

ORGANIZATIONAL DIVERSITY, EQUITY AND INCLUSION (DEI) ASSESSMENT REPORT



SAGINAW COUNTY
COMMUNITY MENTAL
HEALTH AUTHORITY



SAGINAW COUNTY COMMUNITY MENTAL HEALTH AUTHORITY
(SCCMHA)

FEBRUARY 2022
PAUL ELAM, PHD



"The SCCMHA Board of Directors support whole heartedly, the agency plan for DEI with an expectation that it will become embedded into our organization and network culture. We support the SCCMHA DEI Team as they work toward accomplishing the goals specified in the DEI Implementation Plan for systemic expectations and practice change to diversify the composition of the workforce at every level and provide for culturally informed, sensitive, and competent service delivery to consumers and their families. As human beings, we live a more robust and best life, when everyone is treated with compassion and valued; therefore, codification of DEI into the policies and practices of SCCMHA is fully supported by the Board of Directors."

Board Chair Tracey L. Raquepaw



FOCUS GROUP PARTICIPANT

“I need to figure out how or what would equity look like here and how we would achieve that; I don’t have any ideas right now.”



SAGINAW COUNTY
COMMUNITY MENTAL
HEALTH AUTHORITY

Table of Contents

I. Background and Introduction	Page 5
II. Key Events	Page 6
III. Executive Summary	Page 7
IV. Methods Summary	Page 8
V. Key Assessment Questions	Page 9
VI. Methodology	Page 10
VII. Key Definitions	Page 14
VIII. DEI Findings	Page 15
VII. Strengths, Areas for Improvement, and Opportunities	Page 20
VIII. Recommendations for Action	Page 21
VI. Appendices	Page 23
A. Focus Group Protocol	Page 24
B. Organizational Survey	Page 32
C. Survey Results	Page 54

Background and Introduction

Saginaw County Community Mental Health Authority (SCCMHA) is a local, independent, governmental unit serving Saginaw County, a Community Mental Health Services Program (CMHSP) and has been a mental health authority under contract with the Michigan Department of Community Health, since October 1, 1997. “Respect and value consumer rights and cultural diversity” is included as a core value of the organization and communicated publicly and internally from the highest levels of leadership.

Nation-wide social justice protests triggered by the police killings of George Floyd and Briana Taylor in Spring 2020 produced action from SCCMHA leadership and staff. In June 2020, the SCCMHA Board of Directors unanimously voted to affirm a social justice and mental health statement. Shortly thereafter, SCCMHA senior clinical leaders participated in a wide variety of virtual meetings and trainings on social justice and discrimination to inform strategies for improved service to consumers of color and their families. Discussions continued with the goal to develop strategies and processes to address disparities in health care metrics.

In November 2020, SCCMHA Chief Executive Officer, Sandra Lindsey, established the Black and Indigenous People of Color (BIPOC) Key Informants Group. The purpose of the group was to help inform SCCMHA’s approach to improving its understanding of the issues of race and culture and how the organization might best proceed in improving:

- the representation and retention of minorities among our workforce at all levels,
- elevating our training content and agency policies around the goal of cultural competency,
- provision of instruction and guidance to staff in service to our consumers of color and their families, and
- the development of strategies that work to improve the health outcomes for these consumers which COVID-19 has revealed to be disproportionate when compared to those of Caucasian consumers.”

In June of 2021, SCCMHA partnered with Paul Elam, PhD to conduct an organizational diversity, equity and inclusion (DEI) assessment to determine the general experiences of staff regarding issues of comfort, safety and belonging, feelings of value, and the extent to which they believe they are treated fairly and without discrimination. The assessment also identified areas of opportunity and ways in which SCCMHA can strengthen existing practices to ensure that all employees feel welcomed and valued.

As a consultant and subject matter expert Dr. Elam assisted Sandra Lindsey and SCCMHA’s DEI workgroup, formed specifically for this project, with the development of actionable recommendations to advance DEI. This report presents the major themes and recommendations from an eight-month DEI Assessment that was conducted between June 2021 and January 2022.



Key Events Leading to SCCMHA Organizational DEI Assessment



SANDRA LINDSEY, CEO

“The work going forward needs to be more than a compliance exercise but instead should be an opportunity to address the training needs of staff and improved workforce diversity and reconsideration of staff training content in this space.”



Executive Summary

In order to assess the strengths, gaps and readiness of SCCMHA to improve current efforts for DEI, SCCMHA conducted an organizational DEI assessment of SCCMHA's employee experiences and perceptions and organizational culture and systems. The primary methods for conducting this assessment were focus groups (by groupings of common race and organizational position) to collect qualitative data on employee experiences and illuminate trends in the other data sources, an organizational survey to collect the perception and experience of DEI among employees and a document review to compare policy and structural strengths or gaps.

The findings from these individual methods and their comparative analysis concluded that, while SCCMHA has a leadership commitment to advance DEI in the organization, it currently lacks diversity at the highest levels and has not invested adequate resources to prioritize and sustain a commitment to advance DEI throughout the organization at all levels. Actionable recommendations are presented to improve SCCMHA's current state of readiness for aligning its internal culture, structure and practices to advance DEI:

- Establish an ongoing, coordinated system for internal assessment, policy review, and quality improvement that aligns with DEI goals
- Facilitate ongoing dialogue to gather insight on the hesitancy of staff to discuss DEI
- Fund and develop a coordinated strategy to advance DEI
- Appoint an executive leader responsible for implementing the DEI strategy
- Develop a curriculum to increase the DEI acumen of all staff and establish standard DEI practices for managers
- Update the vision and mission to address DEI and create a values commitment statement that addresses DEI
- Establish DEI benchmarks, data collection and measurement protocols to measure progress



Methods Summary

In addition to information collected via feedback from the DEI workgroup and the process of data collection, the three primary methods for data collection and analysis for this assessment were:

Focus groups were used to explore the perspectives of employees, including members of the leadership team, on issues related to DEI within SCCMHA. They were designed to elicit honest feedback from the safer environment of chosen affinity groupings, illustrate trends in the data through quotes from employee experiences and surface any trends that may inform what questions to add to the organizational survey.

An Organizational Survey was conducted to explore the perspectives of employees, including members of the leadership team, on issues related to DEI within SCCMHA. The anonymous survey was given online to employees at all levels of SCCMHA.

A Document Scan was conducted to review key, DEI related policies and procedures for any gaps in supporting diversity, equity, and inclusion. The areas reviewed were:

- recruitment, hiring, termination, and promotion of employees
- evaluation of staff
- SCCMHA staff demographics
- policies and procedures implemented to advance diversity, equity and inclusion efforts,
- data demonstrating trends and patterns in hiring, termination, resignation and promotion of staff.

