

WOMEN MANAGERS IN THE HUMAN SERVICES:

**A Study of External Barriers to Advancement and
Organizational Strategies to Overcome Them**

26

**Submitted in partial fulfillment of the requirements
for the degree of Master of Social Work
University of Manitoba**

**Winnipeg, Manitoba
Janice Lidstone
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**WOMEN MANAGERS IN THE HUMAN SERVICES:
A STUDY OF EXTERNAL BARRIERS TO ADVANCEMENT AND
ORGANIZATIONAL STRATEGIES TO OVERCOME THEM**

BY

JANICE LIDSTONE

A Thesis submitted to the Faculty of Graduate Studies of the University of Manitoba in partial fulfillment of the requirements for the degree of

MASTER OF SOCIAL WORK

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Abstract

"Women Managers in the Human Services: A Study of External Barriers to Advancement and Organizational Strategies to Overcome Them" is a thesis on the results of surveying senior women managers in human service organizations in Winnipeg regarding their experiences with and perceptions of external barriers to advancement. Barriers that are identified as external and examined in this study were social isolation, non-availability of mentors, sex-role stereotyping, sexual harassment, and conflict from work- family responsibilities. In addition to their experiences with and perceptions of barriers, their beliefs regarding effective organizational initiatives to alleviate barriers were explored. A structural or organizational perspective (Kanter, 1977) on women managers incorporates an analysis of external barriers to advancement and allows for the examination of the organization's responsibility to assist in alleviating barriers for women.

Results of this study revealed that all barriers were experienced by some of the women managers, and the majority had experienced sex-role stereotypical attitudes and behaviours. Holding management accountable for the development of initiatives was identified as the most effective strategy in overcoming the obstacles identified in this study. Results of this study confirmed the need for human service organizations to be made aware of the impact these barriers have on women and their responsibility in developing initiatives to assist women in overcoming these obstacles.

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CHAPTER ONE

Introduction

Women are underrepresented as senior managers in human service organizations. For women who aspire to be in these positions and those already in them, barriers are being encountered. The implications of barriers such as social isolation, sexual harrasment, sex-role stereotyping, non-availability of mentors and demands of family responsibilities are impeding on women's advancement in organizations. This study explored the presence of these barriers in human service organizations as experienced by senior managers in Winnipeg, and identified organizational initiatives that may assist in alleviating these barriers.

I. Statement of the Problem

Interest in the area of women in management has received much attention in the popular literature and the media during the last two decades. The following are some recent articles: Winnipeg Free Press: June 6, 1993, "Breaking the Glass Ceiling"; April 14, 1993, "Women narrow pay gap, but are far from closing it" Chatelaine; "What are workplace barriers for women?", May 1993, Globe & Mail; June 30, 1993, "Women face closed door to boardroom" Harvard Business Review: "Management Women and the new facts of life" by F. N. Schwartz, 1989, 67 (1) 65-76).

Some reports in the media and business journals detail the success and advancements women have made and others discuss the workplace barriers, and

maintain employment equity for women in management is a long way off. The perspectives on success may vary, however the fact that women are now entering the management ranks is not disputed. In all management sectors in Canada, women's participation has increased from 3.4% in 1975 to 10.75% in 1989 (Source: Statistics Canada, 1989). The federal government still only has 12% of its management positions held by women (Government of Canada, 1990).

In the United States, an increase can also be seen. In 1985, 36% of managers in all sectors were women, compared to 17.6% in 1972. Between 1977 and 1985, the number of female managers increased by 102%, while the number of male managers increased by only 4% (Gummer, 1991: Source: U.S. Department of Labour, 1985).

This increase in the management category is not reflective of their involvement in upper management positions in human service organizations or in the corporate boardrooms. This problem has been labelled the "glass ceiling" and has received the attention of researchers (Kanter, 1977; Munson, 1982; Chernesky, 1983, 1988, 1989; Freeman, 1990). The "glass ceiling" has been defined as "those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward into management level positions" (Gibelman & Schervish, 1993). Women in all positions in the federal government overwhelmingly (67%) believe such a barrier exists. An even higher number (79%) of women in management positions say such a barrier exists (Government of Canada, 1990).

The identification and elimination of barriers to advancement for women in the workforce has been defined as a critical management issue for human service organizations and corporations (Kanter, 1977; Chernesky, 1983, 1988, 1989; Hardesty & Jacobs, 1986; Haynes, 1989; Gibelman & Schervish, 1993). Recent research aimed at understanding external barriers and implementing strategies to deal with these barriers has recently begun in both the public and private sector (Government of Canada, 1990; Bank of Montreal, 1991; Martinez, 1991).

Haynes (1989) has categorized barriers to advancement that women experience as either internal or external. Internal barriers are the attitudes, aspirations, or the behaviour of women themselves that can influence their upward mobility. External barriers are those outside the woman herself. They are located within the environment, organizational structure or in the attitudes and behaviours of others. A recent Government of Canada (1990) report on women in the public service identified the three main barriers to advancement as external: the sex role stereotypical attitudes of others, "corporate culture" and balancing work and family demands.

"Corporate culture" is defined as "not only the rules and regulations of an organization, but also the informal structures and codes or acceptable behaviour that operate in that environment" (Government of Canada, 1990, pg. 74). Furthermore, the Government of Canada (1990) and Hardesty & Jacobs (1987) both identified that women have left management as a result of the corporate culture.

Strategies proposed to overcome these barriers are often viewed as the individual woman's responsibility, as opposed to considering organizational initiatives. Examples of advice often given to women is to fight for the job and principle, don't nag or complain or to put oneself in situations to be noticed (Haynes, 1989; Government of Canada, 1990; Benshoff, 1991). The focus of this study is to examine structural or organizational barriers and outline organizational strategies that assist women in overcoming these obstacles in human service organizations.

II Overview for the Study

This study explored senior women manager's experiences in human service organizations with external barriers to advancement and their perceptions of what organizational initiatives would be effective in alleviating these barriers. The barriers examined were social isolation, non-availability of mentors, sex-role stereotypical attitudes, sexual harassment and, finally, work and family responsibilities. This study also explored women manager's experiences with nineteen organizationally driven strategies for overcoming barriers, and their perceptions of what strategies would be effective in the promotion and development of women.

III Rationale for the Study

This research builds on the existing knowledge base on women manager's experiences in organizations. The Government of Canada (1990) report and The Bank of Montreal (1991) study included all female employees not only managers, however, when controlled for, the majority of women managers did identify the main barriers as corporate culture, sex-role stereotypical attitudes of others and balancing work and family. Furthermore, the Government of Canada report discovered women have left management as a result of the corporate culture. Recommendations for action in both studies strongly state: that initiatives must take gender balance seriously and make a commitment to achieve it; treat the gender balance as a management problem, not as a women's issue peripheral to management; take action on system improvements that have been recommended in the past; and not to expect system improvements to solve the problem alone; and initiate strategies that change the attitudes and the corporate culture (Government of Canada, 1990, p. 124). It is intended that the focus on senior managers in this study will capture experiences with promotions within the management category, and at the same time women will be in a position of authority to consider strategic interventions within their organization.

The purpose of this study was to discover whether women in human service organizations in Winnipeg are experiencing similar barriers and if they are, to understand what organizational initiatives they recommend as effective to deal with these barriers.

This study will also contribute to an understanding of the extent to which external barriers to advancement are present in social work (Gibelman & Schervish, 1993; Kravetz & Austin, 1984; Cummings, J. 1981; Collins, S. 1984). Social work as a profession adheres to the values of intolerance to injustice, unfairness and inequities. Social work education is based on assessing social situations from ecological perspectives and developing interventions that keep in mind social work values. The question to be asked is, are human service organizations better equipped than business or corporate organizations due to the skills and values inherent in the profession at addressing the barriers that women experience in management? In other words, have social work values transformed themselves into the organizational structure and process?

Another purpose for undertaking research in this area relates to the curriculum development of social administration courses. Recommendations have been made by researchers involved in the area of women and management that there should be an inclusion of curriculum that educates on the basic issues of inequalities of condition for women in the workforce (Healy, et al, 1990). This study is an attempt to do that.

The final reason relates to exploring an approach to the problem from a perspective that can incorporate problem solving initiatives within the context of a bureaucratic organization given the commitment is present. Applying a structural or organizational framework allows for identifying dynamics or procedures within an organization that

are acting as obstacles for women in the workplace.

IV Objectives of the Study

The primary purpose of this study was to develop a greater understanding of the experiences of senior women managers with external barriers to advancement and their recommendations of initiatives that may alleviate these barriers. Within this context, the following personal learning goals were identified:

- i) to further my direct experience in the development and implementation of a research project;
- ii) to expand my knowledge of organizational behaviour and attitudes that directly effect women;
- iii) to contribute to the profession's knowledge base on barriers that effect women in human service organizations;
- iv) to enhance the profession's understanding of initiatives that human service organizations could develop to effectively overcome barriers for women.

IV Overview of Thesis Chapters

Chapter Two provides an overview of theoretical perspectives relevant to the underrepresentation of women managers in organizations. A summary of the individual, political economy, and structural or organizational perspectives will be outlined. Chapter Three reviews related research in the human service and management literatures that examines the following external barriers to women's advancement: social isolation, non-availability of mentors, sex-role stereotypical attitudes, sexual harassment and, finally, work and family responsibilities. In

addition, strategies to overcome these barriers will be explored. The development and initiation of the study is discussed in Chapter Four. Included will be a description of the research design, methodology, and hypotheses identified in the study. A summary of the study findings, analysis of the quantitative and qualitative data and discussion is provided in Chapter Five. Chapter Six provides the final summary of the study findings, discusses limitations of the research, personal learning goals and recommendations.

CHAPTER TWO

Theoretical Background:

The Underrepresentation of Women Managers

Two contrasting theoretical perspectives are generally utilized for explaining the underrepresentation of women in management. The first is a perspective that focuses on the individual woman (Hennig & Jardim 1976) and secondly, a model focused on the role of the structure of the organization (Kanter, 1977). Analysis of the problem has also been explored utilizing a political economy perspective (Martin & Chernesky, 1989).

This study is propelled by the belief that the organization has the capacity to initiate strategies to assist in alleviating external barriers to advancement and therefore the focus will be from a structural or organizational perspective. These differing perspectives will now be explored.

I Individual Perspective

The individual model considers women's own work behaviour and beliefs as holding them back from management. Hennig and Jardim (1976), pioneers in the study of corporate women in management, concluded that men and women do have different beliefs, attitudes and assumptions about themselves and each other; about organizations and managerial careers. Women's feminine attributes are the reason why women are underrepresented in senior management positions. The traditional

organization is viewed as a man's domain, reflecting the male development experience and women will succeed in them only when they dress, behave and think like a man. Much of the popular "How-to-Succeed" literature for women aspiring to corporate and human service management are based on this perspective (Benshoff, 1991; Josefowitz, 1980).

The individual perspective views women's subordinate economic status and low numbers in upper management positions as a result of sex-role socialization, resulting in gender differences in women having lower career aspirations, different professional attitudes and women's own fear of success. Women who do make it to management positions are atypical, because most women are passive, lack a drive for mastery, are ambivalent towards career and are socialized to be victims (Hennig and Jardim, 1976). This paradigm would develop plans of action aimed at changing these perceived weaknesses in women.

Haynes's (1989) analysis of women in human service organizations, despite its intent of exposing internal and external barriers to women aspiring to management, falls into this perspective. Haynes devotes a large section of her book to advice for women in overcoming obstacles, however fails to examine the role of the structure of the organization and its responsibility in assisting women in overcoming obstacles.

A similar perspective with a different underlying ideological belief is reflected in the work of Alice Sargent's, *The Androgynous Manager* (1983). Sargent blends feminine and masculine characteristics to define the most effective manager as rational, in control, masterful, intuitive, relational and caring. This type of management style, she argues, would improve the culture of the organization and increase worker productivity.

The explanation for women's underrepresentation in management according to both of these beliefs is that there is something within the woman herself, or the traits of the woman manager that must change in order to prevent women's exclusion from management.

Research has taken place that incorporates Gilligan's (1982) model of women's psychological development to management women. Hardesty & Jacobs (1987), Chernesky & Bombyk (1988), and Freeman (1990) all concluded that women bring special qualities, values and perspectives to their administrative jobs because they are women." They bring women's experience of caring. They anticipate, interpret and respond to the needs of others and thereby are sensitive and empathic towards others as well as nurturing and cooperative" (Chernesky & Bombyk, 1988, p.57). Hardesty & Jacobs found that women managers felt betrayed by the organization when their feminine qualities were not acknowledged or respected. Theoretically, these studies above draw heavily on an individual model, however unlike Hennig & Jardim's (1976) model all consider that the organization has a responsibility to adapt to the needs and realities of the lives of women.

II Political Economy Perspective

The political economy perspective on the underrepresentation of women in management focuses on the material conditions under which women sell their labor in a market economy and the ideological justifications for these conditions. The interdependence of the institutions of family, economy and politics is of central importance to this perspective. This framework would "question the potential of individual solutions to structural problems and view organizational reforms such as those of Kanter (1977, 1983) as having limited potential to produce fundamental change" (Martin and Chernesky, 1989,p.118). This view would advocate, among other things, for creating new feminist based institutions by pressure from external forces.

Women's status in organizations, according to this perspective will require a redefining of leadership and work, as well as a moving beyond the concept of hierarchy in organizations. Strategically, the political economy perspective encourages "individual women to see their fate intertwined with all women, employed or not, black or white, rich or poor, educated or non-educated. It encourages analysis of social welfare organizations as reflections and re-creators of the market economy. Also, it suggests that the family and men's traditional role in it needs to change. Finally, it recommends collective, political action aimed at structural changes in our

societal institutions" (Martin and Chernesky, 1989, p.120).

Although the integration of feminist principles into organizational theory can be found within all the theoretical frameworks discussed in this review, Ferguson's (1984) and Ianello's (1992) analyses of bureaucratic organizations clearly fits within a political economy perspective. Their application of feminist theory questions the traditional hierarchial structure of organizations and would advocate for creating new feminist based instituitons by pressure from external forces. Within organizations based on power, Ianello states, " there must be an administrative oversight function, whereas in organizations based on empowerment, members monitor themselves" (Ianello, 1992, p.45).

Ferguson (1984) views bureaucracy as the primary means of organization functioning in the public world. She explains that women have been relegated to subordinate positions in the private domain of the family and home, and not allowed real access to the public domain. She advocates an integration of the two worlds in a way that allows the experiences of women to offer alternatives to bureaucracy.

This perspective would not incorporate organizational initiatives to alleviate barriers within traditional bureaucracies, rather would recommend the development of new feminist based organizations.

