

Racial Equity Survey

2020 Results Report

Milwaukee County Government



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OFFICE OF THE COUNTY EXECUTIVE

DAVID CROWLEY

MILWAUKEE COUNTY EXECUTIVE

August 21, 2020

Dear Milwaukee County,

There is no doubt that we are living in unprecedented and challenging times. The COVID-19 pandemic has brought about life changing effects for our entire community, but it has hit communities of color the hardest. The truth is we face two pandemics: COVID-19 and racism. Milwaukee County will combat them both with a clear vision to guide us: *by achieving racial equity, Milwaukee will be the healthiest county in Wisconsin.*

As the County embarks on this bold vision, we have started to think more critically about ourselves as an organization. We deliver essential services to all 19 municipalities within Milwaukee County. We are an employer of more than 4,000 people. We have a budget of \$1.2 billion. As an institution we have power. And we have the power to change our institution for the better. This starts by holding the mirror up to ourselves and looking at the way we do business and the culture we create for our workforce.

In the spring of 2020, Milwaukee County engaged in its first ever survey of employees to understand their attitudes and opinions toward health, racial equity and the County's efforts to achieve our vision. The results will allow us to: 1) Develop the tools, resources and training employees will need to successfully advance racial equity in their work at Milwaukee County; 2) Create a safe and inclusive work environment for all County employees; and 3) Provide baseline data for departments, the County Board, and the County Executive to understand where our organization stands on this important issue. This report contains the findings of the survey.

It is important to note that employees took this survey just as the first COVID-19 cases were reported in the United States, and before the murder of George Floyd by a Minneapolis police officer elevated race to the global conversation once again. With this context in mind, we will take the survey results as a point-in-time representation of a much longer story. However, data points on racial equity are more important now than ever.

My administration has laid out three strategic focus areas to achieve our vision: creating intentional inclusion in our workforce and community, bridging the gap in health disparities, and investing in equity. This survey—and the actions we will take based on the results—directly advances our work to create intentional inclusion.

Our employees are our most valuable asset. I look forward to working with our leaders, managers and frontline staff to reflect on the results of this survey, and ultimately change our policies and practices so that our organization reflects the full diversity and strength of our community. I am proud that Milwaukee County has taken the lead on such a bold vision. We cannot be afraid to have bold conversations as a result of the findings in this report. It will move us forward for the better.

David Crowley
Milwaukee County Executive

Executive Summary

Milwaukee County government continues its commitment and priority of racial equity within the organization and throughout Milwaukee County. In 2019, the County launched its new strategic plan that explicitly recognizes racism as a public health crisis and leads with the vision that: By achieving racial equity, Milwaukee is the healthiest county in Wisconsin. To build on this commitment, the leadership of Milwaukee County partnered with Studer Education in Spring 2020 to administer a Racial Equity Survey.

The purpose of the Racial Equity survey was to 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. "Employee Perspective" is one of the five three-year objectives in the strategic plan and focuses on the active engagement of County employees. Thousands of County employees directly serve residents each day and as such their perspectives must support conversations on improving County policies, programming, and practices.

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;
- 2) Experiences within the Employee's Department; and
- 3) Experiences within Milwaukee County government as a Whole.

Collecting these data allow leaders to:

- ▼ recognize the good work accomplished to date;
- ▼ develop tools, resources, and training to support employees to successfully advance racial equity in their work at Milwaukee County;
- ▼ develop tools, resources, and training to create a safe and inclusive work environment for all Milwaukee County employees; and
- ▼ provide baseline data for County leaders to understand employee perspectives of racial equity.

A total of 1,783 employees accessed the Racial Equity survey. Of those accessing the survey, 89% (n=1,593) provided feedback. This is a response rate of 27.7%. Participation highlights include:

- ▼ The majority of responses (about 64%) were from employees in these four departments: Department of Health and Human Services (DHHS) & Veterans Services, Department of Transportation (MCDOT & MCTS), Department of Administrative Services (DAS) & Office on African American Affairs (OAAA), and Parks.
- ▼ Departments with the highest response rate, meaning the departments with the highest percentage of employees within the department participating, were the County Executive's Office (100%), Human Resources (85%), Corporation Counsel (77%) and the Department on Aging (71%).
- ▼ Full-time employees represent 96.1% of all responses, followed by part-time (2.6%) and seasonal (1.2%) employees.

- ▼ Participants employed with the County from 1 to 5 years make up 36% of all responses. The next highest group of participation by years of service to the County are those employed from 6 to 10 years (16%). About 13% of all responses were from individuals employed with the County less than a year, and about one-half of that, 6.6% of all responses represent individual employed 26 or more years.
- ▼ About 30% of all responses were from an individual who manages or supervises other employees.
- ▼ Most respondents self-identified as White (63%) and Female (53%). About equal percentages (29% and 30%) were born between the years of 1960-69 and 1970-79 respectively, followed by the next largest age group of participants (24%) born between 1980-89.

The organization's mean for the 30 benchmark items was 4.40, using a scale of 1 to 6, with 6 being the highest. About 24% of all response choices were in the "Strongly Agree" category or the highest scaled choice option. This means almost 1 out of every 4 responses to the benchmark items was the highest choice or "Strongly Agree."

The five highest scored items or what employees considered "Areas of Strength" among the benchmark items were:

1. I think it is valuable to examine and discuss the impacts of race.
2. I feel competent in my interactions with people of other races.
3. I have a basic understanding of concepts related to racial equity.
33. I am committed to advancing racial equity through my work.
6. I understand the difference between racial equity and racial equality.

Means for these items ranged from 5.19 (highest) to 4.90 (lowest) and the percentage of "Strongly Agree" responses ranged from approximately 52% to 32%. The five lowest scored items or what employees considered "Opportunities for Growth" among the benchmark items were:

23. My department is prepared to serve customers for whom English is a second or other language.
21. My department assesses the impact of our policies and practices on different racial groups.
20. The opinions of staff of color influence how my department does its work.
19. The opinions of people of color from the community influence how my department does its work.
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.

Means for these items ranged from 3.99 (highest) to 2.68 (lowest) and the percentage of responses in the highest scaled category, "Strongly Agree," ranged from approximately 16% to 6%.

Themes that emerged from the survey's qualitative feedback and data from the benchmark items and are summarized below:

- ▼ The declaration that racism is a public health crisis was highlighted as a success. Employees also shared that simply identifying and establishing the need to address racial equity was a success, as well as related conversations, policies, and training.
- ▼ The majority of County employees believe it is valuable to examine and discuss the impacts of race, have a basic understanding of concepts related to racial equity, and feel comfortable talking about race and competent in their interactions with people of other races.
- ▼ Many employees identified the need for the County to continue being proactive with priority funding, public/private/public partnerships and broadened programming to meet the needs of citizens and select neighborhoods in the community.
- ▼ In general, County employees believed the County has a solid vision and plan for addressing racial equity, yet they also acknowledged that long-term impact will be difficult to continue without more visible executive leader buy-in, leader accountability across all levels of the organization, execution of well-defined strategic actions, and more broadly communicated awareness and training.
- ▼ Employees identified the need to improve internal policies and programs to increase the opportunities for recruiting, hiring, and promoting qualified, diverse candidates. This included communicating the “why” to broaden awareness and the need to implement competency-based training.
- ▼ In general, employees noted a need to review County policies and practices in an attempt to create work environments that ensure racial equity, invite dialogue and shared opinions among employees and leaders, and that are making progress in advancing racial equity within the County and in the community.
- ▼ Many employees noted factors that they perceive as barriers to the County's vision and plan for addressing racial equity including individual employee attitudes, stereotypes, and racial biases, as well as lack of awareness or not seeing a need to address racial equity as an issue.
- ▼ Employees noted the need for executive leadership as well as leaders across the County to “lead the way” in communicating the action plan for addressing racial equity with their employees, and to be accountable for executing the plan.

Over the last two years, Milwaukee County has established a solid foundation and strategic actions for envisioning itself as a leader in advancing racial equity. The Racial Equity survey provides valuable employee feedback in continued support of the County's commitment—providing the County with opportunities to celebrate what is working well and to identify areas for improvement. The Office on African American Affairs (OAAA) will co-lead the effort, across the County, to coordinate survey results rollout sessions for leaders and employees, co-develop outcome measures, and facilitate the implementation and execution of action plans that continue to advance racial equity.

Summary of Organization-Level Results for Scaled Survey Data

Milwaukee County government continues its commitment and priority of racial equity within the organization and throughout Milwaukee County. To build on this commitment, the leadership of Milwaukee County partnered with Studer Education in Spring 2020 to gather feedback directly from its workforce about their understanding and attitudes toward the collective efforts to improve health and racial equity through a Racial Equity survey.

The survey was administered in an anonymous way to all employees to assess three areas: 1) Experiences and Perspectives; 2) In Your Department; and 3) Milwaukee County Government as a Whole. Collecting these data allow leaders to:

- ▼ recognize the good work accomplished to date;
- ▼ develop tools, resources, and training to support employees to successfully advance racial equity in their work at Milwaukee County;
- ▼ develop tools, resources, and training to create a safe and inclusive work environment for all Milwaukee County employees; and
- ▼ provide baseline data for County leaders to understand employee perspectives of racial equity.

This report provides an overview of the findings for the 2020 survey administration for the organization. Participation, overall mean and the percentage of response choices that were “Strongly Agree” are highlighted in Table 1. The percentage of response choices that were “Strongly Agree,” or the highest rating for each item, is an indicator of the percentage of employees who are *most positive*. Research suggests a difference in the loyalty or engagement of people who indicate that they are extremely satisfied (i.e., “Strongly Agree”) compared to those who are just satisfied (i.e., “Agree”) when rating their perception, experience or engagement. In this way, top box scoring provides more focused data to better understand employee perception, experience, and engagement.

Table 1. Participation, Overall Mean, and Percentage of “Strongly Agree” Responses

	2020
Participation	1593
Participation Rate	27.7%
Overall Mean ¹	4.40
Percentage of “Strongly Agree” Response Choices ¹	23.64%

¹ Likert Items 1-16; 17a – 26; and 30-34.

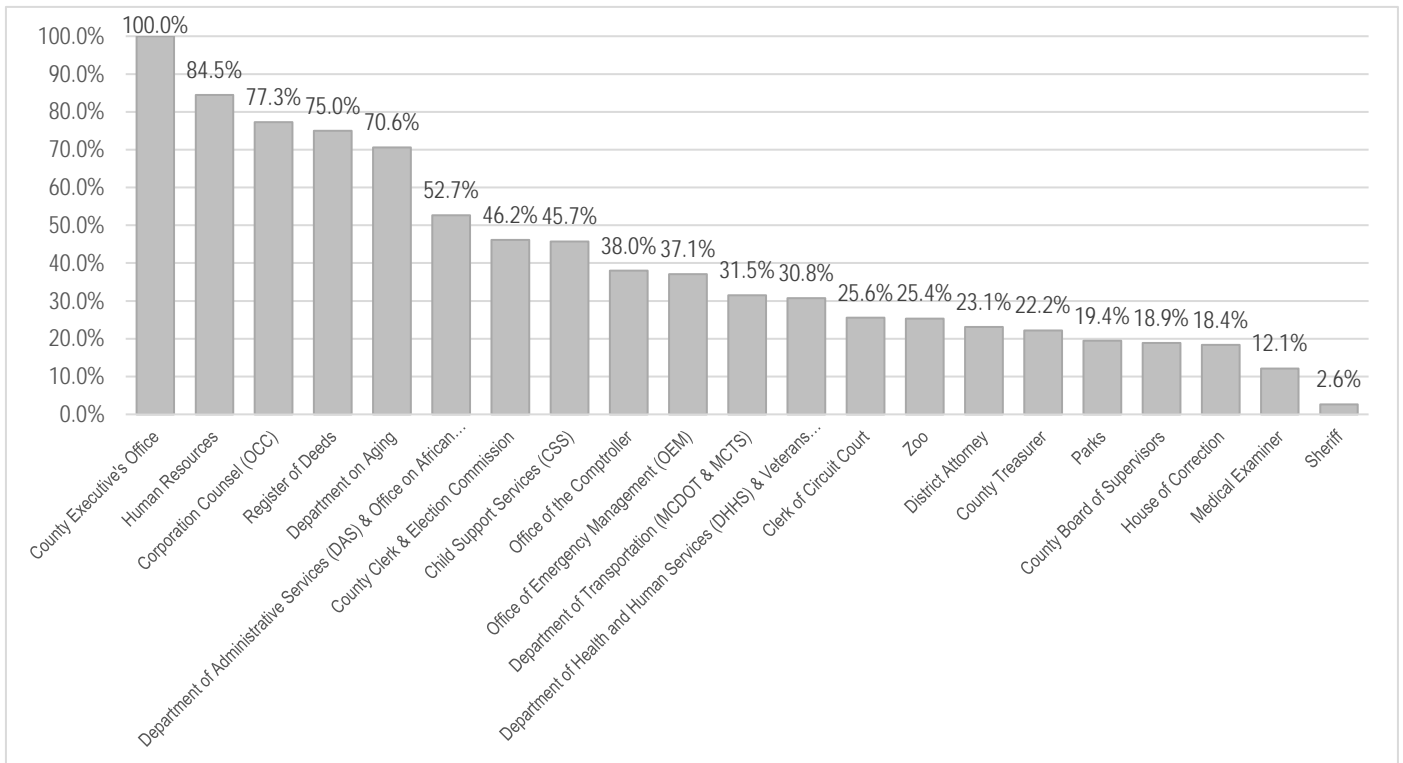
A total of **1,783** employees accessed the survey with **1,593** employees providing complete or partial feedback. There are varying reasons why an individual may access the survey without completing any items. The most common example is that some individuals want to first read through all of the items on the survey prior to accessing at a future date to complete the items.

The organization's overall mean¹ on the survey was **4.40**, using a scale of 1 to 6, with 6 being the highest. About **24%** of all response choices were in the "Strongly Agree" category. This means about 1 out of every 4 responses on the survey items were "Strongly Agree" or the highest rating.

Participation and Participation Rate by Department

A total of 1,513 employees participated by providing feedback on the survey. Figure 1 shows the response rate by department (high to low). Response rate is an important measure of engagement by standardizing (via percentage) the number of employees in a department who participated out of the total number eligible to participate. The overall participation rate for the County was 27.7%, meaning 1,513 employees participated out of 5,460, the total number eligible to participate at the time the survey was being administered.

Figure 1. Department Participation Rate (High to Low)



View the data table used to create Figure 1 in Appendix 1.

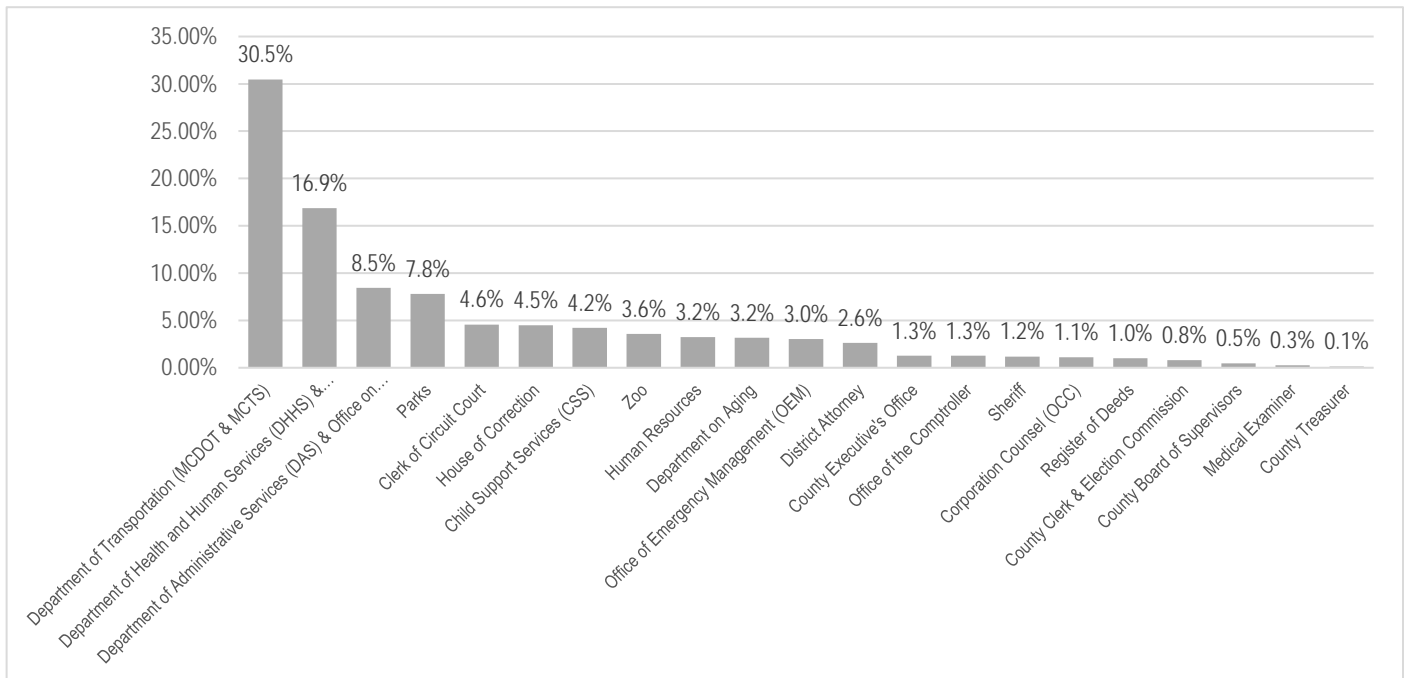
Percentage of Responses by Department

Figure 2 provides the percentage of responses by department when considering the total number of responses on the survey. Five departments with the highest number of responses account for about 68% of all survey responses. This means an employee from one of these five departments account for about 7 out of every 10 responses. Below are the five departments with the highest percentage of responses on the survey across all departments (range from 4.6% to 30.5%):

- Department of Transportation - MCDOT & MCTS (30.5%)
- Department of Health and Human Services (DHHS) & Veterans Services
- Department of Administrative Services (DAS) & Office on African American Affairs (OAAA)
- Parks
- Clerk of Circuit Court (4.56%)

Responses from five other departments represent 1% or less of the total percentage of responses on the survey. Figure 2 shows the percentage of responses to total number of responses, high to low, for each department.

Figure 2. Department Response Percentage of Total Responses (High to Low)



View the data table used to create Figure 2 in Appendix 1.

Item Means

There were thirty-one (31) items on the survey that contributed to the organization's overall mean (Likert Items 1-16; 17a – 26; and 30-34). These items were statements with an equity focus and related to:

- (a) personal perceptions and self-reflection;
- (b) department-level practice, policy, or leadership; and
- (c) organization-level practice, policy, or leadership.

