53]					6/99			6/99		
Stewart	1/00[54]									
Yashima									[redacted]	

[51] There was determined to be some mutuality; complainant was satisfied with outcome
[52] This was not a complaint of sexual harassment
[53] Evidence in a complaint later in 1999 was determined to be inconclusive.
[54] The evidence of the investigation was inconclusive; Mr. Stewart was not actually counseled, but was rather reminded of the SH policy.
[55] Mr. Yashima was an employee of Showa – Japan and was not actually fired, but rather sent back to Japan; the outcome for ASI is the same.

***Conclusion II:** In addition to variation between the perceptions/experiences of the plaintiffs and those of the more general Showa female workforce, there is also considerable variance among female employees with respect to their experiences and perceptions of the environment at Showa, variance that is characterized by no particular pattern.*

The reasoning behind this conclusion rests on empirical data demonstrating a high degree of variation among Associates with respect to their perception of the extent, type, and severity of offensive sexual behavior at ASI-Blanchester. These data come from two sources: (1) the sample's description of their own experiences; and (2) the survey data of Showa employees from 1996 through 2001.

Variability in Nature, Extent, and Pattern of Experiences.

Plaintiffs argue in their brief, and through the report of their consultant, Dr. Susan Fiester, that sexually harassing behavior is pervasive in the plant, that it occurs across all shifts and all departments, and that it is frequent and of long duration, thus in effect affecting every female employee in the plant. The empirical data on which my report is based suggest otherwise. The previous section of the report demonstrated that the extent of offensive behavior at ASI-B is actually lower than would be expected, based on what is known from organizational research. The present section demonstrates that the variability of the experiences endorsed (with respect to their nature, frequency, and appraisal) is sufficiently large to suggest that no overall pattern of offensive behavior exists at ASI-B. As Table 18 reveals, there is little commonality among the incidents endorsed by the respondents. Of the 23 individuals endorsing any item:

- 2 endorsed Item A only
- 2 endorsed Item B only
- 1 endorsed Item I only;
- 4 endorsed Item F only; and
- 2 endorsed a combination of F & G.

Each of the other respondents endorsed a unique pattern/combination of experiences. Indeed, the most striking similarity among the sample has to do with what they did not endorse; not a single respondent endorsed Items J, L, M, or N, and only one participant endorsed D, H, I, or K (respectively). These are generally considered the more serious or severe[56] forms of offensive sex-related behavior: persistent sexual overtures, physical touching, sexual propositions, or coercion.

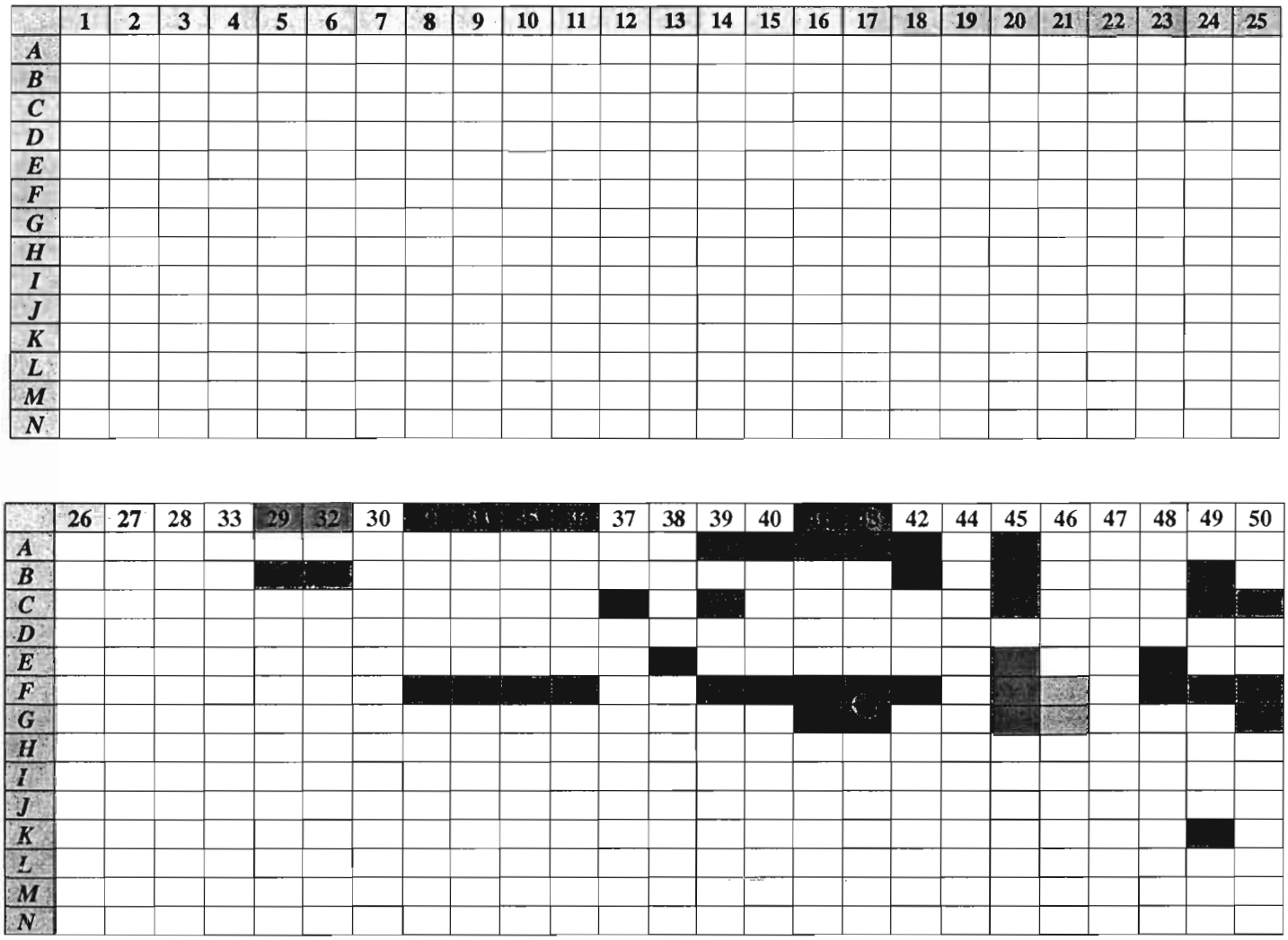
Thus, the data reveal that female Associates who had ever experienced an offensive incident at Showa described what can be best described as isolated and infrequent situations and/or unique combinations of behavior with no reliable pattern. These data are presented graphically in Figure 18. The most prevalent experience (Item

[56] The issue of severity is not fungible with the type of behavior experienced; however, it is the case that some behaviors are generally thought to be more severe than others.

F)[57] was endorsed by 32% (n= 16) of the sample, of whom 6 (12%) said it happened "once or twice" during their entire employment, and 9 (18%) said it happened "sometimes"; only 1 person said it happened "frequently." Ten percent (n=5) said it bothered them a "little bit," 10% rated it as somewhat upsetting; 12% (n=6) as very or extremely upsetting. The zero-order correlation between overall frequency and appraisal (generally quite high; frequency is one of the best predictors of appraisal so far identified) was only .33, suggesting again a considerable range of reaction even among those who experienced similar frequency of behavior. In sum, there is no reason to believe that ASI-Blanchester is characterized by a widespread pattern of offensive behavior that affects large numbers of female employees; the minority of Associates who have had some negative experience at Showa appear to have had very different types of experiences, occurring at different levels of frequency, that they perceive very differently. In scientific terminology, the "variability" among the Associates is quite large.

[57] "Said things to put women down (for example, saying women don't make good techs or sections head)"

Table 18[58]
Patterns of Offensive Sexual Behavior Experienced at ASI-Blanchester



Such variability is also apparent in the response of female associates to Opinion Survey questions concerning evaluation of their work environment. Although male and female associates perceived this issue similarly (see Tables 7), a number of differences are apparent among the women themselves, both across time and across the various shifts. For example, in 1996, 1997, and 1999, the three shifts were similar in their judgment of whether the work environment was harassment free; in 1998, 2000, and 2001, however, female Associates differed in their perceptions, depending on which shift they worked. Specifically, 1998 Associates assigned to the day shift were significantly more positive about their work environment than those on the first and third shifts, but

[58] Numbers on the horizontal axis represent the 50 representative female Showa employees; letters A-N on the vertical axis represent different types of sexually harassing behaviors. Participants coded with the same color had identical patterns on the *SEQ*. Blank cells indicate the participant did not endorse the experience.

did not differ from the second shift. In 2000, third shift was significantly less positive about this aspect of the work environment than the other shifts, which did not differ from one another. When similar data were collected one year later (2001), second and day shift were significantly more positive than first shift, with third shift falling somewhere in between. Thus, the data indicate that perceptions of the degree to which Showa is harassment free shift significantly from year to year, changes that moreover do not follow any particular pattern. As with the data reported in the previous section, the variability among the women in the plant is considerable.

Conclusion III. In contrast to the named plaintiffs, representative female Associates believe that ASI-B has maintained a visible and well-publicized prevention system for addressing sexual harassment as well as a progressive discipline system with respect to harassment and other problems. Employees are aware of this system, can articulate its components, and have little hesitation in accessing it.

The reasoning behind this conclusion is based mainly on responses of female Associates to that portion of the *Work Environment Interview* having to do with sexual harassment policies and reporting procedures. For example, the Associates were asked: *"To your knowledge, does Showa have a sexual harassment policy?"* Responses appear in Table 15.

Table 19
Associate Knowledge of Sexual Harassment Policy Materials at ASI-Blanchester

	YES	NO	?
To your knowledge, does Showa have a sexual harassment policy?	100%	0%	0%
• **Have you ever received a copy of the policy?**	98%	0%	2%
Have you ever seen the sexual harassment brochure?	80%	14%	6%

In contrast to the perceptions of the plaintiffs, 100% of this representative sample of female Showa employees were aware that Showa had a sexual harassment policy and all but 1 individual stated that they had received a copy of it. In addition, 80% have seen Showa's educational brochure on harassment. Associates were also asked to briefly describe the policy; as Table 19 reflects, virtually every Associate was able to articulate the basic meaning of the policy.

Table 19
Associate Knowledge of Sexual Harassment Policy at ASI-Blanchester[59]

	Can you tell me a little bit about it (the SH Policy)?
101a	Anything you hear or see that is offensive
115a	(No info)
129a	Not really. I just know just recently we had a film on it. I don't pay attention to it. I don't provoke it. They do have it in our handbooks; watch movie but never read – "we do have something"
129b	Had film recently; doesn't pay attention to it because never happened; also have it in handbook
132a	If anybody says anything or does anything to make you feel uncomfortable
132b	If anyone says or does anything to make you uncomfortable
133a	You can't make any gesture, comment, anything that someone might take offense to, the way someone acts or does things
133b	Can't make any kind of gesture, comment, anything that people might take offense at.
178a	Saw films; inappropriate comments
178b	Films about things that are inappropriate; comments, gestures
195a	If you have a problem with a coworker, you can file a complaint & they will investigate. Asking you to go out, language, grabbing.
195b	If you have a problem with a coworker you can go to admin & file a complaint which will be investigated; repeatedly asking someone out; language.
198a	Not supposed to say crude comments or tease someone about their sexual orientation; not supposed to harass
198b	Not supposed to say crude comments; tease about sexual orientation; harass them.
205a	Investigation; statements from people involved. Then do peer review. Management takes their findings plus peer reviews & makes a judgment.
210a	Fill out a formal report to front office staff. Investigated, then dealt with. Counsel you or whoever is involved.
210b	Come into office & fill out complaint or talk to Ron/Jerry/Debby, investigated. Claims that are given monthly safety meetings.
215a	SH not tolerated
225a	Haven't read it
225b	Haven't read it
236a	No touching; no body contact. No rude or crude sayings. Go to section head or techs.
236b	Don't touch; no bodily contact; no rude crude comments; report to section head
242a	No tolerance. Supposedly – not always. Mentioned incident with manager or tech that was in trouble several times but never demoted. Happened several years ago.
242b	They don't tolerate it supposedly. Knows of a situation a couple of years ago where guy has been in trouble for SH 2 or 3 times but still has job, wasn't demoted.
248a	Not harassing, no tolerance, will be terminated. Letters sent, big sign by door.
248b	Not harassing, but letters 2-3 months, won't be tolerated; fired
254a	If harassed, feel free to report; they will investigate and they will do something.
254b	We feel free to report it and something would be done.
333a	No harassment; no physical, verbal, touching
333b	No harassment whatsoever, vocal, visual, physical
389a	Non-harassment environment; not just SH, but intimidating. Any gesture. Your hair looks good today. Obscene gesture that you're uncomfortable with.
389b	Non-harassment environment. Contact tech, section head, or go straight into office. Followed-up & taken care of.

[59] Most Associates were interviewed by two researchers, for purposes of reliability; responses with the same ID number but different subscripts (i.e., a,b) are from the same Associate; the shaded b response was recorded by the second interviewer.

398a	Anytime you feel you are sexually harassed, you're supposed to go to section head, manager, or the office. They will talk with the person who offended you. They will let them know it is not tolerated. SH = actions/words/suggestions that goes on after you have asked them to stop.
398b	Go to section head, manager. Happened to her, they call them in; they're aware of it; they take it from there.
413a	Very strict; get a complaint & they do an investigation. If legit, punishment fits the crime & will be terminated if it fits.
413b	Very strict; if they get a complaint, they do investigation. Punishment fits the crime – can be terminated. Very thorough investigation
418a	Presented with pamphlet & asked to sign paper saying they know they will be punished.
418b	Told & given policy at hiring, that SH will not be tolerated.
425a	Posted policy; made aware it is a no tolerance company for any harassment type. If harassed, you should report immediately to HR.
430a	Given letters to associates that if get a complaint they will be investigated. Will fire & have for multiple offenses. Managers who have been here a long time will only get talked to (e.g., garments under uniform, harassed about weight).
431a	Not allowed to do anything that can be considered offensive to target or anyone who overhears it. Techs to report it. Go to section head.
431b	Not allowed to do anything that can be considered offensive even if not directly to specific person. Techs obligated to report it. Go to section head to report.
464a	Have to file a complaint (written, signed, formal). They will talk to you, coworkers, perp. They won't say who made complaint. Had a tape on SH
486a	You can go to the office and put your complaint in and they do follow up.
497a	When hired, told extremely important to report to section head. Repeated over & over & emphasized importance.
497b	When she got hired they told her it was extremely important that they talk to their section head if they have a problem.
508a	First tell line leaders & they talk to that person, can go to section head, then to office, Can get suspended while they investigate.
508b	Let line leaders know first then go to that person & if it doesn't stop you go to the section head and on up, suspended while investigating.
518a	If you harass others, you can be fired. If you harass, it gets reported, then have time off until group decides what type of punishment.
518b	If you do or say SH, you can be fired for it. It gets reported, time off until a peer hearing, discussed, keep or let go. A group decision on punishment.
520a	No tolerance, immediately brought to administrator's attention
520b	More or less, no tolerance policy. Immediately taken to admin's attention
535a	Some people getting terminated for things other people start. Can say something sexual and will be terminated, but not for racial harassment. Last 6 months, started terminating people for sexual harassment.
535b	Some people are getting terminated for what other people start, saying something sexual to another can get you terminated, but saying something racial will not have the same effect.
562a	Men or women not to harass people; if they do, can get written up or fired.
562b	Not to be harassed, men or women. When it happens can be written up & fired, put on levels.
572a	Supposed to report anything you see or hear; don't do it yourself, b/c they will punish people who harass; corrective action will be taken.
572b	Report anything that you see or hear; don't do it yourself b/c they will take care of you & you will be in a lot of trouble, corrective action will be taken.
598a	Zero tolerance, if they find out about harassment the person is escorted out or fired.
599a	If you see or hear anything that makes you uncomfortable (either directed at you or others) it could be SH, person can be written up or fired.
645a	Not supposed to say thing that offends, or touch them; anything that's offensive to them or ask for sexual favors
645b	Not supposed to say something that offends or touch someone, ask sexual favors

650a	Been to two trainings; suspended, 3 days if proven
699a	Supposed to report it right away
699b	Supposed to report right away
702a	Don't tolerate harassment of any type
702b	They don't tolerate harassment of any type
730a	Two people could be joking about sex & someone overhears us & tells on us & I don't think that's right. Or joking around all week.
730b	They're a little extreme on it. If people overheard they can report it. Need to look into it more to see if it's joking.
739a	Not supposed to harass anybody. Say things that could be leading or could mean something else. Make other people feel bad, uncomfortable to come to work.
739b	Not supposed to harass anyone, not supposed to say something that could be leading, not supposed to say things that make others feel bad or not want to go to work.
747a	Never been harassed. Don't pay much attention to it. This is a factory, if you can't...(deal with it)
747b	Don't pay much attention to it.
749a	Suppose to come to office to make complaint & they check it out.
749b	Supposed to come to office, make complaint, they check it out.
758a	Any report will be checked into
758b	In every report you give them, they will check into.
777a	If assoc. feels uncomfortable about another assoc's comments about their body or wanting to have a sexual relationship or touching you. If somebody harasses you verbally or physically, I think you have to want to be harassed, have to give the person an opportunity.
777b	If an assoc feels uncomfortable by another assoc (comments about body, wanting sex relationship, touching, verbally or physically).
780a	Have a no tolerance policy, none whatsoever
780b	No tolerance policy; none whatsoever.
928a	Report to our techs, section heads, if that doesn't work go above them, you follow chain of command
928b	Supposed to report to tech, section head, if that doesn't work you go to the person ahead of them, follow the chain of command.
954a	Sex discrim, zero tolerance. If you feel harassed, report to tech, section head, if not comfortable go to person you are comfortable with, action then taken.
954b	Zero tolerance for sexual discrimination, if you feel you have been sexually harassed, you go to your tech, section head, or if this is uncomfortable you go to someone you're comfortable with. Then action is taken.
975a	If you feel any way harassed, you're supposed to go through ladder, to admin, goes through talking to admin, goes through statements, put things together, go over them, makes decision, if hard core proof, suspended 2 weeks, then peer review, admin makes final decision.
975b	If you feel in any way harassed, go to tech, then section head, then admin, then to the office, make statements, admin looks at statements, talks to others involved, then makes a decision – offenders get suspended if there's enough evidence, then a hearing where admin reads statements and decides whether person stays or goes.
982a	Overall, Showa will not accept harassment done to anyone, any way, any form
442	Placebo[60] (Not asked; volunteered: If intimidated, take to HR or supervisor immediately.)
453	Placebo (Not asked; volunteered: No tolerance)

Respondents were also queried concerning their knowledge of the procedures for reporting harassment at ASI-Blanchester. Their responses appear in Table 20.

[60] Placebo interviews did not include open-ended questions about policy; participants 442 and 453 volunteered this information without being asked.

Table 20
Associates' Knowledge of Sexual Harassment Reporting Procedures at ASI-Blanchester

	Can you tell me where you would go to report an incident of harassment if you wanted to?
101a	To human resources; they have an open door policy
115a	Go straight to HR or you don't get anywhere (must go to HR or your complaint doesn't get anywhere)
129a	Go to my manager
129b	To manager
132a	Jerry Stanforth in HR
132b	Jerry Stanford in administration
133a	To the office, supervisor, anybody
133b	The office or (your) supervisor
178a	To personnel
178b	Personnel office
195a	Section head, manager, then to administration
195b	Go to my section head first, if he didn't take it seriously, the assistant manager
198a	No idea who you would talk to
198b	No idea, not sure
205a	Admin
210a	Front office
210b	To the office (see comments re policy)
215a	Labor board; front office; section head
225a	Front office
225b	Front office
236a	Section head
236b	Section head
242a	Administration
242b	Administration
248a	Front office (Ron, Debbie or Lisa)
248b	Front office (Ron, Debbie or Lisa)
254a	Front office (HR)
254b	To front office; HR department
333a	(1) Tell that person (who offended me); (2) Tell my manager
333b	Tell person first that I didn't like it, then tell manager
389a	Stair steps; tech, section head, into the office, Jerry
389b	Front office & talk to Jerry
398a	Section head, manager, office
398b	Go to section head, manager
413a	To admin, Ron Cameron
413b	Admin, Ron Cameron
418a	HR, manager
418b	Go to HR, manager
425a	HR
430a	To office
431a	Section head
431b	Section head
464a	To personnel
486a	Go to boss, if (boss is the harasser) then over his head
497a	Section head, Lynn –(woman who did SH training)

497b	Section head, Lynn (did SH orientation)
508a	Line leader; section head; office
508b	First line leader then section head then office
518a	Admin
518b	No info
520a	HR
520b	HR, administration
535a	Section head
535b	Section head
562a	HR
562b	HR
572a	HR, main office
572b	Front office, HR
598a	Tech or HR, depends on where it happened, if on her line would go to tech
599a	Section head or main office
645a	Administration
645b	Administration
650a	Ron, Jerri, Gary, if important enough would take to Frank Gastrich
699a	To the office
699b	Here to office; never had to report anything
702a	HR
702b	Human Resources
730a	Go to person I'm uncomfortable with, (from) there, up the ladder, tech
730b	Go to person who's doing harassment, then tech, then up the ladder
739a	Office or section head
739b	Office or section head
747a	Jerri, HR
747b	Jerri
749a	Admin
749b	Admin
758a	Section head or tech
758b	Section head or your tech, first
777a	Administration
777b	Admin
780a	Front office
780b	Front office
928a	Might skip tech, go to section head or his boss
928b	Might skip tech & go to section head or his boss
954a	If not comfortable with tech or section head, come to administration, person most comfortable with
954b	Come to admin if uncomfortable with talking to tech, section head, or manager
975a	Come to HR, administration
975b	Come to administration first
982a	HR

Eight members of the sample (16%)[61] had made a complaint of sexual harassment while at ASI-Blanchester; data were available on 7 of these 59 women; all but one said that Showa had taken their complaint seriously and had investigated it; 5 indicated that the offender was punished, one said that he was not, and one didn't know (but indicated that he was given a warning). Finally, 6 were satisfied with how Showa handled their

[61] One woman (195) indicated reporting a problem, but there are no data on her responses to followup questions.

complaint, and one was not. Complete data on these Associates appear below in Table 21.

Table 21
Associates in the Sample Who Reported Harassment at ASI-Blanchester

		Have you ever reported SH at Showa?			
		Were you taken seriously when you reported?	Did they investigate your complaint?	Did anything happen to the person who bothered you?	Were you satisfied with how your complaint was handled?
1a	133a	Yes	Yes	Yes	Yes
1b	133b	Yes	Yes	Yes	Yes
Comment 1a. They (the offender) got in big trouble; went to classes on SH and finally went to work somewhere else.					
Comment 1b. He got in big trouble; had to take classes in SH and he eventually left.					
3a	215a	Yes	Yes	Yes	Yes
Comment 3b. They left on their own, but it was investigated and dealt with properly.					
4a	398	Yes	Yes	Yes	Yes
4b	398	Yes	Yes	Yes	Yes
Comment 4a. (S)he was consulted and she got an apology from him and he stopped harassing her. He was told to leave her alone, given a formal warning. Satisfied because it didn't create a hostile environment and got taken care of....Complaint dealt with effectively. The guy is now very polite, no tension...Wrote all her complaints about his actions on a piece of paper and gave it to her manager. She is very satisfied with how Showa handled the complaint.					
Comment 4b. Consulted. She did not want him fired. He was told to back off and leave me alone. Formal warning. Took care of problem...Gave statement to manager, talked to him, he apologized. Today, no tension, very polite, no harassment from him. Very satisfied with Showa's response.					
5a	520a	Yes	Yes	Yes	Yes
5b	520b	Yes	Yes	Yes	Yes
Comment 5a: Reported for one of her associates, not her personal experience – The associate (offender) was terminated. She was satisfied with Showa's handling of the complaint and so was the associate...Had an associate complain to her about being SH'ed by a male associated. He was making comments, remarks, crude gestures, had touched her shoulders. The female associate had told him to stop and he hadn't, so then she came to her to make a complaint. Believes the man was terminated. She was very satisfied with how Show handled it.					
Comment 5b: Reported not for self but for associate; believe he was terminated; she and associate both satisfied with Showa's handling of the situation. Guy made obscene remarks and touching her associate; associate told him to stop, then brought it to her and she took it to admin and they dealt with it. Showa has always handled SH fine for the whole time she has been here.					
6a	598a	Yes	Yes	Yes	Yes
Comment 6a. He was spoken to about it; he continued harassing her; then he was fired.					

