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Cross Sector Differences in the Awareness of the Glass Ceiling and Recourse Options

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Abstract:

Gender inequality affects many women in the workplace creating a wage gap. If found, a solution to this problem could dismantle barriers and close the gap. The extent to which women are aware of the glass ceiling and where to find help was studied through an online survey. One hundred and thirty eight women from the public, non-profit and private sectors completed the six-question survey. The results show that women in the non-profit sector are more likely to know of the glass ceiling but also are more likely not to know where to find help when compared to the other sectors. The survey was supplemented with an elite interview, and a simulation through participant observation. Future research on the awareness across employment sectors could potentially be beneficial in breaking through the glass ceiling and closing the wage gap completely.

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Chapter I: Introduction

A. Introduction

There continues to be a lack of wage equality in the workplace. Women are not receiving equal treatment, pay and opportunities; the glass ceiling continues to be a reality in the public, nonprofit and private sectors. Although the gap is slowly closing, pay inequality still exists. This research project sheds light on wage inequality and the glass ceiling in the workplace between the sectors. This project also explores possible redress methods available to women who find themselves in a wage disparity situation. This problem affects so many women that change is tremendously needed.

B. Statement of The Problem And Purpose of Study

According to the Institute for Women's Policy Research (2014), if change continues at the same slow pace as it has done for the past fifty years, it will take 44 years—or until 2058—for women to finally reach pay parity. Women are now more likely than men to complete a higher degree and go to medical and law school. They are just as or even more qualified than men to do a certain job, while still receiving less money in return. Women want to be considered equal to men in terms of pay and treatment and they want to land high positions in companies, as well. They feel the constraint and barriers placed in their way of landing these positions. The glass ceiling has been experienced in each of the sectors: government, non-profit and private. This research shows how familiar women are with it and if they know where to find help in this situation.

It is important to find a solution to this problem because women deserve to be treated and paid equally to men. The system has been working on installing ways for women to formally

address wage disparities, but they are ineffectual to date. They are not effective due to lack of awareness, and because some avenues are difficult to use. Research on this topic can bring solace and support to women whom experience inequality in their workplace. Also, it can help spread awareness of the problem and potentially bring about change within companies, businesses, government, policies and even culture. Initiating action is required when facing this problem, which is why attention needs to be placed on the lack of redress solutions connected to this.

C. Significance of Study

Women are not receiving equal pay for equal work and it is a real world problem in our country. In 2013, the median annual earnings in the Unites States for women and men working full time, year round were $39,157 and $50,003, respectively (Hegewisch, A., Williams, C., Hartmann, H., & Keller Hudiburg, S., 2014). The wage gap has narrowed, but not closed completely. Researchers do not know why that is. It could be our culture, a deficiency in the system that has been set up thus far or it could be that individually women put up with making less and that leads to this observation in the aggregate. This research is significant because it could potentially help with the dismantling of the glass ceiling and close the wage gap. This research helps to address the issue by showing the level of awareness of the glass ceiling, as well as the level of knowledge of redress options across sector levels. The research shows that women in the nonprofit sector are aware of the glass ceiling but at the same time they do not know where to go for help in the situation. This research discusses possible redress options available to women who are facing wage disparities in their workplace. Sector level differences in knowledge and awareness of redress options are important because it is a first step in increasing awareness of the inequality problem that can lead to the dismantling of the glass ceiling.

Chapter II: Review of Related Literature

A. Introduction

Women make up almost half of the workforce. They are the equal, if not main, breadwinners in four out of ten American families. Yet, on average, women continue to earn considerably less than men. According to the Institute for Women's Policy Research (2014), in 2013, female full-time workers made only 78 cents for every dollar earned by men, a gender wage gap of 22 percent. Women, on average, earn less than men in virtually every single occupation for which there is sufficient earnings data for both men and women to calculate an earnings ratio (Hegewisch, A., Williams, C., Hartmann, H., & Keller Hudiburg, S., 2014).

B. Review and Critique of Literature

I. Wage Disparity

Wage disparity, also know as the gender wage gap, can be defined as women doing the same work as men for a lesser pay or salary (Parcheta, Kaifi, Khanfar, 2013). Wage disparity can be perceived as a form of inequality or discrimination (Bobbitt-Zeher, 2011). Discrimination takes on many forms through wages, hiring, promotions, performance evaluations and sexual harassment. Parcheta, Kaifi and Khanfar (2013) discuss possible reasons why women make less money than men, which they concluded is due to the types of jobs women seek. Women often seek jobs with normal hours, good working conditions and safety, while men enter occupations that are not considered so, such as fire fighting, construction, truck driving. Wage disparity seems to be across the job categories, in other words there is no particular job that women make more than men (Parcheta, Kaifi, Khanfar, 2013). Women are also more likely to work part time, while men are more likely to be promoted more quickly (Parcheta, Kaifi, Khanfar, 2013; Davies-

Netzley, 1998). Parcheta, Kaifi, and Khanfar (2013) also cited another reason women earn less and do not get what they want is that women are raised to believe that nice girls don't ask. Women often earn less and do not get what they want for the simple reason of not speaking up or negotiating.

Tavakolian (1993) indicates women have contended that they do not receive as much pay as their similarly qualified male counterparts for the same level of work as well as not being allowed to move up the corporate ladder with equal footing into the upper echelons of management. Women could be facing wage disparity due to the "Old Boy's Network," which is described as a "men's only club" forcing women out and treating them unfairly as a result (Schuck, Liddle, 2004). In other words, it is an informal system of support and friendship through which men use their positions of influence to help others who went to the same school or college as they did or who share a similar social background. Many respondents in Pompper's (2011) study stated they have experienced this "Old Boy's Network" and described it as being racist and discriminating towards women.

Wage disparity exists at different levels, according to Miller-Loessi (1992). The barriers include societal, organizational, interactional and individual levels. Despite the many barriers to change, true integration of women as equal partners in the workplace is conceivable. At the societal level there have been improvements in jobs prospects for women; this has been achieved by entering male-dominated occupations, creating a rise in women's wages and closing the wage gap to its current status. Women and men are treated differently in the interactional structuring of how jobs are done. At the organizational level, some factors that tend to nurture integration are identified. Since this is where the hiring and salary business takes place, organizations should implement policies that create equality for women in terms of pay. At the individual level,

barriers involve socialized attitude, values, and behaviors of individuals. The institutions present in our lives, family, mass media and school, have strong tendencies to reproduce social order. Changes in attitudes, values and behaviors relevant to gender equality in the workplace are possible in adulthood as well as childhood. Social changes need to be made in order to create change among individuals (Miller-Loessi, 1992).