Each statement invited employees to share feedback on their level of agreement using a Likert scale. The response (Likert) scale for each item was:

Highest: 6 – Strongly Agree

5 – Agree

4 – Somewhat Agree

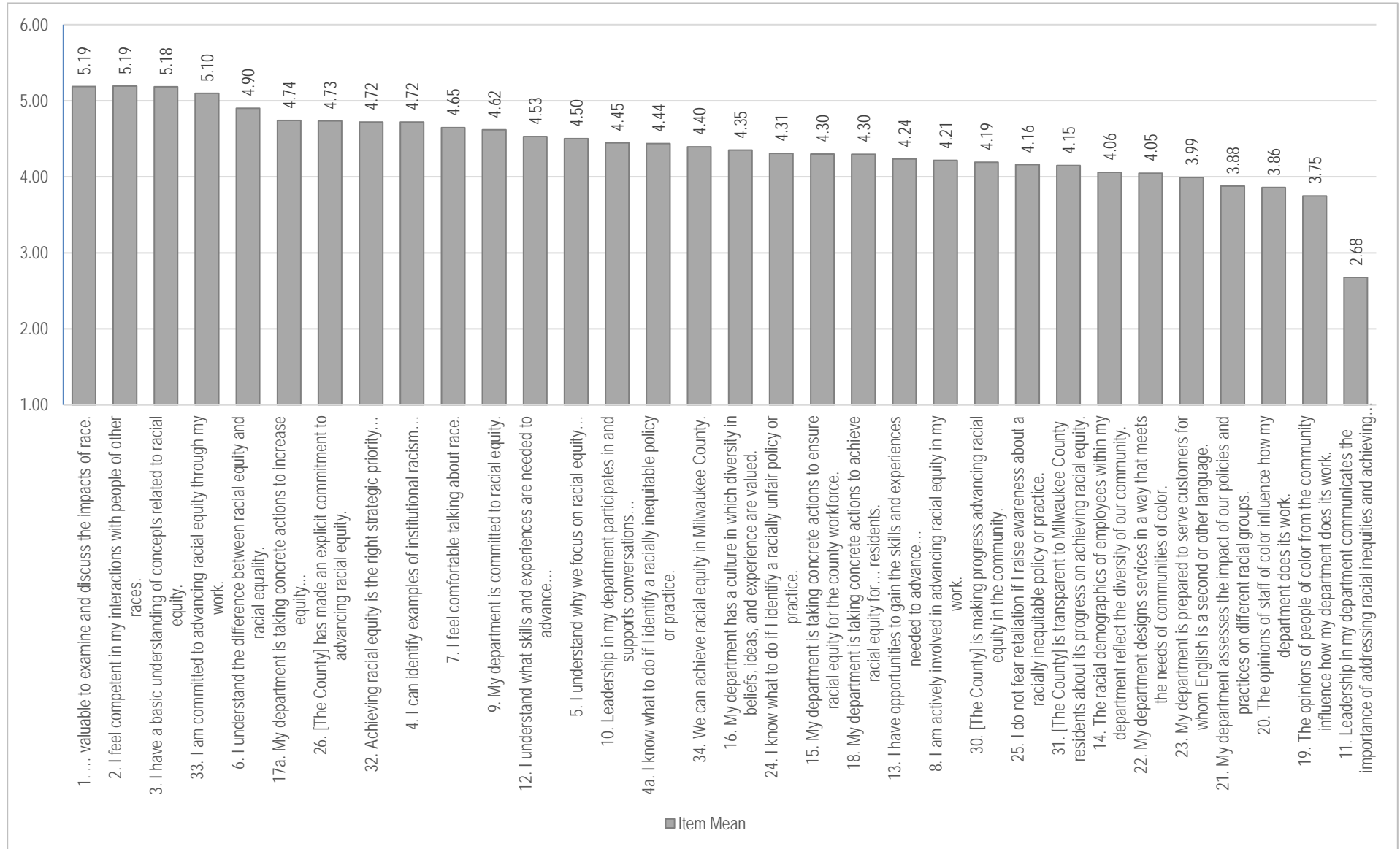
3 – Somewhat Disagree

2 – Disagree

Lowest: 1 – Strongly Disagree

On the following page, Figure 3 displays item means from high to low across all survey items. The items with the highest survey means are represented by the bars on the left side of the graph. Item means decrease from left to right as represented by the height of each bar. The item represented by each bar is included as text directly below the bar. View the data tables used to create Figure 3 in Appendix 1.

Figure 3. Item Means (High to Low)



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

Areas of Strength and Opportunities for Growth

Tables 2 provides the five items with the highest scored means. The table also include the percentage of responses that were “Strongly Agree” or the highest category choice for the 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

Interesting to note the message from participants in their rating of the two items with the highest means. Specifically, more than one-half of all respondents “Strongly Agree” that it is valuable to examine and discuss the impacts of race, while about 40% or 2 out of 5 respondents “Strongly Agree” that they “feel competent” in their “own interactions with people of other races.” Slightly fewer share they “have a basic understanding of concepts related to racial equity.”

- ▼ Suggestions for Further Analysis 1: While 81% of all responses for item 1 are “Strongly agree” or “Agree,” research suggests a qualitative difference between those who respond “Agree” and those who respond “Strongly Agree.” For this reason, the County may find it useful to further analyze items 1-3 and 6 at a minimum by department to provide for more focused development opportunities.
- ▼ Suggestions for Further Analysis 2: Almost 40% of respondents “Strongly Agree” that they “are committed to advancing racial equity” through their work. This means about 2 out of every 5 employees. These employees could serve as important partners with leadership to support and advance next steps. For this reason, the County may find it useful to further analyze item 33 to identify whether there are departments or units, individual employees within departments or units, or groups of employees to share experiences or leading practices for development and/or action planning.

On the following page, Table 3 provides the five items with the lowest scored means. The table also include the percentage of responses that were “Strongly Agree” or the highest category choice for the 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

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

All five items with the lowest means represent practice, policy, or leadership at the department level. The means for each of these items with the lowest mean align, overall, to responses of "Disagree" or "Somewhat Disagree." The range of "Strongly Agree" responses shows that for the item with the lowest mean, about 3 out of 50 responses are "Strongly Agree," and shifts to about 8 out of 50 responses for item 23, the item with the highest mean in this table.

These item data, especially the percentage of employee responses of "Strongly Agree," are useful in thinking about actions for improvement. More specifically, the use of the "Strongly Agree" percentage supports reframing improvement conversations, making it more meaningful to create achievable yet challenging goals and thoughtful strategic actions. Consider the following lead and team discussion:

Eighty-two percent (81%) of employees "Agree" or "Strongly Agree" that it is valuable to examine and discuss the impacts of race, while only 53% "Strongly Agree." As a leader, what am I currently doing or what could I be doing differently to create an environment that would best support a meaningful examination of the impacts of race? What does this environment look like to you?

In this way, focusing on shifting responses to "Strongly Agree," helps reframe the initial discussion and move to specific examples of "areas of strength" or visions for what a supportive environment might best look like or leader actions that best support such an environment. This same discussion can then be used for items with the lowest means, mirroring the substantive discussion. Simply, the transparency of the measures may be helpful in moving leaders and their teams more quickly beyond these perceptions to meaningful conversations around areas of strength and potential barriers to growth.

- ▼ Suggestions for Further Analysis 3: Using the percentage of "Strongly Agree" specifically, the County may find it useful to further analyze the results from Figure 3 above (showing the overall mean by item) by department. This may help understand where there may be differences across sub-groups (e.g., departments, units, length of service). This will help support goal development and prioritizing short-cycle improvement actions.

Levels of Active Engagement to Achieve Racial Equity

The purpose of the Racial Equity survey was to 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. “Employee Perspective” is one of the five three-year objectives in the strategic plan and focuses on the active engagement of County employees. Thousands of County employees directly serve residents each day and as such their perspectives and “active engagement” must support conversations on improving County policies, programming, and practices. To this end, Levels of Active Engagement to Achieve Racial Equity were used to better understand employee responses to items in these three areas:

- 1) Personal Experiences and Self-Reflection;
- 2) Experiences within the Employee’s Department; and
- 3) Experiences within Milwaukee County government as a Whole.

Table 4 shows the dimensions for each level of active engagement and how each level aligns to the survey using the category response choices for each benchmark item (e.g., Strongly Agree through Strongly Disagree).

Table 4. Levels of Active 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.

Dimensions adapted from the National Equity Project

Note that the category response choices are not evenly distributed to each level. This is intentional and relates to earlier discussion on the differentiation of “Strongly Agree” and “Agree” responses as supported in the research. The levels of active engagement similarly align; in this case, employees who are “Fully Engaged” are those that research suggests are most loyal to the purpose of this survey, to support conversations on racial equity for informing and improving County policies, programming, and practices.

On the pages that follow, survey items are presented and analyzed using the levels of engagement within their content-focused area. Suggestions for further analysis are included within each section.

Items: Personal Experiences and Self-Reflection

About one-half (14 out of 31) of the benchmark items asked employees to share their personal experiences or self-reflect on an item’s content. These items are listed below:

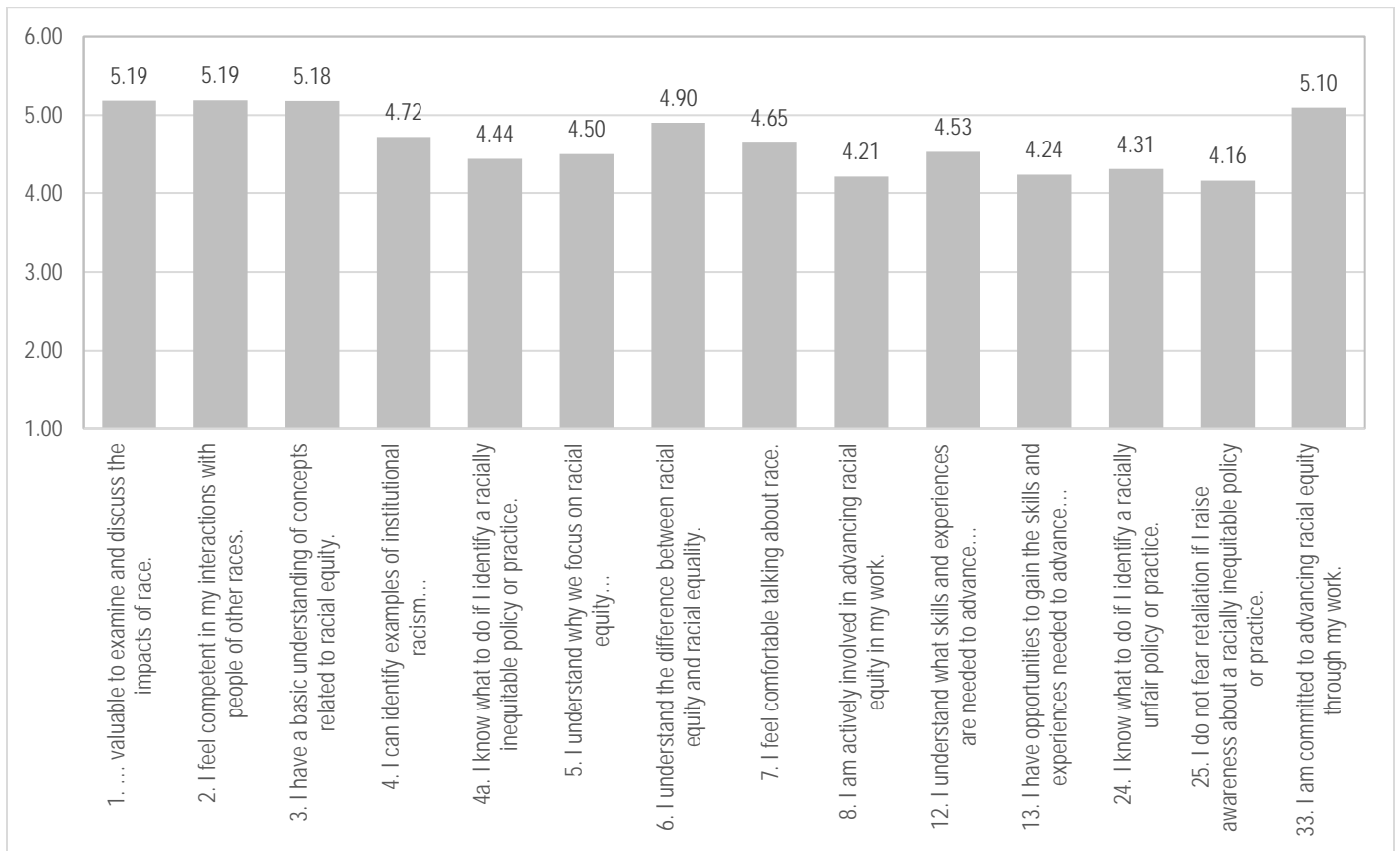
1. I think it is valuable to examine and discuss the impacts of race.
2. I feel competent in my interactions with people of other races.
3. I have a basic understanding of concepts related to racial equity.
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).
- 4a. I know what to do if I identify a racially inequitable policy or practice.
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).
6. I understand the difference between racial equity and racial equality.
7. I feel comfortable talking about race.
8. I am actively involved in advancing racial equity in my work.
12. I understand what skills and experiences are needed to advance to the next level in my career.
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.
24. I know what to do if I identify a racially unfair policy or practice.
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.
33. I am committed to advancing racial equity through my work.

On the following page, Figure 4 shows the item means for this group of items. The bar graph represents the “Personal Experiences and Self-Reflection” items.

The importance of grouping the items into content-related groups (i.e., personal, department-level, and organization-level) is highlighted when reviewing Figures 4-6. For example, note in the review of Figure 4 that the item means in this grouping range from 4.16 (item 25) to 5.19 (items 1 and 2).

- ▼ **Suggestions for Further Analysis 4:** The two items with the lowest mean are “I do not fear retaliation...” and “I am actively involved in advancing...” while one of the two highest scored items is “I think it is valuable to examine and discuss...” The County may find it useful to further analyze using focus groups or further data analysis to discover more about this disconnect and potential solutions to close the gap.

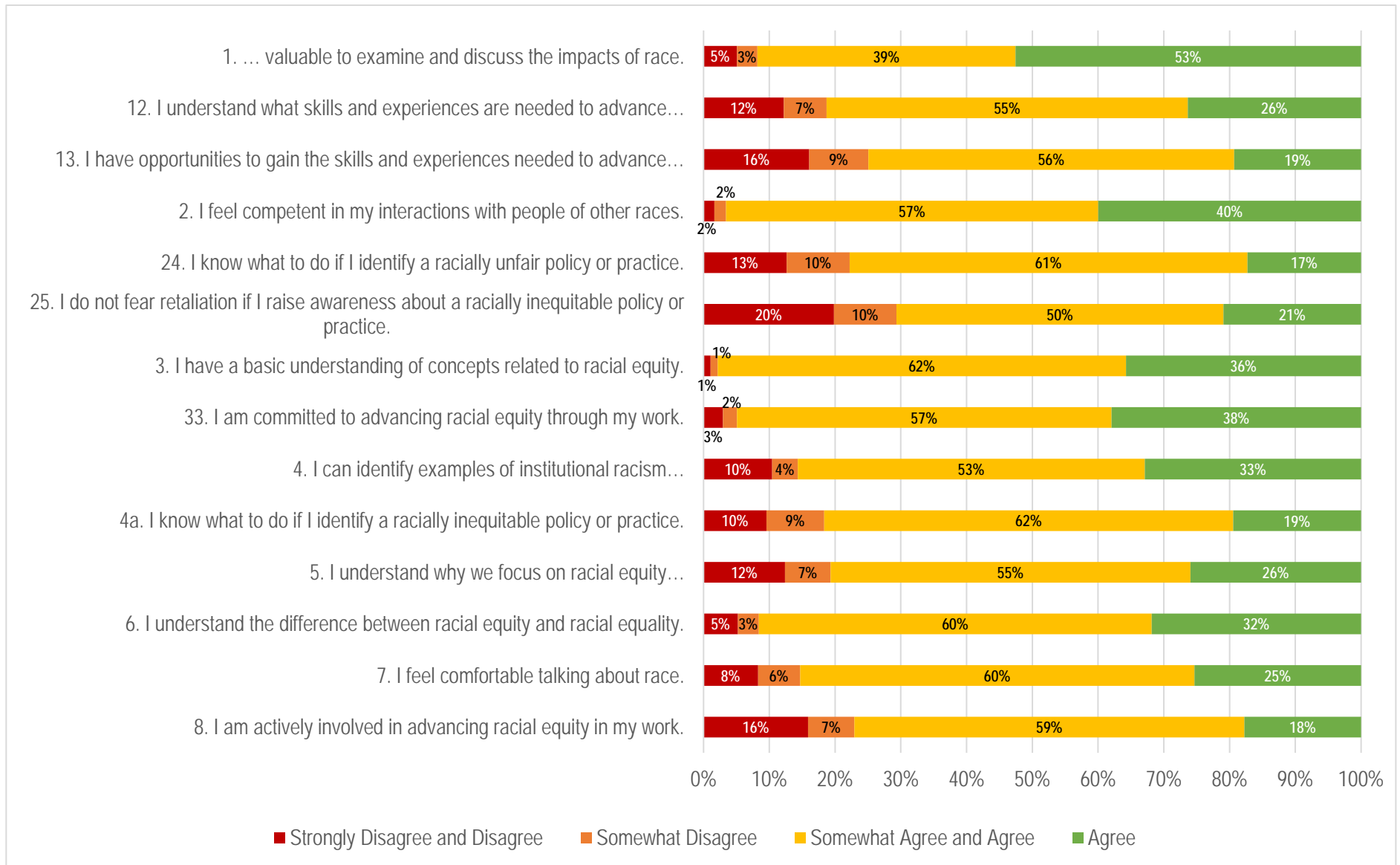
Figure 4. Item Means for “Personal Experiences and Self-Reflection” Items



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

On the following page, Figure 4.1 shows the percent distribution of responses for each item within this grouping aligned to the Levels of Active Engagement. Each bar represents one of the items within the Personal Experiences and Self-Reflection category; the item text is to the left of the bar. The bar shows the percentage distribution of the levels of active engagement for the item, beginning with dark red on the left side of the bar representing “Disengaged,” followed by “Under Engaged” (light red), “Moderately Engaged” (yellow), and “Fully Engaged” (green).

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



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

As you review Figure 4.1 note the distribution size for each level of engagement. In all cases the “Moderately Engaged” level of active engagement represents the majority of responses. Nine out of fourteen items in this category, the “Fully Engaged” level of active engagement exceeds the combined percentage of “Disengaged” and “Under Engaged.”

- ▼ Suggestions for Further Analysis 5: The County may find it useful to focus conversations on the five items where the “Fully Engaged” level of active engagement represents the lowest in the distribution when using the combined percentage of “Disengaged” and “Under Engaged.” These items are 4a, 8, 13, 24, and 25. These are especially relevant given the impact each may have more generally on workplace culture.