		Were you taken seriously when you reported?	Did they investigate your complaint?	Did anything happen to the person who bothered you?	Were you satisfied with how your complaint was handled?
7a	747a	No	No	No	No
7b	747b	No	No	No	No
Comment 7a. Complained about (a) boss[62]; no one liked him. (Her complaint was) "added to the stack of papers". This happened recently. Not satisfied with Showa's handling. Need to move him away from other people.					
Comment 7b. Complained about one person, it was "added to the pile of paper." Finally I said "move me" and they did. They should promote this person away from other people, because this company doesn't demote people.					
8a	777a	Yes	Yes	???	Yes
8b	777b	Yes	Yes	???	Yes
Comment 8a: He denied it. Admin talked to him, gave him warning. Told him it was not to happen again. Behavior stopped.					
Comment 8b: Did whole investigation and took care of problem. Admin talked to him and gave him a warning; he never did anything again.					

In addition to Associate knowledge, understanding, and experience with Showa's sexual harassment policies and procedures, I also examined the actual prevention and remediation program itself. This program is described and evaluated below.

Sexual Harassment Prevention and Remediation Program At ASI-Blanchester

Policy Documents and Distribution

Basic Non-Harassment Policy, 302. Showa's original anti-harassment policy was incorporated into its Associate Handbook from that of its predecessor company, FCM-Blanchester. First articulated in 1989, the policy states "It is the intent of ASI to maintain an enjoyable and comfortable working environment for all associates. Therefore, there should not be harassment of any kind towards an associate on the basis of race, color, sex, national origin, sexual orientation, age, religion or condition of handicap"; there is no specific discussion of sexual harassment beyond this general statement.

Associates who felt they had been harassed in any way were encouraged to contact Administration. Management was enjoined to deal with any problems immediately and correct them without waiting for a formal complaint. The policy was incorporated into the Associate Handbook, and all Associates were required to sign that they had read and understood it.

Revised Non-Harassment Policy. In September, 1998, a memo was distributed to all Associates concerning the ASI Non-Harassment Policy. This memo reproduced the basic policy statement, but incorporated a separate paragraph specifically dealing with

[62] This was not a sexual harassment complaint.

sexual harassment; this policy stated that such behavior is prohibited by law and described it in terms that track EEOC policy language ("unwelcome or unwanted sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature"). It included further discussion of offensive sexual behavior, as well as guidelines for determining whether a statement or action might be perceived as inappropriate, stated that all Associates are responsible for complying with the policy, and that any incidents should be reported to management or Associate Relations. Finally, the memo stated that Associates were prohibited from retaliating against anyone who objects to or reports harassment, and also prohibits them from making false complaints or reporting allegations that were not true.

The Non-Harassment Policy was formally revised in January, 1999, to incorporate these changes. In February, it was subsequently distributed to all Associates, with a cover letter from Michael Bowers, Vice-President of ASI and Plant Manager for the Blanchester facility. The cover letter reminded Associates of Showa's commitment to enforcing its policy and encouraged employees with concerns to contact a supervisor or manager of their choice.

This revised policy, which remains in place in essentially unchanged form, has been incorporated into all subsequent editions of the Associate Handbook, and must be read and signed for by all new Associates at the time they are hired. It is reviewed with each Associate during new employee orientation by Ms. Debbie Baker, Associate Relations Specialist, and Associates are given the opportunity to ask questions. During the six-month period following orientation, Ms. Baker contacts each new Associate for a "follow up" session, to ensure that policies are completely understood; at this time, she also administers a "quiz" on the policies. This follow-up and quiz was initiated in 1999 (see Baker deposition). The effectiveness of these procedures is attested to by the data described above in which 100% of the Associate sample were aware of the policy and virtually all had their own copy and could articulate its basic meaning.

Sexual Harassment Brochure. In addition to this basic anti-harassment policy statement, ASI-B distributes a well-designed commercially-produced brochure designed to educate employees on all aspects of sexual harassment. This brochure was first acquired by Ms. Jerri Stanforth (Human Relations Manager) and has been distributed to employees on a number of occasions (beginning at least as early as April, 1998), primarily through attaching it to their paychecks.

Training

Sexual harassment awareness has been provided to Associates since at least 1990 (deposition of Ron Cameron). Separate discussions of sexual harassment (apart from Employee Orientation) were first begun at Showa by Michael Livingston, Assistant HR Manager, from 1994 to 1996. He testified in his deposition (and subsequently confirmed in a telephone interview with the consultant on 11/14/01) that he discussed sexual harassment and provided information about it and about the policy as part of the monthly Associate meetings held in the plant. The purpose of these meetings was for each

department to communicate with Associates on matters of relevance; Mr. Livingston, as the representative of Associate Relations, periodically discussed new policies, benefits, procedures, and so forth.

Annual supervisory training specific to sexual harassment began under the administration of Jerri Stanforth, current Manager of Human Relations. Ms. Stanforth testified in her deposition that training began at least as early as July, 1997, and by 6-29-00 was required for all technicians, section heads, assistant managers, managers, and senior managers (Associate Development Program, 6/29/00). In addition to formal sexual harassment training, these individuals are given further training on the topic as part of required modules on Legal Supervision and Legal Landmines.

Training activities have recently been expanded to include Associates at all levels. Not only has a sexual harassment prevention video been incorporated into Employee Orientation, but sexual harassment modules have also been incorporated into the monthly Safety/Environmental Training required of all Associates.

Other Data

Postings: In addition to these activities, there are a number of anti-harassment materials posted in various locations around the Blanchester facility. Most prominent is a large poster proclaiming "This is a No Harassment Facility" located directly inside the main entrance to the plant. The anti-harassment policy is posted under glass across from the entrance to the employee cafeteria, and a federal anti-discrimination poster appears in the hallway to the plant. Strongly worded anti-graffiti memos from Plant Manager Frank Gastrich are posted in a number of locations.

Observations: During the course of my review, I made two complete tours of the Blanchester plant, as well as visiting various sections of the facility on a more informal basis. The plant itself is a modern, clean, and well-lighted facility. Restrooms, both male and female, are well kept, with no graffiti or other defacing material in evidence. Random inspection of workstations, drawers, lockers, et cetera likewise revealed no inappropriate material; indeed, the only personal writing identified consisted of Biblical verses copied onto 3x5 cards and saved in a drawer!

On several occasions, I observed shift changes across various areas of the plant with particular focus on the clean room. Plaintiffs have alleged at various points that women associates would be assigned cleaning tasks that were not assigned to men; further, they have alleged that women are often required to get down on their hands and knees to clean, thus demeaning them in ways that are not required of men. Observation reveals that these perceptions and allegations are not typical of what occurs at the Blanchester plant. With respect to cleaning, each Associate is responsible for cleaning his or her own workstation and restocking it for the convenience of the following shift. I observed both male and female Associates performing this function on a regular basis at each shift change over for which I was present. Associates of both sexes got down on their hands and knees to clean the lower sections of their station as well as the

surrounding floor. When Associates (both male and female) stationed at the beginning of the line complete their changeover tasks, the procedure is for them to assist coworkers farther down the line (who have less time to perform these cleaning and restocking tasks). There is nothing "gendered" about these procedures; rather, they are standard for each position in the plant.

Small Group Meetings: According to Michael Bowers As a Japanese "transplant" company, ASI is committed to an open environment and a corporate culture that de-emphasizes hierarchy and emphasizes communication and interaction among all levels of employees. The "hands on" involvement of top management is an important method by which this culture is promulgated. It is this organizational philosophy, a hallmark of Japanese management, that underlies the ASI-B practice of regular rotating meetings between the plant manager and small work groups or teams of employees.

It was the practice of Michael Bowers, former manager of the Blanchester plant, to hold such meetings on a regular basis to provide an opportunity for line employees to communicate with top management outside the regular chain of reporting (e.g., section head, manager). In a telephone interview (12/18/01), Mr. Bowers stated that he used this existing structure as an opportunity to reinforce ASI's expectations regarding its "No harassment" policy, thus lending the visible support of top management to Showa's commitment to an organizational climate that did not tolerate sexual harassment.

Summary. In contrast to the perceptions of the named plaintiffs that there are and have been no meaningful policies and procedures in place at ASI-B to deal with sexual harassment, it is my conclusion that Showa has an active and well-developed prevention and remediation program in place. This conclusion is based not only on the case materials and evidence, but also on the perceptions and statements of a representative sample of Showa employees who attest to the presence of the policy and their familiarity with it and its attendant procedures. Although no policy is perfect[63] and no procedure faithfully followed 100% of the time in the real world, it is fair to say that ASI-B has followed a course of continuous improvement in this area since at least the mid-1990's. In my opinion, its prevention and remediation program are equal to if not better than those in place in many major corporations with which I am familiar.

[63] In particular, Showa's decision to include a statement prohibiting false complaints is problematic to the degree that it conveys any degree of skepticism about complaints of sexual harassment. Showa's approach of interpreting harassment and a "hostile environment" quite broadly have apparently encouraged Associates to complain of "harassment" whenever interpersonal difficulties become severe; it is possible that this is the reasoning behind the policy statement. Nonetheless, it may have unintended effects.

Conclusion IV. Taken together, the data indicate that the organizational climate at the Blanchester facility does not tolerate and has not tolerated sexually harassing behavior and that the experiences described by the named plaintiffs are not typical of other Showa employees.

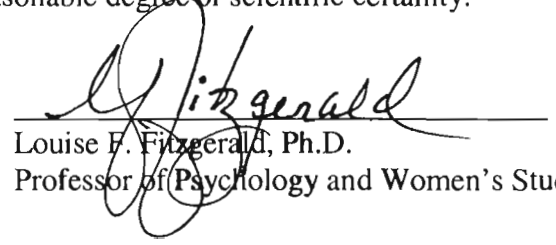
The data and analysis articulated in this report are clear and unambiguous, and the picture they present conflicts sharply with the assertions of the plaintiffs. The great majority of female Showa Associates have experienced minimal problems with sexually offensive behavior. This conclusion rests on data from a representative group of employees assessed with measures of known reliability and validity. The data speak not only to Associates' current experiences, but also to those they have encountered (or not) during the period of their employment at ASI-B, a period that averages over 5 years.

Second, cross sectional data from six years of employee surveys completed by these and hundreds of other Showa employees demonstrate that men and women at Showa perceive their working environment very similarly, have similar levels of job satisfaction, and do not differ in their opinions of the degree to which harassment is present in their environment. Given the body of literature indicating the deleterious effects of sexual harassment on job satisfaction and organizational commitment, such findings provide strong inference that sexual harassment is not tolerated at ASI-B.

Paralleling these findings are those indicating that virtually 100% of Associates knew of Showa's sexual harassment policy, could articulate its general meaning, and knew where and how to report it. The majority spontaneously offered their perceptions that Showa does not tolerate sexual harassment and treats men and women equally.

Finally, ASI-B has, and has had for a number of years, an active and well-developed prevention and remediation program for sexual harassment. Complaints are investigated and documented; individuals who are found to have violated policy are disciplined in a fair and progressive manner. Plaintiffs' argument that the number of complaints documented at ASI-B suggests a pervasive problem with harassment reveals a profound misunderstanding of the role and purpose of the complaint process. It is sometimes difficult for organizations to understand that complaints mean that their prevention program is working in the desired manner. It is unrealistic in the extreme to expect that offensive sexual behavior will never occur in the workplace; thus, one main goal of prevention systems must be to encourage employees to seek organizational relief if and when such problems occur. Contrary to plaintiffs' perceptions and alleged experiences, those of the more general workforce documented by the research summarized in this report support the conclusion that Showa does not tolerate, and has not tolerated, sexually offensive behavior among its employees.

All opinions are held to a reasonable degree of scientific certainty.



Louise F. Fitzgerald, Ph.D.
Professor of Psychology and Women's Studies

Appendix A

Sampling Methodology and Sample Description

Sampling Methodology and Description

The primary goal of the present report was to determine whether the experiences and perceptions described by the plaintiffs in this case are representative of the larger female Showa workforce. In science, this is considered a question of generalizability; that is, is it possible to make reliable statements about a larger population from a particular sample of individuals? The answer to this question depends first and foremost on whether the sample itself actually *belongs* to that population; that is, is it representative of the larger group to which one wishes to generalize?

To achieve this desirable state of affairs, there is one irreducible requirement: *randomization*. Stripped to its essentials, random sampling means that each and every individual in the target population has an equal probability of being selected for the sample. In some cases, it is necessary to stratify the population on relevant characteristics before beginning the randomization process to ensure that the results are not unintentionally biased in some way. Whether stratified or not, random sampling is the *sine qua non* of generalizability and scientific inference[1]. Thus, the first step in the examination of the ASI-Blanchester workplace was to identify and select a random sample of female employees representative in important ways (i.e., shift, production unit) of the overall workforce.

To begin this process, I requested and was provided a list of women employed at the Blanchester facility as of August, 2001. The 240 female employees on this list became the population from which the sample was selected.[2] Employee names were alphabetically ordered and each assigned a random identification number, thus randomly ordering all potential participants. To protect participant confidentiality, this number was utilized for sampling purposes only and no link was created to the actual data provided by the participant.

Employee names were then cross-classified by shift and line. Based on plant observation and examination of the various work sites, the various machining positions were combined into a single category; Machining contains relatively few employees (compared to, say, Assembly) and Associates are stationed some distance from one another. The integrity of other lines (such as those in the clean room) was maintained, given the higher concentration of workers and their proximity to one another. The resulting classification appears in Table A-1. As can be seen, first shift comprises 50% of the overall female workforce and thus should comprise 50% of the sample; figures for second and third shift are 19% and 31%, respectively.

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[1] A caveat to this general rule comes into play in the unusual situation in which one is able to study the entire population, thus rendering the issue of generalizability moot.

[2] The original female workforce consisted of 250 women. However, we obtained the names of 10 female employees who were on shortterm disability at the time, and their names were removed from the list; thus, the final population consisted of 240 women.

Table A-1
Distribution of Female ASI Employees by Shift and Unit

	1st	2nd	3rd	Totals
Machining	20	24	24	68
Vane pump	17	15	13	45
Gear box	37	4	28	69
Administration	17	1	2	20
Production control	13	1	3	14
Remanufacturing	5	0	0	5
Casting	0	0	1	1
Manpower	3	0	4	7
Quality Control	6	0	0	6
Production Engineering	2	0	0	2
Totals	120 (50%)	45 (19%)	75 (31%)	240

A target sample equaling 25% of the female workforce (i.e., 50 Associates) was set, reasoning that this was sufficiently large to yield stable statistical analysis and support generalization to the overall workforce. To provide additional protection for participant confidentiality, an additional 10 participants were selected to act as a "placebo" group. We therefore sought a total sample of 60 participants, stratified by shift and, within shift, work unit. Given the distribution of Associates across shift, targets of 30 (50%), 11 (19%) and 19 (31%) were required for the three shifts, respectively.

Within each shift, the sample was then stratified according to production unit. As can be seen from Table A-2, Machining comprised 17% of the female Associates on first shift, 53% of those on second shift, and 32% of those on third shift. Relative percentages of other units are similarly displayed.

Table A-2
Percentages of Female Associates on Each Shift Assigned to Each Unit

	1st	2nd	3rd
Machining	17%	53%	32%
Vane pump	14%	33%	17%
Gear box	31%	9%	36%
Administration	14%	2%	3%
Production control	11%	2%	4%
Remanufacturing	4%	0	0
Casting	0	0	1%
Manpower	3%	0	5%
Quality Control	5%	0	0
Production Engineering	2%	0	0

Applying these "weights" to the desired sample size (n = 60) produces the final sampling frame displayed in Table A-3.

Table A-3
Sampling Frame for Female Showa Workforce Proportionate to Shift and Unit

	1st	2nd	3rd	Totals
Machining	5	5	6	16
Vane pump	4	3	3	10
Gear box	9	1	7	17
Administration	4	1	1	6
Production control	3	1	1	5
Remanufacturing	1			1
Casting			1	1
Manpower	1		1	2
Quality Control	2			2
Production Engineering	1			1
Totals	30	11	20	61

Names of female Associates on the various lines were then ordered according to the random number they had been assigned. These ordered lists were then given to the HR person on each shift, with instructions to contact the desired number of participants in order, from the top down, and invite them to participate in the study. If the target employee was for any reason unavailable, the next person on the list was contacted. This procedure was followed until the "quota" for that production unit had been filled. Examination of Table A-4 reveals that this selection process was successful. As can be seen, representation by shift is virtually exact and the more difficult task of unit representation was also reasonably well achieved. Comparison of Table A-4 with the

Table A-4
Final Sample of Participants by Shift and Unit

	1st	2nd	3rd	Totals
Machining	6	8	8	22
Vane pump	2	2	0	4
Gear box	8	1	6	15
Administration	5	0	1	6
Production control	4	1	1	6
Remanufacturing	1			1
Casting			0	0
Manpower	0		1	1
Quality Control	4			4
Production Eng.	1			1
Totals	31	12	17	60

sampling frame depicted in Table A-3 reveals a slight over representation of Machining Associates across all three shifts and a corresponding under representation of Vane Pump Associates. Such deviations are common occurrences in field research for various reasons. In the present case, if a designated participant had transferred to another shift or line, she was dropped from the process. Resignations, short-term disability leave, vacations, or sick days are additional factors beyond the control of the researcher. Finally, some individuals declined to participate due to conflicts such as previously scheduled commitments, child care responsibilities, etc. Because such small departures from randomness are themselves random, they do not affect the results in any meaningful way. At the time the study was conducted, average tenure for the sample was 5.4 years, which is comparable to that of the overall female workforce. The final sample can thus be considered highly representative of the female workforce at ASI-Blanchester.

Appendix B

Consent Form and Information Sheet

Information Relevant to Consent for Participation

We are researchers from the University of Illinois who have been asked by attorneys for American Showa to interview women employed at the Blanchester plant about the work environment here. You have been randomly selected to participate in this interview.

As you may know, American Showa is currently involved in a lawsuit brought by Vicki Elkins and others. Although we have been retained by Showa and their attorneys, it is important that you know we are independent consultants, our job is to understand as best we can what working here is like, for you and for the female workforce as a whole. When we have finished our work, we will write a report summarizing what we have learned; this report may become part of the evidence in the case.

Everything you tell us is confidential. No names will appear in our report and all data will be reported in group form only (e.g., by shift) rather than individually. Although ASI and the attorneys for both sides will know who was invited to participate, they will not know whether or not you agreed. They will also not know what any particular person said in response to our questions. Your name will not appear anywhere on the interview sheet and there will be no way to link you to any of your answers.

You are under no obligation to talk with us. If you agree to participate, you may discontinue participation at any time or choose not to answer any particular question we ask. American Showa will take no action against you whether you talk with us or not; in fact, they will never know whether you talked with us or not. You will be paid by ASI for one hour's work whether or not you choose to participate.

The following attorneys are representing the plaintiffs in this matter and you are free to consult with them if you wish to do so:

Ronald R. Parry, Esq.
Rene Heinrich, Esq.
Parry Deering Futscher & Sparks, P.S.C.
(859) 431-6100

We would like for you to sign this form to indicate that you have read it; signing it does not obligate you to talk with us. Rather, it permits Showa to compensate you for the extra hour's pay. If you wish, the interviewer will give you a copy to keep. Whether or not you decide to participate, we ask that you not discuss the interview with any of your coworkers until all our interviews have been completed, which will be late Friday afternoon.

We will be happy to answer any questions you may have, either now or at any time during the interview.

_____ _____

Date Name and signature

Anticipated Participant Questions and Guidelines for Answers

WHY ME?

To get the most complete picture, we need to interview women from all parts of the plant and all shifts. Your name was chosen randomly (i.e., as in a lottery) along with others from your department and shift.

HOW MANY ASSOCIATES ARE BEING INTERVIEWED??

We hope to interview 60 Associates over the next two days.

WHAT HAPPENS IF I SAY NO?

Nothing. You will be paid for one hour of work whether you agree to talk with us or not. Of course we hope you will agree to participate but you are under absolutely no obligation to do so. It's completely up to you. Showa will never know whether you talked with us or not.

HOW DO I KNOW THAT MY ANSWERS ARE CONFIDENTIAL??

Because there is no identifying information on the interview form that could link your specific answers to you. The form is marked only with your shift number and the date of the interview.

WHAT WILL SHOWA AND THE ATTORNEYS KNOW ABOUT MY PARTICIPATION?

Showa will have the list of Associates who were asked to participate; this is necessary so that you can be paid for your time. The attorneys for both sides will also be able to see this list; however, they will know only that you were invited to talk with us. They will not know whether you agreed or what you said.

HOW WILL MY ANSWERS BE USED??

Your answers will be combined with those from the other Associates that we interview. All your responses are all in numerical form (show them the scale). When we have finished our interviews, we will determine the percentage of Associates who agreed and disagreed with the different questions and statements and also compute averages. We will then write a report for the Showa attorneys that includes those group numbers. Our report may be included as part of the evidence in the legal case filed by Ms. Elkins and others.

DO YOU WORK FOR SHOWA??

No. We are researchers associated with the University of Illinois. We have been consulted by Showa's attorneys because we have a great deal of experience studying organizations, particularly women's experiences in the workplace. We have conducted many surveys of this type. Our job is to give them our best opinion about the organizational "climate" at the Blanchester plant.

ARE YOU BEING PAID BY SHOWA??

Professor Fitzgerald is paid by the law firm for the time she spends on this project. The interviewers are also paid for doing the interviews.

WILL I HAVE TO TESTIFY IN THIS CASE??

We don't know the answer to that question. The attorneys for either side have the right to call any person associated with Showa for an interview or a sworn deposition; this is the case whether or not you decide to talk with us.

Appendix C

Work Experiences Interview Protocol

(Employee Survey)

American Showa, Inc.

Work Environment Interview

October, 2001

1. I'd like to start by asking you a few questions about your job here at Showa. I'm going to read you a series of statements and I'd like for you to tell me whether you agree with them or disagree with them. Feel free to stop me and ask me questions if there is anything you don't understand. (Describe scale). Let's start with the work you do. Would you agree or disagree that. . .

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Your job at Showa provides you with a sense of accomplishment?	1	2	3	4	5
Your work makes good use of your skills?	1	2	3	4	5
You like the work you do?	1	2	3	4	5
Your job gives you the chance to learn valuable skills?	1	2	3	4	5
You are satisfied with your job as a whole.	1	2	3	4	5
Now I'd like to ask you a little bit about the people you work with. Would you agree or disagree that . . .	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Your coworkers get along well?	1	2	3	4	5
You like most of your co-workers?	1	2	3	4	5
Your co-workers put in the effort required to do the job?	1	2	3	4	5
You're satisfied with the relationships you have with your coworkers?	1	2	3	4	5
The people in your workgroup tend to get along?	1	2	3	4	5
The people in your workgroup are willing to help each other out?	1	2	3	4	5
Great. Thanks. Now I want to ask you about your section head. Would you agree or disagree that . . .	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
You trust your section head?	1	2	3	4	5
Your section head treats the associates fairly?	1	2	3	4	5
There is a lot of conflict between the section head and the people who report to him/her?	1	2	3	4	5
You're satisfied with your section head?	1	2	3	4	5
The section head makes work assignments fairly?	1	2	3	4	5
I want to finish this part by asking you how you feel about Showa in general and about continuing to work here. Would you agree or disagree that . . .	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
You plan to stay at Showa until you retire?	1	2	3	4	5
You feel like "part of the family" at Showa?	1	2	3	4	5
You'd feel "guilty" if you left Showa?	1	2	3	4	5
You stay at Showa only because there are no better options?	1	2	3	4	5

2. Now I'm going to ask more specific questions about what it's like to work at Showa. This time I'm going to read some statements about various ways that employees can treated and I want you to tell me whether these things happen at Showa.

