

Example of case study on diversity issues

[Business](#), [Company](#)



1. Johnson Chemical took prompt action, discussing the issue among upper management and planning a response to and investigation of the problem. They held focus groups with minorities to evaluate their feelings on the matter and compiled a 20-page report on their findings. They also distributed a company-wide survey to take all employees into account in the analysis.
2. One striking thing in the demographic data collected in 1. 10 is that the percentage of African American employees has remained static at only 6%, while women and asian employees have increased significantly (from 10% to 15% for women, and 5% to 10% for asians). It is also alarming that plant turnover is 10 times higher for women and African Americans. Comments made by African American employees highlighted in 1. 14 clearly indicate that African American employees feel that they have to work harder than other groups to move up in the company, and that they do not feel their needs are being addressed. In 1. 15, the female employees interviewed also suggested that they felt unequal to male employees, as well as that they were being “ tested” with sexual jokes and stereotypes. The Asian employees also indicated that they felt excluded. Even the white male employees felt that they were subject to unfair treatment and stereotyped against.
3. These problems lower employee satisfaction, thereby lowering productivity. They also open the company up to potentially costly lawsuits.
4. These issues need to be dealt with at all levels of the organization. Management has to make sure that all employees feel valued and that they have opportunities. They need to also ensure that this is in fact the case and that employees are not being discriminated against on an individual or

institutional basis, and that managers and supervisors know that this type of behavior is unacceptable. A clear policy also needs to be in place to report violations of appropriate behavior toward women and minorities.

5. Managers need to be given appropriate training in sexual harassment and equal employment opportunity. They need to be taught how to handle it if they see it, how to handle it if it is reported to them, what the proper procedures are, and most importantly, how to avoid it happening in the first place (by holding training sessions on it for employees under their supervision, for example).

6. The sexual harassment policy should be reviewed and possibly modified, and employees need to be made aware of any potential changes. Any policies which address treatment of minorities also should be reviewed, revised if necessary, and made public.