

**A Religious Accommodation Policy Assessment for Texas Cites: A Case Study of  
Texas Employee Handbooks**

**By**

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*The rising STAR of Texas*

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### **Abstract**

Employee's religious practices can interfere with workplace practices and norms. The First Amendment guarantees freedom of religion. The right of the employee and employers should be spelled out in a policy document as an employee handbook.

**Purpose:** The purpose of this Applied Research Project is to describe and assess religious accommodation policy in Texas City employee handbooks.

**Methods:** Texas City employee accommodation policy was assessed by content analyzing 24 Texas City employee handbooks for religious accommodation requests both inside (i.e., dress) and outside (i.e., holiday leave) the workplace.

**Findings:** Overall, for accommodations outside the workplace Texas City employee accommodation policy is covered, but for accommodations inside the workplace there is much room for improvement for Texas Cities as a whole. In general, for these Texas Cities accommodation policy inside the workplace concerning informal meetings and religious symbols needs to be improved.

### About the Author

David Molina graduated from Texas A&M University in College Station in 2010 with a Bachelor of Arts in Political Science and is currently working towards a Masters of Public Administration from Texas State University. While pursuing his education, David has had various jobs and internships related to government including interning for the State of Texas in audit for the Office of the Inspector General and working at various law offices researching public policy. In his free time, David enjoys sports, politics, and music.



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## Chapter 1: Introduction

The U.S. Census Bureau estimates Texas's population at 26.9 million as of 2014, which makes Texas the second most populated state in the United States. Texas is also pretty diverse, within that population of 26.9 million. In fact, Texas is a majority minority state. As of 2015 according to the United States Census Bureau Texas is 12.5% African Americans, 1.0% American Indian or Alaskan Native, 4.7% Asian, 0.1% Native Hawaiian or Pacific Islander, 38.8% Hispanic or Latino, and 43.0% White (U.S. Census Bureau, 2015). Within that diversity in Texas (see Table 1.1) according to the Pew Research Center the religious landscape in Texas is 77% Christian, 4% Non-Christian Faiths, 16% Unaffiliated (religious "nones") and, <1% don't know (Pew Research Center, 2017).

**Table 1.1 Religious Landscape of Adults in Texas**

### Adults in Texas



#### Religious composition of adults in Texas

<b>Christian</b>	77%	<b>Non-Christian Faiths</b>	4%
▶ <b>Evangelical Protestant</b>	31%	<b>Jewish</b>	1%
▶ <b>Mainline Protestant</b>	13%	<b>Muslim</b>	1%
▶ <b>Historically Black Protestant</b>	6%	<b>Buddhist</b>	1%
<b>Catholic</b>	23%	<b>Hindu</b>	< 1%
▶ <b>Mormon</b>	1%	<b>Other World Religions</b>	< 1%
▶ <b>Orthodox Christian</b>	< 1%	▶ <b>Other Faiths</b>	1%
<b>Jehovah's Witness</b>	1%	<b>Unaffiliated (religious "nones")</b>	16%
▶ <b>Other Christian</b>	1%	<b>Atheist</b>	2%
		<b>Agnostic</b>	3%
		▶ <b>Nothing in particular</b>	13%
		<b>Don't know</b>	< 1%



The Texas public sector workforce has also grown. According to the United States Census Bureau Texas ranks second in the nation in full-time local government employees with approximately 1,040,347 full-time government employees (U.S. Census Bureau, 2013). Considering Texas has an estimated population of 26.9 million people, local government employees are a large demographic of Texas residents (U.S. Census Bureau, 2014). With all this population and diversity in the melting pot known as Texas, it is only a matter of time till a Texas City employee and his or her religious rights come into question.

### **Recognizing the Real Life Importance of Religious Accommodation Policy**

*Present Scenario in Texas:* In 2015, Patsy Jones a Department of Public Safety Trooper who worked at the Texas Capitol filed a suit against her employer (Urbaszewski, 2015). In her complaint, Patsy claimed to be harassed by her co-workers for being religious at work by reading her Bible on work breaks and praying silently before meetings. In response, her supervisor asked for Patsy to participate in mediation with her co-workers and when she declined, she was assigned to work from home for six months and then upon returning to work she got placed on the night shift. Though Patsy was glad to be able to go back to work, she felt the late shift was an issue because of her family responsibilities. As of the completion of this research, there is still no resolution to this situation since it is still pending litigation.

Accordingly, religious accommodation policy is created to protect the religious rights of an employee legally and to avoid potential employee/employer issues. The employee handbook is the tool of choice for most Texas Cities to give a written policy

and code of conduct with regards to religious accommodation policy. One reason Texas Cities use employee handbooks is to create a consistent and equal religious accommodation policy, therefore, decreasing the likelihood of potential litigation. Further by displaying religious accommodation policy in an employee handbook the employers gives the employee an understanding of its expectations with regards to expectations on religious accommodation policies and procedures. Since employee handbook are considered a legal document the promises made and the rules and penalties imposed through a handbook are considered terms of a binding contract (The Employee Handbooks, 1990:5). Given the legality of employee handbooks, it is a must that employers consistently inform and update their employees of handbook revisions. (Waterman, 1992: 97). Overall the importance of an updated employee handbook that facilitates clear communication to avoid the likelihood of litigation cannot be understated (Felsberg 2004, p.117; Snell 2010, p.15).

In general, the literature concerning religious accommodations for employees contains recommendations and principles from the private sector. However, these principles and recommendations can be used by public administrators to develop and improve religious accommodation policy that is clear and precise to its employees. For employers, there are many reasons a clear and precise religious accommodation policy is useful. A well-developed religious accommodation policy can help avoid claims by the employee of unfair treatment by the employer. It can also show the employer's good faith effort to comply with legal principles and provide the employer with a well-written set of rules to assist management in defending itself against lawsuits. Finally, a well-developed religious accommodation policy can be a helpful tool for the employer to clearly

communicate to its management what and what not to do in a given situation thus giving management a clear understanding of the employer's procedures and rules so management can regulate and enforce religious accommodation properly to its fellow employee.

### **Research Purpose**

The purpose of this research is to describe and assesses religious accommodation policy in Texas City employee handbooks. Finally, based on the findings of this research, recommendations are made to improve religious accommodation policy for Texas cities.

### **Summary of Chapters**

Chapter 2 reviews the literature and develops a conceptual framework consisting of the two descriptive categories (manifestation and observation requests). In chapter 3 the methodology used to study 24 Texas City religious accommodation policies is developed. Chapter 4 shows the results of each descriptive category. Chapter 5 sums up the findings and provides recommendations for Texas cities to improve their religious accommodation policy and identifies a best practice ordinance found during this research.

## **Chapter 2: Literature Review**

### **Historical and Legal Context: Religious Accommodations and Handbooks**

This chapter explores the historical and legal literature surrounding religious beliefs. This information is used to develop a preliminary framework for workplace religious accommodations for use in employee handbooks in Texas Cities

### **What Are Employee Handbooks?**

An employee handbook provides an employee with information on what they can expect from their employer and what their employer expects from them. (Lawson, 1998). Further, handbooks explain the policies of an organization by assimilating local, state, and federal laws.

### **Legal Principles for Religious Accommodation**

Three consistent principles backed by case guide religious accommodations (Findley, Ingram & Asmler, 2000). First, an employee has to have a bona fide religious belief. Second, an employer has to be aware of the need for this religious accommodation. Third, the employer must try to reasonably accommodate the employees' accommodation request unless it causes an undue hardship.

### **Bona Fide Religious Belief**

The First Amendment of the Constitution asserts: " Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof." (U.S.

Const. Amend. I). From this definition courts have attempted, with minimal successes, to make sense of what defines religious beliefs (Cash & Gray, 2000).

The U.S. Supreme Court pronounced in 1944: "Religious experiences which are real as life to some may be incomprehensible to others"(United States v. Ballard, 1944). In doing so, the Supreme Court stated that courts were not to look at comprehensibility, but instead if beliefs were sincerely held and in the individual's "own scheme of things" (Cash & Gray, 2000 p. 127). In 1965 the Supreme Court court-defined religion as including "all aspects of religious observance and practice as well as belief" (United States v. Seeger, 1965). Finally, in a 1970 Supreme Court case, the court declared "a sincere and meaningful belief which occupies in the life of its possessor a place parallel to that filled by God of those admittedly qualifying for the exemption comes within the statutory definition" (Welsh v. United States, 1970).