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Associates at Showa are praised for good work	1	2	3	4	5
Supervisors yell at associates	1	2	3	4	5
Supervisors play favorites	1	2	3	4	5
Associates are trusted	1	2	3	4	5
Associates' complaints are dealt with effectively	1	2	3	4	5
Associates are treated like children	1	2	3	4	5
Associates are treated with respect	1	2	3	4	5
Associates' questions and problems are responded to quickly	1	2	3	4	5
Associates are lied to	1	2	3	4	5
Associates' suggestions are ignored	1	2	3	4	5
Supervisors swear at associates.	1	2	3	4	5
Associates' hard work is appreciated.	1	2	3	4	5
Supervisors threaten to fire or lay off associates	1	2	3	4	5
Associates are treated fairly.	1	2	3	4	5
Associates help each other out	1	2	3	4	5
Associates argue with each other	1	2	3	4	5
Associates put each other down	1	2	3	4	5
Associates treat each other with respect.	1	2	3	4	5

3. This part of the interview is a little different. To understand what goes on in any workplace, we must ask some very frank questions. Remember that YOUR ANSWERS ARE COMPLETELY CONFIDENTIAL; NO ONE AT SHOWA WILL EVER KNOW HOW YOU ANSWERED. I'm going to ask you about some things that may or may not have happened to you since you started working here. Now we're going to use a different scale (Describe scale).....
During the time you've worked here at Showa, have any of your MALE co-workers, techs, section heads, or managers:

						IF SO: Did it upset or distress you?					
	Never	*Once or Twice*	*Some-times*	*Often*	*Many Times*	*Not Apply*	*Not at all*	*A Little Bit*	*Some-what*	*Very*	*Extreme-ly*
a) ...told dirty stories or jokes that offended you?	1	2	3	4	5	N/A	1	2	3	4	5
b) ...tried to get you to talk about personal or sexual things when you didn't want to?	1	2	3	4	5	N/A	1	2	3	4	5
c) ...said offensive things about how you look, your body, or your sex life?	1	2	3	4	5	N/A	1	2	3	4	5
d) ...tried to have a romantic or sexual relationship even though you let him know you didn't want to?	1	2	3	4	5	N/A	1	2	3	4	5
e) ...showed, used, or handed out dirty pictures or stories (for example, pornography)?	1	2	3	4	5	N/A	1	2	3	4	5
f) ...said things to put women down (for example, saying that women don't make good techs or section heads)?	1	2	3	4	5	N/A	1	2	3	4	5
g) ...made crude or obscene gestures (for example, grabbing his crotch)?	1	2	3	4	5	N/A	1	2	3	4	5
h) ...kept on asking you out even after you have said "no"?	1	2	3	4	5	N/A	1	2	3	4	5

i) ...hinted you might get some reward for doing something sexual?	1	2	3	4	5	N/A	1	2	3	4	5
j) ...touched you in a way that made you feel uncomfortable (for example, put an arm around your shoulders)?	1	2	3	4	5	N/A	1	2	3	4	5
k) ...tried to stroke or fondle your leg or other body part?	1	2	3	4	5	N/A	1	2	3	4	5
l) ...hinted at a raise or better job if you were sexual with him?	1	2	3	4	5	N/A	1	2	3	4	5
m) ...made you afraid you would be treated poorly if you didn't?	1	2	3	4	5	N/A	1	2	3	4	5
n) ...treated you badly for refusing to have sex?	1	2	3	4	5	N/A	1	2	3	4	5

4. Now I'm going to describe some <u>possible</u> situations involving supervisors or Associates. These are not REAL situations but rather EXAMPLES of things that sometimes happen in the workplace. After I describe the situation, I'm going to ask your opinion about it. Please choose the answer that best matches your opinion. Questions? OK, here's the first one.

1. One of the ASSOCIATES in your department complains about women doing jobs they are not able to do and calls them "affirmative action hires" and "bitches with attitudes" in front of them.

1) How RISKY would it be for a woman at Showa to make a formal complaint about this?

A. Extremely risky; she would almost certainly create serious problems for herself.
B. Very risky.
C. Somewhat risky.
D. Slightly risky.
E. No risk; she would not create any problems for herself.

2) How LIKELY is it that she would be TAKEN SERIOUSLY if she filed a complaint?

A. Almost no chance she would be taken seriously.
B. Little chance.
C. Some chance.
D. Good chance.
E. Very good chance that she would be taken seriously.

3) What do you think WOULD BE DONE she did make a formal complaint?

A. Probably nothing would be done.
B. Very little; maybe someone would talk to him.
C. He would be told to stop.
D. He would be given a formal warning.
E. There would be very serious punishment.

B. The SECTION HEAD in your department complains a lot about women doing jobs they were never meant to do and taking jobs away from better-qualified men. He generally makes all the women in the department feel useless and unwanted.

1) How RISKY would it be for a woman at Showa to make a formal complaint about this man?

A. Extremely risky; she would almost certainly create serious problems for herself.
B. Very risky.
C. Somewhat risky.
D. Slightly risky.
E. No risk; she would not create any problems for herself.

2) How LIKELY is it that she would be TAKEN SERIOUSLY if she filed a complaint ?

A. Almost no chance she would be taken seriously.
B. Little chance.
C. Some chance.
D. Good chance.
E. Very good chance that she would be taken seriously.

3) What do you think WOULD BE DONE if she did make a formal complaint about him?

A. Probably nothing would be done.
B. Very little; maybe someone would talk to him.
C. He would be told to stop.
D. He would be given a formal warning.
E. There would be very serious punishment.

C. An ASSOCIATE in your department keeps asking the female Associates to go out with him after they have said they aren't interested and don't want to.

1) How RISKY would it be for a woman at Showa to make a formal complaint about this?

A. Extremely risky; she would almost certainly create serious problems for herself.
B. Very risky.
C. Somewhat risky.
D. Slightly risky.
E. No risk; she would not create any problems for herself.

2) How LIKELY is it that she would be TAKEN SERIOUSLY if she filed a complaint about this?

A. Almost no chance she would be taken seriously.
B. Little chance.
C. Some chance.
D. Good chance.
E. Very good chance that she would be taken seriously.

3) What do you think WOULD BE DONE if she did make a formal complaint?

A. Probably nothing would be done.
B. Very little; maybe someone would talk to him.
C. He would be told to stop.
D. He would be given a formal warning.
E. There would be very serious punishment.

D. The Tech on your line talks a lot about his sex life and tries to get the female Associates to tell him about their personal lives also.

1) How RISKY would it be for a woman at Showa to make a formal complaint about this?

A. Extremely risky; she would almost certainly create serious problems for herself.
B. Very risky.
C. Somewhat risky.
D. Slightly risky.
E. No risk; she would not create any problems for herself.

2) How LIKELY is it that she would be TAKEN SERIOUSLY if she filed a complaint about this man?

A. Almost no chance she would be taken seriously.
B. Little chance.
C. Some chance.
D. Good chance.
E. Very good chance that she would be taken seriously.

3) What do you think WOULD BE DONE if she did make a formal complaint about him?

A. Probably nothing would be done.
B. Very little; maybe someone would talk to him.
C. He would be told to stop.
D. He would be given a formal warning.
E. There would be very serious punishment.

5. This last section asks about your own reactions to things that sometimes happen on the job. If any of these things have happened to you, we want to know <u>how they affected you</u>. Please tell me the number that best describes how often these things cause you stress.

	How frequently did this happen to you?						**If it happened, how much did it upset you?**				
	N/A – Did not Happen	*Never*	*Once or Twice*	*Sometimes*	*Often*	*Many Times*	*Not at all*	*A Little Bit*	*Somewhat*	*Very*	*Extremely*
Watching or hearing about your co-workers receiving sexist or crude comments.	N/A	1	2	3	4	5	1	2	3	4	5
Watching or hearing about your co-workers receiving sexual attention they do not want.	N/A	1	2	3	4	5	1	2	3	4	5
Watching or hearing about a co-worker being harassed but you are unable to do anything about it.	N/A	1	2	3	4	5	1	2	3	4	5
Thinking that Showa does not do enough about someone who harasses others.	N/A	1	2	3	4	5	1	2	3	4	5
Being aware of the sexual harassment of your co-workers.	N/A	1	2	3	4	5	1	2	3	4	5
Trying to avoid someone who has sexually harassed your co-workers.	N/A	1	2	3	4	5	1	2	3	4	5

Obviously, a lot of our questions have been about sexual harassment. I'd like to finish up by asking you what you know about the sexual harassment policy at Showa, the procedures for reporting it, and so forth.

	YES	NO	?
To your knowledge, does Showa have a sexual harassment policy?	Y	N	?

- Can you tell me a little bit about it?

- Have you ever received a copy of the policy? Y N ?
- Have you ever seen the sexual harassment brochure? Y N ?

Can you tell where you would go to report an incident of harassment if you wanted to?

Have you ever done that? Y N ?

IF SO:

- Were you taken seriously? Y N ?
- Did they investigate? Y N ?
- Did anything happen to the person who bothered you? Y N Y
- What happened?

- Were you satisfied with how Showa handled your complaint? Y N Y

IF YOU WERE NOT SATISFIED: What did you want to happen?

That completes the formal part of the interview. We really appreciate your willingness to participate. One of the things that's sometimes frustrating for people when we do this is that, even with all the questions, they don't get to tell us what they think is important, using their own words. We'd like you to have the opportunity to do that. Please take a minute to tell me anything you think is important for us to know to be able to understand what it's like to be a woman working at Showa.

Appendix D

Placebo Protocol

("Placebo" Employee Survey)

American Showa, Inc.

Work Environment Interview Form WPP

October, 2001

1. I'd like to start by asking you a few questions about your job here at Showa. I'm going to read you a series of statements and I'd like for you to tell me whether you agree with them or disagree with them. (Describe scale). Let's start with the work you do. Would you agree or disagree that. . .

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Your job at Showa provides you with a sense of accomplishment?	1	2	3	4	5
Your work makes good use of your skills?	1	2	3	4	5
You like the work you do?	1	2	3	4	5
Your job gives you the chance to learn valuable skills?	1	2	3	4	5
You are satisfied with your job as a whole.	1	2	3	4	5
Now I'd like to ask you a little bit about the people you work with. Would you agree or disagree that . . .	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Your coworkers get along well?	1	2	3	4	5
You like most of your co-workers?	1	2	3	4	5
Your co-workers put in the effort required to do the job?	1	2	3	4	5
You're satisfied with the relationships you have with your coworkers?	1	2	3	4	5
The people in your workgroup tend to get along?	1	2	3	4	5
The people in your workgroup are willing to help each other out?	1	2	3	4	5
Great. Thanks. Now I want to ask you about your section head. Would you agree or disagree that . . .	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
You trust your section head?	1	2	3	4	5
Your section head treats the associates fairly?	1	2	3	4	5
There is a lot of conflict between the section head and the people who report to him/her?	1	2	3	4	5
You're satisfied with your section head?	1	2	3	4	5
The section head makes work assignments fairly?	1	2	3	4	5
I want to finish this part by asking you how you feel about Showa in general and about continuing to work here. Would you agree or disagree that . . .	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
You plan to stay at Showa until you retire?	1	2	3	4	5
You stay at Showa only because there are no better options?	1	2	3	4	5
You'd feel "guilty" if you left Showa?	1	2	3	4	5
You feel like "part of the family" at Showa?	1	2	3	4	5
Showa deserves your loyalty?	1	2	3	4	5
You owe a great deal to Showa?	1	2	3	4	5

2. Now I'm going to ask more specific questions about what it's like to work at Showa. I'm going to read some statements about various ways that employees can treated and I want you to tell me whether these things happen at Showa. Feel free to stop me and ask me questions if there is anything you don't understand.

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Associates at Showa are praised for good work	1	2	3	4	5
Supervisors yell at associates	1	2	3	4	5
Supervisors play favorites	1	2	3	4	5
Associates are trusted	1	2	3	4	5
Associates' complaints are dealt with effectively	1	2	3	4	5
Associates are treated like children	1	2	3	4	5
Associates are treated with respect	1	2	3	4	5
Associates' questions and problems are responded to quickly	1	2	3	4	5
Associates are lied to	1	2	3	4	5
Associates' suggestions are ignored	1	2	3	4	5
Supervisors swear at associates.	1	2	3	4	5
Associates' hard work is appreciated.	1	2	3	4	5
Supervisors threaten to fire or lay off associates	1	2	3	4	5
Associates are treated fairly.	1	2	3	4	5
Associates help each other out	1	2	3	4	5
Associates argue with each other	1	2	3	4	5
Associates put each other down	1	2	3	4	5
Associates treat each other with respect.	1	2	3	4	5

3. I'd like to ask you a few more specific questions about your Section Head. Use the scale in front of you to tell me whether you agree or disagree with the following statements.

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
My Section Head treats everyone fairly	1	2	3	4	5
My Section Head is interested in the Associates' well being	1	2	3	4	5
My Section Head stands behind his/her staff.	1	2	3	4	5
My Section Head listens to what I have to say.	1	2	3	4	5
I feel comfortable going to my Section Head with problems and concerns.	1	2	3	4	5
My Section Head keeps Associates informed of important information	1	2	3	4	5
I have respect for my Section Head	1	2	3	4	5
My Section Head is a good leader.	1	2	3	4	5
My Section Head is not available to Associates when they need to talk with him/her.	1	2	3	4	5
Overall, I am satisfied with my Section Head.	1	2	3	4	5

4. This next set of questions is about the working conditions at Showa. I am going to read you another set of statements and I want you to tell me whether you agree or disagree with them. Please use the scale in front of you and tell me the number that best represents your opinion.

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
My work hours are appropriate.	1	2	3	4	5
I work in a safe environment.	1	2	3	4	5
I have the appropriate supplies and equipment to do my job.	1	2	3	4	5
The physical conditions in the plant (e.g., temperature, air quality) are satisfactory.	1	2	3	4	5
My uniform is of appropriate quality.	1	2	3	4	5
I worry about being laid off.	1	2	3	4	5
I work in a drug free environment.	1	2	3	4	5
My work is sometimes very stressful.	1	2	3	4	5
There are sufficient people in my unit to handle the workload.	1	2	3	4	5
Overall, I am satisfied with the working conditions at Showa.	1	2	3	4	5

5. Now I want to finish up by asking you a few things about you and your own reactions on the job. Remember that all of your answers are confidential, and you can skip any questions you don't want to answer.

Consider the past month. How often have you performed these behaviors?	Never	Once or Twice	Some-times	Often	Many Times
Helped other associates	1	2	3	4	5
Attempted to improve morale in my unit	1	2	3	4	5
Covered for people who were absent	1	2	3	4	5
Volunteered to do something that wasn't part of the job	1	2	3	4	5
Volunteered to train or orient others	1	2	3	4	5
Assisted other associates with heavy work loads	1	2	3	4	5
Suggested improvements in functioning of organizational unit	1	2	3	4	5
Helped others by pointing out errors or omissions	1	2	3	4	5
Complied with orders and regulations	1	2	3	4	5
Displayed loyalty (e.g., said good things about Showa to others)	1	2	3	4	5
Was conscientious	1	2	3	4	5
Complied with organizational values and policies	1	2	3	4	5
Did things a "good" employee would do	1	2	3	4	5
Displayed respect for authority	1	2	3	4	5
Followed informal rules designed to maintain order	1	2	3	4	5
Talked badly about supervisors or coworkers	1	2	3	4	5
Used equipment for personal use without permission	1	2	3	4	5
Withheld critical information from someone at work	1	2	3	4	5
Ignored a supervisor's instructions	1	2	3	4	5
Got into an argument at work	1	2	3	4	5
Spoke poorly about Showa to others	1	2	3	4	5

Refused to talk to a coworker for a period of time	1	2	3	4	5
Took an extra break	1	2	3	4	5
Did not work to the best of my ability	1	2	3	4	5
Took an extended coffee or lunch break	1	2	3	4	5
Wasted time	1	2	3	4	5
Spent work time on personal tasks	1	2	3	4	5
Made excuses to go somewhere to avoid work	1	2	3	4	5
Pretended to be busy	1	2	3	4	5
Spent time in idle conversation with coworkers	1	2	3	4	5

I'd like to finish up by asking you what you know about the sexual harassment policy at Showa, the procedures for reporting it, and so forth.

To your knowledge, does Showa have a sexual harassment policy?	YES Y	NO N	? ?
• **Do you know what it is?**	Y	N	?
• **Have you ever received a copy of it?**	Y	N	?
	Y	N	?
Have you ever seen the sexual harassment brochure?	Y	N	?
Do you know how and where to report harassment?	Y	N	?
Have you ever done that?			
IF SO:	Y	N	?
• **Did you think it would be risky to report?**	Y	N	?
• **Were you taken seriously?**	Y	N	?
• **Did they investigate?**	Y	N	?
• **Did anything happen to the person who bothered you?** • **What happened?**	Y	N	?
• **Were you satisfied with how Showa handled your complaint?**			

IF NOT: **What did you want to happen?**

That completes the formal part of the interview. We really appreciate your willingness to participate. One of the things that's sometimes frustrating for people when we do this is that, even with all the questions, they don't get to tell us what they think is important, using their own

words. We'd like you to have the opportunity to do that. Please take a minute to tell me anything you think is important for us to know to be able to understand what it's like to be a woman working at Showa.

	Comments – Likes working here, been here several years. Sometimes women aren't promoted as fast as men but thinks it's a Japanese thing. Overall good. In a factory with men & women you always have some comments but it's off the cuff, nothing that's ever offended her.
133a	P 10 [referring to bystander items] – all these answers refer to things that have happened in the past – does not see or hear any of these things now – started getting better around 4 ½ year ago (1997) Policy – you can't make any gesture, comment, anything that someone might take offense to, the way someone acts or does things Reporting – to the office, supervisor, anybody What happened when reported – they got in big trouble, went to classes on SH, and finally went to work somewhere else Comments – it's good, no many places do you get respect, especially in factories, wouldn't want to work in any other factory. Feels they get more respect here than in many office buildings. Things get better when a woman was made section head, men workers listen to her, she gets right up in their faces
133b	P 1 – the section head does not assign work, it's the tech P 10 [referring to all ambient harassment stuff] – it all happened in the past – Showa is very good about o\it now – people get fired now, SH is not tolerated. Been much better since about 1997. Policy – can't make any kind of gesture, comment, anything that people might take offense at Reporting – the office, or her supervisor What happened when reported SH – he got in big trouble, had to take classes in SH & he eventually left Good to be a woman working here, not many places you get this much respect as a woman, wouldn't want to work anywhere else. Things got better when we got woman section head, the men respect her. [See p 10 for ambient harassment comments]
178a	Policy – saw films, inappropriate comments Report – to personnel Comments – men & women treated equally, has never had problems
178b	Policy – films about things that are inappropriate, comments, gestures Report – personnel office Comments – been here for over a year, treated equally, never had a problem
195a	Policy – if you have a problem with a coworker you can file a complaint & they will investigate. Asking you to go out, language, grabbing Report – section head, manager, then to administration Comments – not a bad place to work. There are male/female things everywhere & you just deal with it unless it gets to extremes & then you report
195b	Policy – if you have a problem with a coworker you can go to admin & file a complaint which will be investigated, repeatedly asking someone out, language Report – go to my section head first, if he didn't take it seriously the assistant manager, then admin Comments – not a bad place to work, no different than anyplace else. What might be offensive to you may not be to me, these kin of situations are just going to come up & you have to deal with it.
198a	Policy – not supposed to say crude comments or tease someone about their sexual orientation,

	not supposed to harass Reporting – no idea who you would talk to Comments – there are people out there who are explicit. I've had certain people ask me what I like sexually but I do not feel I should have to talk about it, it has offended me because I come here to work. But it is better now. We had one really crude guy but he was fired for coming to work drunk – he said the only things women were good for was sex and having children. There is a lot of favoritism here toward particular people not necessarily a gender thing but there are men here who think certain jobs sould be just for men. There are women techs and people say they must be lesbians because they are women doing a man's job.
198b	Policy – Not supposed to say crude comments, tease about sexual orientation, harass them Report – no idea, not sure Comments – some people are explicit, asked her about her sex life. Gotten a lot better recently. One guy was really rude & crude but was fired for being drunk. A lot of favoritism, not really gender for the most part. May be harder to advance [as a woman] because of bad attitudes. Some men here see tech as a man's job, say the women techs must be lesbians.
205a	Policy – investigation, statements from people involved. Then do peer review. Management takes their findings plus peer reviews & makes a judgment Reporting – admin Comments – factory setting, things are going to be said. If they don't want to participate they don't have to. Used to kid around but that's now considered sexual harassment. No one was approached that they didn't want to be approached. Things went on at hotels & other places that are more significant than the stuff going on here. Women should speak up & they can. If they don't want to hear jokes/comments then they should walk away.
210a	Policy – fill out a formal report to front office staff. Investigated, then dealt with. Counsel you or whoever is involved. Report – front office Comments – never had any problems. Nit picky about guys who work here. They work here not across the street at the high school.
210b	Policy – come into office & fill out complaint or talk to Ron/Jerry/Debbie, investigated. Claims that are given monthly safety meetings. Reports – to office, see above Comments – never had any problems herself. Nit picking, guys who work here "you don't work across the street at the high school". Asked when an associate's birthday was, associate was offended.
215a	Policy – SH not tolerated Reporting – labor board, front office, section head What happened when reported – they left on their own. But it was investigated & dealt with properly Comments – a lot of people take a lot of people out of context. People are busy-bodies. Showa is very strict & good with SH policy.
225a	Policy – haven't read it Reporting – front office Comments – personally enjoys working here. Never has happened to her (SH). Fave an example of harassment, not sexual but an incident of physical harassment between two women & Showa did not do anything about it.
225b	Policy – haven't read it

	Reporting – front office Comments – Enjoys working here. Her idea of SH is saying things, putting hands where they don't belong
236a	Policy – no touching, no body contact. No rude or crude sayings. Go to section head or techs Reporting – section head Comments – treated equally, no favoritism on her line, a lot of young ones. Enjoy working here, best place she's ever worked. Mentioned incident when she first started with her trainer, not sexual, he was "messing with her jig". She reported & he was moved. She was never doubted, & feels very highly about the company
236b	Policy – no tolerance. Supposedly – not always. Mentioned incident with manager or tech that was in trouble several times but never demoted. Happened several years ago Reporting – administration Comments – pretty satisfied
242a	Policy – no tolerance. Supposedly – not always. Mentioned incident with manager or tech that was in trouble several times but never demoted. Happened several years aso. Reporting – administration Comments – pretty satisfied
242b	Policy – they don't tolerate it supposedly. Knows of a situation a couple of years ago where guy has been in trouble for SH 2 or 3 times but still has job, wasn't demoted. Reporting – administration Comments – pretty satisfied here
248a	Policy – not harassing, no tolerance, will be terminated. Letters sent, big sign by door. Reporting – front office (Ron, Debbie or Lisa) Comments – sometimes hear jokes "guys being guyhs". Always the coworkers making jokes or comments, not a boss. Since the video it's gotten better. Video was shown 1 month ago. Wished Showa card more.
248b	Policy – not harassing, but letters 2-3 months, won't be tolerated, fired Report – front office, Ron, Debbie, Lisa Comments – I don't think I meant as serious, sometimes get offensive, coworkers but never section head, think they are joking. Pretty good. Try to overlook coworkers.
254a	Policy – if harassed feel free to report, they will investigate & they will do something Report – front office, HR Comments – techs & section heads that have been reported were not dealt with properly. Associates have been dealt with when reported. Women do get a chance to move up.
254b	Policy – we feel free to report it & something would be done Report – to front office, hr dept Comments – techs & section heads are not taken seriously but coworkers are. Women get a chance to move up
333a	Policy – no harassment, no physical, verbal, touching Report – 1. tell that person, 2. tell my manager Comments – don't think it matters whether you are male or female working here. Gender doesn't matter. My ability to do the job is what matters.
333b	Policy – no harassment whatsoever, vocal visual, physical Report – tell person first that I didn't like it, then tell manager Comments – I don't think it would matter if I were male or female. Don't think gender has anything to do with it.