II. The Glass Ceiling

The glass ceiling is a particular kind of wage disparity. It is a unique form of racial and gender discrimination that increases in severity at higher levels of attainment and later in the life cycle (Maume, 2004). The Department of Labor (1995) define it as the unseen, yet unbreakable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements. The glass ceiling metaphor has often been used to describe invisible barriers ("glass") through which women can see elite positions but cannot reach them ("ceiling"). These barriers prevent large numbers of women and ethnic minorities from obtaining and securing the most powerful, prestigious, and highest-grossing jobs in the workforce. Moreover, this effect may make women feel they are not worthy to fill high-ranking positions or as if their bosses do not take them seriously or see them as potential candidates for advancement (Davies-Netzley, 1998).

Since scholars are not exactly sure why the glass ceiling persists, many look at different theories and perspectives to try and explain the pattern. Clow and Ricciardelli (2011) look at the glass ceiling through psychological research from social role theory, the stereotype content model and ambivalent sexism to provide insights into the motivations behind gender inequality. Through their research they find the unequal distribution of men and women in particular occupations leads to the development of stereotypes that assume men and women possess

personality characteristics that would make them successful in those occupations. In other words, these stereotypes functions as norms, which is a group-help belief about how men and women ought to behave. These forces justify current systems and power hierarchies; they also create barriers for men and women who attempt to fulfill social roles that society perceives as conflicting (Clow, Ricciardelli, 2011).

Pompper (2011) cites that women who have acknowledged and experienced the glass ceiling describe anxiety, fear, frustration and anger in attempting to break through it. Respondents in the study perceived that their employer would rather pay for potential rather than experience- making the respondents feel sandwiched between the glass ceiling and the aggressive colleagues on the rungs below.

Meyerson and Fletcher's (2000) research shows that the "small win" strategy is a powerful way to chip away at the barriers that hold women back without sparking resistance. Through their research, they find that the small win strategy creates change through diagnosis, dialogue and experimentation and improves overall efficiency and performance. These small wins result in large gains; they unearth and upend systematic barriers to women's progress. The characteristics of the company or organization can also be the reason behind the glass ceiling. The company's cultural norms and organizational practices can make it hard for both men and women to work effectively. Barriers to advancement are not just above women but also all around them.

Even though women have made huge strides in history, they are still impeded by the glass ceiling. Carnes and Radojevich-Kelley (2011) focus on the effects the glass ceiling has on women and they discuss the methods women use to deal with and "get around" the glass ceiling. For example, they cite entrepreneurship as an avenue where women can be their own boss and

make their own hours in order to be with their family. Kephart (2005) found women are not receiving the same training as their male counterpart that is needed to lead to promotions, which makes them disadvantaged from the get-go of hiring. This disadvantage leads women to entrepreneurship to "change the corporate game" by creating their own rules.

III. Wage Disparity and the Glass Ceiling Intersect

Cotter et. al. (2001) contends that not all racial and gender inequalities need to be defined as the glass ceiling. They provide four criteria that might be used to define the glass ceiling effect more clearly. A first criterion is a glass ceiling inequality represents a gender or racial difference that is not explained by other job-relevant characteristics of the employee; this means that glass ceilings are measured as the residual differences due to race or gender after controlling for education, experience, abilities, motivation, and other job-relevant characteristics. Secondly, a glass ceiling inequality represents a gender or racial difference that is greater at higher levels of an outcome than at lower levels of an outcome. For example, in an organization or industry that has a gendered glass ceiling, the female share of CEOs will be lower than the female share of company officers, the female share of officers will be lower than the female share of middle managers. Thirdly, a glass ceiling inequality represents a gender or racial inequality in the chances of advancement into higher levels, not merely the proportions currently at those higher levels. This promotion and change criterion becomes an especially strong test of a glass ceiling effect in conjunction with the second criterion specifying increased discrimination at higher levels. Together, they restrict a glass ceiling inequality only to situations where inequalities for promotions to higher levels are stronger than inequalities for promotions to lower levels. The final criterion is a glass ceiling inequality represents a gender or racial inequality that increases over the course of a career; studies that observe career trajectories can test whether a gender gap

(in earnings or authority) increases with increasing work experience. The delineation of criteria for a glass ceiling and the empirical test with earnings are important steps in clarifying the glass-ceiling concept and documenting the existence of this type of inequality. In their research, Cotter et. al. (2001) demonstrates that a glass ceiling does exist as a form of gender inequality over and above that which we typically think of as gender inequality.

IV. Wage Disparities between the Sectors

The glass ceiling and wage disparities are present in each of the sectors: public, private and non-profit (Kerr, Miller, Reid, 2004). More women are entering the government field, going to business school and graduate school, making the entry into senior management positions somewhat easier, in government positions (Baker, 2000). The presence of women in the top positions in government agencies has increased at a steady rate since the 1970's, but not to an equal status when compared to men (Bowling, Kelleher, Jones, Wright, 2006). Even though the number of women in political power has grown since the 1970's, research suggests that the gender composition of government matters in terms of the types of public policies that are enacted (Reese, Warner, 2012).

According to Bowling et. al. (2006), many attributes come into play in terms of these top ranking women, including education, age, career path, political party and ideology, salaries and career progress. Women are now more educated than men in state governments with slightly more varied career paths. Although women are landing the top leadership positions in organizations, Smith and Monaghan (2013) say it is expected to be in "feminine" policy areas such as reproductive rights. Parcheta, Kaifi and Khanfar (2013) suggest that this might be due to their style of management, which happens to be considered "feminine" as opposed to

"masculine." The feminine style of management also uses a "feeling approach" when making decisions which means the feeling types prefer making decisions based on subjective values, allowing emotion, sympathy, and the desire for harmony to enter in the equation. Conversely, the masculine style of management uses a "thinking approach" when making decisions which prefers logic, objective values, principles, laws, and standards in making a decision.

Some women are still lagging behind these "glass-ceiling breakers." The persistence of male-dominated leadership networks in many state bureaucracies continues to contribute to the difficulties women encounter in their attempt to break glass ceilings and to become more fully represented in policy making processes (Kerr, Miller, Reid, 2004). It has been predicted that it will take another fifty years for women to achieve equity, and even longer without additional state or federal action (Reese, Warner, 2012).

Despite improvements, overall women in the public sector continue to be underrepresented in positions of greater authority and prestige; structural/organizational factors coupled with individual characteristics also come into play (Caceres-Rodriguez, 2013; Smith, Monaghan, 2013). Reese and Warner (2012) cite women and minorities as overrepresented in lower ranking government positions, while also being underrepresented in top ranking positions. Their underrepresentation could be why they are making less money than their male counterparts.

Nowaza (2010) cites the glass ceiling in the nonprofit sector is similar in construction and resiliency to the glass ceilings of government and private industries. It is important to acknowledge that on the whole, nonprofit employees are paid less than employees in other sectors. The nonprofit sector has its roots in volunteerism, so perhaps it is not surprising that today, nonprofit employees are compensated at a lower rate than their for-profit and government-

employed counterparts. She cites that despite the large percentage of nonprofit employees that are female, they continue to be significantly underrepresented and undercompensated in executive roles. Also, that women are less likely to be in management positions and, regardless of the occupation level they hold within a nonprofit, will likely earn less than men in comparable positions.

