Racial Equity Survey Results Executive Summary

Milwaukee County
September 2020

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Presentation Order

1. Purpose
2. Importance
3. About the Survey
4. Summary Results
   - Participation
   - Benchmark Items

5. Themes
6. Recommendations
7. Suggestions for Further Analysis
8. Limitations

Purpose

- Gather feedback directly from Milwaukee County government employees about their understanding, perceptions and attitudes toward the collective efforts of the County to improve racial equity within the organization and throughout Milwaukee County.

- Provide baseline data for County Leaders to understand Milwaukee County's employee perspectives of racial equity.

- Build on Milwaukee County efforts centered around racial equity and declaring "Racism as a public health crisis".

Importance of RE Baseline Survey

- Assess the level of awareness of Milwaukee County's racial equity activities

- Aid in the development of tools, resources, and training to support employees to successfully advance racial equity in their work at Milwaukee County

- Benchmark Milwaukee County data on employee perspectives on racial equity activities

About the Survey

The Racial Equity Survey was administered in an anonymous way in Spring 2020. Employees were invited to participate using an anonymous link sent via email and asked to provide feedback on 30 benchmark items in three areas:

1) Personal Experiences and Self-Reflection (14 total questions)

2) Experiences within the Employee's Department and (13 total questions)

3) Experiences within Milwaukee County government as a Whole (5 questions)

Survey period: February 28th – March 20th

Summary Results: Participation

- Participation 1,593 employees for a 27.7% response rate;

- Full-time employees represented 96.1% of all responses;

- About one-third (36%) of all responses were from individuals employed between 1 and 5 years with the County;

- About 30% of responses were from individuals who manage or supervise other employees;

- Most respondents self-identified as White (63%) and female (53%).

Summary Results: Benchmark Items

- Overall mean for the 30 benchmark items was 4.40, using a scale of 1 to 6, with 6 being the highest.

- About 24% or 1 out of 4 of all response choices were "Strongly Agree" or the highest scaled choice option.

Summary Results: Benchmark Items

Table 2. Areas of Strength: Five Items with Highest Means across All Likert-Scale Items

	Mean	Percentage Choosing "Strongly Agree"
1. I think it is valuable to examine and discuss the impacts of race.	5.19	52.57
2. I feel competent in my interactions with people of other races.	5.19	39.97
3. I have a basic understanding of concepts related to racial equity.	5.18	35.76
33. I am committed to advancing racial equity through my work.	5.10	37.95
6. I understand the difference between racial equity and racial equality.	4.90	31.85

Note: Mean calculating using a Likert scale of 1 to 6, with 6 being the highest: 1 Strongly Disagree, 2 Disagree, 3 Somewhat Disagree, 4 Somewhat Agree, 5 Agree, 6 Strongly Agree

Summary Results: Benchmark Items

Table 3. Opportunities for Growth: Five Items with Lowest Means across All Likert-Scale Items

	Mean	Percentage Choosing "Strongly Agree"
23. My department is prepared to serve customers for whom English is a second or other language.	3.99	16.31
21. My department assesses the impact of our policies and practices on different racial groups.	3.88	13.27
20. The opinions of staff of color influence how my department does its work.	3.86	14.20
19. The opinions of people of color from the community influence how my department does its work.	3.75	13.08
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.68	5.99

<u>Note</u>: Mean calculating using a Likert scale of 1 to 6, with 6 being the highest: 1 Strongly Disagree, 2 Disagree, 3 Somewhat Disagree, 4 Somewhat Agree, 5 Agree, 6 Strongly Agree

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Levels of Engagement to Achieve Racial Equity

LEVELS	DIMENSIONS
Disengaged (Likert 1-2: Strongly Disagree – Disagree)	Demonstrates no knowledge, skill, or need to practice. Believes no need for individual or system-wide change.
Under Engaged (Likert 3: Somewhat Disagree)	Demonstrates no to limited knowledge, skill, or need to practice. Demonstrates no need for individual change with limited to emerging understanding of need for system-wide change.
Moderately Engaged (Likert 4-5: Somewhat Agree – Agree)	Demonstrates emerging understanding and use of knowledge and skills in practice, with emerging understanding of need for individual and system-wide change.
Fully Engaged (Likert 6: Strongly Agree)	Demonstrates understanding and knowledge with consistent practice. Models practice for others, innovating and freely sharing reflections and practices to stimulate individual and system-wide change.

Shows dimensions for each level of active engagement aligned to the survey response choices (i.e., Strongly Agree to Strongly Disagree).