389a	Policy – non harassment environment, no just SH, but intimidating. Any gesture. Your hair looks good today. Obscene gesture that you're uncomfortable with. Report – stair steps – tech, section head, into the office, jerry Comments –video not good. It happens everywhere, overtime is phenomenal, spend time with coworkers, instead of family. Relationships develop because an opening develops. A lot of it is blamed on section heads & techs or people skills, how to talk to people on a professional not personal manner. They get too close. Eat lunch across, should be separated. SH & techs should be much more, example, dating 2 or 3 people at a time & spending most of their time with them, ex. Verbal, superior, learn how to talk "get your butt back up" should be "you need to get up". SH & techs need to be more professional I love my job. I have great tech. Very professional. I'm not speaking about my tech.
389b	Policy – non harassment environment. Contact tech, section head, or go straight into office. Followed-up & taken care of. Report – front office & talk to Jerry Comments –in the factory, not only at Showa but everywhere, people work a lot of overtime. They spend a lot of time with people at work. This time spent together gives an opportunity for something to happen. Techs & section heads should be given a class on how to act with associates. They get too close when talking to associates, they shouldn't eat lunch together, they need to be more professional (ex. Section head dating people in the factory & spending time with them here instead of working in their section). Really likes her job. Her tech is good, very professional.
398a	Policy – any time you feel you are sexually harassed you're supposed to go to section head, manager, or the office. They will talk with the person who offended you. They will let them know it is not tolerated. SH=actions/words/suggestions that goes on after you have asked them to stop. Report – section head, manager, office. What happened when reported – he was consulted & she got an apology from him & he stopped harassing her, he was told to leave her alone, given a formal warning. Satisfied because it didn't create a hostile environment & got taken care of Comments – she has received ~~ample~~ promotional opportunities in her time here, men & women have same opportunities. People are judged by their job performance, not their sex. If you don't confront/complain, can't expect no harassment. Coworkers respect each other in the sense that if you tell them something makes you uncomfortable they will stop, if you don't tell them they won't know to stop. Situation she reported was with fellow associate who told her that he had dreamed about her, he kept asking her out, would follow her around & push her into lockers if she wasn't friendly. Complaint dealt with effectively. The guy is now very polity, no tension. She felt she had to report it or else she was afraid how far it would go, worried he might follow her to her car, etc. wrote all her complaints about his actions on a piece of paper & gave it to her manager. She is very satisfied with how Showa handled the complaint.
398b	Policy & Reporting – go to section head, manager. Happened to her, they call them in, they're aware of it, they take it from there. What happened when reported – consulted – she did not want him fired. He was told to back off & leave me alone. Formal warning, took care of problem Comments – had opportunities same as males, job performance, not your sexuality. Male

	associates – once you let them know, they are considerate. Associates respect each other, you have to tell them. Her situation – guy constantly there, met me at locker room, shoved me, told about dream about me, felt uncomfortable. Gave statement to manager, talked to him, he apologized. Today, no tension, very polite, no harassment from him. Afraid if she didn't report it. Very satisfied with Showa's response. Women should not wear g-strings, black bras, use common sense.
413a	Policy – very strict, get a complaint & they do an investigation. If legit, punishment fits the crime & will be terminated if it fits. Report – to admin, Ron Cameron Comments – women have it great here, treated fairly. Can come off the street as a nothing & climb the ladder & Showa gives you the chance to do that
413b	Policy – very strict, if they get a complaint, they do investigation. Punishment fits the crime – can be termined. Very thorough investigation. Report – admin, Ron Cameron Comments – women have it great here, if you want to work it's a great place. Repetitive work, but not hard. Treated very fairly. Can come in off the street & climb the ladder. Showa gives you the opportunity to do it. Had nothing but marvelous help from the men.
418a	Policy – presented with pamphlet & asked to sign paper saying they know they will be punished Report – HR, manager Comments – I don't really hear a lot of problems. The things that bother me are racial or union related graffiti in the bathroom. Painted over immediately but can't find out who has done it. Disturbing to discover you work with people who think things like that. Doesn't happen often.
418b	Policy – told & given policy at hiring, that SH will not be tolerated Report – go to HR, manager Comments – I don't have a lot of problems. Things that bother me personally are grafiti in bathroom that is usually racial or union. No names are listed & it is painted over immediately. It is disturbing to think you work with people who think that way
425a	Policy – posted policy, made aware it is a no tolerance company for any harassment type. If harassed you should report immediately to HR Report – HR
430a	Policy – given letters to associates that if get a complaint they will be investigated. Will fire & have for multiple offenses. Managers who have been here a long time will only get talked to (e.g., garments under uniform, harassed about weight) Report – to office Comments – for most part it is a very good company to work for. Biggest problem is with Japanese who don't believe women should work here in a factory. We have to show them we can do it. With Americans, company is pretty fair. Few men say thins without thinking that can offend women but I ignore it. If directed professionally towards me I would stand up for myself. Some take it more to heart than I do. They have been some SH cases here but they were handled well. Some whine & run straight to the office & I think that is wrong.
431a	Policy – not allowed to do anything that can be considered offensive to target or anyone who overhears it. Techs to report it. Go to section head. Report – section head
431b	Policy – not allowed to do anything that can be considered offensive even if not directly to

	specific person. Techs obligated to report it. Go to section head to report. Report – section head
464a	P6 [referring to vignette A] – taken very seriously but would be in worse situation, told "there is no other job" & deal with it. Policy – have to file a complaint (written, signed, formal). They will talk to you, coworkers, perp. They won't say who made complaint. Had a tape on SH Report – to personnel Worked here several years. White uniforms – can see underwear, spotting, can see if wearing a pad. Can see if underwear has design & can see style. Get teased & feel uncomfortable. Several have complained & told they won't change it. When hired, told would train in different jobs, when job is posted they test for those who know the skills already. Can attend classes but never know what job will come up to tailor classes taken. Seems like guys move up because they know more about machinery. Guys are taken off to a line to "sub" & learn that lien, then a job opens up with that skill.
486a	Policy – you can go to the office & put your complaint in & they do follow up Report – go to boss, if him]if the harasser is him] then over his head Comments – wishes she had the job many years ago – she wouldn't have stayed if the company treated people badly – daughter-in-law told her it was a good place to work – job has been a blessing for her household
497a	Policy – when hired, told extremely important to report to section head. Repeated over & over & emphasized importance. Report - section head, Lynn – woman who did SH training Comments – I haven't had a problem so far. I've been treated good by everyone including section heads. Uniform okay, a little see through. I've heard complaints but doesn't both me.
497b	Policy – when she got hired they told her it was extremely important that they talk to their section head if they have a problem Report – section head, Lynn (did SH orientation) Comments – she hasn't had a problem, treated good by everyone, associates & section heads. Uniform is a little see thru, doesn't both her but has heard complaints about it.
508a	Policy – first tell line leaders & they talk to that person, can go to section head, then to office. Can get suspended while they investigate. Report – line leader, section head, office. Comments – people making comments about how slow she walks (after surgeries). Tries to keep out of the way of it, doesn't want to get involved re SH of coworkers. Mentioned women being sprayed with alcohol, happened several years ago. Feels men aren't punished. Training movie was good & a lot stopped after it. Said the crotch grabber has quit.
508b	Policy – let line leaders know first then go to that person & if it doesn't stop you go to the section head & on up, suspended while investigating. Report – 1st line leader then section head then office Comments – coworkers making comments about her walking slow. Tries to keep out of the way, stay away from harassment. One lady brought flowers to another lady & another man said they were ugly. Crotch grabber quit. Good movie about SH – a lot stopped after it. Alcohol squirting stopped a couple years ago.
518a	Policy – if you harass others, you can be fired. If you harass, it gets reported, then have time off until group decides what type of punishment Report – admin

	Comments – it's not bad for her but knows other women who don't like it because they get harassed (mostly hearsay, not sure whether to believe or not). Rumors about women being harassed spread quickly around the plant. At least 2 years ago was the last time heard these rumors. Had one man who would always put women down & ask her out (a coworker). Asked her to come clean his house. Said women only good for sex, cleaning, and getting him beer. She "blew up" along with another woman worker. He did the same thing to her & another female friend. After she said no several times he finally stopped, moved on to other women. Would be risky to report about someone in a higher position (techs, section heads), managers will side with supervisors & "cover for them". Woman would be considered a troublemaker, rumors would circulate around the plant. Thinks it is position. In general she is very satisfied as a woman working at Showa.
518b	Policy – if you do or say SH, you can be fired for it. It gets reported, time off until a peer hearing, discussed, keep or let go. A group decision on punishment. Comments – for me it's not bad. Others just don't like it. For others it's ongoing until they quit hearsay rumors. Things get around the plant very quickly. Heard about Vicky, and others. It's been a while. One person who kept asking her out. He would make remarks. He was divorced, said women only good for one thing, beer, sex. Coworker, associate at same leve. Friend (woman) "took car of it" on the off-sift. She left dept, he asked 2 more times then moved on to the next woman. Risky to report. More risky to report techs or section heads, managers protect them. Was pregnant, had note from doctor about light duty. Tech & supervisor weighed boxes, faxed false information to my doctor (boxes were too heavy that she had to lift, they covered it up). Tech said I didn't have anything to do with what happened. If an associate did SH, fired right off the bat. Managers are protected, nothing would be done. Complainer would get on the crap list – considered troublemaker, rumor mill gets around the company.
520a	Policy – no tolerance, immediately brought to administrator's attention Report – HR What happened when reported? – reported for one of her associates, not her personal experience of SH. The associate was terminated. She was satisfied with Showa's handling of the complaint & so was the associate. Comments – has had good luck getting promoted, has had the opportunity to learn lots of different skills in different departments. Men & women have equal promotional opportunities. Promotions are based on work performance & ability. Showa deals with SH very effectively, all employees know about zero tolerance policy (or are blind if they don't) had an associate complain to her about being SH'ed by a male associate. He was making comments, remarks, crude gestures, had touched her shoulders. The female associate had told him to stop and he hadn't, so then she came to her to make a complaint. Believes the man was terminated. She was very satisfied with how Showa handled it. She once had a man make a comment when she got promoted, hinting that if she slept around she might continue to get promoted, she took this as a joke & was not very upset.
520b	Policy – more or less, no tolerance policy. Immediately taken to admin's attention Report – HR, administration What happened when reported? – reported not for self but for associate – believe he was terminated, she & associate both satisfied with Showa's handling of the situation Comments – has moved up in company, equal opportunities for positions for men & women. Feels Showa deals with SH very effectively. Policy gets distributed quite frequently. Guy

	made obscene remarks & touching to her associate, associate told him to stop, then brought it to her & she took it to admin & they dealt with it. Showa has always handled SH fine for the whole time she has been here. Joking comment made when she was promoted that she got the job b/c she was a woman & if she continued to do "things" she would continue to get promoted. She was not upset by this though.
535a	Policy – some people getting terminated for things other people start. Can say something sexual and will be terminated, but not for racial harassment. Last 6 months, started terminating people for sexual harassment. Report – section head Comments – not good to be a black woman at Showa, keeps book of racial comments, always complains, but they don't get terminated, only counseled. Racial harassment happened to her 5 times since she started, made complaints. Feels racial harassment should be punished the same as SH. Frequent comments about her "boobs"
535b	Policy – some people are getting terminated for what other people start, saying something sexual to another can get you terminated, but saying something racial will not have the same effect. Report – section head Comments – Not good being a black woman at Showa, need to change policies on racial harassment. Been racially harassed more than 5 times. If someone says something racial to black or white person & it upsets them, they should get more than counseled.
562a	Policy – men or women not to harass people, if they do can get written up or fired Report – HR Comments – thinks they hold women back, unequal promotional opportunities. Very few female section heads or techs in the plant, no female managers. It's a "boy's club". Feels like the tests for promotions are irrelevant, they just pick who they want. If you report a person with connections nothing will be done re SH. Would be risky for woman, they would find ways to give her a hard time, write her up, etc.
562b	Policy – not to be harassed, men or women. When it happens can be written up & fired, put on levels. Report – HR Comments – they hold women back, withholding promotion/upper management positions. No women managers, only one female tech because it's a boy's club here, buddy system. A lot of associates feel that the tests are irrelevant, they just pick who they want. Reporting on one of the boys in the "clique" (one of the guys with upper management friends" would be risky, reporting could open women up to being written up, given a hard time.
572a	Policy – supposed to report anything you see or hear, don't do it yourself, b/c they will punish people who harass, corrective action will be taken Report – HR, main office Comments – feels the women who have sued Showa are all really obnoxious, they set the men up. Feels the women were equal participants in their harassment. Feels like they must not be busy enough working if they had time to fool around like this. She was shocked to find out Vicki was suing the company (& Sue). Things they are suing Showa as a way to et back at the men (particularly Sue Scanlon). Somewhat worried about Showa closing down b/c of the lawsuit. Feels like the women in the lawsuit are just as guilty. Feels women & men are treated equally.
572b	Policy – report anything that you see or hear, don't do it yourself b/c they will take care of

	you & you will be in a lot of trouble, corrective action will be taken Report – front office, HR Comments – women were equally participating in the harassment with the men. One of the coworkers set up the tech on her line, always making comments to him & the one day he said something she reported it. Some complaints are made to get back at people (payback). Thinks one is just as guilty as the other. Feels like men & women are treated pretty equally, women don't just get the easy jobs.
598a	Policy – zero tolerance, if they find out about harassment the person h/is escorted out or fired Report – tech or HR, depends on where it happened, if on her line would go to tech What happened when reported? – he was spoken to about it, he continued harassing her, then he was fired Comments – women are treated equally as men. As much woman on man SH as man on woman SH. A guy on her line would tell her he was going to spank her, that she was slow, told her she & husband should get waterbed & put oil in it. Reported it to tech, tech talked to him to tell him it was offensive.
599a	Policy – if you see or hear anything that makes you uncomfortable (either directed at you ro others) it could be SH, person can be written up or fired Report – section head or main office Comments – good place to work. Never had any sexual problems here. Feels women & men treated equally. Has seen coworkers receive sexual attention, talk, flirt, etc., but doesn't know whether it was unwanted.
645a	Policy – not supposed to say thing that offends, or touch them; anything that's offensive to them or ask for sexual favors Report – administration Comments – risk of reporting SH, risk from managers if reported, managers would make it harder. Doesn't trust her present manager. When on the line in machine dept., Tai Redman has bad mouth, comes across to women badly, mouthy, talks badly, doesn't treat women with respect. She almost quit job over him when she was on the line. Likes a ladies man. Made a comment about her to a coworker (overhead that he had said she had nice butt). Make you feel stupid & humiliated. Current manager plays favorites with the guy I in her dept., other coworkers are women. I.e., ~~days off~~ given to the guy when his backup already had the day off. She wasn't allowed to do so.
645b	Policy – not supposed to say something that offends or touch someone, ask sexual favors Report – administration Comments – on floor on line – Ty Redman, bad mouth & comes across that women are mouthy & cocky. From the comments that I hear, it's still going on. Almost quit because of him. He's a ladies man. Try to humiliate you & treat you as if you are dumb. Women get double checked, but doesn't do that to men, he gets time off, some favoritism toward men. Risk of reporting, depending on who the person is, risk from managers. Wouldn't have felt was risky until she moved into the new dept. 2 years ago.
650a	Policy – been to 2 trainings, suspended, 3 days if proven Report – Ron, Jerry, Gary, if important enough would take to Frank Gastrich Comments – I think it's a good place for females & young men [to work]. Pay good for women, good pay for unskilled women with no professional skills
699a	Policy – supposed to report it right away Report – to the office

	Comments – had a good experience, supervisors treat equally to men. Risky to report, because supervisors might "come down on her hard"
699b	Policy – supposed to report it right away Report – to the office Comments – had a good experience, supervisors treat equally to men. Risky to report because supervisors might "come down on her hard"
702a	Policy – don't tolerate harassment of any type Report – HR Comments – just a job – I feel that everybody's equal. Put in maintenance, they didn't think a woman could do it, got put back on line – there was no one there to train me. Japanese don't think women should be in higher position, shouldn't even be working probably. Earned respect - have to earn it, prove you know what you're doing
702b	P 1 – responded to "section head" questions re new senior manager, who is new P 10 - don't know [about bystander stuff] because not out on the floor Policy – they don't tolerate harassment of any type Reporting – human resources Comments – feel that everybody's equal. When first started got job in maintenance, but they felt women shouldn't be there so placed back on the line. In Japanese eyes, women shouldn't be in higher positions or even working. Have to earn respect & prove that you know what you're doing.
730a	Policy – 2 people could be joking about sex & someone overhears us & tells on us & I don't think that's right. Or joking around all week. Report – go to person I'm uncomfortable with, there up the ladder, tech Comments – I'm fine with it. No problems with being harassed. Bosses haven't made me feel belittled. I'm satisfied.
730b	Policy – they're a little extreme on it. If people overhear they can report it. Need to look into it more to see if it's joking. Report – go to person who's doing harassment, then tech, then up the ladder Comments – no problems with being harassed. Satisfied. Bosses haven't made her feel belittled.
739a	Policy – not supposed to harass anybody. Say things that could be leading or could mean something else. Make other people feel bad, uncomfortable to come to work. Report – office or section head Comments – most of the women here from my perspective (don't know what happens everywhere) never seen blatant harassment said really nasty things. Seen arguments, little squabbles among associates. Everybody usually works well together. People tell dirty jokes & talk inappropriate sometimes, but not to people who don't talk inappropriately to them – just to their friends or someone they trust. Just talk like normal people do, ask about the family/wife, dirty jokes not majority of conversation. People like to cry wolf. Some of it could be true. Individuals at fault, not necessary Showa. They're giving everybody the same chance, good benefits.
739b	Policy – not supposed to harass anyone, not supposed to say something that could be leading, no supposed to say things that make others feel bad or not want to go to work. Report – office or section head Comments – most of the women here, I only know what I've seen, but never seen anyone be blatantly harassed & I've been here over a year. It's always between associates. Not section

	heads. People tell dirty jokes & talk inappropriately but only with friends & people they trust. Most often talk about other things such as family. People like to cry wolf but only been here [time] so don't know about what was filed & happened then. The individuals are at fault, not Showa.
747a	P 10 [ambient] – box decides he don't like you, he's gonna make sure you have a rough time. More with women then men. This boss thinks men know it all & women know nothing. Not supposed to have opinions. Policy – never been harassed. Don't pay much attention to it. This is a factory, if you can't…[deal with it] Report – Jeri, HR What happened when reported – complained about the boss she mentioned on p. 10, no one liked him. [her complaint was] "added to the stack of papers". This happened recently. Not satisfied with Showa's handling. Need to move him away from other people. Comments – associates – the harder you work, the harder it is for you. People who don't work hard get promoted away from the hard positions. All jobs pay the same, but some are harder than others. Once they know you work hard, you're gonna work hard every day. Men figure this out quicker. Affects men too. Rotate people from hard jobs to hard jobs. I don't have to worry about being hit on. Women tell dirty jokes too. Can tell someone a dirty joke one day, that's all this is – somebody happened to be in a bad mood one day.
747b	P 10 – boss decides he don't like you, he will make it rough on you. Don't argue with him. Especially if he doesn't like women. "Women should shut up & do their job [bad boss's opinion] Policy – don't pay much attention to it. Report – Jerry What happened when reported – complained about one person, it was "added to the pile of paper". Finally I said "move me" and they did. They should promote this person away from other people b/c this company doesn't demote people Comments – associate's point of view – the harder you work the harder it is on you. It's the people who don't work hard that are promoted. All the jobs pay the same, so it doesn't pay to work hard (for both men & women). Women have harder jobs, can't get men to do nothing. Easy to hard – hard workers are rotated to hard positions, people who slack are rotated to easy positions. Two categories, people that work hard & people that don't. hey, it's a factory, what did you think it was going to be like. People tell jokes, stores, dirty jokes – one day it's ok, next day they're in a bad mood.
749a	Policy – supposed to come to office to make complaint & they check it out Report – admin Comments – have a real problem with SH charges that have been brought. Some of the women bring it on themselves. They'll joke kid for a long time & then suddenly decide they don't like it. They joke along with them. White uniforms – can't come in with skin tight pants, colored undergarments, no shirt under jacket. Like working here. Never had anything happen to me. Maybe a difference on the line.
749b	Policy – supposed to come to office, make complaint, they check it out Report – admin Comments – has a real problem with the lawsuits brought on. Some of the women bring it on themselves. One day, after joking & kidding for a long time, suddenly change your mind & decide it's harassment. White uniforms – no skin tight, colored undergarments, you're asking

	for comments when you do that. I like working here, never had anything happen to me. Working in the office versus working out on the line [might be different]
758a	Policy – any report will be checked into Report – section head or tech Comments – since I've been here it hasn't been a problem. Half the people here are women. We all pretty much get along.
758b	Policy – in every report you give them, they will check into Report – section head or your tech, first Comments – since I've been here, there's not really a problem. Half the people here are women. We all pretty much get along.
777a	Policy – if assoc feels uncomfortable about another assoc's comments about their body or wanting to have a sexual relationship or touching you. If somebody harasses you verbally or physically I think you have to want to be harassed, have to give the person an opportunity. Report – administration What happened when you reported – he denied it. Admin talked to him, gave him warning. Told him it was not to happen again. Behavior stopped. Comments – if you respect people they will respect you. If I cuss you & you cuss me, some people use that as normal language. Regular way to talk. Never had a problem with anyone besides the one situation [mentioned above]. Don't associate much with them after work.
777b	Policy – if an assoc. feels uncomfortable by another assoc (comments about body, wanting sex relationship, touching, verbally or physically) Report – admin What happened when reported—did whole investigation & took care of problem. Admin talked to him & gave him a warning, he never did anything again Comments – if you respect people they will respect you. Some people use cussing as a regular way to talk. Worked here several years & never had a problem with anybody. Don't associate with people after work. Ken Alexander, lawyer for plaintiff? He called many times.
780a	Policy – have a no tolerance policy, none whatsoever Report – front office Comments – a lot of favoritism, especially for nice-looking skinny girls. I also knew the same girls. One minute you can tell that girl a joke & she's ok with it, next minute she's not. OK 2 days out of the week & not the 3rd day. Pretty decent place to work, pay is good.
780b	Policy – no tolerance policy, none whatsoever Report – front office Comments – There is a lot of favoritism especially for nice looking skinny girls. But also, one minute you tell a girl a joke & she's ok about it, later she has a bad day & suddenly it's wrong. Pretty decent place to work. I like it here a lot.
928a	Policy – report to our techs, section heads, if that doesn't work go above them, you follow chain of command Report – might skip tech, go to section head or his boss. Comments – It's the dept you work in, everyone is different. I feel bad to not get harassed, must be too old! It takes two, I worked in machining & I seen nothing wrong & I worked in machining. No difference of Vicki from the guys, depends what mood you're in if you dish it out you should be able to take it. Vicki's husband psycho. He was stalking her, would come on her breaks. Seen no harassment on any guys part no more than what she did to them.