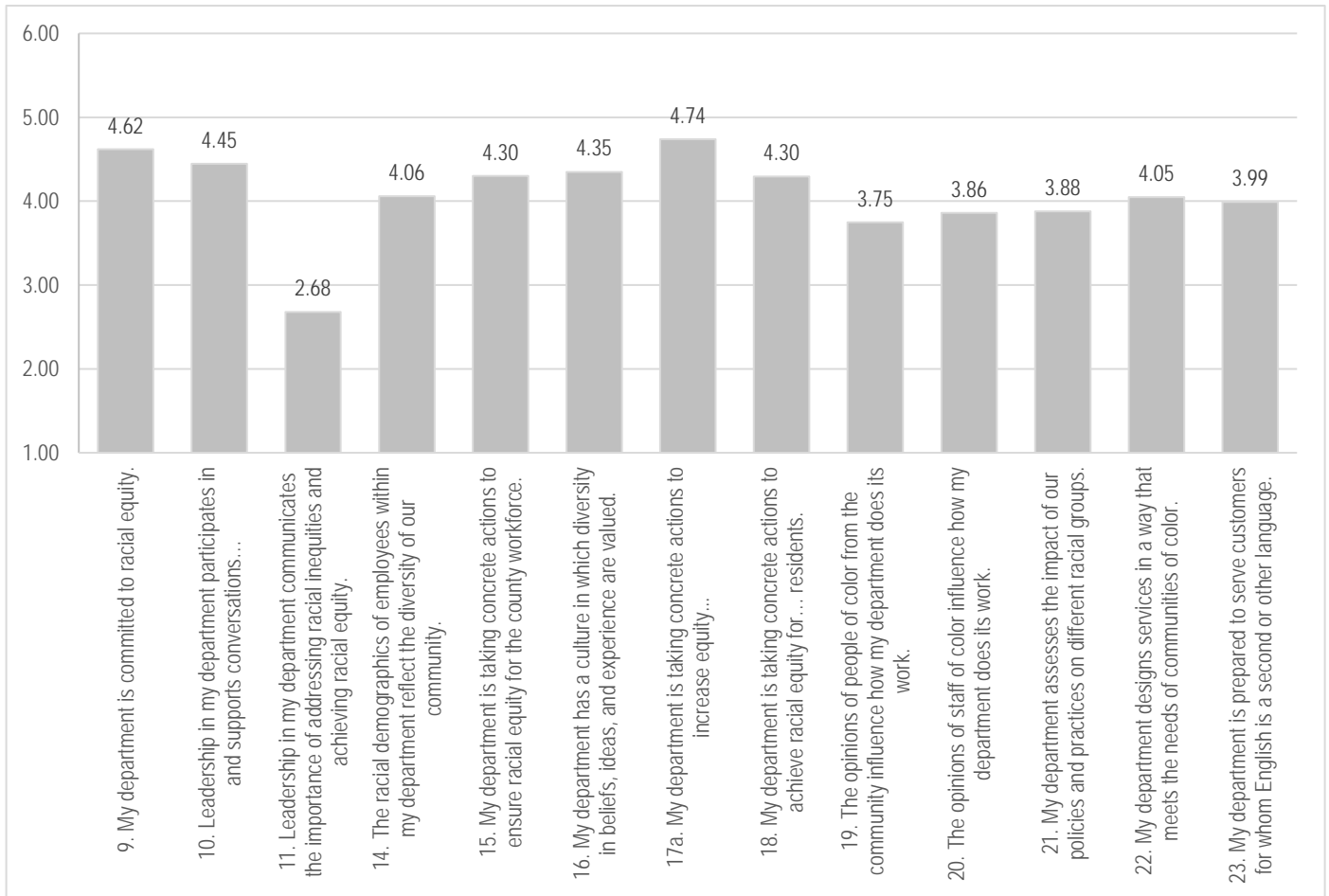
Items: Department-Level Practice, Policy, or Leadership

Thirteen (13) of the benchmark items asked employees to share their perception of an item’s department-level practice, policy, or leadership content. These items are listed below. Employees only answered 17a if they worked in a department that worked with procurement.

9. My department is committed to racial equity.
10. Leadership in my department participates in and supports conversations about racial equity.
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.
14. The racial demographics of employees within my department reflect the diversity of our community.
15. My department is taking concrete actions to ensure racial equity for the county workforce.
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.
- 17a. My department is taking concrete actions to increase equity in its contracting and procurement practices.
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.
19. The opinions of people of color from the community influence how my department does its work.
20. The opinions of staff of color influence how my department does its work.
21. My department assesses the impact of our policies and practices on different racial groups.
22. My department designs services in a way that meets the needs of communities of color.
23. My department is prepared to serve customers for whom English is a second or other language.

On the following page, Figure 5 shows the item means for this group of items. The bar graph represents the “Department-Level Practice, Policy, or Leadership” items.

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



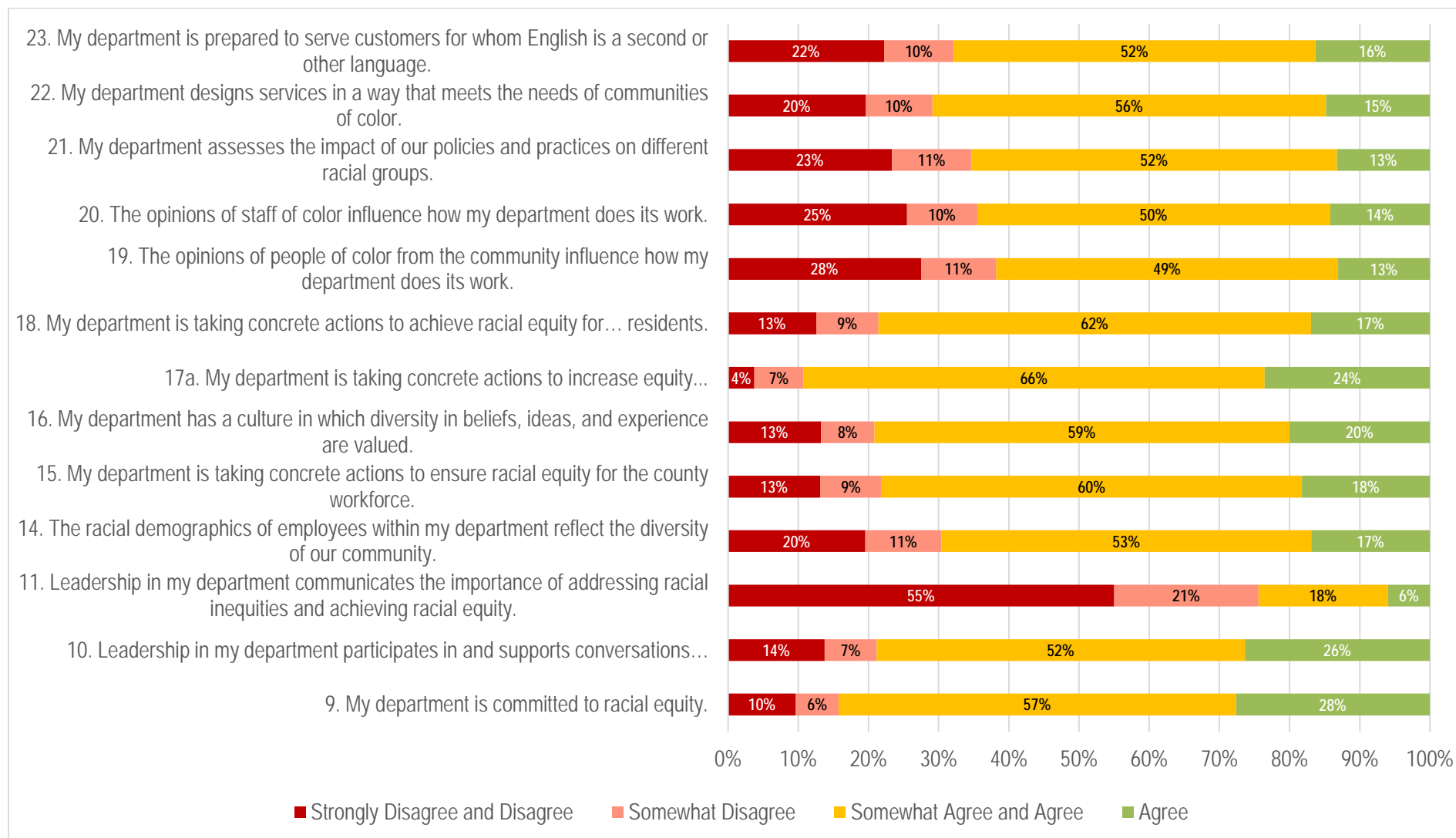
Note: Mean calculating using a Likert scale of 1 to 6, with 6 being the highest: 1 Strongly Disagree, 2 Disagree, 3 Somewhat Disagree, 4 Somewhat Agree, 5 Agree, 6 Strongly Agree

Items within this group are important in that they relate directly with participants’ work environment. Participants more highly rate their department’s high commitment to racial equity (4.62) and to taking concrete actions to increase equity (4.74) than they do their leadership’s communication of the importance of racial equity (2.68) and the belief that their shared opinions are used by leaders (3.75). Consider more fully what this means by aligning the item with the highest mean (My department is taking concrete actions to increase equity...) and the item with the lowest mean (Leadership in my department communicates the importance of addressing racial inequalities and achieving racial equity) within this category.

- ▼ **Suggestions for Further Analysis 6:** The County may find it useful to complete additional sub-group analysis with the Department-Level Practice, Policy, or Leadership items, especially as it relates to the leadership items, to more fully understand participant feedback. For example, when analyzing these items by department specifically, the County may be able to identify departments whose employees more highly rate the leader items. This may be helpful to identify leading practices for communicating the importance of racial equity or incorporating feedback.

On the following page, Figure 5.1 shows the percent distribution of responses for each item within this grouping aligned to the Levels of Active Engagement.

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



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

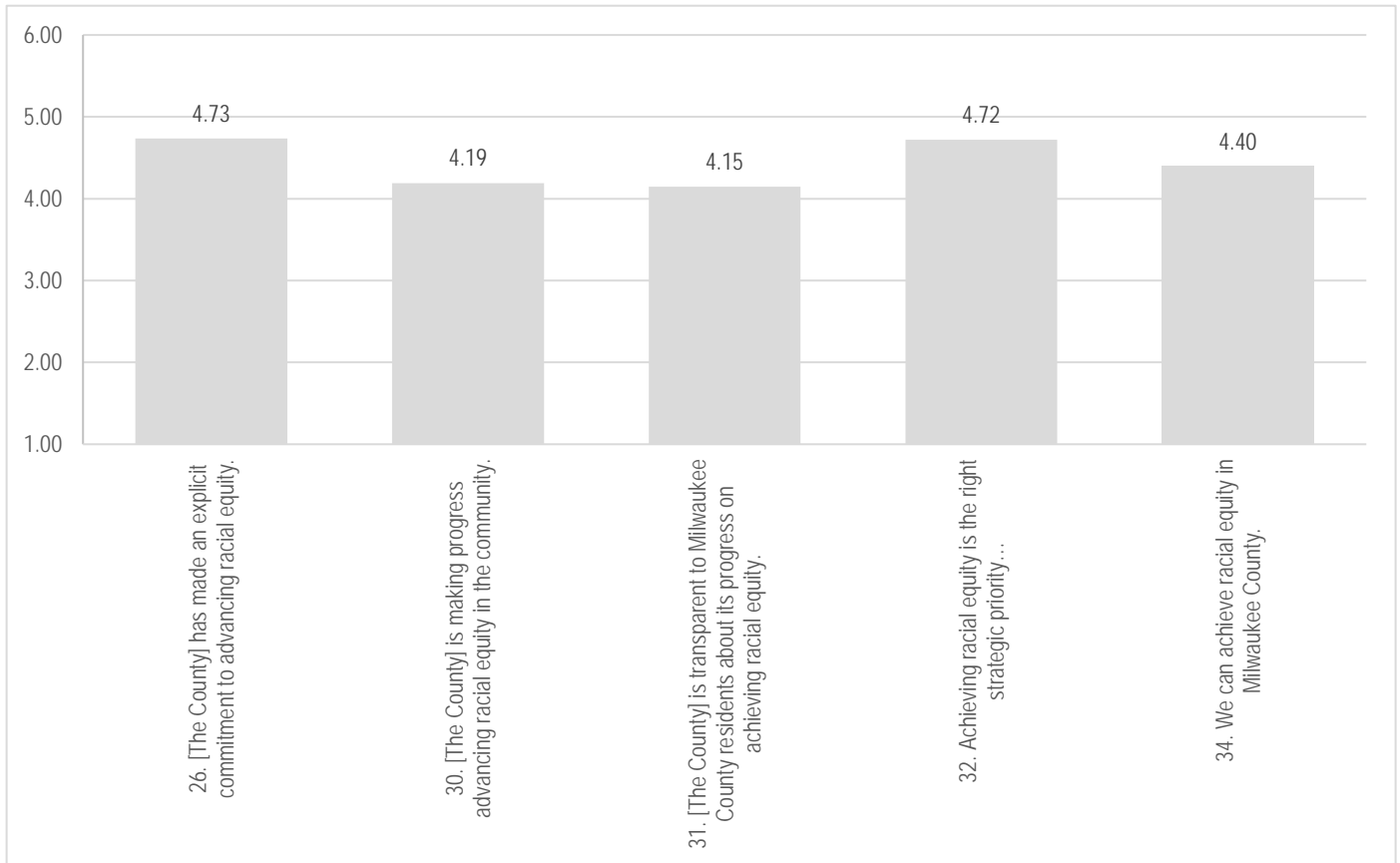
Items: Organization-Level Practice, Policy, or Leadership

Five (5) of the benchmark items asked employees to share their perception of an item's organization-level practice, policy, or leadership content. These items are listed below:

- 26. Milwaukee County government has made an explicit commitment to advancing racial equity.
- 30. Milwaukee County government is making progress advancing racial equity in the community.
- 31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.
- 32. Achieving racial equity is the right strategic priority for Milwaukee County government.
- 34. We can achieve racial equity in Milwaukee County.

Figure 6 shows the item means for this group of items. The bar graph represents the "Organization-Level Practice, Policy, or Leadership" items.

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



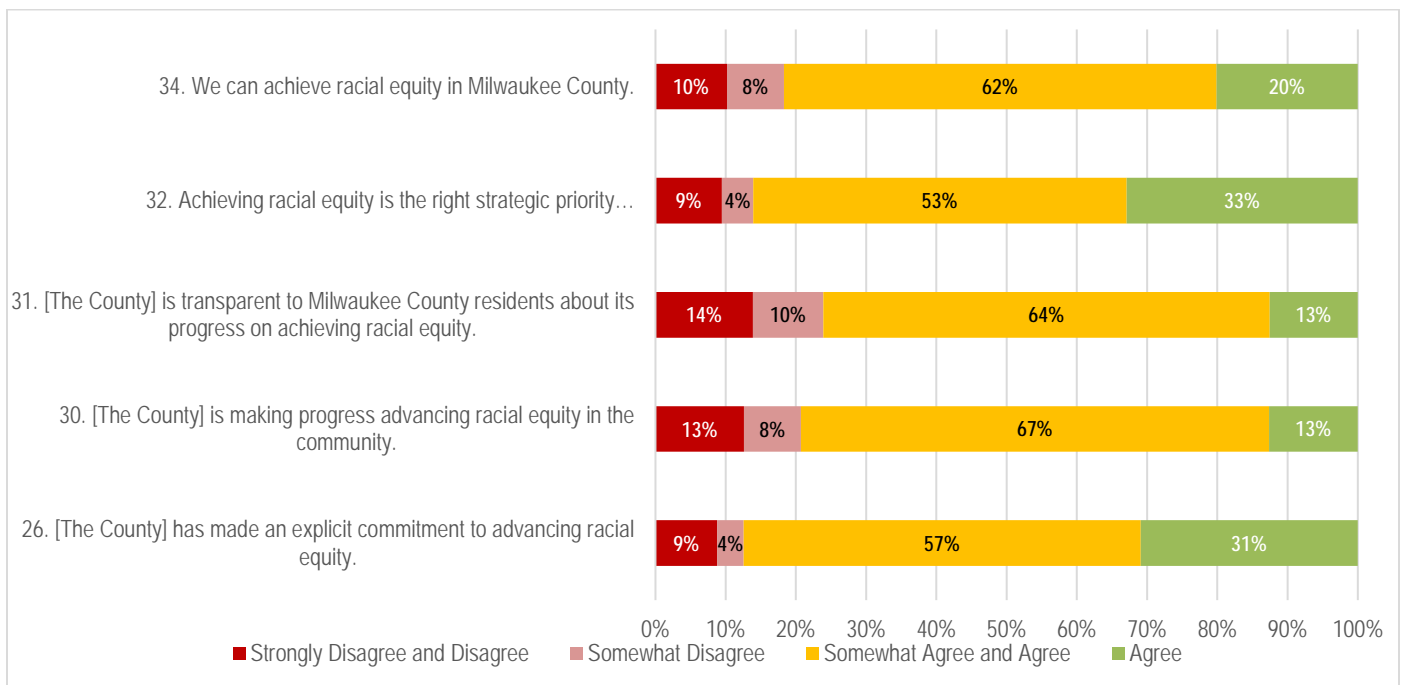
Note: Mean calculating using a Likert scale of 1 to 6, with 6 being the highest: 1 Strongly Disagree, 2 Disagree, 3 Somewhat Disagree, 4 Somewhat Agree, 5 Agree, 6 Strongly Agree

Items within this group relate directly to participants' perception of organization-level practice, policy, or leadership. Similar to participants' recognition of their respective department's commitment to racial equity, participants recognize the County's high commitment to racial equity (4.73) and affirm it is the "right strategic priority" (4.72).

- ▼ **Suggestions for Further Analysis 7:** While participants recognize the County's commitment to racial equity, their perception about the County "making progress advancing racial equity in the community" is trailing as is their assurance that "we can achieve racial equity" in the County. Should the County gain information about leader communication (Suggestion for Further Analysis 6, above) or with focus groups, this may help further inform this disconnect among the organization-level items.

Figure 6.1 shows the percent distribution of responses for each item within this grouping aligned to the Levels of Active Engagement.