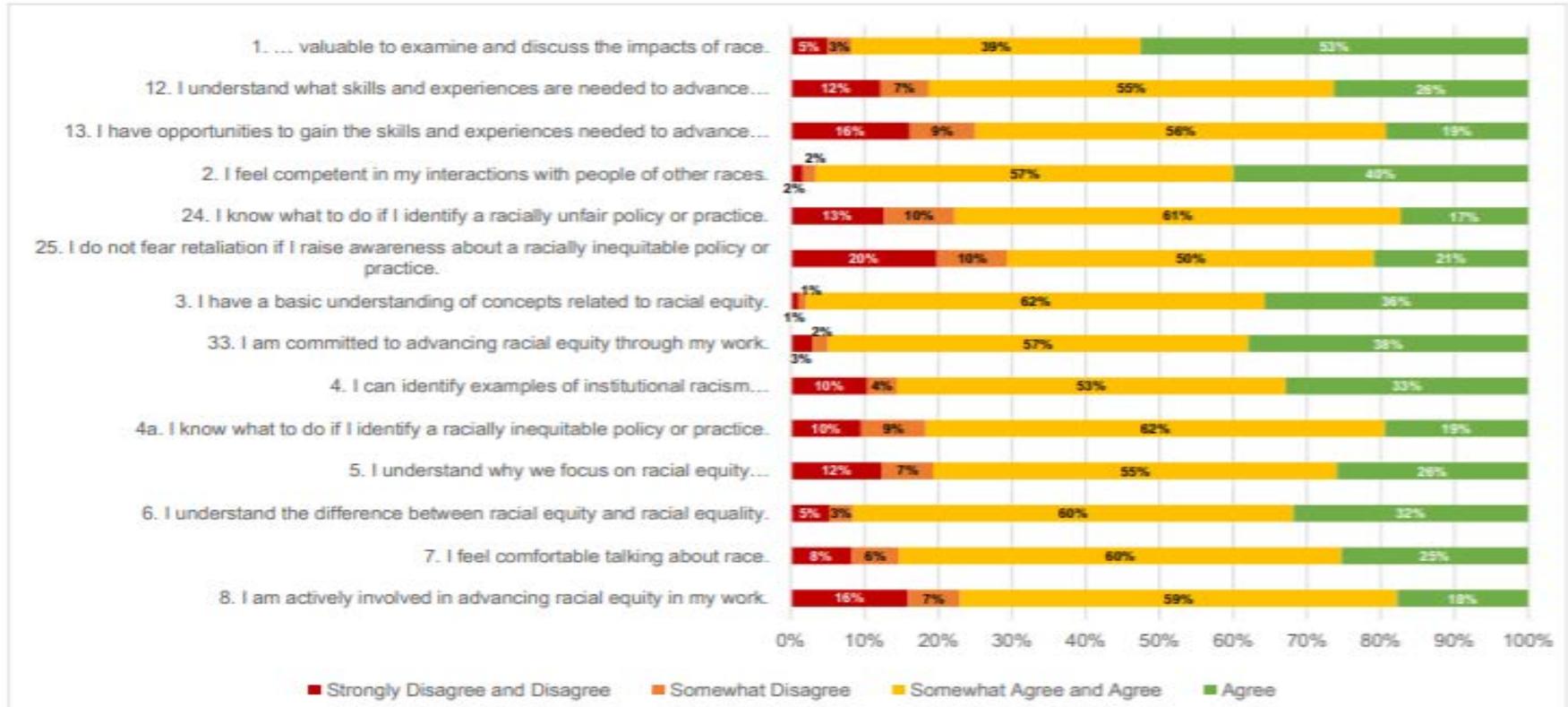*Dimensions adapted from the National Equity Project*
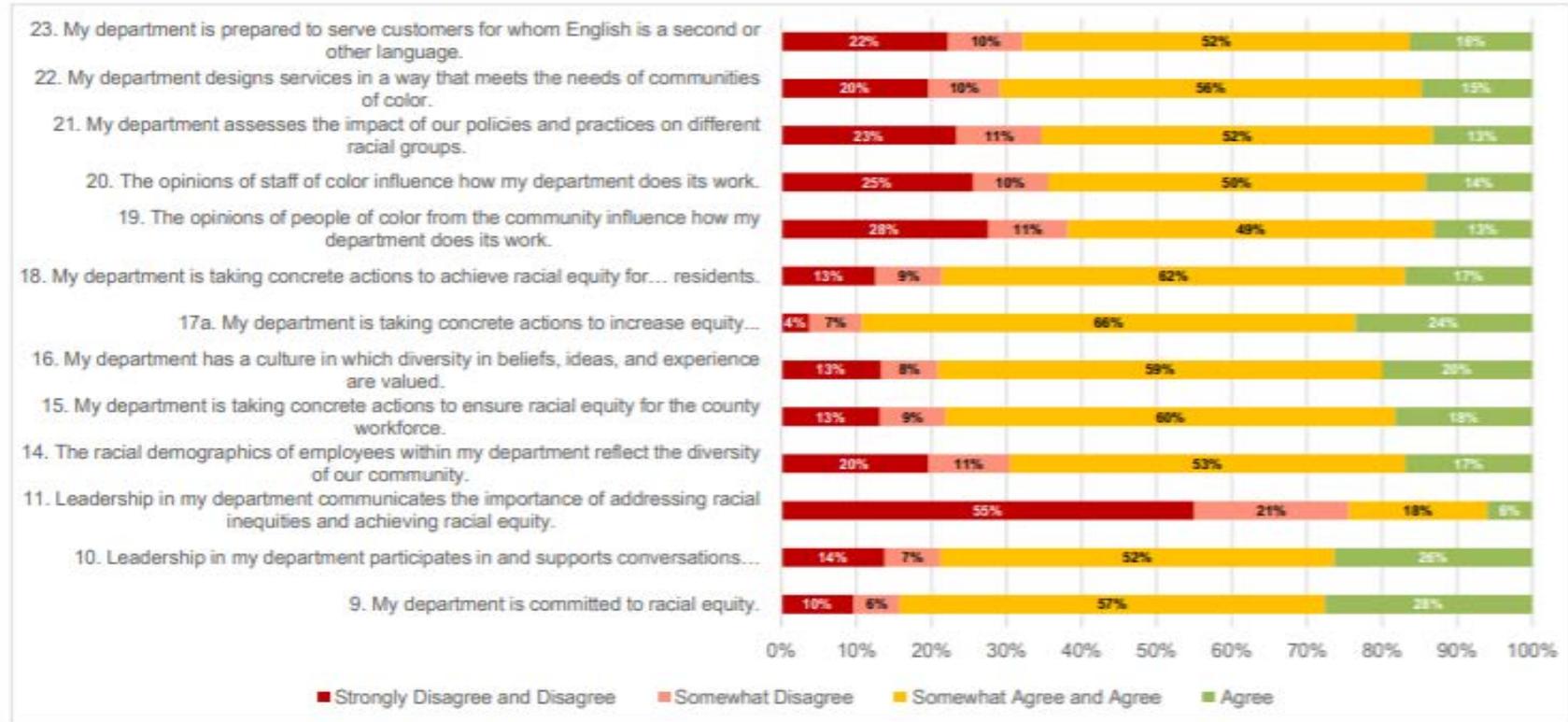
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Summary Results: Self-Reflection

Figure 4.1. Percent Distribution of Response Categories by Level of Active Engagement for "Personal Experiences and Self-Reflection" Items

Item	Strongly Disagree and Disagree	Somewhat Disagree	Somewhat Agree and Agree	Agree
1. ... valuable to examine and discuss the impacts of race.	5%	3%	39%	53%
12. I understand what skills and experiences are needed to advance...	12%	7%	55%	26%
13. I have opportunities to gain the skills and experiences needed to advance...	16%	9%	56%	19%
2. I feel competent in my interactions with people of other races.	2%	2%	57%	40%
24. I know what to do if I identify a racially unfair policy or practice.	13%	10%	61%	17%
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	20%	10%	50%	21%
3. I have a basic understanding of concepts related to racial equity.	1%	1%	62%	36%
33. I am committed to advancing racial equity through my work.	2%	3%	57%	38%
4. I can identify examples of institutional racism...	10%	4%	53%	33%
4a. I know what to do if I identify a racially inequitable policy or practice.	10%	9%	62%	19%
5. I understand why we focus on racial equity...	12%	7%	55%	26%
6. I understand the difference between racial equity and racial equality.	5%	3%	60%	32%
7. I feel comfortable talking about race.	8%	6%	60%	25%
8. I am actively involved in advancing racial equity in my work.	16%	7%	59%	18%