	Takes two, depends on the person, the guys didn't do grabbing first.
928b	Policy – supposed to report to tech, section head, if that doesn't work you go to the person ahead of them, follow the chain of command Report – might skip tech & go to section head or his boss Comments – depends on the dept you work in, everyone is different. Heard about the harassment but missed it, it takes two to play the game. Worked with Vicki in machinery, she was no different than the guys, never saw any harassment. If you dish it out, you have to take it. Never saw a guy just come up & grab a girl. Would be smoking out back with Vicki when husband showed up—he was stalked her.
954a	Policy – sex discrim, zero tolerance. If you feel harassed, report to tech, section head, if not comfortable go to person you are comfortable with, action then taken. Report – if not comfortable with tech or section head, come to administration, person most comfortable with Comments – I think harassment is a bunch of bullcrap. I think it's carried on too far. We work in a factory. It's just someone who's got a hostile attitude to coworkers. There's 2 sides to it. All in all good place to work. Pay is great, benefits great. I'm pretty happy with work environment. I think the harassment has been blown out of proportion. Women wear thong panties, then say she's harassed, but can't tell women not to wear thongs. You should dress so as not to draw attention. If my ass grabbed, I'd slap them, although you can't do that here. Sometimes Showa makes me mad, but all in all Showa's good place. How can they prove harassment against Showa when Showa can't tell women not to wear thong (they'd get a lawsuit for harassment). When they're trying to prevent it. This harassment thing pushed too far. Showa can only do so much before they get in another fix. If you don't want then don't dress like that. If I wear thong with this uniform I know guys will look. Wear white underwear with these uniforms.
954b	Policy – zero tolerance for sexual discrimination, if you feel you have been sexually harassed you go to your tech, section, heard, or if this is uncomfortable you go to someone you're comfortable with. Then action is taken Report – come to admin if uncomfortable with talking to tech, section head or manager Comments – think this whole SH thing is bullcrap. Fine line with sexual harassment, could say anything that someone ~~might~~ think is harassment. Thinks someone has grudge against company. There's 2 sides, this SH thing has been blown out of proportion. Some women wear thong bikinis under uniform, then they claim that a guy was looking at her butt, yet the company can't tell her to not wear the thong, this is a factory, you should wear underwear that does not draw attention to your butt. Showa makes me mad sometimes but they do a good job, lost of incentives. Showa can only do so much to control the SH, if a woman comes to work with tight pants & thon underwear she must want people to look.
975a	P4 [seq] said the person who showed her dirty pictures was fired Policy – if you feel any way harassed, you're supposed to go through ladder, to admin, goes through talking to admin, goes through statements, put things together, go over them, makes decision if hard core proof suspended 2 weeks then peer review, admin makes final decision. Report – come to Hr, admin Comments – some women, very hard & uncomfortable to deal with, different (flirts?). It's ok if friend joking for some women, uncomfortable feeling. Women don't get acknowledgement that they should, the promotions. Not much different from anywhere.
975b	Policy – if you feel in any way harassed, go to tech, then section head, then admin, then to the

	office, make statements, admin looks at statements, talks to others involved, then makes a decision—offenders get suspended if there's enough evidence, then a hearing where admin reads statement & decides whether person stays or goes Report – come to administration first Comments – For some women, it's probably hard, uncomfortable to deal with the flirting of the men but for me if you have a friend you can joke with, it's ok. Sometimes women don't get the acknowledgement that they should. Not much different than anything else.
982a	Policy – overall, Showa will not accept harassment to anyone any way any form Report – HR Comments –Overall, Showa brings lots of opportunities for everyone, women especially. I don't believe the white on white uniforms are the best pcik although we do have the ooption of replacing them. Not problem for me but I notice some women take it upon themselves to dress tighter & have colored underwear. Company wonderful for benefits, opportunities to grow with promotions. Don't see restrictions hardly any as far as being female can be placed anywhere on the floor. Overall, I see Showa as a family from general level up to management.
111	Comments– color of uniforms, too see-through. She feels that the uniform is a major problem, that some women wear bright or colored underwear. Said "if they change uniform, that would stop 70% of the harassment charges thrown around here." Feels that many SH charges here are bogus & some of the women in the lawsuit "brought it on themselves." SH is "taken to the extreme" here, people report SH when it's not directed at them & none of their business, like eavesdropping on other associates' conversation. People are fired too easily for SH here. Women should complain about things they see or hear that aren't happening to them.
301	Comments – hear men say a lot of things, overhear things. Always respectful to me, has happened a few times, I just walk away. Hard to find a good job, I like it enough here. Don't have to get personally involved. I don't really have any problems, I pretty much mind my own business.
351	Comments – I like where I work. I trust everybody. We all help each other out. There's a lot of management that you never see. They watch TV in break room, some of the section heads. II like my section head as a person, but he doesn't always tell everyone what to do, he selectively tells some people what to do & not others. Good benefits. Knows Vicky. Other guys, her boyfriend, Vicky harassed him. Lawyers called him, lawyers asked her what she was between V and this woman's boyfriend. Vicki used to call her house, she says Vicki is just as bad as the guys, just wants money. Has a jealous husband who hear all the stuff & would call some of the other wives.
442	Comments – Policy—if intimidated take to HR or supervisor immediately Reported, not satisfied with how it was handled, harassment between Japanese & herself, was gendered harassment against women. Would be tolerated by American men. Be more respectful. Comments—a woman has to work 2 times as hard as a man does. Women do get things accomplished & men won't do it. Punished for being competent by getting more work (Has lesser position, assistant manager, than men but has responsibilities.) been here several years.
453	Policy – no tolerance Comments – 6 years ago though should have reported someone. He is still here & he has done things since, he was let go and brought back. Doesn't talk to him. Would work with

	him if had him but wouldn't tolerate it again. Feels it would safe to report now. Women are harassing too. Need to overlook things. I like working here. I think they are fair. Son daughter, son-in-law work here. Great place to work. Turned down for promotion because front staff doesn't really know what I do. Honest, good people. People who talk about the place would complain anywhere.
555	Comments – I had problem & I told Jerry, it was taken care of right then as soon as possible, no problems since. One guy fired & one suspended, a year or two ago. Ty Redman bad.
602	Comments – Feels most accusations are not true. One or two troublemakers & eventually something was found out. People should be innocent until proven guilty. Backstabbing is encouraged in certain areas, people are coerced to offer information. No woman wants a white uniform. I hand SH myself. Women need to prove themselves more, I've seen favoritism toward certain women & men, blatant favoritism toward friends. Female techs may not be believed if they go to section head.
798	Comments – Color [of uniform] is bad, get dirty, gets sprayed with alcohol, even by accident things show through. Coolant gets bad, smells like outhouse. Sometimes don't mop spills. Drugs, alcohol & sex in parking lot. Month-long period of mistreatment, teasing by 2 women. At one point one of them said "what you need is a joint and a big black dick." Went to tech, nothing happened, then section head, nothing happened. After a month of that, got job in different part of the plant. Got put back on same line with one of the women. Reported, not satisfied. Wanted disciplinary action taken against the women. It was covered up, nothing was in my file. They could've moved me to a different line. Someone not hired because he was a friend of mine. Hear rumor, last time I heard remor it was true. ---- looks at you like you have no clothes on. If you're not pretty & preppy, if you're older,, you get nasty jobs. This guy acts like women should bow down to him. Unfair treatment with comp days. Wouldn't let me leave, if it was a man he would've let him do it, if I was young & pretty. Woman having relationship with boss left for over an hour without clocking out. Anyone else would've been gotten in trouble. Could take longer lunches, extra 20-30 minutes. Said "I can do anything I want to cause I give him blow jobs on the way to work." Happened with another woman also.
969	Comments –some people don't want to work. 9/10 of the time, if you tell them off, people leave you alone. I know another attorney told plaintiffs to grow up. I'm the type, I can tell anyone off, as soon as your stops turning red, they'll leave you alone. A lot of times you can take it as joke, tell off, once is enough. A lot can't take a joke, need to understand you're not & can't be in a glass bubble. With Vicki, heard about an affair & husband got mad, said it was harassment (hearsay). One guy whose "harasser" always seemed nice I don't work with him though. A lot of this is just out of proportion. Some guys you can joke with, some people just take things too seriously.

Appendix E

Interview Participants' Comments

Interview Participants' Comments

101a	Policy – anything you see or hear that is offensive Report – to human resources – they have open door policy Comments – Some women bring it on themselves, it's all funny and then one day they just go & charge them with sexual harassment if they are in a bad mood. Wish we didn't have these uniforms, embarrassing, can see right through them, her husband also said the uniform was bad. Has never had a problem herself. Happy with her job overall.
115a	P 8 [referring to what would be done if make formal complain about vignette C] – Not sure, certain guys get away with anything, some can't Reporting – go straight to HR or you don't get anywhere [must go to HR or your complain doesn't get anywhere] Comments – change color of the uniform! You can see a lot right through your clothes. Can see if you wear a pad and people make comments. Would cut down on distractions at work because some women wear sexy underwear & the men make comments. Never report SH – I take care of it myself & tell them to stop. Complained about people spraying alcohol but said people are fired for it now (men & women both did it). If you report directly to HR, they do something about it. If you report to the managers on the floor, section heads, or techs in the plant, nothing is done & it is hushed up. Some guys get away with everything, other get fired. Things are better now than they were a few years ago. Said some guy loafs lot, makes comments, makes sexual gestures with a hose & "humps a pole". A guy asked her out but he stopped after she said no.
129a	P 10 [referring to questions about bystander stuff] They need to write down who's at fault here, sometimes I think women bring it on themselves, hard to answer. One woman had tattoo on breast, section head would ask her about it, "how would be know about it?" Policy – not really, I just know just recently we had a film on it. I don't pay attention to it, I don't provoke it, they do have it in our handbooks – watch movie but never read – "we do have something" Report – go to my manager Comments – I've really never had a problem. Whenever I've had trouble on the line I've told my tech or section head & they've always taken care of it. I've never had any problems with anyone.
129b	Policy – had film recently, doesn't pay attention to it because never happened, also have it in handbook Reporting – to manager Comments – never had a problem, always told techs & section head about problems & they took care of it.
132a	P 10 [referring to bystander stuff] – said Showa is very good about that [doing something about harassers] Policy – if anybody says anything or does anything to make you feel uncomfortable Report – Jerry Stanford in HR Comments – I like working here, been here while sometimes I think women are not promoted as fast, it's a Japanese thing. It's inevitable, working with men & women – y heard a couple of things but nothing that's ever offended me. I like working here.
132b	Policy – if anyone says or does anything to make you uncomfortable Reporting – Jerry Stanford, in administration

Appendix F

Scales and Measures Technical Report

Technical Report
Work Experiences Interview Scales and Measures[1]

Job Satisfaction

Three job satisfaction scales were adapted from Spector's (1997) Job Satisfaction Survey (JSS). Item wording was contextualized to refer specifically to job experiences at Showa; in the interest of brevity and context appropriateness, some items were excluded. The three scales assessed satisfaction with the work itself (five items), with coworkers (six items), and supervision (five items). Respondents were asked the degree to which they agreed or disagreed with the various statements, using a five point scale, ranging from 1 = "Strongly disagree" to 5 = "Strongly agree." Previous usage of the JSS has yielded internal consistency estimates (Cronbach's alpha) of .90 and above; use of the shortened version in the present sample yielded alpha = .79.

Organizational Commitment

Organizational commitment is a concept that refers to employees' degree of allegiance to their organization. To assess this construct, items were adapted from the scale developed by Meyer and Allen (1997); as with the JSS, wording was revised to correspond more closely with job commitment in the current context. Pilot studies of an 11-item version of the scale indicated an alpha of .85; the Spearman-Brown prophecy formula predicts alpha equal to .70 for the revised version. Respondents were asked to indicate whether they agreed or disagreed with the target statements, using the same response options described above (1 = "Strongly disagree" to 5 = "Strongly agree").

Sexual Experiences Questionnaire

Associates' experience of offensive sex-related behavior during their employment at Showa was assessed via the *Sexual Experiences Questionnaire* (*SEQ*; Fitzgerald, Gelfand, & Drasgow, 1995; Fitzgerald et al, 1988). The *SEQ* is a strictly behavioral measure; the words *sexual harassment* do not appear in the scale, to avoid demand effects and the resultant unreliability. The *SEQ* assesses three types of sexual harassment: *gender harassment*, that is, behaviors that convey sexist, degrading, and misogynistic attitudes about women, such as sexist behavior, insults, comments, or jokes; *unwanted sexual attention*, including unwanted touching, hugging, stroking, or repeated requests for dates or sexual behavior; and *sexual coercion*, that is, implicit or explicit demands for sexual favors in return for job-related rewards or avoiding negative consequences.

Respondents were asked to rate the frequency with which they had experienced each behavior during their employment at Showa, using a scale ranging from "Never" to "Many Times." If an Associate indicated experiencing any of the target behaviors, she

[1] The Employee Perceptions of Fair Treatment scale (Donovan, et al., 1998) was included in the interview to "ease" the participants into the scales assessing sexual harassment and organizational climate; however, because it was not directly relevant to the present investigation, it is not included here. Similarly, the technical characteristics of scales included in the placebo interview are not described here.

was asked to indicate the degree to which the experience upset or distressed her, using a scale ranging from 1 ("Not at all") to 5 ("Extremely"). Coefficient alpha for the *SEQ* scale approaches .90. Previous uses of the *SEQ* have garnered an alpha of .93 for the gender harassment subscale and an alpha of .87 for the unwanted sexual attention subscale. Alphas for the *SEQ* are generally around .90; in the present sample, alpha was .94.

Organizational Tolerance of Sexual Harassment Inventory

The Organizational Tolerance of Sexual Harassment Inventory (OTSHI; Hulin, 1993; Hulin, Fitzgerald, & Drasgow, 1996; Zickar, 1994) is based on Naylor, Pritchard, and Ilgen's (1980) theory of organizational climate; it assesses the climate for sexual harassment within work groups or other organizational units by evaluating employee perceptions of various behavioral contingencies related to reporting. The OTSHI elicits employee reactions to a series of hypothetical scenarios concerning (1) the risk of reporting sexual harassment; (2) the likelihood of being taken seriously if one did so; and (3) the likelihood that an offender would be punished. This measure has been repeatedly shown to be an extremely powerful predictor of the degree to which harassment is present in organizations.

In the present case, scenarios were tailored to the specific environment of ASI-B; specifically, employees were presented with scenarios in which a female Associate is subjected to sexually harassing behaviors by a section head, a tech, or another Associate. Scenarios were varied to provide examples of gender harassment and unwanted sexual attention. Following the presentation of each scenario, respondents were asked to rate on 5-point scales: (1) how risky it would be for the woman in the scenario to make a formal complaint ("Extremely risky" to "No risk"), (2) how likely it is that she would be taken seriously if she did so ("Almost no chance" to "Very good chance"), and (3) the likelihood of action against the offender ("Probably nothing would be done" to "There would be very serious punishment"). The OTSHI can be scored in several ways; in the present case, simple percentages were computed to provide an assessment of female Associates' perceptions of Showa's handling of these issues. Alphas for the subscales and the overall OTSHI generally average around 90; in the present case, alpha was .xx.

Bystander Stress

The Bystander Stress scale (Schneider, 1995) assesses the level of distress experienced by individuals who witness harassing behavior at work, whether or not they are direct targets themselves. Respondents are presented with a list of behaviors, and asked the degree to which they have experienced distress as a result of being exposed to them. In the original version of this scale, wording of items confounded the issues of exposure and distress. For example, one item read "To what degree have you been upset by being aware of the sexual harassment of your co-workers." Responses are provided on a 5-point scale from 0 (Never) to 4 (Very often), indicating how often the behaviors caused stress. To remedy this problem, we separated the issue of *exposure* (i.e., has the Associate had such an experience?) from *distress* (i.e., the degree to which the Associate

was upset by the experience. Studies using the original Bystander Stress scale have found alphas over .90.

Items Developed for Use at Showa

Several items were developed specifically for the Showa study to determine knowledge of and exposure to the sexual harassment policy, and experience with reporting procedures. Four items assessed knowledge of the sexual harassment policy; three of these used the response scale *yes, no, uncertain*, whereas the fourth asked the respondent to "tell a little bit" about the policy, utilizing a free response format.

Eight items explored the reporting process. The first assessed respondents' knowledge of the Showa reporting procedure by asking them to indicate to whom they would report an incident of harassment if they wished to do so. Six subsequent questions investigated respondents' personal experiences with the reporting process, again employing the yes, no, uncertain response scale. The final item asked unsatisfied veterans of the reporting process to indicate what would have comprised a satisfactory outcome.

Finally, respondents were given the opportunity to express their thoughts regarding "what it's like to be a woman working at Showa" and include any information that they felt the survey did not adequately assess.

Appendix G

Associate Opinion Survey Protocol, 1996-2001

Sample 1994

Employee Survey

Your Valued Opinion™

Developed By Jesus M. Llobet, Ph.D.

This survey provides you with the opportunity to anonymously express your opinions on your total work experience at this organization. More specifically, you will be asked questions regarding your job, pay, benefits, promotional opportunities, recognition, working conditions, co-workers, manager and your organization.

You are to respond by circling the appropriate scale number following each question. The scale values are as follows: 1 = Strongly Agree, 2 = Agree, 3 =Neutral, 4 = Disagree, 5 = Strongly Disagree, NA = Not Applicable. Circle the scale value that most closely describes your opinion.

Please take your time and answer each question as carefully and honestly as possible. The results of this survey will help us better understand your total work experience.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
JOB						
1. I enjoy the work that I do	1	(2)	3	4	5	NA
2. My job offers me the opportunity for growth and development.	1	2	(3)	4	5	NA
3. My job is challenging and interesting.	1	(2)	3	4	5	NA
4. I have control over the manner and speed with which I do my job.	1	2	(3)	4	5	NA
5. I have been adequately trained to do my job	(1)	2	3	4	5	NA
6. The work that I do is important to the success of this organization	(1)	2	3	4	5	NA
7. My job offers me the opportunity to use my judgement when necessary	(1)	2	3	4	5	NA
8. Overall, I am satisfied with my job	1	(2)	3	4	5	NA
PAY						
9. I am paid fairly for the work that I do	1	2	3	(4)	5	NA
10. My pay is competitive with the pay I would receive for doing the same job at another local organization	1	2	(3)	4	5	NA
11. Pay increases in this organization are directly related to job performance	1	2	3	(4)	5	NA
12. Overall, I am satisfied with my pay at this organization	1	2	(3)	4	5	NA
BENEFITS						
13. This organization's benefits package compares favorably with other local companies	(1)	2	3	4	5	NA
14. This organization's benefits package has been clearly explained to me	(1)	2	3	4	5	NA
15. Overall, I am satisfied with the benefits package at this organization	(1)	2	3	4	5	NA
PROMOTIONAL OPPORTUNITIES						
16. Promotions in this organization are based on job performance	1	2	3	(4)	5	NA
17. This organization promotes the most qualified employees.	1	2	3	(4)	5	NA
18. Advancement opportunities are available in this organization for those who work hard	1	2	(3)	4	5	NA
19. Job openings or promotional opportunities are communicated to the employees in a timely fashion	1	2	(3)	4	5	NA
20. I have a good chance of getting ahead in this organization	1	2	(3)	4	5	NA
21. This organization usually promotes qualified employees before seeking outside applicants	1	(2)	3	4	5	NA
22. I feel that I will be treated fairly when a position that I am qualified for becomes available.	1	2	(3)	4	5	NA
23. Overall, I am satisfied with the promotional opportunities in this organization	1	2	(3)	4	5	NA
RECOGNITION						
24. I receive proper credit for the work that I do in this organization	1	2	(3)	4	5	NA
25. When I do a good job, my supervisor promptly lets me know	(1)	2	3	4	5	NA
26. In general, employees of this organization receive the recognition they deserve for the work they do	1	2	(3)	4	5	NA
27. I am recognized as a valuable contributor to the success of this organization	1	2	(3)	4	5	NA
28. Overall, I am satisfied with this organization's efforts to recognize its employees	1	(2)	3	4	5	NA

1994

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
WORKING CONDITIONS						
29. The hours I work are appropriate for the type of work that I do	(1)	2	3	4	5	NA
30. When doing my job, I rarely experience excessive stress	1	2	(3)	4	5	NA
31. The working conditions in this organization bring out the best in me	1	2	(3)	4	5	NA
32. I work in a safe environment	1	2	(3)	4	5	NA
33. I have the appropriate supplies and equipment to successfully perform my job	1	(2)	3	4	5	NA
34. There is sufficient support in my department to handle our daily workload	1	(2)	3	4	5	NA
35 I work in a drug-free environment	1	2	(3)	4	5	NA
36 I work in an environment that is free from harassment	1	(2)	3	4	5	NA
37. The physical conditions (i.e , temperature, ventilation, air quality) of my working environment are satisfactory	1	2	(3)	4	5	NA
38. I feel that my job is secure	1	(2)	3	4	5	NA
39. Overall, I am satisfied with the working conditions in this organization	1	2	(3)	4	5	NA
CO-WORKERS						
40. There is teamwork among the employees in this organization	1	(2)	3	4	5	NA
41. Overall, my co-workers are good workers who get the job done	1	(2)	3	4	5	NA
42. I am proud to be associated with my co-workers	1	(2)	3	4	5	NA
43. There is trust and confidence among co-workers in this organization	1	2	(3)	4	5	NA
44. The work groups in this organization work well together	1	2	3	4	5	(NA)
45. Co-workers in this organization help each other when a problem arises	1	(2)	3	4	5	NA
46. Communication between the work groups in this organization is usually good	1	2	(3)	4	5	NA
47. The morale within the work groups in this organization is high	1	2	(3)	4	5	NA
48. Each of my co-workers does his/her fair share of the work	1	(2)	3	4	5	NA
49. Overall, I am satisfied with the manner in which the employees in this organization work together	1	(2)	3	4	5	NA
MANAGER						
50. My manager treats everyone fairly	(1)	2	3	4	5	NA
51. My manager is interested in the well-being of each of his/her employees	(1)	2	3	4	5	NA
52. My manager encourages his/her staff to communicate ideas or suggestions	1	(2)	3	4	5	NA
53. My manager knows how to get the most out of his/her staff	1	(2)	3	4	5	NA
54. My manager is usually available or sets some time aside whenever I need to speak with him/her	(1)	2	3	4	5	NA
55. My manager keeps his/her staff informed regarding important events in his/her department	(1)	2	3	4	5	NA
56. My manager conducts performance appraisals in a timely fashion	(1)	2	3	4	5	NA
57. My manager rewards good job performance	(1)	2	3	4	5	NA
58. I can depend on my manager to get the job done	(1)	2	3	4	5	NA
59. My manager stands behind his/her staff	1	(2)	3	4	5	NA
60. I have respect for my manager	(1)	2	3	4	5	NA
61. My manager works closely with his/her employees to set clear performance goals	1	(2)	3	4	5	NA
62. My manager listens to what I have to say	(1)	2	3	4	5	NA
63. My manager has good managerial skills	(1)	2	3	4	5	NA
64. My manager is a leader	1	(2)	3	4	5	NA
65. Overall, I am satisfied with my manager	(1)	2	3	4	5	NA

Continued on reverse side.

1994

YOUR ORGANIZATION

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
66. This organization cares about the well-being of its employees	1	(2)	3	4	5	NA
. The goals and objectives of this organization have been clearly conveyed to its employees	1	(2)	3	4	5	NA
68. This organization keeps its employees well informed of important changes or events within the company	1	2	3	4	5	NA
69. The climate within this organization encourages employee commitment	1	2	(3)	4	5	NA
70. Policies and procedures are administered fairly throughout this organization	1	2	3	(4)	5	NA
71. This organization is in touch with employee needs	1	(2)	3	4	5	NA
72. There is an effective and efficient procedure in this organization for solving employee problems/complaints	1	2	3	(4)	5	NA
73. This organization really listens to its employees	1	2	3	(4)	5	NA
74. The climate in this organization encourages teamwork	1	(2)	3	4	5	NA
75. Overall, I am satisfied working for this organization	1	(2)	3	4	5	NA

Please make any additional comments that would assist us in evaluating how you feel about your work experience at this organization:

_____

_____

_____

_____

_____

_____

_____

Thank You For Your Valued Opinion.

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1994

Sample 1995

DATE: September 29, 1995

FROM: Gary Gombita

SUBJ: ASI Associate Feedback Review

TO: All Hourly Associates

As part of our continuing efforts to improve American Showa, Blanchester Plant, we have developed a survey which will aid us in responding to Associates' concerns. Your participation is voluntary. Completion of the survey will be on company time. The information received will help us to establish countermeasures to problem areas identified in your department. A countermeasure project management improvement plan will be posted for Associates to review.

When the surveys are complete, please enclose them in the envelope provided and return them to Gary Gombita or Mike Livingston by October 6, 1995. Thank you very much for your cooperation.

PART I The following information will be used for demographic analysis. If you feel uncomfortable about filling out any section of Part I, please feel free to leave it blank.

Please mark your level within the organization.

- ☐ Section Head
- ☐ Staff/Technician
- ☐ General Associate A/B

Are you...?

- ☐ Male
- ☐ Female

How long have you been at ASI?

- ☐ Less than 1 year
- ☐ 1 – 2 years
- ☐ 2.1 – 3 years
- ☐ 3.1 – 4 years
- ☐ 4.1 – 5 years
- ☐ 5.1 – 6 years
- ☐ 6.1 + years

How old are you?