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

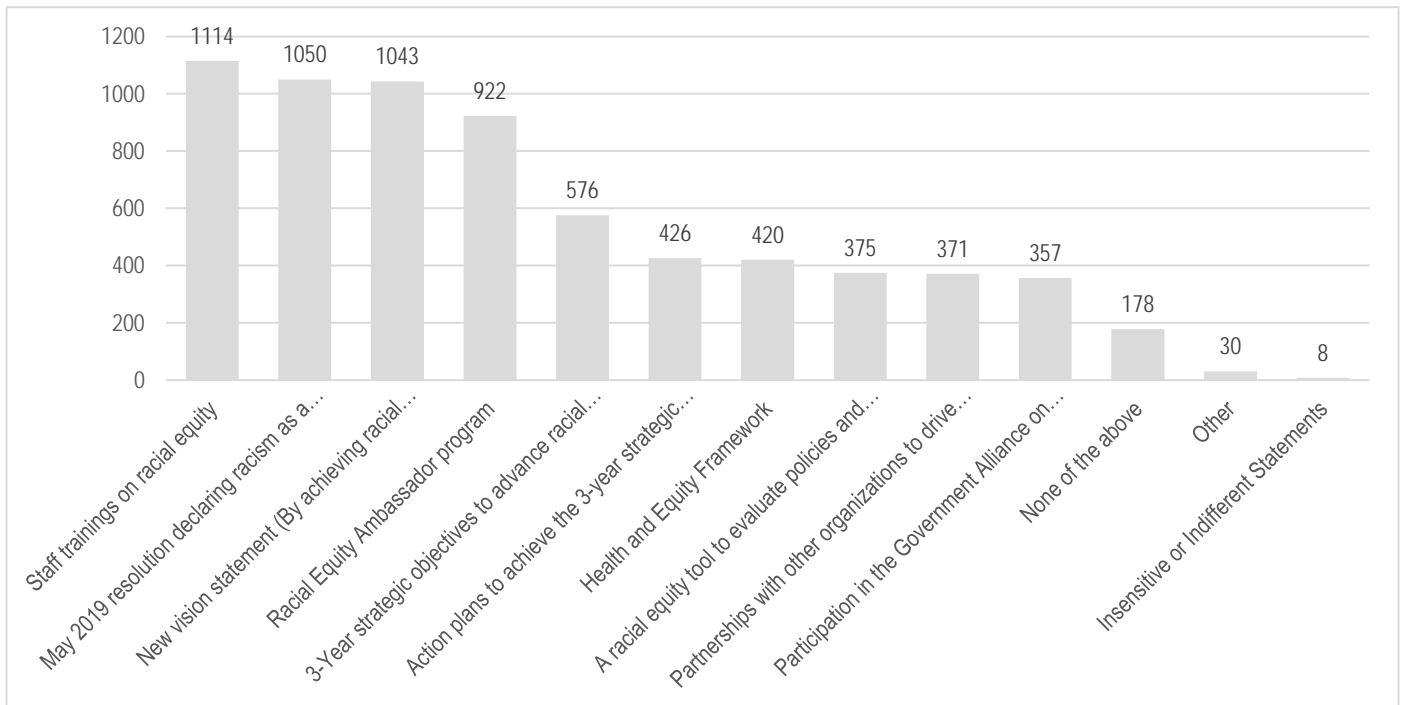


Note: Level of Active Engagement: "Disengaged" (Strongly Disagree and Disagree), "Under Engaged" (Somewhat Disagree), "Moderately Engaged" (Somewhat Agree and Agree), "Fully Engaged" (Strongly Agree)

Awareness of Racial Equity

Two items were included in the section about awareness and resources for advancement of racial equity. For each item, participants were provided a list of potential responses to the statement and invited to “check all that apply.” This means participants may have selected more than one effort in their response. Figure 7 shows the number of responses selected (n=6,870) by participants when sharing that they were “aware of” that specific effort by the County to advance racial equity. Of these, 30 were write-in responses for “other” when the effort was not listed; an additional 8 responses were insensitive or indifferent statements. The figure shows responses from high to low across efforts. The table including the frequency distribution is provided in Appendix 1.

Figure 7. Awareness of Efforts by Milwaukee County Government to Advance Racial Equity

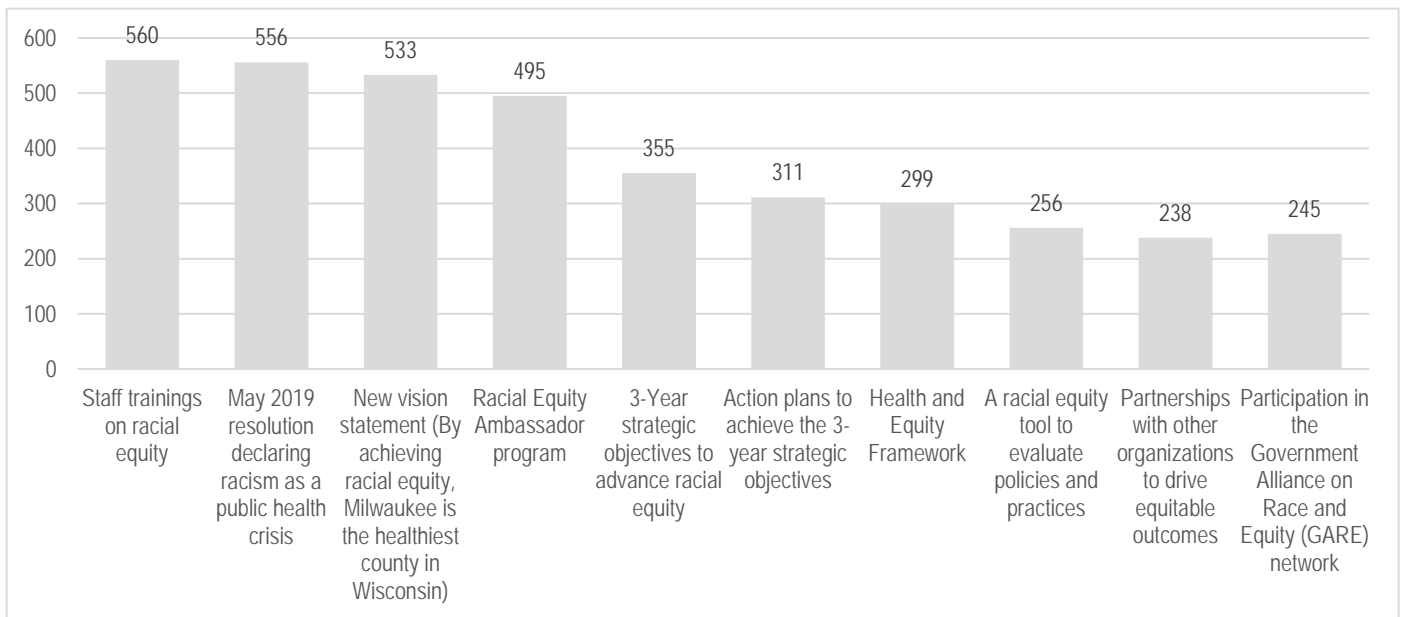


The second item in this section asked respondents to select the resources needed to best support them as they advance the County’s vision of racial equity. Similar to the items displayed in Figure 7, participants were provided a list of potential responses to the statement and invited to “select the 3 most important to them.” This means participants may have selected from 1 to 3 resources in their response; the total number of selections was 3,848. Figure 8 on the following page displays the frequency of response distribution for needed resources. The “other” category included many themes such as:

- training aligned to history of racial equity
- accountability
- trauma
- align programs and strategic actions to what other governments are doing
- show outcomes: how do we know what we are doing is making a difference?
- support from Human Resources
- linkage grids following training
- emotional intelligence
- Broadening of programs

Additional write-in responses included “nothing is needed” as well as insensitive or indifferent statements.

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



The top four resource selections are shown as the first four bars in Figure 8 and include staff trainings and the 2019 resolution declaring racism as a public health crisis. Knowing the top 4 or 5 resources that employees think will best assist them is important insight. For example, when considering the improvement science model from Carnegie in short cycle improvement, cycle teams are asked to identify the 4 to 5 key indicators or barriers influencing improvement. This information is then used by the cycle team to dig deeper into the response categories to get to the root cause or the why.

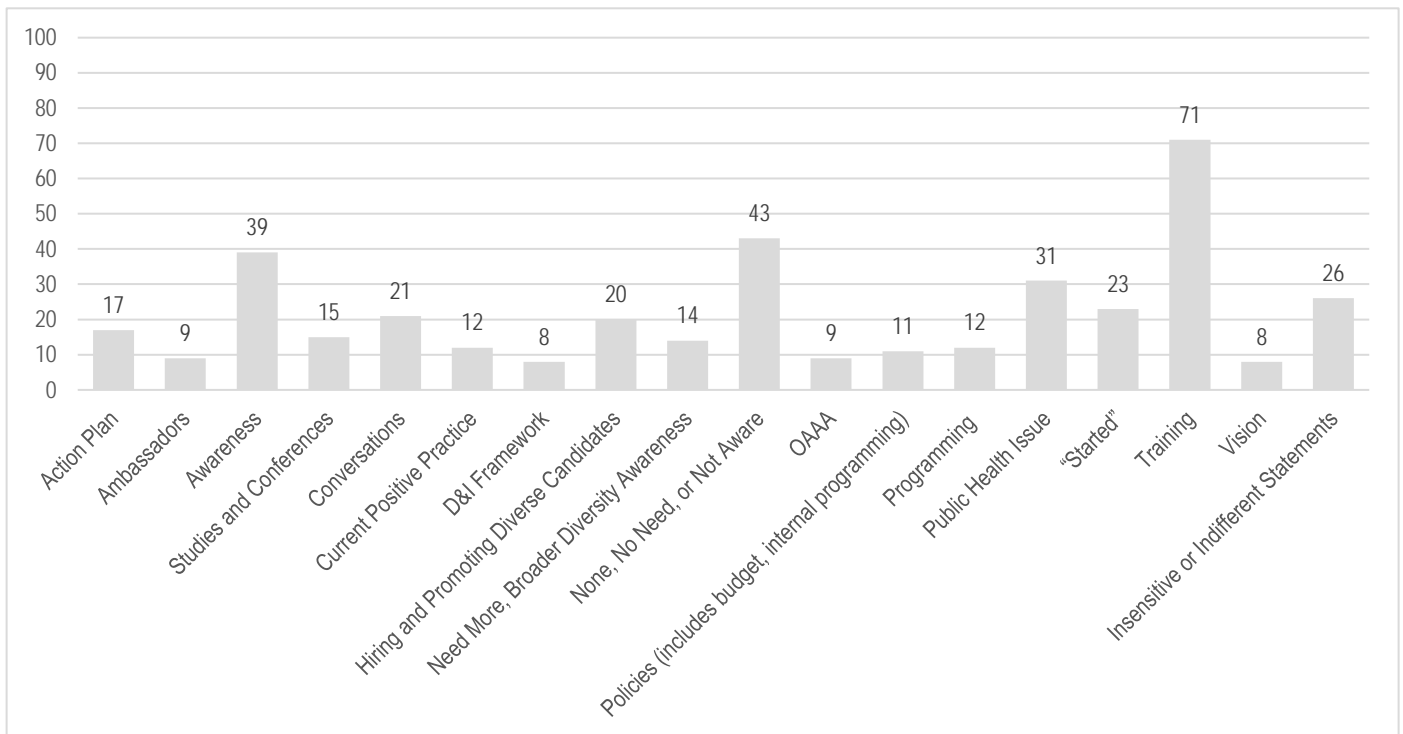
- ▼ **Suggestions for Further Analysis 8:** The County may consider using focus groups as a method for discovering more specificity around these named resources perceived as “best support” by participants to “advancing the County’s vision of racial equity.” For example, focus groups may be used as an avenue to address open-ended probing questions related to, “Staff trainings on Racial Equity.” The questions might ask specifically ask participants to share what it might look like if their leader was supporting them to advance racial equity, both individually and within their department. “What would *your* leader be doing if he/she supported you? your department? What would he/she be saying?”

Utilizing focus groups in this way may also provide an opportunity for participants to learn about and role play “what right looks like” when leadership communicates the importance of addressing racial inequities and achieving racial equity (item 11, the lowest rated item mean on the survey); or how opinions of people of color from the community or of staff within their department might be thoughtfully incorporated into a department’s work (items 19 and 20, the second and third lowest rated item means); or other benchmark items on the survey. In this way, the trainings may serve to provide specific tools, key words, and skills that they may continue to advance as part of their daily commitment to racial equity.

Themed Comments

Respondents were invited to share perceived past or present successes of the Milwaukee County government in both addressing racial inequities and in advancing racial equity. Below, Figure 9 shows themed responses from the comments (n=389) made by participants. This was an open-ended items where respondents had the opportunity to share unlimited comments. View the data table used to create Figure 9 in Appendix 1.

Figure 9. Perceived Successes in Racial Equity Past or Present

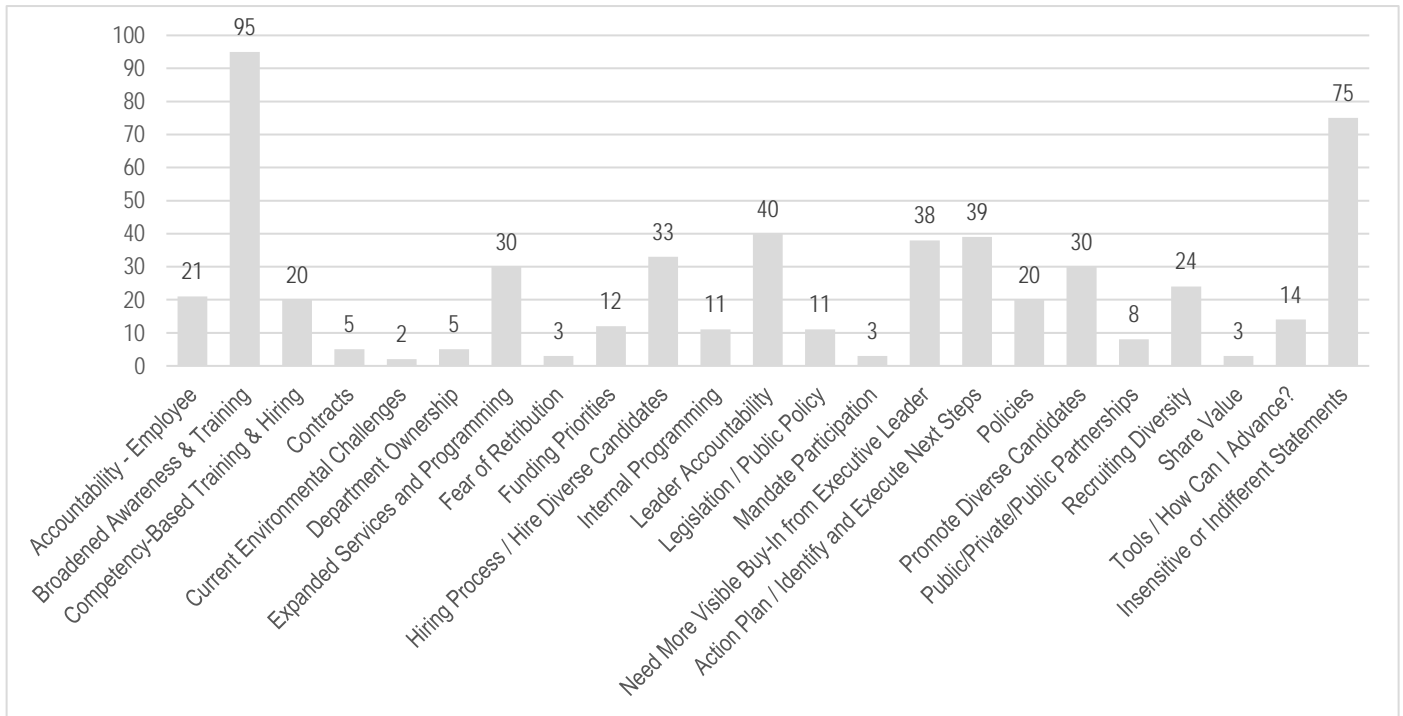


The perceived successes mentioned the most were training (n=71) and increased awareness (n=39). The County's policy or declaration of racial equity as a "public health issue" garnered the third highest number of responses (n=31). Almost equal to participants' mention of training as a success was the combination of "insensitive or indifferent statements" and that of "no" successes or "no need" for the focus on racial equity or "not aware" of any successes (n=69).

- ▼ **Suggestions for Further Analysis 9:** Note the difference in number of perceived successes shared in Figure 9 and perceived challenges shared by respondents in Figure 8 below (389 v. 542, respectively). The County may find it helpful to further analyze responses from Figure 9 with the close-ended item above, "I am aware of the following efforts our government has done to advance racial equity," and with the perceived challenges identified by respondents in Figure 10 below. This may help in discovering leading practices for advancing the work and messaging across all employee levels in the County and may also help to uncover gaps.

Respondents were also invited to share any past or present challenges the County government has had in addressing racial inequities and advancing racial equity. Figure 10 below shows themed responses (n=542) by the participants. The data table used to create Figure 10 is located in Appendix 1.

Figure 10. Perceived Challenges in Racial Equity Past or Present



A few interesting notes when considering the themed comments in Figure 10:

- While training was mentioned most by participants as a perceived success (Figure 9), it was also mentioned the most times as a perceived challenge (n=95). The challenged referred to the breadth and depth of the training offered. In some cases, participants noted the need to consider equity issues beyond race when referencing training as a challenge.
- About 14% of the themed comments (n=75) were insensitive or indifferent statements from individuals. This is similar in number to the comments made in the perceived successes item, as displayed in Figure 9. Our research and practice on Standards of Service Excellence, Values, and/or Standards of Behavior with government and other public organizations shows the importance of not only developing the Values/Standards but also operationalizing them, meaning, “when I am living this Standard, I am doing... and I am saying...” In this way, all employees in the organization share in the development of the Values/Standards and thus share in the expectations set by the collective indicators. Our research and the feedback from executive leaders recognize the importance of this work—creating and operationalizing Standards—as foundational to their employees and to their organization’s success.
- ▼ **Suggestions for Further Analysis 10:** The County may consider implementing the practice of creating and operationalizing Standards of Excellence within the next sets of training. In doing so, there is an opportunity to establish foundational expectations for how we live and act at work and for how we hold each other accountable for advancing racial equity through education and practice.
- A common finding in change research (see work from John Kotter, Jim Collins or Quint Studer) is that change is rarely successful without the full engagement and communicated buy-in from the executive leader. Recall the responses above to the benchmark items related to “leader communication,” the lowest item, coupled with the responses at the organizational level about perceived progress in advancing racial equity.

- ▼ **Suggestions for Further Analysis 11:** Note the perceived challenges shared by respondents in Figure 10 that may provide guidance to the items highlighted in the second bullet above, “Need More Visible Buy-In from Executive Leader” and the need for an “Action Plan / Identify and Execute Next Steps” (n=77). The County might find it useful to convene focus groups to determine if these challenges are correlated to participant responses in the benchmark items. Likewise, there may be interest in further investigating where a themed response in Figure 8 might seem inconsistent with responses in the benchmark items (e.g., “Fear of Retribution” (n=3) and Item 25 where 30% of all participants have some fear of retaliation if they raise awareness about a racially inequitable policy.

Mean Summary by Department; Level Participation and Mean Summaries for Employment Status and Demographics

This section includes the overall mean or mean summary for each department, as well as the participation and mean summaries for items about employment status and demographics.

