TRANSGENDER INCLUSION IN THE WORKPLACE

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Student’s Date of Defense: 6/25/2014
Dedication

This work is for my family, both blood and chosen. As long as we make the world a better place for those who come next we've accomplished something great.
Abstract

While studies continue to examine the effects of diversity and inclusion efforts on protected classes within the United States, transgender individuals remain relatively ignored in that research or are given token representation in research about sexual orientation. By focusing on transgender inclusion as a gender issue with similar but different challenges to both sexual orientation and cisgender women with a careful eye on how race also impacts these experiences, and examining where transgender individuals face the greatest difficulties, organizations can begin to make their workplaces more affirming and inclusive of transgender people, drawing on that inclusion for increased engagement.

The study attempted to find predictive factors of outness tied to various aspects of the Transgender Climate Inventory and the Job Descriptive Index, drawing on research that suggests being out in the workplace for sexual minorities increases engagement. Out of 25 possible variables four were found that predicted the level of outness participants displayed at work: [transgender employees are comfortable talking about their personal lives with coworkers], [transgender employees must be secretive], [transgender people consider it a comfortable place to work], and [my immediate work group is supportive of transgender coworkers].
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CHAPTER I
INTRODUCTION

Throughout the course of diversity work with gender and sexual minorities (GSM) little attention has been paid directly to issues surrounding transgender individuals in the workplace. What notice is paid conflates gender identity and sexuality, often forcing participants to choose between a non-heterosexual identity and their transgender identity by making them exclusionary choices. Because of this narrow focus the study set out to explore what issues in the workplace are most salient to the transgender experience specifically in order to discover what sorts of inclusion efforts would create the most positive change and results in the workplace.

The study defines a transgender person as any person who does not identify with the sex or gender they were assigned at birth (Munoz 2011), or who has an indigenous and cultural identity that does not exist in settler-colonial whiteness. This definition is middle-of-the-road because it does not focus on gender dysphoria but does exclude gender non-conforming men and women, but ultimately comes from within the lens of whiteness as it views any identities outside of Kyriarchical standards as other and abnormal (Skidmore 2011). Kyriarchy is the culmination of systemic artifacts that cause intersectional oppression especially with an eye to how race impacts other levels of
privilege. When engaging the question of gender identity and expression it is important to note the differences between the two. Because the study’s operating definition for this paper focuses entirely on identity it purposely excludes people who are cisgender but engage in non-conforming expressions of gender. This grey area is a source of great debate among gender theorists, transgender people, and gender-nonconforming people. Rather than focus on this debate, the study take a very narrow look at one of the issues faced by transgender and gender-nonconforming individuals. While the investigator recognizes that by working under this definition they are setting the cisgender experience as the baseline for normality, the study does this because the point of this research is to explore what factors can increase transgender individuals' engagement in a cisnormative workplace.

The language "assigned at birth" refers to the societal tendency to announce a baby's sex/gender when they are born and to classify and categorize them with that sex/gender before they have a chance to self-identify. Central to this language is a rejection of the notion of biological essentialism which is the idea that certain biological traits such as chromosomes, genitalia, or secondary aesthetic traits define a person's gender. Because gender and sex both are social constructions created with the intention to categorize individuals (Girshick 2008), it's no surprise that nearly 700,000 people in the USA do not meet the strict standards of that categorization (Gates, 2011). Likewise, due to the ancient conquer, conquest, and assimilation of other cultures society systemically enforces a binary (male or female) idea of gender/sex because those self-same conquerors did their best to eradicate aspects of cultures that did not agree with their own world view (Skidmore 2011).

Even within the greater transgender community there are a diversity of gender experiences (Weiss 2008); one must look at the defining characteristics between "assigned male at birth", "assigned female at birth", and indigenous identities (Harrison 2011). Within these groups there is a tremendous amount of diversity that spans the binary understanding of gender (transgender women and transgender men), exists within the binary (genderfluid, neutrois, bigender, etc.) and exists completely outside the binary
(agender, genderqueer, etc.) (Girshick 2008; Rothblum, & Factor 2008). Likewise the differences inherent within those identities compound as one adds more axes of diversity, looking at the impacts of race, religion, class, and age in order to understand how they interact with that person's experience (Grant 2011).

One of the most revolutionary parts of the definition of transgender for this paper is that it does not focus on possible dysphoria or urge to medically transition in order to restrict the categorization of transgender people. Many transgender people, both binary and non-binary identified, do not experience dysphoria or medically transition (Meerkamper 2013). Utilizing a primarily self-identified method of determining transgender status, the Williams Institute found that there were nearly 700,000 transgender people in the USA, 0.3% of the total population (Gates 2011). Unfortunately the majority of research and attention paid to transgender issues is entirely focused on the binary transgender experience, that is: transgender men and transgender women. This leaves those people whose identities are outside these extremes ignored, or forces them to incorrectly identify (also known as misgender) themselves in order to achieve visibility, recognition, and often even transition-related healthcare (Merryfeather, Bruce 2014), despite informed-consent care being the standard of transition-related healthcare (CETH, 2011). Because transition-related healthcare is recognized as medically necessary for transgender people by multiple institutions (Lambda Legal, n.d.), this is particularly dangerous.

The transgender experience is larger than the impact of healthcare or the sexualities of transgender people. Because their identities are often very visible they are prone to experience violence, issues with housing, issues with governmental assistance, and often issues within the workplace. Over 40% of transgender adults have attempted suicide in their lifetimes (Haas 2014). Unfortunately, the percentage of transgender people in the United States of America who are unemployed is double that of cisgender individuals, an overwhelming majority (90%) experience harassment, mistreatment or discrimination at work, 47% are fired, not hired or denied a promotion and more than 25% lose their job due to being transgender (Grant 2011). Non-binary transgender
people face near-constant erasure as they're forced to misgender themselves as either male or female on various forms of documentation both by government documents such as birth certificate, passport, and driver's license, as well as within the healthcare system and the academy itself that either ignores their existence entirely or requires them to identify as a monolithic group with no distinctions for their unique experiences (Merryfeather, Bruce 2014). These experiences can hinder a transgender employee's ability to engage within the workplace let alone excel as a top employee.