Legend: ■ Strongly Disagree and Disagree ■ Somewhat Disagree ■ Somewhat Agree and Agree ■ Agree
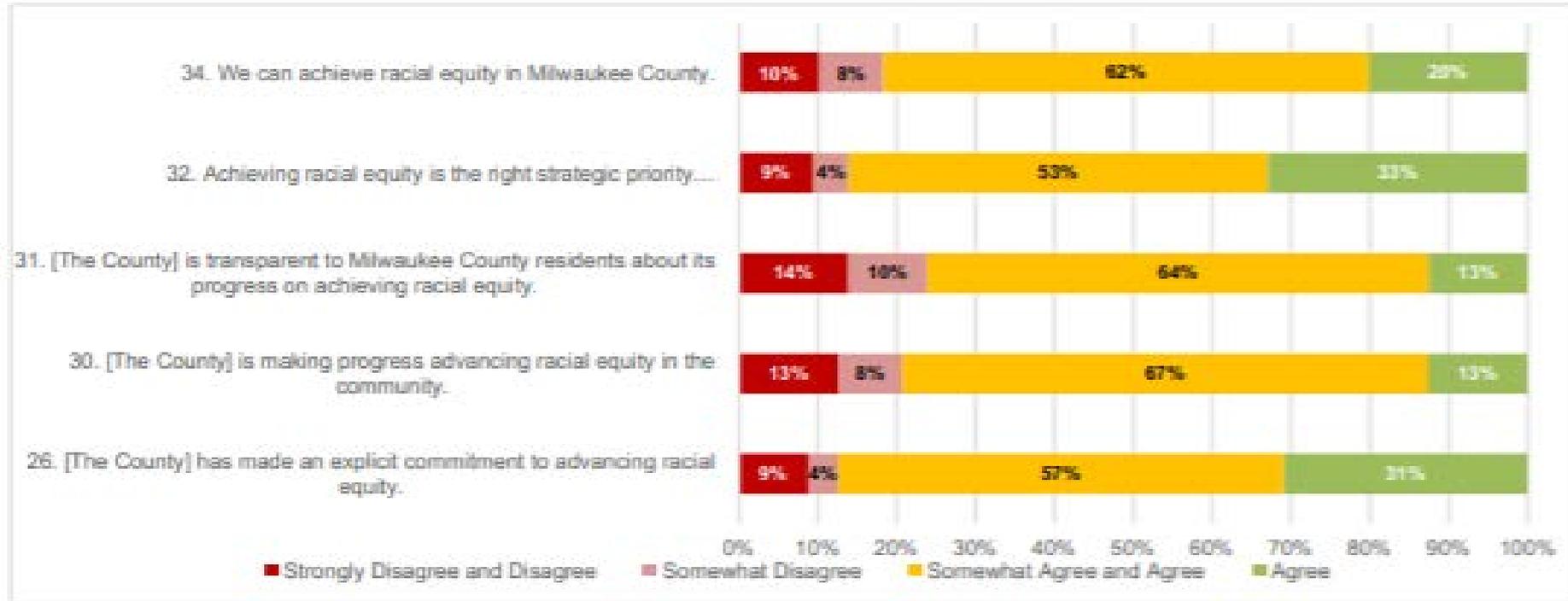
Summary Results: Department-Level

Figure 5.1. Percent Distribution of Response Categories by Level of Active Engagement for "Department-Level Practice, Policy, or Leadership" Items

Item	Strongly Disagree and Disagree	Somewhat Disagree	Somewhat Agree and Agree	Agree
23. My department is prepared to serve customers for whom English is a second or other language.	22%	10%	52%	16%
22. My department designs services in a way that meets the needs of communities of color.	20%	10%	56%	15%
21. My department assesses the impact of our policies and practices on different racial groups.	23%	11%	52%	13%
20. The opinions of staff of color influence how my department does its work.	25%	10%	50%	14%
19. The opinions of people of color from the community influence how my department does its work.	28%	11%	49%	13%
18. My department is taking concrete actions to achieve racial equity for… residents.	13%	9%	62%	17%
17a. My department is taking concrete actions to increase equity…	4%	7%	66%	24%
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	13%	8%	59%	20%
15. My department is taking concrete actions to ensure racial equity for the county workforce.	13%	9%	60%	18%
14. The racial demographics of employees within my department reflect the diversity of our community.	20%	11%	53%	17%
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	55%	21%	18%	6%
10. Leadership in my department participates in and supports conversations…	14%	7%	52%	26%
9. My department is committed to racial equity.	10%	6%	57%	28%

Legend: ■ Strongly Disagree and Disagree ■ Somewhat Disagree ■ Somewhat Agree and Agree ■ Agree

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Summary Results: Organizational-Level

Figure 6.1. Percent Distribution of Response Categories by Level of Active Engagement for "Organization-Level Practice, Policy, or Leadership" Items

Item	Strongly Disagree and Disagree	Somewhat Disagree	Somewhat Agree and Agree	Agree
34. We can achieve racial equity in Milwaukee County.	10%	8%	62%	20%
32. Achieving racial equity is the right strategic priority....	9%	4%	53%	33%
31. [The County] is transparent to Milwaukee County residents about its progress on achieving racial equity.	14%	10%	64%	13%
30. [The County] is making progress advancing racial equity in the community.	13%	8%	67%	13%
26. [The County] has made an explicit commitment to advancing racial equity.	9%	4%	57%	31%

Legend: ■ Strongly Disagree and Disagree ■ Somewhat Disagree ■ Somewhat Agree and Agree ■ Agree

Emergent Themes

- Activities focused on racial equity identified as successes
  - Declaring "Racism as a Public Health Crisis
  - Identifying need to prioritize racial equity
- Funding strategies
  - Allocate financial resources for racial equity capacity building
  - Foster public/private partnerships to advance racial equity county-wide to address need of black and brown communities
- Visible Leadership Buy-in
  - Accountability across Milwaukee County leadership and departments
  - Constant, consistent and cascading racial equity messaging and training

Emergent Themes (continued)

- Improve internal policies and procedures
    - Hiring policies (i.e., residency)
    - Amending JEQ's
- Culture Change
    - Visible Leadership buy-in
    - Employee commitment across ALL levels (CEX to frontline)
    - Prioritizing racial equity concepts
    - Community engagement

Recommendations

- Continue prioritizing the work of racial equity, specifically training.
  - Training was identified as the most frequent theme identified as a past or present success in racial equity

- Majority of respondents are either moderately or under engaged; racial equity training should focus on this population of influence

- Implement policies that require the assessment of service users of color, including staff