In terms of the wage gap and glass ceiling, the problem seems to be more persistent in the nonprofit sector as compared to the other two sectors. In the private sector, very few women are found on company boards (Nowaza, 2010). In comparison, nonprofits have significantly more women on their boards, however these numbers still do not reflect the male to female ratio of the sector as a whole. The absence of women on nonprofit boards is significant because boards are the bodies responsible for recruiting and hiring executives, as well as for setting their salaries. The private sector seems to come in second after the nonprofit sector in terms of wage penalties. Llorens, Wenger and Kellough (2008) find the private sector has greater wage penalties for women and minorities making the public sector preferred for employment versus the private sector and nonprofit sector. Women in the public sector are treated more fairly in terms of pay than in the other two sectors (Reese, Warner, 2012). This could be due to the fact of pay grade and wage systems enacted in the public sector.

V. Recourse

Several experts have made recommendations on how to overcome wage disparity and the glass ceiling, including entrepreneurship, mentorship, training programs, cross-functional teams and managerial tools. In addition to organizational-level solutions, this section will discuss system-level solutions such as public policy and regulation, as well. Cohen and Huffman (2007) found that many times, women could be there own helping hand when it comes to breaking the

glass ceiling. There is less gender inequality under the conditions of greater female representation and higher status in management. They also find female managers enhance the labor market prospects of the women who work below them, in other words, they have less to gain from discrimination and therefore are more motivated to help other women.

Kalev (2009) contends that if work was restructured into cross-functional work teams where everyone is crossed trained and there is no hierarchy, then women and minorities can resist stereotypes and ascription by demonstrating their capabilities. In other words, cross-functional work teams can be defined as an opportunity for women to demonstrate their skills and their perspective on the topic at hand. The results show these new opportunities presented by the team structure to become visible in stereotype-negating contexts, to network, to be treated with respect, and to resist devaluation can translate into better career opportunities for women and minorities; possibly disbanding the glass ceiling. Also, the networking and visibility opportunities afforded by cross-functional work environments can help women and minorities learn of better and more advanced positions and put them on the radar screen for such opportunities. Whether women seek out career opportunities in these new environments, managers and high-status employees reach out to the newly discovered talent, or the two processes work together, the end result is improved access to management jobs that could ultimately help in breaking the glass ceiling they are under.

Some women will even quit their job in order to find some recourse in their situation. Wickwire and Kruper (1996) found that women are more likely to leave their position in order to start their own business if the conditions in their workplace aren't favorable. Female managers were also more likely to leave their organizations when they perceived a lack of career opportunities within their organizations (Stroh, Brett, Reilly, 1996). The glass ceiling does not

serve the economic interests of the business if they are excluding women and minorities from upper management positions (Wickwire, Kruper, 1996). They find that the response of this exclusion is for women to leave their companies and positions, no matter how long they have been employed there, and find another job with better equal opportunities.

The organizations themselves can be sources of help for women who think they are being treated unfairly because of their sex. Morrison and von Glinow (1990) suggest to organizations to comply with government regulations and focus on equality for all. Creating training programs geared to help managers work together within a diverse workplace can help reduce discrimination. For women and minorities, they suggest furthering their education, which is always helpful in upward mobility in an organization. Women should also put themselves out there to create new relationships with possible mentors and sponsors who can further their careers. Mentors are critical to women's advancement in their career. Ragins (1998) cites that mentoring was established as important to her respondent. Individuals with mentors received more promotions, had more career mobility and advanced at a faster rate than without a mentor.

Reese and Warner (2012) state the gender–wage gap may be addressed via different public policy options; one option is to enforce equal pay laws, wherein men and women are guaranteed equal pay for equal work. Pay equity are aimed at eliminating this pay disparity by requiring equal pay for work of comparable value. Although, it can be hard for our policy makers to implement such policies, Tavakolian (1993) argues that the government's view on the whole issue of the glass ceiling varies from office to office and from politician to politician. The more conservative an individual, there is a greater probability that he or she will prefer a laissez faire approach involving the government's dealing with businesses and the more liberal an individual, the greater the likelihood that he or she will support the new restrictions that will be levied upon

businesses.

Janet C. Jackson (2001) suggests that there is an organizational culture that needs to be changed by way of policies. These policies will help women and minorities break through workplace barriers. Alkadry and Tower (2006) find that establishing affirmative action strategies in organizations can help break the glass ceiling and reduce position segregation. Organizations may also adopt policies that are "friendly to women in the workplace." Such policies may include more flexible hours, providing more job-guaranteed and paid leaves of absence for sickness and family care, encouraging the development of more part-time jobs that pay well and also have good benefits. They state better enforcement of existing laws like The Equal Pay Act and regulations like affirmative action, as well as stronger laws like the Paycheck Fairness Act and Fair Pay Act are needed to address this issue. Resorting to legal action is always a possibility for women, as well.

Creating a tool for managers to use to lessen the impact of the glass ceiling could be very helpful. Schuck and Liddle (2004) claim to have created an assessment tool and concept map for managers through their research. The concept map provides a visual representation of how women cognitively organized their experience in their workplace with the glass ceiling. The instrument provides good internal reliability that may be useful to managers and consultants who are interested in measuring the corporate quality of life for female managers. They note that accurate assessment is the first step in designing appropriate interventions that may improve the quality of life for women in management, which could possibly help in dismantling the glass ceiling.

Eyring and Stead (1998) believe women and minorities should shatter the glass ceiling for two reasons: justice and business success. They recommend businesses and companies to

develop a systematic and on-going process for identifying and addressing important issues to women. Also, to build succession planning processes to identify high-potential women early in their career and track their development and to address the "glass ceilings" by placing women in high-risk line assignments. Businesses and companies should not assume women are aware of the glass ceiling; they cite communication as key.

Caceres- Rodriguez (2013) proposed a possible solution to women being underrepresented in the public sector by establishing a representative bureaucracy, which may be of greater significance at diminishing the effects of gender in organizations because women would attempt to enact policies that make opportunities available to other women. The theory of representative bureaucracy suggests that a public workforce representative of the people in terms of race, ethnicity, and sex will help ensure that the interests of all groups are considered in bureaucratic decision-making processes. Thus, their presence at various levels in organizations would dissuade males from acting on their bias, the presence of women in top slots would encourage other women to seek advancement, men would update their beliefs on women's managerial competence, and finally, it would encourage re-socialization for both men and women.