III Structural Perspective

A structural or organizational model for assessing women's experience in organizations, developed by Rosabeth Moss Kanter (1977), examines the social and structural factors within the organization to explain women's underrepresentation. Kanter's work has dominated study in this area in the disciplines of management, sociology and psychology. Her model has also been used by researchers to understand the dynamics of the work situation of women in human service management (Rubenstein H. 1981; Chernesky, 1983; Fox & Hesse-Biber, 1984; Freeman, 1990). Kanter argues that gender roles in the workplace are not determined from early development but rather are situationally constructed within the institutional settings. Positions within an organization carry different degrees of power and opportunity, and differing peer group composition, which together shape the individual position-holder's behaviour. Women's subordinate status is a result of the structural and social arrangements within the organization, not individual personality explanations. In other words, the lack of opportunity and lack of potential for upward mobility results in low self-esteem, aspiration and commitment.

A structural model moves beyond an examination of gender differences and the behaviour of women. The first factor Kanter identifies is an examination of the hierarchy within organizations. Instead of retraining women and providing different models of socialization, Kanter recommends change strategies that focus on the

nature, form and degree of hierarchy in organizations. For example, aspiration for advancement is effected by the lack of power women have in organizations and thus, they may be perceived as not promotable.

This dynamic can be reflected in performance appraisals and the work interactions of subordinates and managers. Furthermore, women are more likely than men to be located in jobs with "short" chains of opportunity. This limited opportunity position effects work attitudes and behaviours. "Thus if women are less ambitious, task oriented and work involved, it may be the characteristics of the job rather than the individual's shortcomings" (Fox, M. & Hess, Biber, J. 1984, pg. 146).

The second factor Kanter identifies is power. She defines power as the opportunity to get things done, mobilize resources and get whatever one needs to get things done. Power is determined by the characteristics of the job, not the person. For example, the visibility of the position to management, the relevance of the job function for current organization problems, and the opportunity the job provides for demonstrating special tasks. Power is also gained through informal relationships with sponsors, peers and subordinates. Therefore, powerlessness results when the formal position provides few opportunities for visibility, special activities and little access to mentorship and influence.

The third structural factor Kanter addresses is the proportion and distribution of

groups of men and women. The most apparent factor of women managers is that there are so few. They are alone among male peers in a formal and informal context. As a consequence, women are visible, noticeable, scrutinized and isolated.

Bhatnagar's (1988) complementary perspective on change within organizations would not be contrary to a structural perspective. Bhatnagar acknowledges resistant forces at both the formal and informal levels of the organization, and at the same time recognizes that changes outside that organization, for example pressure from special interest groups can assist in reducing organizational resistance to change. It is important and a more fundamental concept of change according to Bhatnagar, that a better understanding of the forces that resist change be accomplished so that mechanisms for weakening them can be sorted out at an organizational level.

The contribution of feminist theory has a lot to offer in an analysis of organizations which can be incorporated into a structural or organizational framework. The integration of some feminist principles into traditional hierarchial organizations can be found in Kanter's structural model. For example, although Kanter does not directly challenge dominance in her concept of power, she does consider absolute power as rendering others powerless, whereas dispersed power expands the resources available to organizations. She states, "empowering more people through generating more autonomy, more participation in decisions, and more access to resources increase the total capacity for effective action rather than increasing domination. The powerful are

the ones who have access to tools for action" (Kanter, 1977, p.260).

Burton Gummer's (1990) observations of the contribution of feminist principles to organizational theory reflects an optimistic view of change.

"The negative characteristics of modern organizations - excessive reliance on hierarchial controls, depersonalization resulting from a preoccupation with outcomes while ignoring the effects of processes on people, and a stressful win-lose mentality - are more the result of the nearly exclusive control of top organizations positions by men and the imposition of a "masculine" culture on organizational behavior, than on anything intrinsic to the nature of organizational life itself" (Gummer, 1990, p.111).

The following chapter will provide analysis of the literature relevant to organizational or external barriers to advancement and strategies to assist in overcoming these barriers.

CHAPTER THREE

Women in Management: Barriers and Initiatives: A Review of the Literature

This review of the literature will firstly present an analysis of the research specific to human service organizations and secondly, provide a review of some of the recent research specific to the corporate or business organization that have been relevant to the development of this study. Finally, an overview of the specific barriers and strategies explored in this study will be presented.

I Women in Human Service Organizations

An examination of the literature on women in management in human service organizations reveals that like other organizations women are underrepresented in all levels of management, but particularly at the most senior levels (Gibelman & Schervish, 1993; Chernesky & Martin, 1989; Chernesky, 1983). Human service organizations are defined as "the set of organizations whose principal function is to protect, maintain, or enhance the personal well-being of individuals by defining, shaping, or altering their personal attributes. These organizations are distinguished from other bureaucracies by two key characteristics. First, they work directly with and on people whose attributes they attempt to shape. Second, they are mandated, and thus justify their existence - to protect and to promote the welfare of the people they serve" (Hasenfeld, 1985, pg. 1).

Historically, the social work profession and its organizations were led by women. With the evolution of the profession, leadership changed from female to male in

disproportionate numbers. This change to male dominated management in the 1940's and 1950's has been attributed to the need for legitimization of the profession. This resulted in what Chafetz (1972) described "as an effort to defeminize social work; that is, make it more intellectual, rational, scientific, administrative, in short, give it more male qualities", and thus more credibility. Consequently, despite social work's history and the fact it is a female dominated profession, social work management, as with other professions and organizations, is primarily male dominated. This underrepresentation is evident even when the variables of education, family obligations, tenure and job mobility are controlled (Chernesky, 1983).

In addition to management becoming male dominated, and of general interest to this study, is that the Government of Canada (1990) report reveals that the majority (65%) of their employees in the Social Work category are male. This is generally acknowledged as one of the highest paid social work positions in the profession, with the salary range reaching \$60,000 per year in 1990.

Social work, as with nursing and teaching have been sex-typed as women's professions and considered appropriate for "woman's nature". The professional tasks of helping, protecting, and fostering the growth of others continue to be labelled women's functions, requiring feminine or expressive attributes such as warmth, patience, understanding and sensitivity. The administrative job functions of problem analysis, negotiation and bargaining, fundraising, and decision-making are

instrumental tasks that are stereotypically masculine, and therefore leads to a preference for men in management positions (Chernesky, 1983, Cummings, 1981). Chernesky (1983) believes that the need to legitimize social work as a profession continued in the 1960's and led to the development of community organization, social planning, and administration as a concentration in social work education. This resulted in men moving into management positions because of their education and the bypassing for promotion of experienced women social workers. In fact, some writers believe that social work organizations have "lagged behind other disciplines in providing opportunities for women to move into administration positions" (Munson, 1982, pg. 54). Munson further explains, that traditionally, the advice for women to succeed in achieving management status was to adopt stereotypical male characteristics of management as a basis for success. He states "this strategy might be difficult for women in social work to adopt because they are often sensitive to and knowledgeable about feminist views opposed to such a strategy" (Munson, 1982, pg. 58).

In addition to Chernesky's (1983, 1988, 1989) studies on women in human service organizations, other empirical studies have found evidence of structural or organizational barriers to advancement for women managers and for women who aspire to be managers. Although many focus on gender differences amongst managers, they have also focused on identifying and analyzing workplace barriers for women. For example, Ezel & Odewahn (1980) surveyed and in part interviewed 575

male and female managers from state public welfare agencies in the United States. Gender differences were found regarding perceptions of stereotypical attitudes and behaviors in the work environment. The major findings of this study were: women agreed more than men that there is a belief that only men can handle certain kinds of management positions; women agreed more strongly that there is a belief than women managers have a higher turnover and absenteeism rate that leads women not to be as readily selected as men for management positions; men agreed more strongly than women that agency selection, recruitment, and promotion practices do not deter women; women are evaluated on the basis of past performance and men are evaluated more on the basis of potential; women agreed more strongly that women do not actually plan career direction as much as men, but tend to accept what they are offered; almost half (48%) of women believed that even though women are not a minority in their agencies, they are not as readily accepted as managers by others in the agency; 39% of women believed men cast women managers into a role they can respond to in previously learned ways based on sex-roles (eg. wife, lover or mother); women managers felt isolated by being excluded from informal social interaction; both men and women disagreed strongly that affirmative action has resulted in less-qualified women being selected for management; women believed mentor systems work much more effectively for men; women believed that upper level management positions tend to be political and traditionally the political arena is male. In addition, upper management positions are filled mostly by men and when they make recommendations for managerial selection, they tend to select other men. In

summary, this study found that sex-role stereotypical attitudes and behaviors do exist, especially as it relates to promotion of women in the management hierarchy.

Collins (1984) also found organizational barriers to advancement for female managers. Collins (1984) surveyed 300 female middle and senior administrators in social work, nursing and education to explore their experiences with mentoring, career and family responsibilities, and gender discrimination. Regarding mentoring, she found that 60% of the women had a mentor, with senior women reporting more often that the mentor was a male. Nearly all of the women considered themselves a mentor in some way to someone else. The measure of mentoring that Collins utilized found that the majority were not mentoring in a significant manner. Only 16% felt they were a role model for another woman. She suggests " that the low level of women mentoring in a substantive way may be a result of lack of knowledge about the career development process for women. Furthermore, it could also be that the help given was of the kind most supervisors give their employees and not planful enough to be described as mentoring" (Collins, 1984, p.).

Regarding work and family responsibilities, 70% reported dual responsibilities. Parenting increased the likelihood of experiencing conflict, however the number of women reporting conflict was low. It is also interesting to note that whether the women were married or single, or childless made no significant difference in the amount of conflict experienced.

The majority (64.4%) experienced sex discrimination. This included different salaries from men, unwillingness on the part of senior male managers to delegate responsibilities to women, differential treatment and prejudice towards women in hiring. Collins concludes by making a recommendation that identification and support to women aspiring to administration positions should be formalized to assist them in overcoming organizational barriers. Notwithstanding the fact Collins (1984) did not measure social isolation she also makes a recommendation of networking to reduce social isolation.

Another study of women managers in human service organizations that did include examining social isolation was Kravetz and Austin (1984). They surveyed 57 middle and senior female managers regarding their experiences with being hired, promotions, salary and working relationships as managers. This study found that there was no sex discrimination in salary however there was regarding the process of promotion. Almost half (40%) reported that being a woman had a negative effect on their being hired during their management career. It was also found that the majority of senior women managers reported that they had experienced discrimination with promotions. A major theme was that they believed that they constantly had to perform at a superior level because the "successful manager" is defined in terms of a male model of management. This belief was also found when asked about differential treatment from others in the organization with 68% reporting differential treatment from male agency board members, funders, agency administrators and supervisors.

Consistently, women reported they felt a need to prove they were not a stereotypical female because this was the framework from which they were being viewed or judged. In addition, almost three-quarters (72%) believed that a woman needed to be more competent than a man, and 65% reported lack of access to informal networks. This finding would concur with Kanter's (1977) discussion on "tokens" where when women are isolated and in the minority they become visible, noticeable and scrutinized. The final important finding of this study was that 44% reported that they had experienced sexual harassment in the workplace.

In summary, the majority had experienced social isolation and sex-role stereotyping and almost half reported sexual harassment, which will be further reviewed in the discussion on barriers to follow.

A review of the management literature on women managers reveals that some corporations and government departments are acknowledging there is a problem regarding women's advancement and are examining the barriers. The following section will present some of the important findings of recent studies.

II Women Managers in Other Organizations

The National Center for Management Research and Development has recently contributed to major conferences on external barriers to advancement for women and has created vehicles for research symposiums (University of Manitoba, March, 1992; University of Carleton, Oct, 1992).

The Government of Canada (1990) and The Bank of Montreal (1991) studies found that women in senior management overwhelmingly believe that there is an invisible but impassable barrier that prevents women from rising. Both studies were able to identify some of the barriers that cause this "glass ceiling". Both studies had similar objectives; they set out to identify workplace barriers to the employment and promotion of women across occupational groups in their workplaces and recommend strategies to deal with these barriers. They both surveyed male and female employees.

The Government of Canada (1990) through interviews also specifically examined attitudinal barriers women face in male-dominated working environments, where there were no role models for women in those positions. These were the scientific and management categories.

The Bank of Montreal (1991) study survey was sent to all employees, whereas The Government of Canada (1990) study involved a multi-track plan of interviews (with present and past employees), surveys and analysis of operational data. The following

is a summary of their findings related to barriers for women in management.

Government of Canada (1990)

- * The majority of women believe gender stereotyping of jobs and greater family responsibility are barriers to advancement and promotion.
- * The three main barriers to advancement are corporate culture, attitudes of others, and balancing work and family.
- * Women who have left management have left as a result of the corporate culture, sexist attitudes that prevent promotion, and difficulty in balancing work and family responsibilities.
- * Attitudes and beliefs or behaviour of managers and supervisors were the main barrier to promotion for women.
- * The majority of women perceived that they have to be better qualified than men to be promoted.

The Bank of Montreal (1991)

The following is a summary of the Bank's major findings related to barriers.

- * A combination of outdated assumptions and false impressions were usually the reason why so few women reach senior levels of management. For example, women do not have the right qualifications and education to compete.
- * More women managers than men face gender based assumptions about their abilities and career commitment.
- * Women experienced a lack of encouragement, and lack of access to opportunities

and information. The majority of women believed men have better opportunities for advancement.

- * There was a lag on the part of the Bank to keep pace with changes with family responsibilities of employees. The majority felt that their superior was more understanding than the Bank as a whole.
- * All employees saw many benefits arising from the Bank's focus on promoting equality for women.
- * Larger percentages of women than men and larger percentages of senior women managers than employees, believed that managers think that there are some jobs at the Bank for women and some for men.
- * Only 2% of senior male managers believe they have faced restricted access to business-related networking because of their gender, whereas 32% of senior female managers believe they are restricted access.
- * The majority of both men and women believe that taking maternity or child care leaves or working part-time will be perceived as being less committed to their careers.
- * The higher the woman climbs in the management ranks the less likely she is to think that executives are good role models of support for equal opportunity for women.
- * They dispelled the myth that time will take care of the inequities through the use of their own statistics. If the status quo is maintained regarding hiring and promotion only 18% of its executives will be women in the year 2000.

* The top strategy chosen by senior managers to alleviate barriers was a mentorship program.

A very recent study (1993) on discrimination against women in the legal profession by former Supreme Court Justice Bertha Wilson found that similar barriers exist for women lawyers. The finding that one third of the women in her survey experienced of observed unwanted sexual advances is of particular interest to this study. Some of her other findings are as follows:

* About 70% of women lawyers in Ontario and Quebec said they have experienced sexual discrimination.

* Women reported being denied chances for advancement for which they were qualified twice as often as men.

* Women earned less than men with similar experience.

* Women were held back if they had families. More than half of the women reported loss of income because they had children. About 32% of women in B.C. and 24% in Alberta reported delays in promotion due to child care duties.