Four research questions were used for the scope of this assessment (see next page).



Key Assessment Questions

1

What is the perception of diversity, equity and inclusion (DEI) at SCCMHA?

2

What is the readiness to address DEI at SCCMHA?

3

What are the greatest areas of need identified by staff?

4

What are the most impactful action steps that could be taken to address DEI?

Methodology

Focus Groups

Focus groups were used to explore the perspectives of employees, including members of the leadership team, on issues related to DEI within SCCMHA.



All employees of SCCMHA were invited to participate in focus groups through a self-identification process based on their social identities and organizational position (i.e., race/ethnicity, LGBTQIA+, whether they are senior leaders and supervisors or non-supervisory staff). Focus groups were conducted with employees using a semi-structured guide. Focus group sessions were held between July and August 2021. While the sessions were designed to include a maximum of 10 participants, the focus groups included as few as two participants and as large as four based on participants' availability and willingness to be a part of the focus group sessions. A total of 25 employees participated in the various focus group sessions (see Table 1 below).

Focus group sessions were video and audio recorded, and all audio recordings were transcribed verbatim. Any identifiable information or identifiers have been removed from focus group responses to ensure anonymity.

Note: All 300 SCCMHA staff were invited to participate; 25 participants represents an 8% participation rate.



Table 1. Types of Focus Groups, and Number of Participants

Focus Group	Indicated Interest	RSVP	Date Occurred	Actual Number of Participants
LGBTQIA+	3	3	July 23	2
White Leaders	6	3	July 23	3
White Staff	6	3	July 23	3
BIPOC Leaders	6	4	July 30	4
BIPOC Staff	9	3	August 6	2
White Staff	5	3	August 6	3
White Leaders	7	3	August 6	3
Women Staff	5	3	August 13	3
BIPOC Staff	6	2	August 13	2
Total	53	27		25



Surveys

All employees of SCCMHA were invited to participate in an anonymous survey. The survey included definitions of unfamiliar terms and was divided into sections around diversity, equity, inclusion and demographics.

An email invitation was sent to all-staff to launch the survey in September 2021 with a deadline to complete the survey by October 2021. A total of 139 employees participated in completing the questions provided. Open ended questions were reviewed for themes. Any identifiable information or identifiers have been removed from survey responses to ensure anonymity.

Table 2. Number of Survey Participants by Race

Gender	BIPOC	White	Prefer not to answer
Women	19	71	9
Men	7	16	3
Prefer not to answer	1	0	13
Total	27	87	25

Note: All 300 SCCMHA staff were invited to participate; 139 participants represents an 46% participation rate.



Document Review Methods

Documents were requested in the following areas to complete a DEI document review:

- Policies related to Recruitment, Hiring, Termination, and Promotion of Employees
- Policies related to Evaluation of Staff (including rubrics and any supporting documents)
- Staff Demographics
- Policies and procedures implemented to advance diversity, equity and inclusion efforts
- Data demonstrating trends and patterns in hiring, termination, resignation and promotion of staff (including demographic data)

151 documents were reviewed and coded for gaps in supporting diversity, equity, and inclusion.

151 documents
submitted

132 made no
reference to DEI


19 reviewed to
explore quality of
DEI language and
placed in a scale

0= absent DEI
language (132)

1= minimal usage
of DEI language (3)

2= slight revisions
needed for DEI
language clarity (9)

3= clear and well
represented (7)



TERMINOLOGY

Key Definitions

For the purpose of the assessment, the following definitions of diversity, equity and inclusion were used:*

Diversity refers to including or involving people from a range of different social and ethnic backgrounds. Examples of diversity include involving people of different race, ethnicity, gender, gender identity, sexual orientation, social class, religion, socioeconomic status, disability, age, and religious/spiritual beliefs. This does not solely focus on race and ethnicity.

Equity refers to fairness of opportunities for all. This includes that everyone can have access to opportunities provided by the organization. This takes into consideration the historical and contemporary conditions that create different starting points for individuals which may require that an institution adjust its policies and practices to address those realities. This is not the same as equality.

Inclusion refers to ensuring that everyone feels seen, heard, valued, validated, and supported. This is not the same as representation.

*For the purpose of accessibility and brevity, slightly modified or abbreviated version of these terms were given in the survey.



“I think we can improve always...in leadership we have a ways to go.”
(Focus Group Participant)

DEI Findings: Perceptions of Diversity

Employees shared their perspective regarding diversity within SCCMHA and their specific department. The main themes that emerged from the focus groups and survey responses:



Lack of racial/ethnic diversity; particularly among leadership



Opportunities to improve diversity not prioritized



“It is difficult to bring equitable things to light; it feels like it is not heard.”
 (Focus Group Participant)

DEI Findings: Perceptions of Equity

Employees shared their perspective regarding equity within SCCMHA and their specific department. The main themes that emerged from the focus groups and survey responses:




Inequity in treatment of different departments



Inequitable treatment during COVID experience



Staff of color are in jobs that pay less



“This isn’t about being a certain color, this is about the power structure, the haves and have nots. Who’s alliances you are under.”
(Focus Group Participant)

DEI Findings: Perceptions of Inclusion

Employees shared their perspective regarding inclusivity within SCCMHA and their specific department. The main themes that emerged from the Focus Groups and Survey responses:



Employees appreciate being regularly asked their opinions



Who you know and report to determines how included you are



No clear patterns of inclusion across departments



Employees feeling lack of value from management



Diversity but no demonstration of inclusion



DEI Findings: Document Review

Mission, Vision, Core Values

Need: More intentional language around diversity equity and inclusion.

Procurement Policy

Need: Clearer targets for the equitable share of contracts.

Core Values and Operating Principles


Need: An explicitly stated core value that addresses DEI.

Policy and Procedure Manual

Need: Incorporation on more specific language that addresses DEI.

Union Agreements

Need: Explicit strategy for recruiting, establishing diverse hiring pools and encouraging underrepresented identities to apply for employment.



“People know you are serious about things if you are at least willing to intentionally talk about it; and from the conversations we can build a plan.” (Focus Group Participant)

DEI Findings: Barriers to Readiness

Employees shared their perspective regarding barriers within SCCMHA and their specific department. The main themes that emerged from the focus groups and survey responses:



No clear coordinated strategy



Lack of overall understanding of DEI



Lack of internal commitment for dialogue, assessment and improvement



Hesitancy of staff at every level to talk about DEI; fear and cynicism



Opportunities to Improve DEI Identified by Employees

Focus group and survey participants were asked questions regarding what SCCMHA could improve related to DEI. The following items represent the themes from analyzing the answers to these questions.