Ionescu (2012) believes women who have gained access to top positions have redefined the rules of business and leadership, creating new approaches to the exercise of leadership. Democracies remain the best arena for women's citizenship, as bearers of rights and interests, women citizens must monitor state politic. Integrating women into existing political systems may deepen existing democracies and implement feminist agendas; the institutions of formal politics have great power over women's lives, and women must organize in movements, participate in formal politics, and change political systems.

Clow and Ricciardelli (2011) believe taking measures that lessen the impact of stereotypes that may also serve to increase gender equality across professions. For example, conveying women can be effective leaders, while men can be effective caregivers. Socialization is also another component in this problem. Creating a world where men and women are equal is difficult, but can be done if we start to instill this concept in childhood, they believe. Change is evitable and the glass ceiling can be broken if corporations, companies and the government are all on board; women and minorities will gain greater access to upper level management (Tavakolian, 1993).

VI. The Federal Glass Ceiling Commission

According to the Department of Labor (1995), The Civil Rights Act established the Federal Glass Ceiling Commission as a twenty-one member bipartisan body. Its mandate was to identify the glass ceiling barriers that have blocked the advancement of minorities and women as well as the successful practices and policies that have led to the advancement of minority men and all women into decision-making positions in the private sector. The Commission was specifically directed to conduct a study of opportunities for, and artificial barriers to, the advancement of minority men and all women into management and decision-making positions in Corporate America. Also, to prepare and submit to the President and the appropriate committees of Congress, written reports containing the findings and conclusions resulting from the study and the recommendations based on those findings and conclusions.

The Federal Glass Ceiling Commission systematically gathered information on barriers, opportunities, policies, perceptions, and practices as they affect five target groups that historically have been underrepresented in private sector top-level management—women of all

races and ethnicities, and African American, American Indian, Asian and Pacific Islander, and

Hispanic American men (DOL, 1995). The barriers to equality hinder the advancement of

minorities and women, and this contradicts this nation's ethic of individual worth and

accountability—the belief that education, training, dedication, and hard work will lead to a better

life. The barriers include societal barriers that can be outside of the direct control of business,

internal structural barriers that can be in the direct control of business, and governmental barriers

which can include lack of laws, monitoring and law enforcement. The Department of Labor

(1995) cite there is no "one way" to eliminate the barriers to the advancement of minorities and

women, each company is different and each must carefully evaluate its situation and needs. The

Commission works with businesses in order to help dissipate the feeling of the glass ceiling on

their female and minority employees. The end product is to have businesses that eliminate

barriers have inhibit women and minorities into being promoted, earning more money and other

opportunities.

In 1995, the Commission produced two reports on the subject for businesses and

corporate leaders to implement. The first was an "environmental scan" describing their research

and findings on the glass ceiling (DOL, 1995). The second was a "strategic plan" presenting the

Commission's recommendations based on its findings. The recommendations speak to the

imperative of dismantling artificial barriers to advancement. The recommendations were also

designed to assure equitable opportunity for white men, minorities, and women. The

recommendations were then presented to the President (Bill Clinton) and the Congress at the

time (1995) and they were to do with it what they will.

Baker (2000) quotes the Federal Glass Ceiling Commission and their recommendation

for employers: "Government at all levels must be a leader in the quest to make equal opportunity

a reality for minorities and women. The Commission recommends that all government agencies, as employers, increase their efforts to eliminate internal glass ceilings by examining their practices for promoting qualified minorities and women to senior management and decision-making positions."

The Federal Glass Ceiling Commission is one particular case among other recourse options available to women. It provided system-level recourse in the form of recommendations to government and companies. Out of the Federal Glass Ceiling Commission, the National Glass Ceiling Commission was established as an independent non-profit entity. This non-profit is another recourse option available to women. It attempted to provide an individual-level avenue for seeking recourse on a situational basis. This individual-level of recourse is what is evaluated as a participant observer.

C. Summary

What has been found thus far is undisputable—women are experiencing a glass ceiling in the workplace. The glass ceiling is different than any other wage disparity. Many women try and escape it by working as their own boss through entrepreneurship or through working in a "flexible" position. The literature also suggests that if women do not think they are receiving the pay and treatment they deserve, they will find another position that will fulfill their needs. Some scholars even provide tools and advice for female managers in top positions who experience the glass ceiling and for their female employees as well. The literature discusses the Old Boy's Network and how women have to deal with the masculine side of the workplace as well as the wage gap. Some of the literature blames organizational barriers as well as institutional and stereotypical barriers. Every company, situation and perspective of the glass ceiling is different.

Chapter III: Methodology

A. Design of Study:

The literature does not fully discuss the extent to which women are familiar with the glass ceiling dynamic, nor their awareness of available avenues of recourse when facing wage disparity in the workplace. It does not address the ease of accessing and navigating recourse options. Plus, it is agnostic to whether there are any sector-level differences in how women recognize and respond to the glass ceiling. This study will help to close this knowledge gap by examining women's awareness of both the glass ceiling and available recourse, controlling for employment sector (public, private, and non-profit). It also examines the ease of navigating through one recourse option available through the National Glass Ceiling Commission.

This project employs a mixed methods research design to test two hypotheses. Mixed methods are a procedure for collecting, analyzing, and mixing both qualitative and quantitative research and methods in a single study to understand a research problem (Creswell, 2014). Within mixed methods are strategies of inquiry; for this project, a convergent mixed methods strategy was employed. Convergent mixed methods procedures are those in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the investigator collects both forms of data at different times and then integrates the information in the interpretation of the overall results (Creswell, 2014).

Both hypotheses 1 and 2 are to be tested through an online survey. Hypothesis 1: Women are familiar with the glass ceiling as a phenomenon. Hypothesis 1 seeks to confirm that individuals do know and recognize the glass ceiling. Hypothesis 2: Cross-sector differences exist in knowing where to go for help when faced with wage disparities. Hypothesis 2 seeks to

confirm differences between the sectors in terms of knowledge of where to go for help when faced with wage disparities in the workplace.

A research question to be explored is redress options for wage disparities are difficult to access and navigate. This research question seeks to confirm that it is difficult for one to access and navigate redress options available for women who are faced with wage disparities. Data was collected on this research question through direct observation (participant observation) and through an interview with a key informant.

B. Sample Selection

Hypothesis 1 and 2 are tested on a non-probability snowball sample from the population of women. A snowball sample is defined as technique where existing study subjects recruit future subjects among their acquaintances. These hypotheses were tested through the survey, which can be found in Appendix A. The researcher relied on access to friends, family, professional colleagues from different age groups and employment sectors for the sample of respondents. The respondents to the survey were gathered by sending out the online survey link to personal contacts of the researcher through email thus, being forwarded on to other people, not known to the researcher. The women were chosen based off of their employment sector (public, private and non-profit sectors) and their age.