* A third of women in B.C. and Alberta have observed or experienced unwanted sexual advances. (Source: Winnipeg Free Press, Aug 23, 1993)

Some research has taken place with women managers in corporate America that examined what Hardesty and Jacobs (1987) labelled the "success and betrayal" syndrome. They discovered that there is a process, or life cycle of integrating women

managers into corporations, which had not been identified in the career development literature. This cycle almost always leads to success and betrayal. Based on interviews with women managers in corporations they found that there was a corporate culture or "old boy's club" which excludes women. In addition they found that the majority reported that sex-role stereotyping exists and women's family responsibilities are not incorporated into the organization's expectations of women managers.

In conclusion, the above studies have identified external barriers that women managers have experienced. External barriers to advancement can be located in the environment, in the organization and in the attitudes and behaviors of others (Haynes, 1989). Based on the findings of the above studies and utilizing a structural or organizational perspective the following external barriers to advancement have been identified and the literature specific to these barriers will be further reviewed.

1) Social Isolation 2) Non-availability of Mentors 3) Sex-role Stereotypical Attitudes and Behaviors: a) Perception of performance
b) Selection Decisions 4) Sexual Harassment and 5) Work and Family Responsibilities.

i) **Social Isolation**

Women in male dominated workplaces, like management, experience feelings of loneliness and isolation. This results in not belonging to a peer group and not providing the opportunity to form informal linkages and contacts that become increasingly important if they want to rise in the organization. The literature

consistently discovers that social isolation is a major barrier for women in management (eg. Kanter, 1977; Ezell & Odewahn, 1980; Kravetz & Austin, 1984; Hardesty & Jacobs, 1987; Haynes, 1990).

This perception of not belonging is often referred to as the "old boy's club" or corporate culture. Women managers have discussed this as affecting them both physically and psychologically. For example, not participating in golf tournaments, fishing trips or "out for a drink" where work issues are often processed; and feeling that they had to become more masculine in their management styles in order to survive. Kanter (1977) discussed the effects of tokenism that many women in management experience. She explains that tokens are more easily stereotyped than people who are present in greater numbers. Their difference from the dominant group also heightens that group's awareness of its commonalities and the token's difference. Finally, their visibility results in special scrutiny. In Kanter's study a token managerial woman's performance was often taken as a sign of how women in general perform. Boundary heightening and the exaggeration of differences resulted in exclusion or special costs of membership. If they were included in the "old boy's club" they were expected to demonstrate their loyalty by allowing themselves to be exceptions to the rule that women do not belong in management (Kanter, 1977). This dynamic of tokenism was also found by Kravetz and Austin (1984) where women strongly felt the need to "prove they were not a stereotypic female, because this was the framework from which they were being viewed and judged" (p.31).

Bhatnagar (1988) recommends the examination of the implications of this isolation on the dominant male group and the whole organization. She explains; "If isolation of women is viewed as an organizational problem that impedes the performance of female members and gets in the way of their full assimilation into the organization, then research needs to be directed toward understanding the processes that the presence of females triggers in the male groups; also, the development of organizational strategies is needed, such as workshops where both men and women understand each other's concerns and where skills for having open and free interaction with members of the other group can be developed" (p. 346).

ii) Non-availability of Mentors

Mentoring has been defined as "an expansion of depth and commitment of the supervisory role beyond supportive, administrative and teaching functions. It entails more than carrying out tasks, developing a working relationship: mentorship requires the active partnership of both parties and their agreement that the relationship will address the development needs of both" (Rubenstein, 1981, p.24).

Mentoring can be integral to overcoming barriers, both external and internal. It can be important to career development and networking. It is also identified in the literature as one of the most central strategies to adopt in developing a management career (Haynes, 1990; Burke, 1992). The lack of utilizing this traditional tool to

advancement has been the focus of research in the area of women's career development (Gutek and Larwood, 1987).

There has been some difficulties for women in utilizing this strategy. Women state the major difficulty is in securing a mentor. There are not enough senior women around to provide sponsorship to all the aspiring females and both men and women are hesitant to have a man as a mentor for a woman . "Mentor relationships that cross sex lines must be concerned with management closeness and intimacy in the relationship, and the way others in the organization see the relationship" (Burke,1992, p.8). Explanations for lack of mentors and strategies to overcome this barrier generally agree that education around the nature of the reluctance for mentorship should take place. Women and organizations could develop forums and policies to deal with this resistance.

iii) Sex-role Stereotyping

Sex role stereotyping refers to the holding of publicly shared beliefs regarding the appropriate characteristics for males and females. Curlee and Raymond, (1978) and others (Kanter, 1977, Ezel & Odewahn , 1980, Kravetz & Austin, 1984) purport that women administrators are cast into family-related or sex-related roles. "The male can relax as his superiority is unthreatened and he can relate toward the female in behaviours learned since his earliest memories and socialization experiences" (Curlee & Raymond, 1978, p. 309).

Women managers have discussed that the sex role stereotypical attitudes and behaviors of others is a major barrier that women experience, and may be the most significant reason why women are leaving management (Hardesty & Jacobs, 1987; Freeman, 1990; Government of Canada, 1990).

Curlee & Raymond (1978) identified the following sex roles women may be cast into: daughter, mother, homemaker/hostess, the tease, the lover, the prostitute, the baby-maker. The more recent research on sexual harassment and women in management would most likely identify and include some of these roles as meeting the definition of sexual harassment.

In summary, research on the effects of sex role stereotyping on women in management find that stereotypes operate at a pervasive, subtle and damaging level (Kanter, 1977; Hardesty & Jacobs, 1987). When women are viewed in stereotypical ways the negative impact can effect two important areas of career development: perception of performance and selection decisions.

a) Perception of Performance

The research on performance appraisals has found gender differences. For example, women receive lower evaluations when the rater has to rely on inference rather than actual behaviour, when the rater's behaviour violates sex-role expectations (for example, women in male-typed jobs), when the rater gives women low ratings for

high performance or when there is an absence of record of past performance appraisals (Nieva & Gutek, 1981).

As previously mentioned, women may also be evaluated or hired based on past performance whereas men get evaluated on the basis of their potential (Ezell & Odewahn, 1980).

Another dynamic of women's perception of their own performance is that women may explain their success and failure in terms of luck. However, this has been found to diminish with younger, more educated women (Rubenstein, 1981) and with women who worked with women (Kanter, 1977).

Some research has also found that men have their leadership abilities discussed in evaluations, whereas women do not (Gutek & Larwood, 1987, p.91).

b) Selection Decisions

Studies have identified that the sex-role stereotypical attitudes of managers were the main barrier to promotion. (Bank of Montreal 1991; Government of Canada, 1990; Ezell & Odewahn, 1980; Kravetz & Austin, 1984; York, Henley & Gamble, 1985).

A structural or organizational perspective explains that women may have restricted access to information about job openings, because of exclusion from important informal networks. Selection decisions may be based more on homogeneity, or similarity of social backgrounds than an actual performance (Kanter, 1977).

Munson (1982) states that women often get tracked into jobs with shorter career ladders than male-typed jobs. This can have a negative effect, as tracking on the programmed sequence of job assignments and promotions accumulate power in an organization.

Another pervasive stereotype that may influence selection decisions is that women do not possess the characteristics believed to be required of a successful manager, such as leadership ability, competitiveness, ability to withstand job stress and desire for responsibility (Rubenstein, 1981; York, Henley & Gamble, 1985). This stereotype of lack of competence because they are a woman has been found to be prevalent in how women perceive their own competence, and in how others perceive them. Austin, Kravetz and Pollock (1985) interviewed 57 women middle and upper managers in three different practice settings and the majority agreed that a woman has to be much more competent than a man in the same position.

IV Sexual Harrassment

Sexual harassment as a barrier to women's advancement in organizations was not specifically explored with either the Bank of Montreal or Government of Canada studies. According to some researchers in the area of sexual harassment, this is not unusual.

"Although sexual harassment has always existed in the United States, it was not until the third wave of the women's movement, in the 1960's, that women began to speak out and seek formal recourse. This assertiveness has led to many published articles and books, yet sexual harassment at work has been little researched by social scientists" (Maypole, 1986, p. 29).

Sexual harassment is broadly defined as "the imposition of unwanted sexually related behaviours within the context of an unequal power relationship" (Mackinnon, 1979 in Maypole, 1986, p.29). This is inclusive of the harasser's sexual advances and the harasser's behaviour in response to rejection. The range of behaviours within this definition that have been studied in human service organizations are verbal harassment, unwanted touching, unwanted intercourse, rape, chilling atmosphere, threats, altering of job, passing over and firing. Maypole's (1986) study on sexual harassment surveyed both men and women and the following is a summary of the major findings.

* A woman's response to the harassment varies directly according to its source; when harassed by a superior, victims avoid; when harassed by co-workers, victims use diffusion techniques, for example, they joke or minimize, or delay confrontation; and when harassed by clients, victims use reasoning techniques. Confrontation or legal recourse were rarely used.

* Over 1/3 of the women and 1/7 of the men in this study experienced sexual harassment.

* The most frequent harasser behaviour was verbal. Some experienced unwanted touching, fondling and kissing.

* In response to rejection, a small number of victims experienced a chilling atmosphere, had their jobs altered, had been passed over for promotion, or been fired.

*In regards to age, being under 44 had an important relationship to being victimized.

*Only men harassed women, but that both men and women harassed men.

*There was no relationship between harassment and marital status, size of agency, salary, years employed, or educational background.

*Position in the hierarchy of the organization had no relationship with views on sexual harassment.

Although this study did not focus on the effects of sexual harassment on the victim, Maypole suggested that the fear or reality of sexual harassment may include psychosomatic problems, impaired social relationships and reduced effectiveness in working with clients. It is these effects on the victim that can impact on women's advancement. Sexual harassment has been found to impede on women's integration into male domains in the workplace and reinforce job inequalities (MacKinnon, 1979; Nieva & Gutek, 1981; Kravetz & Austin, 1984). Recommendations proposed to deal with sexual harassment include preparing social work students to cope with the dehumanizing aspects of their agencies, and specifically, how to identify and intervene with sexual harassment.

Kravetz & Austin (1984) found that 44% of their sample of fifty-seven women administrators reported experiencing sexual harassment in the workplace by superiors, co-workers, board members and members of funding sources. Further statistical analysis on the type of harassment, response of victim and impact on the victim was not undertaken. Many women did report that they experienced negative

repercussions for their refusal to "co-operate". This included negative evaluations from supervisors, rumors being spread, threats and discrimination all of which can serve as a barrier to women's advancement in the organization.

In summary, the effects of sexual harassment or the fear of sexual harassment can act as a barrier by negatively impacting on women with experiences of self-doubt and guilt, impairing social relationships and by also reducing the victim's effectiveness with clients.

v) Work-Family Responsibilities

It has been reported in the Harvard Business Review that the cost of employing women in management is greater than the cost of employing men, "One multinational corporation (in the U.S.) shows that the rate of turnover in management positions is 2 1/2 times higher among top-performing women than it is for men and that women also have a greater tendency to plateau or to interrupt their careers in ways that limit their growth and development" (Schwartz, 1989, p.65). This recent realization that women's lives and career paths are different is resulting in some corporations making efforts to understand women's needs (Bank of Montreal, 1991; Martinez, 1991).

Felice Schwartz's article "Management Women and the New Facts of Life (1989) touched off a controversial debate in the Letters to the Editor section of the magazine

that led Gummer (1990) to accurately label this debate as one that "everyone is concerned with but few are willing to talk about". The two issues addressed are paramount to a discussion about barriers for women. The first issue was that women are different from men. Maternity is biological, not cultural and that women often, despite their career, continue to have responsibilities for child care, or elder care as if it were biological. The second issue raised by Schwartz was that businesses had to make accommodations for career mothers.

Schwartz states, "We can't alter it, but we can dramatically reduce its impact on the workplace and in many cases eliminate its negative effect on employee development. What increases their cost to the corporation is principally the clash of their perceptions, attitudes and behaviour with those of men, which is to say, with the policies and practices of male led corporations" (Schwartz, p.65).

The demands of the workplace and commitment of a management position often discourage women with families from applying and can cause conflict for women in these roles. Men in the roles of husband, father and manager generally have supporting partners at home. Much of the research that has taken place in the management literature focuses on the importance of organizations understanding and incorporating the multiple demands that women continue to experience if they are serious about having women in these positions (Bank of Montreal, 1991; Government of Canada, 1990; Gummer, 1990). The traditional family roles often place limitations on women in terms of time to pursue a career.

Traditional career development theory does not incorporate women. New paradigms are emerging that remind theorists that women's lives are different than men's and that all women's lives are not the same. According to Gutek & Larwood (1987) there are five elements that require inclusion in the career development theory. They are: opportunities available in society; career preparation; influence of marriage; pregnancy and children; and timing and age.

IV STRATEGIES TO OVERCOMING BARRIERS

IV Strategies to Overcoming Barriers

Recommendations for action proposed by researchers discussed in this review are reflected in the Government of Canada's (1990) statement that strongly recommends , "that initiatives must take gender balance seriously and make a commitment to achieve it; treat the gender balance as a management problem, not as a women's issue peripheral to management; take action on system improvements that have been recommended in the past; and not to expect system improvements to solve the problem alone: and tackle the sex role stereotypical attitudes and the corporate culture (Government of Canada, 1990, p.124).

Other studies that have focused on in-person interviews of women managers on their experiences with barriers have found similar results and also recommend strategies that tackle the dynamics of corporate culture and the sex role stereotyping attitudes and behaviour of others (Hardesty & Jacobs, 1987; Freeman, 1990).

A structural model views the organization as having the ability to change the processes and structure of the organization. Fox & Biber-Hesse (1984) utilize a structural model to make the following recommendations for areas of change at the organizational level.

- 1) Alteration of the concept of career: the structure of professional and managerial work traditionally calls for single-minded and continuous participation and commitment. This design disadvantages women by not accounting for family (domestic) demands. Organizations need to determine which jobs can be altered by part-time work or flex-time work. The issue of transfers in the management ranks also need to be re-considered. If women managers are married, it is almost certain their spouses work and may not be open to relocation.

- 2) Modification of search and hiring procedures: traditionally, the hiring of managers has been an informal process in which search and selection has been made through the "old boy's" network on the basis of loosely specified, unwritten and subjective criteria: women have not been part of this network and therefore not familiar with the values of the group. This is consistent with all research in the area of barriers for women in management. The posting and circulation of job openings with clear gender neutral qualifications is recommended.

- 3) Development of training programs: women have been shut out of mentorship and informal networks in which managerial skills are customarily nurtured and developed. Managers should be held as accountable to train employees with management potential in career planning as they are for other job objectives.