In the cases above, federal courts tried to define religious beliefs in more rational terms; however, they appeared to widen the scope to include a lot more than formalized religious practice (Cash & Gray, 2000 p. 127). A sincere and meaningful belief according to Cash & Gray could well include any amount of strongly held beliefs and values that society would not instantaneously recognize as religious.

In unison with these Supreme Court decisions, the Equal Employment Opportunity Commission (EEOC) has historically promoted guidelines to encourage the likeness between formal religion and spirituality (Cash & Gray, 2000). The fact that no religious group adopts such beliefs or the fact that the religious group to which the person professes to belong to may not accept the belief does not decide whether the belief is a religious belief of the employee according to the EEOC (Cash & Gray, 2000 p. 127).

Therefore according to Cash & Gray, the EEOC's guidelines seem to weaken the connection between belief and a specific religion further. Thus Cash & Gray reinterpret religious beliefs as firmly held beliefs of any origin. Not coincidentally, experts have pushed for employers to view any sincerely held beliefs as a religious belief based on what is right or wrong, even if it is unusual (Frieson, 1988). By following this method, it takes the pressure off managers to make decisions about the sincerity of an employees' beliefs (Cash & Gray, 2000 p. 127).

### **Awareness for the Religious Accommodation**

Employees, in general, must inform their employer of the need for a religious accommodation; however, there are instances when an employee does not need to explicitly request an accommodation (Findley, Ingram, & Asmler, 2000 p. 213). In a 9<sup>th</sup> Circuit case, a court stated that a company needs to know only enough information about an employee's religious needs to allow the employer to grasp the existence of the conflict between the employee's religious practices and the employer's job requirements (Heller v. EBB Auto Co, 1993). Heller, in this case, discussed his desire to attend a Jewish conversion ceremony during work hours with a supervisor but had not requested accommodation. In the eyes of the court, this information was legally sufficient to serve as a notice.

Having knowledge that an employee has a strong religious belief does not represent legal notice, even if the religious belief is unusual (Malone, Hartman, & Payne, 1998). Further, information relevant to the accommodation cannot be based on hearsay, subjective opinion, or have been provided only to nonsupervisory personnel (Heller v.

EBB Auto Co, 1993). The employer must have direct, factual evidence of the need for accommodation (Findley, Ingram, & Asmler, 2000 p. 214).

### **Undue Hardship**

In the 1977 Supreme Court Case *Transworld Airlines, INC. V Hardison* the court stated that an employer must try to reasonably accommodate the employee's request unless it creates an undue hardship (TWA v. Hardison, 1977). Which consists of considering a scope of suitable accommodations such as allowing an employee to make up work, having someone cover the employee's job, remote use of overtime, and so on (Findley, et 2000). Employers, however, cannot be expected to endure a hardship while accommodating a religious request. In 1977 the Supreme Court declared that an undue hardship was anything beyond *de minimis*, claiming that the employer should not have to bare more than minimal expenses (TWA v. Hardison, 1977). Further, the Equal Employment Opportunity Commission claims that "an accommodation may cause undue hardship if it is costly, compromises workplace safety, decreases workplace efficiency, infringes on the right of other employees, or requires other employees to do more than their share of potentially hazardous or burdensome work" (EEOC, 2013).

Further, employers are not expected to incur much when it comes to out of pocket expenses. For example, isolated over time can be acceptable, however; extended overtime to pay for someone's religious observance is excluded. (Findley et al. 2000). Also, any encroachment of statutory requirements is an issue (Toledo v. Nobel-Sysco, 1989). One-sided accommodations that break a valid seniority system/collective bargaining agreement are illegal and also an undue hardship (Findley, et 2000). The issue of morale

have also been defined as an undue hardship when there is discontent across the board with a particular work modification; however, minor complaints are considered *de minimis* (*Brener v. Diagnostic Center Hospital*, 1982). Proselytizing in the workplace by employees can also be an undue hardship when it is unwelcomed by its fellow employee (*Findley, et 2000*).

Any danger imposed to an employer concerning health or safety is an undue hardship (*Findley, Hinote, Ingram, & Asmler, 2014 p. 245*). An example of this is wearing loose clothes that could get caught in machinery or an employee's facial hair interfering with a necessary component of the job (*Findley, Hinote, Ingram, & Asmler, 2014 p. 245*).

Finally, according to *Ansonia v. Phillbrook*, the employee does not choose the accommodation the employer does, and in doing so, the employer can go beyond *de minimis* if they decide to (*Ansonia v. Philbrook, 1986*). Nonetheless, whatever accommodation is allowed, it has to be consistently applied across the board by the employer.

## **Title VII of the Civil Rights Act of 1964**

Title VII makes it illegal for an employer to "fail or refuse to hire or discharge any individual or otherwise to discriminate against any person concerning his compensation, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex or national origin." (Title VII, 42 U.S.C. §2000e-2(a)(1)). The Equal Employment Opportunity Commission (EEOC) interprets Title VII with regards to religious accommodations as "all aspects of religious observance and



practice, as well as belief, unless an employer demonstrates that he is unable to reasonably accommodate an employee's or prospective employee's religious observance or practices without undue hardship on the employer's business" (Cash & Gray, 2000 p.128). According to Cash and Gray, this definition frames into two categories of religious accommodation, observance accommodation, and manifestation accommodation.

### **A Legally Neutral Conceptual Framework**

In dealing with religious accommodations Cash & Grey suggest a framework that is legally neutral (Cash & Gray, 2000 p.129). They suggest the employer's focus should not target the validity of the religious or spiritual request but the production process, operational efficiency, and its effectiveness. In creating this framework, it is useful to rely on both the practical application and legal precedent in the study; however, courts have not explicitly clarified how to create a consistent policy toward *observance* and *manifestation* accommodations. (Cash & Gray, 2000 p.129).

### **Observance Requests (Outside the workplace)**

According to Cash and Gray, an observance accommodation includes time away from work to honor *holidays*, to celebrate *traditional events*, to attend *Sabbath day services*, as well as taking time off to attend *spiritual* or *religious missions or retreats* (Cash & Gray, 2000 p.128). An employee's accommodation to an observance request, however, can be simply framed as accommodation that occurs outside the workplace. (Cash & Gray, 2000 p.131).

In *Redmond v GAF Corp*, an example of this, is found *Redmond v GAF Corp* where a circuit court stated that an employer had not reasonably accommodated an employee who asked for a *leave of absence* on a Saturday morning to teach a Bible study class (*Redmond v GAF Corp*, 1978). The court stated in its reasoning that the accommodation request would not have caused an undue cost to the company or an understaffed work site, a substitute employee could have been easy to find, and that the union contract did not break. Similarly but with a different result, in *Wessling v Kroger* an employer's refusal to accommodate an employee who wanted to *leave the job* early to help kids in her *church Christmas Eve play* was upheld by the law (*Wessling v Kroger*, 1982). In the court's eyes this was a voluntary practice; thus it did not constitute a faith obligation. Similarly, in *Tano v. Dillard Dept' Stores Inc.* an employer was allowed to deny an employee's *leave of absence* on certain dates to attend a *religious pilgrimage* where there was proof that religious needs could be satisfied by attending another pilgrimage at another time and that the dates requested were just personal preference. (*Tano v. Dillard Dept' Stores Inc*, 1998).

In *EEOC v. Ilona of Hungary Inc.*, a court ruled that an employee's request for a *leave of absence* to observe *Yom Kippur* was valid even if the employee was not religious or did not observe every Jewish *holiday* (*EEOC v. Ilona of Hungary Inc*, 1997). In *Sturgil v. United States Parcel Service Inc.*, a UPS driver was fired when he refused to complete his route after his request to work past sunset on Friday as a religious accommodation was denied (*Sturgil v. United States Parcel Service Inc*, 2008). In doing so, this court rejected an original ruling that an accommodation must eliminate any work-religion conflict.