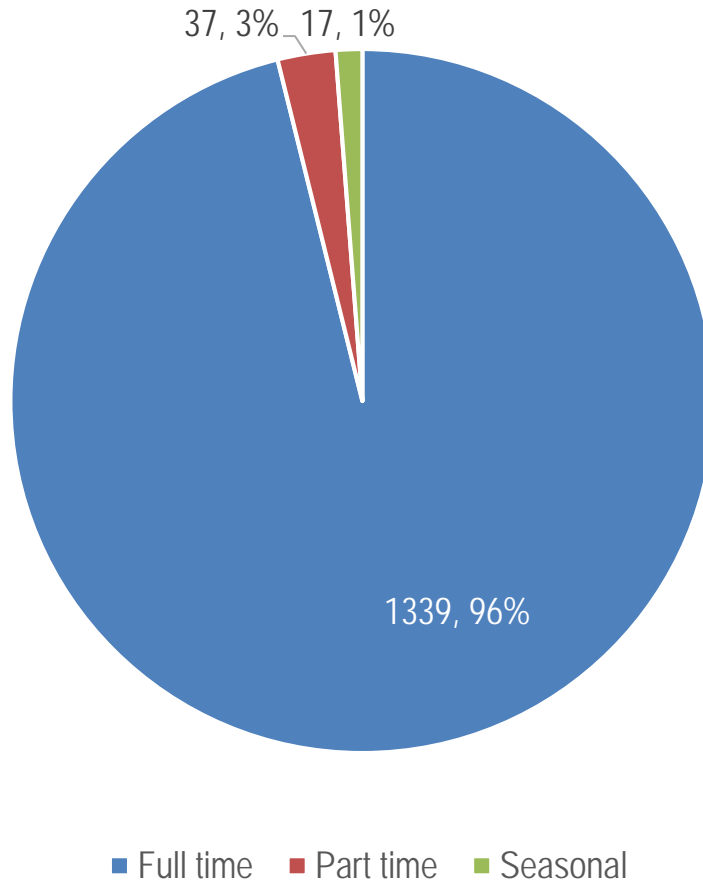
Participation by department is included above in this section. Table 5 provides the mean by department for departments with 7 or more responses.

Table 5. Mean by Department

	Mean
Child Support Services (CSS)	4.50
Clerk of Circuit Court	4.46
Corporation Counsel (OCC)	4.83
County Board of Supervisors	4.58
County Clerk & Election Commission	4.53
County Executive's Office	4.28
County Treasurer	n < 7
Department of Health and Human Services (DHHS) & Veterans Services	4.52
Department of Transportation (MCDOT & MCTS)	4.31
Department of Administrative Services (DAS) & Office on African American Affairs (OAAA)	4.35
Department on Aging	4.22
District Attorney	4.51
House of Correction	4.11
Human Resources	4.58
Medical Examiner	n < 7
Office of Emergency Management (OEM)	4.64
Office of the Comptroller	4.45
Parks	4.29
Register of Deeds	4.75
Sheriff	4.37
Zoo	4.18

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
 The tables and figures below highlight participation and mean by employment status, years of service, supervisory status, and average computer use (in hours) for participants.

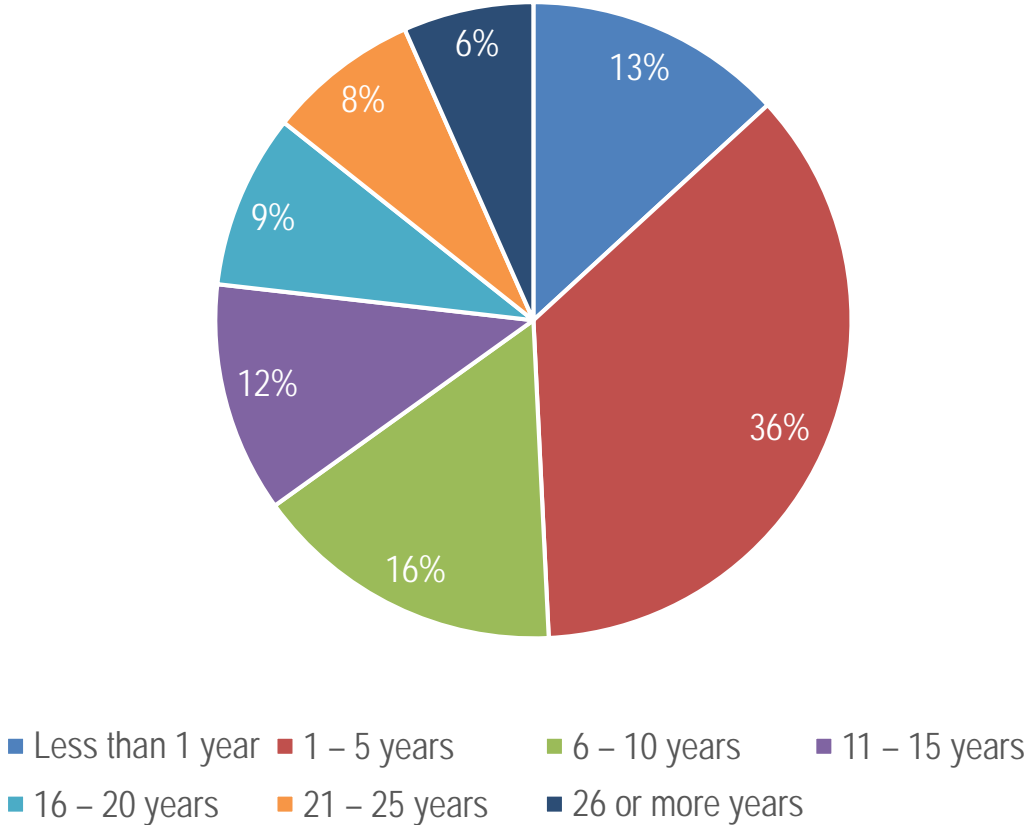
Figure 11.1. Participation by Employment Status



	Count	%	Mean
Full time	1339	96.12%	4.39
Part time	37	2.66%	4.61
Seasonal	17	1.22%	4.61
Total	1393	100%	-

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

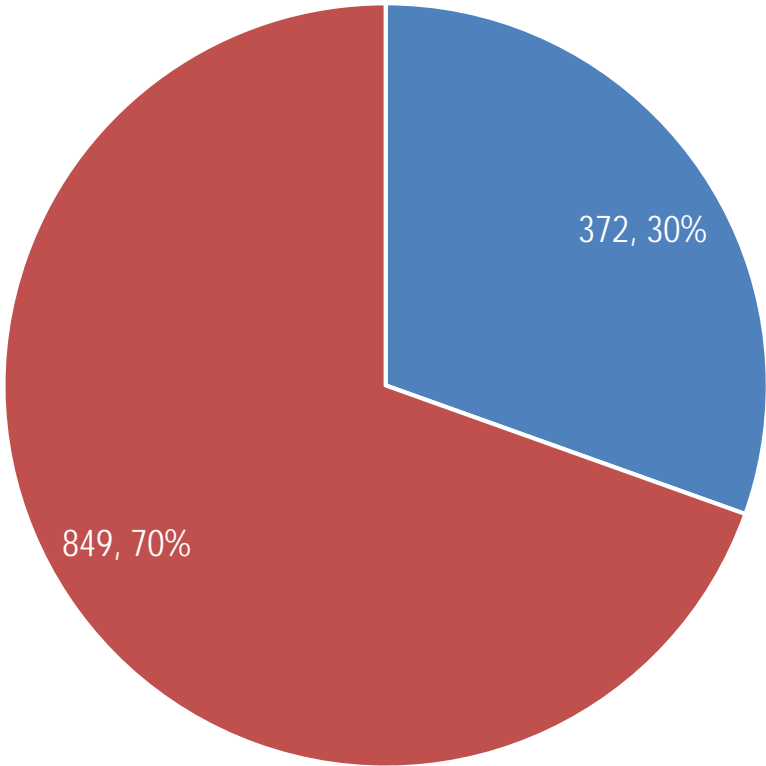
Figure 11.2. Participation by Length of Service (Years) Employed by Milwaukee County



	Count	%	Mean
Less than 1 year	171	13.17%	4.73
1 – 5 years	468	36.06%	4.43
6 – 10 years	206	15.87%	4.31
11 – 15 years	152	11.71%	4.28
16 – 20 years	115	8.86%	4.13
21 – 25 years	100	7.70%	4.45
26 or more years	86	6.63%	4.51
Total	1298	100%	-

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 11.3. Participation by Supervisory Role¹

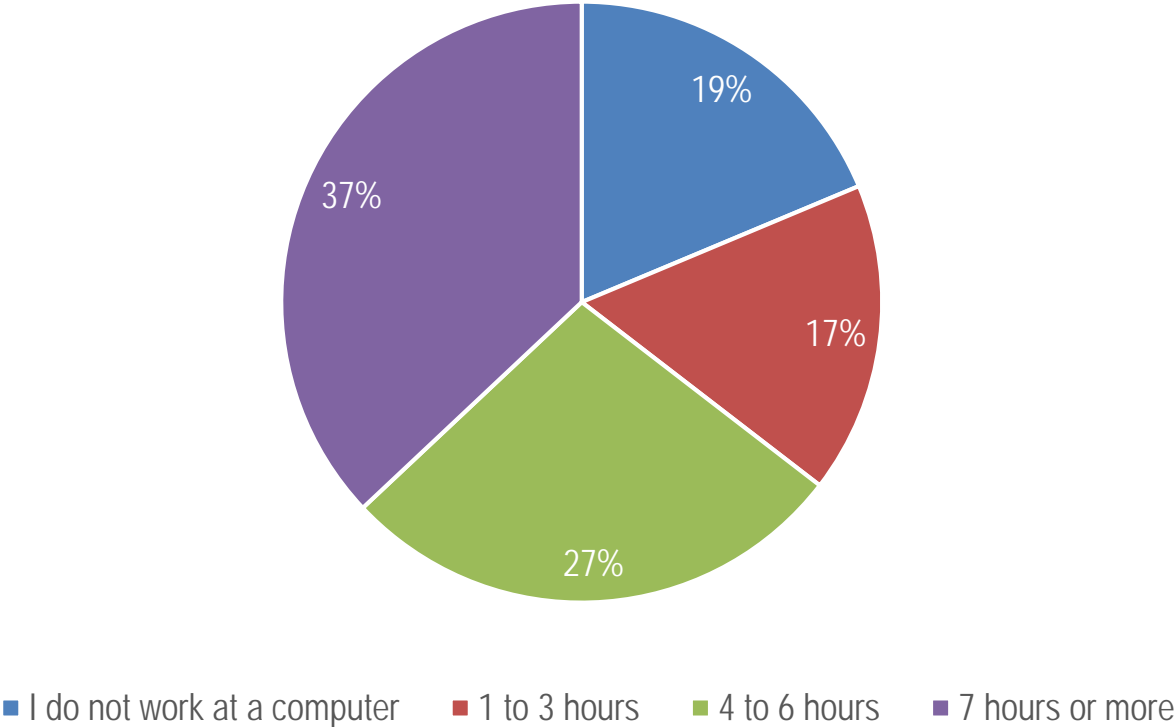


■ Yes, I manage or supervise employees. ■ No, I do not supervise employees.

	Count	%	Mean
Yes, I manage or supervise employees.	372	30.47%	4.52
No, I do not supervise employees.	849	69.53%	4.38
Total	1221	100%	-

¹ Do you manage or supervise people?
 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 11.4. Participation by Computer Use (Hours per Day)

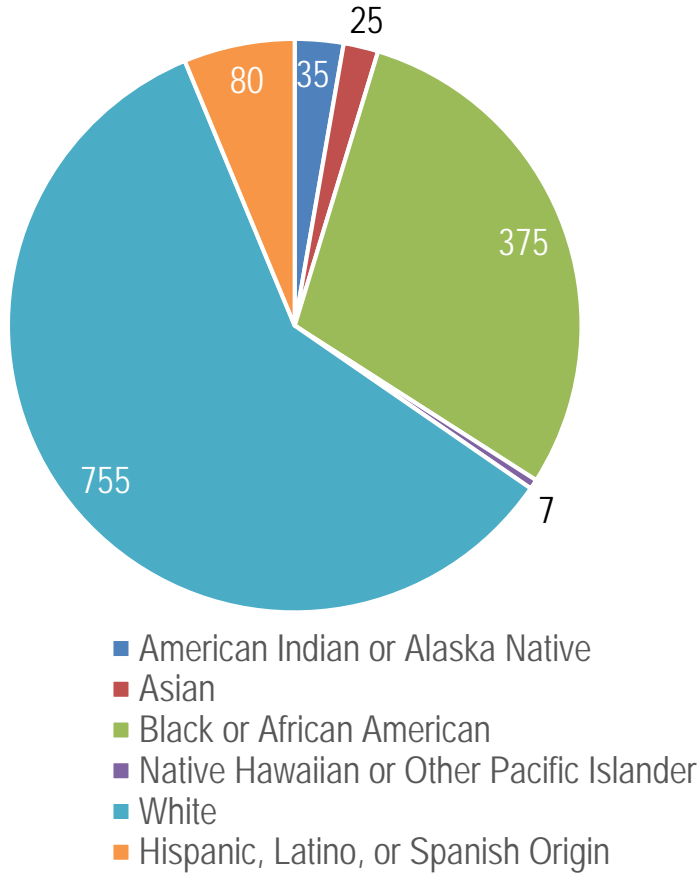


	Count	%	Mean
I do not work at a computer	251	18.69%	4.23
1 to 3 hours	225	16.75%	4.31
4 to 6 hours	370	27.55%	4.45
7 hours or more	497	37.01%	4.49
Total	1343	100%	-

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

On the following pages, tables and figures highlight participation and mean by demographics, specifically by race, year of birth, and gender.

Figure 12. Participation by Race¹ and Ethnicity



	Count	%	Mean
American Indian or Alaska Native	35	2.92%	4.47 ²
Asian	25	2.09%	-
Black or African American	375	31.33%	4.40
Hispanic, Latino, or Spanish Origin ¹	80 ³	-	4.31
Native Hawaiian or Other Pacific Islander	7	0.58%	-
White	755	63.07%	4.47
Total ⁴	1197	100%	-

¹ Participants were asked to “check all that apply”

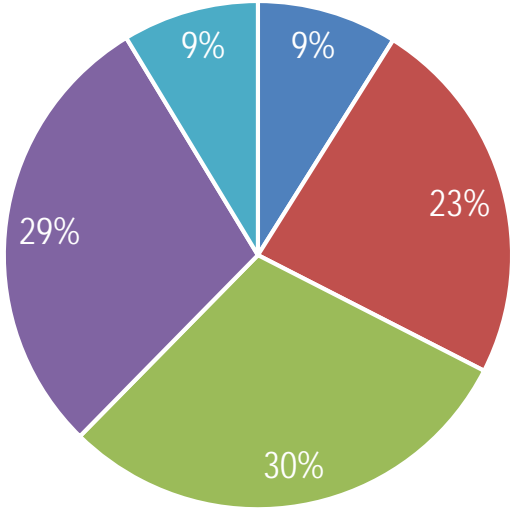
² Includes American Indian or Alaska Native, Asian, and Native Hawaiian or Other Pacific Islander

³ This item was separate from the item asking about race and is therefore not included within total

⁴ Includes categories of race only

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 13. Participation by Year of Birth



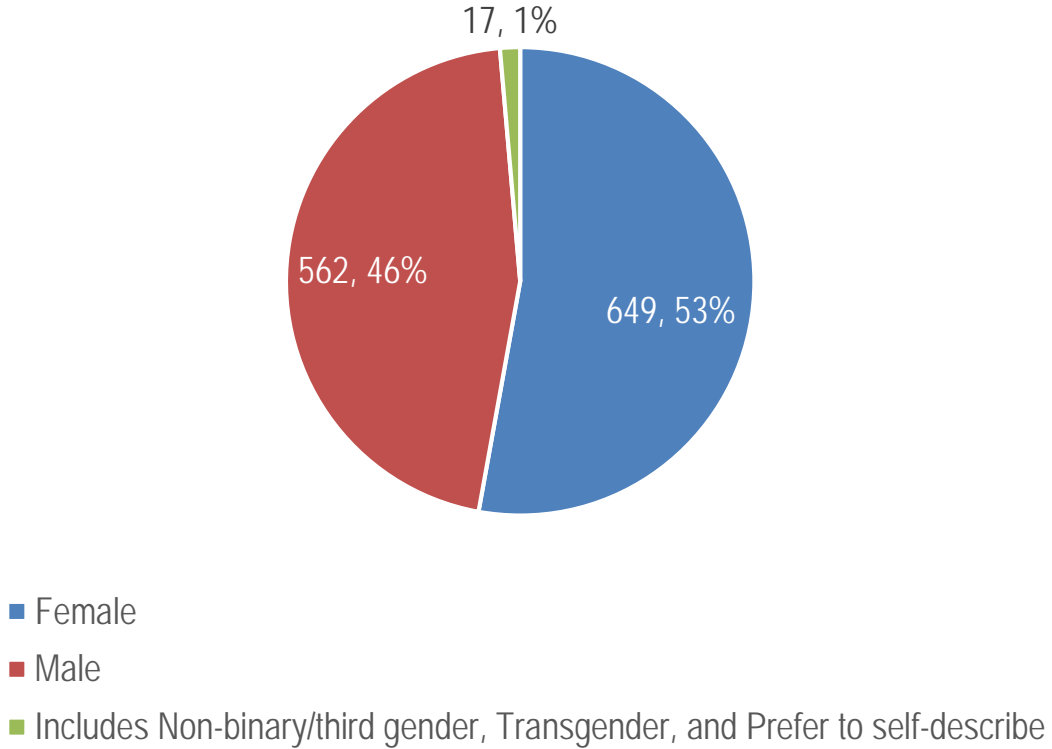
- Includes 2000 or later and Between 1990 and 1999
- Between 1980 and 1989
- Between 1970 and 1979
- Between 1960 and 1969
- 1959 or before

	Count	%	Mean
2000 or later	3	0.26%	-
Between 1990 and 1999	100	8.67%	4.46 ¹
Between 1980 and 1989	272	23.59%	4.48
Between 1970 and 1979	344	29.84%	4.41
Between 1960 and 1969	334	28.97%	4.42
1959 or before	100	8.67%	4.46
Total	1153	100%	-

¹ Includes "2000 or later" category

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 14. Participation by Gender



	Count	%	Mean
Female	649	52.85%	4.45
Male	562	45.77%	4.44
Non-binary/third gender	8	0.65%	4.15 ¹
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
 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

Further Analysis and Limitations

Throughout the report there are suggestions for further analysis considerations based on the summary of scaled data or themed comments presented. In addition to these, the item means are provided in sub-group analysis in the final sets of appendices. These are displayed in a side-by-side format so that the County may consider not only within the subgroup analysis to determine high and low rated items, but also across all subgroups. Subgroups include departments with 7 or more responses, and employment status and demographic variables.

The main limitation to this study was that the survey was administered in an anonymous way. One link was provided to invite employees to participate with all participants utilizing the same link. The County chose to administer the survey in an anonymous way in an attempt to increase participation and to alleviate any anxiety or fear that may be related to sharing one's perception or to simply participating. Limitations related to this include (a) not being able to track participation of individuals, making sure each employee participated only once; (b) reliance on self-reported department, unit, and sub-unit location, as well as employment status and demographics; and (c) potential for mis-marking any of the self-reported items. In addition, some departments within the organization were able to opt out of formally participating. This means that responses may not fully represent the diversity of roles and departments within the County. In future surveys, the County may choose to utilize a survey panel for administration by a third-party to alleviate some of these limitations.