There is a lack of investigation into what causes these alarming statistics surrounding transgender individuals; do transgender people have difficulty finding housing because they are more likely to be unemployed, or are they less likely to be employed because they are denied housing? The end result regardless of what causes this cycle of denigration is that it can be broken. In addition to the ideals of social justice that aim to uplift all people, there is real gain to be had by creating inclusion for transgender people in the workplace. Riggle et al.'s study on the positive aspects of identifying as transgender found eight positive themes among a diverse transgender group that benefit both their interpersonal and intrapersonal skills (2011).

These skills and experiences are simply lost without the ability for transgender individuals to integrate into the workplace. Research into creating inclusive climates among (cis)gender-diverse groups shows a decrease in relationship and task conflict, and a higher overall satisfaction in higher climates for inclusion (Nishii 2013). Unfortunately there does not exist much research-based literature on creating an inclusive workplace for transgender individuals, and while it continues to grow as a focus for organizations (Sheridan 2013) there are few evidence-based approaches that are backed by rigorous academic testing. Indeed, this is an issue with diversity and inclusion efforts in general, which often lack any core professional standards (Hays-Thomas 2013), the difference being that researchers do not even have data on what issues affect the engagement and inclusion of transgender individuals.
Creating an Inclusive Workplace

While there are not evidence-based approaches to transgender inclusion in the workplace, advocacy groups and some consultants and academics have written about very simple ways that workplaces can create a more inclusive environment for transgender people. Many of these are policy implementation or changes, but the main issue is ensuring that policies have "bite" and are not only enforceable, but are also enforced. If a policy exists but is never referenced it is useless.

Non-Discrimination Statement

For every non-discrimination statement and policy that the company has the terms "identity and expression" should be added to the word "gender." This is because discrimination against transgender individuals is fundamentally a gender-based discrimination, and it serves to affirm that the organization is conscientious in preventing discrimination of both cisgender and transgender people. There is an ethical obligation for businesses to ensure that they do not discriminate against their employees (Demuijnck 2009). Ensuring that this policy is mirrored both internally and externally will also guarantee that transgender customers/clients are able to recognize that they can expect freedom from discrimination at an organization. Having a policy and affirming ideals of "social justice" are not enough; an organization must specifically be upfront in affirming transgender people.

Healthcare

If a company offers healthcare to its employees, ensuring inclusion of transgender-related healthcare in that plan is both simple and low-cost. The majority of medicines used for medical transition are generic prescriptions and very easy for a health plan to cover; often insurance companies don't cover transition care because it is not specifically asked for by the client company. Sometimes insurance companies will be adamant about not including transgender healthcare, claiming that it is dangerous and/or costly. While it is true that some aspects of transition care includes various types of
surgery it is important to note that these surgeries are considered medically necessary for transgender individuals (Lambda Legal n.d.; Wong 2013).

Another aspect of transgender-related healthcare is the assurance of compassionate medical leave. If a company offers paid leave for other medical conditions and treatments, then it should ensure that it does so for transgender-related healthcare too. Typically this would take the form of recovery leave after major surgery (Wong 2013).

**Gender Neutral Language**

Whenever possible, ensuring that an organization's language is gender neutral and inclusive of those who are male, female, and both/neither, is an easy cost-free way to directly show efforts toward inclusion. Between using a gender-neutral title (such as Mx.) for employees until they update or change the title themselves, using gender-neutral pronouns in internal documents (singular they instead of he, she or derivatives), and ensuring employee files are kept without reference to their gender are simple ways to accomplish this (Beemyn et al 2005).

**Self Identification**

Offering the ability for employees to easily change their listed name, gender, and title regardless of "legal" identification creates a system that is hassle-free for transgender employees (Beemyn et al 2005; Meerkamper 2013). By allowing them to be themselves at work without bureaucracy, organizations increase the likelihood that their engagement will increase because the system becomes easier to navigate and more affirming of who they are. Likewise, these changes must have directed support and be real changes that are applied to the employee at every level. By ensuring that self-identification is valued by the organization it will become more difficult for employees to devalue it in interpersonal interactions. Infractions should be treated as would any other type of bullying in the workplace. By ensuring the ability of employees to self-identify openly organizations create a positive change for their experiences in the workplace (Hanna 2006).
A large portion of recognizing self identification is the restriction of gender policing. Gender policing is when individuals are forced or otherwise coerced to present, act or behave in a specifically gendered way. One major example that happens daily is the use of restrooms; if the organization chooses to have gendered restrooms, ensuring that gender policing does not happen means recognizing that people will choose the correct restroom for them to be in and treating instances of people restricting a coworker's access to the restroom as bullying (Girshick 2008).

**Providing Resources Around Transgender Experiences**

Whether it's providing a small resource of information around the transgender experience (such as Appendix A) or an awareness-building exercise around gender, having the ability to inform, educate, and explain what being transgender means for cisgender people in the workplace may provide them the knowledge to develop an understanding of transgender people (Dugan 2012).

