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 slightly offset to show depth. The lighting creates soft shadows and highlights on the pieces.

DEI Organizational Survey Response Discussion (N=139)

Presentation to SCCMHA's DEI Team

Paul Elam, PhD

Wednesday, October 27, 2021

AGENDA

Modified Assessment Timeline

Recommendations

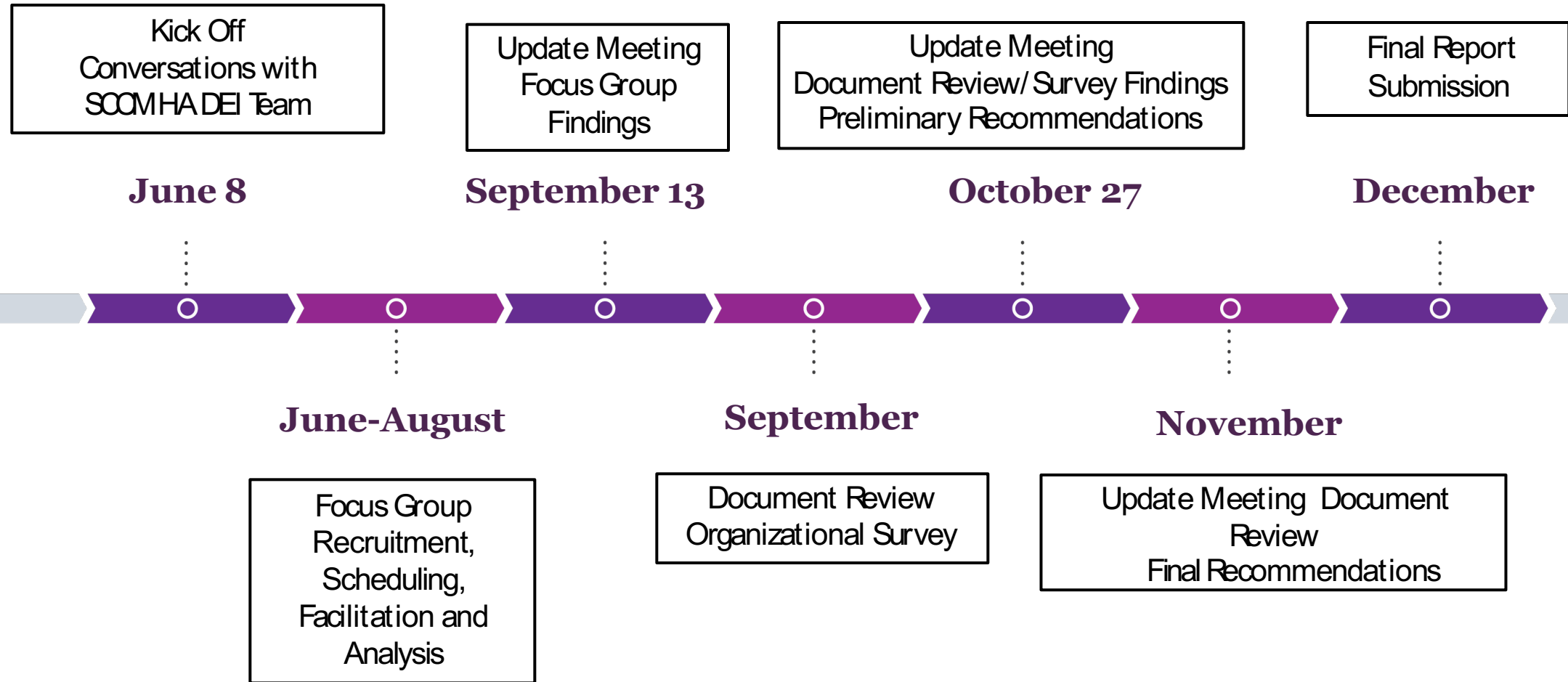
DEI Organizational Survey

Discussion

Next Steps



Modified Timeline



A large teal circle on the left side of the slide, partially cut off by the edge.

Diversity,
Equity, and
Inclusion
Strengths

Diverse workforce

Support of LGBTQIA+

Women in management

Zero tolerance for racism

Seeking opinions

Trying to become better

DEI Areas for Improvement

Moving from conversation to action

Diversity in leadership

Creating safe spaces for DEI dialogue

Consistent commitment to DEI

Changes in HR hiring practices



Opportunities to Improve DEI Identified by Employees Focus Groups

- 1 Hire an even more diverse staff
- 2 Require DEI training
- 3 Develop and implement a DEI action plan
- 4 Create a safe environment to discuss issues of DEI
- 5 Hire and promote leaders who are supportive of DEI



Opportunities to Improve DEI Identified by Employees Organizational Survey

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

Preliminary Recommendations for Action

1

Allocate funding each fiscal year to implement DEI strategies for SCCMHA.