Appendix 1: Data Tables for Summary of Organization-Level Results for Scaled Survey Data

County Summary: Participation by Department

	Count	%
Child Support Services (CSS)	64	4.23%
Clerk of Circuit Court	69	4.56%
Corporation Counsel (OCC)	17	1.12%
County Board of Supervisors	7	0.46%
County Clerk & Election Commission	12	0.79%
County Executive's Office	19	1.26%
County Treasurer	2	0.13%
Department of Health and Human Services (DHHS) & Veterans Services	255	16.85%
Department of Transportation (MCDOT & MCTS)	461	30.47%
Department of Administrative Services (DAS) & Office on African American Affairs (OAAA)	128	8.46%
Department on Aging	48	3.17%
District Attorney	40	2.64%
House of Correction	68	4.49%
Human Resources	49	3.24%
Medical Examiner	4	0.26%
Office of Emergency Management (OEM)	46	3.04%
Office of the Comptroller	19	1.26%
Parks	118	7.80%
Register of Deeds	15	0.99%
Sheriff	18	1.19%
Zoo	54	3.57%
Total	1513	100%

County Summary: Item Mean and Percent Selecting “Strongly Agree”

	Mean	Percent Selecting 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
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.72	32.90
4a. I know what to do if I identify a racially inequitable policy or practice.	4.44	19.46
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.50	25.96
6. I understand the difference between racial equity and racial equality.	4.90	31.85
7. I feel comfortable talking about race.	4.65	25.35
8. I am actively involved in advancing racial equity in my work.	4.21	17.74
9. My department is committed to racial equity.	4.62	27.64
10. Leadership in my department participates in and supports conversations about racial equity.	4.45	26.37
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.68	5.99
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.53	26.35
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.24	19.29
14. The racial demographics of employees within my department reflect the diversity of our community.	4.06	16.90
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.30	18.24
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.35	20.01
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.74	23.55
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.30	16.95
19. The opinions of people of color from the community influence how my department does its work.	3.75	13.08
20. The opinions of staff of color influence how my department does its work.	3.86	14.20
21. My department assesses the impact of our policies and practices on different racial groups.	3.88	13.27

	Mean	Percent Selecting Strongly Agree
22. My department designs services in a way that meets the needs of communities of color.	4.05	14.79
23. My department is prepared to serve customers for whom English is a second or other language.	3.99	16.31
24. I know what to do if I identify a racially unfair policy or practice.	4.31	17.28
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.16	20.93
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.73	30.91
30. Milwaukee County government is making progress advancing racial equity in the community.	4.19	12.62
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.15	12.56
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.72	32.92
33. I am committed to advancing racial equity through my work.	5.10	37.95
34. We can achieve racial equity in Milwaukee County.	4.40	20.13

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?" (n=279).

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

County Summary. Item Frequency Distribution of Response Choices and Count

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Count
1. I think it is valuable to examine and discuss the impacts of race.	32	48	49	164	453	827	1573
2. I feel competent in my interactions with people of other races.	6	20	28	190	705	632	1581
3. I have a basic understanding of concepts related to racial equity.	8	9	17	181	800	565	1580
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	71	90	60	266	547	507	1541
4a. I know what to do if I identify a racially inequitable policy or practice.	31	90	111	340	446	246	1264
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	85	106	107	295	548	400	1541
6. I understand the difference between racial equity and racial equality.	27	53	49	273	642	488	1532
7. I feel comfortable talking about race.	48	81	100	312	622	395	1558
8. I am actively involved in advancing racial equity in my work.	57	175	103	447	419	259	1460
9. My department is committed to racial equity.	68	70	87	285	524	395	1429
10. Leadership in my department participates in and supports conversations about racial equity.	80	116	106	285	463	376	1426
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	334	456	295	128	137	86	1436
12. I understand what skills and experiences are needed to advance to the next level in my career.	89	98	100	274	568	404	1533
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	114	131	137	336	512	294	1524
14. The racial demographics of employees within my department reflect the diversity of our community.	129	166	164	331	464	255	1509
15. My department is taking concrete actions to ensure racial equity for the county workforce.	76	97	115	336	452	240	1316
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	93	98	110	342	512	289	1444
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	2	7	17	57	102	57	242
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	62	95	111	338	433	212	1251

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?" (n=279).

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Count
19. The opinions of people of color from the community influence how my department does its work.	115	234	136	320	298	166	1269
20. The opinions of staff of color influence how my department does its work.	113	221	131	301	358	186	1310
21. My department assesses the impact of our policies and practices on different racial groups.	96	182	135	293	327	158	1191
22. My department designs services in a way that meets the needs of communities of color.	88	157	119	315	387	185	1251
23. My department is prepared to serve customers for whom English is a second or other language.	99	202	135	316	382	221	1355
24. I know what to do if I identify a racially unfair policy or practice.	68	117	140	362	524	253	1464
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	162	125	138	221	499	303	1448
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	63	63	54	274	536	443	1433
30. Milwaukee County government is making progress advancing racial equity in the community.	75	89	105	439	428	164	1300
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	60	111	124	385	399	155	1234
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	78	58	64	260	504	473	1437
33. I am committed to advancing racial equity through my work.	22	21	31	200	630	553	1457
34. We can achieve racial equity in Milwaukee County.	74	69	114	402	464	283	1406

Awareness: I am aware of these efforts Milwaukee County government has done to advance racial equity: (check all that apply.)

	Count (n)
May 2019 resolution declaring racism as a public health crisis	1050
Racial Equity Ambassador program	922
New vision statement (By achieving racial equity, Milwaukee is the healthiest county in Wisconsin)	1043
3-Year strategic objectives to advance racial equity	576
Action plans to achieve the 3-year strategic objectives	426
Staff trainings on racial equity	1114
Health and Equity Framework	420
A racial equity tool to evaluate policies and practices	375
Participation in the Government Alliance on Race and Equity (GARE) network	357
Partnerships with other organizations to drive equitable outcomes	371
None of the above	178
<i>Other (please specify) – Specified comment below</i>	<i>[38]</i>
Separate meetings with smaller RE groups.	1
Budget tool	1
Created Office on African American Affairs	3
DAS D&I Framework	1
DAS D&I Taskforce Study	1
Diverse hiring team at HOC	1
diversity committee	1
Facilities Management Diversity & Inclusion Framework	1
Hired a D&I Director, established OAAA	1
Hiring Practices	1
I have asked to hear the plans and leadership (dept & Division level) has not responded	1
I just started, new to county	2

I know there are programs but I don't know the names	2
I'm not aware of any government programs	2
Involve RE Ambassadors in hiring practices	1
Not discussed in my area of work within Milwaukee County division	2
OCC's efforts re: outside counsel	1
Ordinance, Vision Week	1
Posters One County One Vision	1
Racial Equity Budget Tool	1
Insensitive or Indifferent Statements	8
Uplift MKE	1
Vision week	1
WDDI at BHD	2
Total Awareness Count	6,870

Awareness: What resources would best support you in advancing this vision? (select the 3 most important to you.)

	Count (n)
Training on racial equity	560
Training on population health	311
More time to focus on racial equity	256
More support from my management	299
Racial data specific to my work	556
Conversations on race and racism	533
Information on what other departments are doing	495
Talking points	238
Statistics	355
Other (includes training aligned to history of racial equity, accountability, trauma, emotional intelligence, and linkage grids following training; support from Human Resources; align programs and strategic actions to what other governments are doing; nothing is needed; insensitive or indifferent statements; show outcomes: how do we know what we are doing is making a difference?; broadening of programs)	245

Comment Themes: Perceived Successes

Themed Response	Total Comments (n)
Action Plan	17
Ambassadors	9
Awareness	39
Studies and Conferences	15
Conversations	21
Current Positive Practice	12
D&I Framework	8
Hiring and Promoting Diverse Candidates	20
Need More, Broader Diversity Awareness	14
None, No Need, or Not Aware	43
OAAA	9
Policies (also includes budget, internal programming)	11
Programming	12
Public Health Issue	31
"Started"	23
Training	71
Vision	8
Insensitive or Indifferent Statements	26

Comment Themes: Perceived Challenges

Themed Response	Total Comments (n)
Accountability - Employee	21
Broadened Awareness & Training	95
Competency-Based Training & Hiring	20
Contracts	5
Current Environmental Challenges	2
Department Ownership	5
Expanded Services and Programming	30
Fear of Retribution	3
Funding Priorities	12
Hiring Process / Hire Diverse Candidates	33
Internal Programming	11
Leader Accountability	40
Legislation / Public Policy	11
Mandate Participation	3
Need More Visible Buy-In from Executive Leader	38
Action Plan / Identify and Execute Next Steps	39
Policies	20
Promote Diverse Candidates	30
Public/Private/Public Partnerships	8
Recruiting Diversity	24
Share Value	3
Tools / How Can I Advance?	14
Insensitive or Indifferent Statements	75

The following tables in Appendix 1 display participant responses to “Other (Please Specify)” for demographic items, when applicable.

Are you of Hispanic, Latino, or Spanish Origin? [Yes, another Hispanic, Latino, or Spanish origin (specify)]

- Italian American
- Latin America
- Mexican And Puerto Rican
- Mix
- Portuguese
- Puerto Rican
- Spanish

Do the race and ethnicity categories you selected above reflect how you identify? [No (share how you identify)]

- Latino
- Ashkenazi Jewish
- BAHAI
- Black American
- Christian
- Ethnically Hispanic
- Czech/Slovak American
- White and Mexican origin
- I prefer Bi-racial/Multicultural
- Italian
- Jewish
- Latin American
- Many Latinos are considered a diff. race.
- Middle Eastern (2)
- Multi-ethnic
- Person of Color
- Only Half
- Portuguese
- Puerto Rican
- Puerto Rican American
- Secular Buddhist
- Swedish American
- White with Spanish

What is your gender? [Prefer to self-describe (please specify)]

Trans Male

Participants were invited to share their preference in receiving information related to the County's vision for advancing racial equity. Responses by individuals included the selection of 1 to 3 preferences. The top 3 and bottom 3 preferences for receiving this information is color-coded green (top 3 or highest preference) and red (bottom 3 or lowest preference).

How do you prefer to receive information on efforts to achieve our vision? (select the 3 you prefer most.)

	Count (n)	Rank of Preference
All-staff emails	778	1 - Highest
Department emails	411	2 - 3
Team emails	126	11
Department newsletters	232	8
LMS	297	5
County Connect page	114	12
Milwaukee County website (external)	182	9
What's Up Milwaukee newsletter	411	2 - 3
Department All Hands meetings	249	7
Manager-level meetings	153	10
Team meetings	305	4
Meetings led by Racial Equity Ambassadors	287	6
Social media	88	13
Other (includes all staff meetings, monthly, lunch and learns, MCTS, Park Huddles, personal emails, county-wide update meetings, community organizations represented in meetings, supervisor, training classes; insensitive or indifferent statements)	31	14 - Lowest

Appendix 2: Participation and Mean by Units and Sub-Units

Tables A2.A through A2.J show the participation by department unit and sub-unit, when applicable, including the unit or sub-unit's percentage of participation of the total number of responses within the department or unit.

Table A2.A. Participation and Mean by Unit within Department of Health and Human Services (DHHS) & Veterans Services

	Count	%	Mean
BHD	133	54.29%	4.50
DHHS Management Services and Director's Office	10	4.08%	4.69
Disabilities	35	14.29%	4.65
DYFS	46	18.78%	4.48
Housing	19	7.76%	4.60
Veterans Services	2	0.82%	n < 7
Total	245	100%	-

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

Table A2.A-1. Participation and Mean by Sub-Unit within BHD

	Count	%	Mean
Central Administration	11	10.00%	4.36
Community Services	41	37.27%	4.50
Inpatient	13	11.82%	4.63
Management services	6	5.45%	n < 7
Psych	21	19.09%	4.56
Wrap	18	16.36%	4.43
Total	110	100%	-

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

Table A2.A-2. Participation and Mean by Sub-Unit within Disabilities

	Count	%	Meant
Children's Services	9	31.03%	4.43
Adult Services	20	68.97%	4.78
Total	29	100%	-

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

Table A2.A-2. Participation and Mean by Sub-Unit within DYFS

	Count	%	Mean ¹
Detention Center	6	14.29%	n < 7
Upstairs	36	85.71%	-
Total	42	100%	-

¹ Use the Unit or Department mean given 2 units and one unit with fewer than 7 participants.

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

Table A2.B. Participation and Mean by Unit within Department of Transportation (MCDOT & MCTS)

	Count	%	Mean
Airport	92	23.06%	4.31
Fleet	14	3.51%	4.08
Highway	84	21.05%	4.26
Milwaukee County Transit System (MCTS)	196	49.12%	4.36
Other (Director's Office & Transportation Services)	13	3.26%	4.61
Total	399	100%	-

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

Table A2.B-1. Participation and Mean by Sub-Unit within Airport

	Count	%	Meant
Maintenance	40	47.62%	4.19
Operations	8	9.52%	4.16
Other (Properties, Marketing, Air Service, Planning, IT, Administration, Parking, Business Park, Environmental, Security, Fire)	36	42.86%	4.52
Total	84	100%	-

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

Table A2.B-2. Participation and Mean by Sub-Unit within Highway

	Count	%	Mean
Main Highway Department	35	53.03%	4.44
North Shop	15	22.73%	4.03
South Shop	16	24.24%	4.25
Total	66	100%	-

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

Table A2.B-3. Participation and Mean by Sub-Unit within MCTS

	Count	%	Mean
NR and OPEIU	58	49.15%	4.39
ATU	60	50.85%	4.22
Total	118	100%	-

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

Table A2.C. Participation and Mean by Unit within Department of Administrative Services (DAS) & Office on African American Affairs (OAAA)

	Count	%	Mean
Economic Development or Operations (Risk, CDBP, Procurement)	17	15.60%	4.70
Facilities	44	40.37%	4.19
IMSD	31	28.44%	4.37
Office on African American Affairs (OAAA)	7	6.42%	5.13
Performance Strategy and Budget AND Central Business Office	10	9.17%	4.14
Total	109	100%	-

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

Table A2.D. Participation and Mean by Unit within Department on Aging

	Count	%	Mean
Aging Resource Center	36	81.82%	4.17
Area Agency on Aging	8	18.18%	4.53
Total	44	100%	-

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

Table A2.E. Participation and Mean by Unit within House of Correction

	Count	%	Mean ¹
Civilian	4	6.35%	n < 7
Security	59	93.65%	-
Total	63	100%	-

¹ Use the Department mean given 2 units and one unit with fewer than 7 participants.

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

Table A2.F. Participation and Mean by Unit within Human Resources

	Count	%	Count
Benefits	1	2.94%	n < 7
Employee Relations Division	12	35.29%	4.39
HR Operations (Learning & Development and Pre-Employment)	8	23.53%	4.76
Other (Compensation, Director's Office, Performance Management)	7	20.59%	5.09
Retirement Plan Services	6	17.65%	n < 7
Total	34	100%	-

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

Table A2.G. Participation and Mean by Unit within Office of Emergency Management

	Count	%	Mean
911 Communications Division	14	40.00%	4.51
Emergency Management Division	2	5.71%	n < 7
Emergency Medical Services Division	18	51.43%	4.67
Radio Services Division	1	2.86%	n < 7
Total	35	100%	-

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

Table A2.H. Participation and Mean by Unit within Parks

	Count	%	Mean
Administration & Planning	19	20.00%	4.45
Business Services & Recreation	20	21.05%	4.38
Operations & Trades	56	58.95%	4.19
Total	95	100%	-

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

Table A2.H-1. Participation and Mean by Sub-Unit within Facilities

	Count	%	Mean
Architecture, Engineering, AND Environmental Services	16	38.10%	4.55
Operations AND Maintenance	17	40.48%	3.86
Other (Office for Persons with Disabilities, Land Information Office, Office of Sustainability, Facilities Planning and Development)	9	21.43%	4.24
Total	42	100%	-

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

Table A2.I. Participation and Mean by Unit within Zoo

	Count	%	Mean
Administration, Finance & Operations	7	15.22%	4.81
Animal Management and Health	26	56.52%	4.02
Grounds and Maintenance	10	21.74%	4.28
Marketing and Communications	3	6.52%	n < 7
Total	46	100%	-

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

Table A2.J. Participation and Mean by Unit within Office of the District Attorney

	Count	%	Mean
Attorney Staff	14	36.84%	4.70
Support Staff	24	63.16%	4.36
Total	38	100%	-

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

Appendix 3: Item Results by Department *[Portrait View]*

Table A3-1. Item Means by Department

	Child Support Services (CSS)	Clerk of Circuit Court	Corporation Counsel (OCC)	County Board of Supervisors
1. I think it is valuable to examine and discuss the impacts of race.	5.47	5.51	5.75	5.43
2. I feel competent in my interactions with people of other races.	5.06	5.32	5.18	5.00
3. I have a basic understanding of concepts related to racial equity.	5.11	5.28	5.41	5.71
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.95	4.97	5.35	5.00
4a. I know what to do if I identify a racially inequitable policy or practice.	4.52	4.54	4.47	4.33
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.76	4.85	5.12	4.71
6. I understand the difference between racial equity and racial equality.	4.87	4.85	5.53	5.43
7. I feel comfortable talking about race.	4.35	4.78	4.94	4.71
8. I am actively involved in advancing racial equity in my work.	4.37	4.16	4.69	5.50
9. My department is committed to racial equity.	4.67	4.52	4.94	5.00
10. Leadership in my department participates in and supports conversations about racial equity.	4.30	4.33	4.94	5.14
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.67	2.92	2.00	2.00
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.53	4.44	5.06	4.00
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.24	3.99	4.88	4.00
14. The racial demographics of employees within my department reflect the diversity of our community.	4.52	4.60	4.00	4.14
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.53	4.18	4.88	4.86
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.48	4.33	5.24	4.71
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	5.13	4.00	5.60	
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.64	4.17	4.75	5.17

	Child Support Services (CSS)	Clerk of Circuit Court	Corporation Counsel (OCC)	County Board of Supervisors
19. The opinions of people of color from the community influence how my department does its work.	3.90	4.02	4.60	5.17
20. The opinions of staff of color influence how my department does its work.	3.78	4.07	4.73	5.17
21. My department assesses the impact of our policies and practices on different racial groups.	4.04	3.88	4.69	4.33
22. My department designs services in a way that meets the needs of communities of color.	4.43	4.10	4.20	4.00
23. My department is prepared to serve customers for whom English is a second or other language.	4.97	4.62	4.64	3.00
24. I know what to do if I identify a racially unfair policy or practice.	4.44	3.95	4.76	4.50
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.12	4.28	4.88	4.86
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.82	4.33	5.44	5.14
30. Milwaukee County government is making progress advancing racial equity in the community.	4.41	4.11	4.40	3.57
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.36	4.04	4.57	3.86
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.93	4.86	5.63	5.17
33. I am committed to advancing racial equity through my work.	5.30	5.28	5.47	5.83
34. We can achieve racial equity in Milwaukee County.	4.45	4.63	4.44	5.00

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A3-1. Item Means by Department *Continued*