4) Construction of support and communication systems for women: as organizations have been created by men, for men, support systems for women are not developed. Similar groups for women need to be developed. These groups assist women with isolation and help solve problems that women experience in the organization (Fox & Biber-Hesse, 1984).

Some corporations in the United States have established initiatives that address organizational barriers for women. For example; Tenneco Inc. in Houston, Texas developed a Women's Advisory Council made up of management that holds its members accountable for the progress of women and minorities in the organization. This includes a mentoring program for women. There is financial compensation for meeting the goal of increasing women in management and just as important is the commitment of the Council to deal with problems that hinder women in the workplace (Martinez, 1991).

5) Education of women on barriers to women in the workplace (Healy, et al, 1990).

This chapter has provided a review of the literature relevant to the area of external barriers to advancement for women in human service management from a structural or an organizational perspective. A strength of this perspective is in its approach to understanding the impact of the traditional hierarchial organization on women managers, and the inclusion of organizational initiatives to alleviate the barriers.

CHAPTER FOUR

Development of the Research Project:

Elements of Inquiry and Design

I Hypotheses and Definitions Relevant to the Study

(i) Hypotheses:

1. The majority of women managers will perceive that they have or are presently experiencing the following external barriers to advancement: social isolation, non-availability of mentors, sex-role stereotyping, sexual harassment and work-family responsibilities.
2. The majority of women managers will perceive that the organization should be implementing initiatives to overcome barriers to advancement for women.

(ii) Definitions Relevant to the Study:

1. Women Managers, were defined as, in a management position minimally second removed from a line worker's position. This was intended to take into consideration experience with promotions in management and being in a job classification or category of upper management. In addition, it places them in a position within the organization to address the effectiveness of strategies.
2. Human Service Organization, was defined as any private agency or organization or government department that "works directly with and on people whose attributes they attempt to shape .

In addition, they justify their existence to protect and to promote the welfare of the people they serve" (Hasenfeld, 1985, p. 1) . This included social work departments of hospitals; municipal, provincial and federal social services departments; and private service and advocacy agencies.

II Methodology

This study is descriptive in nature, utilizing a modified version of the Bank of Montreal (1991) self-administered survey. Primarily quantitative data was gathered. Qualitatively, one open-ended question was asked.

(i) Questionnaire Design (Appendix I)

A modified version of the Bank of Montreal* (1991) survey on barriers to the advancement of women in the bank was utilized for this study. The Bank of Montreal survey was also similar in design to the Government of Canada (1990) survey and was chosen primarily due to the non-threatening manner in which questions were asked. Both of the above mentioned studies surveyed men and women, however this did not influence the content of the questionnaire, only the demographical data from which these studies compared gender differences.

Modifications took place regarding wording of type of organization and educational background. Questions were added regarding sexual harassment, formal training in administration, seniority, evaluations, and one open-ended question on barriers.

*Verbal permission for the use of the survey was received from coordinator of the Bank's Task Force, Ms. M. Kinsley.

The barriers and strategies identified in the literature and to be measured in this study were operationalized throughout the questionnaire as follows:

- 1) Social Isolation: Section I, Questions 1 ,2, 4 and Section II Question 2
- 2) Non-availability of Mentors: Section I, Questions 1, 2, 7, 8, and Section II, Question 2.
- 3) Perception of Performance: Section I, Questions 1, 2, 6 and Section II, Question 2.
- 4) Selection Decisions: Section I, Questions 1 and 2.
- 5) Sex-Role Stereotyping: Section I, Questions 2 and 5.
- 6) Conflict From Work and Family Responsibilities: Section I, Question 3 and Section II Questions 2 and 3.
- 7) Sexual Harassment: Section I, Question 4.
- 8) Women's Perception of What Initiatives the Organization Should be Implementing: Section I, Questions, 4, 5, 6 and Section II, Questions 3, 4(c) addresses their own experience in utilizing organizational initiatives.

(ii) Sampling Procedures:

Respondents were accessed primarily by a snowball sampling method (Babbie, 1983,Chp.10). The sample was initiated by the researcher's knowledge of subjects that matched the criteria of female human service managers utilized in this study. The initial size prior to the effects of snowballing was approximately five women. The effects of snowballing resulted in a sample of seventy women.

Given the nature of the small number of women managers in the general population, snowball sampling was particularly helpful by utilizing existing networks to identify

women. The objective regarding sample size was to achieve as inclusive a sample as possible in Winnipeg. The number estimated was fifty.

Women managers were telephoned and informed of the objectives of the research, the purpose of the study as required for my M.S.W. and their participation in completing a questionnaire was requested. They were informed verbally and in writing (See Appendix II for letter) of their right to not participate or withdraw from the study at any time. They were also ensured of the confidentiality and anonymity of the responses. The questionnaire and letter to the women was approved of by the School of Social Work Ethics Committee.

The questionnaire was submitted to eight women managers in human service organizations for pre-test evaluation, which resulted in changes to one section on educational background and overall layout of the questions.

(iii) Data Collection:

Seventy women were telephoned at their place of employment regarding participation in the study during the period May, 1993 - June, 1993. One woman responded she did not have the time due to work demands and vacation. The remainder (69) were mailed a survey, letter and self-addressed stamped envelope.

Seventy women became the cut-off point when it became apparent that returned surveys were approximating fifty, the researcher's initial target. In addition, the definition of human service organization was beginning to get broad. Fifty-seven surveys were returned. Four of these were not included due to not matching the criteria for human

service organization. Fifty-three of the women became the sample size. This resulted in a response rate of 81%.

(iv) Data Analysis:

The questionnaire collected primarily quantitative data which was coded and entered into the Statistical Package for the Social Sciences (Version 3.1) with the assistance of a research assistant. Frequency measures and percentages were executed in order to obtain descriptive data for the sample and to explore whether or not associations existed among specific variables. Some cross-tabulation measures using chi-square statistics were executed to ascertain whether statistically significant differences existed.

In addition, ANOVA statistics were used to determine whether statistically significant differences existed between women who reported experiencing sexual harassment and those that did not when considering attitudes about the work environment.

Qualitatively, the one open-ended question on further comments was analyzed by content focusing on themes, and then categorized according to theoretical perspective, and the implications of the comments on the barriers already identified from the quantitative data (Babbie, 1983, Chp.11). Approximately one third of the women (30%) took the opportunity to elaborate on their experiences in the additional comments section.

CHAPTER FIVE

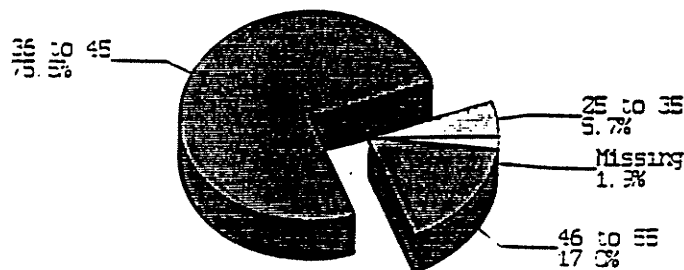
External Barriers to Advancement and Organizational Strategies to Overcome Them: A Summary of the Study Findings

This chapter will present and discuss the major findings, including statistical measures and summary descriptions. Findings are divided into 6 areas of analysis: general demographics, information regarding employment, personal views about working environment, sexual harassment and sex-role stereotyping, mentoring, and insights into strategies to alleviate barriers. The latter part of this chapter will present a discussion of the findings in relation to the hypotheses and the theoretical frameworks proposed in this report.

I. Demographics

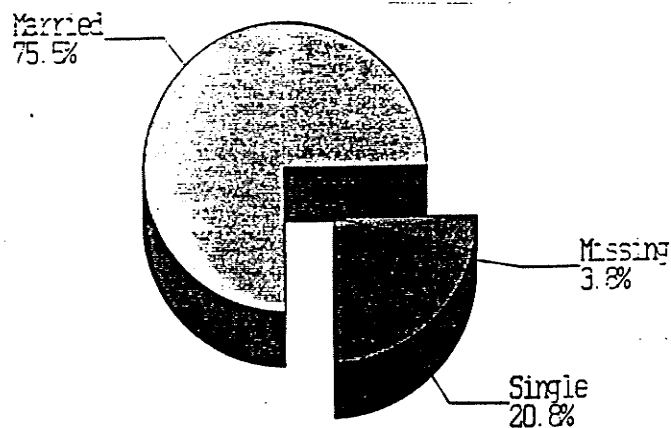
This study focused on the survey responses of 53 women managers in human service organizations on their experiences with external barriers to advancement and strategies to overcome these obstacles. Forty, or the majority of respondents were between 36 - 45 (76%) years of age ; nine were between 46 - 55 (17%) years of age; three were between 25 - 35 (6%) years of age; and one case was missing (1%).

Age Distribution (Figure 1)

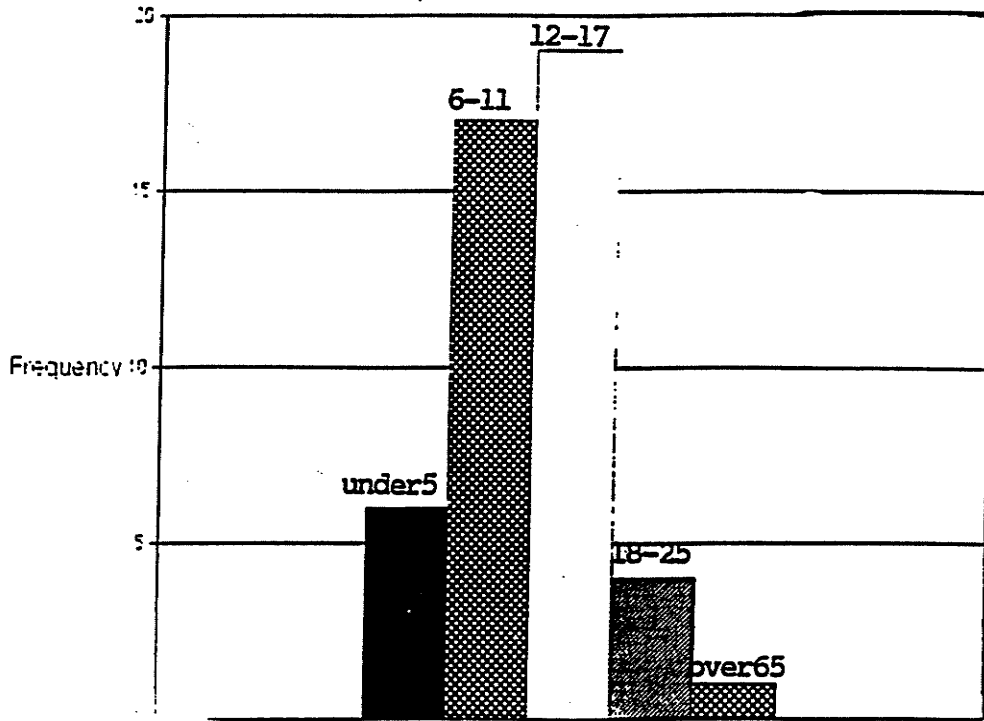


Regarding marital status, a large majority were married or living common law (76%); eleven were single, widowed, separated or divorced (21%); and two cases were missing (3%).

Marital Status (Figure 2)



A high proportion of the women, 64% or 2/3 of the sample had dependents (Figure 3). These dependents were all children with the exception of one woman that cared for an elderly parent. Table 1 breaks down the age of children by grouping, and it is interesting to note that the majority have school age children: seventeen (32%) women had children age 6 - 11 and nineteen (36%) had children age 12 - 17. Six (11%) women had children under age 5; four (7%) had children age 18 - 25; and none had children over age 25.

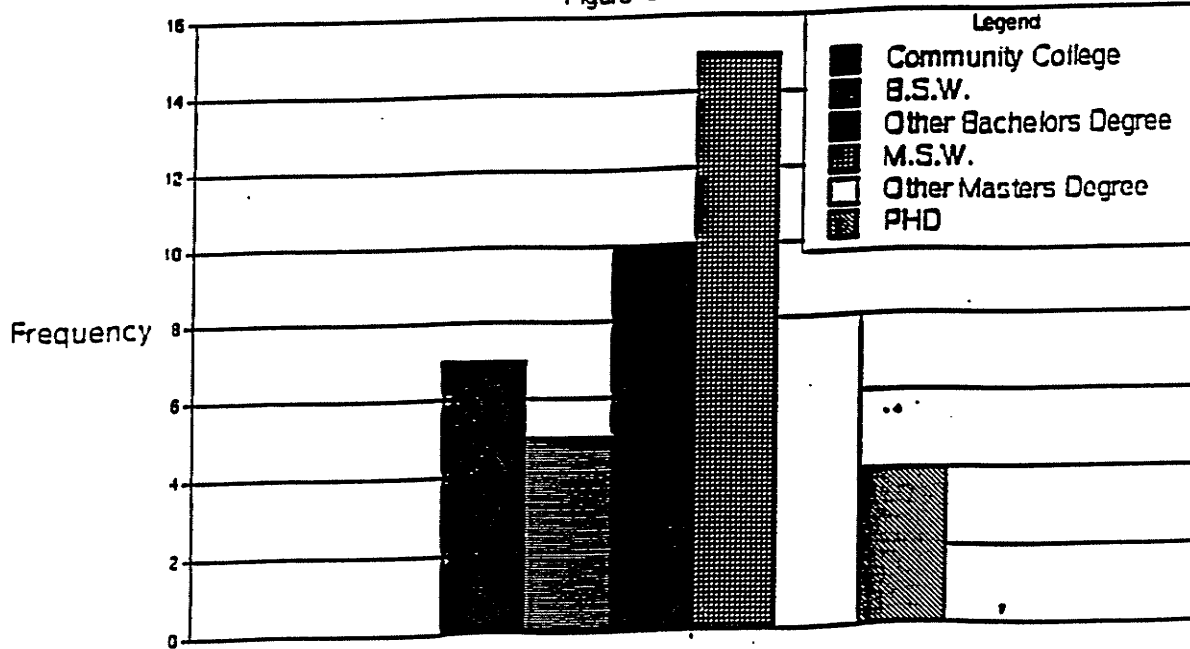
Age of Dependents (Figure 3)

With regard to the educational background of the women (Figure 4), M.S.W. educated was the largest grouping (15 women or 28%); ten women had a Bachelor of Arts or other Bachelor degree (19%); eight had other Master degrees (15%); seven had a community college diploma (13%); five had a B.S.W. (10%), and four had a P.H.D (8%). Two cases were missing (4%).

Half (26) of the women reported that they had formal training in administration. Of these women, over half (15) considered it poor training. In order to determine whether educational background had an influence on satisfaction level of their training in administration, cross tabulation measures were executed. The results were not statistically significant.