C. Data Collection Methods

The short six-question survey tested the public's knowledge of the glass ceiling and the knowledge of redress options, too. The general goal of the survey was to find out what women know about the glass ceiling, if they know where to go for help in that situation and if there

exists any differences between employment sectors and age. The sectors studied were the public sector, the nonprofit sector and the private sector. The breakdown of the ages of the respondents was: under 25, 26-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59, and 60-65 and over 65. This age range was chosen to compare the familiarity of the glass ceiling and knowledge of where to find help across the sectors. Overall, the sampling produced a fairly representative sample across the sectors. The sample is represented through the number of total respondents, the number of different ages and the number of women in each employment sector in order to get a fair sample. The statistics of the sample can be found in the Discussion section on pages 28-29.

The survey was sent out through contacts of the researcher then forwarded on to people unknown to the researcher. Respondents answered the six questions survey through a Survey Monkey link sent to them through email. The first question asked if they knew what the glass ceiling is. This question was to gauge the familiarity of the glass ceiling among respondents. The second question asked if they wanted to bring attention to wage disparity in their workplace, would they know where to find help? This question was to see if the women knew which options were open to them, in terms of services. The third question was an open-ended question asking whom would they contact. This was to see who the women would go to for help, if need be. The fourth question asked if they ever heard of the National Glass Ceiling Commission. This was to gauge the familiarity with this particular redress option. The last two questions were asking the respondents age and their employment sector in order to compare the results to ages and sectors. As the independent variables, age and employment sector of the respondent might be relevant because it can show the differences across the sectors in terms of wage disparities.

The case study and simulation will provide descriptive background on the National Glass Ceiling Commission. It will describe what it is, how it is supposed to work for the public and if it

is a possible redress option for women. The simulation shows the process of accessing the National Glass Ceiling Commission while documenting the experience along the way. An interview with Commissioner Becker of the Erie County Commission on the Status of Women will also provide insight on the topic because she is an Erie County delegate representing women. After exploring the National Glass Ceiling Commission as a possible redress option, an interview with Commission Becker was scheduled in order to get expert perspective on the subject and to discuss other options. The interview was planned as a semi-structured interview and for it to be about ten questions with a few probes. It was anticipated to learn more about her Commission and what she can do for women, who are facing the glass ceiling and wage disparity.

D. Data Analysis

The survey data was analyzed using SPSS to produce frequencies and to perform Chi Square tests. The Chi Square Test was chosen based on the nature of the data collected. The Chi Square Test is used to determine whether there is a significant association between two variables. Specifically used was the Chi Square Test for Independence in order to determine if employment sector impacts familiarity. The two hypotheses were each tested, which resulted in the tables on pages 28-29.

An interview with Commissioner Becker of the Erie County Commission on the Status of Women was transcribed and coded in order to find themes within the interview. The researcher is maintaining the interview notes; the questions can be found in Appendix B and the consent form in Appendix D. Open coding was the coding method in the interview with Commissioner Becker. Open coding is the part of the analysis concerned with identifying, naming, categorizing

and describing phenomena found in the interview. The types of themes that were looked at in the interview were repeated words or answers said by Commissioner Becker. For example, words or phrases like education, resources, awareness, knowledge and self-worth.

The participant observation was analyzed in an open-ended fashion by recording and documenting the obstacles present. A conversation with the President/CEO of the National Glass Ceiling Commission, Dennis Kennedy, was initiated and continued via email. Each step of the conversation was recorded as an obstacle or not. Examples of obstacles would be contact information on the website not up to date, website not equipped with sufficient information, inactive website and finally defunding of the organization. The obstacles make it difficult for one to get the help they are looking for from that particular resource.

Chapter IV: Discussion

I. What Women Know About the Glass Ceiling

This research project sought to collect more information on individual knowledge, including cross sector differences, of the glass ceiling and redress options that are available to women who face wage disparities. Question one of the survey asked if the respondents know what the glass ceiling is. Out of 138 respondents, 112 answered "yes" and 26 answered "no." Question 2 asked if respondents wanted to bring attention to wage disparity in their workplace, if they would know where to find help. 94 respondents said "no," while 44 said "yes" they would know where to find help. To find out what redress options women are aware of, question 3 asked if they answered yes to question 2, whom would they contact. Some women responded with agency or company level examples such as, Personnel/Human Resources, their boss/supervisor and union representatives. Other women responded with outside agency level examples such as, The Department of Labor, Equal Employment Opportunity, and The Commission on the Status of Women. Another option for those seeking help is the National Glass Ceiling Commission. Question 4 asked respondents if they have heard of the National Glass Ceiling Commission. 131 respondents did not know of the Commission, while 7 had heard of it before. By asking this question, one can gauge whether respondents know of other available redress options or not.

Comprehensively, the evidence collected to test Hypothesis 1 suggests that women are in fact familiar with the glass ceiling. Although, women are at the same time less familiar with solutions and they have varied perceptions of where the best place to seek help is. This could be due to sector employment and knowledge level of redress options.

Another question is the extent to which cross-sector differences may exist. 66% of public, 83% of nonprofit and 58% of private women surveyed were familiar with the glass ceiling. This

is an overwhelming majority of women surveyed who are familiar with the glass ceiling. Women

in the nonprofit sector were found to be more likely than the public and private sectors to know

of the glass ceiling. Table 1 below shows the results. The chi-square for this test is .013, showing

the results to be significant. Thus this shows there is a positive association between employment

sector and knowledge of the glass ceiling.

Table 1:
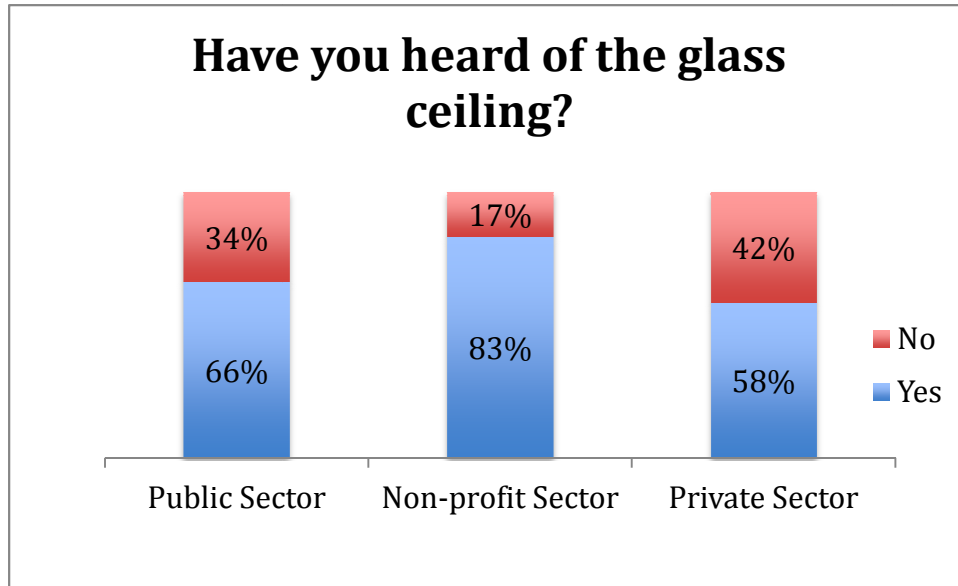
The evidence found through the analysis of Hypothesis 2 shows that other sector-level