- Create system-wide procedure to document department-specific racial equity activities to assess activity over time
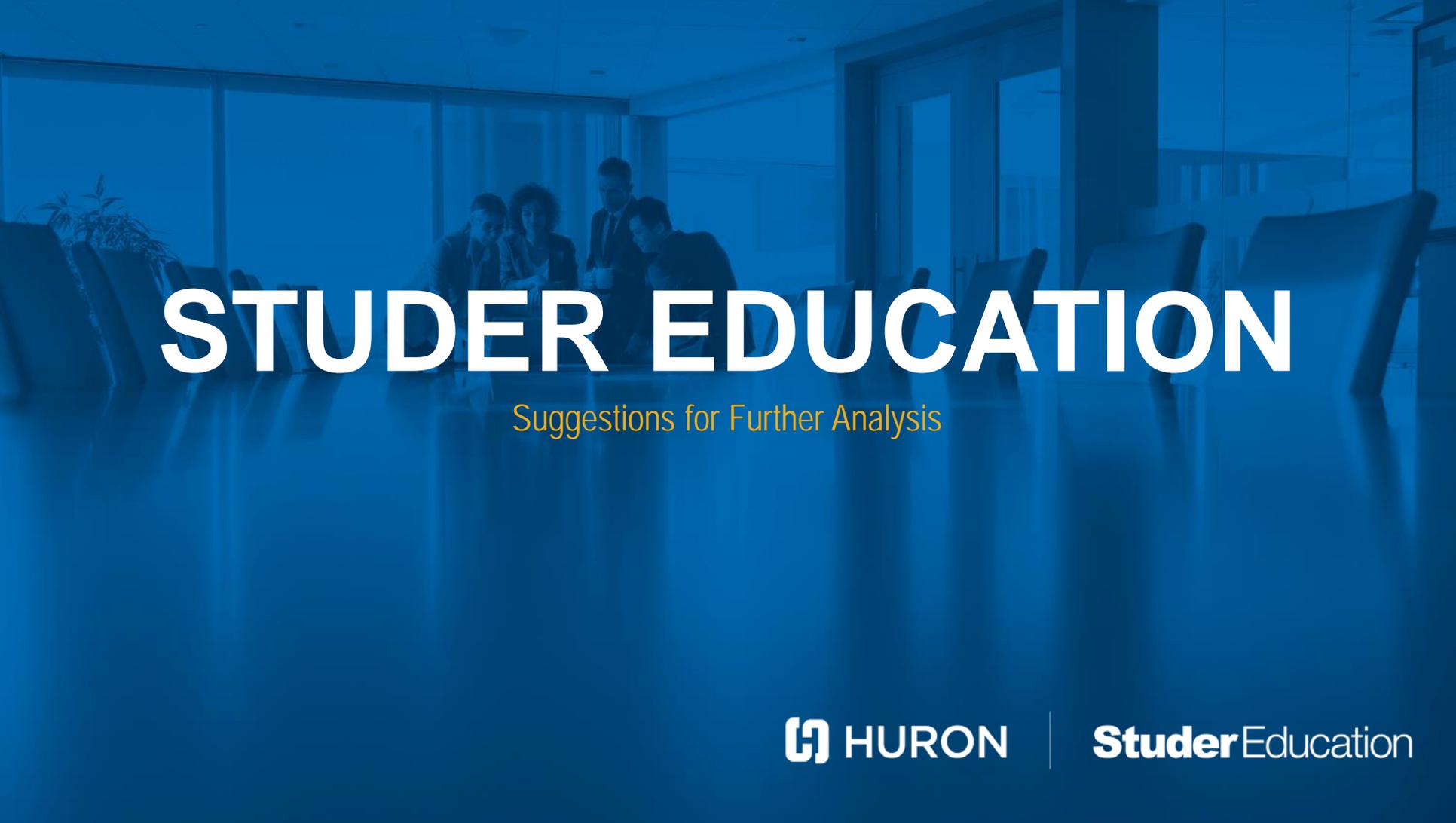
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Suggestions for Further Analysis

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Suggestions for Further Analysis: 1

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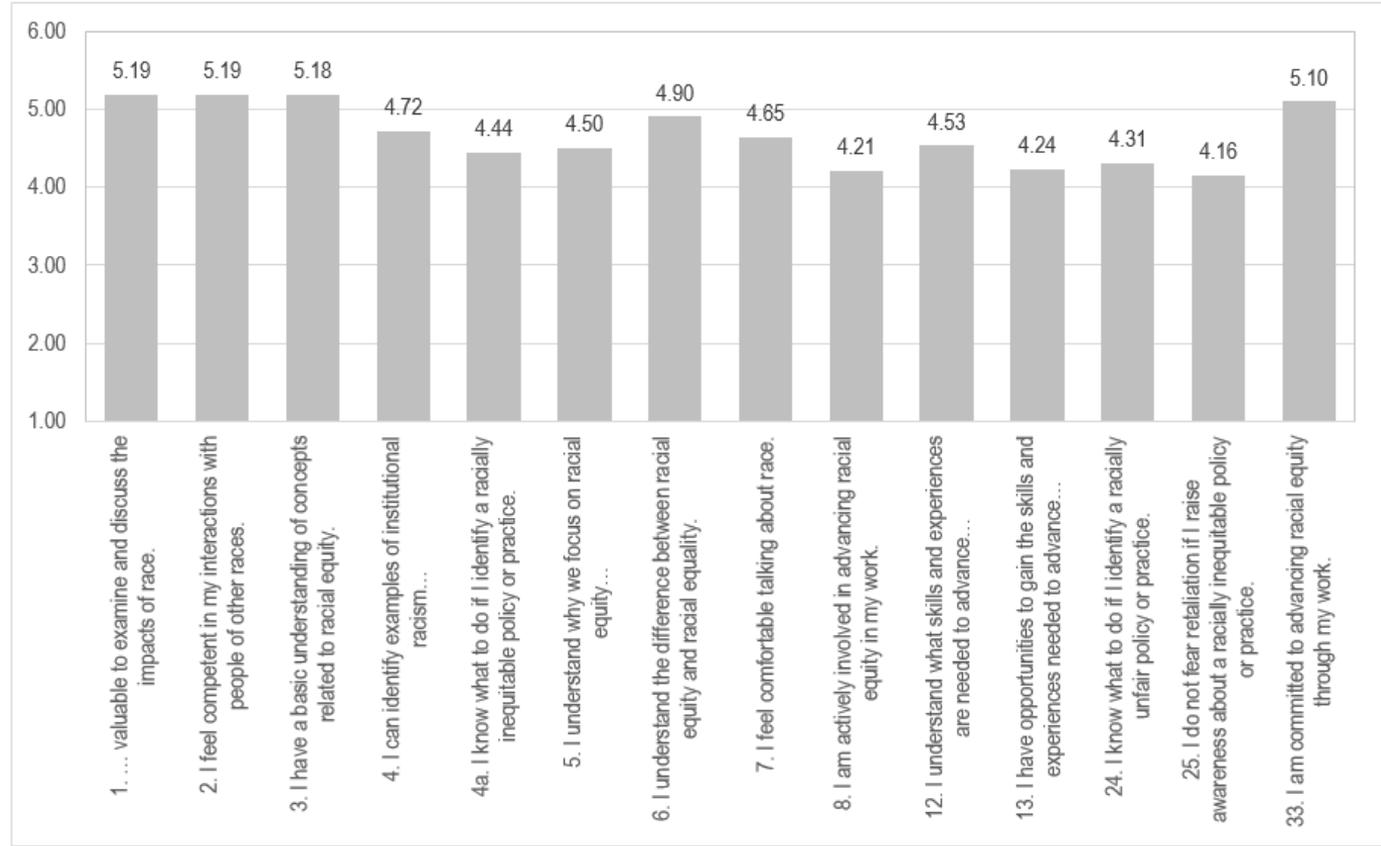
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Suggestions for Further Analysis: 2

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Suggestions for Further Analysis: 3

Table 3. Opportunities for Growth: Five Items with Lowest Means across All Likert-Scale Items

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Suggestions for Further Analysis: 4