Educational Background

Figure 4



All of the women worked on a full time basis and the majority had been in a management position for over 9 years, which would indicate a very experienced group; twelve women had 9 - 11 years experience (23%); fifteen women had over 11 years experience (28%); seven had 7 - 9 years (13%); eight had 5 - 7 years (15%); five had 3 - 5 years (9%); four had 1 - 3 years (8%); and only one woman had under 1 year experience in a management position (2%). One case was missing (2%).

II. Information Regarding Employment

Respondents were requested to rate several questions relative to factors that contributed to their being hired, missing out on a job, and turning down a job. One question on their performance appraisals was also asked.

Being Hired for Present Job (Table I)

Table 1:

FACTORS THAT CONTRIBUTED TO BEING HIRED FOR PRESENT JOB N=53

<u>Very Important</u>			<u>Somewhat Important</u>			<u>Not at all Important</u>		
<u>Factor</u>	<u>#</u>	<u>%</u>	<u>Factor</u>	<u>#</u>	<u>%</u>	<u>Factor</u>	<u>#</u>	<u>%</u>
performance record	44	83%	education	31	59	knew the hiring manager	32	60
previous jobs	37	70%	I did special tasks	25	47%	did the job before officially got it	31	59%
personal assertiveness	28	53%	right training	23	43%	knew an employee	30	57%
right training	25	47%	personal assertiveness	22	42%	senior person looking out for me	19	36%
education	18	34%	senior person looking out for me	21	40%	I did special tasks	9	17%
I did special tasks	17	32%	previous jobs	15	28%	education	4	8%
senior person looking out for me	10	19%	knew an employee in dept.	15	28%	personal assertiveness	2	4%
I did the job before I officially got it	10	19%	knew the hiring manager	11	21%	right training	2	4%
knew the hiring manager	5	9%	I did the job officially before I got it	10	19%	previous jobs	1	2%
knew an employee in the dept.	3	6%	performance record	9	17%			
Other:								
references	1							
volunteer work	1							

In Table I the most frequently chosen **very important** factors in being hired for their position were as follows:

Performance record (83%), previous job experience (70%), and personal assertiveness (53%) . Education (59%) and doing special tasks (47%) were considered as **somewhat important**. Knowing the hiring manager (60%), knowing an employer (57%) and having a senior person looking out for me (36%) were the most frequently chosen **not at all important** factor. This finding appears to reject the mentoring process as very important in getting hired.

"Having a senior person looking out for me" was considered by only 40% of the sample as **somewhat important**, and by only 19% of the women as **very important** in their being hired in their present position. These results indicate that mentoring may not have been a significant factor for the majority of women in the study with regards to their being hired. It may also be a reflection of how the question was asked, in that women may have perceived this measure of mentoring in a negative manner. In otherwords, women may have interpreted the question as reflecting a type of nepotism, or special consideration, that negatively impacted on their own beliefs of their skills or competency. In addition, knowing the hiring manager or an employee in the department, which sometimes indicates falling within the definition of "old boy's club", was not important.

A possible explanation of this finding is that these women perceive themselves as

having gotten their present job as a result of merit and not because of whom they knew. In addition it could be inferred that the majority of these women felt positively about their own skills and competency. This finding may also reflect one of the effects of tokenism that has been found in related research, where women managers have to prove that they can perform at a superior level or be better qualified because the successful manager is defined from a male model of management perspective (Kanter, 1977; Kravetz & Austin, 1984; Austin, Kravetz & Pollock, 1985; Government of Canada, 1990).

Missing Out on a Job or Promotion (Table II)

Table II:
REASONS FOR MISSING OUT ON A JOB OR PROMOTION N=30

<u>Reason</u>	<u>#</u>	<u>%</u>
I am a woman	14	47%
I was "not part of the group"	11	37%
Others thought I did not have the skills, knowledge or abilities	8	27%
I was too young	8	27%
I had young children	7	23%
Other: colour & Too assertive 1 Indigenous woman 2	3	10%
I did not have the skills, knowledge or abilities	4	13%
Others thought I would become pregnant	4	13%
I had not paid my dues	3	10%
I was married	2	6%
I had taken maternity leave	2	6%
I was a single parent	1	3%
I Worked part time or shared a job	1	3%
Others thought I did not want to relocate	1	3%
Others thought I did not want to travel	1	3%

Missing Out on a Job or Promotion

Thirty women or over half of the total sample (57%) believed they missed out on a promotion or job during their career. Almost half (47%) of the women who perceived that they had missed out on a promotion or job believed the reason was because they were a woman. Eleven (37%) believed that they were "not part of the group"; eight (27%) believed that others thought they did not have the skills, knowledge or abilities; eight (27%) thought they were perceived as too young; seven (23%) thought it was because they had young children; one woman stated it was because of her colour and she was too assertive; and two women stated it was because they were indigenous. These responses demonstrate that gender discrimination, sex-role stereotyping and the "old boy's club" were the most often cited reasons for missing out on a job or promotion.

In comparing the responses of Table I, Contributing Factors in Being Hired and Table II, Missing Out on a Job, it is interesting to note that knowing the hiring manager or having a senior person (mentor) was not important in getting their job, however, not being part of the group was a significant reason women cited on why they were turned down for a job or promotion. This finding is supported by the Bank of Montreal (1991) study that found senior women managers cited performance record and education as significant reasons for being hired and cited them more than men at the same level in the hierarchy. The Government of Canada (1990) also found that

women depend more than men on formal mechanisms for getting hired.

The finding that over half of the women who missed out on a job or promotion because they were a woman or not part of the group, could also be interpreted that they were experiencing social isolation.

Turning Down a Job or Promotion (Table III)

Table III:
REASONS FOR TURNING DOWN A JOB OR PROMOTION N=24

Reason	#	%
Job offered was not consistent with my career plan	9	38%
I did not want the additional responsibility	6	25%
I did not want to relocate my home to the city offered	6	25%
Additional salary did not match the new responsibilities	5	21%
I did not want to relocate under any circumstances	4	17%
I did not want to travel	3	13%
It was too difficult to change my child care arrangements	2	8%
I wanted to continue working part-time	2	8%
My partner did not want to relocate	1	4%
My partner was not in favour	1	4%
Other: Institutional setting too restrictive	1	4%
Job not challenging	1	4%

Twenty-four (48%) of the women have turned down a job or promotion. The top response to the question of why a promotion or new job was turned down is that the job offered is "not consistent with the respondent's career plan." This finding would indicate these women in fact had a career plan, which would contradict some commonly held myths about women's career successes and failures being attributed to

luck, as opposed to a plan (Rubenstein, 1981).

In addition, when combining the reasons "job offered was not consistent with my career plan", " I did not want the additional responsibility", and "additional salary did not match the new responsibilities", an interesting theme appears. It appears that a large proportion of the women had a choice whether to take the job or not which may also indicate they had a plan. This would be contrary to the finding of Ezel & Odewahn (1980) where women agreed more strongly than men that women do not actually plan a career direction, but tend to accept what is offered.

Only two women of the twenty-four who responded cited child care arrangement problems as a reason for turning down a job. This would indicate that family responsibilities were not an important factor on why women turned down a job.

Leadership Skills

The majority of women report that their leadership skills were evaluated or discussed in their performance appraisals. Fourteen (26%) responded this happened consistently; twenty-two (42%) responded often; only thirteen (25%) responded minimally; and only three (6%) responded not at all. This finding is positive and contrary to some of the literature which suggests that women often do not have leadership abilities addressed in their job evaluations whereas men do (Gutek & Larwood, 1987).

In summary, information regarding employment reveals that the majority of women perceived that their performance record, previous job experience and personal assertiveness were the primary reasons they were hired, and that mentoring and informal contacts were not significant factors. The majority of women had missed out

on a promotion or a job during their career and almost half of these women believed the main reason was because they were a woman. Just over one-third of the women thought that not being part of the group was also one of the reasons. It appears that these women considered their merit important in getting their job, however in receiving promotions or a new job being part of the "old boy's club" and being accepted as a woman were very important. For the women who have turned down a job, it appears that these women had a career plan and a fair degree of choice in their career advancement. It also appears that these women had their leadership skills evaluated as part of their career planning. Finally, it does not appear that child care or family responsibilities were a major reason why women turned down a job.

III. PERSONAL VIEWS ABOUT WORKING ENVIRONMENT

Overall, the majority of women managers were positive about the people they worked with and about their working environments.

Table IV:
BELIEFS ABOUT THE PEOPLE I WORK WITH

<u>Opinion</u>	<u>Agree</u>	<u>Disagree</u>	<u>Missing or Don't Know</u>
co-workers treat men and women the same	62%	33%	5%
superior is a good role model for women	81%	15%	4%
superior is understanding of needs of employees	87%	11%	2%
superior is flexible and accomodating employee's needs	87%	9%	4%

Beliefs About the People I Work With (Table IV)

A large majority (87%) of the women believed that their superior is understanding of and flexible with the needs of employees. This finding is similar to the Bank of Montreal (1991) study where over 75% of men and women believed their superior was flexible and understanding of the commitments to work and family.

Only 15% believed their superior was not a good role model for women.

Considering the fact some of these women may have been the most senior position in their organization, these finding may refer to their board or funder, or it may reflect their own perception of the positive influence they have had on the organization.

Respondents were somewhat more in disagreement (33%) with the statement "Co-workers treat men and women the same." This statement however, is a somewhat confusing measure and could be interpreted as a positive behavior. For example, a philisophically feminist organization that works with abused women may have a difficult time agreeing with the statement that co-workers treat men and women the same.

Beliefs About the Working Environment (See Table V)

Table V:
BELIEFS ABOUT THE WORKING ENVIRONMENT

<u>Opinion</u>	<u>Agree</u>	<u>Disagree</u>	<u>Missing or Don't Know</u>
Most qualified are chosen for promotions	71%	29%	
People who evaluate my potential are fair	86%	10%	4%
Managers are encouraged to be flexible in accomodating the needs of employees	79%	19%	2%
Women in social services have equal opportunity to advance	45%	51%	4%
Women who take maternity or child care leave will be seen as more committed to family than career	41%	57%	2%
Men who take child care leave will be seen as more committed to family than career	34%	66%	
Women in social services have difficulty making tough decisions	11%	89%	
My org. is a good place for people with children to work	83%	17%	
A committed manager must put in long hours	75%	25%	
Managers who are "part of the group" have a better chance of promotions	79%	19%	2%
If you have a mentor you have a better chance of promotion	86%	6%	8%
Managers think there are some jobs for men and some for women	34%	58%	8%
Men put careers first	65%	31%	4%
Some women in my org. are promoted because they are women	6%	94%	
Some men get promoted because they are men	38%	60%	2%
Men who sponsor women get criticized for it	11%	79%	10%
Part-timers are less committed	53%	40%	7%
Part-time work is a job rather than a career	45%	46%	9%
Part-timers have equal opportunity for promotion	19%	76%	5%

Beliefs About the Working Environment (Table V)

- Promotions:
- * 71% believe the most qualified are chosen for promotions
 - * 45% believe women in the social services have equal opportunity to advance
 - * 79% believe that managers who are "part of the group" have a better chance at promotions
 - * 86% believe if you have mentor you have a better chance at promotions
 - * 6% believe that some women in my organization get promoted because they are women
 - * 38% believe some men get promoted in my organization because they are men
 - * 19% believe that part-timers have equal opportunity for advancement
 - * 34% believe there are some jobs for women and some for men

There appears to be a contradiction in this section when considering the belief that 71% indicate that the most qualified are chosen for promotions, yet the majority indicate that women in the social services do not have equal opportunity for advancement, managers who are part of the group have a better chance at promotions, if you have mentor you have a better chance at promotion and more men than women get promoted because of their gender. This may be a confusing finding because of the placement on the questionnaire of "the most qualified are chosen for promotions" opinion, as it is the first option. It may on the otherhand reflect what these women believe they have improved about their work environment as upper managers. A

similar finding was found in the Government of Canada (1990) study where approximately one-half of the respondents (men and women), believed their department was not as sexist as the rest of the public service was. The finding that 34% believe there are some jobs for men and some for women was also found in the Government of Canada study. In the management ranks 56% of men and 30% of the women supported this view.

Considering their beliefs about missing out on a promotion or job in Table II , factors that led to them being hired in Table I, and factors that influence promotions in this table, it can be concluded that sex-role stereotyping, gender discrimination and social isolation are barriers when it comes to promotions.

Family Responsibilities:

- * 83% believe their organization is a good place for people with children to work
- * 57% believe that women who take child care or maternity leave will be seen as more committed to family than career; 66% believe that men who take child care leave will be seen as more committed to family than career.
- * 75% believe a manager must put in long hours
- * 79% believe managers are encouraged to be flexible in accommodating the needs of employees
- * 53% believe that part-timers are less committed, 45% believe part time work is a job versus a career, and 76% believe that part-timers do not have equal opportunity for advancement.

It appears that despite that fact the majority consider their organization a good place

for people with children to work and secondly, believe that managers are encouraged to be flexible in accomodating the needs of employees, it appears that if a woman takes a leave, does not put in long hours, and works part-time she will experience barriers to advancement related to family responsibilities. This contradiction seems to indicate a conflict between theory and reality. These women may know in theory that organizations should be flexible with the demands of family and work, however in reality in order to be perceived as committed you must work long hours and full-time.

Regarding performance appraisals, the majority of women (86%) believed that the people who evaluate their potential are fair. It could be inferred from this finding that these women perceived some aspects of the working environment as unfair or biased, however when asked about their personal situation at present, they were not experiencing a lack of fairness. In otherwords, they were not being appraised or evaluated unfairly, but if it was asked, they may have indicated other women receive unfair performance appraisals.

Regarding sex role stereotyping and gender discrimination just over half (51%) thought women in the social services do not have equal opportunity to advance. It would appear that if you have mentor (86%) and are "part of the group" (79%) you have better chance at promotions. Just over half (58%) disagreed with the statement "managers think there are some jobs for men and some for women." Conversely, 34% think there are. Only 11% thought women in the social services have difficulty

making tough decisions.

Part-time work was seen in a negative manner in relation to being considered a committed employee (53%), and in a job versus a career (45%). Three quarters of the women (76%) believed that part-timers do not have equal opportunity for advancement. Cross-tabulations measures were executed to determine whether having children effected responses in this area. Although scores were not statistically significant it is interesting to note that negative responses to part-time work were almost equally made by women with children and by those without children.

Beliefs About How Your Organization Is Doing (Table VI)

Table VI:
BELIEFS ABOUT HOW YOUR ORGANIZATION IS DOING

<u>Opinion</u>	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Don't Know or missing</u>
Developing men	13%	47%	26%	6%	6%
Developing women	15%	34%	42%	9%	
Developing employees with management potential	8%	28%	42%	9%	
Identifying high quality talent	9%	30%	42%	17%	
Training supervisors	6%	26%	43%	23%	
Sufficient training employees	8%	43%	30%	17%	
Being a fair employer for women	34%	36%	26%	4%	
Being understanding of employees family needs	26%	45%	23%	6%	
Flexible	26%	40%	30%	4%	
Good public image re: women	21%	53%	19%	6%	2%

Overall, the majority of respondents believe their organization is doing good or fair in the above areas. The strongest poor rating was in the area of training supervisors (23%). The strongest fair rating was also in training supervisors (43%).