Strengths

- Diverse workforce
- Seeking opinions
- Support of LGBTQIA+
- Trying to become better
- Women in management
- Zero tolerance for racism

Areas for Improvement

- Changes in hiring practices
- Consistent commitment to DEI
- Creating safe spaces for DEI dialogue
- Diversity in leadership
- Moving from conversation to action

Opportunities

- 1 Create and sustain a safe space for DEI conversations.
- 2 DEI must become a priority at SCCMHA.
- 3 Improve communication between employees and leadership.
- 4 Improve transparency regarding general operations and grievance processes.
- 5 Require DEI training.

Working Draft: 3 Year Recommendations for Action

1

SHORT-TERM
GOAL: 2022



Establish an ongoing, coordinated system for internal assessment, policy review, and quality improvement that aligns with SCCMHA's DEI goals and **engage in employee outreach and education** to maintain awareness of policies, procedures, and practices that advance DEI. **Facilitate ongoing dialogue** to gather insight on the hesitancy of staff to discuss DEI.

2

INTERMEDIATE GOAL: 2022-2023



Provide funding to establish a DEI diversity officer, board and team responsible for creating organizational and departmental DEI action plans to be embedded in the organizational strategic plan, by way of an inclusive process, giving equitable voice and power in that process to those who are most impacted by inequity across identities and positions of power within SCCMHA.

3

INTERMEDIATE GOAL: 2022-2023



Establish DEI Benchmarks, Data Collection and Measurement Protocols for periodic evaluation and reporting on benchmarks of organizational health and goals related to DEI through the creation of new group and/or the expansion of the role of the DEI workgroup.

4

INTERMEDIATE TO LONG TERM GOAL: 2023-2024



Update the vision, mission and core values to align with DEI and **create a values commitment statement** via an organization-wide process that intentionally includes the employees, clients and community members most impacted by inequity to aid in employee, client and community accountability.

5

LONG TERM GOAL 2024



Build a DEI curriculum for all employees that maps all DEI training, professional development, support cohorts etc. with clear benchmarks of cultural awareness and application from recruitment and orientation throughout employment **and establish standard DEI practices for managers** including appropriate professional development and training, specifically in the areas of responding to employee feedback, career advancement, pay equity and implicit bias.

ORGANIZATIONAL DIVERSITY, EQUITY AND INCLUSION (DEI) ASSESSMENT REPORT

PAUL ELAM PHD
paulelamjr@me.com

*Draft of
Friday, February 4, 2022*

FOCUS GROUP PARTICIPANT

“If we are not diverse enough throughout the agency, and we try to promote within the agency, it might hinder diversity.”



SAGINAW COUNTY
COMMUNITY MENTAL
HEALTH AUTHORITY

Appendices

Appendix A: Focus Group Protocol

SCCMHA Focus Group Moderator Guide

I. Introduction

1. My name is Paul Elam and I'm the moderator today.
2. I am an independent diversity, equity and inclusion (DEI) consultant. I partner with organizations to identify current challenges related to DEI and potential opportunities that may establish a safe and welcoming environment.
3. The purpose of our time together is to discuss your perceptions and experiences of race and race relations as a Saginaw County Community Mental Health Authority (SCCMHA) employee. I'll be seeking your opinions and your experiences. Feel free to be straightforward and authentic with your responses.
4. The focus group sessions are organized by affinity. This is the [insert name of group here] focus group. If you do not share this identity, I ask that you disconnect from the call at this time.

II. Background

As you may know, your CEO Sandra Lindsey, has requested a climate assessment on DEI to help improve the diversity of the workforce, inform staff training needs and inform how you conduct your service delivery work. The assessment also seeks to better understand race-related issues within SCCMHA.

I have developed a series of questions to assist in strategically identifying concerns, challenges, and opportunities to advance equity throughout SCCMHA.

III Working Definitions

Throughout the conversation I will be using a number of words and phrases related to the assessment. To assist with our discussion, we would like to provide you with a definitions of terms to ensure that we have the same understand of these words and phrases.

Discrimination

Refers to unfair or unequal practices in education, benefits, evaluation, professional opportunities, or employment (i.e., hiring, compensation, promotion etc.,) based on factors such as race, gender, age, and sexual orientation.

Diversity

Refers to including or involving people from a range of different social and ethnic backgrounds and of different genders, sexual orientations, etc. Examples of diversity includes but involving people of different race, ethnicity, gender, gender identity, sexual orientation, social class, religion, socioeconomic status, disability, age, religious/spiritual beliefs.

Equity

Refers to fairness and equality of opportunities for all. This includes that everyone can have access to opportunities provided by the city. This takes into consideration the historical and contemporary conditions that create different starting points for individuals which may require that an institution adjust its policies and practices to address those realities.

III Working Definitions – continued

Inclusion/Inclusivity

Refers to ensuring that everyone feels seen, valued, validated, and supported.

Marginalization

Refers to acts performed by individuals or institutions that make a person feel powerless or unimportant. Marginalization can be based on a person's race, ethnicity, gender, gender identity, sexual orientation, social class, religion, socioeconomic status, disability, age, religious/spiritual beliefs etc.

People of Color

Primarily used to describe any person who is not considered White. In the United States, people of color include but not limited to African Americans, Latinx, Asian Americans, Native Americans, Pacific Islander Americans, Middle Eastern Americans, and multiracial Americans. Some members of these communities may prefer to view themselves through their cultural identities rather than skin color. The terms may also be used with other collective categories of people such as "communities of color", "men or women of color", or "staff of color".

IV. Ground Rules

- Please turn off all mobile phones/devices and shut off all laptops.
- This session will last about 1.5 hours.
- Before we begin please type in the chat "I consent to participate in this focus group."
- Please note that the session will be audio recorded.
- All information in this focus group should remain confidential. The final report will keep all participant names anonymous. The audio recordings will only be made accessible and viewed by me.
- There are no wrong or right answers; I am looking for honest responses and different points-of-view. I want to know your opinions.
- I need everyone to actively participate, but each person doesn't have to answer every question.
- Please talk one at a time and in a clear voice. Avoid side conversations because it will be distracting to the group and I don't want to miss any of your comments.

Does anyone have any questions before we begin?

[Start the recording here.]

Participant Introduction:

1. Please share your name, department where employed, and how long you've been working as a SCCMHA employee?
2. Within the context of race and race relations, what do you like most about working for SCCMHA or your department? What do you like the least?
3. What characteristics, traits, contributions, and behaviors are most valued and rewarded in your department of throughout SCCMHA?
4. What are your perceptions about SCCMHA's efforts to advance DEI?
[Sandra shared efforts that were underway with staff when she announced the climate assessment.]
 - a. (Probe) What do you like about the efforts?
 - b. (Probe) What do you dislike?