- ☐ Less than 25 years old
- ☐ 25 – 34 years
- ☐ 35 – 44 years
- ☐ 45 years or more

DEPARTMENT:

Shift:

- ☐ First
- ☐ Second
- ☐ Third
- ☐ Other

Part II

Mark an "X" in the appropriate box as a response to each question.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
People at the top of this organization are aware of the problems at my level of the organization.	☐	☐	☐	☐	☐
I like the kind of work I do.	☐	☐	☐	☐	☐
My job makes good use of my skills and abilities.	☐	☐	☐	☐	☐
The people I work with cooperate to get the job done.	☐	☐	☐	☐	☐
I have enough information to do my job well.	☐	☐	☐	☐	☐
Sufficient effort is made to get the opinions and thinking of people who work here.	☐	☐	☐	☐	☐
I am given a real opportunity to improve my skills in American Showa.	☐	☐	☐	☐	☐
My work gives me a feeling of personal accomplishment.	☐	☐	☐	☐	☐
The leadership/supervisory training that I received has been sufficient.	☐	☐	☐	☐	☐
The technical training that I have received has been sufficient.	☐	☐	☐	☐	☐
I am well qualified to perform my job.	☐	☐	☐	☐	☐

1995

Part III

Mark an "X" in the appropriate box as a response to each question.	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Overall, how good a job do you feel is being done by your immediate manager/supervisor?	☐	☐	☐	☐	☐
How do you rate the amount of pay you get on your job?	☐	☐	☐	☐	☐
How do you rate your total benefits program (insurance, medical, etc.)?	☐	☐	☐	☐	☐
How do you rate this company in providing job security for people such as yourself?	☐	☐	☐	☐	☐
Considering everything, how satisfied are you with your job?	☐	☐	☐	☐	☐
How satisfied are you with your opportunity to get a better position in this company?	☐	☐	☐	☐	☐

If you had to make one improvement here at ASI Blanchester Plant what would it be and how would you do it?

1995

Part IV

Using the scale from 1 to 10, please rate the Plant Manager and your department American Manager/Assistant Manager, who are responsible for your area and shift, in terms of leadership, honesty, and integrity.

Example: Associates in Marine Assembly would evaluate Michael Bowers, Plant Manager; Dale Anderson, Dept. Manager; and Aaron Bick, Dept. Asst. Mgr.

Example
Department Manager

Needs Significant Improvement — O.K. — Excellent

	1	2	3	4	5	6	7	8	9	10
Job Knowledge							X			
People Skills								X		
Leadership/Honesty/ Integrity									X	

Plant Manager
Michael Bowers

Needs Significant Improvement — O.K. — Excellent

	1	2	3	4	5	6	7	8	9	10
Job Knowledge										
People Skills										
Leadership/Honesty/ Integrity										

COMMENTS

Dept. Manager
(PLEASE IDENTIFY)

Needs Significant Improvement — O.K. — Excellent

	1	2	3	4	5	6	7	8	9	10
Job Knowledge										
People Skills										
Leadership/Honesty/ Integrity										

COMMENTS

1995

Dept. Asst. Manager

(PLEASE IDENTIFY)

Needs Significant Improvement — O.K. — Excellent

Job Knowledge	1	2	3	4	5	6	7	8	9	10
People Skills	1	2	3	4	5	6	7	8	9	10
Leadership/Honesty/ Integrity	1	2	3	4	5	6	7	8	9	10

COMMENT

Line Leader

(PLEASE IDENTIFY)

Needs Significant Improvement — O.K. — Excellent

Job Knowledge	1	2	3	4	5	6	7	8	9	10
People Skills	1	2	3	4	5	6	7	8	9	10
Leadership/Honesty/ Integrity	1	2	3	4	5	6	7	8	9	10

COMMENT

ADDITIONAL COMMENTS ABOUT ANY SUBJECT

Sample 1996

DATE: June 14, 1996

FROM: Michael Bowers

SUBJ: ASI Semi–Annual Associate Feedback Survey

TO: All Associates

As part of our continuing efforts to improve American Showa, Blanchester Plant, we have developed a survey which will aid ASI in responding to Associates' concerns.

As in years past, your input has been very important. A number of improvements have been made in all departments as a result of the suggestions you have made. ASI has many challenges facing it, but we have proven that by working together, we can all make this an even better company to work in.

We are mailing the surveys this year to give you an opportunity to think about the issues as they concern you and to give you ample time to complete the survey. All hourly Associates will have thirty (30) minutes added on to their weekly hourly totals on June 28, 1996. Salaried Associates will not receive any additional compensation, but may complete the survey on company time.

When you complete the survey, please place it in the enclosed envelope. Survey drop boxes will be set up from June 17 to 26 in the cafeteria and near the time clocks. All surveys are required to be turned in no later than June 26, 1996. Results will be tabulated over the July 4th holiday. Improvement plans will be developed and shared with Associates during the month of July.

If you have any questions, please contact Michael Bowers, Gary Gombita, Mike Livingston, or your Department Manager. Thank you for your cooperation!

The following information will be used for demographic analysis. If you feel uncomfortable about filling out any or all of this section, please feel free to leave it blank. The actual survey will begin on the next page.

Please mark the appropriate block or fill in the blank.

Shift

- ☐ First
- ☒ Second
- ☐ Third
- ☐ Other

Division

- ☐ Marine
- ☒ Power Steering

Department (Please Identify)

_____

Gender

- ☒ Male
- ☐ Female

Wage Grade

- ☒ Gen. Associate A/B
- ☐ Staff/Technician
- ☐ Section Head
- ☐ Specialist
- ☐ Asst. Mgr./Engr.
- ☐ Mgr./Engr.
- ☐ Sr. Mgr./Sr. Engr.

Length of Service at ASI

- ☒ Less than 1 year
- ☐ 1 – 2 years
- ☐ 2.1 – 3 years
- ☐ 3.1 – 4 years
- ☐ 4.1 – 5 years
- ☐ 5.1 – 6 years
- ☐ 6.1 – 7 years
- ☐ 7.1 + years

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
JOB						
1. I enjoy the work that I do	1	(2)	3	4	5	NA
2. My job offers me the opportunity for growth and development	1	(2)	3	4	5	NA
3. My job is challenging and interesting	1	(2)	3	4	5	NA
4. I have been adequately trained to do my job	1	(2)	3	4	5	NA
5. The work that I do is important to the success of this organization	(1)	2	3	4	5	NA
6. My job offers me the opportunity to use my judgement when necessary	1	(2)	3	4	5	NA
7. Overall, I am satisfied with my job	1	(2)	3	4	5	NA
8. Overall, I am satisfied working for this organization	1	(2)	3	4	5	NA
PAY						
9. I am paid fairly for the work that I do	1	(2)	3	4	5	NA
10. My pay is competitive with the pay I would receive for doing the same job at another local organization	1	(2)	3	4	5	NA
11. Overall, I am satisfied with my pay at this organization	1	(2)	3	4	5	NA
BENEFITS						
13. This organization's benefits package compares favorably with other local companies	(1)	2	3	4	5	NA
14. This organization's benefits package has been clearly explained to me	1	(2)	3	4	5	NA
15. Overall, I am satisfied with the benefits package at this organization	1	(2)	3	4	5	NA
PROMOTIONAL OPPORTUNITIES						
5. Promotions in this organization are based on job performance	1	(2)	3	4	5	NA
17. This organization promotes the most qualified employees.	1	(2)	3	4	5	NA
18. Advancement opportunities are available in this organization for those who work hard	1	(2)	3	4	5	NA
19. Job openings or promotional opportunities are communicated to the employees in a timely fashion	1	(2)	3	4	5	NA
20. I have a good chance of getting ahead in this organization	1	(2)	3	4	5	NA
21. This organization usually promotes qualified employees before seeking outside applicants	1	(2)	3	4	5	NA
22. I feel that I will be treated fairly when a position that I am qualified for becomes available.	1	(2)	3	4	5	NA
23. Overall, I am satisfied with the promotional opportunities in this organization	1	(2)	3	4	5	NA
RECOGNITION						
24. I receive proper credit for the work that I do in this organization	1	(2)	3	4	5	NA
25. When I do a good job, my supervisor promptly lets me know	1	(2)	3	4	5	NA
26. In general, employees of this organization receive the recognition they deserve for the work they do	1	(2)	3	4	5	NA
27. I am recognized as a valuable contributor to the success of this organization	1	(2)	3	4	5	NA
28. Overall, I am satisfied with this organization's efforts to recognize its employees	1	(2)	3	4	5	NA

1996

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
WORKING CONDITIONS						
29. The hours I work are appropriate for the type of work that I do	1	(2)	3	4	5	NA
30. When doing my job, I rarely experience excessive stress	1	(2)	3	4	5	NA
31. The working conditions in this organization bring out the best in me	1	(2)	3	4	5	NA
32. I work in a safe environment	1	(2)	3	4	5	NA
33. I have the appropriate supplies and equipment to successfully perform my job	1	(2)	3	4	5	NA
34. There is sufficient support in my department to handle our daily workload	1	(2)	3	4	5	NA
35. I work in a drug-free environment	1	(2)	3	4	5	NA
36. I work in an environment that is free from harassment	1	(2)	3	4	5	NA
37. The physical conditions (i.e., temperature, ventilation, air quality) of my working environment are satisfactory	1	2	(3)	4	5	NA
38. I feel that my job is secure	1	(2)	3	4	5	NA
39. Overall, I am satisfied with the working conditions in this organization	1	(2)	3	4	5	NA
CO-WORKERS						
40. There is teamwork among the employees in this organization	1	(2)	3	4	5	NA
41. Overall, my co-workers are good workers who get the job done	(1)	2	3	4	5	NA
42. I am proud to be associated with my co-workers	1	(2)	3	4	5	NA
43. There is trust and confidence among co-workers in this organization	1	(2)	3	4	5	NA
44. The work groups in this organization work well together	1	(2)	3	4	5	NA
45. Co-workers in this organization help each other when a problem arises	1	(2)	3	4	5	NA
46. Communication between the work groups in this organization is usually good	1	(2)	3	4	5	NA
47. The morale within the work groups in this organization is high	1	(2)	3	4	5	NA
48. Each of my co-workers does his/her fair share of the work	1	(2)	3	4	5	NA
49. Overall, I am satisfied with the manner in which the employees in this organization work together	1	(2)	3	4	5	NA
MANAGER						
50. My manager treats everyone fairly	1	(2)	3	4	5	NA
51. My manager is interested in the well-being of each of his/her employees	1	(2)	3	4	5	NA
52. My manager encourages his/her staff to communicate ideas or suggestions	1	2	(3)	4	5	NA
53. My manager knows how to get the most out of his/her staff	1	(2)	3	4	5	NA
54. My manager is usually available or sets some time aside whenever I need to speak with him/her	1	(2)	3	4	5	NA
55. My manager keeps his/her staff informed regarding important events in his/her department	1	(2)	3	4	5	NA
56. My manager conducts performance appraisals in a timely fashion	1	2	(3)	4	5	NA
57. My manager rewards good job performance	1	2	(3)	4	5	NA
58. I can depend on my manager to get the job done	1	(2)	3	4	5	NA
59. My manager stands behind his/her staff	1	(2)	3	4	5	NA
60. I have respect for my manager	1	(2)	3	4	5	NA
61. My manager works closely with his/her employees to set clear performance goals	1	(2)	3	4	5	NA
62. My manager listens to what I have to say	1	(2)	3	4	5	NA
63. My manager has good managerial skills	1	(2)	3	4	5	NA
64. My manager is a leader	1	(2)	3	4	5	NA
65. Overall, I am satisfied with my manager	1	(2)	3	4	5	NA

Continued on reverse side.

1996

YOUR ORGANIZATION	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
66. This organization cares about the well-being of its employees	1	(2)	3	4	5	NA
67. The goals and objectives of this organization have been clearly conveyed to its employees	1	(2)	3	4	5	NA
68. This organization keeps its employees well informed of important changes or events within the company	1	(2)	3	4	5	NA
69. The climate within this organization encourages employee commitment	1	(2)	3	4	5	NA
70. Policies and procedures are administered fairly throughout this organization	1	(2)	3	4	5	NA
71. This organization is in touch with employee needs	1	(2)	3	4	5	NA
72. There is an effective and efficient procedure in this organization for solving employee problems/complaints	1	(2)	3	4	5	NA
73. This organization really listens to its employees	1	(2)	3	4	5	NA
74. The climate in this organization encourages teamwork	1	(2)	3	4	5	NA
75. Overall, I am satisfied working for this organization	1	(2)	3	4	5	NA

Please make any additional comments that would assist us in evaluating how you feel about your work experience at this organization:

_____

_____

_____

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Thank You For Your Valued Opinion.

1996

Sample 1997 1

DATE: August 12, 1997
FROM: Michael Bowers
SUBJ: Annual Associate Feedback Survey
TO: All Associates

In order to better meet the needs of our Associates we are requesting your input regarding several key areas. This survey provides you with the opportunity to anonymously express your opinions on your total work experience here at ASI. More specifically, you will be asked questions regarding your job, pay, benefits, promotional opportunities, recognition, working conditions, co-workers, manager(s), and our organization.

Please respond to the survey by circling the appropriate scale number following each question. The scale values are as follows: 1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree, N/A = Not applicable. Circle the scale value that most closely describes your opinion. Please take your time and answer each question as carefully and honestly as possible. The results of this survey will help us to better understand your total work experience and help improve the ASI work environment.

As in years past, your input has been very important. A number of improvements have been made in all departments as a result of the suggestions you have made. ASI has many challenges facing it, but we have proven that by working together, we can make this an even better company to work in.

As we did last year, we are mailing the surveys to give you an opportunity to think about the issue concern you and to give you ample time to complete the survey. All hourly Associates will have thirty (30) minutes added on to their weekly hourly totals on August 23, 1997. Salaried Associates will not receive any additional compensation, but may complete the survey on company time.

When you complete the survey, please place it in the enclosed envelope. Survey drop boxes will be set up from August 12 to August 19 in the cafeteria and near the time clocks. All surveys are required to be turned in no later than August 19, 1997. Results will be tabulated as soon as all of the surveys are received. Improvement plans will be developed and shared with the Associates as we have done in years past. If you have any questions, please contact Michael Bowers, Gary Gombita, Jerri Stanforth, or your department manager. Thank you for your cooperation and input.

The following information will be used for demographic analysis. If you feel uncomfortable about filling out any or all of this section, please feel free to leave it blank. The actual survey will begin on the next page.

Please mark the appropriate block or fill in the blank.

Shift

- ☐ 1st
- ☐ 2nd
- ☐ 3rd
- ☒ Day

Gender

- ☐ Male
- ☒ Female

Division

- ☐ Marine
- ☐ Power Steering
- ☒ Plant

Department
(Please fill-in)
Training

Wage Grade

- ☒ Gen. Assoc.
- ☐ Staff/Tech.
- ☐ Sec. Head/Sr. Tech.
- ☐ Specialist
- ☐ Asst. Mgr./Engr.
- ☐ Mgr./Engr.
- ☐ Sr. Mgr./Engr.

ASI Length of Service

- ☐ Less than 1 year
- ☑ 1 - 2 years
- ☐ 2.1 - 3 years
- ☐ 3.1 - 4 years
- ☐ 4.1 - 5 years
- ☐ 5.1 - 6 years
- ☐ 6.1 - 7 years
- ☐ 7.1 - 8 years
- ☐ 8.1 + years

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
JOB						
1. I enjoy the work that I do	1	2	3	4	5	NA
2. My job offers me the opportunity for growth and development	1	2	3	4	5	NA
3. My job is challenging and interesting	1	2	3	4	5	NA
4. I have control over the manner and speed with which I do my job	1	2	3	4	5	NA
5. I have been adequately trained to do my job	1	2	3	4	5	NA
6. The work that I do is important to the success of this organization	1	2	3	4	5	NA
7. My job offers me the opportunity to use my judgement when necessary	1	2	3	4	5	NA
8. Overall, I am satisfied with my job	1	2	3	4	5	NA
PAY						
9. I am paid fairly for the work that I do	1	2	3	4	5	NA
10. My pay is competitive with the pay I would receive for doing the same job at another local organization	1	2	3	4	5	NA
11. Pay increases in this organization are fair	1	2	3	4	5	NA
12. Overall, I am satisfied with my pay at this organization	1	2	[illegible]	4	5	NA
BENEFITS						
13. This organization's benefits package compares favorably with other local companies	1	2	3	4	5	NA
14. This organization's benefits package has been clearly explained to me	1	2	3	4	5	NA
15. Overall, I am satisfied with the benefits package at this organization	1	2	3	4	5	NA
PROMOTIONAL OPPORTUNITIES						
16. Promotions in this organization are based on job performance	1	2	3	4	5	NA
17. This organization promotes the most qualified employees	1	2	3	4	5	NA
18. Advancement opportunities are available in this organization for those who work hard	1	2	3	4	5	NA
19. Job openings or promotional opportunities are communicated to the employees in a timely fashion	1	2	3	4	5	NA
20. I have a good chance of getting ahead in this organization	1	2	3	4	5	NA
21. This organization usually promotes qualified employees before seeking outside applicants	1	2	3	4	5	NA
22. I feel that I will be treated fairly when a position that I am qualified for becomes available	1	2	3	4	5	NA
23. Overall, I am satisfied with the promotional opportunities in this organization	1	2	3	4	5	NA
RECOGNITION						
24. I receive proper credit for the work that I do in this organization	1	2	3	4	5	NA
25. When I do a good job, my supervisor promptly lets me know	1	2	3	4	5	NA
26. In general, employees of this organization receive the recognition they deserve for the work they do	1	2	3	4	5	NA
27. I am recognized as a valuable contributor to the success of this organization	1	2	3	4	5	NA
28. Overall, I am satisfied with this organization's efforts to recognize its employees	1	2	3	4	5	NA

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
WORKING CONDITIONS						
29. The hours I work are appropriate for the type of work that I do	1	(2)	3	4	5	NA
30. When doing my job, I rarely experience excessive stress	1	2	(3)	4	5	NA
31. The working conditions in this organization bring out the best in me	1	2	3	(4)	5	NA
32. I work in a safe environment	1	2	(3)	4	5	NA
33. I have the appropriate supplies and equipment to successfully perform my job	1	2	(3)	4	5	NA
34. There is sufficient support in my department to handle our daily workload	1	(2)	3	4	5	NA
35. I work in a drug-free environment	1	2	3	4	(5)	(NA)
36. I work in an environment that is free from harassment	1	2	3	4	(5)	(NA)
37. The physical conditions (i.e., temperature, ventilation, air quality) of my working environment are satisfactory	1	(2)	3	4	5	NA
38. I feel that my job is secure	1	(2)	3	4	5	NA
39. Overall, I am satisfied with the working conditions in this organization	1	(2)	3	4	5	NA
CO-WORKERS						
40. There is teamwork among the employees in this organization	1	(2)	3	4	5	NA
41. Overall, my co-workers are good workers who get the job done	1	(2)	3	4	5	NA
42. I am proud to be associated with my co-workers	1	(2)	3	4	5	NA
43. There is trust and confidence among co-workers in this organization	1	2	(3)	4	5	NA
44. The work groups in this organization work well together	1	(2)	3	4	5	NA
45. Co-workers in this organization help each other when a problem arises	1	(2)	3	4	5	NA
46. Communication between the work groups in this organization is usually good	1	(2)	3	4	5	NA
47. The morale within the work groups in this organization is high	1	(2)	3	4	5	NA
48. Each of my co-workers does his/her fair share of the work	1	(2)	3	4	5	NA
49. Overall, I am satisfied with the manner in which the employees in this organization work together	1	(2)	3	4	5	NA
MANAGER						
50. My manager treats everyone fairly	1	(2)	3	4	5	NA
51. My manager is interested in the well-being of each of his/her employees	1	(2)	3	4	5	NA
52. My manager encourages his/her staff to communicate ideas or suggestions	1	(2)	3	4	5	NA
53. My manager knows how to get the most out of his/her staff	1	(2)	3	4	5	NA
54. My manager is usually available or sets some time aside whenever I need to speak with him/her	1	(2)	3	4	5	NA
55. My manager keeps his/her staff informed regarding important events in his/her department	1	(2)	3	4	5	NA
56. My manager conducts performance appraisals in a timely fashion	1	(2)	3	4	5	NA
57. My manager rewards good job performance	1	(2)	3	4	5	NA
58. I can depend on my manager to get the job done	1	(2)	3	4	5	NA
59. My manager stands behind his/her staff	(1)	2	3	4	5	NA
60. I have respect for my manager	(1)	2	3	4	5	NA
61. My manager works closely with his/her employees to set clear performance goals	1	(2)	3	4	5	NA
62. My manager listens to what I have to say	1	(2)	3	4	5	NA
63. My manager has good managerial skills	1	(2)	3	4	5	NA
64. My manager is a leader	1	(2)	3	4	5	NA
65. Overall, I am satisfied with my manager	1	(2)	3	4	5	NA

Continued on reverse side

YOUR ORGANIZATION	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
66. This organization cares about the well-being of its employees	1	2	(3)	4	5	NA
67. The goals and objectives of this organization have been clearly conveyed to its employees	1	(2)	3	4	5	NA
68. This organization keeps its employees well informed of important changes or events within the company	1	2	(3)	4	5	NA
69. The climate within this organization encourages employee commitment	1	2	(3)	4	5	NA
70. Policies and procedures are administered fairly throughout this organization	1	2	3	(4)	5	NA
71. This organization is in touch with employee needs	1	2	3	(4)	5	NA
72. There is an effective and efficient procedure in this organization for solving employee problems/complaints	1	2	3	(4)	5	NA
73. This organization really listens to its employees	1	2	3	(4)	5	NA
74. The climate in this organization encourages teamwork	1	2	3	(4)	5	NA
75. Overall, I am satisfied working for this organization	1	2	3	(4)	5	NA

Please make any additional comments that would assist us in evaluating how you feel about your work experience at this organization:

_____

_____

_____

_____

_____

_____

_____

Thank You For Your Valued Opinion.

Sample 1998

102

DATE: July 30, 1998
FROM: Michael Bowers
SUBJECT: Annual Associate Feedback Survey
TO: All Associates

In order to better meet the needs of our Associates on an ongoing basis, we are requesting your input regarding several key organizational areas. This survey provides you with the opportunity to express your opinions on your total work experience here at ASI. More specifically, you will be asked questions regarding your job, pay, benefits, promotional opportunities, recognition, working conditions, co-workers, manager(s), and our organization.

Please respond to the survey by circling the appropriate scaled number following each question. The scale values are as follows:

1 = Strongly Agree
2 = Agree
3 = Neutral
4 = Disagree
5 = Strongly Disagree
N/A = Not Applicable

Circle the scale value that most closely describes your opinion.

Example:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Banana splits are my favorite dessert.....	1	(2)	3	4	5	N/A

Please take your time and answer each question as carefully and honestly as possible. The results of this survey will help us to better understand your total work experience and help improve ASI's work environment.

As in years past, your input has been very important. A number of improvements have been made in all departments as a result of the suggestions you have made. ASI has many challenges facing it, but we have proven that by working together, we can make this an even better company to work in.

Your participation in the survey is voluntary. When you complete the survey, please place it in the survey drop box. Results will be tabulated and improvement plans will be developed based on your input. If you have any questions, please contact Michael Bowers, Jerri Stanforth, or your department manager. Thank you for your cooperation and input.

The following information identified is for demographic analysis only. If you do not feel comfortable filling it out, please leave it blank. Thanks.