**Sponsor or Conduct Research**

What there is in regards to literature on the transgender experience specifically is paltry compared to what is out there about the experiences of lesbian, gay and bisexual people and even as the four major GSM groups combined. It's regrettable that a lot of research on "LGBT" experiences forces participants to identify themselves as EITHER lesbian/gay/bisexual OR transgender. This conflation of sexual orientation and gender identity is a mixture of laziness and misinformation. Because of this it makes it impossible to truly know how represented the transgender community is in the majority of LGBT research and what their needs as a larger group are. Combining gender minorities with sexual minorities also creates a single group out of a diverse collection of experiences that have never been proven to be generalizable. According to the Institute of Medicine's report on LGBT health disparities, transgender people are studied less than LGB communities and deserve more direct research into their unique needs and situations. (Graham 2011).
Simply put: there needs to be research more fully the experiences and needs of transgender people both in the workplace and out. Because there is so little research The investigator decided to create an exploratory study in an effort to increase the knowledge about what factors in the workplace can predict transgender individuals' likelihood of disclosing their gender identity. What is known is that "the vast majority (78%) of those who transitioned from one gender to the other reported that they felt more comfortable at work and their job performance improved, despite high levels of mistreatment" (Grant 2011) which heavily implies that the ability to be out and transition in the workplace is related to transgender peoples' engagement in the workplace. Discovering what factors affect the outness of transgender people becomes one way of possibly increasing their inclusion.
CHAPTER II

METHOD

Participants

Fifty-six participants ranging in age from 18 to 46 years were recruited and coded into five gender groups. The investigator chose to code Trans Man n=12 any person who was assigned female at birth and identifies as a man/male, Trans Woman n=24 any person who was assigned male at birth and identifies as a woman/female, Trans Masculine n=11 any person who was assigned female at birth and identifies as something other than female/woman, Trans Feminine n=3 any person who was assigned male at birth and identifies as something other than male/man, and finally Neutral/Indigenous/Other n=4 for any person who identified themselves as "other" and intersex assigned at birth, or an indigenous identity. Two participants had to be disqualified because they were cisgender (current identity and gender assigned at birth matched). Participants were recruited primarily through social media on transgender-related hashtags and by word of mouth over the course of a week.

Instruments

Transgender Climate Inventory
The Transgender Climate Inventory (TCI) measures 20 areas of workplace climate using a four-point Likert scale. This inventory was modified from climate inventory originally created for the LGBT community at large in order to determine if it could be modified to be more directly applicable to transgender individuals. The modifying team found that the modified inventory accurately reflected a transgender supportive workplace climate, and used Cronbach's alpha to assess internal consistency reliability with a score of .96 which was the same for the original LGBTCI (Brewster et al 2011).

**Transgender Outness Inventory**

The Transgender Outness Inventory (TOI) measures ten areas of outness on a seven-point Likert scale. Items can be averaged to yield an overall outness score, though in this study the investigator created an average out of the two work-specific categories to find "outness [work average]" scores. A higher score is indicative of greater levels of outness. This inventory was only slightly modified from its original form, which "yielded Cronbach's alphas of .87..." and in terms of validity "OI scores were found to correlate positively with involvement in LGB communities" (Brewster et al 2011). The new form simply said "transgender identity" instead of "lesbian, gay, bisexual or transgender identity."

**Job Descriptive Index**

The Job Descriptive Index (JDI) was originally developed in the fifties and validated and published in 1969 by Smith, Kendall and Hulin, with the most recent revision being in 2009. The JDI measures six aspects of the workplace utilizing a three-point answer system of yes, no, and uncertain. Scores are coded and then added together to create an overall score for work, pay, promotion, supervision, coworker and the job in general (a later addition known as the JIG). While typically this tool is used to assess job satisfaction, the investigator thought that there may be trends among transgender peoples' tendencies to outness based on their satisfaction of various aspects of their jobs. The JDI Cronbach's alpha coefficients range from .86 to .91, and its long-standing use
and continued correlation among other job satisfaction scales proves its validity (Smith 2009).

Materials and Procedure

The data collection took place entirely through an anonymous online survey (See Appendix B) after IRB approval was retained (See Appendix C). Participants were asked to identify the gender they were assigned at birth from the options "Male, Female, Intersex, Other" and then given the ability to enter their "current, primary gender identity" in their own words and asked to enter their age (Tate 2013).

Participants took the Transgender Climate Inventory (TCI), the Job Descriptive Index (JDI), and then the Transgender Outness Inventory (TOI).

After data collection, the investigator coded individuals into the five gender groups listed above in order to see if there were any significant differences among different transgender experiences. After coding the JDI as well, the investigator created two categories of outness; "Average Work Outness" which was the mean of their outness at work with peers and supervisors, and "Average Overall Outness" which was the mean for each participant across all ten aspects. The investigator also recoded responses to outness from a seven-point Likert scale to a three-point scale where one and two became one, three four and five became two, and six and seven became three due to the small sample size (See Table 6).
Because this is primarily exploratory work the investigator expected to be able to raise questions for future study. The study looked specifically for predictors of outness at work, using the created "Average Work Outness" as the predicted variable. To test this the investigator conducted a stepwise linear regression analysis using JDI and TCI subscales as predictors of Average Work Outness. What was found was that none of the aspects of the JDI significantly predicted outness at work. Likewise, the coded gender of participants did not produce any significant predictability, however that may be due to the small sample sizes of each coded gender. The study did find four significant predictors of outness from the TCI.

Of the variables that predicted outness, [transgender employees are comfortable talking about their personal lives with coworkers] was the most important, accounting for 34.6% of variance, followed by [transgender employees must be secretive], accounting for 6.6% of variance, followed by [transgender people consider it a comfortable place to work] accounting for 6.2% of variance and finally followed by [my immediate work group is supportive of transgender coworkers] accounting for 3.8% of the variance and total these four variables accounted for 51.2% of the variance (see
Table 1). After running a one-way ANOVA with these variables the investigator found significant differences between groups for all variables except [transgender employees consider it a comfortable place to work] (see Table 3), however did find significant covariance for that variable with all of the others as well (see Table 4).