The strongest excellent rating was in the area of being a fair employer for women (43%). The strongest good rating was having a good public image as a good place for women to work (53%). The most obvious pattern to the responses is that there is room for organizations to improve in all areas and alternatively, room for them to get worse.

When respondents were asked in a separate question about how their organization compared to other organizations in promoting and developing women, the majority considered their organization average (38%) or above average (38%). Only 13% believed their organization was much above average; 9% reported below average; and only 2% reported much below average.

IV. Sexual Harassment and Sex-Role Stereotyping

Table VII:
NEGATIVE SITUATIONS DUE TO GENDER N=53

	Yes	No
Asked to do certain tasks or duties (eg. get the coffee)	23 (43%)	30 (57%)
Sexual harrasment	22 (41%)	28 (53%)
Restricted access to information	9 (17%)	40 (76%)
Restricted access to business related social meetings and events	17 (32%)	35 (66%)

Women were asked whether or not they had experienced negative situations at work due to their gender. As illustrated in Table VII, 32% believed they had experienced restricted access to business related social meetings and events. This was also found in the Bank of Montreal study and in addition, the Bank study found that senior women managers (32%) were experiencing restricted access more than middle and junior women managers. Despite the fact these women are not in the majority, the results are significant, and in particular almost half (41%) reported having experienced sexual harassment. Cross-tabulation measures using Chi-square statistics were performed to determine if further information could be gathered. The areas of inquiry addressed were:

- (i) Does marital status have differing outcomes on sexual harassment? (Table VIII)
- (ii) Does social work educated or higher educated have an outcome on sexual harassment? (Table IX)
- (iii) Does years of management experience have a differing outcome on sexual harassment? Does choice of organizational strategy have an outcome on sexual harassment?

Table VIII:
CROSS-TABULATION SEXUAL HARRASMENT BY MARITAL STATUS

Sexual harrasment	Married	Single	Total
yes	15 41%	5 45%	20 41.7%
no	22 59%	6 55%	28 58.3%
total	37 77.1%	11 22.9%	48 100%

Table IX:
CROSS-TABULATION SEXUAL HARRASMENT BY LEVEL OF EDUCATION

Sexual harrasment	Higher educated	Lower educated	Total
yes	13 48%	6 33%	19 42.2%
no	14 52%	12 67%	26 57.8%
total	27 60%	18 40%	45 100%

All cross tabulation measures were not statistically significant. It is interesting to note the similar percentages in each cell. The numbers were too small and dispersed with regards to examining strategies to make any observations of sexual harrasment influencing choice of strategy.

Further statistical analysis was performed to determine whether sexual harassment as an independent variable effected personal views about the work environment.

ANOVA procedures were performed on nine personal views, and only one view was

significant at a $p=.0361$ level. Women who had experienced sexual harassment strongly believed that women in the social services do not have as much opportunity to get ahead as her male counterpart. This finding reinforces what some researchers have found where the effects of sexual harassment can impede women's integration in the workplace and reinforce job inequalities (MacKinnon, 1979; Nieva & Gutek, 1981; Kravetz & Austin, 1984; Maypole, 1986).

This finding of 41% of the women reporting yes to sexual harassment is similar to that of Maypole's (1986) study of social workers where 36% of the women reported and 14% of the men reported they had experienced sexual harassment. In addition Kravetz & Austin's (1984) study found that 44% of their sample of 57 women managers in human service organizations reported sexual harassment. The Bank of Montreal (1991) and Government of Canada (1990) studies did not ask this question.

A very recent study (1993) on discrimination in the legal profession by Supreme Court Judge Bertha Wilson reported that 70% of women lawyers in Ontario and Quebec experienced sexual harassment (source: Winnipeg Free Press, August 23rd, 1993).

This researcher did not anticipate this high of a response to sexual harassment and consequently did not pursue further data collection on identifying type of harassment, who the harasser was, if it was from a previous or present employer, or specifically how they dealt with it and strategies they would recommend. Further research aimed at these questions would be valuable.

Sex-Role Stereotyping Behaviour and Attitudes

Table X:
NEGATIVE ATTITUDES DUE TO GENDER FROM PRESENT EMPLOYER N=53

	Yes	No
Attitudes about my abilities	14 (26%)	39 (74%)
Attitudes about career commitment or interests	8 (15%)	43 (81%)
Attitudes about career commitment due to child care responsibilities	7 (13%)	44 (83%)

As reflected in Table VII Negative Situations Due to Gender, twenty-three women (43%) reported that they have been asked to do certain tasks or duties because they are a woman. This is similar to Ezel & Odewahn's (1980) finding that 39 % of their sample of women believed men cast women managers into a role they can respond to in previously learned ways based on sex-roles (eg. wife, mother, lover). Smaller percentages reported restricted access to information (17%) and business related social meetings (32%). The latter, being one of the measures of social isolation would indicate that over two thirds do not perceive themselves as socially isolated in this regard. Table X, Negative Attitudes Due to Gender From Present Employer illustrates that over three quarters of the women do not perceive that they experience negative attitudes because they are women. This is a positive finding and would not concur with the sex-role stereotyping findings of The Bank of Montreal (1991) or Government of Canada (1990), where similarly focused questions resulted in the majority of women managers stating they had experienced negative behaviours and attitudes.

Hardesty & Jacob (1987) and Freeman (1990) both of which interviewed women managers in corporations in the United States, found that sex-role stereotypical attitudes and behaviours of others was a major barrier and may be the most significant reason why women were leaving management.

Research specific to human service organizations has also found that the stereotypical attitudes and behavior of others has negatively affected women's performance appraisals (Nieva & Gutek, 1981) and promotions (Ezell & Odewahn, 1980; Kravetz & Austin, 1984).

V. Mentoring

The majority, or forty-seven of the women (89%) reported that they had a person with more authority than them take a professional interest in helping them get a promotion or special work project. Five women (9%) indicated they did not. Eleven women (21%) indicated this person was female and twenty-two (42%) said the person was male. Fourteen (26%) respondents said they had both male and female. Seven cases were missing.

Fifty or almost all of the women (94%) considered themselves a mentor to someone else. Thirty-three or 62% of them were mentoring a female; one a male; and sixteen or 30% considered themselves a mentor to both genders.

These findings on mentoring are positive when compared to the literature suggesting that women lack mentors. It does support the literature that suggests there are not

enough women mentors to go around which is reflected in the percentage of women with male mentors (42%) compared to women with female mentors (21%).

Respondents that had both male and female mentors was 26%.

Comparing this positive response of mentoring to what factors contributed to the respondents being hired for their present position, an interesting observation develops. It appears that having a mentor is not a significant factor in getting hired, however, is of importance once hired in getting a special work project or getting a promotion.

VI. INSIGHTS INTO STRATEGIES

**Table XI:
MOST EFFECTIVE STRATEGIES TO ENHANCE
THE PROMOTION AND DEVELOPMENT OF WOMEN**

<u>Strategy</u>	<u>1st choice</u>	<u>2nd choice</u>	<u>3rd choice</u>
Hold management accountable	17%	17%	2%
Specialized training for women identified as having potential	15%	8%	19%
Formal identification of and notification to high potential employees	9%	4%	13%
More female role models	9%	2%	8%
Internal posting of all management vacancies	9%	2%	2%
Part-time management positions	8%	11%	2%
Flexible work hours	6%	4%	6%
Formal mentorship program	4%	11%	11%
Cross-training between depts.	4%	11%	6%
Affirmative action	4%	2%	6%
Job sharing	2%	2%	
Range of employee benefits	2%		
Stereotype awareness training for men and women	2%	2%	4%
Child care assistance	2%	2%	
Formal policy on time off for care of sick dependants	2%	4%	

Almost all, or fifty women (94%) believe that organizations should be developing initiatives to overcome barriers to advancement for women. Two thought organizations should not and one case was missing.

Strategies that were chosen as the most effective in enhancing the promotion and development of women in their organization are identified in Table XI.

Overall none of the strategies were strongly endorsed due to the missing data in this question. Holding management accountable for the promotion and development of women was chosen most frequently by women as the first choice (17%) and second choice (17%) out of 19 strategies. This is an interesting finding in that it is being acknowledged that the most important factor in implementing initiatives of any kind requires an accountability mechanism. This would support the findings of both the Government of Canada and Bank of Montreal Studies, and similarly research on women in human service management which states " that recognition is undoubtedly the first step, and commitment to action the second" (Chernesky, 1983,p.255) . This strategy as a first choice would also support Kanter's (1977) structural theory in that these women believed change could occur if management was held accountable.

Four strategies did not get identified by any of the respondents; elder care assistance, support to units experiencing vacancies due to maternity/child/elder care leaves, extended leaves of absences, and support for women's networking programs.

Elder care assistance may not have been an issue for these women at this time given over 80% of the sample were under 46 years of age. Caring for elderly parents may be more of an issue for women over 46 years of age.

Specialized training for women identified as having potential was also a popular first choice (15%) and third choice (19%). Formal identification of and notification to high potential employees (9% for first) and more female role models (9% for first) in

combination with specialized training would seem to indicate that communication and support are considered important within the organization. It could also be inferred that since these women believe there is a specialized training required for women who have potential, they are acknowledging that there are barriers women need to learn about and overcome.

Internal posting of all management vacancies (9%) was considered as one of the top five first choices. This would seem to indicate that there is not equal opportunity regarding access to information within the organization which also could mean that the "old boys club" is present.

Part-time management positions (11%), formal mentorship program (11%) and cross-training between departments (11%) were identified as the second most popular second choice. Lack of female mentors was identified in the survey as a barrier and therefore logically a strategy to deal with it makes sense. When considering part-time management positions however, it is interesting to examine the negative responses in Table V to part-time work. The majority of women (53%) believe that part-timers are less committed and do not have equal opportunity for promotion (76%); and almost half (45%) believe that part-time work is a job versus a career. It may be the case that for the 11% that chose part-time management positions as a strategy to enhance the promotion and development of women that they believed that role modeling in this area may change the negative perceptions towards part-time work.

In summary, overall the responses in this question were dispersed and although 94% of the women believe organizations should be developing initiatives, not all the women completed this question or the questions that followed. This may also be a result of a long survey in general, or too many strategy options placed at the end of the survey.

Strategies to Enable All Employees to Balance Their Many Responsibilities

**Table XII:
STRATEGIES TO ENABLE ALL EMPLOYEES
TO BALANCE THEIR MANY RESPONSIBILITIES**

<u>Strategy</u>	<u>1st choice</u>	<u>2nd choice</u>	<u>3rd choice</u>
Flexible work hours	34%	13%	9%
Part-time management positions	10%	8%	9%
Stereotype awareness training for women and men	10%	6%	2%
Child care assistance	8%	4%	8%
Time off for sick dependents	8%	17%	8%
Job sharing	6%	17%	12%
Range of employee benefits	6%	2%	
Affirmative action for women	4%	2%	
Support for units experiencing vacancies from child care/maternity leaves	4%	4%	8%
Formal mentorship program	4%	4%	6%
Internal posting of all management vacancies	2%		2%
Formal identification of and notification of high potential employees	2%	4%	2%
crosstraining of employees between departments	2%	4%	2%
more female role models		4%	4%
Elder care assistance		2%	2%
Specialized training for women of potential		4%	4%
Extended leave of absence		2%	14%

The first choice strategy (Table XII) chosen most often that would enable all employees to balance their many responsibilities was flexible work hours (34%). The second choice strategy chosen most often was time off for sick dependents (17%). The third choice strategy chosen most often was extended leaves of absences (14%).

The observation that can be made of these responses is that all of these strategies relate to the barrier of work and family responsibilities. When these responses are compared to the responses of Table XI it becomes apparent that there is a need for organizational initiatives specific to women and some that would enable both men and women to balance work and family responsibilities. This supports recommendations by other research in the area of women in management which concludes that the concept of single-minded and continuous participation in a career requires altering (eg. Fox & Biber-Hesse, 1984; Gutek & Larwood, 1987; Bank of Montreal, 1991).

Part-time management positions and stereotype awareness training for men and women were the second highest chosen (10%) first choice strategy. Again this likely acknowledges the barriers of work and family responsibilities and sex-role stereotypical attitudes and behaviors. It is however difficult to make conclusions regarding these ratings as much of this data was missing in this section.

When women were asked a separate question about the strategy that would personally benefit you in the near future, cross-training of employees between departments

(13%) was chosen most often. Six (11%) women choose a formal mentorship program. The largest proportion (17%) of responses was missing from this question therefore it is difficult to form any reliable observations.

Women were also asked about what strategies they have utilized in their organization. Their responses primarily related to hours of work. Flexible work hours (28%), job sharing (19%), and internal posting of management positions (22%) were identified. Again, the largest proportion of data in this question was missing (34%).

It appears that strategies aimed at alleviating conflict from work and family responsibilities were important for the women who answered this question. This result would make sense when relating it to the ages of the respondent's children. The majority at present have school age children, which would suggest that in the past they utilized flexible work hours and job sharing, and that now that there children are school age their family responsibilities have decreased.

Access to information regarding management vacancies could be viewed as a rather common place strategy in some organizations and access to this information in other organizations could be a barrier.

Table XIII:
EFFECTS ON THE ORGANIZATION OF ENHANCING
THE PROMOTION AND DEVELOPMENT OF WOMEN

<u>Issue</u>	<u>Positive</u>	<u>Negative</u>	<u>No effect</u>
Employee morale	89%	8%	2%
Working environment	90%	6%	
Employee productivity	76%	4%	13%
Career expectations of women	97%		
Career expectations of men	25%	53%	19%
Job satisfaction of women	94%		
Job satisfaction of men	27%	55%	15%
Retention of women	93%		
Retention of men	34%	23%	38%
Absenteeism	49%	4%	43%
Reruitment of women	89%		
Recruitment of men	29%	34%	30%
Organization image	85%	4%	8%
Client service	78%		19%

Effects on the Organization of Enhancing the Promotion and Development of Women

With the exception of two areas, the majority of respondents believe there will be little or no negative effect on the organization from enhancing the promotion and development of women in their organizations. The majority of respondents believe there will be negative effects or resistance from men in two areas: the career expectations of men (53%) and job satisfaction of men (55%).

