

Personnel
Department



Equal Employment Opportunity Division

Summary of Results 2022 Diversity, Equity & Inclusion Employee Survey

March 2023

Terminology

- **Extra Help:** Temporary employees, including seasonal and project-based staff.
- **SurveyMonkey:** An online survey tool utilized in developing and implementing this survey.
- **CBSA:** Community Based Statistical Area, the geographical area utilized for comparison of census data to County workforce statistics.
- **Cis:** Refers to an individual who identifies with their sex assigned at birth, as in “Cis-Female,” “Cis-Male”. The term “Non-Cisgendered,” refers to a person who does not identify with their sex assigned at birth.
- **POC:** People of Color. Refers to individuals who do not identify as white or Caucasian and may include individuals of 2 or more races.
- **LGB+:** Lesbian, Gay, Bisexual, plus. Refers to a sexual orientation that is not heterosexual or straight.
- **DEI:** Diversity, Equity, and Inclusion, as in “DEI Employee Survey”.
- **EEO:** Equal Employment Opportunity, as in “EEO Officer”.

INTRODUCTION

Background:

- 2003 Board support for data collection
- Board of Supervisors' 2020 resolution declaring racism a public health crisis

Purpose:

- To collect and analyze data to inform decisions and demonstrate progress toward the implementation of the County's Equal Employment Opportunity/Cultural Competence (EEO/CC) Plan and Personnel Strategic Operational Goal on Cultural Competence;
- To gauge staff perception of diversity, equity and inclusion in both the County workplace and our provision of services to the community

Survey Participation:

- Survey sent to 2,255 regular staff and approximately 500 extra help staff
- 775 responses collected (28% participation)



Methodology

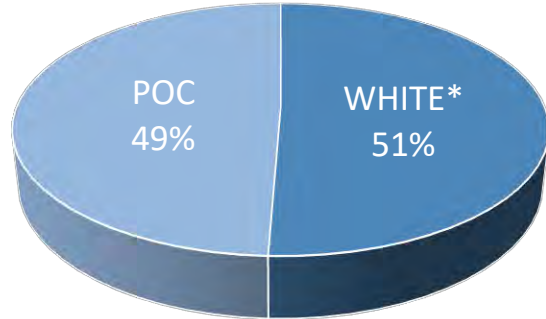
Methodology

- **Survey Development**
 - The County's Equal Employment Opportunity (EEO) Office
 - County's Equity & Data Committee
 - EEO-related County Commissions
- **Scope of the Survey:**
 - 20 staff perception questions
 - 7 demographic questions
- **Anonymity**
 - SurveyMonkey Platform
 - Aggregated Results
 - Comment Summaries
- **Analysis**
 - Summary of Overall Responses
 - Summary of Responses by Demographic Characteristics
 - Categorized Comments

Survey Demographics

RACE/ETHNICITY

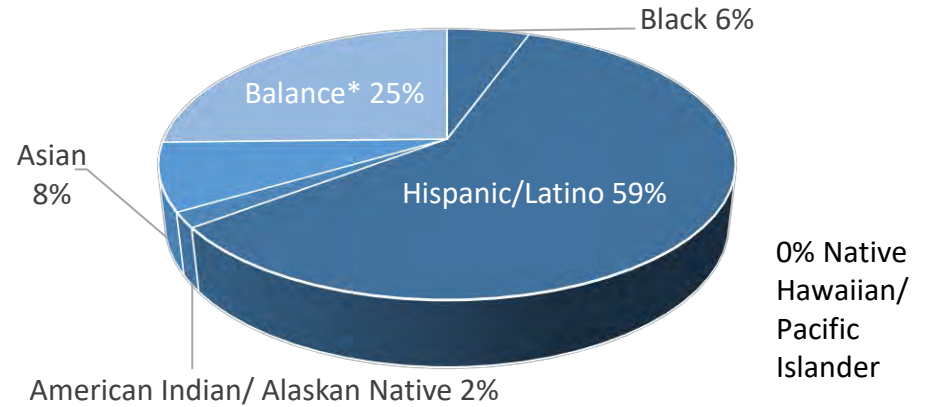
553 (71%) OF PARTICIPANTS PROVIDED RACE/ETHNICITY DATA , WHILE 222 (29%) DECLINED



*7% of White participants identify as being of Middle Eastern/North African descent (MENA).

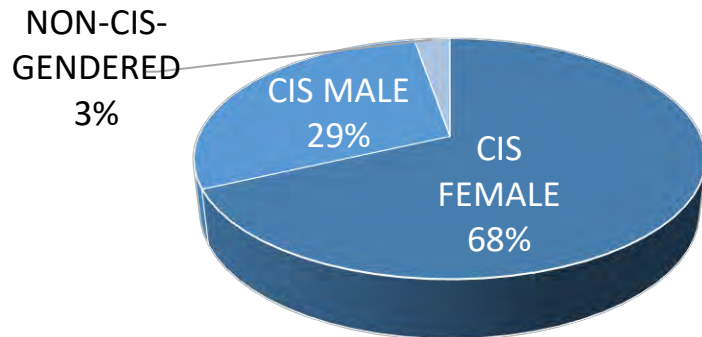
People of Color by CBSA Categories

* Balance represents the balance of not Hispanic or Latino individuals who do not fit into any other categories; and two or more races.