Figure 4. Item Means for "Personal Experiences and Self-Reflection" Items
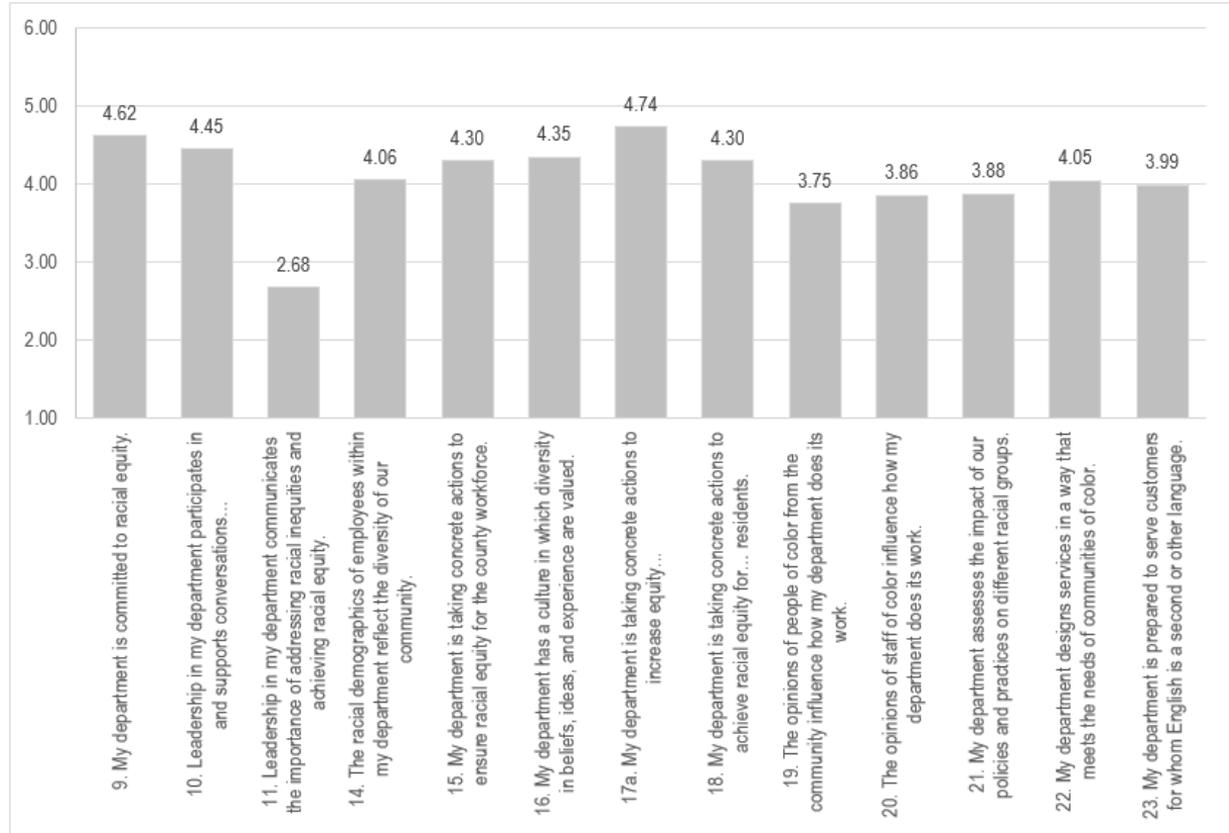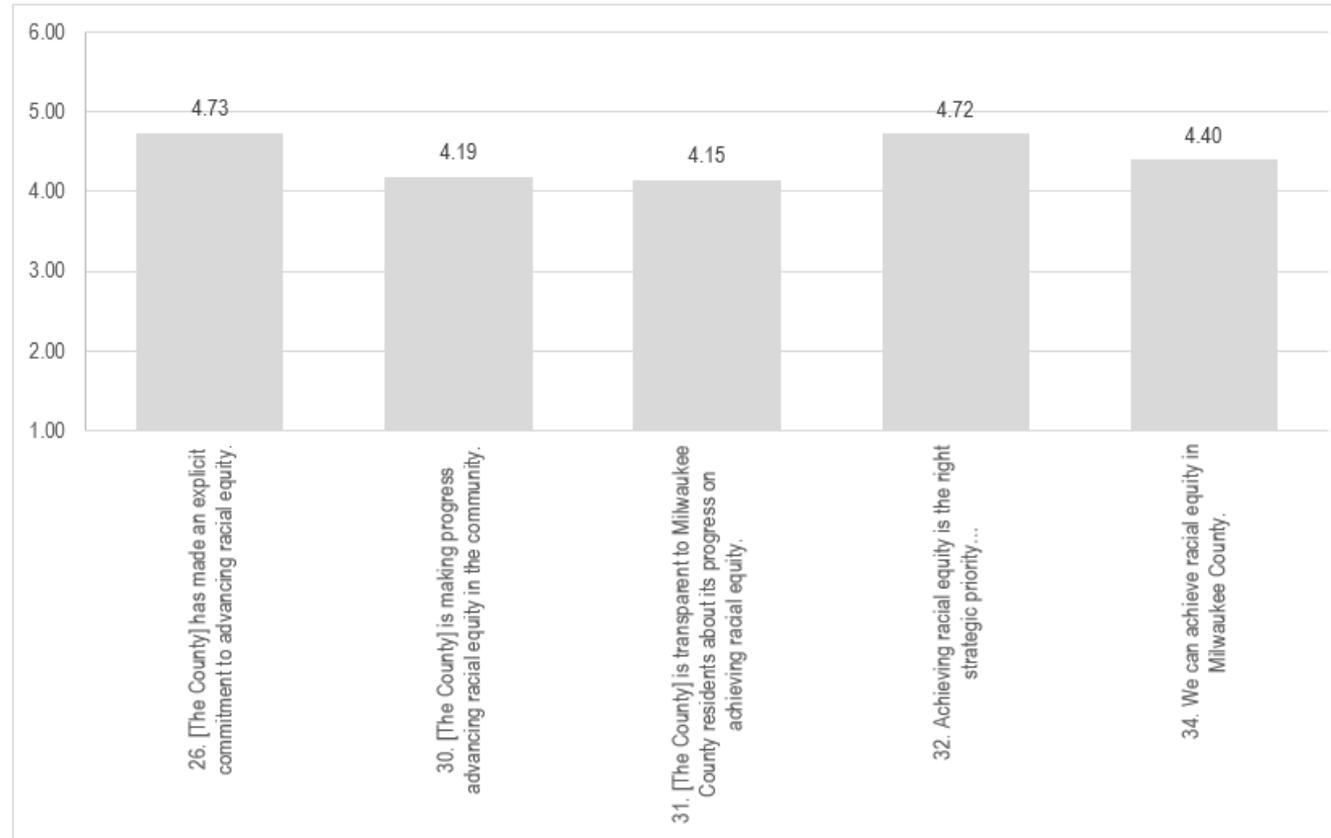
Suggestions for Further Analysis: 5