Women overwhelmingly believe that there will be positive effects regarding the career expectations of women (97%), job satisfaction of women (94%), retention of women (93%), working environment (90%), employee morale (89%), recruitment of women (89%), organizational image (85%), client service (78%), and employee productivity (75%). Almost half (49%) believe absenteeism will be reduced.

These are positive findings when considering resistance to change and receptivity of organizations to equality of opportunity. This may also demonstrate that these initiatives are realistic and attainable.

VII Results of the Open-Ended Question on Barriers

Women were asked for additional comments on barriers to advancement and approximately one-third (30%) took this opportunity to elaborate on their experiences. Comments were analyzed by their content and categorized by theme. An assumption made by this writer is that these comments provide additional information on the barriers that these women considered very important and will contribute to the overall conclusions of this study.

The theme identified the most often was **The unique nature of human service organizations.** The following comments were grouped into this area:

" Men and women face many of the same problems due to social service organizations being highly political environments, where fairness and equity are not the rule."

"Decision making is often too politically focused and not directly related to professional practice."

"Social service jobs do not have a ladder to climb and therefore development and flexibility within a position becomes more important to job satisfaction than promotability."

"Social work settings should encourage women to contribute ideas and develop skills through projects."

"Lack of funding is a barrier to the development of women in certain positions."

It would appear that social work values have not transformed themselves into the organization according to the women who discuss the highly political decision making process within the social services. Implicit in these statements because of their inclusion in this question on barriers, is that the political environment where fairness and equity are not the rules, is a barrier for women. Political environment as

a specific external barrier to women was not specifically researched by much of the literature referred to in the previous chapters, where data was gathered through a survey design. Research which has focused on external barriers that corporate women managers experience and that gathered data through personal interviews did find these results (Hardesty & Jacobs,1987, Freeman,1990). Women in this study indicated that both men and women experience this lack of fairness and equity. Another aspect of this theme that relates to promotions is that social service jobs do not have an upward track for career mobility, and that career development and flexibility within a position are important for job satisfaction. This is also reflected in another comment that states women should be encouraged to contribute ideas and develop skills through work projects.

The second most common theme identified in this section was **Racism**. Several women discussed the additional barrier of racism towards women of colour or native women. One woman identified affirmative action as the only strategy that would enable women of colour or native women to advance to management. These comments were most likely made in this section because the survey neglected to include racism as a specific barrier.

The third most common theme was **The Old Boys Club** where the following comments were made:

The third most common theme was **The Old Boys Club** where the following comments were made:

"Gender bias occurs when CEO and Board are male".

"Senior positions are almost exclusively male, need many more women on Boards and in politics".

"Some male managers are anti-women. If they have influence they effect all men in the organization. When we had positive male role models, the organization was a better place for women".

"When senior managers are dinosaurs, the other men so follow."

Although there were sections within the survey that measured factors of social isolation and sex-role stereotypical attitudes of others these comments would appear to reflect the importance of who has the power in organizations. In addition these beliefs would also reflect why the most often chosen strategy was to hold management accountable for the advancement of women.

The remaining comments were categorized as **Other Theoretical Perspectives:**

Economic

"Recession influences the ability of organizations to develop women's potential".

Societal

"Societal attitudes towards women need to change. My organization is unique because of its female role models and I'm not sure why".

Individual

"Women should be personally assertive to address discrimination".

"Women present the greatest barrier to themselves, due to traditional family responsibilities. My organization has encouraged me to advance; it was my choice not to due to my family's needs".

"Do no more for women than for men. Promotions should be related to performance, capacity and potential. Women will lose integrity if special treatment is given".

These comments were likely made because there was a definite theoretical focus to the survey which primarily addressed organizational or structural barriers and did not examine other influences such as the economy, general societal attitudes towards women, or internal barriers to advancement. The individual perspective was included in a variety of options throughout the survey, however it is likely that women who felt strongly about internal barriers would take the opportunity to expand on them in this section. For these women perhaps barriers were present but they dealt with them in terms of needing to anticipate, prevent, bypass or cope with the effects, which theoretically reflects an individual perspective on women and barriers.

VIII Summary Relevant to the Hypotheses and Structural Perspective

These findings represent a variety of experiences that women have had with external barriers to advancement, and explored their beliefs about the work environment and strategic interventions to alleviate barriers. A summary of the findings on barriers and relevant strategies will be presented in relation to the hypotheses proposed in this study.

Overall, women managers perceived that they were or had experienced some external barriers to advancement. These results provide support for many of the barriers women experience in human service and corporate organizations that were presented in the previous chapters. Despite the fact the majority did not experience all of the barriers examined in this study, the impact of these barriers on women and the organization is nonetheless important. Almost all of the women believed that the organization should be developing and initiating strategies to assist women in alleviating the barriers. These findings lend support to Kanter's (1977) structural perspective by demonstrating that there are organizational dynamics that impede women's advancement and realistic strategies that can alleviate some of the obstacles. A summary of these barriers will now be presented.

Social Isolation

The measures of this barrier were operationalized in several questions. The majority believe social isolation was not a barrier for themselves to getting a job, however was once in the organization and applying for promotions. In addition, the finding that over half of the women missed out on a job or promotion primarily due to being a woman and perceiving that they were not part of the group would provide some support for this barrier. However, only one-third of the women were experiencing lack of access to information and business related social meetings and events when asked on a direct question on this barrier.

Regarding their personal views on social isolation, the majority did believe that those who are part of the group and have a mentor have a better chance at promotions. The importance of the barrier is heightened somewhat when considering the comments in the open-ended question regarding "The Old Boys Club Theme".

In summary, the majority have not experienced social isolation in relation to access to information or business related social meetings, however strongly believe that it can be a barrier in relation to promotions. This finding would concur with much of the literature in the business and corporate fields (Bank of Montreal, 1991; Government of Canada, 1990; Hardesty & Jacobs, 1987; Freeman, 1990) and human service organizations (Kravetz & Austin, 1984; Ezell & Odewahn, 1980). Generally, when

access to business related social functions and access to promotions have been studied as a measure of social isolation, many women report experiencing it. Strategies proposed to deal with social isolation were; specialized training for women identified as having potential, formal identification of and notification to high potential employees, more female role models, internal posting of all management vacancies, formal mentorship program, cross-training of employees between departments, and affirmative action. The first choice of all the strategies, and applicable to all barriers is to hold management accountable for the promotion and development of women.

Non-Availability of Mentors

The majority of women in the sample had a mentor, however most were male. The fact that the majority had a mentor would be contrary to some of the theoretical literature on mentoring and women's career development (Gutek & Larwood, 1987). The finding that the majority had a male mentor is supported in the literature as there are more men than women in the senior ranks of management (Collins, 1984). Also of significance is that having a mentor was not an important factor in getting hired, but was in receiving a promotion. Strategies proposed to deal with this barrier were more female role models and a formal mentorship program.

Sex-Role Stereotypical Attitudes and Behaviors

The majority of women believed they missed out on a job or promotion due to being a woman. They believe that women in the social services do not have equal

opportunity to advance and that some men get promoted because they are men.

Almost half experienced negative situations due to gender, and approximately one-quarter were experiencing negative attitudes from their present employer.

This finding is similar to the finding on social isolation in this study, where when asked directly about their experience with a specific situation, a majority response is not found however is found when asked about their beliefs about the work environment. A possible explanation for this difference may be that they were experiencing these attitudes and behaviors in other types of situations not addressed in this survey.

There is a significant majority response when asked about their beliefs regarding sex-role stereotypical attitudes and behaviors specific to selection decisions; For example, missing out on a job or promotion, their belief that women in the social services do not have equal opportunity to advance and their belief that men get promoted because they are men.

In summary, the majority of women believe they have experienced sex-role stereotypical attitudes and behaviors and this becomes heightened when considering the comments from the open-ended question regarding "The Old Boys Club Theme".

Strategies proposed to alleviate this barrier are more female role models, a stereotype awareness program for men and women, and specialized training for women identified as having potential.

Sexual Harrassment

Almost half of the women have experienced sexual harrassment in their career.

Considering the fact that this concurs with other studies in human service organizations indicates this is a significant and alarming finding (Kravetz & Austin, 1984; Maypole 1986). The strategy options provided in this survey did not include the development of a formal policy on sexual harrassment. If it had been included, it is likely it would have been chosen because none of the other strategy options provided could be viewed as effective in dealing with sexual harassment.

Conflict From Work and Family Responsibilities

Almost one quarter of the women believed they missed out on a job or promotion because they had young children, had taken a maternity leave, were a single parent or others thought they would become pregnant. Only two turned down a job because of not being able to change their child care arrangements. The majority of women believe their organization and their superiors are flexible and understanding of the dual responsibility that most women have. As with Collin's (1984) study these dual demands of work and family were not reported to be a major barrier for these women. There is a difference however, when considering their views on taking child care or maternity leaves, part-time work and flexible work hours, where the majority of the women indicated that there is a negative perception that you will be more committed to family than career. It appears that there is a conflict between theory and reality in the workplace, where specific strategies that would enable managers to

meet family responsibilities are not acceptable, however the women believe that their organization is flexible and understanding of family responsibilities. Another finding of negative perceptions towards women who may have family responsibilities is the view that part-timers do not have equal opportunity for advancement. In summary, although it was not a barrier that the majority of women reported directly, and in fact the majority believe their organizations are a good place for women with children to work, there are still negative attitudes towards people accommodating family demands, which is reported directly by some. This barrier is also acknowledged in the strategies chosen by women when asked about what strategies would enable all employees to balance work and family responsibilities. They choose the following strategies: part-time management positions, job sharing, flexible work hours, time off for sick dependents and child care assistance .

In conclusion, there was only one barrier that was identified in Hypothesis One that the majority of women reported experiencing, that being sex-role stereotypical attitudes and behaviors. Although the majority were not experiencing all barriers equally, it is still significant and important that women were experiencing the barriers identified. This was also acknowledged by the women themselves, with 94% of them stating that organizations should be developing initiatives to alleviate barriers to women's advancement in organizations.

Overall, Kanter's(1977) structural theory is supported by the findings of this study. Although the majority of women did not experience all of the barriers, women experienced a variety of barriers and were able to identify organizationally driven strategies to assist women in alleviating barriers to advancement. A structural perspective is directly applicable with regards to the identification of barriers and strategies, and in explaining why women are underrepresented in management positions. For example, two of the strategies proposed often by respondents in this study was the identification of high potential employees and specialized training for them in order that they may overcome barriers. This acknowledges Kanter's notion of the lack of power and opportunity women have in organizations and how this lack of power effects perceptions of their promotability and therefore their opportunities.. The fact that almost all of the women in this study believed there was a role for initiating strategies to enhance the promotion and development of women would support a structural perspective. There were only two women who believed that women should not be given special consideration. These women would likely support the individual perspective on women in organizations. Some women also identified elements of the political economy perspective by commenting that societal attitudes and the economy need to change if gender equality is to happen. These findings support that there is an interaction of theoretical perspectives present and that not all women are the same, or have to be in order to advance to senior management.

In summary, this chapter has included a presentation and discussion of the study findings in relation to the study hypothesis and theoretical framework identified in the beginning chapters of this report. Notwithstanding the fact that some of the results concur with related research findings, caution in the interpretation of these results is needed due to the probably bias of the non-random sampling procedures utilized in this study.

CHAPTER SIX

Summary and Conclusions

In summary, this study has presented an exploration of women manager's experiences with external barriers to advancement and strategies to alleviate these barriers. This chapter will provide concluding remarks on the findings of this study. In addition, a discussion of the limitations of the study, a review the writer's personal learning goals and recommendations for future action will be provided.

Summary

The findings of this study have demonstrated the need for understanding women's underrepresentation in management in human service organizations from an organizational or structural perspective. In essence, this view moves the blame away from the individual woman and allows for an examination of dynamics within the organization that impact on women in a negative way. This perspective also examines the impact of the transformation of societal values within the organization that impede women's career advancement. At the same time, this study also demonstrated that there is an interaction between some elements of the structural, individual and political economy perspectives. These results demonstrate that not all women are the same, or have to be in order to advance to senior management.

These results have also shown that even in human service organizations that espouse social work values such as dignity and respect, the barriers of sex-role stereotypical attitudes and behaviors, sexual harassment, social isolation, lack of female mentors, and conflict from work and family responsibilities are present. The finding on sexual harassment is particularly concerning and reaffirms the fact that social work organizations are not protected from social problems because of the nature of the work they do.

The fact there was not a majority level response on all of the barriers may be a result of the differing nature of social work organizations in Winnipeg, and the different needs and experiences that women have. In addition, these women were senior and therefore had power, and may have had difficulty in admitting to barriers, perhaps because they own some responsibility in this area.

Limitations of the Study

Several factors are present that effect the generalizability of the findings of this study. First, traditionally, a snowball sampling method tends to generate women with similarities, however, given the small number of women in the general population that met the criteria of this study, this may not have been as significant an influence in this study as others. Secondly, the number of participants was low given the nature of the population under study. As a result of the small sample size a number of the cross-tabulation measures of analysis were not of value. In addition, the dispersion of the results in relation to many of the variables effected the value of the analysis. For example, there were nineteen strategy options and results were very dispersed which effected the ability to compare findings with other variables.

The generalizability of these findings may also be limited by the potential bias of the respondents. Although the response rate was high and only one woman refused to participate, the women who did participate may be different from those who did not. Also these women are senior managers and may have had a bias to respond positively due to their high level of responsibility in the organization.

An area of analysis that was not explored in this study and may have been important to include for a more relevant analysis of some of the barriers was a comparison to men. For example, the reason for turning down a job or promotion

indicated that the women had choices and a career plan. It would have been interesting to have had a comparison group of men for this variable to discover the difference.

This researcher was cautious in comparing some findings in the Bank of Montreal (1991) and Government of Canada (1990) studies with findings from this study. It was difficult to form equal comparisons despite the fact the survey instruments were similar, due to the different methodologies and focus of analyses from this study. For example, comparisons of the management category on all of the variables within a barrier were possible when these studies controlled for it and presented the data in a form that was relevant for comparison.

Learning Goal Attainment

There were several learning experiences throughout the course of the design and implementation of this study, and in the review of the empirical and theoretical literature from the management and social work disciplines for this report. For example, there have been a variety of methods utilized to gather data from women managers on their experiences with barriers to advancement. This writer learned that a survey design for gathering information was somewhat limiting in this study, which was reflected in the depth of the comments from these women in the Additional Comments Section. An interview format may have allowed for a dialogue with these women that would have presented more of an opportunity to explore in an in-depth manner observations, experiences and recommendations.

Although data was collected through a survey design, personal contact by telephone was made with almost all of the women in the study prior to distributing the survey. Many of the women were open to sharing their experiences with academia and made recommendations regarding relevant literature in the area and, of course, referred other women to contact. Their receptivity and contributions were invaluable.

The area of women in management is a broad topic of interest and the process of refining several areas of interest and eventually choosing one was a particularly challenging learning experience.