What's interesting about these results is that the two variables [transgender employees must be secretive], and [transgender people consider it a comfortable place to work] are negative predictors (see Table 2). While the first is not so surprising (being forced to be secretive precludes coming out), the second is counter-intuitive and also provides more overall change than a requirement of transgender employees to be secretive despite accounting for less overall variance.
Table 1 - Summary of regression; predictors of outness

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Sig. F Change</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>.599^a</td>
<td>.359</td>
<td>.346</td>
<td>.67099</td>
<td>.359</td>
<td>27.432</td>
</tr>
<tr>
<td>2</td>
<td>.660^b</td>
<td>.436</td>
<td>.412</td>
<td>.63604</td>
<td>.077</td>
<td>6.534</td>
</tr>
<tr>
<td>3</td>
<td>.711^c</td>
<td>.505</td>
<td>.474</td>
<td>.60179</td>
<td>.070</td>
<td>6.618</td>
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<tr>
<td>4</td>
<td>.743^d</td>
<td>.551</td>
<td>.512</td>
<td>.57932</td>
<td>.046</td>
<td>4.716</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), At my workplace... [Transgender employees are comfortable talking about their personal lives with coworkers.]
b. Predictors: (Constant), At my workplace... [Transgender employees are comfortable talking about their personal lives with coworkers.], At my workplace... [Transgender employees must be secretive.]
c. Predictors: (Constant), At my workplace... [Transgender employees are comfortable talking about their personal lives with coworkers.], At my workplace... [Transgender employees must be secretive.], At my workplace... [Transgender people consider it a comfortable place to work.]
d. Predictors: (Constant), At my workplace... [Transgender employees are comfortable talking about their personal lives with coworkers.], At my workplace... [Transgender employees must be secretive.], At my workplace... [Transgender people consider it a comfortable place to work.], At my workplace... [My immediate work group is supportive of transgender coworkers.]
### Table 2 – Regression Coefficients for Predictors of Outness

<table>
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<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
<th>Correlations</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
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<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>t</td>
<td>Sig</td>
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<tr>
<td>(Constant)</td>
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<td>.542</td>
<td>.477</td>
<td>3.739</td>
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| At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my 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workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workplace... | At my workspace... [Transgender employees are comfortable talking about their personal lives with coworkers.] | At my workplace... [Transgender employees must be secretive.] | At my workplace... [Transgender people consider it a comfortable place to work.] | At my workplace... [My immediate work group is supportive of transgender coworkers.] | a. Dependent Variable: Outness. [Work Average]
Table 3 - ANOVA of the Predictors of Outness

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<th>df</th>
<th>Mean Square</th>
<th>F</th>
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<td></td>
</tr>
<tr>
<td>Transgender employees are comfortable talking about their personal lives with coworkers.]</td>
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<td>5.601</td>
<td>6.963</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>37.006</td>
<td>46</td>
<td>.804</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>59.412</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At my workplace...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transgender employees must be secretive.]</td>
<td>Between Groups</td>
<td>23.304</td>
<td>4</td>
<td>5.826</td>
<td>7.047</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>38.029</td>
<td>46</td>
<td>.827</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>61.333</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At my workplace...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transgender people consider it a comfortable place to work.]</td>
<td>Between Groups</td>
<td>6.807</td>
<td>4</td>
<td>1.702</td>
<td>1.452</td>
</tr>
<tr>
<td></td>
<td>Within Groups</td>
<td>53.898</td>
<td>46</td>
<td>1.172</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>60.706</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At my workplace...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[My immediate work group is supportive of transgender coworkers.]</td>
<td>Between Groups</td>
<td>20.844</td>
<td>4</td>
<td>5.211</td>
<td>6.677</td>
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<tr>
<td></td>
<td>Within Groups</td>
<td>35.901</td>
<td>46</td>
<td>.780</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>56.745</td>
<td>50</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 4 – Correlations Between Predictors of Outness

<table>
<thead>
<tr>
<th>Model</th>
<th>Correlations</th>
<th>At my workplace... [Transgender employees are comfortable talking about their personal lives with coworkers.]</th>
<th>At my workplace... [Transgender employees must be secretive.]</th>
<th>At my workplace... [Transgender people consider it a comfortable place to work.]</th>
<th>At my workplace... [My immediate work group is supportive of transgender coworkers.]</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1.000</td>
<td>.233</td>
<td>-.348</td>
<td>-.248</td>
</tr>
<tr>
<td></td>
<td></td>
<td>.233</td>
<td>1.000</td>
<td>.251</td>
<td>.271</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-.348</td>
<td>.251</td>
<td>1.000</td>
<td>-.375</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-.248</td>
<td>.271</td>
<td>-.375</td>
<td>1.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Outness. [Work Average]
Table 5 - Cronbach's alpha for TCI items

### Case Processing Summary

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Valid</td>
<td>53</td>
<td>100.0</td>
</tr>
<tr>
<td>Excluded*</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>100.0</td>
</tr>
</tbody>
</table>

* Listwise deletion based on all variables in the procedure.

### Reliability Statistics

<table>
<thead>
<tr>
<th></th>
<th>Cronbach's Alpha</th>
<th>Cronbach's Alpha Based on Standardized Items</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.262</td>
<td>.295</td>
<td>20</td>
</tr>
</tbody>
</table>
Table 6 - Likert Scale Reduction for Transgender Outness Inventory

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Person definitely does not know about your gender identity</td>
</tr>
<tr>
<td>2</td>
<td>Person might know about your gender identity, but it is never talked about.</td>
</tr>
<tr>
<td>3</td>
<td>Person probably knows about your gender identity, but it is never talked about.</td>
</tr>
<tr>
<td>4</td>
<td>Person probably knows about your gender identity, but it is rarely talked about.</td>
</tr>
<tr>
<td>5</td>
<td>Person definitely knows about gender identity, but it is rarely talked about.</td>
</tr>
<tr>
<td>6</td>
<td>Person definitely knows about your gender identity, and it is sometimes talked about.</td>
</tr>
<tr>
<td>7</td>
<td>Person definitely knows about your gender identity, and it is openly talked about.</td>
</tr>
</tbody>
</table>

1 = Low Outness
2 = Medium Outness
3 = High Outness
CHAPTER IV
DISCUSSION

The major findings from this study were the four variables that predicted outness in the workplace: [transgender employees are comfortable talking about their personal lives with coworkers], [transgender employees must be secretive], [transgender people consider it a comfortable place to work], and [my immediate work group is supportive of transgender coworkers]. These four variables give guidelines for what factors are important in providing a workplace where transgender individuals choose to be out. By creating an environment that fosters interpersonal relationships, promotes inclusion and creates supportive work groups, a organization can craft an environment that allows its transgender employees the ability to be out.