2

Establish a SCCMHA Diversity Officer responsible for developing and implementing a DEI plan.

3

Establish a permanent DEI board to work with the SCCMHA Diversity Officer to implement a DEI plan.

4

Establish a commitment to DEI by setting a “Tone at the Top” that starts with the CEO. This tone should also be reflected in the vision, mission, strategic plan, recruitment hiring and onboarding processes to help create a culture of inclusion within SCCMHA.

5

Establish organization-wide and department level DEI action plans and monitor the implementation of the plans.

6

Charge HR to review, modify and institutionalize departmental policies, procedures and practices that align with the core values that advance DEI.

7

Engage in employee outreach and education to maintain awareness of policies, procedures, and practices that advance DEI.

8

Identify, fund and implement DEI professional development, training, and capacity building offerings for administrators, managers, supervisors and employees that becomes embedded in on-boarding and continuous improvement.

9

Establish and empower a diverse DEI team to discuss and implement these recommendations.

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%
Strongly Disagree	14%	3%	11%	6%
Grand Total	100%	100%	100%	100%

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 SCCMHA 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%

SCCMHA 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%

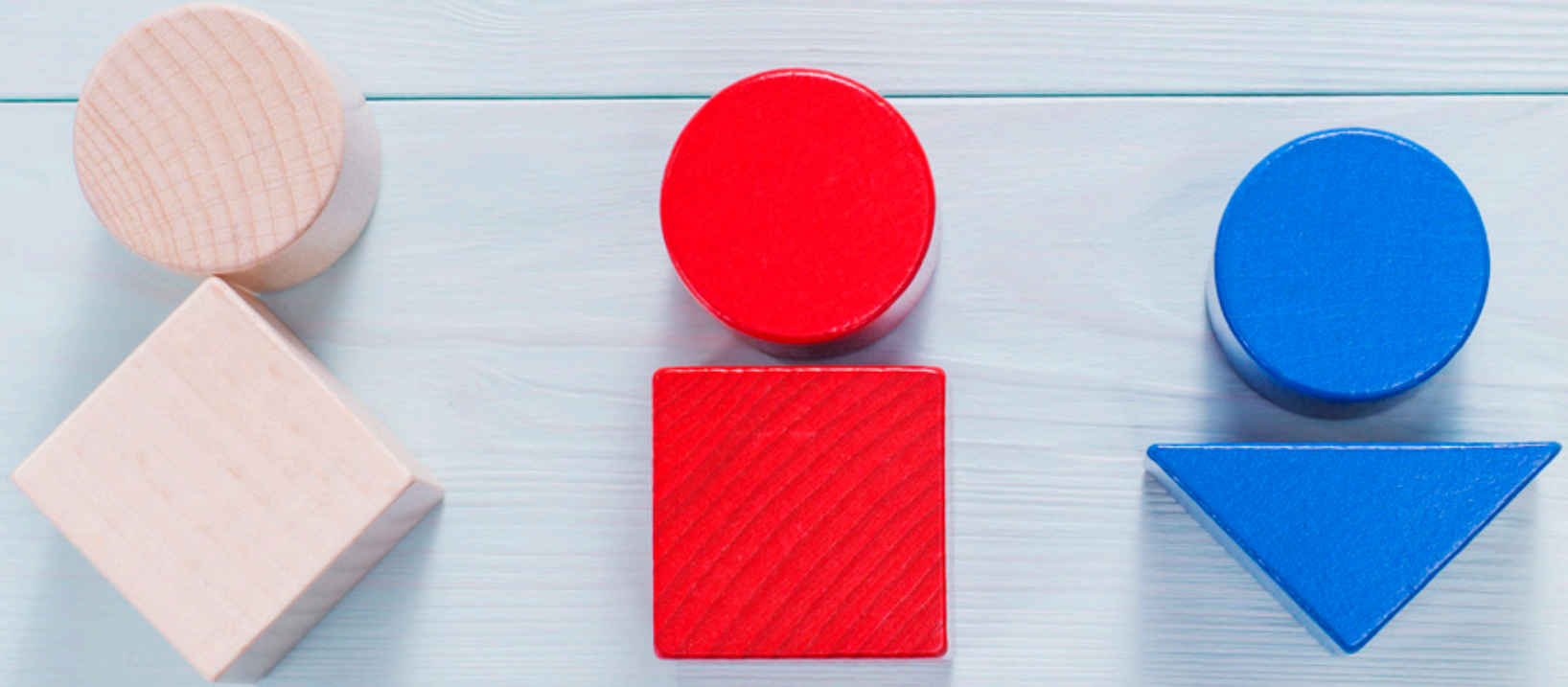
If you answered "Disagree" or "Strongly Disagree" to any of the above questions, how long have you experienced that disagreement?