As we can infer if employers were to rely on court decisions solely, they would have to evaluate each court opinion, and the fact-based case regarding the employees perceived religious obligation and needs (Cash & Gray, 2000 p.129). Therefore, Cash and Gray suggest a practical approach that minimizes value judgments or analysis. Instead of focusing on if an employee's faith obligation is legitimate, employers should focus on business-driven issues such as replacement costs, production schedules, employee time leave availability, overtime schedules, seniority systems, and other relevant objective data. (Cash & Gray, 2000 p.129). Religious observance requests by employees, in the end, should be handled like any other valid request for time off.

### **Manifestation requests (At Work)**

Simply put, Cash and Gray define manifestation accommodations as a way for employees to express their religious beliefs at work and in doing so, this may include employees desire to wear *religious dress* or *jewelry* or to discuss religious matters at work (Cash & Gray, 2000 p.128).

While the observance issues in the previous section dealt directly with process and productivity at the workplace, manifestations of religion mostly affect other employees, employee safety, and relations, thus in effect, influences process and productivity. (Cash & Gray, 2000 p.129). Any employer infringements on those rights of expression consequently, have to be established on their potential impact on employees, safety, and the reciprocal effect on the employer's process and productivity (Cash & Gray, 2000 p.129).

An example of this is if an employee's manifestation of religious freedom produces such a disruption among other employees that the employer cannot function and work cannot be done, that represents undue hardship on the productivity of the employer (Cash & Gray, 2000 p.129). Thus, fair employment policies must delineate the parameters of employee's spiritual or religious rights in the workplace.

In *Wilson v U.S. West Communications* an employee took a vow to *wear a photograph* of a 20-week old fetus on an anti-abortion button all day except while bathing or sleeping. (Wilson v U.S. West, 1995). This *symbol* of religion created work tension among coworkers; however, the employee felt its coworkers could avoid the button by just looking away. The employer eventually offered the employee an accommodation of covering the button at work or *wearing* a different button with the same message without the photo of the fetus. The employee refused both accommodations. The conflict eventually went to the court where they stated that continuing to wear the button caused an undue hardship on the employer and a continuing to wear the button gave the employee greater rights than the affected co-workers. Thus the issue is spotlighted where one employee's religious freedom begins a possible coworker's freedom from visual, written, or verbal harassment occurs (Cash & Gray, 2000 p.130).

Similarly, in *Banks v. Service America Corp*, a food service company tried to set guidelines for *customer greetings* after customer complaints that employees greeted them with "Praise the Lord" and "God bless you"(Banks v. Service America Corp, 1996). In this case, a court found that the business was not affected and there was no evidence that

the employees tried to *proselytize* or impose their beliefs on the customer. Therefore, in this case, there was no undue hardship imposed and religious expression was allowed.

In *Bhatia v Chevron USA, Inc.* a court denied a *dress* request manifestation accommodation from a member of the Sikh religion, which does not particularly allow shaving when they did not override the employer's clean shaven policy (*Bhatia v Chevron USA, Inc.*, 1984). In this case, the employee's job mandated the use of a respirator that caused an issue since a good seal with the face is necessary to eliminate exposure to chemical fumes. The fact that the company had tried to find the employee a similar job and that safety precautions were needed were enough to be an adequate accommodation in the eyes of the court. In this situation and with others where safety is a concern with manifestation issues, the court has been consistent on the side of safety. (Cash & Gray, 2000 p.130).

Similarly, in *Carter v. Bruce Oakley Inc.* an employer stated an employee with a beard worn for religious reasons needed to shave it off because of safety concerns, but in doing so offered no evidence (*Carter v. Bruce Oakley Inc.*, 1993). The employee, in this case, showed that his mask fits better with the beard than with a clean-shaven face. Therefore since there were not legitimate safety or efficiency reasons against the *dress* policy for beards, the court found that the employer's allegation of safety concerns was not justifiable and that the employer had not attempted a reasonable religious accommodation. In this situation, the court stated that the company's safety policies were only valid if they were justifiable and documented.

### Summary of Conceptual Framework

Depicted in Table 2.1 is this study's conceptual framework. The conceptual framework in Table 2.1 summarizes the criteria used to analyze religious accommodation policy in Texas City handbooks. The purpose of the conceptual framework table is to feature the key elements discussed in this research. This table permits for ideas that are essential to this research project to be clearly organized and outlined to achieve the purpose of the research project (Shields and Rangarajan 2013, 24). Scholarly literature was used to develop, analyze, and assess the key components observance requests (outside the workplace) and manifestation requests (at work) as described in the framework. Finally, this framework creates a basis for creating a methodology to evaluate religious accommodation policy in Texas City handbooks.

**Table 2.1: Conceptual Framework**

**Purpose:** As a descriptive study, this research describes and assesses religious accommodation policy in Texas City employee handbooks.

Descriptive Category	Literature
<b>Observance Requests</b> <b>(Outside the Workplace)</b> Holidays Rituals or Events Sabbath Days	Cash & Grey (2010), EEOC v. Ilona of Hungary Inc. (1997), Redmond v GAF Corp (1978), Sturgil v. United States Parcel Service Inc. (2008), Tano v. Dillard Dept' Stores Inc. (1998), Wessling v Kroger

Leaves of Absence	(1982),
<b>Manifestation Requests (At Work)</b>	Banks v. Service America Corp (1996),
Dress	Bhatia v Chevron USA, Inc. (1984), Carter
Symbols	v. Bruce Oakley Inc. (1993), Cash & Grey
Proselytizing	(2010), Wilson v U.S. West (1995)
Informal Meetings	

## Conclusion

This chapter reviewed the literature and developed a framework to analyze how Texas Cities treat religious accommodations in their employee handbooks. The next chapter is the methodology chapter. This next chapter describes the method of research used to analyze and assess the adequacy of religious accommodation policy in Texas City handbooks.

## **Chapter 3 – Methodology**

### **Chapter Purpose**

The purpose of this methodology chapter is to explain the procedures for determining if Texas Cities are utilizing efficient religious accommodation human resource policy. This chapter operationalizes the two descriptive categories of the conceptual framework into variables. Then these indicators are used to measure religious accommodation policies in Texas employee handbooks.

This chapter examines the research methodology used to describe the religious accommodation policies of Texas City handbooks. Twenty-four Texas cities are examined to see if they have anything addressing religious accommodation policies in their handbook. Descriptive categories developed in the literature review are used as the foundation to conduct a content analysis of the employee handbooks and their coinciding policies.

### **Research Method**

A conceptual framework is a tool for organizing ideas to achieve a purpose (Shields and Rangarajan 2013, 24). This research's conceptual framework achieves that purpose by utilizing descriptive categories to identify the extent of each Texas cities religious accommodation policy. As developed in the Literature Review Chapter of this research two distinct categories help organize the conceptual framework. These two categories allow for a rational connection between the research purpose, literature, and data collection design.



## **Content Analysis**

This research used conducted a content analysis on a sample of Texas cities and their coinciding handbooks. Content analysis is used to answer the classic question of: “Who says what, to whom, how, and with what effect?” (Babbie, 1979 p.234). Therefore, since employee handbooks are a form of communication from the employer, it is proper to use this method to analyze organizational policies that speak to Texas City employees and the extent in which these policies are communicated. Further, Klaus Krippendorff defines content analysis as a research technique used for making interpretations from text to the context of their use (Krippendorff, 2003). Content analysis converts qualitative data into a quantitative analysis. (Johnson, 2010). Content analysis also collects qualitative data from Texas City handbooks, which transforms into something measurable. Therefore this is an efficient way to determine whether Texas cities are adopting policies in their employee handbooks that address religious accommodations.

Specific aspects of a religious accommodation policy can also be in other places other than an employee handbook. Therefore it is possible for various religious accommodation policies to be stated outside the employee handbook indirectly in other forms of policy. Some cities address religious accommodations for employees through a particular policy, in a section its employee handbook or not at all.