Race:

[The following questions will be focused on race and race relations in your department and/or throughout SCCMHA.]

1. What are your perceptions of different racial groups who work within SCCMHA related to racial interactions?
 - a. (Probe) What are your perceptions of White staff who work within SCCMHA related to race?
 - b. (Probe) What are your perceptions of people of color who work within SCCMHA related to race?
2. What efforts do you think need to be made to understand differences across racial groups?
 - a. (Probe) What efforts do you think need to be made to understand experiences of people of color who work for SCCMHA?
 - b. (Probe) What efforts do you think need to be made to understand experiences of White staff who work for SCCMHA?
3. Do you think there are any unequal or unfair practices toward any racial group/s?
 - a. (Probe) What are some of those unfair practices that you have witnessed?
4. What do you think needs to occur to educate others on the experiences of racial groups?
 - a. (Probe) What barriers and/or challenges have you encountered?
 - b. (Probe) In what areas have you observed success?
 - c. (Probe) What prohibits you from sharing experiences and educating fellow staff about race relations within SCCMHA?

Inclusion and Equity:

[The following set of questions will focus inclusion and equity. Remind the participants what these terms mean.]

1. Do you feel your voice is heard? Why or why not?
 - a. (Probe) How inclusive is your department to people of color?
 - b. (Probe) How inclusive is your department to White staff?
2. What can your department do to make staff feel more welcomed and included?
 - a. (Probe) What does your department need to do to advance inclusion throughout SCCMHA?
3. What practices have you observed that foster inclusion in your department?
 - a. (Probe) What practices have you implemented as supervisors that foster inclusivity?

Individual and Organizational Responsiveness:

1. What needs to be done or what resources are needed to address the problems you have witnessed?
 - a. (Probe) If you are aware of concerns, what steps have you taken to correct?

Recommendations:

1. What recommendations do you have for SCCMHA related to inclusive and equitable practices?
2. What could your CEO do to advance equity and inclusive initiatives throughout SCCMHA?
3. Is there anything that you would like to add that we did not ask?

If you have any questions or would like to share additional information, please contact me at paulelamjr@me.com.

Appendix B: Organizational Survey



SCCMHA All Staff DEI Survey

Welcome to SCCMHA's Diversity, Equity, and Inclusion (DEI) Survey for all staff!

This survey provides an opportunity for all employees to share your views of and experiences with the current culture and practices of SCCMHA related to diversity, equity, and inclusion. The survey will also collect some demographic information.

Diversity, Equity, and Inclusion (DEI) has the potential to be misunderstood. Understanding the importance of your coworkers' intersecting identities, honoring differences, and rooting out the effects of unintentional inequity hidden in an organization's culture and systems will benefit all employees.

Several steps will be taken to ensure your privacy. Findings from the survey will be summarized and incorporated into the overall DEI organizational assessment. Your responses will be analyzed and reported in aggregate. Aggregate means that data presented as summarized findings cannot be traced back to any individual.

The survey should take about 15 minutes to complete.

If you have any questions or concerns, please contact Paul Elam at paulelamjr@me.com (<mailto:paulelamjr@me.com>).

**** The following terms will be used throughout the survey; please be sure you have a clear understanding of these definitions before moving forward. ****

BIPOC: Black, Indigenous or People of Color; anyone who identifies with a race or ethnicity that is not "White (non-Hispanic/Latinx)"

LGBTQIA+: Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and all those who include themselves in the LGBTQIA+ community

People with Disabilities: Persons who have physical, mental, intellectual, or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.

Ableism: The exclusion or discrimination of and social prejudice against people with disabilities.

Socio-economic Status (SES): The social standing or class of an individual or group. It is often measured as a combination of education, income, and occupation.

Diversity

This section asks about your experiences and perceptions of diversity within your department and throughout SCCMHA.

Diversity refers to the representation of people from a broad spectrum of different identities, backgrounds, and perspectives.

1. I see representation of the following groups within my department. Select all that apply.

- BIPOC
- LGBTQIA+
- Women
- Men
- People with disabilities
- People of lower socio-economic status (SES) or from lower SES backgrounds

2. I see representation of the following groups within upper management. Select all that apply.

- BIPOC
- LGBTQIA+
- Women
- Men
- People with disabilities
- People of lower socio-economic status (SES) or from lower SES backgrounds

3. Please share your level of agreement or disagreement with the following statements.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Unsure
Diversity is important to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity is important to my co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity is important to my supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SCCMHA's administration demonstrates a commitment to diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor responds to concerns of diversity within my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a positive atmosphere within my department that promotes diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the level of diversity within my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel comfortable with the various channels provided in my department to facilitate my input and feedback to improve diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. If you answered "Disagree" or "Strongly Disagree" to any of the above questions, how long have you experienced that disagreement?

- Less than 6 months
- Less than 1 year
- 1-3 years
- 4-12 years
- 13-23 years
- More than 24 years

Inclusion

This section asks about your experiences and perceptions of inclusion in your department and throughout SCCMHA.

Inclusion refers to the action of creating an environment that engages, respects and values multiple perspectives, ideas, and individuals. Inclusion is reflected in the ability of all people (regardless of identity or position) to raise their perspectives authentically, and for those voices to matter and impact decisions.

5. Please share your level of agreement or disagreement by responding to the following statements.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Unsure
I have a sense of belonging within my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have experienced unwelcome comment(s) or behavior at SCCMHA that I felt were offensive or hurtful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All employees experience a sense of belonging within my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department is free from tensions related to racial differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department demonstrates inclusion with White people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department demonstrates inclusion with BIPOC people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department demonstrates inclusion with LGBTQIA+ people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department demonstrates inclusion with women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department demonstrates inclusion with men	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department demonstrates inclusion with people with disabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Unsure
My department demonstrates inclusion with people of all ages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department demonstrates inclusion with people of lower socioeconomic status	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please share your level of agreement or disagreement by responding to the following statements.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Unsure
In my department I do not downplay or hide any aspect of my identities (e.g., my race, ethnicity, faith, mental health, sexual orientation, disability, class etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor displays actions that practice inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My direct supervisor encourages me to share my thoughts and ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor responds to concerns regarding inclusion within my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior leaders demonstrate a commitment to ensuring that everyone feels their perspectives and expertise are respected and included in the various SCCMHA departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SCCMHA provides opportunities to express my feedback to improve inclusive treatment of everyone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SCCMHA receives my feedback and acts on it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Unsure
My department provides opportunities to express my feedback to improve inclusive treatment of everyone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department receives my feedback and acts on it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. If you answered "Disagree" or "Strongly Disagree" to any of the above questions, how long have you experienced that disagreement?