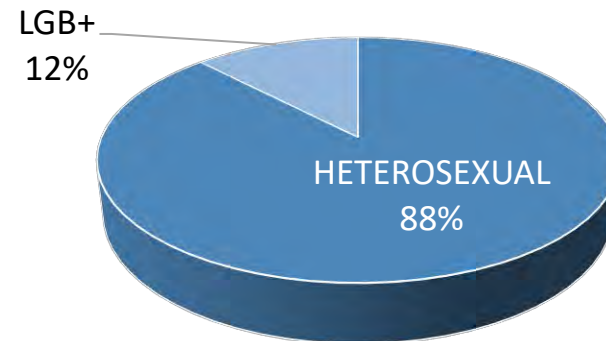
GENDER IDENTITY

558 (72%) OF PARTICIPANTS PROVIDED GENDER IDENTITY DATA WHILE 217 (28%) DECLINED



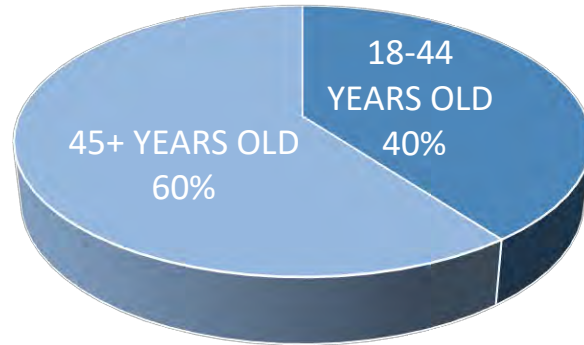
SEXUAL ORIENTATION

531 (68%) OF PARTICIPANTS PROVIDED SEXUAL ORIENTATION DATA WHILE 244 (31%) DECLINED



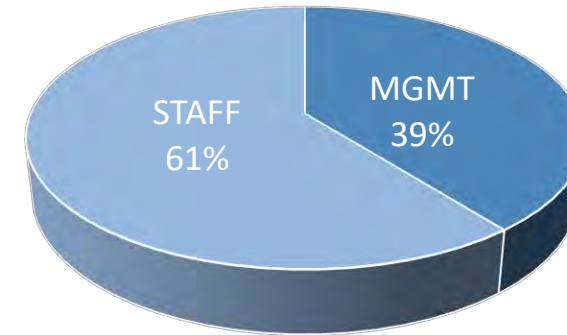
AGE

540 (70%) OF PARTICIPANTS PROVIDED AGE DATA, WHILE 235 (30%) DECLINED



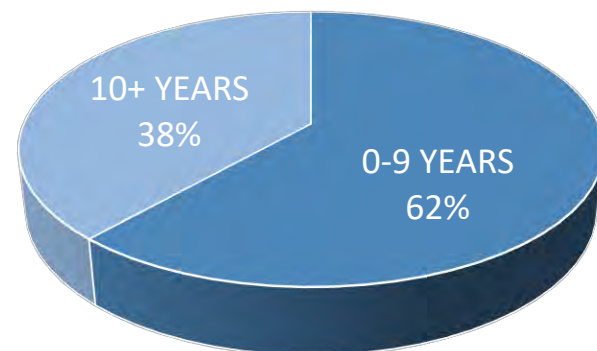
SUPERVISORIAL STATUS

592 (76%) OF PARTICIPANTS PROVIDED DATA ON SUPERVISORIAL STATUS WHILE 183 (24%) DECLINED



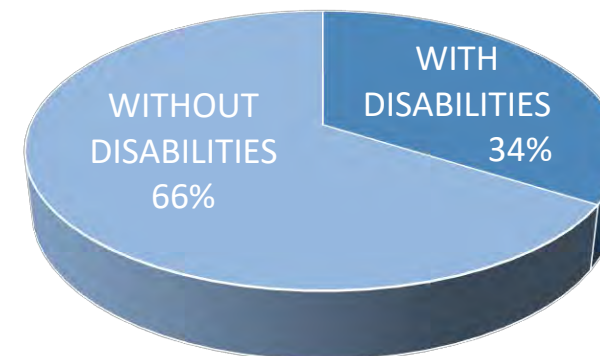
LENGTH OF EMPLOYMENT

588 (76%) OF PARTICIPANTS PROVIDED DATA ON LENGTH OF EMPLOYMENT WHILE 187 (24%) DECLINED

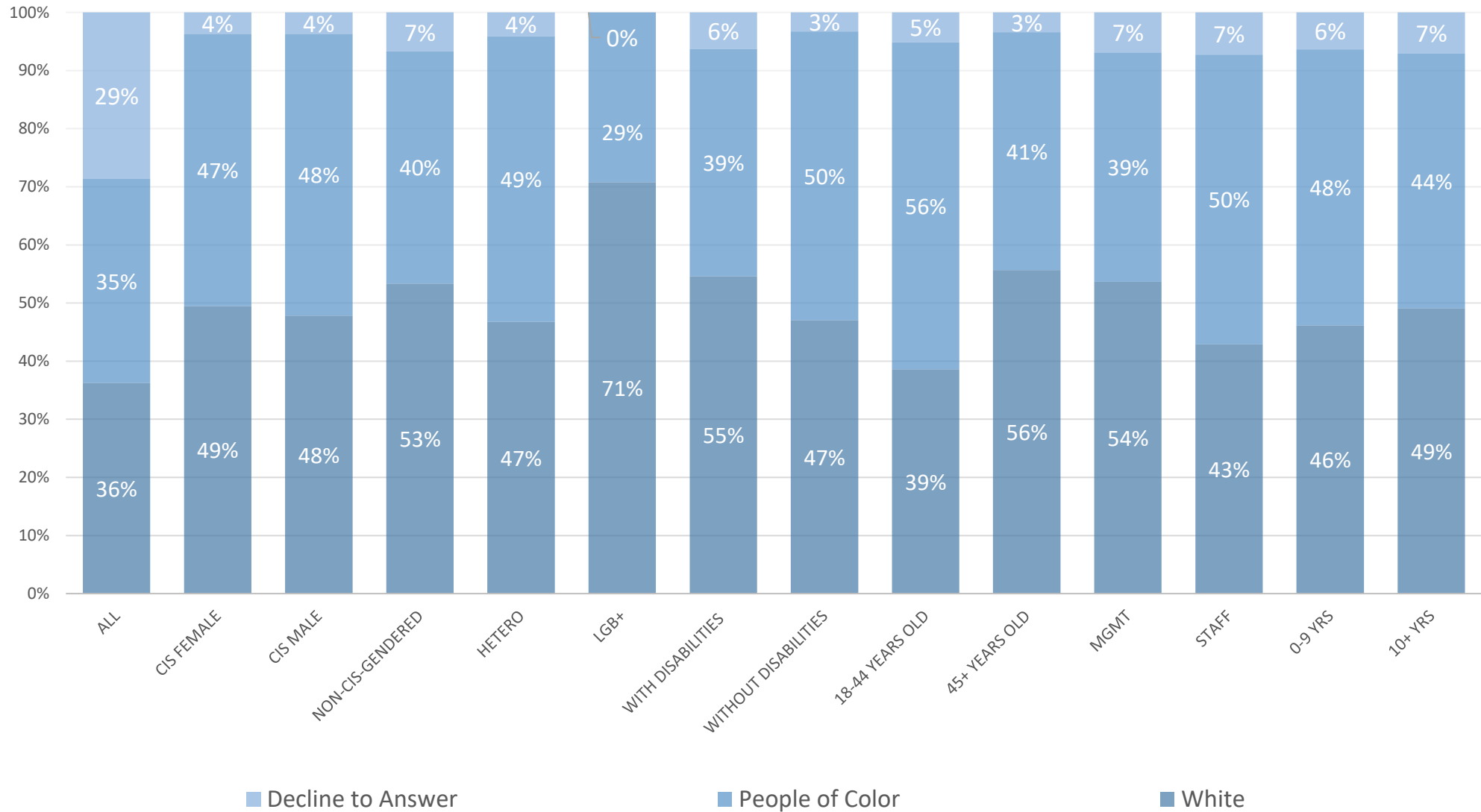


PRESENCE OF DISABILITIES

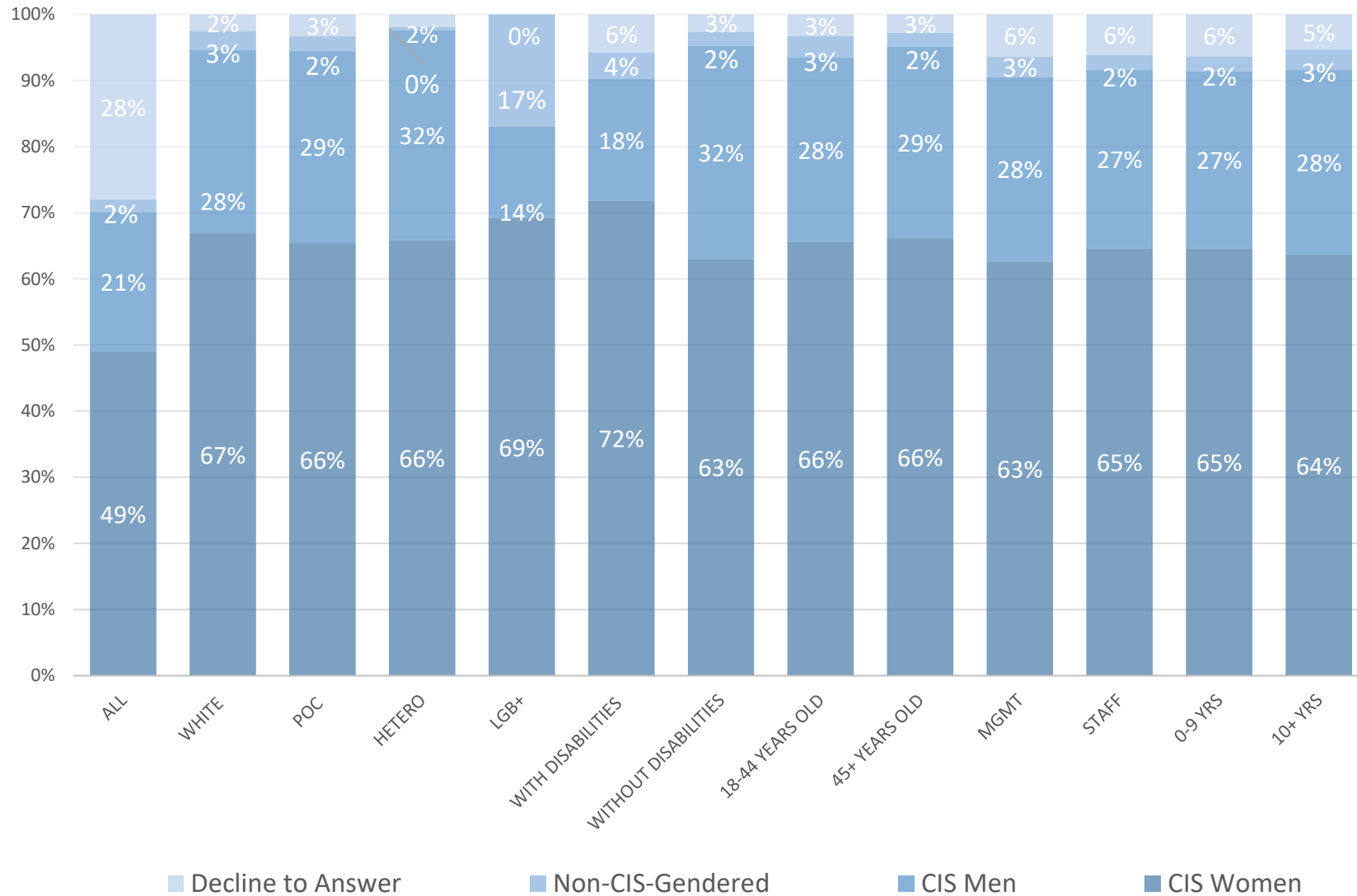
512 (66%) OF PARTICIPANTS PROVIDED DISABILITY DATA WHILE 263 (34%) DECLINED



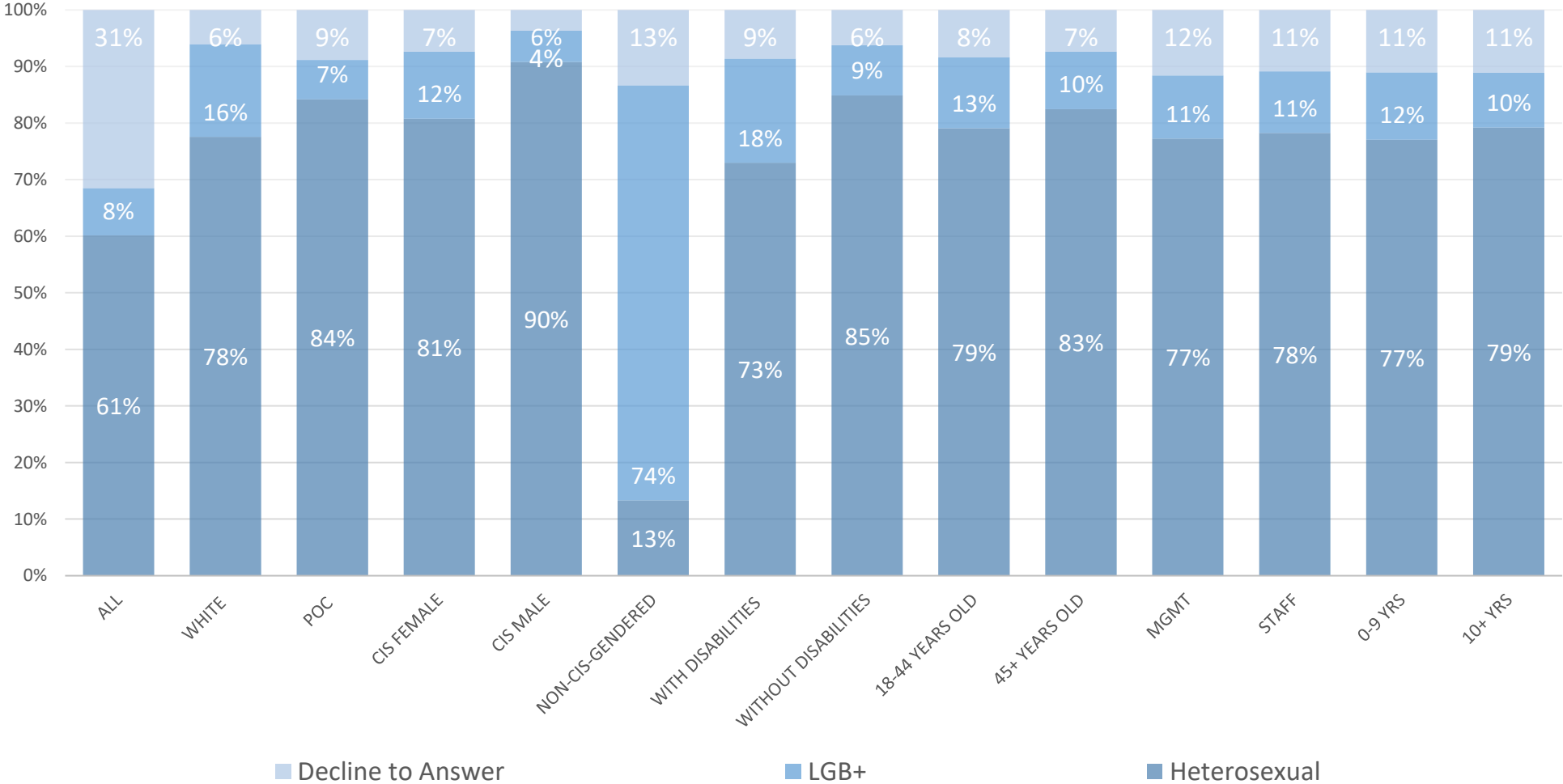
DEMOGRAPHIC GROUPS BY RACE/ETHNICITY



