



Diversity & Inclusion Survey

Prepared for:

Kalamazoo County

July 23, 2019

deep
SEE
Consulting



Table of Contents

Executive Summary.....	3
Key Findings.....	3
Key Recommendations.....	3
Survey Introduction	4
Methodology	4
Participation.....	4
Participation Rate	4
Overview:	4
Participation by Department	5
Demographics	6
Data Analysis – Individual Experience and Commitment	7
Key Findings.....	7
Recommendations.....	8
Data Analysis – Direct Manager/ Supervisor Commitment	9
Key Findings.....	9
Recommendation.....	10
Data Analysis – Organizational Environment and Commitment	11
Key Findings.....	11
Recommendations	12
Data Analysis – Miscommunication	13
Key Findings.....	13
Recommendations	13
Appendix 1 – Response by Identified Race/Ethnicity	14
Appendix 2 – Responses by Identified Gender	17
Appendix 3 – Responses by Identified Sexual Orientation.....	20

Executive Summary

Kalamazoo County Government partnered with deepSEE Consulting to develop, distribute, and analyze a Diversity and Inclusion (D&I) survey for all its employees.

Key Findings

- High response rates indicate interest and engagement around the topic of D&I.
- Demographics of employees that responded are relatively representative of Kalamazoo county demographics along the lines of race and gender.
- Employees believe that their behavior supports D&I, but others may not perceive their behavior as supporting D&I.
- There is a marked interest in and support for D&I related activities including education, team building, and less formal gatherings (e.g., meals, discussions).
- Employees generally have positive perceptions about their supervisors, but they do not necessarily see supervisors addressing D&I related issues.
- Employees generally enjoy working at Kalamazoo County Government.
- Employees do not generally see or experience the ways that the organization and its senior leaders support D&I.

Key Recommendations

- Provide employees with learning opportunities to develop cultural competence.
- Provide employees with education and other opportunities to better understand how they can appreciate and encourage D&I.
- Provide direct managers and supervisors with education and support to make visible the work they are doing related to D&I.
- Provide leaders with learning opportunities to develop cultural competence so they can model and coach effective strategies for working with diverse groups.
- Increase awareness about Board leadership and structural support for D&I, which includes policies, procedures, and leadership communication about D&I.
- Create a comprehensive strategy to appreciate and actively support D&I. A comprehensive includes multiple approaches to build and reinforce the use of D&I related knowledge and skills.
- Provide skill-building opportunities to improve communication skills and reduce miscommunication due to misunderstanding.

Survey Introduction

Methodology

deepSEE conducted a Diversity and Inclusion survey for Kalamazoo County Government. The survey was designed to better understand the work environment at Kalamazoo County Government particularly related to Diversity and Inclusion (D&I). This survey was sent to 871 employees via survey monkey. The survey included 20 multiple choice questions using a five-point Likert scale, 4 open-ended questions, and asked employees to identify along four demographic characteristics. The survey incorporated five categories: individual experience and commitment, direct manager/supervisor commitment, organizational environment and commitment, miscommunication, and identification of demographic characteristics. To protect confidentiality during data analysis, demographic groups with less than eight (8) respondents were combined with the group who chose not to identify with a specific demographic.

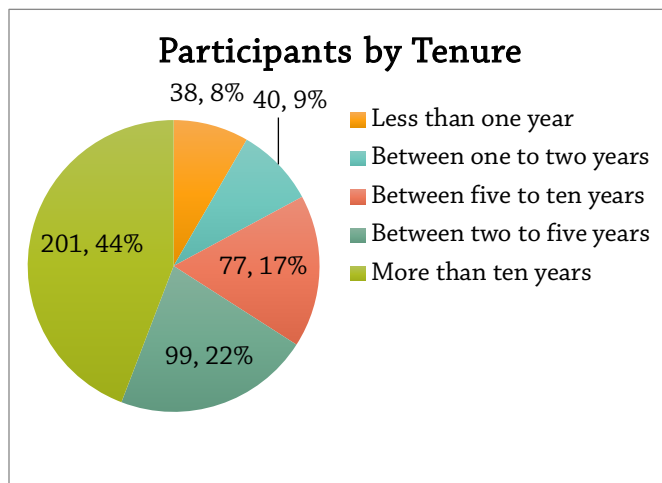
Participation

Participation Rate

Total invitations	871
Recorded responses	530
Open, reviewed, no Responses	43
Completed surveys	487
Response rate	56%