The perplexing factor here is that transgender people finding a workplace comfortable negatively impacted their outness. Without more in-depth understanding of the circumstances surrounding the participants of the study we cannot know why this effect occurred. "Going stealth" at a new work place, choosing between hiding your identity or disclosing at a place a person's been working at for a while when they previously identified as cisgender, or any myriad of other reasons could cause this change in likelihood to be out as transgender at work and confound this variable. What this does say is that building a "comfortable place to work," whatever that is, is not enough to promote transgender individuals being out in the workplace. Future study
around this topic could look at reasons to be out or "stealth," the perceived trustworthiness of their coworkers, and whether or not participants plan to transition in any way. Adding in these variables may provide a greater depth of understanding as to why a workplace that is otherwise comfortable to work at may not be a comfortable place to be completely open about who they are.

The lack of other predictive variables in this data is significant because of the internal consistency of the instruments used. Because of that reliability, the investigator would have expected to find more predictive variables; instead this suggests factors that impact outness and inclusion for sexualities other than heterosexual may not all impact gender-nonconforming and transgender individuals the same or even at all. At the very least this shows that outness, typically associated as a sign of a LGB-inclusive workplace may have a very different value and quality for transgender people, since the inventory does accurate measure the climate for transgender individuals in the workplace. There is currently no literature on the importance of self-disclosure specifically for transgender people. Future research should focus on this issue to develop an understanding of the value of outness for transgender people, and in how that takes place. In-depth qualitative studies that ask transgender individuals of all backgrounds about the value of being out as transgender, if they want people to know that they are transgender, and what being transgender means to them are all ways to create a conceptual basis around the issues that interest them that differ and intersect with sexual minorities.

Due to the small scope of this study the sample size was a major limitation. With very few of each coded gender category the study was unable to find factors that related to the coded gender of the participants, or any aspects of the JDI. There was vulnerability for selection bias because participants were mainly recruited through social media like Twitter and Facebook, and the lack of reporting race, ethnicity, and what type of job environment participants were in means that context around their experiences was lost. The fact that The investigator found significant variables among such a small sample size is however proof that there is fertile ground for future study. Indeed, the results are indicative of a more complex set of factors around outness than these instruments measured. By increasing the participants to at least 300 for the TCI in order
to run a factor analysis we could begin to look at whether the dimensionality of that instrument measures the actual climate for transgender people. Because these results do not seem to play out like the original climate inventory (which would have likely found more variables predictive), the question of outness for transgender people is apparently more complex and needs to be studied more thoroughly.

In order to test the this same theory the investigator ran a Cronbach's alpha test just on the results from the TCI in this study and got a low measured reliability at less than .3 (See table 5). This supports the suspicion that there are different factors that relate to the climate for transgender people specifically, and that there is a more complex structure present.

While other variables were not predictive of outness, there were some that were remarkable for that reason. For example, one of the TCI's variables was [the atmosphere for transgender employees is oppressive] but it did not predict quality of outness, while [transgender employees feel accepted by coworkers] likewise had no predictive usefulness. The investigator’s expectation would be that a workplace that was not oppressive and where employees felt accepted would lead to a greater degree of outness for transgender individuals. At the very least, these variables should interact. Indeed, in the Pearson Correlation these were negatively correlated at -.707 with a significance of .000, but no predictive quality to outness. It is curious whether or not this stems from small sample size obscuring the data, or some other unknown influence on the data.

In addition to finding fewer predictive qualities or outness than expected, finding that there were no significant interactions among the JDI actually corresponds well with the results from Beagan et al from 2012. Being transgender did not have any effect on the quality of participants' jobs as measured by the JDI.

Comparison to Current Inclusion Literature

Because these data do not support the majority of the current body of literature on transgender inclusion in the workplace, there’s a question of whether or not the ability to be out is actually indicative of the level of inclusion and/or engagement of transgender individuals in the workplace despite the suggested changes for organizations being offered as ways to increase both outness and engagement.
The suggestions supported by the data to improve the workplace for transgender individuals are an inclusive non-discrimination statement, and providing resources around transgender experiences. Both of these actions help to increase the ability of transgender people to discuss their personal lives and feel support from personal workgroups, while also allowing them the ability to not be secretive. In addition, the presence of these does not necessarily change the comfortability of the workplace. While the non-discrimination statement is practically negligible in cost, providing resources for employees ranges from the simple (a series of glossaries like Appendix A, or a list of links for self-edification) to the more complex and expensive such as trainings.

The ability to self-identify, ensuring gender neutral language, and even healthcare were not supported as important factors to transgender peoples' ability to be out at work. This is especially telling of the need for more research around transgender inclusion, engagement, and outness as the majority of our current understanding on these topics focuses primarily on healthcare (especially related to transition) as one of the largest issues for transgender people in the workplace.

Overall these factors were focused directly on the inclusion of transgender people in the workplace as a matter of social equality and justice, while the study focused primarily on their ability to be out in the workplace. The question becomes whether or not either of these bodies of knowledge really speak to the engagement of transgender people in the workplace. By sponsoring future research to understand what factors promote engagement of transgender people in the workplace specifically, consultants will be better able to create more effective directives and interventions.

**Suggestions for Future Research**

Future research on the topic of transgender inclusion in the workplace first needs to take a qualitative and in-depth look at what transgender individuals are looking for in order to feel included. While the study used motivations comparable to sexual minorities, it's clear from the results that transgender people are motivated by different factors when it comes to both being out in the workplace and feeling included as a valued member of a team.