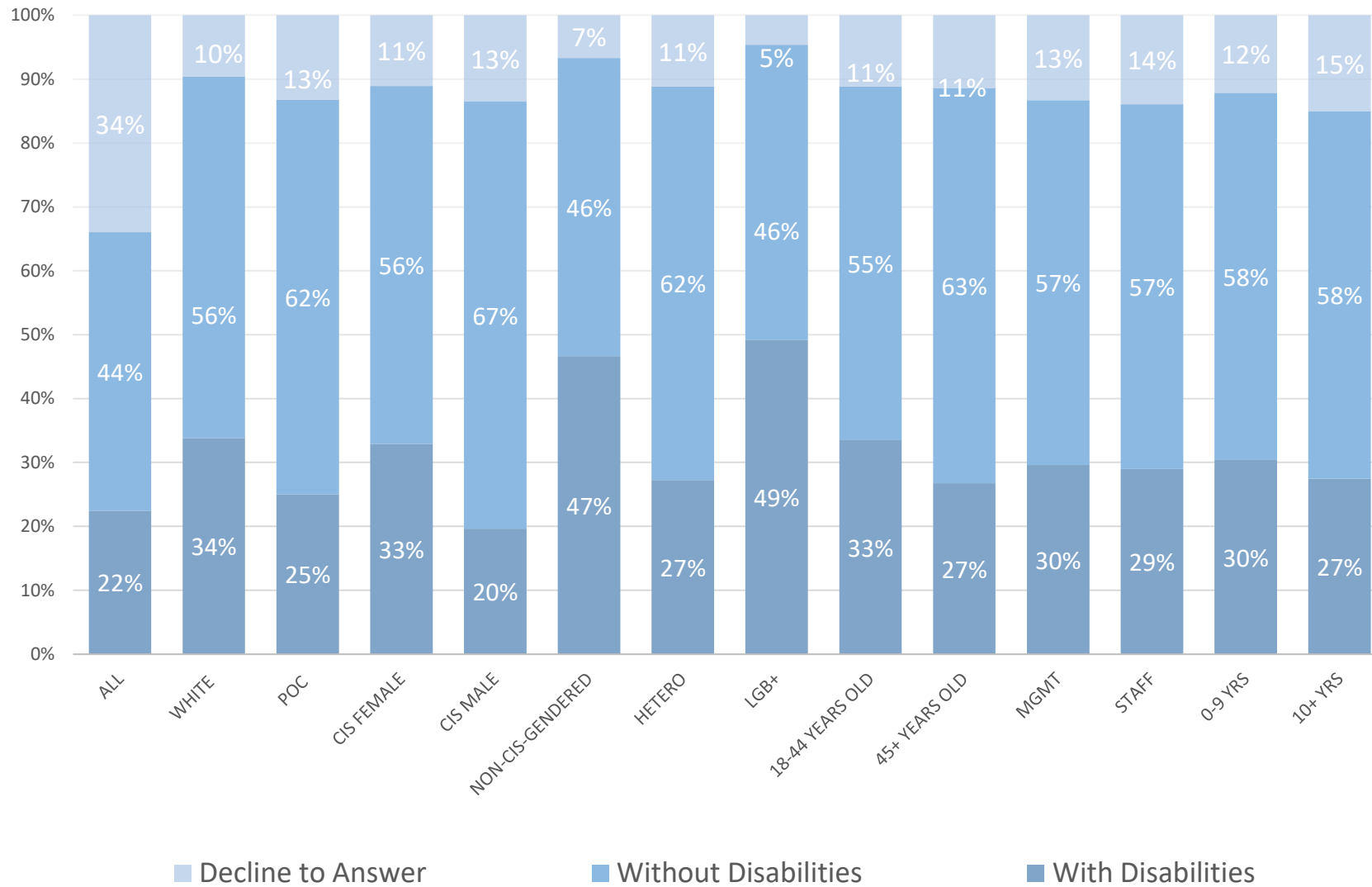
DEMOGRAPHIC GROUPS BY GENDER IDENTITY



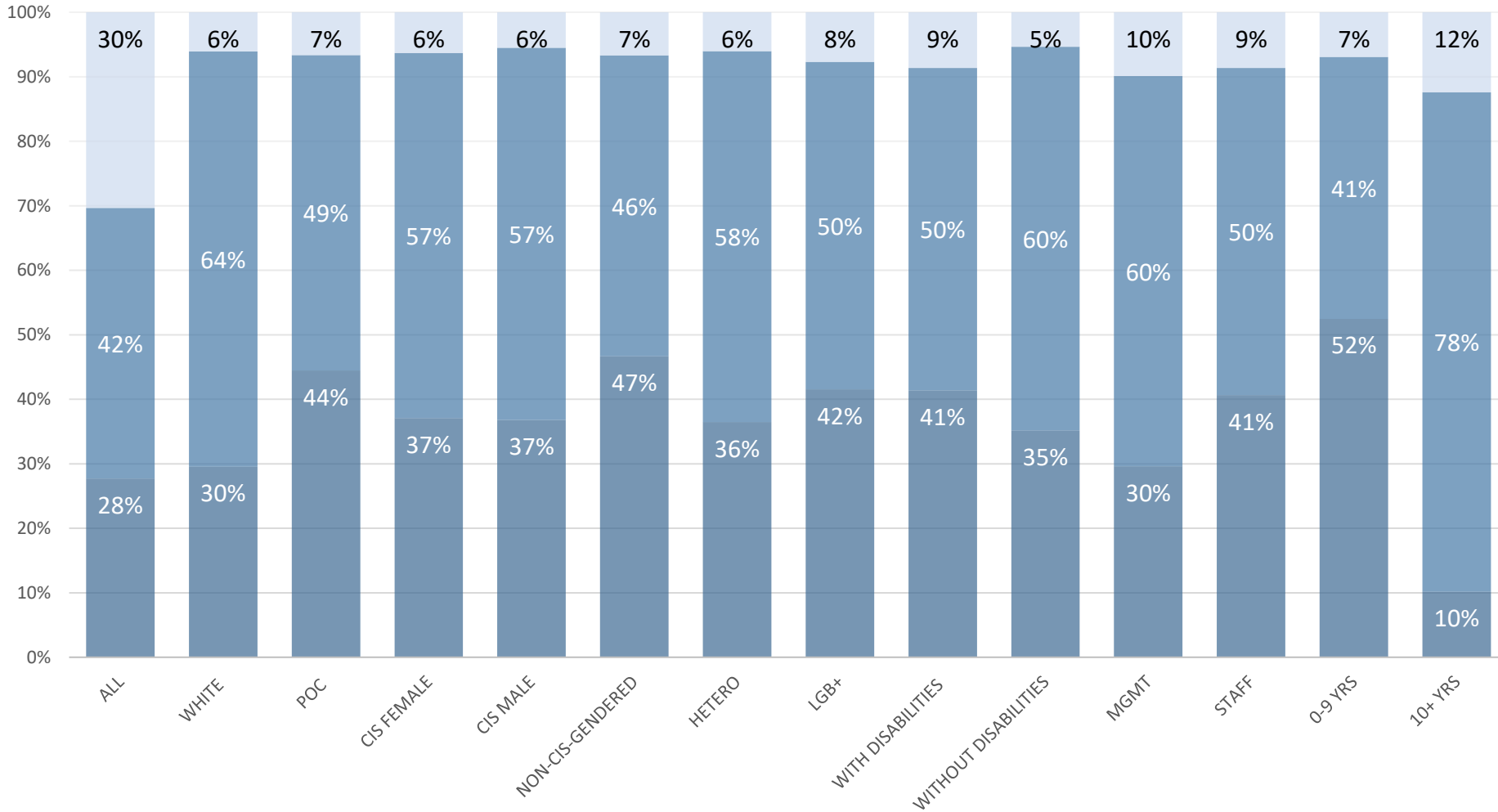
DEMOGRAPHIC GROUPS BY SEXUAL ORIENTATION



DEMOGRAPHIC GROUPS BY DISABILITY STATUS



DEMOGRAPHIC GROUPS BY AGE GROUP

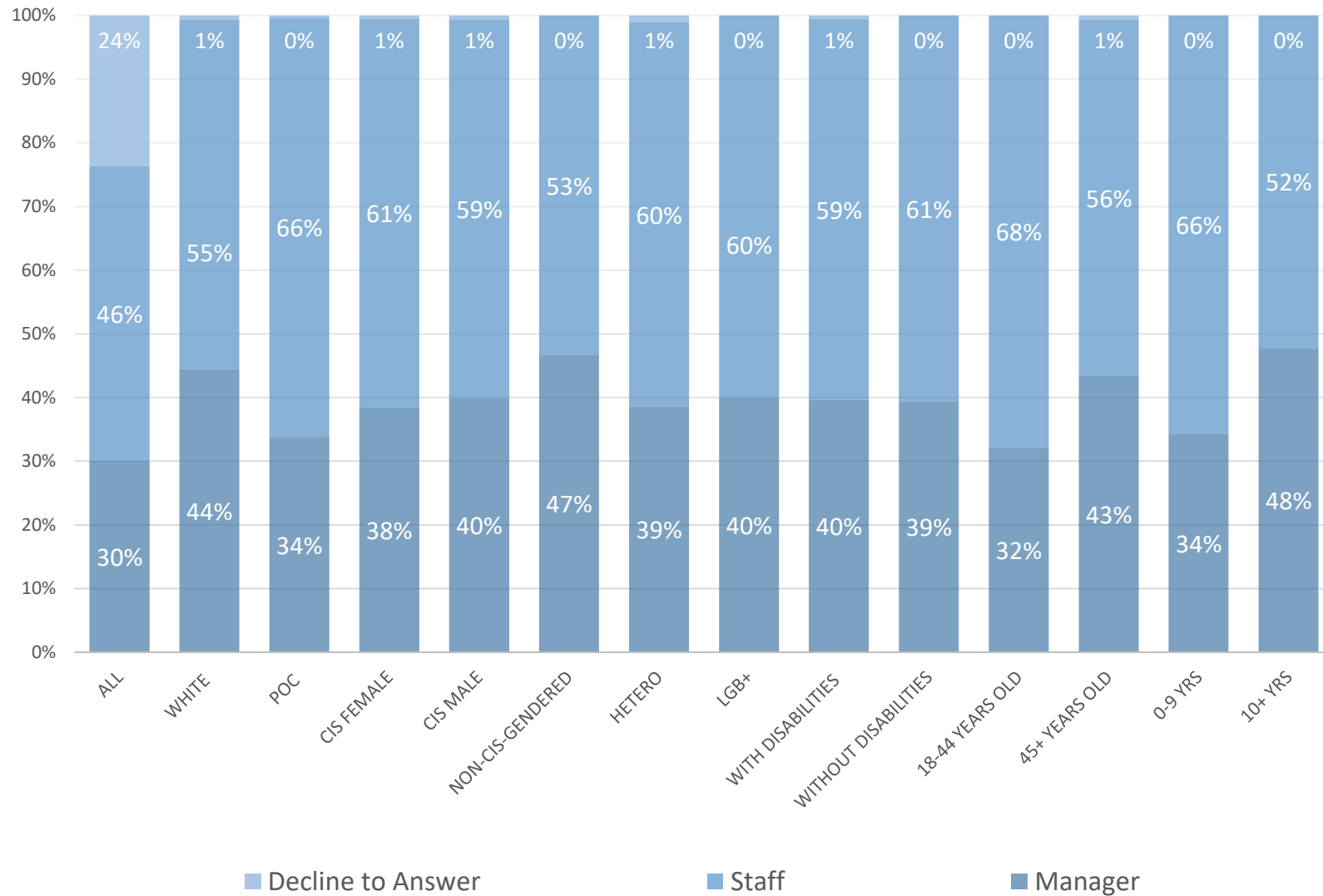


Decline to Answer

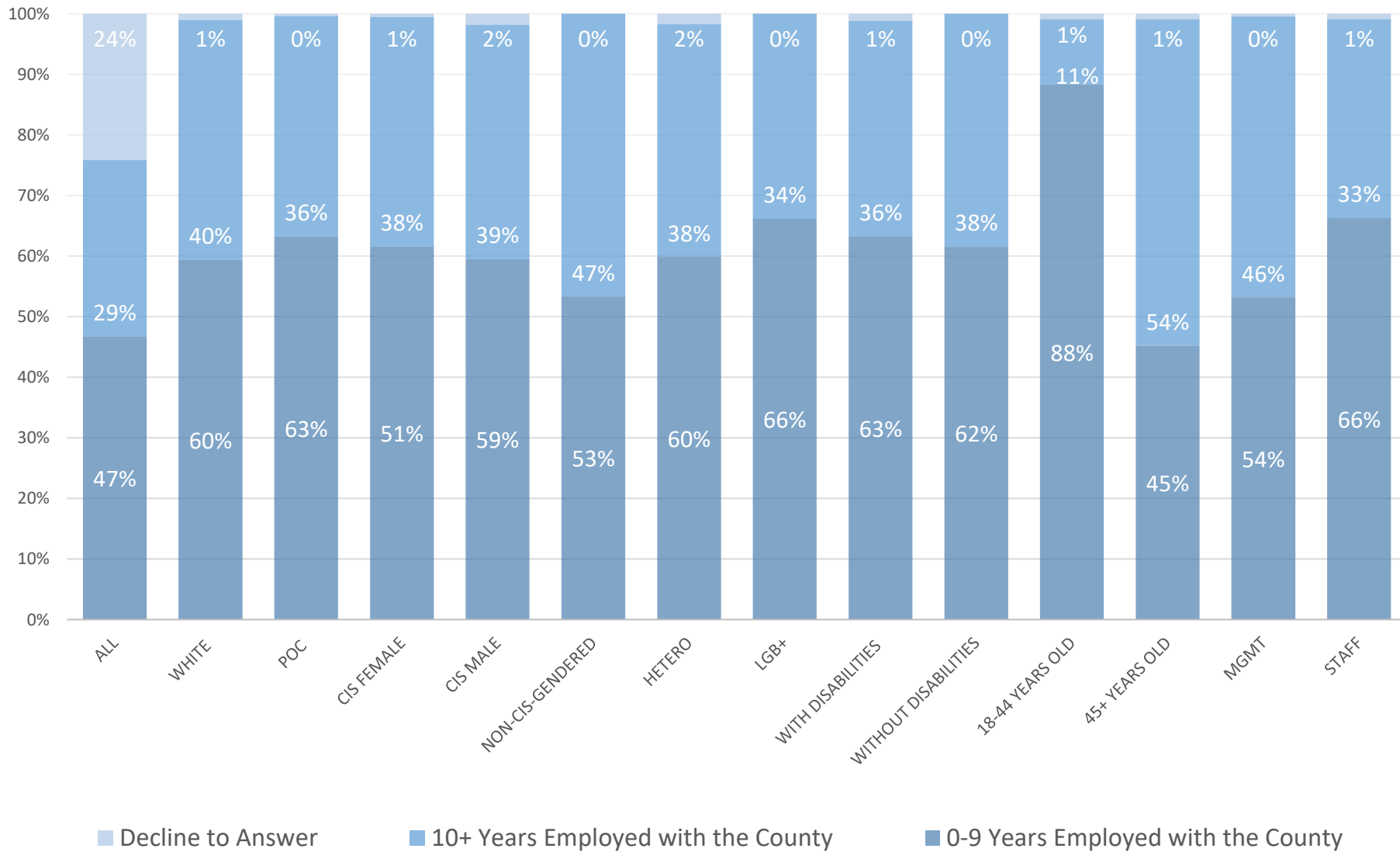
45+ Years Old

18-44 Years Old

DEMOGRAPHIC GROUPS BY SUPERVISORIAL STATUS



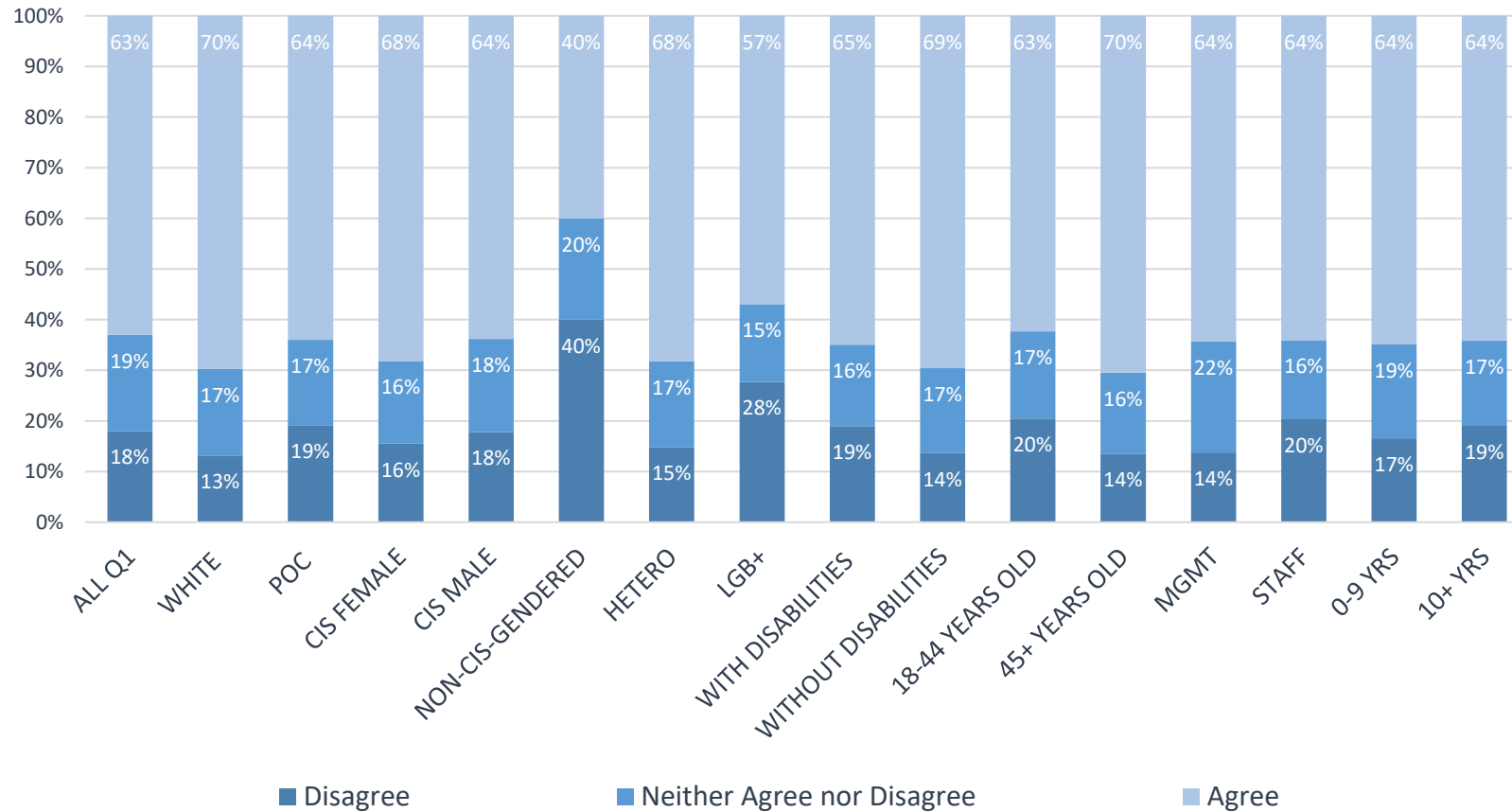
DEMOGRAPHIC GROUPS BY LENGTH OF EMPLOYMENT



Survey Results

By Question

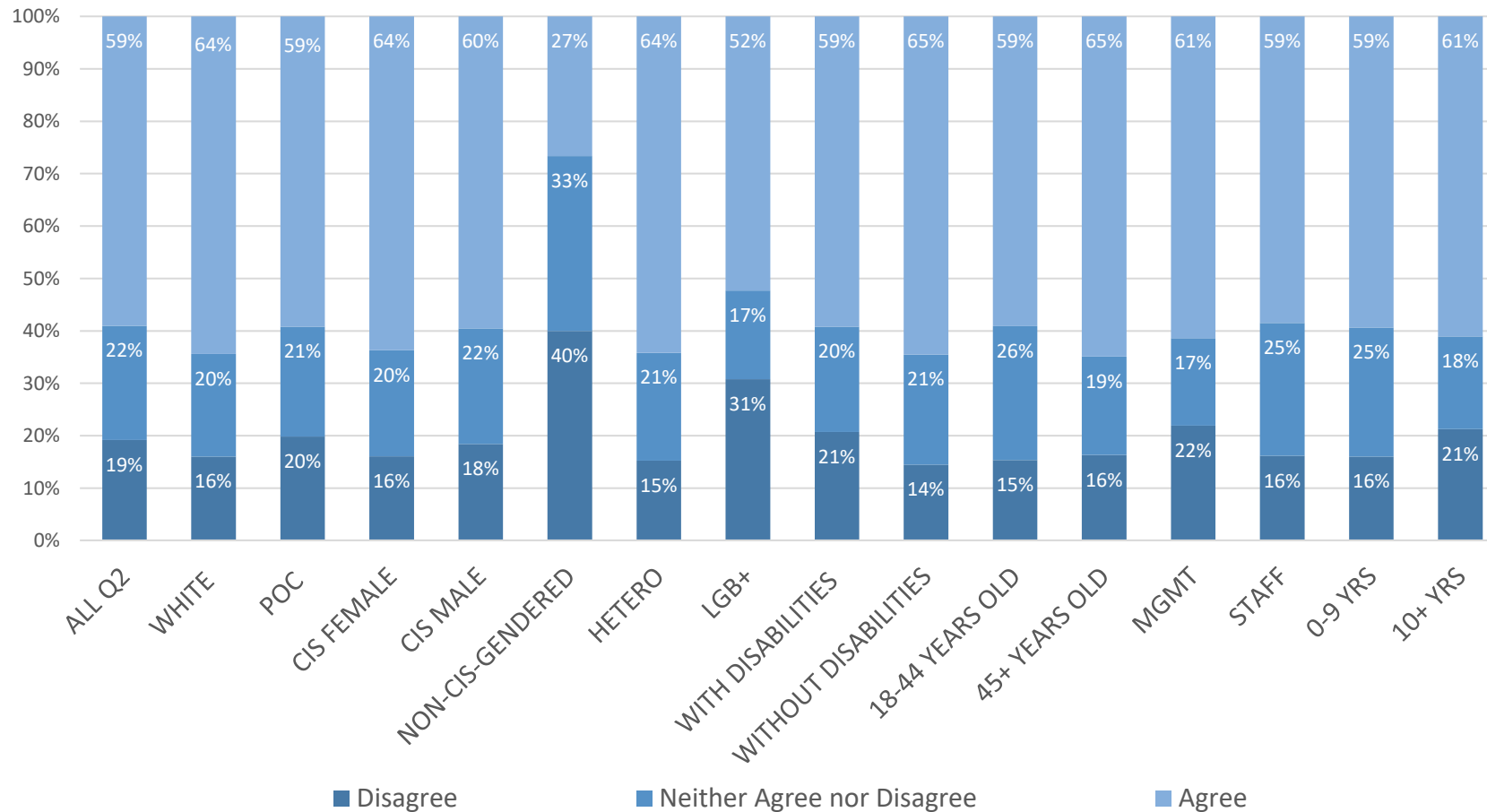
Question 1: The County encourages diversity in its employment practices (hiring, promotion, transfer).



Diversity is defined here as a range of human differences encompassing age, race, ethnicity, gender, gender identity, socio-economic status, religion, sexual orientation, and other characteristics that make individuals unique.

775 (100%) of Survey participants answered this question.