## **Coding Sheet**

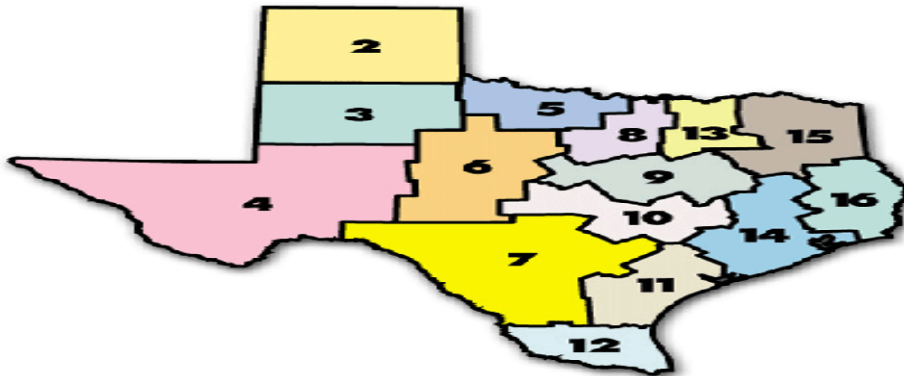
Data is collected from the handbooks using a coding sheet. The coding sheet presented in Table 3.1 that defines the descriptive categories that should be in religious

accommodation policy. The first column includes the descriptive categories, (the two broad categories of observance requests and manifestation requests). For example, observance requests include the subcategories: holidays, ritual or events, Sabbath days, and leaves of absence. Demographic information regarding these cities is also collected on the coding sheet.

Table 3.1: Coding Sheet			
Title: Policy Review in the State of Texas to improve religious accommodation policy.			
Purpose: As a descriptive study, this research describes and assesses religious accommodation policy in Texas City employee handbooks.			
Descriptive Category	Coding Category/ Level of Discussion		
City:			
<b>Observance Requests (Outside the Workplace)</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Requests (At Work)</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional

<b>City Characteristics</b>			
V9: Population			
V10: Region			
V11: Budget per capita			

**Figure 3.2 Region map: Texas Municipal League Regions**



<b>Region 2</b>	Amarillo Area
<b>Region 3</b>	Caprock—Lubbock Area
<b>Region 4</b>	Permian Basin Region—Odessa Area
<b>Region 5</b>	Red River Valley—Wichita Falls Area
<b>Region 6</b>	Hub of Texas—Abilene Area
<b>Region 7</b>	Alamo Region—San Antonio Area
<b>Region 8</b>	Where the West Begins—Fort Worth Area
<b>Region 9</b>	Heart of Texas Region—Waco Area
<b>Region 10</b>	Highland Lakes Region—Austin Area
<b>Region 11</b>	Coastal Bend Region—Corpus Christi Area
<b>Region 12</b>	Lower Rio Grande Valley—Rio Grande Valley Area
<b>Region 13</b>	North Central Texas Region—Dallas Area
<b>Region 14</b>	San Jacinto Region—Houston Area
<b>Region 15</b>	Tyler—Longview Area
<b>Region 16</b>	Golden Pine & Oil Region—Beaumont—Lufkin Area

Source: <http://www.tml.org/regions>

## **Coding Decisions**

Policies are coded to organize the data for interpretation and examination. The Policies also are coded by using each of the categories and elements established in the conceptual framework. "0" is coded when there was no discussion of a topic. "1" is coded when there was a discussion and it was adequate. "2" was coded if there was a discussion and it was exceptional.

## **Data Collection**

The policies in this study were online on the Texas City government websites. A stratified and systematic approach, with a random start, was applied in this research, as a sample of policies is necessary to complete a content analysis. Specifically, 24 city policies were chosen for this research, using systematic sampling. Then a content analysis is performed on the selected sample size.

Since Texas cities range in population, a random sampling of a list of Texas cities would not necessarily include extra-large cities such as San Antonio and Houston. The goal was to look at city policies that would cover a large percentage of the State of Texas's population. Thus, a stratified sample is used to stratify by city size.

Twenty-four Texas cities were selected. One thousand seven hundred and fifty-three cities in Texas are in the 2010 US Census Bureau Report. Their population ranged between 2.1 million and 12,000 (State and County Quick Facts 2015). Population and the region location of the Texas cities are also in this research per the Texas Municipal League map of Texas per Figure 3.2 of this chapter. Also utilized in this research is

budget per capita which is on the coinciding Texas cities websites approved budget sections. Cities are then are also stratified by their population in this research.

Excluded from this research are Texas cities with a population less than 1,000. Labeled as small sized are Texas cities with populations of 10,001 to 25,000 (see Table 3.3). Labeled as medium sized are Texas cities with populations of 25,001 to 100,000 (see Table 3.4). Labeled as large sized are Texas cities with populations of 100,001 to 500,000 (see Table 3.5). Labeled as extra-large cities are Texas cities with populations of 500,001 or more (see Table 3.6.). 238 are the remaining number of Texas cities in this research. Organized alphabetically are Texas cities in each of the population categories, the total number of cities in the small category is 125, 80 are in the medium category, 23 in the large category, and 6 in the extra-large category. Table 3.3. lists the six city policies used in this study from the small category. Table 3.4. lists the six city policies utilized in this study from the medium category. Table 3.5. lists the six city policies used in this study from the large category. Table 3.6. lists the six city policies utilized in this study from the entire extra-large category

The sample is chosen systematically for the small and medium-sized population categories. A number from one through eight randomly is picked out of a jar for small cities. Picked was the number 3. Therefore, the sample began with the fourth city listed in the category and then every 20<sup>th</sup> city after that was chosen to be part of the sample. Similarly, for the medium sized population category, a random number of one through five was drawn out of a jar. Picked was the number 2. Therefore, the sample began with the second city listed in the category and then every-13th city after that was selected to be a part of the sample.

The large population category was systematically chosen, by using every fourth city. In doing this, a dice labeled one through four was rolled to pick the sample cities. If the dice landed on 1, the first city is selected and if the dice landed on 2, the second city is used and so on. In this study, the dice fell on one, so the sample size began with the first city, and then every other fourth city was chosen for this study.

The small cities range in size from 12,248 (Port Lavaca) to 18,037 (Midlothian). The average population size of these groups of cities is 15,887, and the average budget per capita is \$1,461. Table 3.3 shows the demographics of the small cities used in this research.

**Table 3.3 Small Cities and Demographics**

<b>Small Population Averages</b>			
<b>Place Name</b>	<b>Population Size</b>	<b>Region</b>	<b>Budget per capita</b>
Bellaire	16,855	14	\$1,904
Gainesville	16,002	8	\$1,537
Highland Village	15,056	13	\$2,344
Midlothian	18,037	16	\$626
Port Lavaca	12,248	9	\$1,184
Stephenville	17,123	16	\$1,168
Average	15,887		\$1,461

The medium cities range in size from 29,621 (Waxahachie) to 91,252 (Pearland). The average population size of these groups of cities is 52,889, and the average budget per capita is \$1,761. Table 3.4 shows the demographics of the medium cities used in this research.

**Table 3.4 Medium Cities and Demographics**

<b>Medium Population Averages</b>			
<b>Place Name</b>	<b>Population Size</b>	<b>Region</b>	<b>Budget per capita</b>
Conroe	56,027	14	\$2,459
Duncanville	38,524	13	\$623
Friendswood	35,805	14	\$1,363
Pearland	91,252	14	\$2,380
Temple	66,102	9	\$1,783
Waxahachie	29,621	9	\$1,958
Average	52,889		\$1,761

The large cities range in size from 116,989 (Frisco) to 365,438 (Arlington). The average population size of these groups of cities is 220,621, and the average budget per capita is \$2,220. Table 3.5 shows the demographics of the large cities used in this research.

**Table 3.5 Large Cities and Demographics**

<b>Large Population Averages</b>			
<b>Place Name</b>	<b>Population Size</b>	<b>Region</b>	<b>Budget per capita</b>
Arlington	365,438	8	\$548
Corpus Christi	305,215	11	\$2,719
Frisco	116,989	13	\$3,017
Grand Prairie	175,396	8	\$1,710
Lubbock	229,573	3	\$2,938
McKinney	131,117	13	\$2,387
Average	220,621		\$2,220

The extra-large cities range in size from 790,390 (El Paso) to 2,099,451 (Houston). The average population size of these groups of cities is 1,134,231, and the average budget per capita is \$2,041. Table 3.6 shows these demographics of extra-large cities used in this research.