Research is needed to examine what organizations that are currently considered inclusive of transgender people are doing beyond policy. How are these environments
different and what is providing transgender employees there the ability to excel are two points of focus. Appreciative inquiry would be a really great way to start this process because it focuses on asking research participants what they enjoy and like about the workplace, positively priming to help researchers discover what participants look for in addition to what they do not like. Likewise, studying the climate of workplaces in general, and noting where there are differences between transgender and cisgender employees would provide rich data in order to understand what issues are most salient to transgender people in the workplace.

Expanding how researchers study transgender experiences beyond the binary roles of man and woman to enhance our understanding of the impact of social constructs is fertile ground for research. Operating under the binary assumption of gender, or even a trinity assumption of gender (man, woman, transgender) is a reemphasis of that social construct instead of an objective analysis of its impact. There exists a black hole when it comes to studying subversive social constructs created in opposition to oppression. Likewise the long-term effects of this subversion are poorly documented and understood. While there is plenty of data on the plight of transgender individuals with regards to suicide risk, unemployment, housing instability, etc. researchers fail to look critically at how these identities continue to persist in opposition to cisnormativity.

Longitudinal research on the effect of not assigning gender is sorely lacking. Understanding the effect on a workplace when gender is boiled down to the level of intrapsychic, instead of interpersonal, and how this affects both transgender and cisgender employees could provide compelling guidelines for the workplace. As the word suggests intrapsychic is about an individual's relationship to their own identity, which would provide a new angle for understanding the impact of gender identity policing, negotiation and construction. Likewise, experiments on how cisgender and transgender people experience misgendering, being correctly gendered, and not being gendered by another could lead to crucial data that informs praxis around transgender inclusion.

Among the wealth of research that exists discussing differences along gender lines, the practice of categorizing men and women as study groups ignores the impact of transgender identity within the research, as in Chiaburu et al's 2014 study on stereotype
threat for Civic Virtue Expectations for Women. Further research expounding on
gendered predictors and confirming whether or not these differences continue to be
significant for transgender men and women and non-binary transgender individuals is
not only necessary, but is completely unexplored territory.

In addition to testing already verified research with the pointed inclusion of
transgender experiences, transgender stereotype threat is a completely empty topic of
research. There are a few different shapes that this field of research could take, but the
investigator would prefer to see investigation that draws on current bodies of work such
as Chiaburu et al's 2014 study, looking for the same instances that researchers find for
stereotype threat for (cisgender) women for transgender women. In general stereotype
threat studies how the risk of fulfilling a stereotype affects the performance of
individuals (Steel 1995). Because there's so little work done around transgender people
in the workplace however, it's almost impossible to even know what stereotypes exist
both in the minds of those individuals and of cisgender people. What cues do
transgender people (as both a large, multi-dimensional group and in their various
breakdowns) experience as a signal that they're being viewed under the lens of negative
stereotypes about their groups (Inzlicht 2012)? Especially of interest are what cues
provide a boost to performance as well. The main issue inherent in this type of work is
that researchers continue to compare transgender people as their gender and not that
assigned at birth. Stereotype threat research should focus on transgender men as a subset
of men just as it would black men as a subset of men, for instance. By studying whether
or not stereotype threat/boost is confirmed on the axis of gender researchers can better
understand how the experience of being transgender changes the systemic privileges and
hardships that people face.

Finally, when it comes to transgender inclusion in the workplace there are simply
no materials that are research-backed and proven to create positive change. Looking at
how to create a more positive climate for transgender individuals needs to occur on
multiple levels of system which includes studying what skills and knowledge are
necessary for cisgender managers and coworkers to have when interacting with
transgender employees, as well as what skills and knowledge are necessary for
transgender managers and employees to have when operating within a cisnormative
organization. Even within the LGBT community there exists "trans* 101" workshops that boil down to nothing more than data dump. Despite knowing that these sorts of knowledge bombs do nothing to actually cause change within organizations, researchers still see them happen in many areas of training around inclusion. Looking for the right balance of information and skill is crucial.

Experimental research on this topic is ripe as transgender realities become more and more salient into both popular culture and common lexicon. Questioning how and why society applies and assigns gender to other people based on non-verbal cues and appearance is a great place to start, and then building on that to understand how our assumptions then inform our interactions with those people. Understanding gender including the implications of coercive assigning therein within the context of identity negotiation will be the future of gender-based interpersonal skills in the workplace.
CHAPTER V
CONCLUSION

*How to use this data*

Creating a training from this data alone would be extremely difficult as it indicates a more complex and serious question of what transgender outness looks like and means, however a few simple steps can be implemented. Ensuring that talking about personal lives and struggles is not a taboo within the workplace culture creates the largest impact, ensuring that both dimensions one and two are fulfilled. In addition, ensuring that workgroups support each other both professionally and personally would also help to increase the likelihood of a transgender person coming out in the workplace. Overall the counter-indicated variable "comfortable in the workplace" says that outness may not be a goal for transgender people, though.

*More research needed*

The biggest conclusions that the study can draw from this are that there needs to be more research around current transgender experiences in the workplace, what workplaces are doing to be openly inclusive for transgender individuals, and finally what transgender people feel they are missing from current workplaces. While transgender studies has started to become its own academic discipline it's important to be cognizant of the impact and the point of our research in this area. Focusing on research that can
positively change the lives of transgender people should be the guiding compass on future research.

The investigator would especially like to see further investigation into the specific reasons that transgender people choose whether or not to disclose their identities and how that affects them. Does that actually affect their engagement in the workplace? How does it affect their daily lives? While research can suggest a correlation between the LGB and T experiences, there has yet to be sufficient data suggesting that these identities have similar enough qualities to truly be considered a generalizable group, scientifically. Transgender people make up a unique set of social groups with specific needs from organizations that society has yet to provide, which means that it is missing out on their unique skills and attributes in the workplace.
References


APPENDIX
Appendix A - Glossary of Transgender-Related Terms

The following terms are presented not in alphabetical order but in order of conceptual importance; that is, as the reader continues to read through the glossary new terms build on understandings created from past terms.