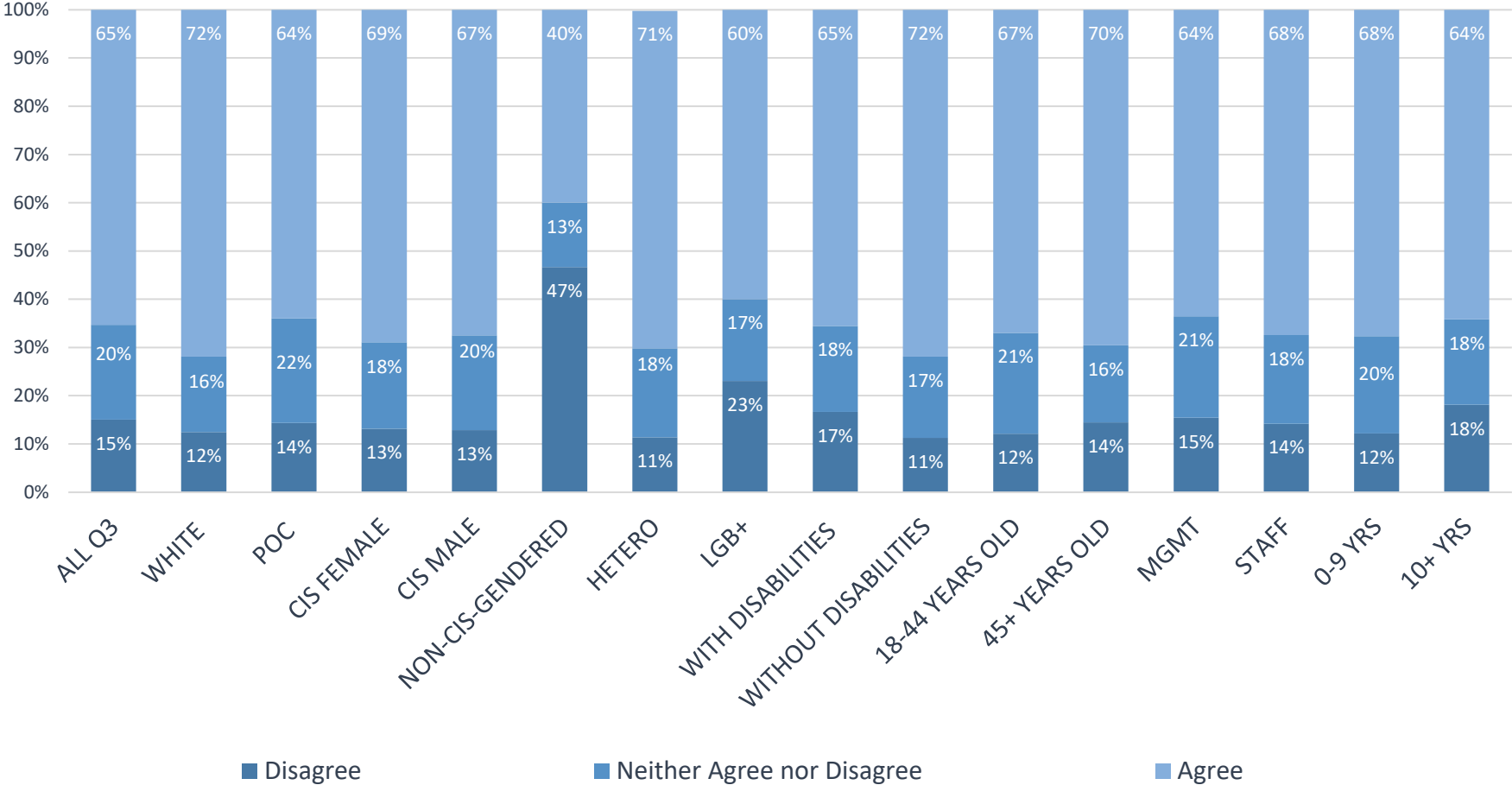
Question 2: The County encourages equity in service delivery.



Equity is defined here as adjusting processes and redistributing resources to ensure that individuals who are disadvantaged or experience greater barriers relative to others may enjoy the same opportunities, benefits, and services.

725 (93%) of all survey participants responded to this question.

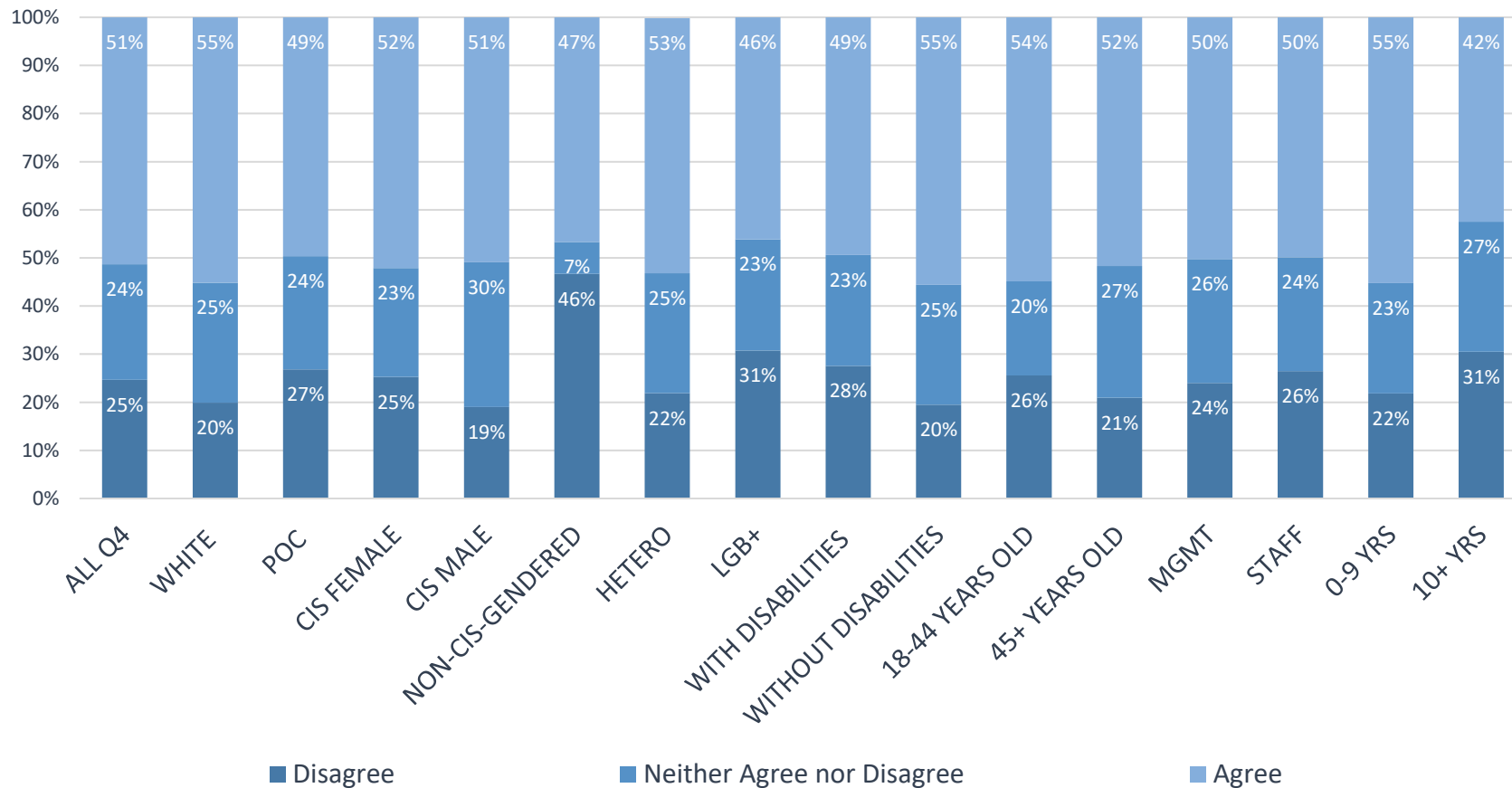
Question 3: The County encourages inclusion of employees regardless of race, gender, age, disability, ethnicity, gender identity, sexual orientation, religion, or other differences.



Inclusion is defined here as involvement and empowerment, where the inherent worth and dignity of all people are recognized and valued.

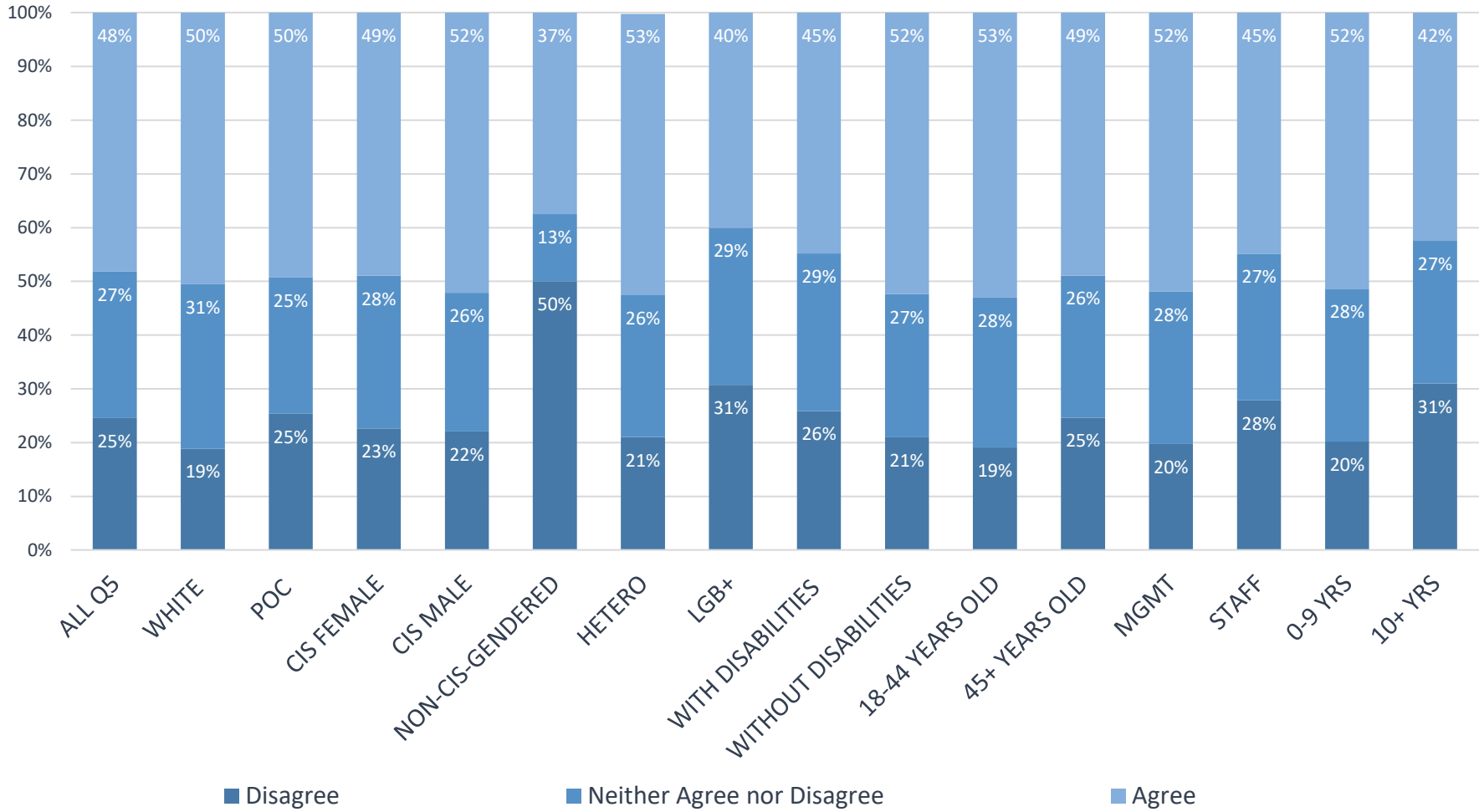
686 (89%) of all survey participants responded to this question.

Question 4: The County fosters a work environment that encourages employees to be themselves at work without fear.



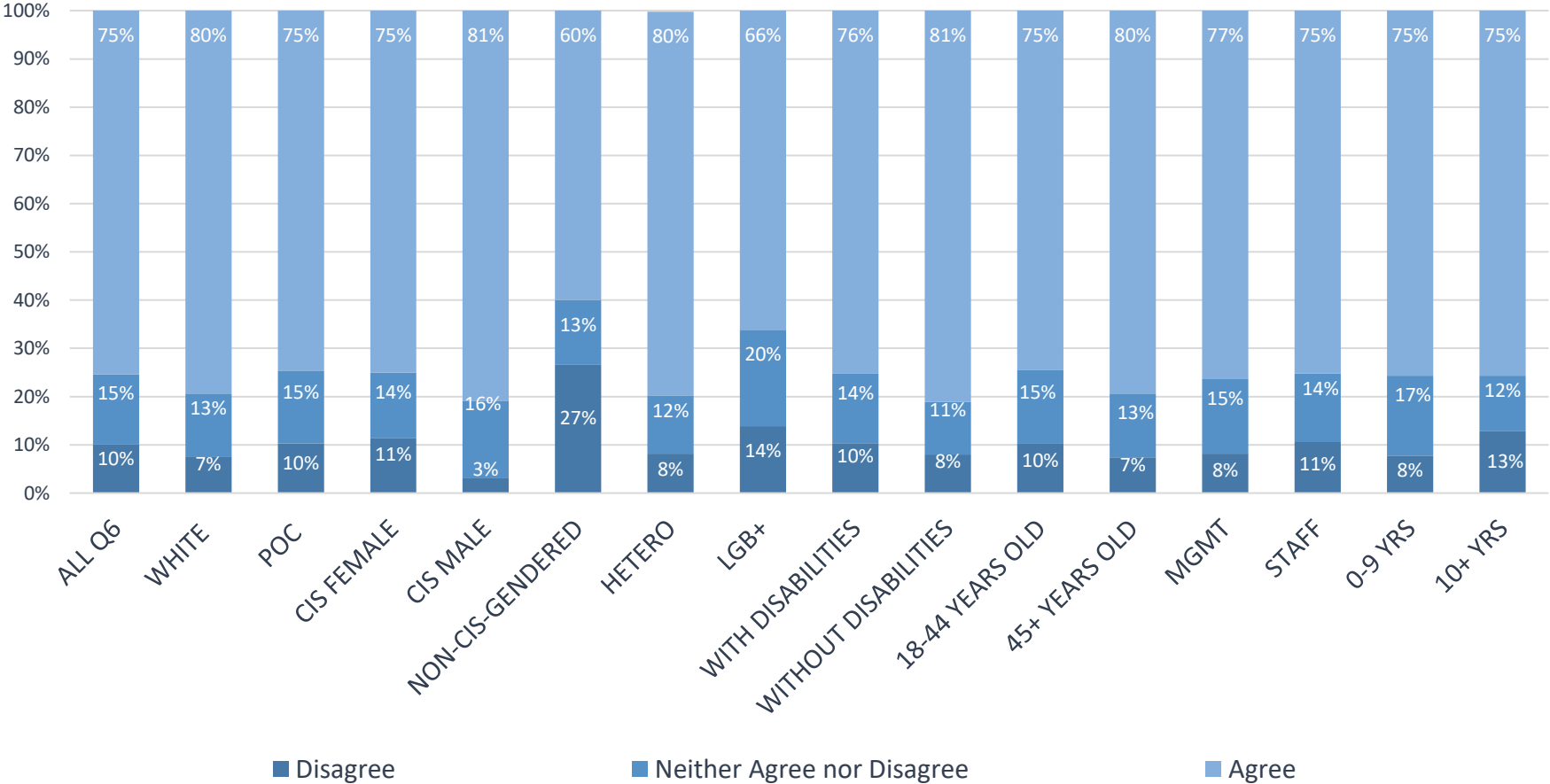
676 (87%) of all survey participants responded to this question.