**Table 3.6 Extra-Large Cities and Demographics**

<b>Extra-Large Population Averages</b>			
<b>Place Name</b>	<b>Population Size</b>	<b>Region</b>	<b>Budget per capita</b>
Austin	790,390	10	\$2,329
Dallas	1,197,816	13	\$2,337
El Paso	649,121	4	\$1,272
Fort Worth	741,206	8	\$2,023
Houston	2,099,451	14	\$2,476
San Antonio	1,327,407	7	\$1,808
Average	1,134,231		\$2,041

### **Statistics**

Descriptive statistics and cross tabulations were used to employee religious accommodation policy among Texas City governments.

### **Conclusion**

This chapter discussed the methodology chosen for this research of 24 Texas cities religious accommodation policy and the analysis of the policy according to the criteria based on categories found in the literature. This criterion is used to see if the selected cities' policy compares to the ideal model. The next chapter includes the results and findings of this research and recommendations for future city religious accommodation policy.



## **Chapter 4: Results**

### **Purpose**

The purpose of this chapter is to present the findings of the content analysis of employee handbook religious accommodation policies in Texas Cities. The findings are organized using descriptive categories developed in the literature review. The two key categories are (1) observance requests and (2) manifestation requests. Policies were presented using frequency distributions.

### **Observance Requests**

Observance requests are the most common elements in employee handbooks. Whether it is discussed in detail in a cities employee handbook or briefly touched upon in a city employee's benefits package this topic is usually always covered one way or another. Observance requests establish an essential foundation for religious accommodations for city employees.

In fact holidays, rituals or events and leaves of absences were somewhat or exceptionally discussed in some manner for every city analyzed. Even Sabbath days were somewhat or exceptionally discussed 96% of the time (see Table 4.1). The results indicate most Texas cities that were analyzed incorporated outside the workplace policies in their employee handbook.

**Table 4.1 Overall Observances**

Observance Requests	No	Some	Exceptional	Total Percentage N=24
Holidays	0%	38%	62%	100
Rituals or Events	0%	62%	38%	100
Sabbath Days	4%	62%	34%	100
Leaves of Absence	0%	62%	38%	100

**Best Practices for Observance Requests**

The City of Fort Worth's handbook concerning observance requests is the "best practice" policy analyzed in this study (see figure 4.2 for the complete policy). For example the policy from pg. 86-89 in the Fort Worth employee handbook is quite clear and organized covering all four main observance request categories and their potential issues in a few continuous pages.

For example immediately on pg. 86 the handbook gives a quick summary of the future policy that states, "The City of Fort Worth observes a regular holiday schedule and also provides employees with personal holidays." Immediately this handbook positively differentiates itself from other handbooks by using and repeating the language of "observing a holiday." Unlike many other employee handbooks, the City of Fort Worth understands by simply just not stating "holiday" vaguely in its language usage it covers more than just the "holiday" but the potential religious issues attached to the observance of a religious "holiday" in less language. In comparison, Corpus Christi who

scored a "1/Some" instead of at best a "2/Exceptional" for most observance requests mentions the types of leave associated with observance requests but does not tie in the religious or accommodation aspect that should be linked to the various types of leave. (See Figure 4.3) In comparison the simple addition of "observation" to a holiday policy in Fort Worth's employee handbook can help the employer cover itself in terms observation of religious rituals/events, Sabbath days that are by definition religiously "observed," and religious leaves of absences which are usually tied in with some form of religious "observation."

The City of Fort Worth Handbook also positively separates itself by giving clear, detailed, and organized policy for the employee to understand what to do. First off on pg. 86 it gives the employee the default scheduled holiday and dates that the employee has off. Then the policy on pg. 86-87 provides the extra detail that differentiates itself from other city handbooks by giving the "what if" the holiday falls on a weekend. In most cases, other city handbooks just briefly mention the holidays off for the employee and just mention the option to contact human resources if an issue arises.

Finally, Fort Worth's handbook gives additional potential observance request solutions with its discussion of "personal holidays" and "leaves of absence without pay" on pg. 87-89 that truly helps the city cover almost all potential "observance" request issues that could arise. For an "observance" holiday that was not one of the default holidays on the city calendar, an employee in Fort Worth can use of the default pro-rated 8 hours for a personal holiday. Simply put with the approval from their supervisor a Fort Worth employee can take up to 8 hours in increments of the employee's choice any "personal holiday." If this does not satisfy the employee's need to observe, then the City

of Fort Worth gives the option of "Leave of Absence Without Pay." This policy states that an employee can take a leave of absence without pay with a written request given to a director. The nuisances of this policy, however, are quite detailed and a bit more complicated but it does give the employee enough what ifs and scenarios for them to fully understand what to do to satisfy their need for time off.

With these additional policy measures of both "personal holidays" and "leaves of absence without pay" along with policy as mentioned earlier set forth by the Fort Worth Employee Handbook are four main categories of observance requests can be understood and accommodated by both employees and employers.

## **Figure 4.2 Fort Worth's Employee Handbook Policy on Holiday and Leave**

### **5.7 Holidays**

The City of Fort Worth observes a regular holiday schedule and also provides employees with personal holidays. When an employee is said to "observe" a holiday, this means the employee is not required to perform work that day, even though the employee is regularly scheduled to work that day.

#### **5.7.1 Scheduled Holidays**

The City of Fort Worth observes the following scheduled holidays:

- New Year's Day – January 1
- Martin Luther King's Birthday – the third Monday in January
- Memorial Day – the fourth Monday in May
- Independence Day – July 4
- Labor Day/September 11 Remembrance Day – the first Monday in September
- Thanksgiving Day and Thanksgiving Friday – the fourth Thursday in November and the following day - Friday
- Christmas Day – December 25

The City recognizes two holiday calendars. One calendar is for the City observed holiday and the second holiday calendar is for the actual holiday.

For the observed holiday calendar, if New Year's Day, Independence Day or Christmas falls on a Saturday or Sunday, the City-observed day for that holiday will be the Friday before or the Monday after the actual holiday.

For employees assigned to the actual holiday calendar, all holiday benefits will occur on the actual holiday, regardless of the day of the week the holiday falls on.

Holiday calendars will be established at the beginning of each calendar year setting out the dates for City-observed holidays and the actual holiday for those that fall on Saturdays or Sundays. An employee cannot observe both the actual holiday that falls on a Saturday or Sunday and the City-observed holiday.

An employee can elect to earn up to eight hours of holiday leave instead of receiving holiday pay for the same number of hours. An employee who is not scheduled to work on an observed or /actual holiday will receive up to eight hours of holiday leave for the same number of hours the employee is off on the holiday. When holiday leave is taken, the hours used are treated like hours worked for the purpose of calculating eligibility for overtime.

Departments must submit an ePar to assign employees to the actual holiday calendar. All employees will default to the observed holiday calendar unless an ePar is submitted to move the employee to the actual holiday calendar. Employees should only be moved between the observed and actual holiday when there is a change in job status (transfer, promotion; etc.) or in January of each year.

### **5.7.2 Maximum Holiday Leave Accrual**

Holiday leave accrual is limited to 128 hours. Employees may exceed 128 during the calendar year. The limit is applied annually on January 1, and any hours exceeding 128 are forfeited. Maximum payment upon termination of employment is 128 hours.

### **5.7.3 Personal Holiday(s)**

In addition to the scheduled holidays, general employees receive one personal holiday (PHL) at the beginning of the calendar year. With supervisory approval, the personal holiday can be taken on any scheduled work day, and it may be taken in less than eight-hour increments. If it is not used before the end of the calendar year, it is forfeited.

The number of annual PHL hours awarded are pro-rated based on the full-time equivalent ("FTE") of the authorized position. For example, an employee with an FTE of .5 would receive 4 hours of PHL. An employee with an FTE of .75 would receive 6 hours of PHL.

New employees may not take a personal holiday during their initial probation. Employees whose initial or initial extended probationary period ends during pay period 26 do not receive a personal holiday until the next calendar year.



Personal holidays can also be awarded as recognition for reaching specific tenure thresholds based on adjusted service time. (See *Annual Employee Service Awards in Chapter 8* for further information.)

Employees who resign their employment or are involuntarily terminated will not be paid for unused personal holidays upon separation from employment with the City.