differences exist as well. Out of 138 women, 64% of public, 70% of nonprofit and 68% of

private women surveyed did not know where to find help when faced with wage disparities in

their workplace. Overall, 94 women or 68% did not know where to find help. This is also an

overwhelming majority of women surveyed who do not know where to seek for help. Women in

the nonprofit sector were found to be more likely than the public and private sectors to not know

where to go for help. Table 2 below shows the results. The chi-square for this test is .056,

showing the results to be just slightly beyond significance. Although this suggests the association

between employment sector and knowledge of redress options may have occurred by chance,
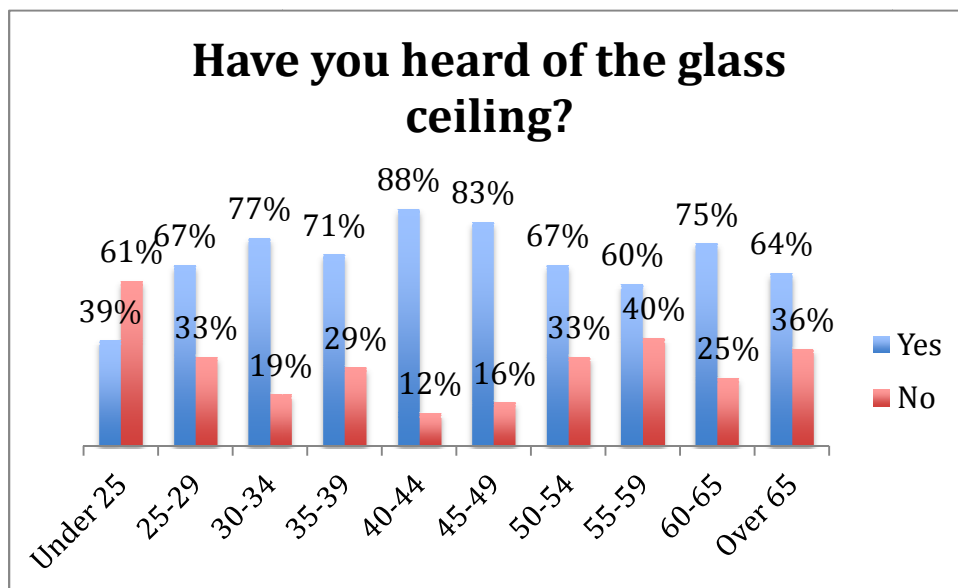
there is good reason to investigate this further.

Table 2:

If you wanted to bring attention to wage disparity in your workplace, would you know where to find help?

	No	Yes
Public Sector	64%	36%
Non-profit Sector	70%	30%
Private Sector	68%	32%

II. The Impact of Age

Age was cross-tabulated with familiarity of the glass ceiling. Table 3 below shows the results of this test. Women in the age range of 40-44 were more likely than any other age group to know of the glass ceiling, resulting in 88% responding yes. The under 25-age group was more likely than any other age group to not know of the glass ceiling, resulting in 61% responding "no." This could mean that women of the age group 40-44 know more about the glass ceiling because they are impacted the most by its effects. Women ages 25 and under might not have a full time position or have experienced a "real world" job yet, resulting in them not know of the glass ceiling or its effects.

Table 3:

Have you heard of the glass ceiling?

Age	Yes	No
Under 25	39%	61%
25-29	67%	33%
30-34	77%	19%
35-39	71%	29%
40-44	88%	12%
45-49	83%	16%
50-54	67%	33%
55-59	60%	40%
60-65	75%	25%
Over 65	64%	36%

III. Participant Observation:

The National Glass Ceiling Commission is a non-profit organization that is committed to "helping women and minorities through advocating, researching and educating decision makers in corporate America regarding the existence of bias and unconscious glass ceilings in the workplace." The literature talks about the Commission repeatedly, so the researcher decided to see if this option was accessible and able to provide a reliable avenue of assistance to women. The evidence found through the participant observation of this Commission shows that it is difficult to navigate and access redress options available to women.

When the researcher contacted the National Glass Ceiling Commission in February of 2014, the researcher did not get a response. The researcher emailed the contact provided under the "contact us" section of their website. The researcher waited for a month until she forwarded the email asking for more information on the organization to the President/CEO Dennis Kennedy. The email stated that the researcher was a Buffalo State College graduate student working on my master's project. The researcher was inquiring for more information on the organization and what they have accomplished, how it is held accountable, etc. the researcher asked if they could direct me to an information source since the website was lacking quite a bit of information. Dennis Kennedy answered back asking what organization/website the researcher was looking at and what information the researcher was seeking and answered back with link to a different website (http://www.birminghaminitiative.org/) and stated that the National Glass Ceiling Commission website had not been used for some time.

In September of 2014, the researcher emailed Dennis Kennedy again (with a different email address) as if I was a woman seeking help and information from the National Glass Ceiling Commission. In the initial email the researcher explained that she was on the website again,

looking for more information on the Commission. The researcher explained that she felt like she was victim of wage disparity and the glass ceiling in my workplace and that she did not know where to receive help and she was wondering if they could do anything for me as an individual. Dennis replied back asking me if the researcher was looking for someone to represent me; also stating that he is not a lawyer. It was surprising that the President/CEO of this organization was asking me if the researcher was looking for a lawyer, instead of trying to help her with his resources within the organization. The researcher replied back saying no and she was just basically wondering what the Commission does. He stated that, "it is not active as this time and that they ran out of money to keep it going." He added that it is much needed, despite being defunded. Also, he suggested to the researcher to seek out a lawyer if the researcher was being discriminated against. He included his personal lawyer in the email, in case the researcher wanted to speak to her. This email conversation lasted over the course of a few days.

Through more research about the defunding of the National Glass Ceiling Commission, the researcher came across that this National Glass Ceiling Commission is not the same as the *Federal* Glass Ceiling Commission, often cited in the literature as the *Glass Ceiling Commission*. I thought they were one in the same the entire process of my project. The National Glass Ceiling Commission is a non-profit organization with the same intentions as the Federal entity. The Federal Commission, like mentioned in the literature review, was specifically directed to conduct a study of opportunities for, and artificial barriers to, the advancement of minority men and all women into management and decision-making positions in Corporate America, and to prepare and submit to the President and he appropriate committees of the Congress written reports containing the findings and conclusions resulting from the study and the recommendations based on those findings and conclusions. After they produced a report for the President to implement

their suggestions, they disbanded as a Commission and no longer exist. The non-profit

Commission was established in 2004 but then defunded in 2008 because, "not enough funds

were raised to sustain the initiative." They have a similar name and similar goals as an

organization as well. Although much of the literature cited the Federal Glass Ceiling

Commission, for purposes of research, the researcher is only studying the National Glass Ceiling

Commission as a public entity. One can see how this could add to the confusion women

experience when looking for help.