	County Clerk & Election Commission	County Executive's Office	Department of Health and Human Services (DHHS) & Veterans Services	Department of Transportation (MCDOT & MCTS)
1. I think it is valuable to examine and discuss the impacts of race.	5.33	4.74	5.58	4.92
2. I feel competent in my interactions with people of other races.	5.17	4.89	5.09	5.32
3. I have a basic understanding of concepts related to racial equity.	5.17	5.11	5.25	5.22
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.75	4.74	5.10	4.46
4a. I know what to do if I identify a racially inequitable policy or practice.	4.60	4.67	4.34	4.60
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.50	4.05	4.89	4.39
6. I understand the difference between racial equity and racial equality.	4.75	4.89	5.01	4.77
7. I feel comfortable talking about race.	3.92	4.78	4.70	4.71
8. I am actively involved in advancing racial equity in my work.	3.92	4.82	4.43	4.02
9. My department is committed to racial equity.	4.64	4.80	4.72	4.46
10. Leadership in my department participates in and supports conversations about racial equity.	3.82	5.33	4.65	4.05
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	3.36	2.06	2.46	2.99
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.42	4.33	4.49	4.79
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.36	3.83	4.27	4.42
14. The racial demographics of employees within my department reflect the diversity of our community.	5.08	3.88	4.21	4.23
15. My department is taking concrete actions to ensure racial equity for the county workforce.	3.91	4.69	4.40	4.23
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.78	4.38	4.54	4.26
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	6.00	2.00	4.49	4.87
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.45	5.00	4.38	4.15

	County Clerk & Election Commission	County Executive's Office	Department of Health and Human Services (DHHS) & Veterans Services	Department of Transportation (MCDOT & MCTS)
19. The opinions of people of color from the community influence how my department does its work.	4.50	3.67	4.10	3.48
20. The opinions of staff of color influence how my department does its work.	4.90	4.41	4.12	3.53
21. My department assesses the impact of our policies and practices on different racial groups.	4.14	4.13	4.02	3.69
22. My department designs services in a way that meets the needs of communities of color.	4.89	4.13	4.29	3.83
23. My department is prepared to serve customers for whom English is a second or other language.	5.25	2.56	4.20	3.83
24. I know what to do if I identify a racially unfair policy or practice.	4.42	4.75	4.10	4.48
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.40	4.81	4.15	4.07
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.25	4.59	4.88	4.26
30. Milwaukee County government is making progress advancing racial equity in the community.	4.00	3.33	4.36	3.98
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.56	3.31	4.31	3.90
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.64	4.59	5.15	4.50
33. I am committed to advancing racial equity through my work.	5.42	5.67	5.36	4.89
34. We can achieve racial equity in Milwaukee County.	3.90	3.89	4.58	4.37

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A3-1. Item Means by Department *Continued*

	Department of Administrative Services (DAS) & Office on African American Affairs (OAAA)	Department on Aging	District Attorney	House of Correction
1. I think it is valuable to examine and discuss the impacts of race.	5.42	5.54	5.50	4.82
2. I feel competent in my interactions with people of other races.	4.92	4.92	5.15	5.38
3. I have a basic understanding of concepts related to racial equity.	5.08	5.23	5.15	5.22
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.82	4.93	4.69	4.42
4a. I know what to do if I identify a racially inequitable policy or practice.	4.09	3.89	4.59	4.38
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.46	4.87	4.53	3.88
6. I understand the difference between racial equity and racial equality.	5.08	5.08	4.92	4.73
7. I feel comfortable talking about race.	4.62	4.15	4.93	4.37
8. I am actively involved in advancing racial equity in my work.	4.48	4.26	4.18	3.54
9. My department is committed to racial equity.	4.86	3.84	4.54	4.08
10. Leadership in my department participates in and supports conversations about racial equity.	4.84	3.85	4.53	3.98
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.29	3.38	2.66	3.17
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.07	3.87	4.90	4.52
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	3.97	3.51	4.66	4.31
14. The racial demographics of employees within my department reflect the diversity of our community.	3.32	3.98	4.03	4.56
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.29	3.61	4.34	4.03
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.38	3.67	4.41	3.62
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.72	5.43	5.50	4.17

18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.21	3.80	4.38	3.78
	Department of Administrative Services (DAS) & Office on African American Affairs (OAAA)	Department on Aging	District Attorney	House of Correction
19. The opinions of people of color from the community influence how my department does its work.	3.64	3.66	3.91	3.14
20. The opinions of staff of color influence how my department does its work.	4.01	3.52	3.76	3.56
21. My department assesses the impact of our policies and practices on different racial groups.	3.79	3.26	4.47	3.27
22. My department designs services in a way that meets the needs of communities of color.	3.94	3.74	4.33	3.52
23. My department is prepared to serve customers for whom English is a second or other language.	3.10	4.60	4.50	3.76
24. I know what to do if I identify a racially unfair policy or practice.	4.01	3.87	4.10	4.41
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.15	3.61	4.23	3.14
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	5.26	4.80	4.82	4.71
30. Milwaukee County government is making progress advancing racial equity in the community.	4.36	4.20	4.25	3.84
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.25	4.07	4.24	3.95
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.96	5.11	4.89	4.11
33. I am committed to advancing racial equity through my work.	5.23	5.27	5.18	4.44
34. We can achieve racial equity in Milwaukee County.	4.46	4.51	4.18	3.77

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A3-1. Item Means by Department *Continued*

	Human Resources	Office of Emergency Management (OEM)	Office of the Comptroller	Parks
1. I think it is valuable to examine and discuss the impacts of race.	5.43	5.20	5.61	4.89
2. I feel competent in my interactions with people of other races.	5.41	5.33	5.22	5.04
3. I have a basic understanding of concepts related to racial equity.	5.43	5.24	5.37	4.97
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	5.06	4.60	4.95	4.48
4a. I know what to do if I identify a racially inequitable policy or practice.	4.36	4.62	3.94	4.36
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.76	4.51	4.83	4.20
6. I understand the difference between racial equity and racial equality.	5.21	5.04	4.74	4.74
7. I feel comfortable talking about race.	4.73	4.78	4.61	4.58
8. I am actively involved in advancing racial equity in my work.	4.89	4.61	3.81	4.28
9. My department is committed to racial equity.	5.31	5.14	4.94	4.76
10. Leadership in my department participates in and supports conversations about racial equity.	5.12	5.18	5.00	4.71
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	1.96	1.89	2.47	2.47
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.27	4.60	4.74	4.33
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	3.82	4.48	4.37	4.01
14. The racial demographics of employees within my department reflect the diversity of our community.	4.71	4.59	4.58	2.86
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.78	4.88	4.71	4.22
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.60	4.64	4.71	4.17
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.40	4.60	5.00	4.62
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.56	5.05	4.13	4.51
19. The opinions of people of color from the community influence how my department does its work.	3.56	4.00	3.21	4.03

	Human Resources	Office of Emergency Management (OEM)	Office of the Comptroller	Parks
20. The opinions of staff of color influence how my department does its work.	4.37	4.39	4.40	3.80
21. My department assesses the impact of our policies and practices on different racial groups.	3.79	4.53	4.23	4.11
22. My department designs services in a way that meets the needs of communities of color.	4.11	4.65	3.75	4.08
23. My department is prepared to serve customers for whom English is a second or other language.	3.86	4.32	2.77	3.73
24. I know what to do if I identify a racially unfair policy or practice.	4.33	4.75	4.29	4.17
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.36	4.70	4.28	4.39
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	5.33	4.98	4.61	5.14
30. Milwaukee County government is making progress advancing racial equity in the community.	4.28	4.56	3.93	4.42
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.49	4.39	3.80	4.35
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.72	4.55	5.11	4.45
33. I am committed to advancing racial equity through my work.	5.44	5.18	5.28	5.11
34. We can achieve racial equity in Milwaukee County.	4.60	4.72	4.12	4.30

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A3-1. Item Means by Department *Continued*

	Register of Deeds	Sheriff	Zoo
1. I think it is valuable to examine and discuss the impacts of race.	5.43	4.71	5.07
2. I feel competent in my interactions with people of other races.	5.20	5.59	5.07
3. I have a basic understanding of concepts related to racial equity.	5.27	5.29	4.93
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	5.00	4.76	4.38
4a. I know what to do if I identify a racially inequitable policy or practice.	5.00	4.92	4.40
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.80	4.24	4.15
6. I understand the difference between racial equity and racial equality.	5.20	5.38	4.62
7. I feel comfortable talking about race.	5.00	4.39	4.63
8. I am actively involved in advancing racial equity in my work.	4.14	3.65	3.90
9. My department is committed to racial equity.	4.80	4.31	4.36
10. Leadership in my department participates in and supports conversations about racial equity.	4.87	4.36	4.46
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.13	2.92	2.83
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.79	5.12	4.26
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.93	4.59	4.00
14. The racial demographics of employees within my department reflect the diversity of our community.	4.07	4.39	2.62
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.79	4.54	3.70
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.86	4.87	4.24
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹		4.00	4.40
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.64	4.09	4.02
19. The opinions of people of color from the community influence how my department does its work.	4.36	4.57	3.39
20. The opinions of staff of color influence how my department does its work.	4.43	3.73	3.54

	Register of Deeds	Sheriff	Zoo
21. My department assesses the impact of our policies and practices on different racial groups.	4.36	3.82	3.78
22. My department designs services in a way that meets the needs of communities of color.	4.47	3.73	3.93
23. My department is prepared to serve customers for whom English is a second or other language.	4.80	3.93	3.64
24. I know what to do if I identify a racially unfair policy or practice.	5.13	5.18	4.22
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.87	3.50	4.57
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	5.29	4.29	5.02
30. Milwaukee County government is making progress advancing racial equity in the community.	4.64	3.94	4.38
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.86	4.00	4.37
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	5.20	3.82	4.52
33. I am committed to advancing racial equity through my work.	5.27	4.47	4.70
34. We can achieve racial equity in Milwaukee County.	4.86	4.21	4.00

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Appendix 3: Item Results by Department [*Landscape View*]

Table A3-1. Item Means by Department

	Child Support Services (CSS)	Clerk of Circuit Court	Corporation Counsel (OCC)	County Board of Supervisors	County Clerk & Election Commission	County Executive's Office
1. I think it is valuable to examine and discuss the impacts of race.	5.47	5.51	5.75	5.43	5.33	4.74
2. I feel competent in my interactions with people of other races.	5.06	5.32	5.18	5.00	5.17	4.89
3. I have a basic understanding of concepts related to racial equity.	5.11	5.28	5.41	5.71	5.17	5.11
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.95	4.97	5.35	5.00	4.75	4.74
4a. I know what to do if I identify a racially inequitable policy or practice.	4.52	4.54	4.47	4.33	4.60	4.67
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.76	4.85	5.12	4.71	4.50	4.05
6. I understand the difference between racial equity and racial equality.	4.87	4.85	5.53	5.43	4.75	4.89
7. I feel comfortable talking about race.	4.35	4.78	4.94	4.71	3.92	4.78
8. I am actively involved in advancing racial equity in my work.	4.37	4.16	4.69	5.50	3.92	4.82
9. My department is committed to racial equity.	4.67	4.52	4.94	5.00	4.64	4.80
10. Leadership in my department participates in and supports conversations about racial equity.	4.30	4.33	4.94	5.14	3.82	5.33
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.67	2.92	2.00	2.00	3.36	2.06
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.53	4.44	5.06	4.00	4.42	4.33
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.24	3.99	4.88	4.00	4.36	3.83
14. The racial demographics of employees within my department reflect the diversity of our community.	4.52	4.60	4.00	4.14	5.08	3.88

	Child Support Services (CSS)	Clerk of Circuit Court	Corporation Counsel (OCC)	County Board of Supervisors	County Clerk & Election Commission	County Executive's Office
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.53	4.18	4.88	4.86	3.91	4.69
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.48	4.33	5.24	4.71	4.78	4.38
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	5.13	4.00	5.60		6.00	2.00
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.64	4.17	4.75	5.17	4.45	5.00
19. The opinions of people of color from the community influence how my department does its work.	3.90	4.02	4.60	5.17	4.50	3.67
20. The opinions of staff of color influence how my department does its work.	3.78	4.07	4.73	5.17	4.90	4.41
21. My department assesses the impact of our policies and practices on different racial groups.	4.04	3.88	4.69	4.33	4.14	4.13
22. My department designs services in a way that meets the needs of communities of color.	4.43	4.10	4.20	4.00	4.89	4.13
23. My department is prepared to serve customers for whom English is a second or other language.	4.97	4.62	4.64	3.00	5.25	2.56
24. I know what to do if I identify a racially unfair policy or practice.	4.44	3.95	4.76	4.50	4.42	4.75
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.12	4.28	4.88	4.86	4.40	4.81
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.82	4.33	5.44	5.14	4.25	4.59
30. Milwaukee County government is making progress advancing racial equity in the community.	4.41	4.11	4.40	3.57	4.00	3.33
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.36	4.04	4.57	3.86	4.56	3.31
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.93	4.86	5.63	5.17	4.64	4.59
33. I am committed to advancing racial equity through my work.	5.30	5.28	5.47	5.83	5.42	5.67
34. We can achieve racial equity in Milwaukee County.	4.45	4.63	4.44	5.00	3.90	3.89

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A3-1. Item Means by Department *Continued*

	Department of Health and Human Services & Veterans Services	Department of Transportation	Department of Administrative Services & Office on African American Affairs	Department on Aging	District Attorney	House of Correction
1. I think it is valuable to examine and discuss the impacts of race.	5.58	4.92	5.42	5.54	5.50	4.82
2. I feel competent in my interactions with people of other races.	5.09	5.32	4.92	4.92	5.15	5.38
3. I have a basic understanding of concepts related to racial equity.	5.25	5.22	5.08	5.23	5.15	5.22
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	5.10	4.46	4.82	4.93	4.69	4.42
4a. I know what to do if I identify a racially inequitable policy or practice.	4.34	4.60	4.09	3.89	4.59	4.38
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.89	4.39	4.46	4.87	4.53	3.88
6. I understand the difference between racial equity and racial equality.	5.01	4.77	5.08	5.08	4.92	4.73
7. I feel comfortable talking about race.	4.70	4.71	4.62	4.15	4.93	4.37
8. I am actively involved in advancing racial equity in my work.	4.43	4.02	4.48	4.26	4.18	3.54
9. My department is committed to racial equity.	4.72	4.46	4.86	3.84	4.54	4.08
10. Leadership in my department participates in and supports conversations about racial equity.	4.65	4.05	4.84	3.85	4.53	3.98
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.46	2.99	2.29	3.38	2.66	3.17
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.49	4.79	4.07	3.87	4.90	4.52
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.27	4.42	3.97	3.51	4.66	4.31
14. The racial demographics of employees within my department reflect the diversity of our community.	4.21	4.23	3.32	3.98	4.03	4.56
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.40	4.23	4.29	3.61	4.34	4.03

	Department of Health and Human Services & Veterans Services	Department of Transportation	Department of Administrative Services & Office on African American Affairs	Department on Aging	District Attorney	House of Correction
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.54	4.26	4.38	3.67	4.41	3.62
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.49	4.87	4.72	5.43	5.50	4.17
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.38	4.15	4.21	3.80	4.38	3.78
19. The opinions of people of color from the community influence how my department does its work.	4.10	3.48	3.64	3.66	3.91	3.14
20. The opinions of staff of color influence how my department does its work.	4.12	3.53	4.01	3.52	3.76	3.56
21. My department assesses the impact of our policies and practices on different racial groups.	4.02	3.69	3.79	3.26	4.47	3.27
22. My department designs services in a way that meets the needs of communities of color.	4.29	3.83	3.94	3.74	4.33	3.52
23. My department is prepared to serve customers for whom English is a second or other language.	4.20	3.83	3.10	4.60	4.50	3.76
24. I know what to do if I identify a racially unfair policy or practice.	4.10	4.48	4.01	3.87	4.10	4.41
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.15	4.07	4.15	3.61	4.23	3.14
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.88	4.26	5.26	4.80	4.82	4.71
30. Milwaukee County government is making progress advancing racial equity in the community.	4.36	3.98	4.36	4.20	4.25	3.84
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.31	3.90	4.25	4.07	4.24	3.95
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	5.15	4.50	4.96	5.11	4.89	4.11
33. I am committed to advancing racial equity through my work.	5.36	4.89	5.23	5.27	5.18	4.44
34. We can achieve racial equity in Milwaukee County.	4.58	4.37	4.46	4.51	4.18	3.77

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A3-1. Item Means by Department *Continued*

	Human Resources	Office of Emergency Management (OEM)	Office of the Comptroller	Parks	Register of Deeds	Sheriff	Zoo
1. I think it is valuable to examine and discuss the impacts of race.	5.43	5.20	5.61	4.89	5.43	4.71	5.07
2. I feel competent in my interactions with people of other races.	5.41	5.33	5.22	5.04	5.20	5.59	5.07
3. I have a basic understanding of concepts related to racial equity.	5.43	5.24	5.37	4.97	5.27	5.29	4.93
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	5.06	4.60	4.95	4.48	5.00	4.76	4.38
4a. I know what to do if I identify a racially inequitable policy or practice.	4.36	4.62	3.94	4.36	5.00	4.92	4.40
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.76	4.51	4.83	4.20	4.80	4.24	4.15
6. I understand the difference between racial equity and racial equality.	5.21	5.04	4.74	4.74	5.20	5.38	4.62
7. I feel comfortable talking about race.	4.73	4.78	4.61	4.58	5.00	4.39	4.63
8. I am actively involved in advancing racial equity in my work.	4.89	4.61	3.81	4.28	4.14	3.65	3.90
9. My department is committed to racial equity.	5.31	5.14	4.94	4.76	4.80	4.31	4.36
10. Leadership in my department participates in and supports conversations about racial equity.	5.12	5.18	5.00	4.71	4.87	4.36	4.46
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	1.96	1.89	2.47	2.47	2.13	2.92	2.83
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.27	4.60	4.74	4.33	4.79	5.12	4.26
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	3.82	4.48	4.37	4.01	4.93	4.59	4.00
14. The racial demographics of employees within my department reflect the diversity of our community.	4.71	4.59	4.58	2.86	4.07	4.39	2.62
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.78	4.88	4.71	4.22	4.79	4.54	3.70

	Human Resources	Office of Emergency Management (OEM)	Office of the Comptroller	Parks	Register of Deeds	Sheriff	Zoo
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.60	4.64	4.71	4.17	4.86	4.87	4.24
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.40	4.60	5.00	4.62		4.00	4.40
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.56	5.05	4.13	4.51	4.64	4.09	4.02
19. The opinions of people of color from the community influence how my department does its work.	3.56	4.00	3.21	4.03	4.36	4.57	3.39
20. The opinions of staff of color influence how my department does its work.	4.37	4.39	4.40	3.80	4.43	3.73	3.54
21. My department assesses the impact of our policies and practices on different racial groups.	3.79	4.53	4.23	4.11	4.36	3.82	3.78
22. My department designs services in a way that meets the needs of communities of color.	4.11	4.65	3.75	4.08	4.47	3.73	3.93
23. My department is prepared to serve customers for whom English is a second or other language.	3.86	4.32	2.77	3.73	4.80	3.93	3.64
24. I know what to do if I identify a racially unfair policy or practice.	4.33	4.75	4.29	4.17	5.13	5.18	4.22
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.36	4.70	4.28	4.39	4.87	3.50	4.57
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	5.33	4.98	4.61	5.14	5.29	4.29	5.02
30. Milwaukee County government is making progress advancing racial equity in the community.	4.28	4.56	3.93	4.42	4.64	3.94	4.38
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.49	4.39	3.80	4.35	4.86	4.00	4.37
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.72	4.55	5.11	4.45	5.20	3.82	4.52
33. I am committed to advancing racial equity through my work.	5.44	5.18	5.28	5.11	5.27	4.47	4.70
34. We can achieve racial equity in Milwaukee County.	4.60	4.72	4.12	4.30	4.86	4.21	4.00

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Appendix 4: Item Results by Employment Status, Supervisor Role, Years of Service, Computer Use

Table A4-1. Item Means by Employment Status

	Full time	Part time	Seasonal
1. I think it is valuable to examine and discuss the impacts of race.	5.25	5.16	5.35
2. I feel competent in my interactions with people of other races.	5.19	5.16	5.47
3. I have a basic understanding of concepts related to racial equity.	5.20	5.16	5.18
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.78	4.75	4.47
4a. I know what to do if I identify a racially inequitable policy or practice.	4.41	4.55	4.40
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.55	4.61	4.88
6. I understand the difference between racial equity and racial equality.	4.92	4.64	4.47
7. I feel comfortable talking about race.	4.66	4.97	4.59
8. I am actively involved in advancing racial equity in my work.	4.25	4.38	4.06
9. My department is committed to racial equity.	4.59	4.88	4.94
10. Leadership in my department participates in and supports conversations about racial equity.	4.45	4.63	4.92
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.67	2.39	2.00
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.53	4.97	5.00
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.24	4.89	4.71
14. The racial demographics of employees within my department reflect the diversity of our community.	4.03	4.71	4.41
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.28	4.69	4.94
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.32	4.86	4.94
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.75	4.00	5.00
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.28	4.63	5.00

	Full time	Part time	Seasonal
19. The opinions of people of color from the community influence how my department does its work.	3.74	4.03	3.64
20. The opinions of staff of color influence how my department does its work.	3.86	4.10	2.92
21. My department assesses the impact of our policies and practices on different racial groups.	3.85	4.46	4.36
22. My department designs services in a way that meets the needs of communities of color.	4.02	4.53	3.50
23. My department is prepared to serve customers for whom English is a second or other language.	3.97	4.54	4.36
24. I know what to do if I identify a racially unfair policy or practice.	4.27	4.53	4.71
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.15	4.64	4.50
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.74	4.79	4.65
30. Milwaukee County government is making progress advancing racial equity in the community.	4.20	4.29	4.50
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.14	4.40	4.53
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.78	4.65	5.18
33. I am committed to advancing racial equity through my work.	5.12	5.11	5.41
34. We can achieve racial equity in Milwaukee County.	4.40	4.82	5.06

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A4-2. Item Means by Supervisory Role [Do you manage or supervise people?]