## 5.8 Leave of Absence Without Pay

A department director can authorize an employee to take a leave of absence without pay for reasons that benefit both the City and the employee. The employee must submit a written request for leave of absence without pay to the Department director or designee. It must outline the reasons for the leave and the amount of time requested. In extenuating circumstances, the request can be made verbally. The Department director or designee either approves or disapproves the request, explaining the decision in writing so as to be in compliance with the requirements of the FMLA, as applicable.

Department directors and their designees must be mindful that the Family and Medical Leave Act provides for up to 12 weeks of unpaid leave for circumstances covered by the Act. The availability of applicable FMLA Leave must be considered when reviewing requests for leaves of absence without pay.

Employees will not receive special pay, holiday pay, holiday accrual or accrue any leave benefits (vacation, short-term sick/family leave, major medical sick leave) while in a Leave of Absence Without Pay status. Special pays such as longevity pay and wellness pay will not be paid until the employee returns to work and is no longer in a Leave of Absence without Pay status.

Revocation of a leave of absence may occur if the reason for requesting the leave was misrepresented, or if the needs of the department justify the revocation.

Employees are encouraged to update their supervisors on their status and should discuss any changes to their circumstances with their supervisors to make adjustments to the terms of their leave of absence.

Failure to return to work when a leave of absence without pay expires can result in disciplinary action, up to and including termination.

Employee requests for time off without pay (other than a request for a leave-of-absence-without-pay that is granted by a Department director for the mutual benefit of the employee and the City), must be denied if the employee has appropriate and accrued leave or compensatory time available. (This provision does not apply to employees who are off on Military Leave in a without pay status. See *Paid Military Leave* below for information on the leave policy for employees on military leave.) If the supervisor approves time off work, the employee must use all of his or her accrued leave before being placed on a Leave of

Absence Without Pay status. In such cases, the employee must decide whether to use their available accrued leave available or report to work.

If the supervisor denies the request and the employee does not come to work, the employee will not be paid and the employee can be disciplined for absence from work without approved leave. The employee's time off is then coded as disciplinary time off without pay.

Both exempt and nonexempt employees can be carried in a without-pay status for less than one day because of personal reasons or illness or injury when accrued leave is not used because:

- Permission to use leave time was not requested,
- The use of leave time was requested and denied, or
- There was no accrued leave time available.

**Figure 4.3 Corpus Christi Employee Handbook Policies on Holiday and Leave**

#### **a. Paid Leave**

Paid leave is paid for at the same rate as hours worked during the basic work week and paid leave hours are counted as hours in the employee's work period and apply toward the employee's eligibility for earning benefits, except for overtime calculations. All regular part-time employees accrue paid leave on a pro-rated basis determined by their regularly budgeted work hours.

#### **b. Holidays**

The following holidays are declared official holidays for City employees.

New Year's Day.....	January 1
Memorial Day.....	Last Monday in May
Independence Day.....	July 4
Labor Day.....	First Monday in September
Thanksgiving Day.....	Fourth Thursday in November
Friday after Thanksgiving	
Christmas Day.....	December 25

(1) When a holiday listed above falls on a Sunday, the following business day is considered a holiday. When any holiday listed above falls on a Saturday, the preceding Friday is considered a holiday.

(2) Part-time and temporary employees are not compensated for holidays, except for time actually worked which will be paid at the straight time rate.

(3) Holiday day pay is generally defined as equivalent to eight (8) hours of work.

### c. Personal leave

- (1) Effective August 1<sup>st</sup> of each year, each full-time employee shall receive forty (40) hours of personal leave. Airport public safety officers who work shifts of twenty-four (24) hours on and forty-eight (48) hours off, who shall receive sixty (60) hours of personal leave.

Full-time employees hired on or between August 2<sup>nd</sup> to April 30<sup>th</sup> shall receive personal leave hours as follows in the first year they are employed:

- Hired on or between August 2<sup>nd</sup> through October 31<sup>st</sup> shall receive 30 hours;
- Hired on or between November 1<sup>st</sup> through January 31<sup>st</sup> shall receive 20 hours;
- Hired on or between February 1<sup>st</sup> through April 30<sup>th</sup> shall receive 10 hours;
- Hired on or between May 1<sup>st</sup> through July 31<sup>st</sup> shall not receive personal leave hours until personal leave hours are awarded on August 1<sup>st</sup>.

Full-time Airport Public Safety Officer hired on or between August 2<sup>nd</sup> to April 30<sup>th</sup> shall receive personal leave hours as follows in the first year they are employed:

- Hired on or between August 2<sup>nd</sup> through October 31<sup>st</sup> shall receive 45 hours;
- Hired on or between November 1<sup>st</sup> through January 31<sup>st</sup> shall receive 30 hours;
- Hired on or between and February 1<sup>st</sup> through April 30<sup>th</sup> shall receive 15 hours;

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- Hired on or between May 1<sup>st</sup> through July 31<sup>st</sup> shall not receive personal leave hours until personal leave hours are awarded on August 1<sup>st</sup>.

- (2) Personal leave hours must be requested and approved in advance in the same manner as vacation leave.

- (3) Personal leave must be taken within the fiscal year received and does not accrue.

- (4) Personal leave may be used within the first six (6) months of employment with the City.

- (5) Personal leave hours are not paid out at termination.

*(amended August 1, 2014)*

## Manifestation Requests

Manifestation or inside the workplace requests are another fundamental element that cities should address to have an acceptable religious accommodation policy. Here the findings were not as consistent across the board as religious observances.



On the positive side religious dress was somewhat or exceptionally addressed in 88% of the cities analyzed (see Table 4.4). However, things are not as consistent with religious symbols (54% of the sample rated as somewhat or exceptional). When it comes to religious proselytizing 66% of the cities analyzed were rated as either somewhat or exceptional in their handbook narration. The biggest topic in this research that wasn't adequately addressed by cities was informal religious meetings. Only 12% of the cities analyzed somewhat or exceptionally addressed the topic in their policy.

**Table 4.4 Overall Manifestation (Inside Workplace) Requests**

Manifestation Requests	No	Some	Exceptional	Total Percentage N=24
Dress	12%	80%	8%	100
Symbols	46%	50%	4%	100
Proselytizing	34%	58%	8%	100
Informal Meetings	88%	4%	8%	100

### **Manifestation Requests by City Size**

In general, the size of the city did not affect whether or not the city addressed manifestation requests in their city policy. Even though the findings were close in every topic regardless of the size of the city, the extra-large cities had the worst score out of the grouping of cities. Overall the extra-large cities addressed manifestation requests a total of 11 times out of the potential 24 time it could have (see Table 4.5). Extra-large cities were less likely to address proselytizing and symbols than large, medium or small cities.

In comparison, the large cities addressed manifestation requests a total of 14 times, medium sized cities addressed manifestation requests a total of 13 times and the small sized cities addressed manifestation requests a total of 13 times.

For the extra-large cities, the manifestation request they failed to address in comparison to the other three city groupings was proselytizing. The extra-large cities only addressed the topic twice while the large and small grouping addressed it five times and the medium sized cities addressed it four times.

**Table 4.5 Number of Polices for Manifestation Requests by City Size that were Exceptional or Somewhat discussed.**

<b>Manifestation Requests</b>	<b>Extra-Large Cities</b>	<b>Large Cities</b>	<b>Medium Cities</b>	<b>Small Cities</b>
Dress	6	5	6	4
Symbols	2	3	3	4
Proselytizing	2	5	4	5
Informal Meetings	1	1	0	0
N=	6	6	6	6

### **Best Practices for Manifestation Requests**

The City of Fort Worth's handbook concerning manifestation requests again is the "best practice" policy analyzed in this study (see Figure 4.6). For example policy excerpts from pg. 59-62 in the Fort Worth employee handbook cover all four main manifestation request categories and their potential issues in a few pages.