Overview:

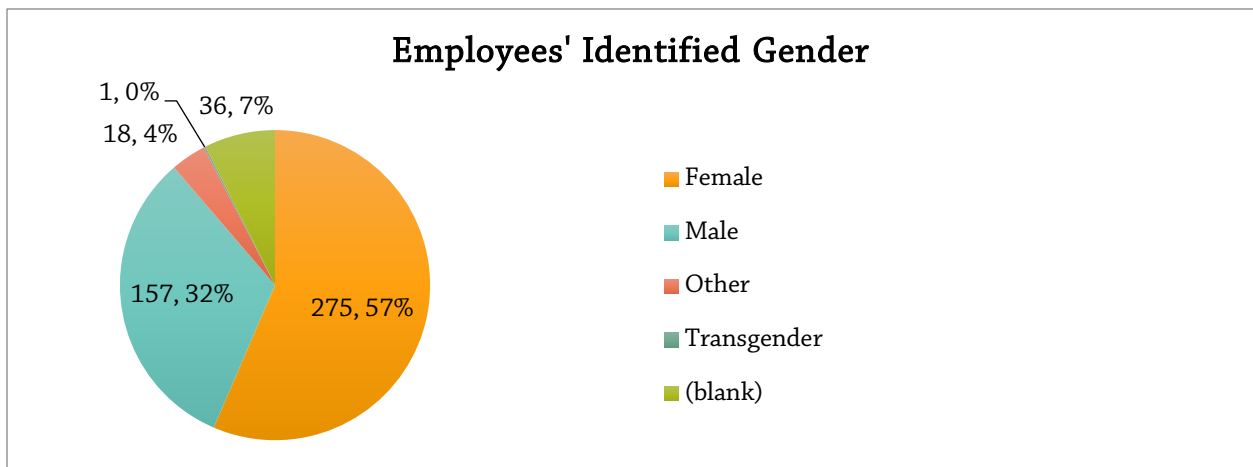
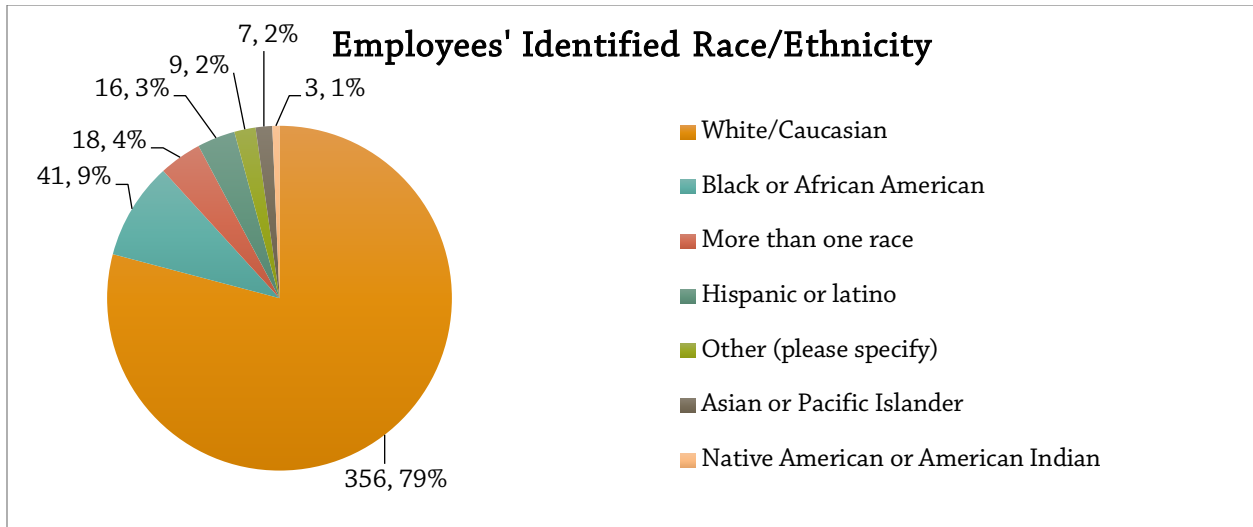
Of the 871 employees invited to participate in the survey, 530 employees opened and clicked through the survey. 487 employees answered the majority of questions. The majority of employees also chose to identify themselves on one or more demographics questions. The participation rate was 56%, which is comparatively higher to participation rates for similar surveys at similarly sized organizations. This suggests that employees are interested in sharing their opinions about D&I. It also suggests that employees are comfortable sharing their opinions via an electronic survey. Due to the high response rate, it is safe to assume that the responses in this group are representative of the entire employee population.