	Yes	No
1. I think it is valuable to examine and discuss the impacts of race.	5.36	5.31
2. I feel competent in my interactions with people of other races.	5.16	5.19
3. I have a basic understanding of concepts related to racial equity.	5.21	5.22
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.90	4.79
4a. I know what to do if I identify a racially inequitable policy or practice.	4.53	4.35
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.63	4.63
6. I understand the difference between racial equity and racial equality.	5.06	4.87
7. I feel comfortable talking about race.	4.78	4.66
8. I am actively involved in advancing racial equity in my work.	4.65	4.10
9. My department is committed to racial equity.	4.79	4.52
10. Leadership in my department participates in and supports conversations about racial equity.	4.77	4.33
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.35	2.78
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.63	4.52
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.42	4.21
14. The racial demographics of employees within my department reflect the diversity of our community.	3.89	4.10
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.44	4.24
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.44	4.33
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.85	4.62
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.51	4.22
19. The opinions of people of color from the community influence how my department does its work.	3.93	3.67
20. The opinions of staff of color influence how my department does its work.	4.12	3.71

	Yes	No
21. My department assesses the impact of our policies and practices on different racial groups.	4.07	3.80
22. My department designs services in a way that meets the needs of communities of color.	4.16	4.00
23. My department is prepared to serve customers for whom English is a second or other language.	4.04	4.02
24. I know what to do if I identify a racially unfair policy or practice.	4.42	4.24
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.32	4.13
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	5.06	4.59
30. Milwaukee County government is making progress advancing racial equity in the community.	4.43	4.17
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.37	4.11
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.95	4.84
33. I am committed to advancing racial equity through my work.	5.27	5.11
34. We can achieve racial equity in Milwaukee County.	4.48	4.50

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A4-3. Item Means by Years of Service

	Less than 1 year	1 – 5 years	6 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26 or more years
1. I think it is valuable to examine and discuss the impacts of race.	5.55	5.36	5.09	5.23	4.97	5.21	5.16
2. I feel competent in my interactions with people of other races.	5.14	5.20	5.16	5.22	5.17	5.25	5.24
3. I have a basic understanding of concepts related to racial equity.	5.32	5.30	5.06	5.16	5.09	5.19	5.20
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.99	4.92	4.71	4.79	4.54	4.68	4.44
4a. I know what to do if I identify a racially inequitable policy or practice.	4.31	4.37	4.41	4.46	4.27	4.76	4.83
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.90	4.71	4.43	4.47	4.18	4.64	4.52
6. I understand the difference between racial equity and racial equality.	5.08	5.05	4.86	4.70	4.66	4.83	4.89
7. I feel comfortable talking about race.	4.97	4.74	4.62	4.54	4.54	4.75	4.88
8. I am actively involved in advancing racial equity in my work.	4.50	4.28	4.23	4.14	4.00	4.37	4.32
9. My department is committed to racial equity.	5.05	4.66	4.55	4.29	4.30	4.60	4.71
10. Leadership in my department participates in and supports conversations about racial equity.	4.87	4.48	4.47	4.20	4.09	4.32	4.76
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.19	2.62	2.70	2.89	2.97	2.82	2.35
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.88	4.50	4.47	4.42	4.37	4.62	4.87
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.85	4.29	4.07	4.04	3.88	4.43	4.39
14. The racial demographics of employees within my department reflect the diversity of our community.	4.26	4.08	4.13	3.85	3.79	4.12	4.18
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.88	4.28	4.16	4.06	3.97	4.30	4.51
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.94	4.35	4.25	4.17	4.02	4.23	4.45

17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.78	4.62	4.87	5.04	4.81	4.80	4.77
	Less than 1 year	1 – 5 years	6 – 10 years	11 – 15 years	16 – 20 years	21 – 25 years	26 or more years
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.88	4.36	4.12	4.12	3.89	4.10	4.49
19. The opinions of people of color from the community influence how my department does its work.	4.23	3.71	3.69	3.55	3.34	3.93	4.03
20. The opinions of staff of color influence how my department does its work.	4.31	3.82	3.77	3.84	3.38	3.99	3.97
21. My department assesses the impact of our policies and practices on different racial groups.	4.70	3.85	3.75	3.79	3.33	3.91	3.88
22. My department designs services in a way that meets the needs of communities of color.	4.72	4.04	3.92	3.79	3.68	4.17	4.12
23. My department is prepared to serve customers for whom English is a second or other language.	4.37	3.97	3.89	3.88	3.71	4.13	4.29
24. I know what to do if I identify a racially unfair policy or practice.	4.43	4.24	4.20	4.23	4.21	4.54	4.72
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.70	4.25	4.14	3.89	3.50	4.22	4.49
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.99	4.74	4.66	4.70	4.41	4.84	4.99
30. Milwaukee County government is making progress advancing racial equity in the community.	4.51	4.21	4.02	4.02	4.00	4.38	4.62
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.46	4.13	4.06	3.88	4.10	4.37	4.56
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	5.25	4.87	4.66	4.64	4.50	4.82	4.69
33. I am committed to advancing racial equity through my work.	5.43	5.25	4.97	5.06	4.77	4.99	5.10
34. We can achieve racial equity in Milwaukee County.	4.83	4.56	4.17	4.28	4.12	4.51	4.39

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A4-4. Item Means by Computer Use (Hours per Day)

	I do not work at a computer	1 to 3 hours	4 to 6 hours	7 hours or more
1. I think it is valuable to examine and discuss the impacts of race.	4.79	5.05	5.44	5.47
2. I feel competent in my interactions with people of other races.	5.30	5.22	5.13	5.15
3. I have a basic understanding of concepts related to racial equity.	5.15	5.14	5.22	5.23
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.39	4.60	4.88	4.97
4a. I know what to do if I identify a racially inequitable policy or practice.	4.63	4.39	4.28	4.44
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.38	4.27	4.69	4.73
6. I understand the difference between racial equity and racial equality.	4.65	4.91	5.02	4.95
7. I feel comfortable talking about race.	4.72	4.69	4.78	4.57
8. I am actively involved in advancing racial equity in my work.	3.85	4.31	4.42	4.29
9. My department is committed to racial equity.	4.23	4.45	4.70	4.78
10. Leadership in my department participates in and supports conversations about racial equity.	3.86	4.30	4.69	4.64
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	3.15	2.78	2.54	2.46
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.80	4.62	4.43	4.43
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.50	4.22	4.18	4.19
14. The racial demographics of employees within my department reflect the diversity of our community.	4.19	3.83	4.01	4.15
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.07	4.16	4.35	4.43
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.11	4.21	4.39	4.51
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.56	4.38	4.61	5.06
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	3.90	4.16	4.36	4.48
19. The opinions of people of color from the community influence how my department does its work.	3.39	3.78	3.85	3.89
20. The opinions of staff of color influence how my department does its work.	3.29	3.73	4.03	4.08

	I do not work at a computer	1 to 3 hours	4 to 6 hours	7 hours or more
21. My department assesses the impact of our policies and practices on different racial groups.	3.55	3.79	3.88	4.06
22. My department designs services in a way that meets the needs of communities of color.	3.63	3.96	4.07	4.24
23. My department is prepared to serve customers for whom English is a second or other language.	3.69	3.96	3.99	4.14
24. I know what to do if I identify a racially unfair policy or practice.	4.50	4.23	4.18	4.28
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.05	4.10	4.21	4.22
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.00	4.70	4.99	4.93
30. Milwaukee County government is making progress advancing racial equity in the community.	3.79	4.11	4.36	4.37
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	3.78	4.08	4.38	4.25
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.44	4.41	4.98	5.01
33. I am committed to advancing racial equity through my work.	4.78	5.01	5.19	5.32
34. We can achieve racial equity in Milwaukee County.	4.33	4.24	4.44	4.59

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Appendix 5: Item Results by Demographics

Table A5-1. Item Means by Race and Ethnicity

	Black or African American	White	American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander	Hispanic, Latino, or Spanish Origin
1. I think it is valuable to examine and discuss the impacts of race.	5.63	5.21	5.16	5.25
2. I feel competent in my interactions with people of other races.	5.29	5.07	5.41	5.40
3. I have a basic understanding of concepts related to racial equity.	5.42	5.12	5.41	5.33
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	5.33	4.60	5.16	4.96
4a. I know what to do if I identify a racially inequitable policy or practice.	4.45	4.35	4.67	4.51
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	5.14	4.44	4.83	4.57
6. I understand the difference between racial equity and racial equality.	5.10	4.85	5.05	4.92
7. I feel comfortable talking about race.	4.90	4.63	4.97	4.84
8. I am actively involved in advancing racial equity in my work.	4.28	4.31	4.34	4.30
9. My department is committed to racial equity.	4.19	4.90	4.42	4.30
10. Leadership in my department participates in and supports conversations about racial equity.	4.08	4.70	4.22	4.16
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	3.06	2.43	3.00	2.93
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.56	4.56	4.61	4.66
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.39	4.29	4.41	4.30
14. The racial demographics of employees within my department reflect the diversity of our community.	4.03	4.02	4.39	4.01
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.04	4.46	4.22	4.00
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.07	4.54	4.32	4.12

	Black or African American	White	American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander	Hispanic, Latino, or Spanish Origin
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.69	4.78	4.27	4.13
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	3.95	4.50	4.22	4.22
19. The opinions of people of color from the community influence how my department does its work.	3.34	4.00	3.90	3.52
20. The opinions of staff of color influence how my department does its work.	3.38	4.16	4.08	3.48
21. My department assesses the impact of our policies and practices on different racial groups.	3.48	4.11	3.96	3.82
22. My department designs services in a way that meets the needs of communities of color.	3.61	4.32	4.00	3.94
23. My department is prepared to serve customers for whom English is a second or other language.	3.97	4.08	3.95	3.74
24. I know what to do if I identify a racially unfair policy or practice.	4.29	4.29	4.14	4.11
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	3.94	4.42	3.96	3.72
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.23	5.07	4.63	4.49
30. Milwaukee County government is making progress advancing racial equity in the community.	3.97	4.42	4.25	3.96
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	3.93	4.35	4.28	3.95
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	5.25	4.77	4.88	4.55
33. I am committed to advancing racial equity through my work.	5.26	5.15	5.07	5.11
34. We can achieve racial equity in Milwaukee County.	4.54	4.46	4.51	4.44

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A5-2. Item Means by Year of Birth

	2000 or later, Between 1990 and 1999	Between 1980 and 1989	Between 1970 and 1979	Between 1960 and 1969	1959 or before
1. I think it is valuable to examine and discuss the impacts of race.	5.42	5.41	5.22	5.33	5.23
2. I feel competent in my interactions with people of other races.	5.06	5.09	5.25	5.18	5.24
3. I have a basic understanding of concepts related to racial equity.	5.33	5.22	5.25	5.19	5.13
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	5.13	4.83	4.89	4.76	4.49
4a. I know what to do if I identify a racially inequitable policy or practice.	4.14	4.19	4.48	4.54	4.59
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.84	4.66	4.66	4.60	4.38
6. I understand the difference between racial equity and racial equality.	5.09	5.02	4.96	4.83	4.71
7. I feel comfortable talking about race.	4.69	4.83	4.73	4.65	4.88
8. I am actively involved in advancing racial equity in my work.	4.32	4.28	4.32	4.23	4.52
9. My department is committed to racial equity.	4.57	4.80	4.61	4.56	4.85
10. Leadership in my department participates in and supports conversations about racial equity.	4.41	4.75	4.39	4.38	4.57
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.82	2.34	2.67	2.76	2.53
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.56	4.50	4.52	4.63	4.63
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.41	4.42	4.30	4.19	4.24
14. The racial demographics of employees within my department reflect the diversity of our community.	3.97	3.95	4.09	4.19	4.09
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.23	4.39	4.36	4.27	4.32
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.32	4.54	4.35	4.30	4.51
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.45	4.60	4.83	4.79	4.88
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.34	4.49	4.31	4.22	4.22
19. The opinions of people of color from the community influence how my department does its work.	3.63	3.92	3.67	3.82	3.89

	2000 or later, Between 1990 and 1999	Between 1980 and 1989	Between 1970 and 1979	Between 1960 and 1969	1959 or before
20. The opinions of staff of color influence how my department does its work.	3.73	4.16	3.80	3.80	3.96
21. My department assesses the impact of our policies and practices on different racial groups.	4.05	4.14	3.93	3.74	3.93
22. My department designs services in a way that meets the needs of communities of color.	4.34	4.15	4.00	4.07	4.10
23. My department is prepared to serve customers for whom English is a second or other language.	4.45	4.00	4.03	3.97	3.91
24. I know what to do if I identify a racially unfair policy or practice.	4.03	4.15	4.26	4.44	4.43
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.07	4.44	4.03	4.28	4.48
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.71	4.81	4.71	4.78	4.88
30. Milwaukee County government is making progress advancing racial equity in the community.	4.26	4.18	4.20	4.34	4.47
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.19	4.01	4.25	4.27	4.28
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	4.94	5.00	4.81	4.84	4.84
33. I am committed to advancing racial equity through my work.	5.20	5.34	5.12	5.11	5.07
34. We can achieve racial equity in Milwaukee County.	4.73	4.55	4.39	4.50	4.46

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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

Table A5-3. Item Means by Gender

	Female	Male	Non-binary/third gender, Transgender, Self-describe
1. I think it is valuable to examine and discuss the impacts of race.	5.48	5.11	4.88
2. I feel competent in my interactions with people of other races.	5.12	5.24	5.13
3. I have a basic understanding of concepts related to racial equity.	5.22	5.22	5.07
4. I can identify examples of institutional racism (in other words, when organizational programs or policies work better for white people than for people of color, regardless of intention).	4.97	4.69	4.53
4a. I know what to do if I identify a racially inequitable policy or practice.	4.33	4.51	5.20
5. I understand why we focus on racial equity (as opposed to gender, socioeconomic status, disability status, etc.).	4.82	4.43	4.00
6. I understand the difference between racial equity and racial equality.	4.98	4.86	4.81
7. I feel comfortable talking about race.	4.71	4.74	4.65
8. I am actively involved in advancing racial equity in my work.	4.34	4.20	4.53
9. My department is committed to racial equity.	4.59	4.73	4.19
10. Leadership in my department participates in and supports conversations about racial equity.	4.48	4.51	3.67
11. Leadership in my department communicates the importance of addressing racial inequities and achieving racial equity.	2.64	2.59	3.00
12. I understand what skills and experiences are needed to advance to the next level in my career.	4.43	4.75	4.00
13. I have opportunities to gain the skills and experiences needed to advance to the next level in my career.	4.21	4.43	3.94
14. The racial demographics of employees within my department reflect the diversity of our community.	4.06	4.08	4.35
15. My department is taking concrete actions to ensure racial equity for the county workforce.	4.33	4.37	3.93
16. My department has a culture in which diversity in beliefs, ideas, and experience are valued.	4.40	4.42	3.81
17a. My department is taking concrete actions to increase equity in its contracting and procurement practices. ¹	4.76	4.76	5.33
18. My department is taking concrete actions to achieve racial equity for Milwaukee County residents.	4.34	4.36	4.06
19. The opinions of people of color from the community influence how my department does its work.	3.75	3.86	2.92

	Female	Male	Non-binary/third gender, Transgender, Self-describe
20. The opinions of staff of color influence how my department does its work.	3.83	3.96	3.88
21. My department assesses the impact of our policies and practices on different racial groups.	3.89	4.02	3.29
22. My department designs services in a way that meets the needs of communities of color.	4.11	4.10	3.38
23. My department is prepared to serve customers for whom English is a second or other language.	4.10	3.98	3.36
24. I know what to do if I identify a racially unfair policy or practice.	4.19	4.40	4.31
25. I do not fear retaliation if I raise awareness about a racially inequitable policy or practice.	4.16	4.33	3.31
26. Milwaukee County government has made an explicit commitment to advancing racial equity.	4.82	4.69	4.67
30. Milwaukee County government is making progress advancing racial equity in the community.	4.26	4.28	4.27
31. Milwaukee County government is transparent to Milwaukee County residents about its progress on achieving racial equity.	4.18	4.22	3.93
32. Achieving racial equity is the right strategic priority for Milwaukee County government.	5.04	4.67	4.19
33. I am committed to advancing racial equity through my work.	5.30	5.02	4.60
34. We can achieve racial equity in Milwaukee County.	4.55	4.45	3.81

¹ Item shows when participant responds "Yes" to item 17, "Do you work with contracting and procurement?"

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