In addition, this writer gained experience in the conceptual understanding and in statistical analysis of data using the SPSS package and an increased awareness of research skills.

This writer developed an increased awareness of barriers to advancement for women and strategies for change. The theoretical optimism for change inherent in the structural model was of special interest towards my personal career development.

Conclusions

Historically, social work as a profession has contributed to the theoretical understanding of a variety of social problems and in addition has developed and provided services to meet the needs of those affected. Future efforts targetted at achieving equality for women in society need to recognize that the inequities and discrimination against women in society are also present in our social work institutions. Women's underrepresentation in senior management and organizational or structural barriers they encounter should be identified and examined by the profession. These efforts would contribute to our core knowledge on organizational structure and behavior, as well as to social problems like sexual harassment, and keeping pace with the effects of the changing nature of the family.

As demonstrated in this study there are difficult attitudinal changes that need to take place and what we know in theory needs to be evident in practice. It is somewhat optimistic however that senior women managers, whom we can assume have power in their organizations, have identified initiatives like part-time management positions, flexible work hours and holding management accountable to meet the needs of women who are traditionally the family's major caretaker.

This section will be concluded with a quote from Rosabeth Moss Kanter, "One

must wonder what could be accomplished if less female energy had to be spent on dealing with sexist attitudes, stereotypic expectations, exclusionary networks and harassment?"(Kanter, 1977).

Recommendations for Future Action

1. Future research endeavors focussed on identifying the barriers that women in management and those aspiring to management may experience in bureaucratic organizations must include an examination of the organizational dynamics that create these barriers. In addition, research aimed at the effectiveness of specific strategies needs to be undertaken. It would be interesting for the social work profession to dialogue with organizations like the National Centre for Management Research and Development (University of Western Ontario, London, Ontario) to collaborate on women in management studies in human service organizations.
2. An objective of this study was to consider whether social work values had been included into social service organizational structure and processes. Although it was determined that the women in this study were experiencing the same barriers as women in corporations, there may have been some exceptions given the range of organizations these women were employed with. Further study of different types of social work organizations would be interesting; For example, analysis of barriers to advancement in organizations that espouse feminist values as well as social work values would be a valuable contribution to the literature on women in management

and organizational theory in general.

3. The study finding of the presence of sexual harassment indicates a serious problem that requires further exploration to determine who the harasser is, type of harassment, how women who are harassed respond, and how it specifically served as a barrier to advancement and how they dealt with it.
4. Organizations should be made aware of the structures of opportunity, power, and numbers of women required in organizations in order to achieve equality (Kanter, 1977).
5. Organizations should conduct an organizational review to evaluate recruitment and selection procedures to assess whether the agency's personnel have negative attitudes and perceptions toward women in the organization (Fox & Hesse-Biber, 1984).
6. Organizations should monitor the overall organizational environment to determine the extent to which barriers particularly stereotypical attitudes and behaviours, and sexual harassment, are impeding the advancement of women and develop formal policies on sexual harassment (Fox & Hesse-Biber, 1984).

7. Workshops for men and women in organizations should be developed that focus on examining and discussing existing problems related to sex-role stereotypes and sexual harassment and how to develop initiatives to overcome these barriers.

8. Organizations should assess whether there is a need for part time management positions and determine what management jobs can be altered by part time work or flexible work hours.

9. Organizations should develop a mentoring or informal network of women in management and for those aspiring to management.

10. Organizations should develop a process whereby women with potential are notified and provided with opportunities for training.

11. Faculties within the university, including the School of Social Work, that are responsible for educating potential organizational managers should incorporate into their programs a critical analysis of organizational theory as it pertains to women. In addition, specific barriers to women's advancement and strategic planning to alleviate these barriers should be examined(Healy, et al, 1990).

APPENDICES

Appendix I Questionnaire

Appendix II Letter to Respondents

QuestionnaireSECTION I. YOUR PRESENT JOB:

1. Many factors affect hiring and promotional decisions. please consider your present position while rating how important you think each of the following factors was in getting this position? Please place an "x" in the box(es) that is closest to your opinion.

Very Important	Somewhat Important	Not at all Important
-------------------	-----------------------	-------------------------

My performance record

My education

My previous jobs

My personal assertiveness

I had the right training

I did the job before I
officially got it

I did special tasks or
projects that prepared
me for the job

I had a senior person
looking out for me

I knew an employee(s) in
the branch or department

I knew the hiring manager

Others: Please specify _____

2. During your career advancement, do you think that you missed out on a promotion or new job for any of the following reasons? Please place an "x" in the box(es) next to the statements that apply.

No, I have never missed out on a promotion
as far as I know _____

or

Yes, I think I missed out on a promotion because ...

I did not have the skills, knowledge or abilities

Others thought that I did not have the skills, knowledge or abilities

I was not released or made available by my supervisor or manager

Others thought I did not want to work overtime

Others thought I did not want to work the set hours or shifts

Others thought I did not want to relocate my home

Others thought I did not want to travel

I am a woman

I was too young

I was too old

I was pregnant

Others thought I would become pregnant

I had young children or other dependents at home

I worked part-time or shared a job

I was married

I was divorced or separated

I was a single parent

I had taken maternity or child care leave

I had taken other types of leave

I was "not part of the group"

I had not "paid my dues"

Other: Please specify _____

3. Have you turned down a promotion or job for any of the following reasons? Please place an "x" in the box(es) next to the statement(s) that apply.

I did not want to relocate my home under any circumstances

I did not want to relocate my home to the city or town offered

My partner did not want to relocate his or her job

The job offered was not consistent with my career plans

I did not want to travel

I did not want to work overtime

I did not want to work the set hours or shifts

I did not want the additional responsibility

I thought the additional salary did not match the new responsibilities

It was too difficult for me to change my child care arrangements

I was offered full time but I wanted to continue working part-time

My partner was not in favour

Other; please specify _____

4. Have you experienced any of the following situations with your employer?

Yes No

I have been asked to do certain tasks or duties simply because I am a woman (e.g. get the coffee)

I have experienced sexual harrassment

Restricted access to information because of my gender

Restricted access to business-related social meetings and events because of my gender

3. Have you turned down a promotion or job for any of the following reasons? Please place an "x" in the box(es) next to the statement(s) that apply.

I did not want to relocate my home under any circumstances

I did not want to relocate my home to the city or town offered

My partner did not want to relocate his or her job

The job offered was not consistent with my career plans

I did not want to travel

I did not want to work overtime

I did not want to work the set hours or shifts

I did not want the additional responsibility

I thought the additional salary did not match the new responsibilities

It was too difficult for me to change my child care arrangements

I was offered full time but I wanted to continue working part-time

My partner was not in favour

Other; please specify _____

4. Have you experienced any of the following situations with your employer?

Yes No

I have been asked to do certain tasks or duties simply because I am a woman (e.g. get the coffee)

I have experienced sexual harrassment

Restricted access to information because of my gender

Restricted access to business-related social meetings and events because of my gender

5. Have you experienced the following attitudes, behaviours from your present employer?

Yes
No

Attitudes about my abilities because of my gender

Attitudes about my career commitment or interests because of my gender

Attitudes about my career commitment or interests because of my child care responsibilities

6. Were your leadership skills evaluated or discussed in your job evaluations?

Consistently Often Minimally Not at all

7. In your career has a person with more authority than you ever taken a professional interest in helping you to get a promotion or special work project?

Yes No

If Yes, what was the gender of that helpful person/mentor:

Female Male

8. Do you consider yourself a mentor to someone else?

Yes No

If Yes, what is the gender of that person:

Female Male

SECTION II. Your Personal Views:

1. About the people I work with:

In my opinion...

Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know

My co-workers
treat men and
women the same
way

My superior is a
good role model
of support for
equal opportunity
for women

My superior is
understanding of the
needs of employees
with many
responsibilities,
(ie; family,
community, education)

My superior is
flexible in
accommodating the
needs of employees
with many
responsibilities,
(ie; family,
community, education)

2. About the working environment:

In my opinion...

Strongly Agree, Agree, Disagree, Strongly Disagree, Don't Know

The most qualified
people are chosen
for promotions

The people who
evaluate my
potential for
promotion and
development are
fair

Managers are
encouraged to be
flexible in
accommodating the
needs of employees
with many
responsibilities,
(ie: family,
community, education)

A woman in the
social services has
as much opportunity
to get ahead as her
male counterpart

Women who take
maternity or child
care leave will
likely be seen as
more committed to
family than to
career

Men who take child
care leave will
likely be seen as
more committed
to family than to
career

Women in the social
services seem to
have more difficulty
making tough
decisions than men
at their same level

My organization is a
good place to work
for people with
children

To be regarded as a
committed manager,
you must put in long
hours

Managers who are
"Part of the group"
have a better chance
for promotions or
special work (ie;
projects, cross-
training)

Employees who are
helped by more
senior level employees
(mentors/sponsors)
have a better chance
for promotions or
special work

Many managers think
that there are some
jobs for men and some
jobs for women in the
social services

Men are more likely
than women to put their
careers first and
other responsibilities
second

Some women in my
organization have been
promoted simply because
they are women

Some men in my
organization have been
promoted simply because
they are men

Men who sponsor or
promote women are
likely to be
criticized for it

Part-timers are seen
as less committed
to their careers than
full-timers

Part-time work is
viewed as a job
rather than a career

Part-timers have as much opportunity for promotion and development as full-timers

3. In your opinion, how do you think your organization is doing in each of the following areas?

	Excellent	Good	Fair	Poor	Don't
Know Developing men to their full potention					
Developing women to their full potential					
Recognizing and developing non-management employees who have management potential					
Identifying high quality managerial talent					
Training supervisors and managers in management skills					
Providing sufficient job-related technical training (ie; clinical, new policiies, etc.)					
Being a fair and equitable employer of women					
Being understanding of the needs of employees with many responsibilities (ie; family, community, education)					

Being flexible in
accommodating employees
with many
responsibilities
(ie; family, community,
education)

Projecting a public
image as a good
place for women to work

4. Do you believe that organizations should be developing initiatives to overcome barriers to advancement for women?

Yes _____ No _____

If no, please proceed to Question #5.

Please consider the following strategies and insert the letters which correspond to your answers in the questions below.

- A Internal posting of all management level vacancies
- B Job sharing
- C Flexible work hours
- D Part-time management positions
- E Ability to choose from a range of employee benefits
- F Formal identification of and notification to high potential employees
- G More female role models
- H Stereotype awareness training for men and women
- I Formal mentorship/sponsorship program
- J Child care assistance
- K Elder care assistance
- L Formal Policy on time off for care of sick dependents (eg. children, aging parents)
- M Hold management accountable for the promotion and development of women
- N Specialized training for women identified as having potential
- O Support to units experiencing vacancies from maternity/child/elder care leaves
- P Extended leaves of absence
- Q Support for women's networking programs
- R Cross-training of employees between departments
- S Affirmative Action Program for Women

4a. Which initiatives do you think would be most effective to enhance the promotion and development of women in your organization. Insert appropriate letters:

First Second Third Fourth
Choice ____ Choice ____ Choice ____ Choice

4b. Which initiatives do you think would help all employees, men and women, to balance their many responsibilities (work, family, community, education)? Insert appropriate letters.

First Second Third Fourth
Choice ____ Choice ____ Choice ____ Choice

4c. Which initiatives have you utilized in your organization

4d. Which one of the initiatives would most benefit you personally in the near future? Insert appropriate letter.

Personal Choice ____

5. In your opinion, what effect will the enhanced promotion and development of women have on ...

Highly Positive, Somewhat Positive, Highly Negative, Somewhat Negative, No Effect

Employee morale

Working environment

Employee productivity

Career expectations
of women

Career expectations
of men

Job satisfaction
of women

Job satisfaction
of men

Retention of women

Retention of men

Absenteeism

Recruitment of
women

Recruitment of
men

Organizational
image

Client service

6. In your opinion, how does your organization compare with other social service organizations in promoting and developing women in management?

Much below average _____
 Below average _____
 Average _____
 Above average _____
 Much above average _____

7. If you have anything further to add on barriers to advancement for women, please use this space for your comments.

SECTION III. Background Information:

1. Age - under 25
 25 - 35
 36 - 45
 46 - 55
 over 55

2. Current marital status: Married or common-law _____
 Single, widowed,
 Separated or divorced _____

3. Do you have children or other dependants for whose care you are primarily responsible? Yes _____ No _____

What are the ages of your dependants? Please place an "x" in the box(es) next to the age(s) that apply.

Under 5
 6 - 11
 12 - 17
 18 - 25
 26 - 65
 Over 65

4. What is the highest level of education that you have completed or are now studying?

NowStudying Completed

Community college, technical college

Bachelor's degree, (eg. B.A., B.SW)

Master's degree or professional designation

Doctorate degree (Ph.D)

5. What is your employee status in your current position?

Part-time (less than 20 hours per week)

Part-time (20 hours or more per week)

Full-time

6. How many years have you been in a management related position:

Under 1 yr. _____

1 - 3 yrs. _____

3 - 5 yrs. _____

5 - 7 yrs. _____

7 - 9 yrs. _____

9 - 11 yrs. _____

Over 11 yrs. _____

7. Do you have formal training in administration?

Yes

No

If yes, what is the formal training:

If yes, how would you rate what you learned in your formal training about barriers to advancement for women in organizations?

Excellent

Good

Fair

Poor

Don't Know

TO THE RESPONDENT

Thank you for agreeing to complete the attached survey. As discussed in our telephone conversation the purpose of this research is for the completion of my M.S.W. Thesis.

One of the goals of research in this area is to understand the impact of "external barriers" on women's advancement in management in human service organizations. External barriers are defined as obstacles outside the realm of the woman herself. They are located within the environment, organizational structure or in the attitudes and behaviors of others.

This survey was adapted from two similar studies: the Government of Canada's report Beneath the Veneer: The Report of the Task Force on Barriers to Women in the Public Service (1990); and the Bank of Montreal's report on the Task Force on the Advancement of Women in the Bank (1991).

The data gathered from this survey will be used for a descriptive analysis of barriers women may perceive they experience, and to identify organizational strategies that may be successful in alleviating these barriers.

I can assure you of the confidentiality and anonymity of your responses, and of course you have the right to not participate in this study. Names of respondents and the type of organization will not be collected or identified in any manner.

If you desire to be on a list of names for mailing of the Executive Summary this will be kept apart from the data in a confidential manner, or you may call me at a later date to request one. Mailing can take place at your home or your place of employment.

If you have any questions, please contact me at 254-7803, where, if I am not available, a message can be left. Thank you again for your anticipated cooperation with this research.

Sincerely,

Janice Lidstone

If you have names of other women managers in human service organizations, please write them on the back of the last page of the survey. Your participation in this research is appreciated.

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