IV. Interview with Key Stakeholder:

Women are not sure where to find help when they are faced with wage disparity in their

workplace. A county-level solution to this problem was establishing the Commission on the

Status of Women. The Commission on the Status of Women was established by a unanimous

vote of the Erie County Legislature in 1987 to help remove gender based inequalities for women.

Since it's time of inception, it has undertaken many worthwhile endeavors on the behalf of

women, including, Gender Distribution on Municipal Boards in Erie County reports and the

creation of the Western New York Talent Bank, which connect professional women with public,

private and non-profit boards. Commissioner Becker explained that the Commission does not

provide services, but they provide support and resources for women who need it. As a

commission, they focus on certain topics or areas each year, for example, education and public

awareness, health and wellbeing, and leadership and empowerment. They hold events for each

topic, like bike-a-thons, education series and creating booklets for educational and support.

In the interview with Commissioner Becker, the researcher received good information on

possible redress options available to women. She believes that the glass ceiling is different from

other wage disparities. She also believes it is not enough for a woman to make it to a top position, and in order for the glass ceiling to be overcome, there needs to be professional representation of women at the top. In other words, equal representation of men and women in top or high-ranking positions. She stated that progress is slow, but change is in the horizon. Women do not want to seem like "money is their thing," so we often sell ourselves short and do not negotiate our true worth in terms of pay. This relates back to the article by Parcheta, Kaifi, and Khanfar (2013) who cited that women earn less and do not get what they want in terms of pay because they do not ask or speak up about negotiating.

The researcher explained to Commissioner Becker that many women in my survey said they would go to Human Resources or the Equal Employment Opportunity Commission if they were faced with the glass ceiling. The researcher asked if she thought if these were the right resources for women to go to for help and she answered that it depends on the situation; "women should personally educate themselves on their company or organization to see what types of resources are available when faced with this problem." Commissioner Becker stressed many times that women should educate and create awareness of their identity and worth because knowledge is very important. She always explained how negotiating your self-worth is important for getting the pay you want and deserve as a woman. She even advised the researcher as young woman and soon to be graduate to negotiate at my first "real" job, in order to make what I deserve and to keep that going for the rest of my life and career. Commissioner Becker also stressed how important it is for women to vote and to pay attention to the candidates and their views on women and equal pay. She emphasized personal level solutions. She reiterated many times for women to do their homework on their position, pay, promotions and who is getting them, colleagues' pay, company and their resources for women.

Some difficult questions arose in the interview with Commissioner Becker; the researcher asked her where she would go for help if she were facing wage disparity or the glass ceiling. She answered she would probably quit her job and find another job that acknowledged her worth, value and knowledge. She said she would also call attention to the issue and create awareness among the community. The researcher shared more results of my survey with Commissioner Becker; some women said that they did not know what the glass ceiling was and the researcher asked her of her opinion on the subject. She thought that since many younger women have not gotten into a "real world position" yet, they might not have perceived the glass ceiling in their life. Although she said once they get older and more experienced, they will feel its effects then. The researcher asked her if she thought women were forthcoming when it comes to getting help or if women just accept their situation as it is. She believes that women tend to accept the situation as it is. "Women tend to be the ones that want to give and think about others before themselves, so they might not perceive their situation as bad."

Overall, Commissioner Becker provided good advice and information on redress options and the wage gap. She provided the researcher with advice to pass along to women who are facing the wage gap and/or the glass ceiling. She advises young women, like the researcher, to start educating themselves and doing their homework in terms of negotiation and knowing what we are worth. Progress with closing the wage gap and breaking through the glass ceiling is slow, but she knows that one day in the future, we will see more women in higher, more powerful positions. Commissioner Becker advises that we stick together and educated and spread awareness on the subject. Also, when it comes to voting, we must do our homework on the candidates and choose someone who is "pro-woman" and someone who will implement policies that will benefit women's rights. The take away from the interview with Commissioner Becker is

to educate ourselves as women, to learn how to negotiate and voice our self-worth and value, and

to realize when we are being discriminated against based on gender and when to know when to

leave the situation.

Chapter V: Implications, Conclusions and Future Research

A. Implications of possible outcomes

The researcher has found cross sector differences in the awareness of the glass ceiling and the knowledge of where to find help. The researcher has found that women employed in non-profits are more likely than public and private employees to know of the glass ceiling. At the same time, they are also more likely to not know of redress options available to them. Women in the age range of 40-44 area also more likely than any other age group to know of the glass ceiling, while the under 25-age group was more likely than any other age group to not know of the glass ceiling.

Since women do not know where to go for help, the survey, the interview with Commissioner Becker, and participant observation suggest the most effective redress options. Other viable options include: The Equal Employment Opportunity Commission, Human Resources, the Commission on the Status of Women and seeking out a lawyer. Through a participant observation, The National Glass Ceiling Commission as a redress option that is not a viable option for women to go to and can be considered a dead end. Thus, the researcher concludes that redress options are not easy to access and navigate. With the advice of Commissioner Becker, women need to educate themselves on the companies or industries they are looking to work for, and on the candidates in which they are voting for. The future of America rests in the hands of the people we vote for, so they should be for women's rights and promoting the best policies and laws that won't inhibit women's growth in the workplace.

Public administrators need to know that spreading awareness and education is key to breaking barriers in the workplace, since the results of my survey shows that many women still do not know of the glass ceiling or redress options available to them. The study also suggests that

redress options should be easier to navigate and more readily available for women to access and take advantage of their resources.

Recent efforts made by the Poloncarz Administration in Buffalo, N.Y. through "Initiative for a Stronger Community" (2015) creates hope for the future. One of the initiatives is to improve women's earnings and reduce gender gap earnings. In order to inform the public about the problem of pay equity, the Erie County Commission on the Status of Women will host and facilitate a roundtable discussion of representatives from various organizations and agencies that represent and/or serve women from different educational, socio-economic and experiential backgrounds in Erie County. The goal of the discussion will be to determine how the issue of pay equity impacts each of these cohorts differently. Another roundtable discussion will take place with for profit businesses and nonprofit organizations to discuss their approach to abiding to the Equal Pay Act within their respective organizations. The outcome will be to invite organizations to audit their company's response to the EPA; as well as encourage companies to conduct salary audits to proactively monitor and address gender-based pay differences (Poloncarz, 2015).