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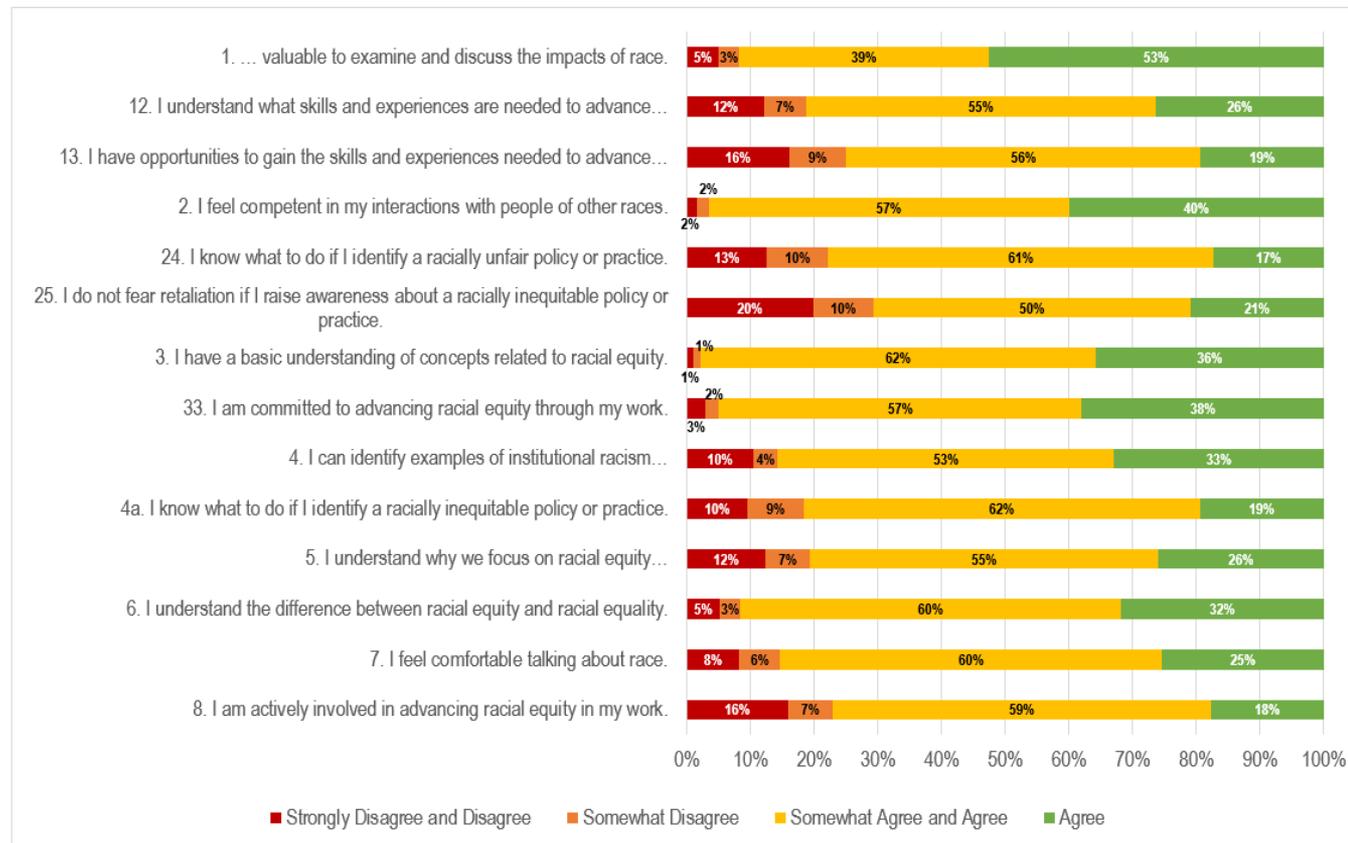
Note: Level of Active Engagement: "Disengaged" (Strongly Disagree and Disagree), "Under Engaged" (Somewhat Disagree), "Moderately Engaged" (Somewhat Agree and Agree), "Fully Engaged" (Strongly Agree)

Suggestions for Further Analysis: 6

Figure 5. Item Means for "Department-Level Practice, Policy, or Leadership" Items

Note: Mean calculating using a Likert scale of 1 to 6, with 6 being the highest: 1 Strongly Disagree, 2 Disagree, 3 Somewhat Disagree, 4 Somewhat Agree, 5 Agree, 6 Strongly Agree

Figure 6. Item Means for "Organization-Level Practice, Policy, or Leadership" Items

Chart values:
- 26. [The County] has made an explicit commitment to advancing racial equity. — 4.73
- 30. [The County] is making progress advancing racial equity in the community. — 4.19
- 31. [The County] is transparent to Milwaukee County residents about its progress on achieving racial equity. — 4.15
- 32. Achieving racial equity is the right strategic priority... — 4.72
- 34. We can achieve racial equity in Milwaukee County. — 4.40

Note: Mean calculating using a Likert scale of 1 to 6, with 6 being the highest: 1 Strongly Disagree, 2 Disagree, 3 Somewhat Disagree, 4 Somewhat Agree, 5 Agree, 6 Strongly Agree