- Less than 6 months
- Less than 1 year
- 1-3 years
- 4-12 years
- 13-23 years
- More than 24 years

Equity

This section asks about your experiences and perceptions of equity within your department and throughout SCCMHA.

Equity refers to everyone having the access and opportunity they need to thrive, regardless of their identity and/or social position (e.g., race, gender, sexual orientation, socioeconomic status, ability etc.).

Note: Equity is not Equality. Equality is everyone having the same thing.

8. Please share your level of agreement or disagreement by responding to the following statements.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Unsure
Equity is important to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have experienced discrimination at SCCMHA based on one or more aspects of my identity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor treats me fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor treats everyone in an impartial manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor responds to concerns of equity within my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is an atmosphere within my department that promotes equitable opportunities for everyone to succeed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe my level of pay is fair and equitable compared to others in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the resources allocated to my department are allocated fairly compared to other departments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
White people are treated fairly in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Disagree	Strongly Disagree	Unsure
BIPOC people are treated fairly in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees with disabilities are treated fairly in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
LGBTQIA+ people are treated fairly in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior leaders at SCCMHA demonstrate a commitment ensuring equitable opportunities for everyone to succeed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department provides channels to express my feedback in order to improve equitable treatment of everyone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SCCMHA provides channels to express my feedback in order to improve equitable treatment of everyone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People of lower socioeconomic status (SES) or from lower SES backgrounds are treated fairly in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. If you answered "Disagree" or "Strongly Disagree" to any of the above questions, how long have you experienced that disagreement?

- Less than 6 months
- Less than 1 year
- 1-3 years
- 4-12 years
- 13-23 years
- More than 24 years

10. While working at SCCMHA...

	Improved	Remained the Same	Become Worse
Diversity within my department has...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Diversity throughout SCCMHA has...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equity within my department has...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equity throughout SCCMHA has...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclusivity within my department has...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclusivity throughout SCCMHA has...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. As it relates to Diversity, Equity, and Inclusion, what areas would you say SCCMHA is strong in? Please provide examples.

12. What can SCCMHA improve on in relation to Diversity, Equity, and Inclusion? Please provide examples.

Comfort

13. How comfortable are you interacting with individuals within SCCMHA...

	Very Comfortable	Comfortable	Somewhat Uncomfortable	Very Uncomfortable
Whose race/ethnicity differs from yours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whose sexual orientation differs from yours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whose gender differs from yours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whose disability status differs from yours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whose religion, faith or spiritual beliefs differs from yours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whose age is much younger than yours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Whose age is much older than yours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. How comfortable are you discussing the following issues within your department?

	Very Comfortable	Comfortable	Somewhat Uncomfortable	Very Uncomfortable
Racism, racial differences and racial equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender differences, sexism and gender equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability and Ableism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religion, faith, spiritual beliefs and religious/faith equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual Orientation, Transgender identity, nonbinary gender and LGBTQIA+ equity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Socioeconomic status, class background, income, education level or classism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. If you answered "Uncomfortable" or "Very Uncomfortable" to any of the above questions, how long have you experienced that discomfort?

- Less than 6 months
- Less than 1 year
- 1-3 years
- 4-12 years
- 13-23 years
- More than 24 years

Recognition


Please share your perceptions and level of agreement or disagreement with the following statements about the promotion and annual review process.

16. As an employee I believe...

	Strongly Agree	Agree	Disagree	Strongly Disagree
The promotion process is clear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The promotion practices are fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My contributions and behaviors are valued and rewarded	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To achieve promotion, I feel like I have to work harder than my co-workers/colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have to work harder than my colleagues/co-workers to achieve the same recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Procedures and standards for promotion are applied equitably to employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recommendations

17. What recommendations do you have to improve diversity, equity and inclusion at SCCMHA?



Demographics

18. How long have you been employed by SCCMHA?

- Less than 6 months
- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- More than 25 years

19. What is your age?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-65
- Over 65

20. Please indicate your gender(s). Select all that apply.

Man

Woman

Gender Queer/Non-Conforming/Non-Binary

I prefer not to answer

Other

21. Are you transgender?

Yes

No

I prefer not to answer

22. Please indicate your race/ethnicity(ies). Select all that apply.

American Indian or Alaska Native

Asian/Pacific Islander

Black or African American

Middle Eastern or Northern African

Multiracial (i.e., Two or more races)

Hispanic, Latino/Latina/Latinx

White

I prefer not to answer

Other

23. Do you identify as a person with a disability?

Yes

No

I prefer not to answer

24. Identify your program area.

Appendix C: Survey Results

A 3D rendering of a puzzle with one red piece standing out among many white pieces. The red piece is in the center-right of the frame, and the white pieces are arranged around it, some of which are slightly offset, suggesting a missing or highlighted piece. The lighting is soft, creating subtle shadows and highlights on the pieces.

**DEI Organizational
Survey Response
Discussion (N=139)**

Diversity

BIPOC staff
less likely to
agree with
diversity
statements



Diversity is important to me

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	70%	57%	59%	60%
Agree	30%	42%	41%	39%
Disagree	0%	1%	0%	1%
Strongly Disagree	0%	0%	0%	0%
Grand Total	100%	100%	100%	100%

Diversity is important to my coworkers

Row Labels	BIPOC	White	Unknown	Grand Total	
Strongly Agree		20%	43%	45%	39%
Agree		50%	51%	50%	51%
Disagree		15%	4%	5%	6%
Strongly Disagree		15%	1%	0%	4%
Grand Total		100%	100%	100%	100%

Diversity is important to my supervisor

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	35%	53%	42%	48%
Agree	35%	42%	53%	43%
Disagree	17%	4%	5%	7%
Strongly Disagree	13%	1%	0%	3%
Grand Total	100%	100%	100%	100%

SCCMHA's administration demonstrates a commitment to diversity

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	14% 30		33%	28%
Agree	45% 53		44%	50%
Disagree	27% 14		11%	16%

My supervisor responds to concerns of diversity within my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	30%	34%	54%	36%
Agree	45%	61%	46%	56%
Disagree	10%	3%	0%	4%
Strongly Disagree	15%	2%	0%	4%
Grand Total	100%	100%	100%	100%

There is a positive atmosphere within my department that promotes diversity

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	22%	33%	25%	29%
Agree	48%	58%	60%	56%
Disagree	22%	7%	15%	11%
Strongly Disagree	9%	3%	0%	3%
Grand Total	100%	100%	100%	100%

I am satisfied with the level of diversity in my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	12%	30%	22%	26%
Agree	48%	55%	56%	54%
Disagree	12%	15%	22%	15%
Strongly Disagree	28%	0%	0%	6%
Grand Total	100%	100%	100%	100%

I feel comfortable with the various channels provided in my department to facilitate my input and feedback

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	20%	23%	19%	22%
Agree	44%	60%	69%	58%
Disagree	20%	15%	13%	16%
Strongly Disagree	16%	1%	0%	4%
Grand Total	100%	100%	100%	100%

If you answered "Disagree" or "Strongly Disagree" to any of the above questions,
 how long have you experienced that disagreement?