- **Sex** - A social construction created to define and reinforce social roles based on biological characteristics.
- **Gender** - A social construction created to define and reinforce social roles.
- **Biological Essentialism** - The conflation of social constructions (e.g. sex, gender) as absolute and immutable; the notion that we know and can assign the social roles of a person based on their biological characteristics.
- **Intersex** - A medical condition characterized by either ambiguous genitalia or chromosomal makeup.
- **Sexual Orientation** - A social identity that attempts to codify a person's sexual and romantic attractions, often based on a combination of their gender and gender(s) of interest.
- **Self-Identification** - The notion that a person chooses what their social roles and identities are.
- **Gender Identity** - The social role and identity that a person picks or takes on.
- **Cisgender** - An adjective to describe a person whose gender identity is congruent with the sex/gender they were assigned at birth. E.g. "Cisgender Man."
- **Transgender** - An adjective to describe a person whose gender identity differs from the sex/gender they were assigned at birth. E.g. "Transgender Man."
- **Gender Binary** - The notion that there are only two genders, male and female, and that all people fall into one of those categories. Often coupled with biological essentialism, erasing the existence of intersex bodies.
• **Non-Binary Identities** - Gender identities that do not fit into the assumption of the gender binary for some reason.

• **Indigenous Identities** - Gender identities that are recognized by a specific culture but obscured or deconstructed due to colonialism.

• **Trans* -** An abbreviation of the word "Transgender." With an asterisk this is meant to denote intentional inclusion of non-binary and indigenous identities.

• **Cis** - An abbreviation of the word "Cisgender."

• **Gender Expression** - How an individual performs their gender and social roles.

• **Gender Dysphoria** - An intense, negative feeling about some aspect(s) of one's body relating to their gender.

• **Transition** - The changing of how one expresses their gender outwardly socially and/or medically

• **Social Transition** - The act of changing the way one expresses their gender to intentionally perform gender more comfortably.

• **Medical Transition** - The act of engaging in hormonal, surgical, or other medical means to reduce dysphoria,

• **Non-transitioning** - A transgender person who either cannot, will not, or does not need change their gender expression through social or medical transition. Many transgender people do not experience gender dysphoria and are, hence, non-transitioning.

• **Assigned Male at Birth (AMAB)** - Used to identify the life experience of an individual who was assigned male at birth (typically suggesting that they now do not identify as male)

• **Assigned Female at Birth (AFAB)** - Used to identify the life experience of an individual who was assigned female at birth (typically suggesting that they now do not identify as female)

• **Trans Woman** - A woman who was assigned male at birth.

• **Cis Woman** - A woman who was assigned female at birth.
• **Trans Man** - A man who was assigned female at birth.

• **Cis Man** - A man who was assigned male at birth.

• **Trans-Feminine/Femme** - A non-binary person who was assigned male at birth.

• **Trans-Masculine/Masc.** - A non-binary person who was assigned female at birth.

• **Enby** - A phonetic spelling of "NB" which is short for "non-binary."

• **Genderqueer** - A non-binary gender identity, often utilized as an umbrella term.

• **Bigender** - A non-binary gender identity that inhabits either both binary genders (male and female) or qualities of both binary genders.

• **Intergender** - A non-binary identity that inhabits both male and female genders at the same time.

• **Genderfluid** - A non-binary gender identity that flows or shifts between male and female, sometimes occupying a space between.

• **Neutrois** - A non-binary gender identity characterized by identifying as neither male nor female.

• **Agender** - A non-binary gender identity which rejects the notion of gender as a social role that defines them (Literally "without gender")

• **Androgyne** - A non-binary gender identity characterized by a combination of masculine and feminine traits/roles.
Appendix B - The Study

Informed Consent

Thank you for your interest in participating in research with Cleveland State University. The purpose of this study is to satisfy academic requirements for Michael Robinson's Master's of Diversity Management degree. The principal investigators for this study are Michael Robinson (Phone: 440.759.8919 Email: mx.michael.james.robinson@gmail.com) and their advisor Dr. Steve Slane (216.523.7477).

The purpose of this study is measure transgender individuals' experiences in the workplace with a focus on how their gender impacts their experiences. Participants will be asked to disclose their gender identity and take part in a survey on a secure server. Responses will be stored without any identifying information. Results will only be disseminated in aggregate form through publication and presentation.

This survey will require the participants to spend approximately 30 minutes of participation and the mental effort required to complete the survey. Additionally, some participants may feel uncomfortable disclosing their gender identity and experiences even in an anonymous forum. However, these inconveniences and risks should be minimal and comparable to those encountered in daily living. In addition, participation will be anonymous, and the participants are allowed to withdraw from the study at any time. Participation is completely voluntary.

☐ Checking this box and clicking below indicates that I am 18 years or older, have read the description of the study, identify as transgender and agree to participate in the study; I understand that if I have any questions about my rights as a research subject I can contact the Cleveland State University Institutional Review Board at (216) 6870-3630.
1. How old are you?
   a. [Small Text Box] Years Old
2. What gender were you assigned at birth? [radial buttons]
   a. Male
   b. Female
   c. Intersex
   d. Other
3. What is your current, primary gender identity?
   a. [Small Text box]
Survey [Transgender Outness Test]

Please answer all of these questions to the best of your ability. Choose the answer that best represents you. If you are not currently working, please answer questions as though they were about your last job.

Please rate the following items according to how well they describe the atmosphere for transgender employees in your workplace, using the following scale.

1 = Doesn’t describe at all  2 = Describes somewhat or a little  3 = Describes pretty well  4 = Describes extremely well [Radial button grid]

At my workplace . .

