



# Can We Measure Organizational Attitudes to Diversity, Prejudice and Discrimination?



**Aneez Esmail**  
Manchester



**Charlotte Humphrey**  
King's College London



**Debbie Cohen**  
Cardiff

## Background

Several studies have shown that ethnic minority and overseas qualified doctors are more likely to be brought before the UK's General Medical Council (GMC) for both professional and conduct issues. They were also more likely to be referred by public bodies (NHS Trusts) than by private bodies, and once referred, to progress through the various stages of the disciplinary procedure.

But in spite of frequent allegations about 'institutionalised racism' we know less about how to reliably identify or assess organizational factors (for instance in corporate competencies for handling equality and diversity issues) that could contribute to such outcomes within NHS bodies.

## What We Did

- ❖ We identified and explored over 90 research instruments used in research on racial discrimination, prejudice and organizational diversity, and reviewed 56 of them in detail. We identified several research instruments which could be adapted for UK healthcare organizations.
- ❖ We developed a theoretical framework for assessing the climate or culture of organizations relating to racial equality.
  - ❖ We assessed the validity of that theoretical framework through a series of interviews with key stakeholders in the North West and by applying the theoretical framework to secondary data collected by the Care Quality Commission.

Acculturative Stress Scale
Anti-White Scale
Attitudes towards Black Scale
Blatant Racism Scale / Subtle Racism Scale
Color-Blind Racial Attitudes Scale
General Racism Scale
Immigrant Nurses Questionnaire
Index of Race-Related Stress
Modern Racism Scale
Multifactor Racial Attitude Inventory
People of Color Racial Identity Attitudes Scale
Perceived Ethnic Discrimination Questionnaire
Perceived Racial Discrimination Measure
Perceived Dissimilarity Openness Moderator
Perceptions of Racism Scale
Personal Discrimination Scale
Psychosocial Costs of Racism to Whites Scale
Racial Ethical Sensitivity Test
Racial Identity Attitude Scale
Racism Reaction Scale
Symbolic Racism Scale

**Table 1**  
Examples of Research Instruments dealing with Individual Factors

## Aims

The aims of this study were therefore:

- ❖ to review the research instruments that have been developed to measure attitudes towards diversity, prejudice and discrimination in both individual and organizational settings;
- ❖ to identify, and if possible adapt for a UK context, one or more instruments which could be used to assess the climate or culture of organizations in relation to racism and racial equality; and
- ❖ to assess the suitability of the instruments identified for analysing organizational attitudes towards, diversity, prejudice and discrimination through interviews with key NHS stakeholders in the North West of England.

Attitudes Toward Diversity Scale
Climate for Racial Bias
Competing Values Framework
Confronting Prejudiced Responses Model
Corporate Culture Survey / Questionnaire
Cultural Diversity Survey
Hospital Culture Questionnaire
Hostile Environment Inventory
Institutional Racism Scale
Organizational Climate Measure
Organizational Commitment Questionnaire
Organizational Culture Inventory
Organizational Diversity Inventory
Perceived Dissimilarity Openness Moderator
Practice Culture questionnaire
Racial Climate Scale
Segregation Index
Workforce Diversity Questionnaire
Workplace Prejudice/Discrimination Inventory
Work Values Questionnaire
Workplace Racial Treatment Scale

**Table 2**  
Examples of Research Instruments dealing with Organizational Factors

## Findings

- ❖ The majority of research instruments have been developed and used for research in a US context. So significant additional work including pilot testing would need to be carried out if they are to be applied in the UK.
- ❖ The research instruments that we surveyed were largely focused on individual predispositions relating to discrimination, prejudice and racism and on possible discrimination in health services or outcomes (examples in Table 1). We found fewer research instruments and projects investigating the institutional or organizational factors relating to discrimination, prejudice and racism (examples in Table 2).
- ❖ The theoretical framework is an important stage in the development of a tool to assess organizational attitudes to racial discrimination. Ultimately, we will need a tool to assist NHS Trusts to monitor and evaluate their organizational performance in terms of equality and diversity with specific reference to how organizations respond to concerns about physicians' performance and conduct.

Find out more...

For more information contact Aneez Esmail  
(aneez.esmail@manchester.ac.uk)

[www.publicservices.ac.uk](http://www.publicservices.ac.uk)