Row Labels	BIPOC	White	Unknown	Grand Total
Less than 6 months	0%	13%	22%	11%
Less than 1 year	23%	8%	11%	13%
1-3 years	31%	38%	56%	39%
4-12 years	15%	25%	11%	20%
13-23 years	8%	13%	0%	9%
More than 24 years	23%	4%	0%	9%
Grand Total	100%	100%	100%	100%

Inclusion

BIPOC staff
less likely to
agree with
inclusions
statements



I have a sense of belonging in my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	24%	29%	35%	29%
Agree	52%	64%	60%	61%
Disagree	12%	6%	5%	7%
Strongly Disagree	12%	1%	0%	3%
Grand Total	100%	100%	100%	100%

I have experienced unwelcome comment(s) or behavior at SOOMHA that I felt were offensive or hurtful

Row Labels	BIPOC	White	Unknown	Grand Total	
Strongly Agree		20%	13%	0%	12%
Agree		12%	30%	59%	32%
Disagree		36%	39%	36%	38%
Strongly Disagree		32%	18%	5%	18%
Grand Total	100%	100%	100%	100%	

All employees experience a sense of belonging within my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	9%	16%	14%	14%
Agree	57%	66%	71%	64%
Disagree	22%	17%	14%	18%
Strongly Disagree	13%	2%	0%	4%
Grand Total	100%	100%	100%	100%

My department is free from tensions related to racial differences

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	23%	30%	18%	26%
Agree	38%	59%	65%	55%
Disagree	31%	8%	18%	15%
Strongly Disagree	8%	3%	0%	4%
Grand Total	100%	100%	100%	100%

My department demonstrates inclusion with White people

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	20%	35%	25%	30%
Agree	60%	63%	70%	63%
Disagree	12%	3%	5%	5%
Strongly Disagree	8%	0%	0%	2%
Grand Total	100%	100%	100%	100%

My department demonstrates inclusion with BIPOC people

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	8%	29%	17%	23%
Agree	52%	67%	83%	66%
Disagree	16%	4%	0%	6%
Strongly Disagree	24%	0%	0%	5%
Grand Total	100%	100%	100%	100%

My department demonstrates inclusion with LGBTQIA+ people

Row Labels	Transgender	No	Grand Total
Strongly Agree	0%	28%	28%
Agree	100%	55%	55%
Disagree	0%	12%	12%
Strongly Disagree	0%	5%	5%
Grand Total	100%	100%	100%

My department demonstrates inclusion with women

Row Labels	Woman	Man	Grand Total
Strongly Agree	22%	61%	29%
Agree	58%	33%	54%
Disagree	15%	0%	12%
Strongly Disagree	5%	6%	5%
Grand Total	100%	100%	100%

My department demonstrates inclusion with men

Row Labels	Man	Woman	Grand Total
Strongly Agree	46%	23%	28%
Agree	50%	63%	60%
Disagree	0%	10%	8%
Strongly Disagree	4%	3%	4%
Grand Total	100%	100%	100%

My department demonstrates inclusion with people with disabilities

Row Labels	Yes	No	Grand Total
Strongly Agree	36%	27%	28%
Agree	36%	61%	58%
Disagree	18%	9%	10%
Strongly Disagree	9%	3%	4%
Grand Total	100%	100%	100%

My department demonstrates inclusion with people of all ages

Row Labels	18-24	25-34	35-44	45-54	55-65	Over 65	Grand Total
Strongly Agree	100%	36%	27%	30%	36%	0%	33%
Agree	0%	59%	67%	64%	52%	100%	60%
Disagree	0%	5%	6%	5%	0%	0%	4%
Strongly Disagree	0%	0%	0%	2%	12%	0%	3%
Grand Total	100%	100%	100%	100%	100%	100%	100%

My department demonstrates inclusion with people of lower socioeconomic status

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	11%	26%	41%	26%
Agree	61%	67%	53%	64%
Disagree	11%	6%	6%	7%
Strongly Disagree	17%	1%	0%	4%
Grand Total	100%	100%	100%	100%

In my department I do not downplay or hide any aspect of my identities (e.g., my race, ethnicity, faith, mental health, sexual orientation, disability, class etc.)

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	44%	31%	22%	32%
Agree	41%	53%	65%	53%
Disagree	4%	9%	13%	9%
Strongly Disagree	11%	7%	0%	7%
Grand Total	100%	100%	100%	100%

My supervisor displays actions that practice inclusion

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	31%	37%	19%	33%
Agree	27%	57%	76%	54%
Disagree	23%	5%	5%	9%
Strongly Disagree	19%	1%	0%	5%
Grand Total	100%	100%	100%	100%

My direct supervisor encourages me to share my thoughts and ideas

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	41%	52%	27%	46%
Agree	44%	44%	73%	49%
Disagree	0%	2%	0%	2%
Strongly Disagree	15%	1%	0%	4%
Grand Total	100%	100%	100%	100%

My supervisor responds to concerns regarding inclusion within my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	36%	36%	32%	35%
Agree	32%	60%	58%	54%
Disagree	9%	3%	11%	5%
Strongly Disagree	23%	1%	0%	5%
Grand Total	100%	100%	100%	100%

Senior leaders demonstrate a commitment to ensuring that everyone feels their perspectives and expertise are respected and included in the various SCCMHA departments

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	15%	18%	7%	16%
Agree	50%	42%	57%	46%
Disagree	5%	32%	7%	24%
Strongly Disagree	30%	7%	29%	14%
Grand Total	100%	100%	100%	100%

SCCMHA provides opportunities to express my feedback to improve inclusive treatment of everyone

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	17%	21%	6%	18%
Agree	52%	59%	72%	59%
Disagree	9%	14%	6%	12%
Strongly Disagree	22%	6%	17%	11%
Grand Total	100%	100%	100%	100%

SOCMHA receives my feedback and acts on it

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	5%	16%	13%	13%
Agree	45%	38%	40%	40%
Disagree	15%	31%	20%	26%
Strongly Disagree	35%	16%	27%	22%
Grand Total	100%	100%	100%	100%

My department provides opportunities to express my feedback to improve inclusive treatment of everyone

Row Labels	BIPOC	White	Unknown	Grand Total	
Strongly Agree		13%	27%	14%	22%
Agree		58%	61%	76%	63%
Disagree		4%	10%	5%	8%
Strongly Disagree		25%	3%	5%	8%
Grand Total		100%	100%	100%	100%

My department receives my feedback and acts on it

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	13%	26%	17%	21%
Agree	50%	61%	78%	62%
Disagree	17%	13%	6%	13%
Strongly Disagree	21%	0%	0%	4%
Grand Total	100%	100%	100%	100%

If you answered "Disagree" or "Strongly Disagree" to any of the above questions, how long have you experienced that disagreement?