Question 5: Everyone at the County is treated fairly regardless of race, gender, age, disability, ethnicity, gender identity, sexual orientation, religion, or other differences.



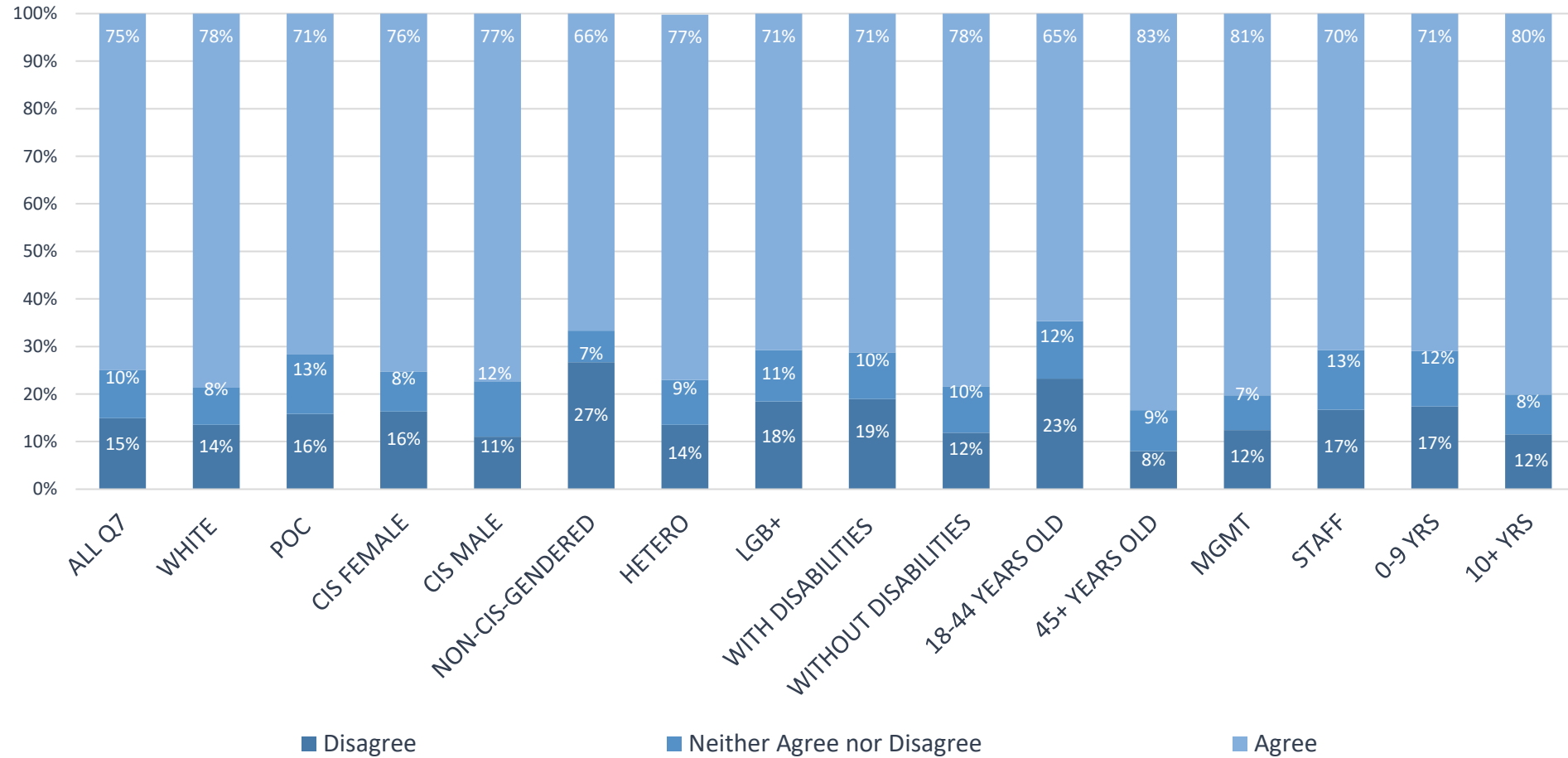
664 (86%) of all survey participants responded to this question.

Question 6: The County does not tolerate jokes or slurs based on race, ethnicity, religion, age, disability, gender, gender identity, or any other protected characteristic.



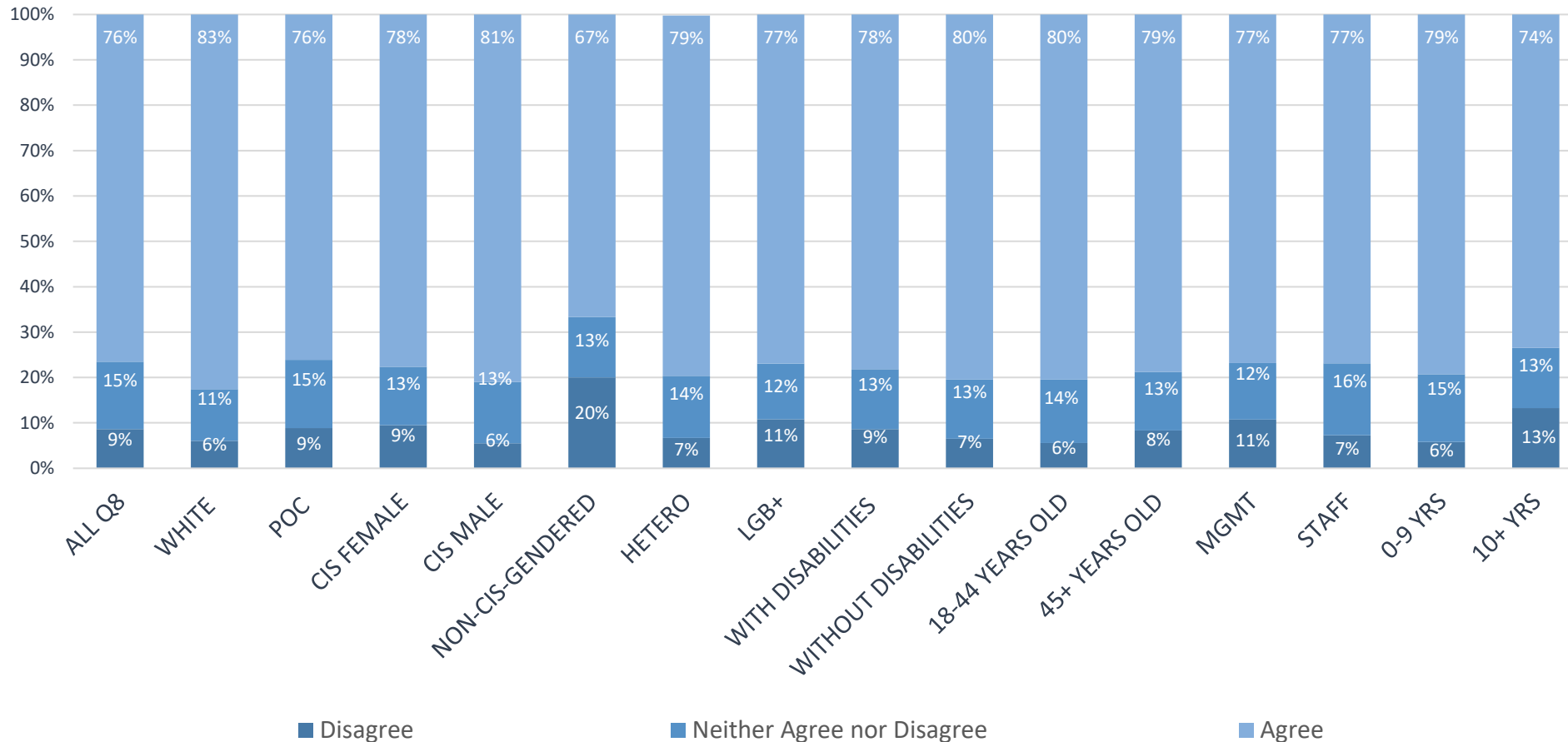
658 (85%) of all survey participants responded to this question.

Question 7: If I had a concern about harassment or discrimination I know where and how to report that concern.



656 (85%) of all survey participants responded to this question.

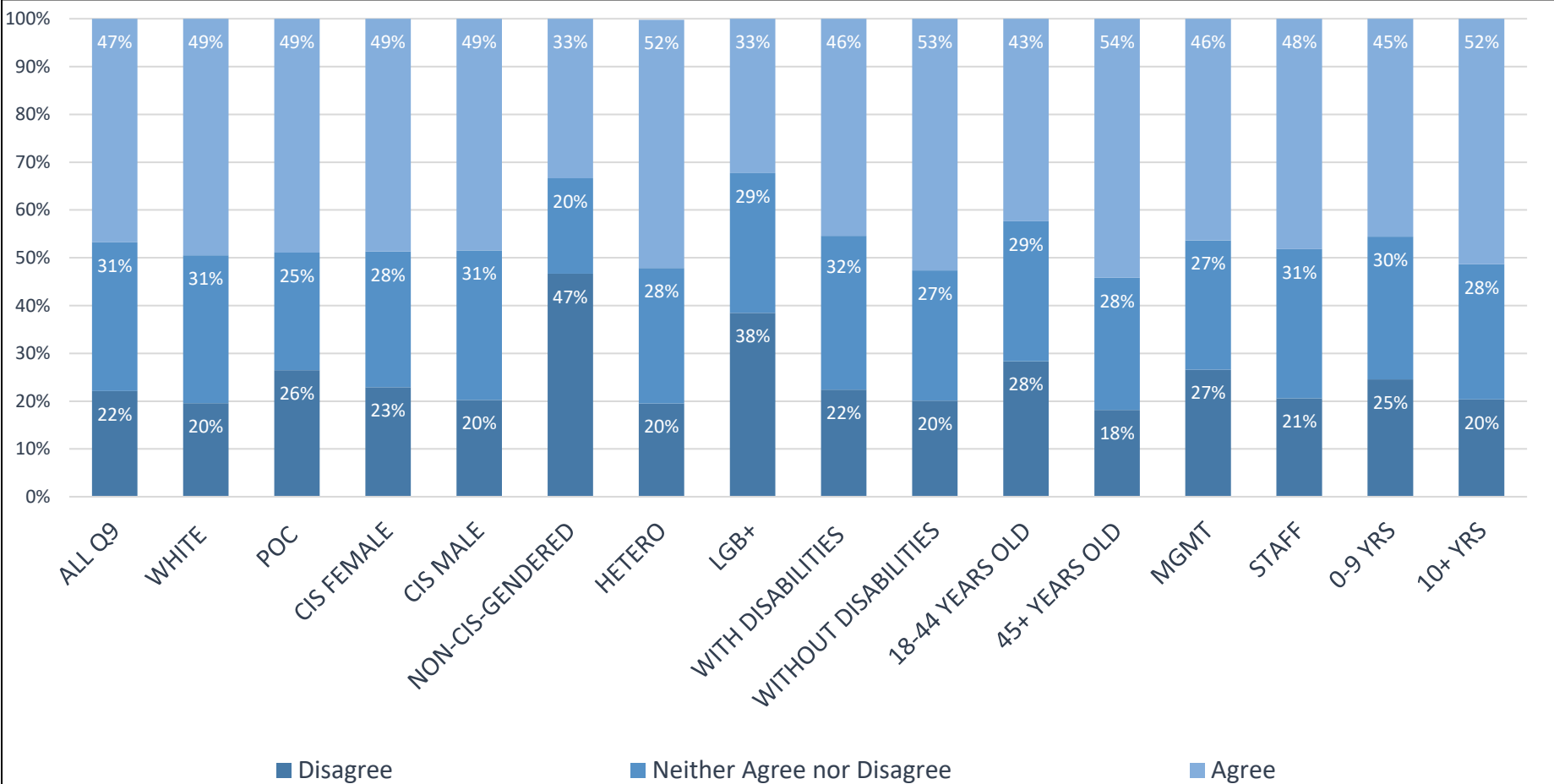
Question 8: My supervisor demonstrates commitment to and support of diversity, equity, and inclusion.



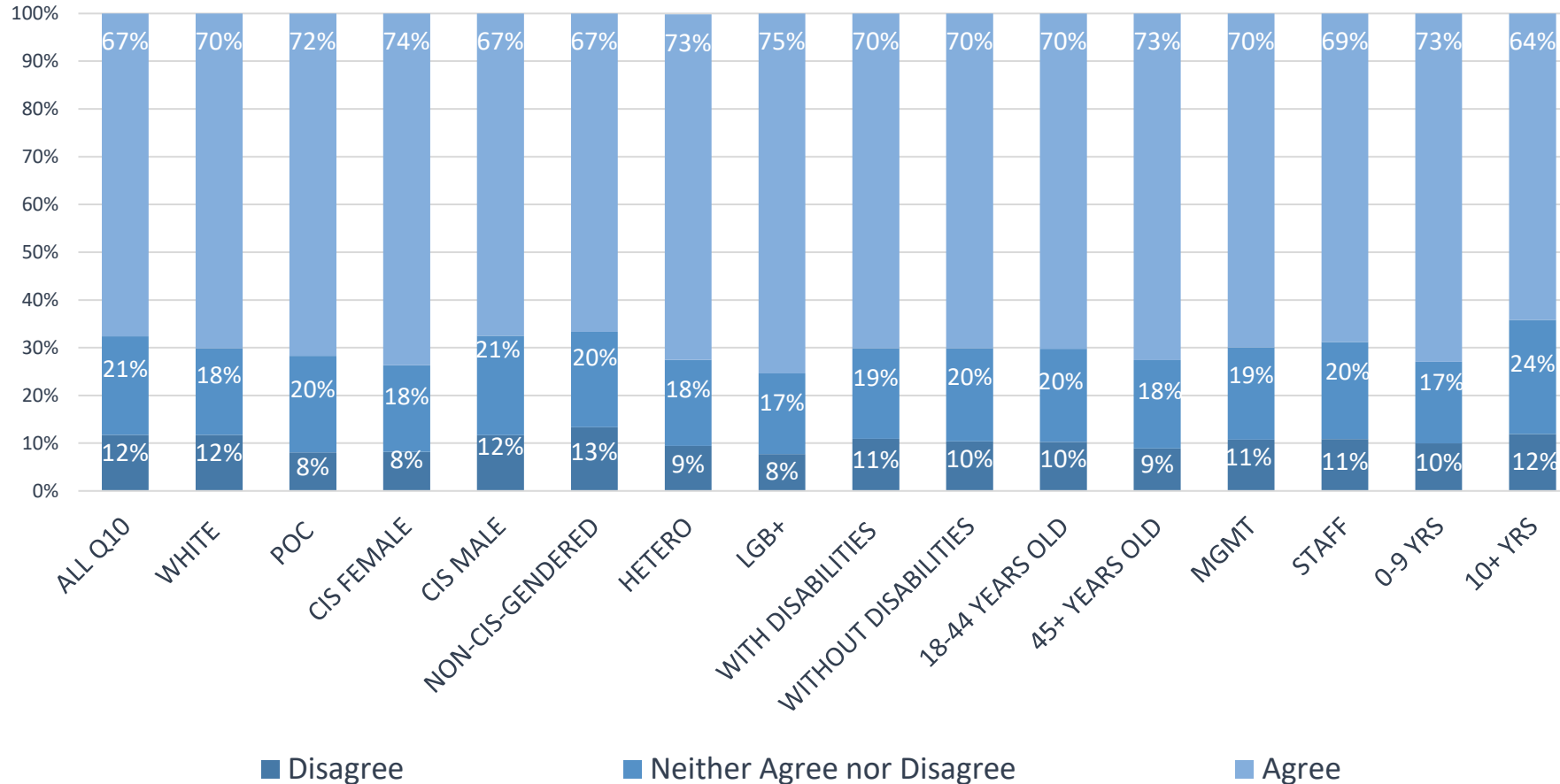
652 (84%) of all survey participants responded to this question.