Suggestions for Further Analysis: 7

Suggestions for Further Analysis: 8

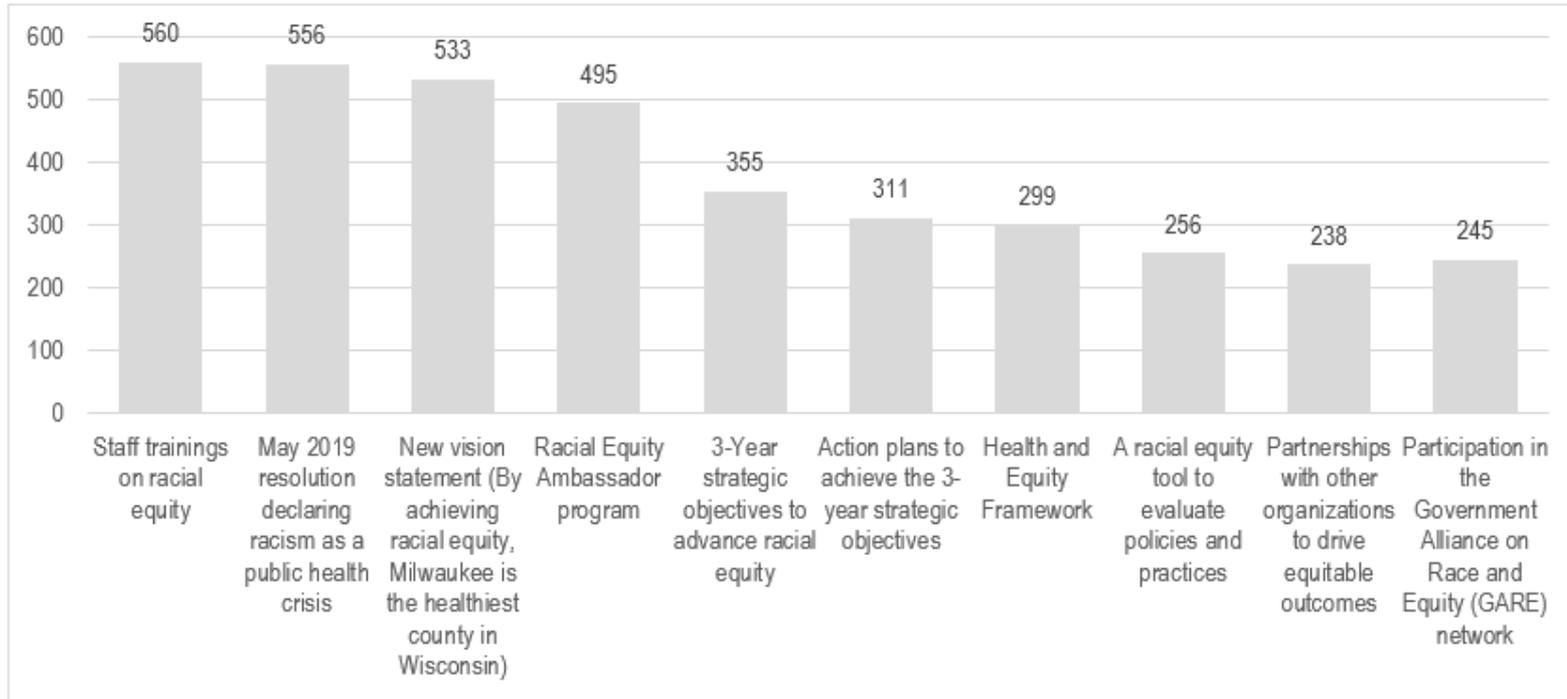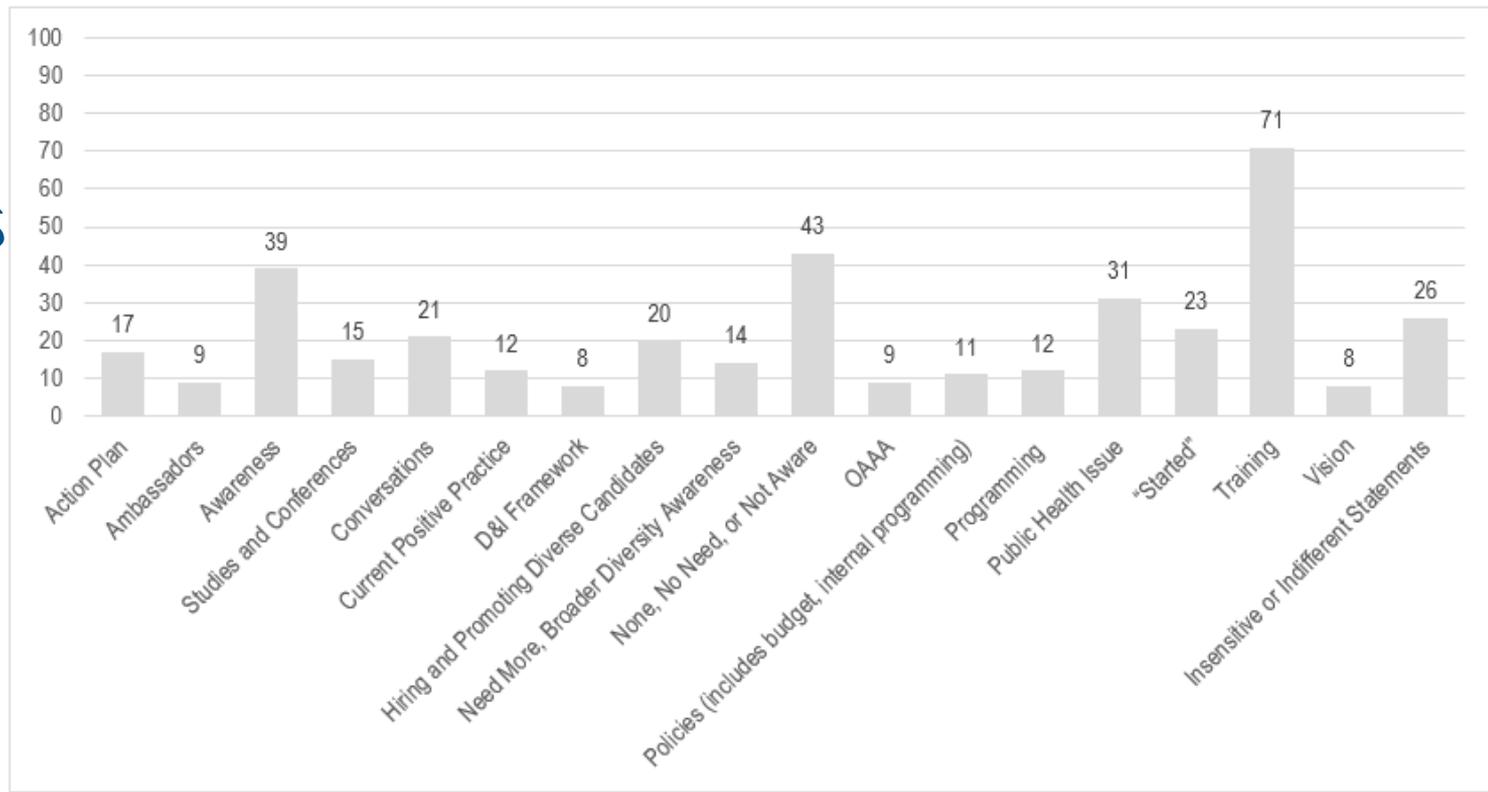**Figure 8. Resources to Best Support Employee in Advancing the County's Vision of Racial Equity**

Bar chart values:
- Staff trainings on racial equity: 560
- May 2019 resolution declaring racism as a public health crisis: 556
- New vision statement (By achieving racial equity, Milwaukee is the healthiest county in Wisconsin): 533
- Racial Equity Ambassador program: 495
- 3-Year strategic objectives to advance racial equity: 355
- Action plans to achieve the 3-year strategic objectives: 311
- Health and Equity Framework: 299
- A racial equity tool to evaluate policies and practices: 256
- Partnerships with other organizations to drive equitable outcomes: 238
- Participation in the Government Alliance on Race and Equity (GARE) network: 245

Suggestions for Further Analysis: 9

Figure 9. Perceived Successes in Racial Equity Past or Present

Suggestions for Further Analysis: 10-11

Figure 10. Perceived Challenges in Racial Equity Past or Present
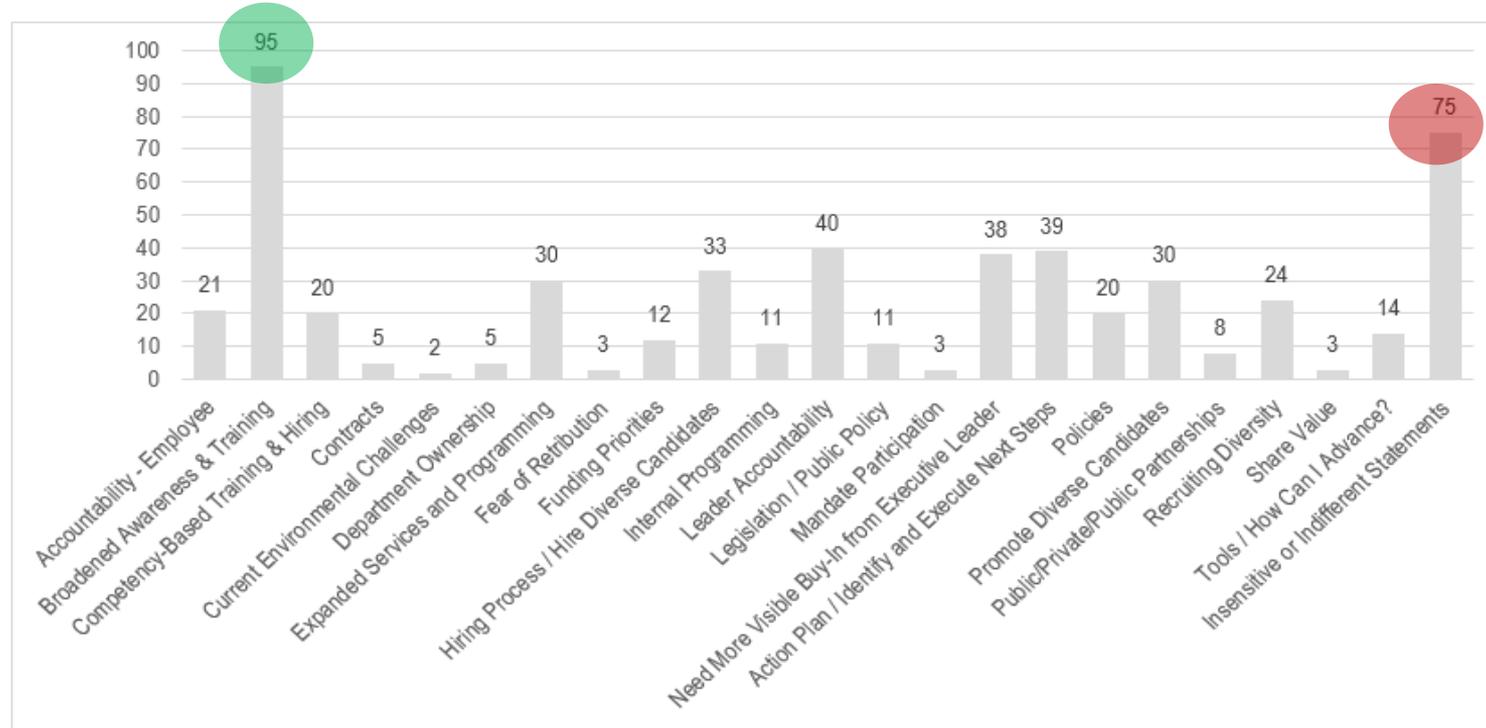
Survey and Process Limitations