1. Transgender employees are treated with respect.
2. Transgender employees must be secretive.
3. Coworkers are as likely to ask nice, interested questions about my sexual relationships as they are to a person who is not transgender.
4. Transgender people consider it a comfortable place to work.
5. Non-Transgender employees are comfortable engaging in trans-friendly humor with transgender employees.
6. The atmosphere for transgender employees is oppressive.
7. Transgender employees feel accepted by coworkers.
8. Coworkers make comments that seem to indicate a lack of awareness of transgender issues.
9. Employees are expected to not act “too gender nontraditional”
10. Transgender employees fear job loss because of gender expression or identity.
11. My immediate work group is supportive of transgender coworkers.
12. Transgender employees are comfortable talking about their personal lives with coworkers.
13. There is pressure for transgender employees to stay closeted (to conceal their gender identity/expression).
14. Employee transgender identity does not seem to be an issue.
15. Transgender employees are met with thinly veiled hostility (for example, scornful looks or icy tone of voice).
16. The company or institution as a whole provides a supportive environment for transgender people.
17. Transgender employees are free to be themselves.
18. Transgender people are less likely to be mentored.
19. Transgender employees feel free to display pictures of their romantic partners.
20. The atmosphere for transgender employees is improving.
Work on Present Job

Think of the work you do at present. How well does each of the following words or phrases describe your work? For each word:

“Yes” if it describes your work
“No” if it does not describe it
“?” if you cannot decide

__ Fascinating
__ Routine
__ Satisfying
__ Boring
__ Good
__ Gives sense of accomplishment
__ Respected
__ Exciting
__ Rewarding
__ Useful
__ Challenging
__ Simple
__ Repetitive
__ Creative
__ Dull
__ Uninteresting
__ Can see results
__ Uses my abilities
Pay
Think of the pay you get now. How well does each of the following words or phrases describe your present pay? For each word:
    “Yes” if it describes your pay
    “No” if it does not describe it
    “?” if you cannot decide
__ Income adequate for normal expenses
__ Fair
__ Barely live on income
__ Bad
__ Comfortable
__ Less than I deserve
__ Well paid
__ Enough to live on
__ Underpaid

Opportunities for Promotion
Think of the opportunities for promotion that you have now. How well does each of the following words or phrases describe these? For each word:
    “Yes” if it describes your pay
    “No” if it does not describe it
    “?” if you cannot decide
__ Good opportunities for promotion
__ Opportunities somewhat limited
__ Promotion on ability
__ Dead-end job
__ Good chance for promotion
Very limited  
Infrequent promotions  
Regular promotions  
Fairly good chance for promotion

Supervision

Think of the kind of supervision that you get on your job. How well does each of the following words or phrases describe this? For each word:

“Yes” if it describes your pay
“No” if it does not describe it
“?” if you cannot decide

Supportive  
Hard to please  
Impolite  
Praises good work  
Tactful  
Influential  
Up-to-date  
Unkind  
Has favorites  
Tells me where I stand  
Annoying  
Stubborn  
Knows job well  
Bad  
Intelligent  
Poor planner  
Around when needed  
Lazy
People on Your Present Job

Think of the majority of people with whom you work or meet in connection with your work. How well does each of the following words or phrases describe these people? For each word:

“Yes” if it describes your pay

“No” if it does not describe it

“?” if you cannot decide

__ Stimulating
__ Boring
__ Slow
__ Helpful
__ Stupid
__ Responsible
__ Likeable
__ Intelligent
__ Easy to make enemies
__ Rude
__ Smart
__ Lazy
__ Unpleasant
__ Supportive
__ Active
__ Narrow interests
__ Frustrating
__ Stubborn

Job in General

Think of your job in general. All in all, what is it like most of the time? For each word:
“Yes” if it describes your pay
“No” if it does not describe it
“?” if you cannot decide

__ Pleasant
__ Bad
__ Great
__ Waste of time
__ Good
__ Undesirable
__ Worthwhile
__ Worse than most
__ Acceptable
__ Superior
__ Better than most
__ Disagreeable
__ Makes me content
__ Inadequate
__ Excellent
__ Rotten
__ Enjoyable
__ Poor
Continued [Outness Inventory]

Use the following rating scale to indicate how open you are about your transgender identity to the people listed below. Try to respond to all of the items, but leave items blank if they do not apply to you. To indicate your response, please check the appropriate button [Radial Button grid]

0 = Not Applicable (do not have a relationship of this type)
1 = person definitely does not know about your gender identity
2 = person might know about your gender identity, but it is never talked about.
3 = person probably knows about your gender identity, but it is never talked about.
4 = person probably knows about your gender identity, but it is rarely talked about.
5 = person definitely knows about gender identity, but it is rarely talked about.
6 = person definitely knows about your gender identity, and it is sometimes talked about.
7 = person definitely knows about your gender identity, and it is openly talked about.

1. mother
2. father
3. siblings (sisters, brothers)
4. extended family/relatives
5. friends
6. work peers
7. work supervisors
8. members of your religious community (e.g., church, temple)
9. leaders of your religious community (e.g., minister, rabbi)
10. strangers, new acquaintances
Thank you.

You may now close this window or tab.
Appendix C - IRB Approval

Memorandum
Institutional Review Board

To: Steve Slane
PSYCHOLOGY

From: Bernie Strong (b.r.strong@csuohio.edu, X3624)
IRB Coordinator
Sponsored Programs & Research Services

Date: April 18, 2014

Re: Results of IRB Review of your project number: #30059-SLA-HS
Co-Investigators: Michael Robinson
Title: Transgender Inclusion in the Workplace

The IRB has reviewed and approved your application for the above named project, under the category noted below. It has been determined that the research being performed under this protocol is Exempt. This determination does not expire and does not require an annual review.

However, by accepting this decision, you agree to notify the IRB of: (1) any additions to or changes in procedures for your study that modify the subjects’ risk in any way; and (2) any events that affect that safety or well-being of subjects. Notify the IRB of any revisions to the protocol, including the addition of researchers, prior to implementation.

Thank you for your efforts to maintain compliance with the federal regulations for the protection of human subjects.

Approval Category: Exempt (b2)

Approval Date: April 17, 2014

cc: Project file