On pg. 59-60 the Fort Worth's employee handbook gives a general synopsis of a "professional dress policy," which gives a good common sense base for the

employee/employer to follow. Similarly Duncanville's "1/Some" rated handbook from Pg. 152-155 provides a detailed general dress policy; however, none of the dress policy ties into "religion" or "accommodation" at all other than a brief generic statement that Duncanville does not discriminate based on religion like most handbooks mention somewhere in their handbook (see Figure 4.7). However a few lines in the first few sentences on pg. 59 of the Forth Worth Handbook helps get the employee/employer from just a "1/Some" dress policy to the best manifestation request policy concerning religious accommodations. For example, the handbook states "employees must maintain a neat, professional appearance, appropriate to his or her assigned duties." The handbook then goes on to discuss that employees are responsible for using "good judgment" and "high standards" to meet the professional standards of the City of Fort Worth. On the next page, the handbook then discusses standards concerning religion by stating that the "City is required to allow its employees to individually express their religious beliefs to the greatest extent possible consistent with the requirement of the law and workplace efficiency." The handbook continues the same narrative in stating "The expression of religious beliefs should not cause a disruption to other employees or the work environment and should not interfere with the essential job functions."

Fort Worth's employee handbook then goes into specific situations and examples concerning the four main types of manifestation requests at the workplace however what makes this specific handbook shine as the best practice for manifestation requests is the similar language that is in the literature review of this research. A focal point in the Fort Worth handbook like the literature review in Chapter 2 is cities should accommodate for religion in the workplace as long as it does not affect or interfere with the "work

environment," "essential job functions" and "other employees." Whether it is an accommodation request at the workplace for religious dress symbols, proselytizing, or informal meetings the general rule of not causing an "undue hardship" is given and applied in this handbook and across the literature for all types of manifestation requests.

## Figure 4.6 Fort Worth's Employee Handbooks Policy on Religious Accommodations at Work

### 4.3.8 Professional Dress Policy

City of Fort Worth employees must maintain a neat, professional appearance, appropriate to his or her assigned duties. Employees are responsible for using good judgment, wearing appropriate attire that is clean and in good repair, maintaining high standards of good grooming and personal hygiene, and for presenting an appearance that meets the professional standards of the City of Fort Worth. Department directors may modify the dress code as needed to fit worksite conditions and address safety issues.

On normal business days, "business casual" attire is required for most City employees. Uniforms are appropriate for those occupations within the City that require or encourage uniforms, even if "appropriate uniform" (for example, shorts) is not appropriate for non-uniformed employees.

"Business Professional" or City-sanctioned work attire is required to present a professional appearance for meetings, special events, presentations, council meetings or when representing the City on special occasions.

The City Manager can declare "Special occasion" days. Such days may include Stock Show Day(s), training days, and heritage celebration days. On such days, the

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*To search for specific words in this document, use the "Ctrl-F" or "Find" function.*

*City of Fort Worth Personnel Rules and Regulations, Issued 1/8/16*

City Manager can specify appropriate dress guidelines to follow. The practice of "Friday casual days" is no longer acceptable.

Unusual circumstances, such as weather conditions, special work assignments, medical reasons, worksite conditions and/or non-normal working hours and situations, may be sufficient reasons for the department director to grant exceptions to the dress standards.

General dress guideline reference table can be found in HR Advisory: *General Dress Standards and Guidelines*.

A supervisor will meet with employees not appropriately dressed to discuss the matter. The employee will be required to change to appropriate clothing. If it is necessary to leave work to do so, employees are required to use their own leave time. If no leave time is available, the absence will be without pay. Ongoing incidents of inappropriate dress may result in disciplinary action up to and including termination.

The City of Fort Worth is prohibited from discriminating against employees on the basis of belief in any religion, or nonbelief in religion. The City is required to allow its employees to individually express their religious beliefs to the greatest extent possible, consistent with the requirements of the law and workplace efficiency. The expression of religious beliefs should not cause a disruption to other employees or

the work environment and should not interfere with the performance of essential job functions. Any requests for religious accommodation should be made by contacting the Employee and Labor Relations Division of the Human Resources Department. Additionally, religious harassment will not be permitted.


The City is prohibited from requiring its employees to participate in religious expression as a condition of employment. This includes situations such as employee meetings, conferences, holiday luncheons, retirement receptions, and office parties. In lieu of a prayer, the employees may begin holiday luncheons with a moment of silence.

This does not prohibit employees from engaging in religious practices on an individual basis, such as reading a religious book at the employee's desk during a break.

Invocations at City Council Meetings are excluded from this policy.

**Figure 4.7 Duncanville's Employee Handbooks Policy on Religious Accommodations at Work**

**DUNCANVILLE**  
The Perfect Blend of Family, Community and Business.

<b>POLICY TITLE: DRESS CODE</b>	
DEPARTMENT: Human Resources	
Policy Chapter: Workplace Conditions	Section Number: HR 6.02
Approved Date: 12-28-2016	Approved By: 
Effective Date: 01-01-2017	
Revision Date:	

**PURPOSE:**

To establish guidelines to assist employees in conveying the best and most professional image possible to the citizens, vendors, and customers of Duncanville, and to maintain safety standards.

**WORK APPAREL:**

Clothing worn should be neat, clean, and in good repair. Items of clothing or jewelry that are identified as unprofessional in appearance or that become a safety hazard, as determined by the activity manager or Department Director shall not be worn.

The City Manager may adjust the dress code for specified occasions, weather conditions, or any other reason deemed appropriate.

**Office Employees (Non-Uniformed)**

In general, all non-uniformed office employees are expected to dress in business casual attire. A higher standard of dress is recommended when attending City meetings and business functions. Jeans are acceptable on Fridays, and other work days when approved by the City Manager.

- Males – appropriate dress includes polo and full button collared shirts; if a shirt is designed to be tucked in, please do not wear it untucked; pants may include dress slacks and plain khaki; dress-type, athletic, and canvas shoes are permitted.  
  
Examples of inappropriate dress for males include T-shirts (unless approved by the City Management), sleeveless shirts, shorts, saggy pants, and jeans with holes.
- Females – appropriate dress includes dresses, skirts, dress slacks, casual slacks and khaki pants, leggings when accompanied by an appropriate top to cover to mid-thigh, and capris; polo shirts, blouses, sweaters, sleeveless tops and sundresses when accessorized to be business casual appropriate; dress-type, sandals, athletic, and open-toed shoes are permitted. Flin-flops or thongs of any kind are not allowed.  
  
Examples of inappropriate dress for females include T-shirts (unless approved by the City Manager), shorts, sweat suits, jeans with holes (designer or poor condition), yoga pants and sleeveless tops and blouses that are low-cut, bare midriff, and/or see-through.



- Jewelry –appropriate forms include earrings, ear studs, and nose ornaments, provided the ornament is small and does not attract attention. Any other form of piercing or body jewelry visible to the public is not appropriate.

Please see pictures below of appropriate versus inappropriate clothing.

#### LEGGINGS

### How to wear leggings...



#### JEANS



THE PERFECT MESS OF FASHION, COMFORT AND BUSINESS.

#### Uniformed Employees

Uniformed Employees are employees required to wear a uniform as a part of their job. These include field, Recreation Center, Fieldhouse, Police, and Fire employees.

- Uniform shirts will be tucked in as appropriate. Tank tops, muscle shirts, webbed, or netted shirts shall not be worn as an exterior garment or in place of a uniform. At no time will an employee work without a shirt.
- If a uniform is not available due to shortage, an employee should wear work pants or jeans in good condition with a solid color T-shirt or work shirt. The Activity Manager shall approve substitute work apparel.
- Headwear, whether City provided or employee owned, may be worn out in the field to provide protection from the weather and sun. Appropriate headwear includes, but is not limited to, brimmed hats, ball caps, cowboy hats, beanies, breezer, and bucket hats. Headwear displaying offensive graphics and/or words, as determined by the Activity Manager, is not appropriate.
- City uniforms shall be worn only while on duty or to and from work. In no case may City uniforms be worn while working at employment outside the City or for after hours activities.
- Necklaces may be worn; however, if they hang below the first shirt button, they must be worn inside the shirt as it may be a safety hazard.
- Employees shall wear a City uniform or substitute a City logo shirt, which must be clean and in serviceable condition at the beginning of each assigned work shift.
- Jackets and coats shall be clean and in good condition, and have no printed pictures or materials on it other than a manufacturer's logo.
- Employees shall be required to wear certain safety-related items which pertain to the job they are doing. These items shall be worn as directed by the Activity Manager.
- Uniform shorts may only be worn when it is determined to be appropriate for the position by the Department Director.
- Recreation Center and Fieldhouse employees will be required to wear the City assigned uniform as designated by the Recreation Superintendent and Fieldhouse Manager. Based on the event, appropriate dress, including shirts, pants, shorts, and footwear, may be modified at the discretion of the manager.
- Fire and Police personnel shall follow the guidelines determined by departmental policy and approved by the City Manager.