Shift

- ☐ First
- ☐ Second
- ☐ Third
- ☐ Day

Division

- ☐ Marine
- ☐ Power Steering
- ☐ Plant
- ☐ Head Office

Wage Grade

- ☐ Gen. Assoc.
- ☐ Staff/Tech.
- ☐ Sec. Head/Sr. Tech.
- ☐ Specialist (All levels)
- ☐ Engineer (All levels)
- ☐ Asst. Manager
- ☐ Manager and above

ASI Length of Service

- ☐ Less than 1 Year
- ☐ 1 - 2 years
- ☐ 2.1 - 3 years
- ☐ 3.1 - 4 years
- ☐ 4.1 - 5 years
- ☐ 5.1 - 6 years
- ☐ 6.1 - 7 years
- ☐ 7.1 - 8 years
- ☐ 8.1 - 9 years
- ☐ 9.1 + years

Gender

- ☐ Male
- ☐ Female

Department (Please fill-in) _____

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
JOB						
1 I enjoy the work that I do	1	(2)	3	4	5	NA
2 My job offers me the opportunity for growth and development	1	2	3	4	5	NA
3 My job is challenging and interesting	1	(2)	3	4	5	NA
4 I have control over the manner and speed with which I do my job	1	(2)	3	4	5	NA
5 I have been adequately trained to do my job	1	2	(3)	4	5	NA
6 The work that I do is important to the success of this organization	1	(2)	3	4	5	NA
7 My job offers me the opportunity to use my judgement when necessary	1	2	(3)	4	5	NA
8 Overall, I am satisfied with my job	1	2	3	4	5	NA
PAY						
9 I am paid fairly for the work that I do	1	2	3	4	5	NA
10 My pay is competitive with the pay I would receive for doing the same job at another local organization	1	2	3	4	5	NA
11 Pay increases in this organization are fair	1	2	3	4	5	NA
12 Overall, I am satisfied with my pay at this organization	1	2	3	4	5	NA
BENEFITS						
13 The organization's benefits package compares favorably with other local companies	1	2	3	4	5	NA
14 The organization's benefits package has been clearly explained to me	1	2	3	4	5	NA
15 Overall, I am satisfied with the benefits package at this organization	1	2	3	4	5	NA
PROMOTIONAL OPPORTUNITIES						
16 Promotions in this organization are based on job performance	1	2	3	4	5	NA
17 This organization promotes the most qualified employees	1	2	3	4	5	NA
18. Advancement opportunities are available in this organization for those who work hard	1	2	3	4	5	NA
19 Job openings or promotional opportunities are communicated to the employees in a timely fashion	1	2	3	4	5	NA
20 I have a good chance of getting ahead in this organization	1	2	3	4	5	NA
21 This organization usually promotes qualified employees before seeking outside applicants	1	2	3	4	5	NA
22 I feel that I will be treated fairly when a position that I am qualified for becomes available	1	2	3	4	5	NA
23 Overall, I am satisfied with the promotional opportunities in this organization	1	2	3	4	5	NA
RECOGNITION						
24 I receive proper credit for the work that I do in this organization	1	2	3	4	5	NA
25 When I do a good job, my supervisor promptly lets me know	1	2	3	4	5	NA
26. In general, employees of this organization receive the recognition they deserve for the work they do	1	2	3	4	5	NA
27 I am recognized as a valuable contributor to the success of this organization.	1	2	3	4	5	NA
28 Overall, I am satisfied with this organization's efforts to recognize its employees	1	2	3	4	5	NA

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
WORKING CONDITIONS						
29 The hours I work are appropriate for the type of work that I do	1	2	3	4	5	NA
30 When doing my job, I rarely experience excessive stress	1	2	3	4	5	NA
31. The working conditions in this organization bring out the best in me	1	2	3	4	5	NA
32 I work in a safe environment	1	2	3	4	5	NA
33 I have the appropriate supplies and equipment to successfully perform my job	1	2	3	4	5	NA
34 There is sufficient support in my department to handle our daily workload	1	2	3	4	5	NA
35 I work in a drug-free environment	1	2	3	4	5	NA
36 I work in an environment that is free from harassment	1	2	3	4	5	NA
37 The physical conditions (i e , temperature, ventilation, air quality) of my working environment are satisfactory	1	2	3	4	5	NA
38. I feel that my job is secure	1	2	3	4	5	NA
39 Overall, I am satisfied with the working conditions in this organization	1	2	3	4	5	NA
CO-WORKERS						
40 There is teamwork among the employees in this organization	1	2	3	4	5	NA
41 Overall, my co-workers are good workers who get the job done	1	2	3	4	5	NA
42 I am proud to be associated with my co-workers	1	2	3	4	5	NA
43 There is trust and confidence among co-workers in this organization	1	2	3	4	5	NA
44. The work groups in this organization work well together	1	2	3	4	5	NA
45 Co-workers in this organization help each other when a problem arises	1	2	3	4	5	NA
46 Communication between the work groups in this organization is usually good	1	2	3	4	5	NA
47. The morale within the work groups in this organization is high	1	2	3	4	5	NA
48 Each of my co-workers does his/her fair share of the work	1	2	3	4	5	NA
49 Overall, I am satisfied with the manner in which the employees in this organization work together	1	2	3	4	5	NA
MANAGER						
50. My manager treats everyone fairly	1	2	3	4	5	NA
51 My manager is interested in the well-being of each of his/her employees	1	2	3	4	5	NA
52 My manager encourages his/her employees to communicate ideas/suggestions	1	2	3	4	5	NA
53 My manager knows how to get the most out of his/her employees	1	2	3	4	5	NA
54 My manager is usually available or sets some time aside whenever I need to speak with him/her	1	2	3	4	5	NA
55 My manager keeps his/her employees informed regarding important events in his/her department	1	2	3	4	5	NA
56 My manager gives me feedback regarding my performance	1	2	3	4	5	NA
57. My manager rewards good job performance	1	2	3	4	5	NA
58 I can depend on my manager to get the job done	1	2	3	4	5	NA
59. My manager stands behind his/her staff	1	2	3	4	5	NA
60 I have respect for my manager	1	2	3	4	5	NA
61 My manager works closely with his/her employees to set clear performance goals	1	2	3	4	5	NA
62 My manager listens to what I have to say	1	2	3	4	5	NA
63 My manager has good managerial skills	1	2	3	4	5	NA
64 My manager is a leader	1	2	3	4	5	NA
65. Overall, I am satisfied with my manager	1	2	3	4	5	NA

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
ORGANIZATION						
66 This organization cares about the well-being of its employees	1	2	3	4	5	NA
67 The goals and objectives of this organization have been clearly conveyed to its employees	1	2	3	4	5	NA
68 This organization keeps its employees well informed of important changes or events within the company	1	2	3	4	5	NA
69 The climate within this organization encourages employee commitment	1	2	3	4	5	NA
70 Policies and procedures are administered fairly throughout this organization	1	2	3	4	5	NA
71 This organization is in touch with employee needs	1	2	3	4	5	NA
72 There is an effective and efficient procedure in this organization for solving employee problems/complaints	1	2	3	4	5	NA
73 This organization listens to its employees	1	2	3	4	5	NA
74. The climate in this organization encourages teamwork	1	2	3	4	5	NA
75 Overall, I am satisfied working for this organization	1	2	3	4	5	NA

76. Please rank the following areas from 1 through 9 using each number only once 1 indicates that this area is most important to you 9 indicates that this area is least important to you

- Job Content
- Pay
- Benefits
- Promotional Opportunity
- Recognition
- Working Conditions
- Co-Workers
- Manager
- Organization

Please make any additional comments that would assist us in evaluating how you feel about your work experience at American Showa

Thank You For Your Valued Opinion!

Sample 1999

14

DATE: July 20, 1999
FROM: Michael Bowers
SUBJECT: Annual Associate Feedback Survey
TO: All Associates

In order to better meet the needs of our Associates on an ongoing basis, we are requesting your input regarding several key organizational areas. This survey provides you with the opportunity to express your opinions on your total work experience here at ASI. More specifically, you will be asked questions regarding your job, pay, benefits, promotional opportunities, recognition, working conditions, co-workers, manager(s), and our organization.

Please respond to the survey by circling the appropriate scaled number following each question. The scale values are as follows:

1 = Strongly Agree
2 = Agree
3 = Neutral
4 = Disagree
5 = Strongly Disagree
N/A = Not Applicable

Circle the scale value that most closely describes your opinion.

Example:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Banana splits are my favorite dessert.....	1	(2)	3	4	5	N/A

Please take your time and answer each question as carefully and honestly as possible. The results of this survey will help us to better understand your total work experience and help improve ASI's work environment.

As in years past, your input has been very important. A number of improvements have been made in all departments as a result of the suggestions you have made. ASI has many challenges facing it, but we have proven that by working together, we can make this an even better company to work in.

Your participation in the survey is voluntary. When you complete the survey, please place it in the survey drop box. Results will be tabulated and improvement plans will be developed based on your input. If you have any questions, please contact Michael Bowers, Jerri Stanforth, or your department manager. Thank you for your cooperation and input.

The following information identified is for demographic analysis only. If you do not feel comfortable filling it out, please leave it blank. Thanks.

Shift

- ☐ First
- ☐ Second
- ☒ Third
- ☐ Day

Division

- ☐ Marine
- ☑ Power Steering
- ☐ Plant
- ☐ Head Office

Wage Grade

- ☑ Gen. Assoc
- ☐ Staff/Tech.
- ☐ Sec. Head/Sr. Tech.
- ☐ Specialist (All levels)
- ☐ Engineer (All levels)
- ☐ Asst. Manager
- ☐ Manager and above

ASI Length of Service

- ☐ Less than 1 Year
- ☐ 1 - 2 years
- ☑ 2.1 - 3 years
- ☐ 3.1 - 4 years
- ☐ 4.1 - 5 years
- ☐ 5.1 - 6 years
- ☐ 6.1 - 7 years
- ☐ 7.1 - 8 years
- ☐ 8.1 - 9 years
- ☐ 9.1 + years

Gender

- Male
- Female

Department
(Please fill-in)

ASI ASSOCIATE SURVEY

Survey Page 1

JOB	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
1 I enjoy the work that I do	1	(2)	3	4	5	NA
2 My job offers me the opportunity for growth and development	1	2	(3)	4	5	NA
3. My job is challenging and interesting.	1	2	(3)	4	5	NA
4 I have control over the manner and speed with which I do my job	1	2	(3)	4	5	NA
5 I have been adequately trained to do my job	1	(2)	3	4	5	NA
6 The work that I do is important to the success of this organization	1	(2)	3	4	5	NA
7. My job offers me the opportunity to use my judgement when necessary	1	(2)	3	4	5	NA
8 Overall, I am satisfied with my job	1	(2)	3	4	5	NA
PAY						
9 I am paid fairly for the work that I do.	1	(2)	3	4	5	NA
10 My pay is competitive with the pay I would receive for doing the same job at another local organization	1	(2)	3	4	5	NA
11. Pay increases in this organization are fair.	1	(2)	3	4	5	NA
12 Overall, I am satisfied with my pay at this organization	1	(2)	3	4	5	NA
BENEFITS						
13 This organization's benefits package compares favorably with other local companies	1	(2)	3	4	5	NA
14. This organization's benefits package has been clearly explained to me	1	2	(3)	4	5	NA
15. Overall, I am satisfied with the benefits package at this organization	1	(2)	3	4	5	NA
PROMOTIONAL OPPORTUNITIES						
16 Promotions in this organization are based on job performance	1	2	(3)	4	5	NA
17. This organization promotes the most qualified employees	1	2	(3)	4	5	NA
18. Advancement opportunities are available in this organization for those who work hard	1	2	(3)	4	5	NA
19. Job openings or promotional opportunities are communicated to the employees in a timely fashion.	1	2	(3)	4	5	NA
20 I have a good chance of getting ahead in this organization	1	2	(3)	4	5	NA
21. This organization usually promotes qualified employees before seeking outside applicants.	1	2	(3)	4	5	NA
22 I feel that I will be treated fairly when a position that I am qualified for becomes available	1	2	(3)	4	5	NA
23. Overall, I am satisfied with the promotional opportunities in this organization	1	2	(3)	4	5	NA
RECOGNITION						
24 I receive proper credit for the work that I do in this organization	1	2	(3)	4	5	NA
25. When I do a good job, my supervisor promptly lets me know	1	(2)	3	4	5	NA
26 In general, employees of this organization receive the recognition they deserve for the work they do	1	(2)	3	4	5	NA
27 I am recognized as a valuable contributor to the success of this organization	1	2	(3)	4	5	NA
28 Overall, I am satisfied with this organization's efforts to recognize its employees	1	2	(3)	4	5	NA

1999

ASI ASSOCIATE SURVEY

Survey Page 2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
WORKING CONDITIONS						
29 The hours I work are appropriate for the type of work that I do	1	2	(3)	4	5	NA
30. When doing my job, I rarely experience excessive stress	1	2	(3)	4	5	NA
31. The working conditions in this organization bring out the best in me	1	2	(3)	4	5	NA
32 I work in a safe environment.	1	2	(3)	4	5	NA
33 I have the appropriate supplies and equipment to successfully perform my job	1	2	(3)	4	5	NA
34. There is sufficient support in my department to handle our daily workload	1	2	(3)	4	5	NA
35 I work in a drug-free environment	1	2	(3)	4	5	NA
36 I work in an environment that is free from harassment	1	2	(3)	4	5	NA
37 The physical conditions (i.e., temperature, ventilation, air quality) of my working environment are satisfactory	1	2	3	(4)	5	NA
38 I feel that my job is secure	1	2	(3)	4	5	NA
39. Overall, I am satisfied with the working conditions in this organization	1	2	(3)	4	5	NA
CO-WORKERS						
40 There is teamwork among the employees in this organization	1	(2)	3	4	5	NA
41. Overall, my co-workers are good workers who get the job done	1	(2)	3	4	5	NA
42. I am proud to be associated with my co-workers	1	(2)	3	4	5	NA
43. There is trust and confidence among co-workers in this organization	1	(2)	3	4	5	NA
44. The work groups in this organization work well together	1	(2)	3	4	5	NA
45. Co-workers in this organization help each other when a problem arises.	1	(2)	3	4	5	NA
46. Communication between the work groups in this organization is usually good	1	(2)	(3)	4	5	NA
47. The morale within the work groups in this organization is high	1	2	(3)	4	5	NA
48 Each of my co-workers does his/her fair share of the work	1	(2)	3	4	5	NA
49. Overall, I am satisfied with the manner in which the employees in this organization work together.	1	(2)	3	4	5	NA
MANAGER						
50. My manager treats everyone fairly.	1	(2)	3	4	5	NA
51 My manager is interested in the well-being of each of his/her employees	1	(2)	3	4	5	NA
52. My manager encourages his/her employees to communicate ideas/suggestions	1	(2)	3	4	5	NA
53 My manager knows how to get the most out of his/her employees	1	(2)	3	4	5	NA
54 My manager is usually available or sets some time aside whenever I need to speak with him/her	1	(2)	3	4	5	NA
55. My manager keeps his/her employees informed regarding important events in his/her department.	1	(2)	3	4	5	NA
56 My manager gives me feedback regarding my performance	1	(2)	3	4	5	NA
57. My manager rewards good job performance	1	2	(3)	4	5	NA
58 I can depend on my manager to get the job done	1	2	(3)	4	5	NA
59 My manager stands behind his/her staff	1	2	(3)	4	5	NA
60 I have respect for my manager.	1	2	(3)	4	5	NA
61 My manager works closely with his/her employees to set clear performance goals	1	2	(3)	4	5	NA
62. My manager listens to what I have to say	1	2	(3)	4	5	NA
63. My manager has good managerial skills	1	2	(3)	4	5	NA
64 My manager is a leader	1	2	(3)	4	5	NA
65. Overall, I am satisfied with my manager	1	2	(3)	4	5	NA

1999

ASI ASSOCIATE SURVEY

Survey Page 3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
ORGANIZATION						
66. This organization cares about the well-being of its employees	1	(2)	3	4	5	NA
67. The goals and objectives of this organization have been clearly conveyed to its employees	1	(2)	3	4	5	NA
68. This organization keeps its employees well informed of important changes or events within the company.	1	(2)	3	4	5	NA
69. The climate within this organization encourages employee commitment	1	(2)	3	4	5	NA
70. Policies and procedures are administered fairly throughout this organization	1	2	(3)	4	5	NA
71. This organization is in touch with employee needs	1	2	(3)	4	5	NA
72. There is an effective and efficient procedure in this organization for solving employee problems/complaints.	1	2	(3)	4	5	NA
73. This organization listens to its employees.	1	2	(3)	4	5	NA
74. The climate in this organization encourages teamwork	1	(2)	3	4	5	NA
75. Overall, I am satisfied working for this organization.	1	(2)	3	4	5	NA

76. Please rank the following areas from 1 through 9 using each number only once. 1 indicates that this area is most important to you. 9 indicates that this area is least important to you.

5	Job Content
2	Pay
1	Benefits
6	Promotional Opportunity
7	Recognition
3	Working Conditions
4	Co-Workers
8	Manager
9	Organization

Please make any additional comments that would assist us in evaluating how you feel about your work experience at ASI

Thank You For Your Valued Opinion!

1999

Sample 2000

DATE: June 15, 2000
FROM: Frank Gastrich
SUBJECT: Annual Associate Feedback Survey
TO: All Associates

In order to better meet the needs of our Associates on an ongoing basis, we are requesting your input regarding several key organizational areas. This survey provides you with the opportunity to express your opinions on your total work experience here at ASI. More specifically, you will be asked questions regarding your job, pay, benefits, promotional opportunities, recognition, working conditions, co-workers, manager(s), and our organization.

Please respond to the survey by circling the appropriate scaled number following each question. The scale values are as follows:

1	=	Strongly Agree
2	=	Agree
3	=	Neutral
4	=	Disagree
5	=	Strongly Agree
N/A	=	Not Applicable

Circle the scale value that most closely describes your opinion.

Example:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Banana splits are my favorite dessert.....	1	(2)	3	4	5	N/A

Please take your time and answer each question as carefully and honestly as possible. The results of this survey will help us to better understand your total work experience and help improve ASI's work environment.

As in years past, your input has been very important. A number of improvements have been made in all departments as a result of the suggestions you have made. ASI has many challenges facing it, but we have proven that by working together, we can make this an even better company to work in.

Your participation in the survey is voluntary. When you complete the survey, please place it in the survey drop box. Results will be tabulated and improvement plans will be developed based on your input. If you have any questions, please contact Frank Gastrich, Jerri Stanforth, or your department manager. Thank you for your cooperation and input.

The following information identified is for demographic analysis only. If you do not feel comfortable filling it out, please leave it blank. Thanks.

Please place an X beside appropriate response.

Shift
_____First
_____Second
_X___Third
_____Day

Division
_____Marine
_X___Power Steering
_____Plant
_____Head Office

Wage Grade
_____General Associate
_____Staff/Tech
_____Sec. Head/Sr. Tech
_____Specialist (All levels)
_____Engineer (All levels)
_____Assistant Manager
_____Manager and above

ASI Length of Service
_____Less than 1 Year
_____1 – 2 Years
_____2.1 – 3 Years
_____3.1 – 4 Years
_X___4.1 – 5 Years
_____5.1 – 6 Years
_____6.1 – 7 Years
_____7.1 – 8 Years
_____8.1 – 9 Years
_____9.1 + Years

Gender
_X___Male
_____Female

Department: (Fill in the blank)
CASTING

ASI ASSOCIATE SURVEY

Survey Page 1

JOB	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
1. I enjoy the work that I do.	1	2	3	4	5	NA
2. My job offers me the opportunity for growth and development.	1	2	3	4	5	NA
3. My job is challenging and interesting.	1	2	3	4	5	NA
4. I have control over the manner and speed with which I do my job.	1	2	3	4	5	NA
5. I have been adequately trained to do my job.	1	2	3	4	5	NA
6. The work that I do is important to the success of this organization.	1	2	3	4	5	NA
7. My job offers me the opportunity to use my judgement when necessary.	1	2	3	4	5	NA
8. Overall, I am satisfied with my job.	1	2	3	4	5	NA

PAY						
9. I am paid fairly for the work that I do.	1	2	3	4	5	NA
10. My pay is competitive with the pay I would receive for doing the same job at another local organization.	1	2	3	4	5	NA
11. Pay increases in this organization are fair.	1	2	3	4	5	NA
12. Overall, I am satisfied with my pay at this organization.	1	2	3	4	5	NA

BENEFITS						
13. This organization's benefits package compares favorably with other local companies.	1	2	3	4	5	NA
14. This organization's benefits package has been clearly explained to me.	1	2	3	4	5	NA
15. Overall, I am satisfied with the benefits package at this organization.	1	2	3	4	5	NA

PROMOTIONAL OPPORTUNITIES						
16. Promotions in this organization are based on job performance.	1	2	3	4	5	NA
17. This organization promotes the most qualified employees.	1	2	3	4	5	NA
18. Advancement opportunities are available in this organization for those who work hard.	1	2	3	4	5	NA
19. Job openings or promotional opportunities are communicated to the employees in a timely fashion.	1	2	3	4	5	NA
20. I have a good chance of getting ahead in this organization.	1	2	3	4	5	NA
21. This organization usually promotes qualified employees before seeking outside applicants.	1	2	3	4	5	NA
22. I feel that I will be treated fairly when a position that I am qualified for becomes available.	1	2	3	4	5	NA
23. Overall, I am satisfied with the promotional opportunities in this organization.	1	2	3	4	5	NA

RECOGNITION						
24. I receive proper credit for the work that I do in this organization.	1	2	3	4	5	NA
25. When I do a good job, my supervisor promptly lets me know.	1	2	3	4	5	NA
26. In general, employees of this organization receive the recognition they deserve for the work they do.	1	2	3	4	5	NA
27. I am recognized as a valuable contributor to the success of this organization.	1	2	3	4	5	NA
28. Overall, I am satisfied with this organization's efforts to recognize its employees.	1	2	3	4	5	NA

2000

FROM : FAX NO. : Dec. 18 2001 04:20PM P3

ASI ASSOCIATE SURVEY

Survey Page 2

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
WORKING CONDITIONS						
29. The hours I work are appropriate for the type of work that I do.	1	2	3	4	5	NA
30. When doing my job, I rarely experience excessive stress.	1	2	3	4	5	NA
31. The working conditions in this organization bring out the best in me.	1	2	3	4	5	NA
32. I work in a safe environment.	1	2	3	4	5	NA
33. I have the appropriate supplies and equipment to successfully perform my job.	1	2	3	4	5	NA
34. There is sufficient support in my department to handle our daily workload.	1	2	3	4	5	NA
35. I work in a drug-free environment.	1	2	3	4	5	NA
36. I work in an environment that is free from harassment.	1	2	3	4	5	NA
37. The physical conditions (i.e., temperature, ventilation, air quality) of my working environment are satisfactory.	1	2	3	4	5	NA
38. I feel that my job is secure.	1	2	3	4	5	NA
39. Overall, I am satisfied with the working conditions in this organization.	1	2	3	4	5	NA
CO-WORKERS						
40. There is teamwork among the employees in this organization.	1	2	3	4	5	NA
41. Overall, my co-workers are good workers who get the job done.	1	2	3	4	5	NA
42. I am proud to be associated with my co-workers.	1	2	3	4	5	NA
43. There is trust and confidence among co-workers in this organization.	1	2	3	4	5	NA
44. The work groups in this organization work well together.	1	2	3	4	5	NA
45. Co-workers in this organization help each other when a problem arises.	1	2	3	4	5	NA
46. Communication between the work groups in this organization is usually good.	1	2	3	4	5	NA
47. The morale within the work groups in this organization is high.	1	2	3	4	5	NA
48. Each of my co-workers does his/her fair share of the work.	1	2	3	4	5	NA
49. Overall, I am satisfied with the manner in which the employees in this organization work together.	1	2	3	4	5	NA
MANAGER						
50. My manager treats everyone fairly.	1	2	3	4	5	NA
51. My manager is interested in the well-being of each of his/her employees.	1	2	3	4	5	NA
52. My manager encourages his/her employees to communicate ideas/suggestions.	1	2	3	4	5	NA
53. My manager knows how to get the most out of his/her employees.	1	2	3	4	5	NA
54. My manager is usually available or sets some time aside whenever I need to speak with him/her.	1	2	3	4	5	NA
55. My manager keeps his/her employees informed regarding important events in his/her department.	1	2	3	4	5	NA
56. My manager gives me feedback regarding my performance.	1	2	3	4	5	NA
57. My manager rewards good job performance.	1	2	3	4	5	NA
58. I can depend on my manager to get the job done.	1	2	3	4	5	NA
59. My manager stands behind his/her staff.	1	2	3	4	5	NA
60. I have respect for my manager.	1	2	3	4	5	NA
61. My manager works closely with his/her employees to set clear performance goals.	1	2	3	4	5	NA
62. My manager listens to what I have to say.	1	2	3	4	5	NA
63. My manager has good managerial skills.	1	2	3	4	5	NA
64. My manager is a leader.	1	2	3	4	5	NA
65. Overall, I am satisfied with my manager.	1	2	3	4	5	NA

2000

ASI ASSOCIATE SURVEY

Survey Page 3

ORGANIZATION	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
66. This organization cares about the well-being of its employees.	1	(2)	3	4	5	NA
67. The goals and objectives of this organization have been clearly conveyed to its employees.	1	2	(3)	4	5	NA
68. This organization keeps its employees well informed of important changes or events within the company.	1	2	(3)	4	5	NA
69. The climate within this organization encourages employee commitment.	1	2	(3)	4	5	NA
70. Policies and procedures are administered fairly throughout this organization.	1	2	(3)	4	5	NA
71. This organization is in touch with employee needs.	1	2	(3)	4	5	NA
72. There is an effective and efficient procedure in this organization for solving employee problems/complaints.	1	2	(3)	4	5	NA
73. This organization listens to its employees.	1	2	(3)	4	5	NA
74. The climate in this organization encourages teamwork.	1	2	(3)	4	5	NA
75. Overall, I am satisfied working for this organization.	1	2	(3)	4	5	NA

76. Please rank the following areas from 1 through 9 using each number only once. 1 indicates that this area is most important to you. 9 indicates that this area is least important to you.