Row Labels	BPOC	White	Unknown	Grand Total
Less than 6 months	11%	9%	11%	10%
Less than 1 year	22%	2%	22%	10%
1-3 years	22%	50%	22%	40%
4-12 years	17%	28%	44%	27%
13-23 years	11%	11%	0%	10%
More than 24 years	17%	0%	0%	4%
Grand Total	100%	100%	100%	100%

Equity

BIPOC staff
less likely to
agree with
equity
statements



Equity is important to me

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	78%	58%	43%	59%
Agree	22%	41%	57%	40%
Disagree	0%	1%	0%	1%
Grand Total	100%	100%	100%	100%

I have experienced discrimination at SCCMHA based on one or more aspects of my identity

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	29%	5%	0%	9%
Agree	21%	15%	47%	21%
Disagree	17%	52%	47%	45%
Strongly Disagree	33%	28%	5%	26%
Grand Total	100%	100%	100%	100%

My supervisor treats me fairly

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	33%	50%	29%	43%
Agree	48%	48%	67%	51%
Disagree	15%	0%	5%	4%
Strongly Disagree	4%	2%	0%	2%
Grand Total	100%	100%	100%	100%

My supervisor treats everyone in an impartial manner

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	28%	36%	31%	33%
Agree	44%	47%	56%	48%
Disagree	24%	9%	13%	13%
Strongly Disagree	4%	8%	0%	6%
Grand Total	100%	100%	100%	100%

My supervisor responds to concerns of equity within my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	36%	38%	24%	35%
Agree	41%	56%	71%	56%
Disagree	9%	3%	5%	4%
Strongly Disagree	14%	3%	0%	4%
Grand Total	100%	100%	100%	100%

There is an atmosphere within my department that promotes equitable opportunities for everyone to succeed

Row Labels	BIPOC	White	Unknown	Grand Total	
Strongly Agree		24%	38%	24%	33%
Agree		48%	55%	67%	56%
Disagree		16%	6%	10%	9%
Strongly Disagree		12%	1%	0%	3%
Grand Total		100%	100%	100%	100%

I believe my level of pay is fair and equitable compared to others in my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	22%	24%	18%	23%
Agree	30%	54%	65%	51%
Disagree	13%	11%	12%	12%
Strongly Disagree	35%	10%	6%	14%
Grand Total	100%	100%	100%	100%

I believe the resources allocated to my department are allocated fairly compared to other departments

Row Labels	BIPOC	White	Unknown	Grand Total	
Strongly Agree		22%	22%	11%	20%
Agree		39%	57%	72%	56%
Disagree		13%	13%	6%	12%
Strongly Disagree		26%	8%	11%	12%
Grand Total		100%	100%	100%	100%

White people are treated fairly in my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	46%	28%	32%	32%
Agree	46%	71%	68%	65%
Disagree	4%	0%	0%	1%
Strongly Disagree	4%	1%	0%	2%
Grand Total	100%	100%	100%	100%

BIPOC people are treated fairly in my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	13%	28%	25%	25%
Agree	48%	68%	75%	65%
Disagree	17%	4%	0%	6%
Strongly Disagree	22%	0%	0%	5%
Grand Total	100%	100%	100%	100%

Employees with disabilities are treated fairly in my department

Row Labels	Disabled	No	Grand Total
Strongly Agree	30%	27%	28%
Agree	50%	71%	69%
Disagree	10%	1%	2%
Strongly Disagree	10%	0%	1%
Grand Total	100%	100%	100%

LGBTQIA+ are treated fairly in my department

Row Labels	Transgender	No	Grand Total
Strongly Agree	0%	31%	31%
Agree	100%	66%	66%
Disagree	0%	3%	3%
Grand Total	100%	100%	100%

Senior leaders at SCCMHA demonstrate a commitment ensuring equitable opportunities for everyone to succeed

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	14%	23%	7%	19%
Agree	55%	58%	60%	57%
Disagree	9%	15%	27%	16%
Strongly Disagree	23%	4%	7%	8%
Grand Total	100%	100%	100%	100%

My department provides channels to express my feedback in order to improve equitable treatment of everyone

Row Labels	BIPOC	White	Unknown	Grand Total	
Strongly Agree		13%	21%	24%	20%
Agree		61%	66%	71%	66%
Disagree		9%	12%	6%	10%
Strongly Disagree		17%	1%	0%	4%
Grand Total		100%	100%	100%	100%

SCCMHA provides channels to express my feedback in order to improve equitable treatment of everyone

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	8%	17%	11%	14%
Agree	63%	60%	74%	63%
Disagree	13%	19%	11%	16%
Strongly Disagree	17%	4%	5%	7%
Grand Total	100%	100%	100%	100%

People of lower socioeconomic status (SES) or from lower SES backgrounds are treated fairly in my department

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	11%	27%	19%	23%
Agree	56%	68%	75%	67%
Disagree	6%	5%	6%	5%
Strongly Disagree	28%	0%	0%	5%
Grand Total	100%	100%	100%	100%

If you answered "Disagree" or "Strongly Disagree" to any of the above questions, how long have you experienced that disagreement?



Row Labels	BIPOC	White	Unknown	Grand Total	
Less than 6 months		19%	8%	13%	11%
Less than 1 year		25%	6%	13%	11%
1-3 years		25%	44%	13%	37%
4-12 years		6%	31%	63%	29%
13-23 years		13%	12%	0%	11%
More than 24 years		13%	0%	0%	3%
Grand Total	100%	100%	100%	100%	100%

While
Working at
SCCMHA



Diversity within my department has ..

Row Labels	BIPOC	White	Unknown	Grand Total
Improved	22%	35%	38%	33%
Remained the Same	59%	55%	52%	56%
Become Worse	19%	9%	10%	11%
Grand Total	100%	100%	100%	100%

Diversity throughout SDCMHA has...

Row Labels	BIPOC	White	Unknown	Grand Total
Improved	15%	31%	45%	30%
Remained the Same	67%	65%	35%	61%
Become Worse	19%	4%	20%	9%
Grand Total	100%	100%	100%	100%

Equity within my department has ..