B. Limitations of study

Various limitations exist in this study. A representative sample was collected, although a random sample would have been better. A larger sample size would have also been better because it would allow for more extensive multivariate analysis. There was no opportunity to talk to other Erie County stakeholders other than Commissioner Becker of the Commission on the Status of Women. Since only one interview with a stakeholder was conducted, it is unclear whether others in a position like Commissioner Becker's would similarly emphasize personal-level solutions to wage disparity. Although many redress options were mentioned, human

resource mechanisms or legal options were not explored in this study. Another limitation of the study was the case study of The National Glass Ceiling Commission was significantly flawed.

C. Future Research

It can be fairly stated that the convenience sample provides evidence that is suggestive and worthy of further investigation. Future research needs to be done on the glass ceiling and wage disparities in their current states. More research on the subject could be beneficial to closing the wage gap more effectively and efficiently. Future research, for example, can include multivariate analysis that looks at whether cross-sector differences hold after controlling for age.

Exploring sector differences in the glass ceiling would also be important in trying to dismantle the barriers. Through my research I found that the nonprofit sector is more likely to know of the glass ceiling, but also is more likely than the other sectors, to not know where to find help; thus exploring the glass ceiling differences within each sector could potentially be beneficial to closing the wage gap and breaking the barriers. Increased awareness will lead to a greater understanding of the barriers women face. As administrators, professionals, and employees at all levels become increasingly aware of the glass ceiling, organizations will be more likely to take conscious steps toward policies and practices that foster equality in the hiring, promotion, and compensation of women.

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Appendices:

Appendix A: Survey Questions:

1) Do you know what the glass ceiling is?

- Yes

- No

2) If you wanted to bring attention to wage disparity in your workplace, would you know where to find help?

- Yes

- No

3) If yes, who would you contact?

4) Have you heard of The National Glass Ceiling Commission?

- Yes

- No

5) What age group do you fall into?

- Under 25

- 25-29

- 30-34

- 35-39

- 40-44

- 45-49

- 50-54

- 55-59

- 60-65

- Over 65

6.Which employment sector do you work in?

- Government sector

- Non-profit sector

- Private sector

Appendix B: Interview Questions with Commissioner Becker:

1) Can you tell me a little bit about yourself and the role of the Office of Public Advocacy?

2) Does your Office address issues of wage disparity?

    a. What types of strategies are used?

3) In your opinion, is the "glass ceiling" phenomenon different from other types of wage disparity?

    a. [If yes] Why do you think this is so?

4) Many of the women in my survey say they would go to Human Resources or Equal Employment Opportunity Commission if they were faced with the glass ceiling. Do you think those are the right places to start?

    a. What other avenues are open for women who are facing the glass ceiling?

    b. Which avenue do you think would be the most helpful?

    c. If you were faced with the glass ceiling yourself, where would you go for help?

5) Some women in my study didn't know what the glass ceiling is, why do you think that is?

6) Do you think women are forthcoming when it comes to getting help or do you think many women have just accepted their situation?

7) Are you familiar with the National Glass Ceiling Commission?

8) I've been doing a lot of research on the Commission, and my understanding is that it

   continues to exist, but no longer receives federal funding. Is this your understanding as well?

9) Do you know when the Commission was defunded?

   a. Do you know why it was defunded?

10) Do you think the Commission has had an impact on this issue?

   a. Is its work done?

   b. Should it be strengthened?

Appendix C: Informational sheet given to survey respondents:

Informational Sheet

Gender Inequality In The Workplace

Name and Title of Researcher: Tara Territo, Student
Phone Number: (716) 200-9588
Email: territta01@mail.buffalostate.edu

Purpose of Study: The purpose of this project is to explore the wage disparities that exist in the workplace that are inhibiting women and minorities.

Subjects:

Inclusion Requirements: You are eligible to participate in this study if you are a woman and currently working in a non-profit, government or for-profit position.

Procedures: The following procedures will occur: You will answer a six-question survey that should take about five minutes.

Risks and Discomforts: The possible risks and/or discomforts associated with the procedures in this study are minimal and no greater than those encountered in everyday life.

Benefits: You will not directly benefit from participation in this study.

Confidentiality:

Data Storage: Your research records will be stored in the following manner: Data will be recorded anonymously, which means no one, including the research team can identify you from the study data. All data stored electronically will be stored on a secure network server, or on portable devices, such as a laptop with encryption (special software) and password protection. All data will be stored in a locked and secured location and retained for at least three years in compliance with federal regulations.

If you have questions:
If you have any comments, concerns, or questions regarding the conduct of this research, please contact the researcher at the top of this form.

If you are unable to contact the researcher and have general questions about your rights as a participant, please contact Gina Game, IRB Administrator, Sponsored Programs Office/SUNY Buffalo State at gameg@buffalostate.edu.

Voluntary Participation Statement:
Participation in this study is voluntary. You may refuse to answer any question or discontinue your involvement at any time without penalty or loss of benefits to which you might otherwise be entitled. Your decision will not affect your future relationship with Buffalo State.

Appendix D: Consent form given to Commissioner Becker:

Informed Consent

Gender Inequality In The Workplace

Name and Title of Researcher: Tara Territo, Student
Phone Number: (716) 200-9588
Email: territta01@mail.buffalostate.edu

Purpose of Study: The purpose of this project is to explore the wage disparities that exist in the workplace that are inhibiting women and minorities.

Subjects:

Inclusion Requirements: You are eligible to participate in this study if you are a woman and currently working in a non-profit, government or for-profit position.

Procedures: The following procedures will occur: You and I will have a semi-structured interview about yourself and what you do. You will answer ten questions related to the subject during the interview. The entire interview process should take no longer than forty-five minutes.

Risks and Discomforts: The possible risks and/or discomforts associated with the procedures in this study are minimal and no greater than those encountered in everyday life.

Benefits: You will not directly benefit from participation in this study.

Confidentiality:

Data Storage: Your research records will be stored in the following manner: Data will be recorded anonymously, which means no one, including the research team can identify you from the study data. All data stored electronically will be stored on a secure network server, or on portable devices, such as a laptop with encryption (special software) and password protection.

All data will be stored in a locked and secured location and retained for at least three years in compliance with federal regulations.

If you have questions:
If you have any comments, concerns, or questions regarding the conduct of this research, please contact the researcher at the top of this form.

If you are unable to contact the researcher and have general questions about your rights as a participant, please contact Gina Game, IRB Administrator, Sponsored Programs Office/SUNY Buffalo State at gameg@buffalostate.edu.

Voluntary Participation Statement:
Participation in this study is voluntary. You may refuse to answer any question or discontinue your involvement at any time without penalty or loss of benefits to which you might otherwise be entitled. Your decision will not affect your future relationship with Buffalo State.

SIGNATURES

_____   _____
Participant's Signature   *Date*

_____   _____
Researcher's Signature   *Date*