7 Job Content
8 Pay
9 Benefits
3 Promotional Opportunity
2 Recognition
5 Working Conditions
6 Co-Workers
4 Manager
1 Organization

Please make any additional comments that would assist us in evaluating how you feel about your work experience at ASI.

Thank You For Your Valued Opinion!

2000

FROM : FAX NO. : Dec. 18 2001 04:21PM P5

Sample 2001

DATE: June 15, 2001
FROM: Frank Gastrich
SUBJECT: Annual Associate Feedback Survey
TO: All Associates

In order to better meet the needs of our Associates on an ongoing basis, we are requesting your input regarding several key organizational areas. This survey provides you with the opportunity to express your opinions on your total work experience here at ASI. More specifically, you will be asked questions regarding your job, pay, benefits, promotional opportunities, recognition, working conditions, co-workers, manager(s), and our organization.

Please respond to the survey by circling the appropriate scaled number following each question. The scale values are as follows:

1	=	Strongly Agree
2	=	Agree
3	=	Neutral
4	=	Disagree
5	=	Strongly Agree
N/A	=	Not Applicable

Circle the scale value that most closely describes your opinion.

Example:	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Banana splits are my favorite dessert.....	1	2	3	4	5	N/A

Please take your time and answer each question as carefully and honestly as possible. The results of this survey will help us to better understand your total work experience and help improve ASI's work environment.

As in years past, your input has been very important. A number of improvements have been made in all departments as a result of the suggestions you have made. ASI has many challenges facing it, but we have proven that by working together, we can make this an even better company to work in.

Your participation in the survey is voluntary. When you complete the survey, please place it in the survey drop box. Results will be tabulated and improvement plans will be developed based on your input. If you have any questions, please contact Frank Gastrich, Jerri Stanforth, or your department manager. Thank you for your cooperation and input.

The following information identified is for demographic analysis only. If you do not feel comfortable filling it out, please leave it blank. Thanks.

Please place an X *beside appropriate response.*

Shift
- 1 First
- 2 Second
- 3 Third
- 4 Day

Division
- 1 Marine
- 2 Power Steering
- 3 Plant
- 4 Head Office

Wage Grade
- 1 General Associate
- 2 Staff/Tech
- 3 Sec. Head/Sr. Tech
- 4 Specialist (All levels)
- 5 Engineer (All levels)
- 6 Assistant Manager
- 7 Manager and above
- 8 Temp

ASI Length of Service
- 1 Less than 1 Year
- 2 1 – 2 Years
- 3 2.1 – 3 Years
- 4 3.1 – 4 Years
- 5 4.1 – 5 Years
- 6 5.1 – 6 Years
- 7 6.1 – 7 Years
- 8 7.1 – 8 Years
- 9 8.1 – 9 Years
- 10 9.1 + Years

Gender
- 1 Male
- 2 Female

Department: (Fill in the blank)

- 1 - Assy
- 2 - M/C machining
- 3 - Cast
- 4 - PC
- 5 - QA
- 7 - PE
- 8 - Acct.
- 9 - Re. Man
- 10 - Cost Plan

ASI ASSOCIATE SURVEY

Survey Page 1

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
1. I enjoy the work that I do.	1	2	3	4	5	NA
2. My job offers me the opportunity for growth and development.	1	2	3	4	5	NA
3. My job is challenging and interesting.	1	2	3	4	5	NA
4. I have control over the manner and speed with which I do my job.	1	2	3	4	5	NA
5. I have been adequately trained to do my job.	1	2	3	4	5	NA
6. The work that I do is important to the success of this organization.	1	2	3	4	5	NA
7. My job offers me the opportunity to use my judgement when necessary.	1	2	3	4	5	NA
8. Overall, I am satisfied with my job.	1	2	3	4	5	NA

PAY

9. I am paid fairly for the work that I do.	1	2	3	4	5	NA
10. My pay is competitive with the pay I would receive for doing the same job at another local organization.	1	2	3	4	5	NA
11. Pay increases in this organization are fair.	1	2	3	4	5	NA
12. Overall, I am satisfied with my pay at this organization.	1	2	3	4	5	NA

BENEFITS

13. This organization's benefits package compares favorably with other local companies.	1	2	3	4	5	NA
14. This organization's benefits package has been clearly explained to me.	1	2	3	4	5	NA
15. Overall, I am satisfied with the benefits package at this organization.	1	2	3	4	5	NA

PROMOTIONAL OPPORTUNITIES

16. Promotions in this organization are based on job performance.	1	2	3	4	5	NA
17. This organization promotes the most qualified employees.	1	2	3	4	5	NA
18. Advancement opportunities are available in this organization for those who work hard.	1	2	3	4	5	NA
19. Job openings or promotional opportunities are communicated to the employees in a timely fashion.	1	2	3	4	5	NA
20. I have a good chance of getting ahead in this organization.	1	2	3	4	5	NA
21. This organization usually promotes qualified employees before seeking outside applicants.	1	2	3	4	5	NA
22. I feel that I will be treated fairly when a position that I am qualified for becomes available.	1	2	3	4	5	NA
23. Overall, I am satisfied with the promotional opportunities in this organization.	1	2	3	4	5	NA

RECOGNITION

24. I receive proper credit for the work that I do in this organization.	1	2	3	4	5	NA
25. When I do a good job, my supervisor promptly lets me know.	1	2	3	4	5	NA
26. In general, employees of this organization receive the recognition they deserve for the work they do.	1	2	3	4	5	NA
27. I am recognized as a valuable contributor to the success of this organization.	1	2	3	4	5	NA
28. Overall, I am satisfied with this organization's efforts to recognize its employees.	1	2	3	4	5	NA

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ASI ASSOCIATE SURVEY

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
WORKING CONDITIONS						
29. The hours I work are appropriate for the type of work that I do.	1	2	3	4	5	NA
30. When doing my job, I rarely experience excessive stress.	1	2	3	4	5	NA
31. The working conditions in this organization bring out the best in me.	1	2	3	4	5	NA
32. I work in a safe environment.	1	2	3	4	5	NA
33. I have the appropriate supplies and equipment to successfully perform my job.	1	2	3	4	5	NA
34. There is sufficient support in my department to handle our daily workload.	1	2	3	4	5	NA
35. I work in a drug-free environment.	1	2	3	4	5	NA
36. I work in an environment that is free from harassment.	1	2	3	4	5	NA
37. The physical conditions (i.e., temperature, ventilation, air quality) of my working environment are satisfactory.	1	2	3	4	5	NA
38. I feel that my job is secure.	1	2	3	4	5	NA
39. Overall, I am satisfied with the working conditions in this organization.	1	2	3	4	5	NA
CO-WORKERS						
40. There is teamwork among the employees in this organization.	1	2	3	4	5	NA
41. Overall, my co-workers are good workers who get the job done.	1	2	3	4	5	NA
42. I am proud to be associated with my co-workers.	1	2	3	4	5	NA
43. There is trust and confidence among co-workers in this organization.	1	2	3	4	5	NA
44. The work groups in this organization work well together.	1	2	3	4	5	NA
45. Co-workers in this organization help each other when a problem arises.	1	2	3	4	5	NA
46. Communication between the work groups in this organization is usually good.	1	2	3	4	5	NA
47. The morale within the work groups in this organization is high.	1	2	3	4	5	NA
8. Each of my co-workers does his/her fair share of the work.	1	2	3	4	5	NA
49. Overall, I am satisfied with the manner in which the employees in this organization work together.	1	2	3	4	5	NA
MANAGER						
50. My manager treats everyone fairly.	1	2	3	4	5	NA
51. My manager is interested in the well-being of each of his/her employees.	1	2	3	4	5	NA
52. My manager encourages his/her employees to communicate ideas/suggestions.	1	2	3	4	5	NA
53. My manager knows how to get the most out of his/her employees.	1	2	3	4	5	NA
54. My manager is usually available or sets some time aside whenever I need to speak with him/her.	1	2	3	4	5	NA
55. My manager keeps his/her employees informed regarding important events in his/her department.	1	2	3	4	5	NA
56. My manager gives me feedback regarding my performance.	1	2	3	4	5	NA
57. My manager rewards good job performance.	1	2	3	4	5	NA
58. I can depend on my manager to get the job done.	1	2	3	4	5	NA
59. My manager stands behind his/her staff.	1	2	3	4	5	NA
60. I have respect for my manager.	1	2	3	4	5	NA
61. My manager works closely with his/her employees to set clear performance goals.	1	2	3	4	5	NA
62. My manager listens to what I have to say.	1	2	3	4	5	NA
63. My manager has good managerial skills.	1	2	3	4	5	NA
64. My manager is a leader.	1	2	3	4	5	NA
65. Overall, I am satisfied with my manager.	1	2	3	4	5	NA

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ORGANIZATION

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
66. This organization cares about the well-being of its employees.	1	2	3	4	5	NA
67. The goals and objectives of this organization have been clearly conveyed to its employees.	1	2	3	4	5	NA
68. This organization keeps its employees well informed of important changes or events within the company.	1	2	3	4	5	NA
69. The climate within this organization encourages employee commitment.	1	2	3	4	5	NA
70. Policies and procedures are administered fairly throughout this organization.	1	2	3	4	5	NA
71. This organization is in touch with employee needs.	1	2	3	4	5	NA
72. There is an effective and efficient procedure in this organization for solving employee problems/complaints.	1	2	3	4	5	NA
73. This organization listens to its employees.	1	2	3	4	5	NA
74. The climate in this organization encourages teamwork.	1	2	3	4	5	NA
75. Overall, I am satisfied working for this organization.	1	2	3	4	5	NA

76. Please rank the following areas from 1 through 9 using each number only once. 1 indicates that this area is most important to you. 9 indicates that this area is least important to you.

_____ Job Content
_____ Pay
_____ Benefits
_____ Promotional Opportunity
_____ Recognition
_____ Working Conditions
_____ Co-Workers
_____ Manager
_____ Organization

Please make any additional comments that would assist us in evaluating how you feel about your work experience at ASI.

Thank You For Your Valued Opinion!

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Appendix H

References

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Appendix I

Curriculum Vitae

Louise F. Fitzgerald, Ph.D.

February, 2001

Louise F. Fitzgerald

Departments of Psychology
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University of Illinois
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EDUCATION

B.A.	(magna cum laude) - Psychology - 1974 The University of Maryland
M.A.	Psychology - 1975 The Ohio State University
Ph.D.	Psychology - 1979 The Ohio State University

POSITIONS HELD

1995-Present	Professor Psychology and Women's Studies University of Illinois at Urbana-Champaign
1987-1995	Associate Professor Psychology, Women's Studies, Educational Psychology University of Illinois at Urbana-Champaign
Spring, 1994	Visiting Scholar Departments of Data Theory and Women's Studies University of Leiden
Fall, 1990	Faculty Research Fellow Institute for the Study of Cultural Values and Ethics University of Illinois at Urbana-Champaign
1985-1987	Assistant Professor Graduate School of Education University of California, Santa Barbara
1981-1985	Assistant Professor Graduate School of Education Kent State University, Kent, Ohio
1980-1981	Senior Research Associate International Personnel Management Association Washington, D.C.

EDITORIAL BOARDS

Journal of Counseling Psychology	(1981-1987)
Journal of Vocational Behavior	(1984 - 1992)
Psychology of Women Quarterly	(1989 - 1995)
Journal of Career Assessment	(1992 -
Journal of Occupational Health Psychology	(1999 -

CONSULTING REVIEWER

Law and Human Behavior
Journal of Interpersonal Violence
Violence and Victims
Journal of Personality and Social Psychology
American Journal of Community Psychology
Journal of Applied Social Psychology
Sex Roles
British Journal of Social Psychology
American Educational Research Journal

HONORS

Magna Cum Laude (B.A.)
Distinction in Psychology (B.A.)
Departmental Honors (Ph.D.)
Fellow, American Psychological Association
Fellow, American Psychological Society
Holland Prize for Research in Personality and Career Development - 1992
Distinguished Contribution to the Psychology of Women B Div. 17 Committee on the Status of Women - 1992
Distinguished Contribution Award of the Washington Educational Press for Outstanding Treatment of a Public Concern B 1994

GRANTS

"Outcomes of sexual harassment: A model of harm and recovery"
National Institutes of Mental Health
2001-2006 - $1,600,000

"Outcomes of sexual harassment: An integrative process model"
National Institutes of Mental Health
Shannon Award - $100,000 - 1994-1996
1996-2001- $750,000

"Sexual harassment on campus"
UIUC Campus Research Board
Spring, 1993 - $7350

"Sexual victimization in Brazil"
Edwin & Flora Hewlett Foundation
Summer, 1991 - $3,500
"A cognitive-behavioral intervention for reducing sexually aggressive behavior in college men"

University of Illinois Campus Research Board
1991 - $9,084

Tarnishing the ivory tower - sexual harassment on campus"
Women's Educational Equity Act
U.S. Department of Education
1984-1985 - $67,564.00

PROFESSIONAL ASSOCIATIONS

American Psychological Society
American Psychological Association
(Division 1, 17, 3 5 & 41)
(Fellow, 17 and 35)
Association for Women in Psychology
International Society for Traumatic Stress Studies
Law and Society
National Council for Research on Women
Society for Industrial/Organizational Psychology

PUBLICATIONS

BOOKS AUTHORED OR CO-AUTHORED

Koss, M. P., Goodman, L., Browne, A., Fitzgerald, L. F., Keita, G., & Russo, N. (1994). No safe haven: Violence against women at home, at work, and in the community. Washington, DC: American Psychological Association.

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RECENT COLLOQUIA AND INVITED ADDRESSES

Duke University
Yale University
American Psychological Society
Northwestern University
American Association for the Advancement of Science
American Bar Association
American Psychological Association
Federation of Cognitive, Behavioral and Social Sciences
National Education Association
Leiden University (The Netherlands)
Carnegie Mellon University
Virginia Commonwealth University
The Ohio State University
Temple University
Harvard University, Kennedy School of Government
The First International Conference on Women's Mental Health (Amsterdam)
Sex and Power in the Workplace: A Conference on Women and Men Working Productively Together (Seattle)

SERVICE

GOVERNMENT

U.S. Eighth Circuit Taskforce on Gender Fairness in the Courts (Consultant) (1995-1997)
U.S. Equal Employment Opportunity Commission (Consultant) (1994-present)
U.S. Department of Defense, Defense Manpower Data Center (Consultant, 1993-present
U.S. Department of Defense Manpower Advisory Committee (1991-1996)
U.S. Department of Justice (Consultant) (1992-present)
State of Illinois Taskforce on Sexual Harassment (1992)
State of Illinois Legal Assistance Foundation (Consultant) (1992-present)
U.S. Internal Revenue Service (Consultant) (1994)

UNIVERSITY

Campus Level

Research Director, Campus Climate Survey (1993 -1995)
Chair, Campus Ombudsperson Search Committee (Fall, 1993)
Chancellor's Committee on the Status of Woman (1989-1992; Chair, 1991-1992)
Miller Committee (1992-1993)
Institutional Review Board (1992-1995)
Chair, UIUC Taskforce on Women in Science and Engineering (CIC) (1992-1993)
Faculty Senate (Spring, 1989)

College Level

Graduate College Behavioral and Social Sciences Committee (1990-1993)

Department Level

Psychology

- Faculty Advisory Committee (1993; 1996-1999)
- GEC (1995-96)
- Affirmative Action Officer (1990-1995)
- Admissions Rep (I/O) 2001

Women's Studies

- Faculty Advisory Committee (1989-1992)
- Zero-time Appointment Committee (1992-1995)

Educational Psychology

- Division Chair, Counseling Psychology (1989-1993)

PROFESSIONAL

APA Taskforce on Male Violence Against Women (1992-present)
APA Division 35
- Chair, Taskforce on Victim Privacy Concerns (1998-present)
APA Division 17
- Scientific Affairs Committee (1990-1993)
Chair, 1991-1992

- Committee on Women (1984-1987)
  Chair, 1985-1986
AREA Research Awards Committee

Appendix J

List of Federal Cases

July 2001

Federal cases in which Dr. Louise F. Fitzgerald has testified as an expert at trial or by deposition within the preceding four years:

1) *Debbie Keslar v. Bryce Bartu, et al., No. 4:96CV-3072 (District Court of Nebraska)*
2) *Janice M. Gawley v. Indiana University,* No. IP 960466 (CM/S), Indianapolis.
3) *EEOC, et al. v. Adam's Mark Hotel Indianapolis Corporation et al.,* CA IP96-1560 (C-D/F). (Indianapolis)
4) *Victoria Loli v. Bayer Corporation*, W.D. Pa. C.A. No. 97-02117
5) *Elaina Gavin v. Pakistan International Airlines, et al.*, CA No. 97-1672 (JR) (District of Columbia)
6) *Jensen, et al., v. Eveleth Mines, et al.* Civ. No. 5-88-163. District of Minnesota
7) *Edenfield v. School Board of St. John's County, et al.* 98-74-CIV-J-20. Middle District of Florida, Jacksonville Division B
8) *Allen v. Greenville College and Thomas Stonebraker.* No. 98-311-WDS. Southern District of Illinois.
9) *Rapier, et al. vs. Ford Motor Company*, No. 98 C 5287. Central District of Illinois
10) *U.S. v. LTV Steel,* No. 98-1160, Central District of Illinois
11) *U.S. v. Crawford,* Case No. 5:98 CV 743
12) *U. S. v. Ameritech*, CA No. 98-C-0795, E. D. of Wisconsin
13) *Ruth McHugh v. City of Chicago*, No. 98 C 2245. N.D. Illinois.
14) *EEOC v. Dial Corporation*, CIV. A. 99 C 3356. N.D. Illinois.

Appendix K

Fee Schedule

Louise F. Fitzgerald, Ph. D.
603 E. Daniel Street
Champaign, IL 61820
Phone: 217-244-8320
lfitzger@s.psych.uiuc.edu

Fee Schedule/Contract for Services by Dr. Louise F. Fitzgerald
Effective 1-1-01

Please read this carefully as this describes the terms of our agreement if you request my services. The basic fee for consulting services is $300, with the exception of deposition and trial testimony which are charged at a higher rate. We also provide pro bono services in some cases. If you would like to request services on a pro bono basis, or to discuss the possibility of a flat fee, please be sure to do so before we begin any work.

Professional/In-Office Services

I.	Initial Telephone Consultation: No charge	
II.	In-office professional consultation:	$300 per hour

Out-of Office Services

I.	Travel time, portal to portal:	$200 per hour
II.	Professional consultation:	$300 per hour

Retainers

I.	Based on services required
II.	$5000 minimum
III.	Services will be billed against retainer

Forensic Evaluations:

I.	Champaign/Urbana:	$2500-$5000[1]
II.	Outside of Champaign/Urbana:	$3000 -$5000 plus travel expenses
III.	Records analysis, report preparation, collateral interviews, etc.	$300 per hour
IV.	**Depositions and Court Appearances:**	**billed by the half day: $1600 per half day**

Please note: Attorneys and/or representatives may not sit in on forensic evaluations.

Evaluations include detailed history, structured diagnostic interviews, administration of tests, verbal and/or written report. Review of voluminous records and lengthy, detailed (25-100+ page, single spaced) written report preparation if needed are charged at the standard hourly rate. Some tasks will be performed at flat rates or a fixed number of hours at Dr. Fitzgerald's discretion.

Travel time and expenses are added to costs of out-of-town evaluations, depositions, and court appearance. An assistant may accompany Dr. Fitzgerald on out-of-town evaluations; this individual's services are

[1]**Note:** These are estimates based on the expectation that an evaluation will take between one and two days of professional time.

not billed, however, travel and other out-of-pocket expenses apply. Out-of-pocket expenses (ground transportation, lodging, evaluation rooms, mileage, parking, etc.) are billed at cost. Telephone, shipping charges, Federal Express, hand deliveries, conference calls, photocopies, and facsimile are provided with no charge.

Psychologists are ethically prohibited from performing forensic work on a contingency basis. If work is to be done pro bono, the request must be made in advance; otherwise, all services are billed at usual rates with no discounts. Clients agree to notify us promptly of any question or problem with any billing within ten (10) days of invoice date. All financial arrangements are with the retaining attorney, not with examinees.

Accounting information

TERMS:
One-half (½) of anticipated fee due in advance of interview. Remainder due at time report is delivered. Post evaluation services are billed on a monthly basis

INTEREST:
1.5% /month, 18% per annum if payment delayed 60 days past invoice date. All invoices are billed in U. S. dollars. Please pay in U.S. dollars. Federal I.D. #265-66-5902.

Please sign below indicating your acceptance of the terms of this agreement and return to our office. Please keep one copy for your records.

Name: (Printed)	Signature
Firm	Date

Appendix L

List of Documents Reviewed

List of Documents Reviewed

1. Ramona Coleman deposition
2. Melissa Straight personnel file
3. Patricia Sandlin personnel file
4. Denise Walraven personnel file
5. sexual harassment policy and letters
6. Policies/Procedures
7. Associates' handbook
8. Elkins investigation
9. EEOC file
10. Newspaper articles
11. Graffiti
12. Vicki Elkins personnel file
13. Appendix of factual evidence Vol. IIA
14. Training
15. Ramona Coleman personnel file
16. Dr. Fiester's cv
17. Appendix of factual evidence—vol. I
18. Appendix of factual evidence—vol. II B
19. Sexual Harassment and other complaints, 1994-2001
20. Vicki Elkins deposition
21. Lisa Martin deposition
22. Dale Anderson deposition
23. Glen Elkins deposition vol. 1
24. Glen Elkins deposition vol. 2
25. Defendant's answer to complaint
26. Ron Cameron's deposition
27. Class Action complaint (duplicate #19)
28. Harassment complaints
29. Patricia Sandlin deposition
30. Plaintiff's response to Defendant's 1st Interrogatories (VE)
31. Plaintiff's response to Defendant's 1st Interrogatories (SS)
32. Plaintiff's response to Defendant's 1st Interrogatories (MS)
33. Plaintiff's response to Defendant's 1st Interrogatories (HL)
34. Plaintiff's response to Defendant's 1st Interrogatories (RC)
35. Kim Schmitz deposition
36. Plaintiff's motion for class certification
37. Plaintiff's response to Defendant's 2nd Interrogatories (VE)
38. Plaintiff's response to Defendant's 2nd Interrogatories (HL)
39. Plaintiff's response to Defendant's 2nd Interrogatories (SS)
40. Plaintiff's response to Defendant's 2nd Interrogatories (RC)
41. Plaintiff's response to Defendant's 2nd Interrogatories (MS)
42. Harassment policies, memoranda, etc.
43. Jerri Stanforth deposition
44. Michael Livingston deposition

45. Holly Lewis deposition
46. Tracey Cromer deposition
47. Debbie Baker deposition
48. Sexual harassment brochure
49. Therese Tilton deposition
50. Rhonda Houser deposition
51. Associate handbook 1999
52. 2001 Associate Survey Results (prepared by Showa)
53. Associate Development Program (Training Matrix)
54. Associate Handbook Draft Revision 7-20-01
55. Organizational chart
56. Summary of Associate Survey 1998 prepared by Showa
57. EEO data
58. Dr. Fiester's notes
59. Robert Weisflock's deposition
60. Mary Kay Collier's deposition
61. Paula Steward's deposition
62. Melissa Straight's deposition
63. Roger Brooks' deposition
64. Affidavits
    a. Lynn Hopkins
    b. Melissa Schwab
    c. Roberta Smith
    d. Janet Reynolds
    e. Shane Johnston
    f. Nancy Grooms
    g. Teri Weisflock
    h. Lisa Erwin
    i. Sandy Trussell
    j. Shawn Miller
    k. John Cross
    l. Jessie Meeks
65. Complaints and actions concerning complaints by temporary employees turned over by Spherion
66. Dr. Fiester's notes
67. Dr. Fiester's report
68. Dr. Fiester's deposition

CERTIFICATE OF SERVICE

The undersigned hereby certifies that a true and accurate copy of the foregoing was served via regular U.S. Mail, postage paid, this 19th day of December, 2001, upon the following:

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