Question 9: The County does a good job providing training programs that promote diversity, equity, and inclusion.

650 (84%) of all survey participants responded to this question.



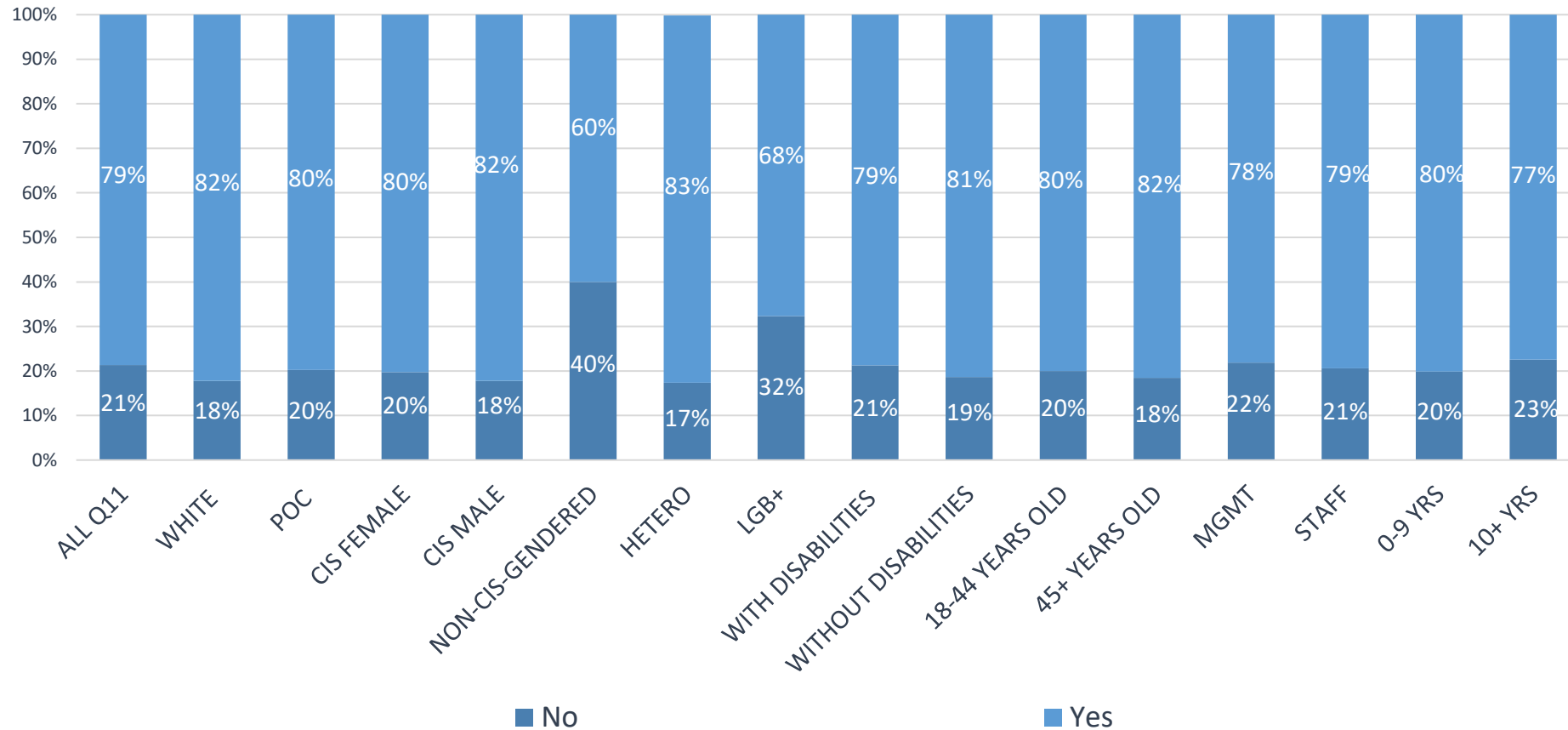
Question 10: I am interested in participating in training programs that promote the understanding and mitigation of unconscious bias.



Unconscious bias is defined here as social stereotypes about certain groups of people that individuals form outside their own conscious awareness.

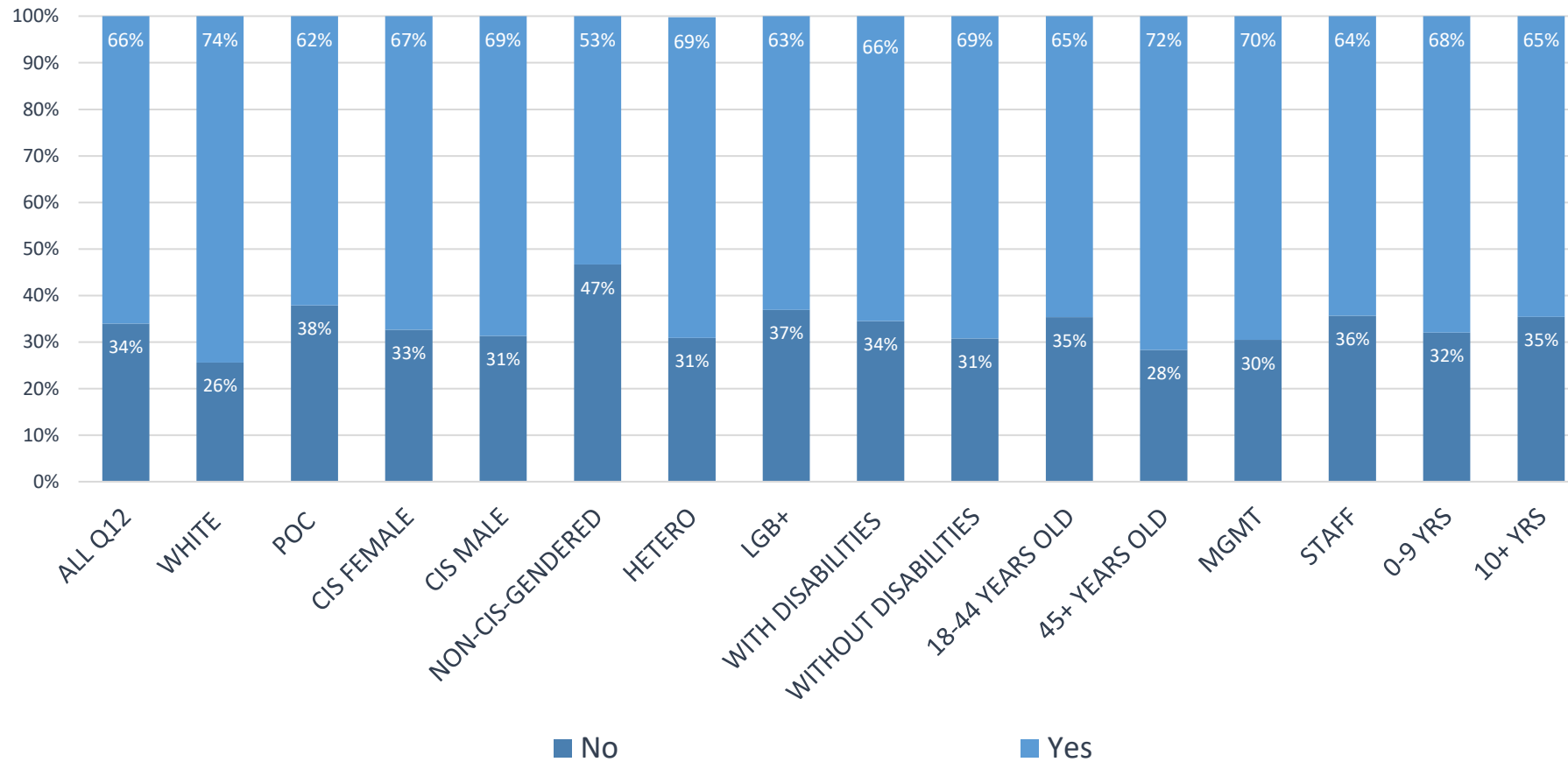
639 (82%) of all survey participants responded to this question.

Question 11: My supervisor creates an environment where I can voice a contrary opinion without fear of negative consequences.



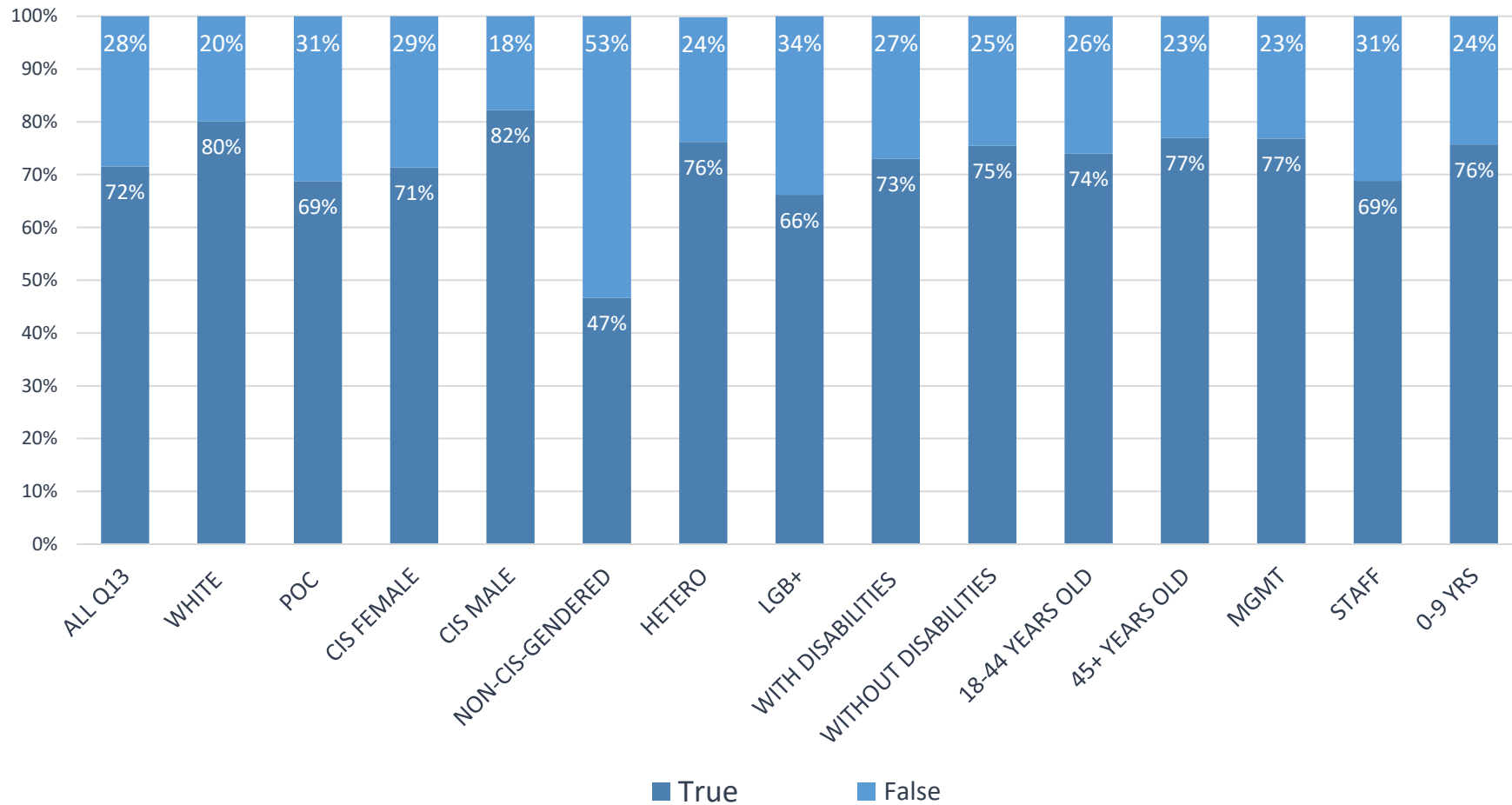
638 (82%) of all survey participants responded to this question.

Question 12: My leadership team provides space for the team to discuss issues of racial equity.