- Opt Out – All Milwaukee County departments were not required to participate
  - Responses may not represent the diversity in opinion and experiences of MC

- Anonymity – All participants accessed survey using same link provided by Studer Education
  - Self-reported data
  - Potential for multiple entries from same user

- Administrator – Studer Education was not the vendor of choice
  - No history of racial equity survey development, administration or analysis
  - CEX chose Studer Education over OAAA recommendation to use GARE (MC member)
  - Cost > 10k more than GARE proposal
  - No comparable data compared to GARE community of practice

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SURVEY DEMOGRAPHICS

Participant Demographics

Figure 11.2. Participation by Length of Service (Years) Employed by Milwaukee County

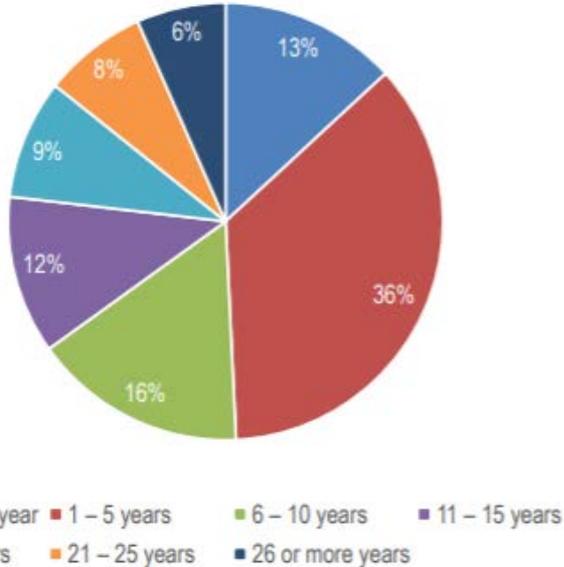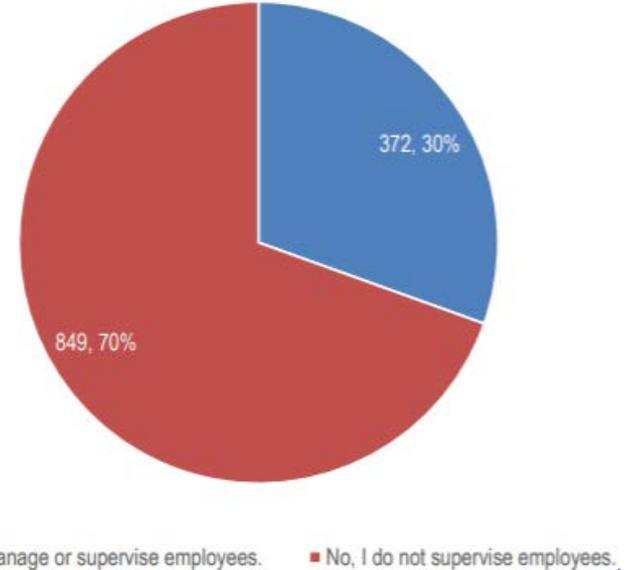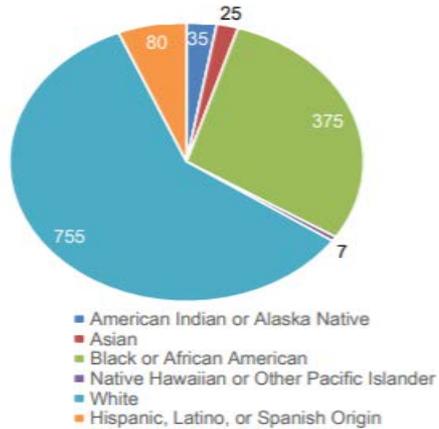**Figure 11.3. Participation by Supervisory Role[1]**

- Less than 1 year
- 1 – 5 years
- 6 – 10 years
- 11 – 15 years
- 16 – 20 years
- 21 – 25 years
- 26 or more years

- Yes, I manage or supervise employees.
- No, I do not supervise employees.

Participant Demographics

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White
- Hispanic, Latino, or Spanish Origin

- Female
- Male
- Includes Non-binary/third gender, Transgender, and Prefer to self-describe

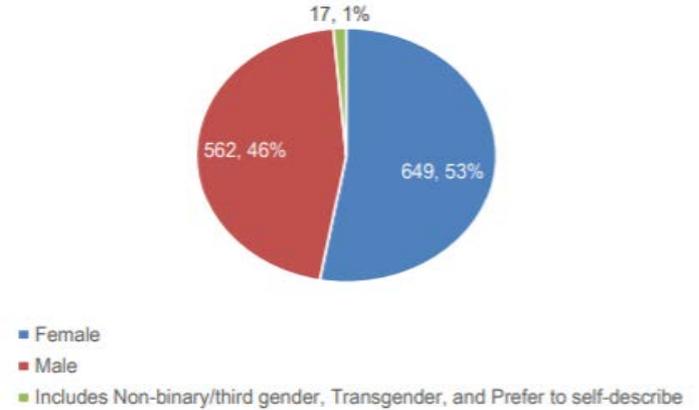|	Count	%
American Indian or Alaska Native	35	2.92%
Asian	25	2.09%
Black or African American	375	31.33%
Hispanic, Latino, or Spanish Origin[1]	80[3]	-
Native Hawaiian or Other Pacific Islander	7	0.58%
White	755	63.07%
Total[4]	1197	100%

[1] Participants were asked to "check all that apply"
[2] Includes American Indian or Alaska Native, Asian, and Native Hawaiian or Other Pacific Islander
[3] This item was separate from the item asking about race and is therefore not included within total
[4] Includes categories of race only

	Count	%
Female	649	52.85%
Male	562	45.77%
Non-binary/third gender	8	0.65%
Transgender	3	0.24%
Prefer to self-describe (please specify)	6	0.49%
Total	1228	100%

[1] Includes Non-binary/third gender, Transgender, and Prefer to self-describe

Thank You

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