#### **TATTOOS**

Tattoos are viewed as a form of art and self-expression, and are widely acceptable in our culture. It is not the City's desire to suppress this form of self-expression. Tattoos may be kept visible to the public while on duty as long as they do not contain offensive graphics, symbols, and/or words. Any inappropriate tattoos, as determined by the Activity Manager and/or Department Director, shall remain covered at all times while on duty or in City uniform. Police and Fire personnel should refer to department policy on tattoos.

#### **PERSONAL HYGIENE**

Employees shall appear neat, with hair combed. Common personal hygiene practices will be followed.

Beards or mustaches shall be neatly trimmed and groomed.

Hair shall be at a workable and safe length. Long hair shall be netted or banded as a safety precaution, as determined by the Activity Manager or Director.

Police and Fire employees should refer to the department's rules and procedures for further guidelines.

### **Summary**

This chapter summarizes the results of the content analysis of the religious accommodation policy for the 24 Texas cities used in this research. In general city, size did not affect whether or not that city addressed fundamental elements of religious accommodation policy.

An overall analysis from all the Texas cities used found that Texas City policy addressed religious observances pretty well. However the same cannot be said about manifestation requests. While overall with the cities studied manifestation requests policy was not terrible however there was a gap in city policy by not addressing informal meetings. There is defiantly room for improvement in this area for the Texas cities studied. Therefore the content analysis above analyzed, which polices are exceptionally addressed, somewhat addressed, and not addressed at all. The next chapter gives recommendations based on these findings as well as a conclusion to wrap up this research.



## **Chapter 5: Conclusion**

### **Purpose**

This final chapter presents an overview of the findings in this research. It also offers some final thoughts on this topic.

### **Observance Requests**

Observance requests are a fundamental element of religious accommodation policy for it is tied into almost every city policy. One Hundred Percent of cities' religious holiday policies met "some" or "exceptional" criteria. Also, 100% of the sampled cities' met the religious rituals or events policy criteria. At 96% is the sampled cities' Sabbath day's policy meeting "some" or "exceptional" criteria. Finally, religious accommodation policy for leaves of absence in the sampled cities is also at One Hundred Percent by meeting "some" or "exceptional" criteria. In this section, accommodation improvements would be very minimal since the cities sampled scored so high in this section.

### **Manifestation Requests**

Manifestation requests are also a fundamental element of religious accommodation policy. Religious manifestations are equally as important as they allow an employee to feel comfortable at work by enabling them to express their religious beliefs at work. In the dress section of the analysis, 88% of the policies met "some" or "exceptional" criteria. While in the symbols section of the policy analysis, 50% of the policies met "some" or "exceptional" criteria. Since religious symbols are only at 50%, a

suggestion that Texas cities could simply address the weakness in the policy by replicating how many of these Texas cities addressed religious dress since these two are very similar in nature to being something that is physically displayed.

Similarly, in the proselytizing section of the policy analysis, 67% of the policies met "some" or "exceptional" criteria. In the section concerning informal meetings in the policy analysis, unfortunately, only 8% of the policies met "some" or "exceptional" criteria. Since the section concerning informal meetings was only at 8% in this analysis improvements should be made to city policy in this area by simply addressing it in city policies of what an employee can and cannot do in an informal religious meeting at work.

## **Conclusion**

As Texas Cities grow and becomes more religiously diverse, the importance of having a legally updated religious accommodations policy in Texas City handbooks increases. The importance not only grows for employers to avoid a potential human resource problem but for employees to feel comfortable and informed of their religious rights at the workplace. At a minimum, hopefully, this research helps alert and update practitioners in Texas Cities of potential religious accommodation issues that might they might not have been aware of so they can be addressed in their cities employee handbook. Hopefully, by just taking away some basic religious accommodation principles from this research and by browsing over some well-written religious accommodation policy in employee handbooks like the City of Fort Worth has cities that have poor or un-updated handbooks can improve their handbooks for the benefit of themselves and every Texas City employee regardless of race or religion.

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### Appendix

<b>Appendix A:</b>		
<b>Coding Score Rating</b>	<b>What it means</b>	<b>Rationale</b>
0	No	Not in Policy
1	Some	Topic was briefly discussed/mentioned
2	Exceptional	Topic was adequately discussed and mentioned

**Appendix B:** Coding Sheets for all city policies in this research

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: <b>Arlington</b>			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	365,438		
V10: Region	8		
V11: Budget per capita	\$582.86		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: <b>Austin</b>			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	790,390		



V10: Region	10		
V11: Budget per capita	\$4,428.19		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
<b>City: Bellaire</b>			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	16,855		
V10: Region	14		
V11: Budget per capita	\$1,904.48		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
<b>City: Conroe</b>			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional

V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	56,207		
V10: Region	14		
V11: Budget per capita	\$2,458.77		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Corpus Christi			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	305,215		
V10: Region	11		
V11: Budget per capita	\$2,719.39		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Dallas			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	1,197,816		
V10: Region	13		
V11: Budget per capita	\$2,337.58		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Duncanville			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			

V9: Population	38,524		
V10: Region	13		
V11: Budget per capita	\$622.99		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: El Paso			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	649,121		
V10: Region	4		
V11: Budget per capita	\$1,272.49		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Fort Worth			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional

V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	741,206		
V10: Region	8		
V11: Budget per capita	\$2,023.73		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Friendswood			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	35,805		
V10: Region	14		
V11: Budget per capita	\$1,363		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Frisco			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	116,989		
V10: Region	13		
V11: Budget per capita	\$3,017.37		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Gainesville			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	16,002		

V10: Region	8		
V11: Budget per capita	\$1,537.3		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Grand Prairie			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	175,396		
V10: Region	8		
V11: Budget per capita	\$1,710.41		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Highland Village			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional

V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	15,056		
V10: Region	13		
V11: Budget per capita	\$2,344.58		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Houston			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	2,099,451		
V10: Region	14		
V11: Budget per capita	\$2,476.84		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Lubbock			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional



V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	229,573		
V10: Region	3		
V11: Budget per capita	\$2,938.06		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: McKinney			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	131,117		
V10: Region	13		
V11: Budget per capita	\$2,387.18		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Midlothian			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	18,037		
V10: Region	13		
V11: Budget per capita	\$626.49		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Pearland			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	91,252		

V10: Region	14		
V11: Budget per capita	\$2,380.22		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Port Lavaca			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	12,248		
V10: Region	11		
V11: Budget per capita	\$1,183.87		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: San Antonio			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional

V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	1,327,407		
V10: Region	7		
V11: Budget per capita	\$1,808.03		

Table 3.1: Coding Sheet			
Descriptive Category	Coding Category/ Level of Discussion		
City: Stephenville			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	17,123		
V10: Region	8		
V11: Budget per capita	\$1,168.02		

Table 3.1: Coding Sheet			
Descriptive Category	Coding Category/ Level of Discussion		
City: Temple			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional

V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	66,102		
V10: Region	9		
V11: Budget per capita	\$1,783.61		

Table 3.1: Coding Sheet			
Descriptive Category		Coding Category/ Level of Discussion	
City: Waxahachie			
<b>Observance</b>	0	1	2
V1: Holidays	No	Some	Exceptional
V2: Rituals or Events	No	Some	Exceptional
V3: Sabbath Days	No	Some	Exceptional
V4: Leaves of Absence	No	Some	Exceptional
<b>Manifestation Req</b>			
V5: Dress	No	Some	Exceptional
V6: Symbols	No	Some	Exceptional
V7: Proselytizing	No	Some	Exceptional
V8: Informal Meetings	No	Some	Exceptional
<b>City Characteristics</b>			
V9: Population	29,621		
V10: Region	9		
V11: Budget per capita	\$1,958		