Row Labels	BIPOC	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%

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 SCCMHA 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 SCCMHA 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 SCCMHA 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	BIPOC	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%

Discussion



In Process: Document Review



Mission, Vision, Core Values



Procurement Policy



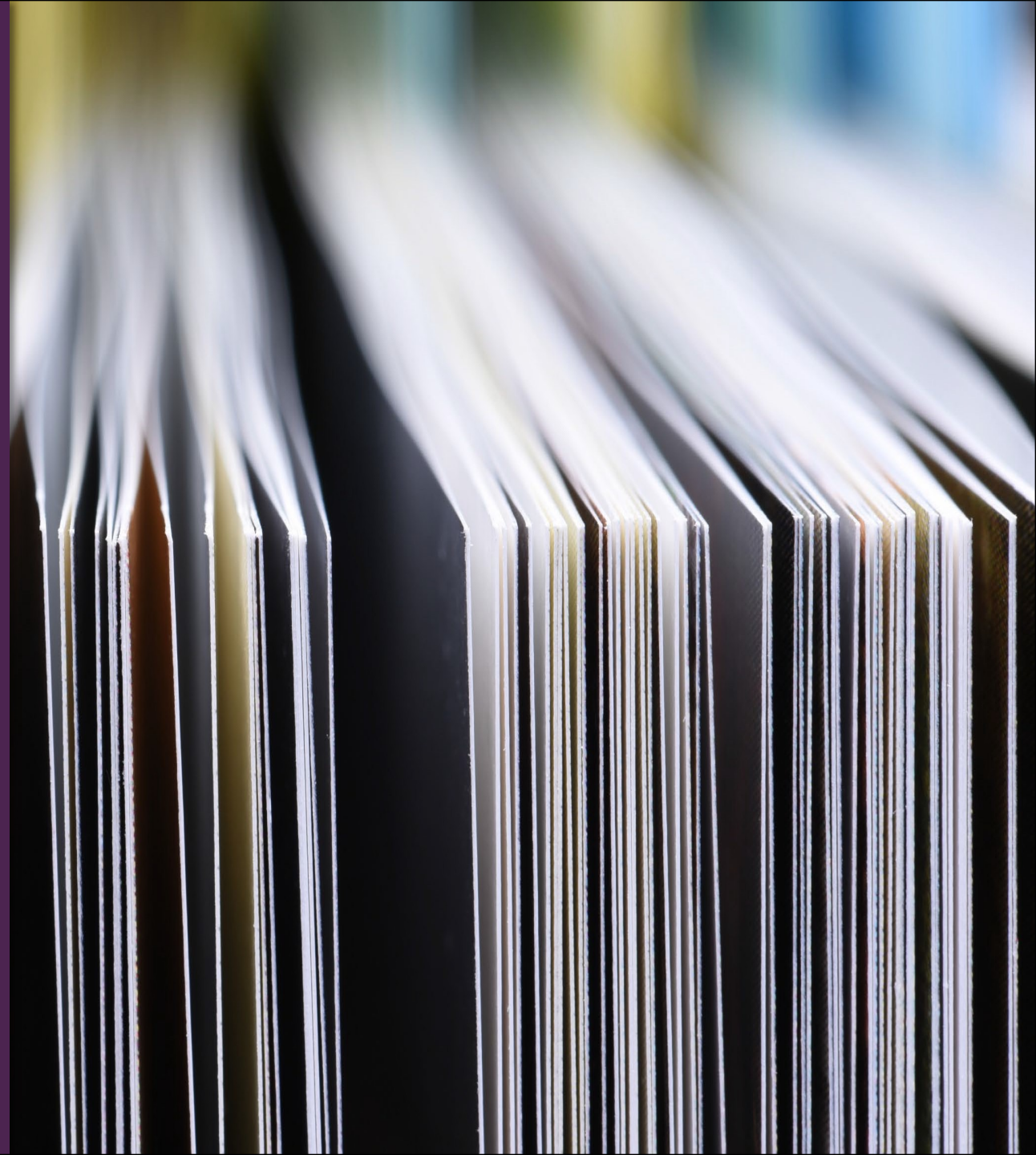
Proposed Agency Core Competencies



Employment Interview Questions



EEO Policy



Next Steps