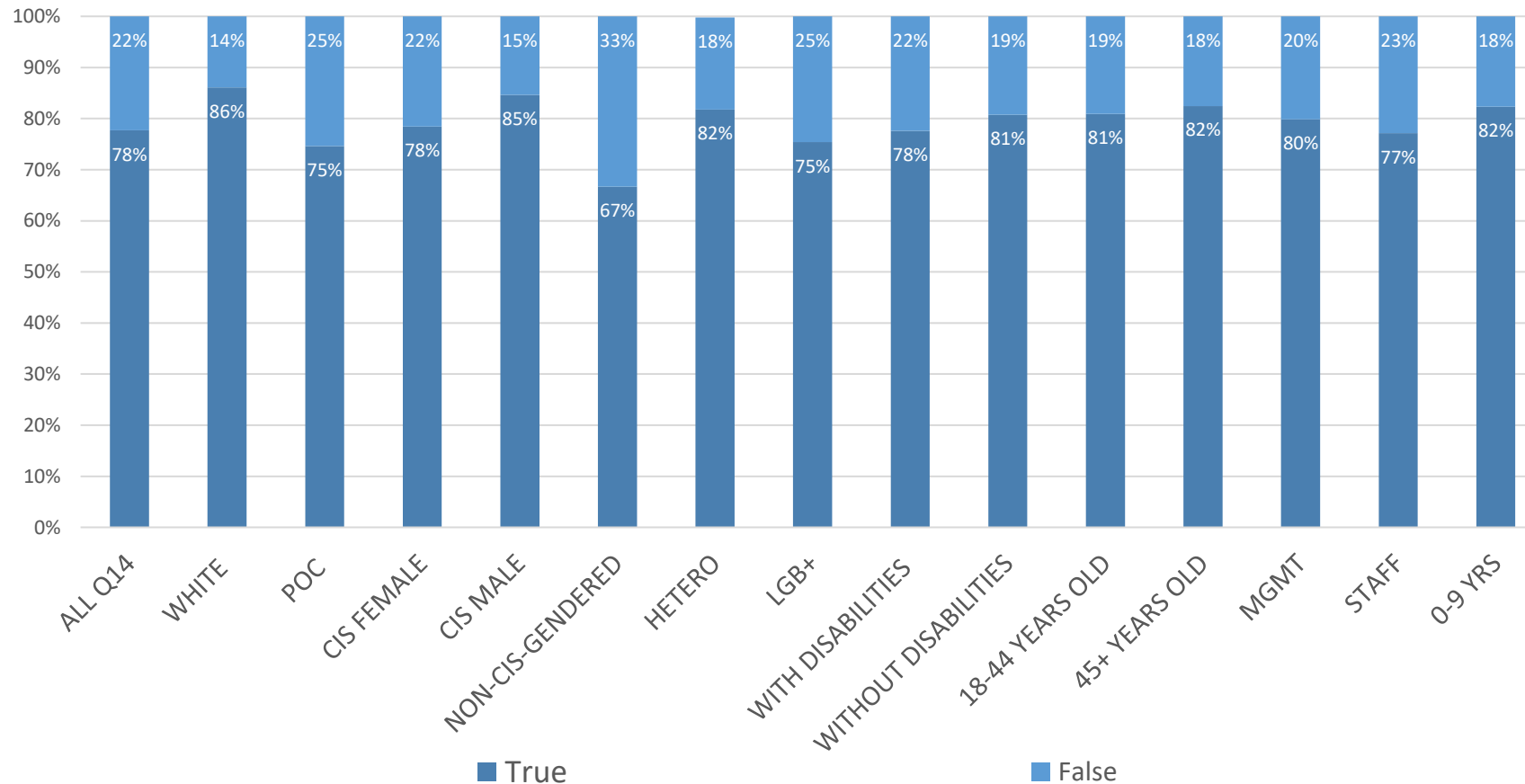
630 (81%) of all survey participants responded to this question.

Question 13: Perspectives like mine are considered in decision-making within my division or work unit.



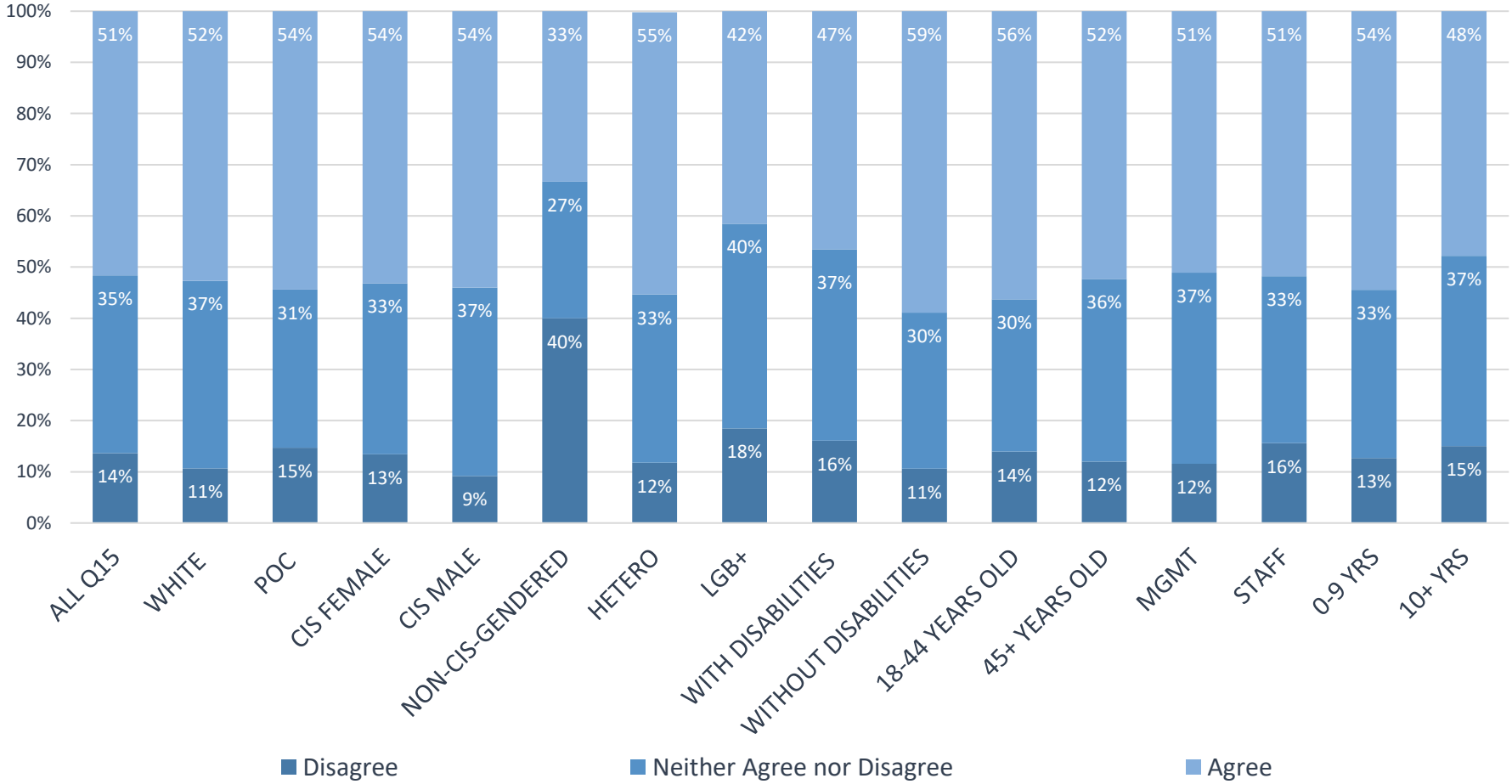
626 (81%) of all survey participants responded to this question.

Question 14: My ideas are encouraged and acknowledged in my division or work unit.



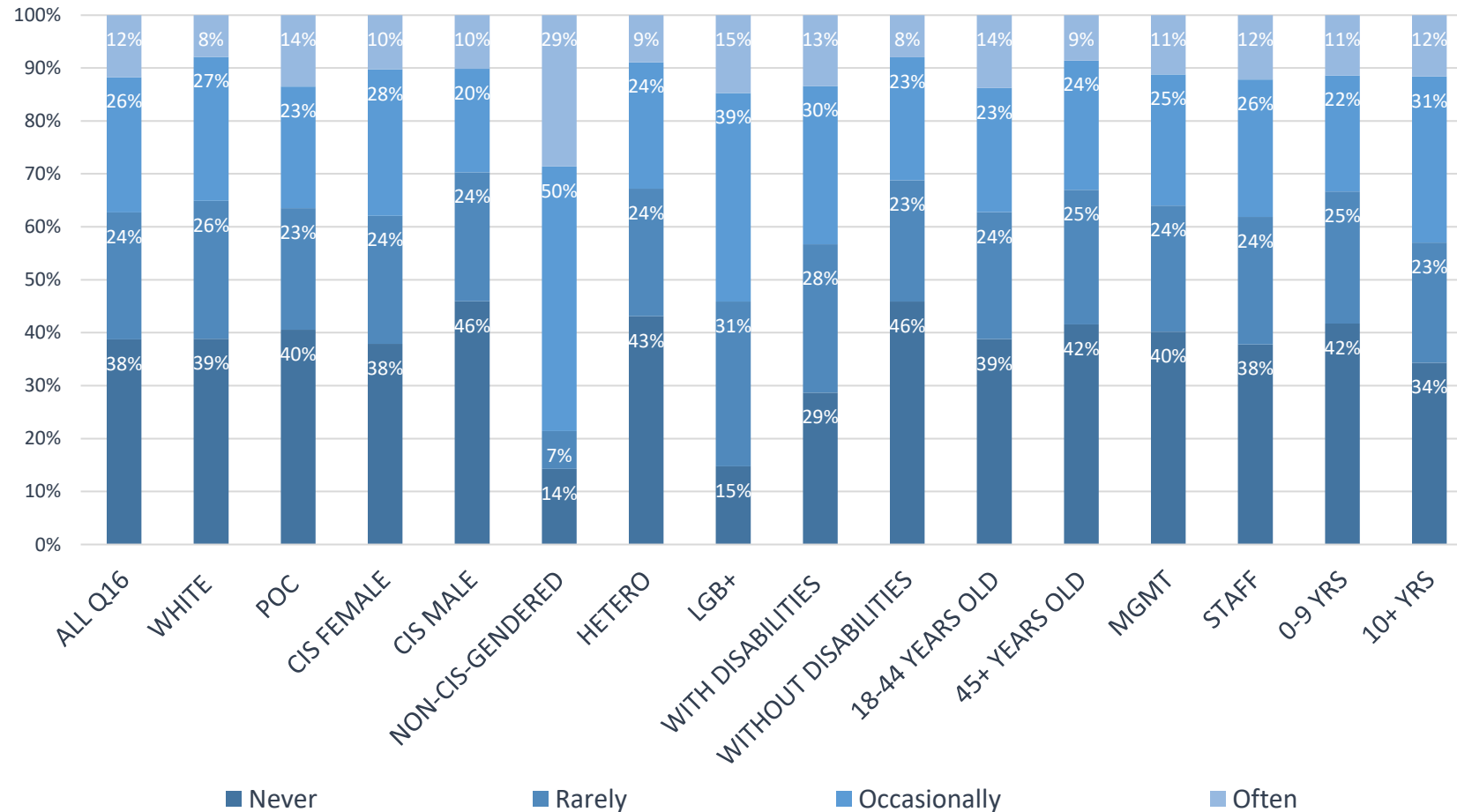
623 (80%) of all survey participants responded to this question.

Question 15: The County creates a safe space for employees to share information about their backgrounds and cultural experiences with colleagues.



622 (80%) of all survey participants responded to this question.

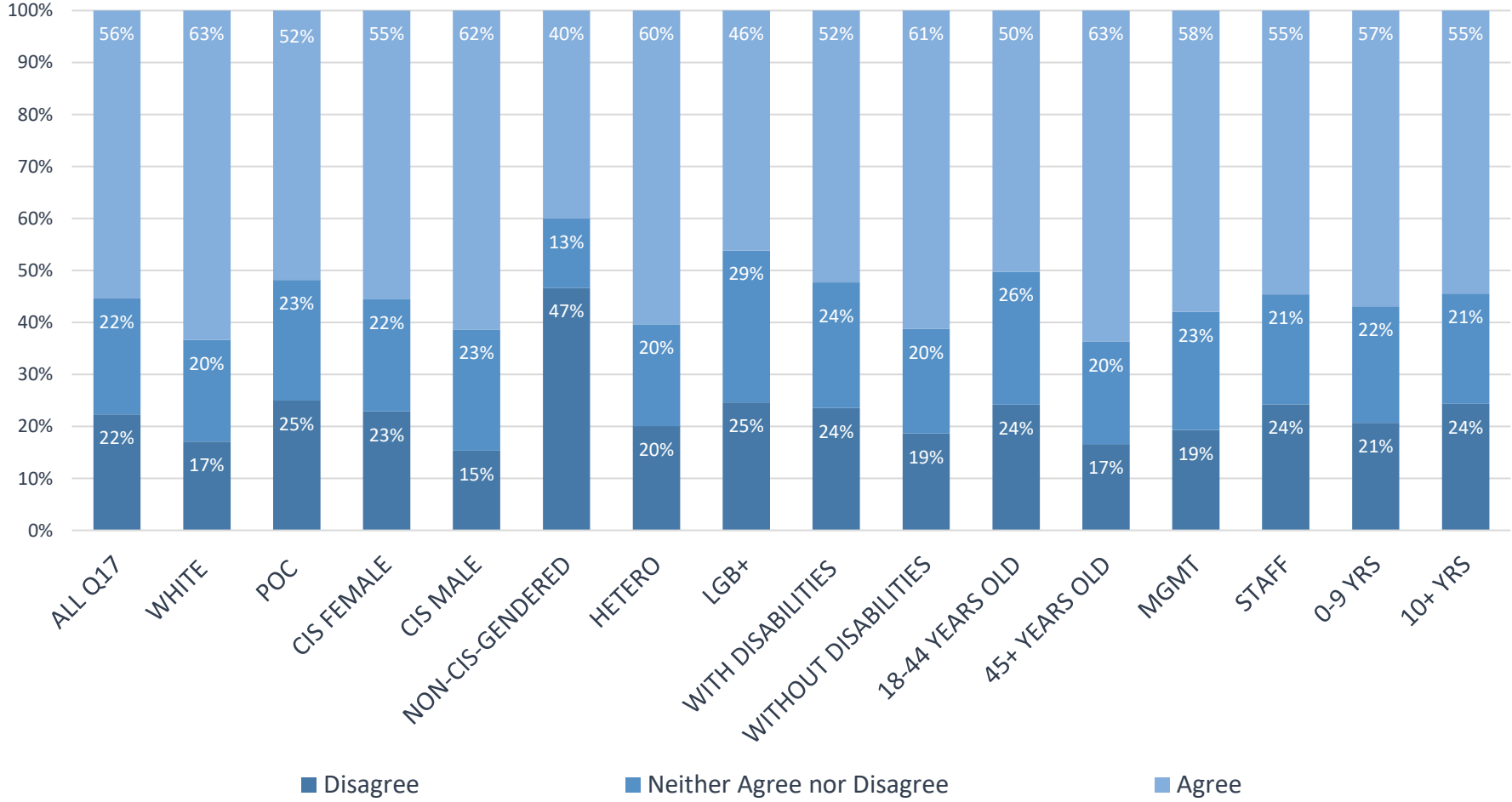
Question 16: Have you experienced instances of microaggression toward you in the work environment?



Microaggression is defined here as a statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group.