Row Labels	BIPOC	White	Unknown	Grand Total
Improved	22%	27%	33%	27%
Remained the Same	52%	69%	62%	65%
Become Worse	26%	4%	5%	8%
Grand Total	100%	100%	100%	100%

Equity throughout SOCMHA has...

Row Labels	BIPOC	White	Unknown	Grand Total
Improved	15%	23%	33%	23%
Remained the Same	56%	65%	52%	61%
Become Worse	30%	12%	14%	16%
Grand Total	100%	100%	100%	100%

Inclusivity within my department has ..

Row Labels	BIPOC	White	Unknown	Grand Total
Improved	23%	33%	33%	31%
Remained the Same	58%	60%	67%	61%
Become Worse	19%	7%	0%	8%
Grand Total	100%	100%	100%	100%

Inclusivity throughout SOCMHA has...

Row Labels	BIPOC	White	Unknown	Grand Total
Improved	19%	26%	33%	26%
Remained the Same	59%	65%	57%	63%
Become Worse	22%	8%	10%	11%
Grand Total	100%	100%	100%	100%

How comfortable
are you
interacting with
individuals within
SCCMHA



Whose race/ethnicity differs from yours

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	59%	70%	61%	66%
Comfortable	30%	29%	39%	31%
Somewhat Uncomfortable	11%	1%	0%	3%
Grand Total	100%	100%	100%	100%

Whose sexual orientation differs from yours

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	63%	67%	52%	64%
Comfortable	37%	30%	48%	34%
Somewhat Uncomfortable	0%	3%	0%	2%
Grand Total	100%	100%	100%	100%

Whose gender differs from yours

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	63%	64%	57%	63%
Comfortable	37%	32%	43%	35%
Somewhat Uncomfortable	0%	3%	0%	2%
Grand Total	100%	100%	100%	100%

Whose disability status differs from yours

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	67%	68%	57%	66%
Comfortable	33%	32%	43%	34%
Grand Total	100%	100%	100%	100%

Whose religion, faith or spiritual beliefs differs from yours

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	63%	59%	57%	59%
Comfortable	37%	37%	43%	38%
Somewhat Uncomfortable	0%	5%	0%	3%
Grand Total	100%	100%	100%	100%

Whose age is much younger than yours

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	63%	62%	57%	61%
Comfortable	37%	33%	43%	36%
Somewhat Uncomfortable	0%	5%	0%	3%
Grand Total	100%	100%	100%	100%

Whose age is much older than yours

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	63%	70%	57%	66%
Comfortable	37%	29%	43%	33%
Somewhat Uncomfortable	0%	1%	0%	1%
Grand Total	100%	100%	100%	100%

How comfortable
are you
discussing the
following issues
within your
department



Racism, racial differences and racial equity

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	26%	37%	35%	34%
Comfortable	48%	49%	26%	45%
Somewhat Uncomfortable	22%	9%	30%	15%
Very Uncomfortable	4%	5%	9%	5%
Grand Total	100%	100%	100%	100%

Gender differences, sexism and gender equity

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	33%	37%	35%	36%
Comfortable	48%	49%	43%	48%
Somewhat Uncomfortable	19%	12%	13%	13%
Very Uncomfortable	0%	2%	9%	3%
Grand Total	100%	100%	100%	100%

Disability and Ableism

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	41%	41%	39%	41%
Comfortable	52%	49%	43%	49%
Somewhat Uncomfortable	7%	7%	13%	8%
Very Uncomfortable	0%	2%	4%	2%
Grand Total	100%	100%	100%	100%

Religion, faith, spiritual beliefs and religious/faith equity

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	33%	36%	39%	36%
Comfortable	44%	45%	30%	42%
Somewhat Uncomfortable	11%	13%	26%	15%
Very Uncomfortable	11%	7%	4%	7%
Grand Total	100%	100%	100%	100%

Sexual Orientation,
Transgender identity,
nonbinary gender and
LGBTQIA+ equity

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	26%	37%	35%	34%
Comfortable	63%	48%	26%	47%
Somewhat Uncomfortable	11%	11%	26%	14%
Very Uncomfortable	0%	3%	13%	4%
Grand Total	100%	100%	100%	100%

Socioeconomic status, class
background, income,
education level or classism

Row Labels	BIPOC	White	Unknown	Grand Total
Very Comfortable	30%	40%	35%	37%
Comfortable	59%	51%	39%	50%
Somewhat Uncomfortable	7%	7%	17%	9%
Very Uncomfortable	4%	2%	9%	4%
Grand Total	100%	100%	100%	100%

If you answered "Uncomfortable" or "Very Uncomfortable" to any of the above questions, how long have you experienced that discomfort?



Row Labels	BPOC	White	Unknown	Grand Total
Less than 6 months	18%	7%	0%	8%
Less than 1 year	27%	4%	17%	12%
1-3 years	36%	41%	42%	40%
4-12 years	0%	26%	42%	24%
13-23 years	9%	7%	0%	6%
More than 24 years	9%	15%	0%	10%
Grand Total	100%	100%	100%	100%

As an employee I
believe



The promotion process is clear

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	7%	10%	9%	10%
Agree	48%	51%	45%	50%
Disagree	22%	30%	32%	29%
Strongly Disagree	22%	8%	14%	12%
Grand Total	100%	100%	100%	100%

The promotion practices are fair

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	7%	8%	5%	7%
Agree	44%	52%	45%	49%
Disagree	19%	33%	36%	31%
Strongly Disagree	30%	7%	14%	13%
Grand Total	100%	100%	100%	100%

My contributions and behaviors are valued and rewarded



Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	8%	10%	10%	10%
Agree	52%	53%	48%	52%
Disagree	20%	29%	29%	27%
Strongly Disagree	20%	7%	14%	11%
Grand Total	100%	100%	100%	100%

To achieve promotion, I feel like I have to work harder than my co-workers/colleagues

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	38%	19%	18%	22%
Agree	27%	28%	68%	34%
Disagree	23%	48%	9%	37%
Strongly Disagree	12%	6%	5%	7%
Grand Total	100%	100%	100%	100%

I have to work harder than my colleagues/co-workers to achieve the same recognition

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	35%	14%	18%	19%
Agree	23%	20%	50%	26%
Disagree	31%	60%	23%	48%
Strongly Disagree	12%	6%	9%	8%
Grand Total	100%	100%	100%	100%

Procedures and standards for promotion are applied equitably to employees

Row Labels	BIPOC	White	Unknown	Grand Total
Strongly Agree	15%	9%	9%	10%
Agree	33%	44%	32%	40%
Disagree	22%	38%	50%	37%
Strongly Disagree	30%	8%	9%	13%
Grand Total	100%	100%	100%	100%