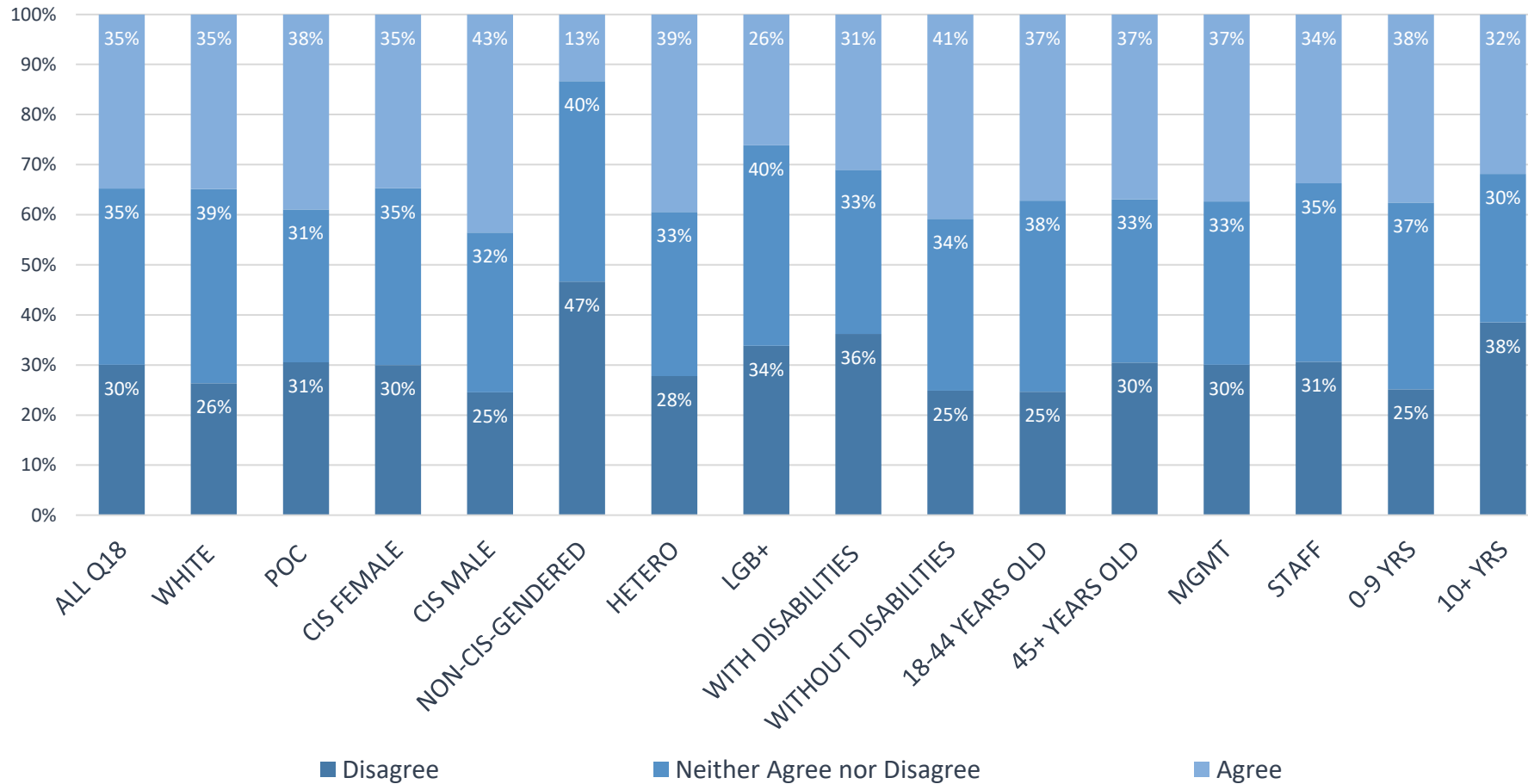
563 (73%) of all survey participants responded to this question.

Question 17: I feel empowered to question or challenge something that feels unfair in the workplace.



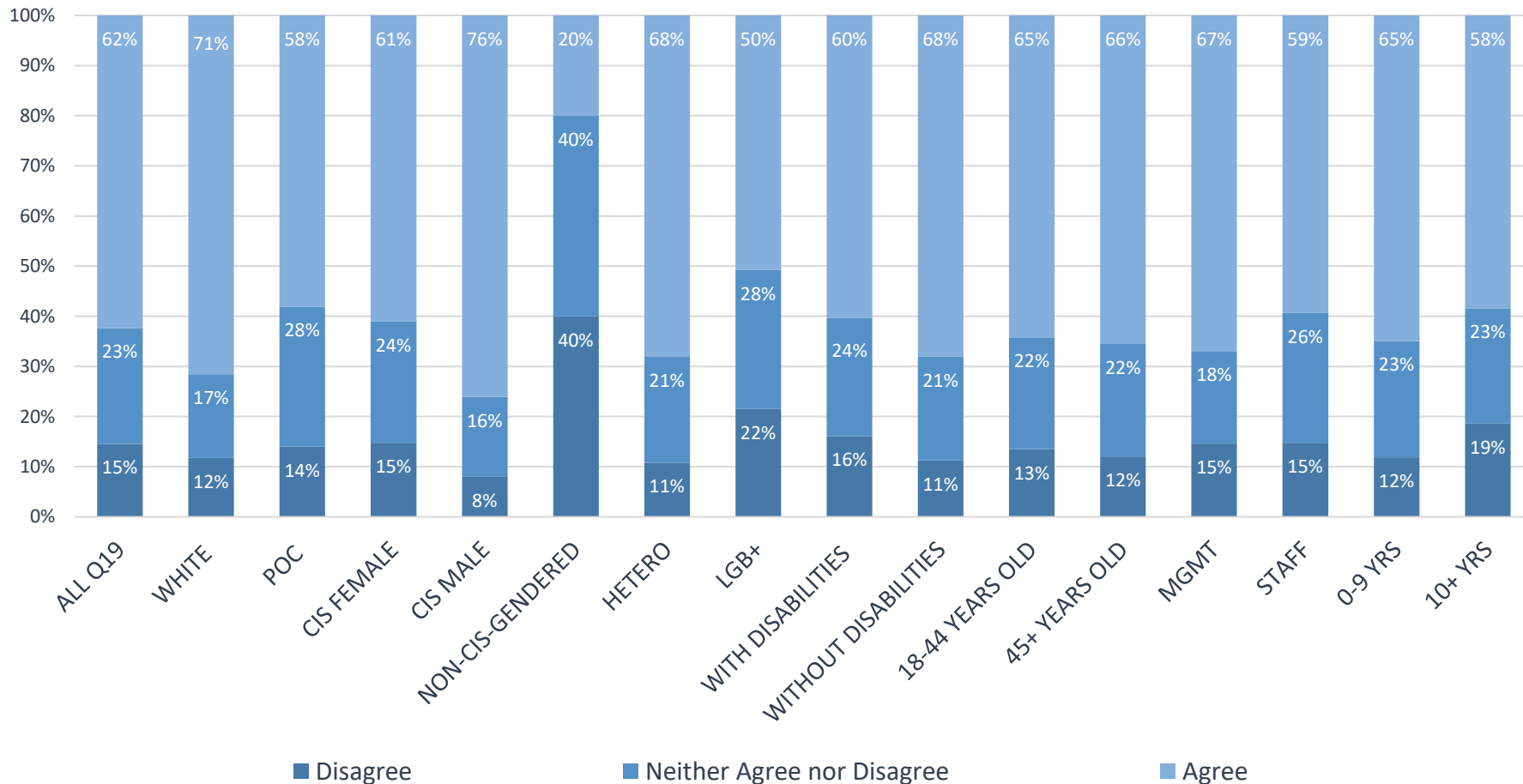
614 (79%) of all survey participants responded to this question.

Question 18: The internal promotion process at the County is fair for all applicants, regardless of race, gender, age, disability, ethnicity, gender identity, sexual orientation, religion, or other differences.



613 (79%) of all survey participants responded to this question.

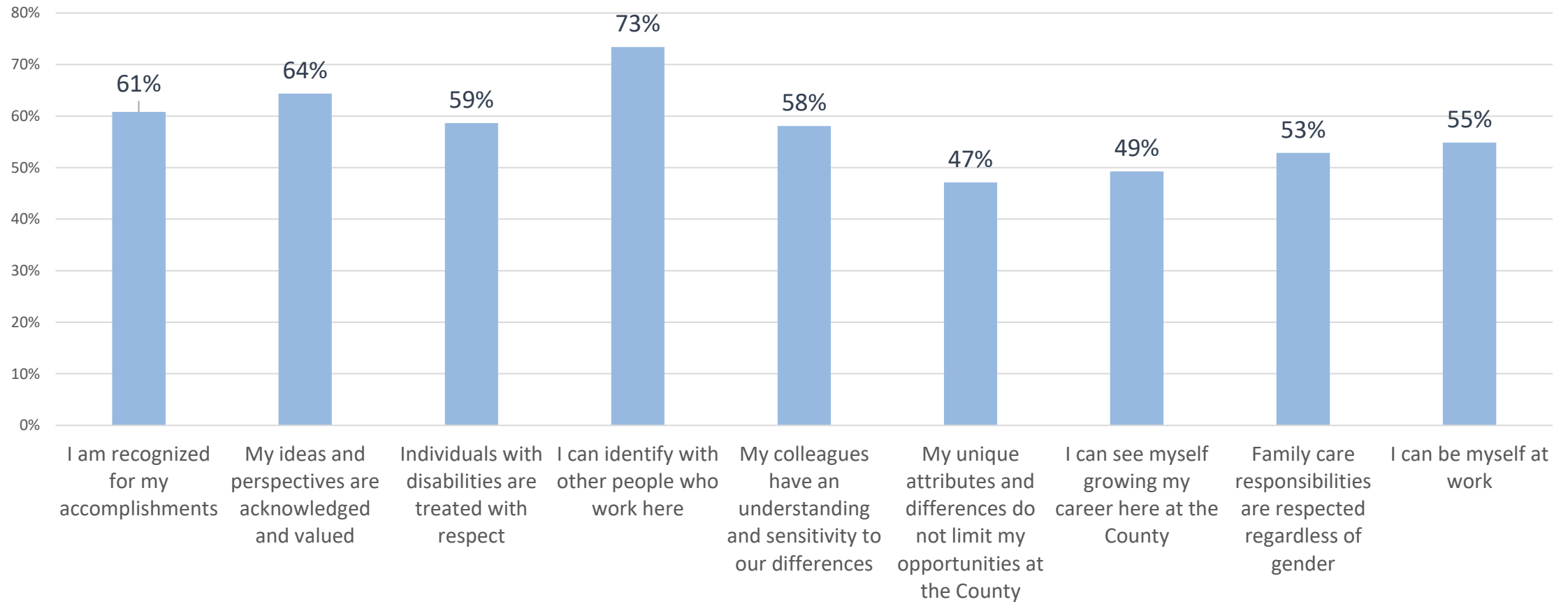
Question 19: I believe the County will take seriously any alleged incidents of discrimination or harassment in the workplace and respond timely to investigate the allegations.



611 (79%) of all survey participants responded to this question.

Question 20: All Statements

Percentage of the 564 (73%) that Responded to this Question and Selected Each Statement



Take-Aways, Opportunities, and Next Steps

Significant Take-Aways:

- The overall survey response of 28% was good, however, a closer look at respondent demographics indicated a low turnout among staff in some of the demographic groups.
- We wish to encourage increased participation from staff in underrepresented groups to better identify disparities. The hope is that by implementing change based on survey results and employee suggestions, previously reluctant staff will gain confidence not only in the confidentiality of the survey, but in its potential to make a difference.
- Participants provided a wealth of creative opportunities for improvement in their comments. While several suggested areas for improvement were identified, there was also substantial positive feedback indicating staff satisfaction with present levels of diversity, equity and inclusion efforts.

Opportunities for Improvement:

Service Delivery Equity:

- Prioritize the allocation of services, resources, and access to those resources for South County residents
- Ensure that all or most written material about programs and services is available timely in Spanish as well as English

Communication: Training and Development

- Encourage employees to receive training outside of that which is mandated;
- Provide more customized, County-specific, in-person training from community partner organizations and professional facilitators;
- Provide training in both Spanish and English;
- Spotlight specific trainings each quarter to keep training at the forefront;
- Train employees on how to effectively voice contrary opinions;
- Train management on how to solicit, listen to, acknowledge and respond to feedback from diverse staff; Provide training on aspects of DEI such as implicit bias, systemic discrimination, and identifying and addressing microaggressions.

Opportunities for Improvement:

Communication: Management Interaction with Employees

- Proactively solicit the perspectives of front-line staff early in the decision-making process so those perspectives can be considered during the process rather than after.
- Prioritize/promote/evaluate communication and active listening skills for managers and supervisors that create a culture welcoming of diverse perspectives
- Provide follow-up to staff who have made suggestions, letting them know what, if anything, was done with their feedback (e.g., who did they share it with, how was it received, what was the outcome, what barriers contributed to its not being implemented if that was the outcome, etc.)
- Senior management actively fostering a workplace that welcomes ongoing staff feedback; by providing a process, education, resources and tools, as well as a safe space for staff feedback

Opportunities for Improvement (cont'd):

Providing Space for DEI Conversations:

- Establish a centralized office to promote DEI as a priority for all departments and a DEI Officer to lead efforts
- Establish a DEI Council or Commission to address and actively foster a workplace culture that is safe for such conversations
- Establish County-wide affinity groups for staff in various demographic groups to connect across departments;
- Proactively promote DEI in the workplace rather than passively responding to issues as they arise
- Prioritize space specifically for facilitated equity discussions with staff
- Encourage “belonging” as well as diversity, equity and inclusion
- Provide in-person or online discussions with speakers from community partner organizations and professional facilitators (such as from the Luna Jimenez Institute from Social Transformation or the Diversity Center) on DEI topics (such as disability inclusion, neurodiversity training, ally training, structural/historical racism, etc.)

Opportunities for Improvement (cont'd):

Promotional Process:

- Establish third-party oversight to evaluate hiring and internal promotional process data;
- Update employment tests and job specifications to include modern criteria, technology and systems;
- Prioritize experience over education in position descriptions;
- Provide greater transparency on the internal promotion process and career paths for various positions;
- Ensure appropriate diversity in hiring panels;
- Implement a mentoring program for staff who wish to promote to supervisory/managerial roles;
- Address internal policies which limit advancement opportunities by disallowing employees to complete any training beyond mandated training due to staffing issues or other barriers.

Opportunities for Improvement (cont'd):

Discrimination/Harassment Reporting:

- Increase communication and transparency in the harassment or discrimination reporting process, including County deadlines for reporting, timelines for response, term definitions, etc.;
- Streamline the investigation process to ensure a more timely response;
- Bring in third-party involvement when there is a potential conflict of interest;
- Ensure that the process prioritizes protecting staff from discrimination and harassment over protecting the County from liability;
- Enhance the integrity of the investigation process by providing an appeals panel when findings are challenged.
- Better monitor and prevent retaliation against employees who make complaints of harassment or discrimination.

Next Steps:

- Post the survey results and this presentation on the County's intranet and external website to share results with employees and the public;
- Collaborate with the CAO's office for more in-depth data analysis;
- Consider opportunities for improvement based on employee suggestions, and develop an implementation plan;
- Monitor implementation and share outcomes;
- Determine future DEI survey process and frequency; encourage participation by underrepresented demographic groups.

Thank You!

Questions?

**Contact Mitsuno Baurmeister,
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