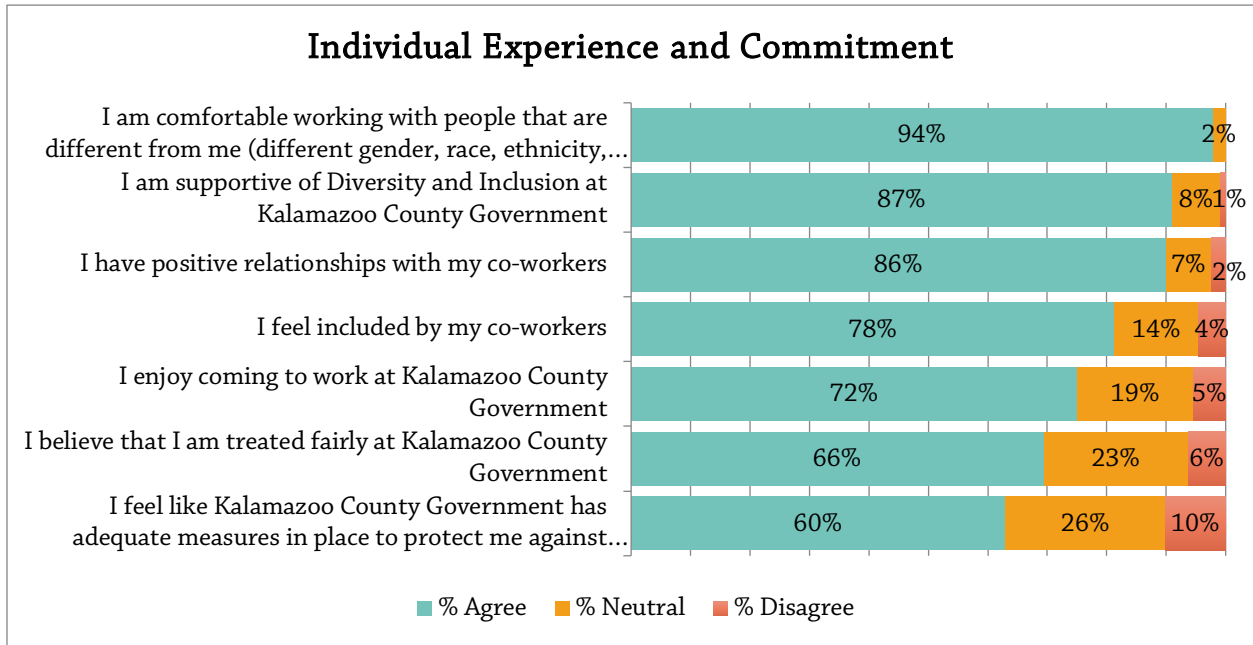
Participation by Department

Department	#	%
Circuit Court	88	20.5%
Sheriff's office	76	17.7%
District Court	53	12.3%
Prosecuting Attorney	37	8.6%
Maternal & Child Health	25	5.8%
Clinical services	22	5.1%
Environmental Health	17	4.0%
Community Services	13	3.0%
Information Technology	10	2.3%
Clerk/Register's office	9	2.1%
Finance	8	1.9%
Human Resources	8	1.9%
County Administration	7	1.6%
Park & Expo center	7	1.6%
Office of Community Corrections	6	1.4%
Treasurer's Office	5	1.2%
Prefer not to identify	5	1.2%
Animal Services & Enforcement	4	0.9%
Kalamazoo County Juvenile Home.	4	0.9%
Airport	3	0.7%
Building & Grounds	3	0.7%
Friend of the Court (FOC)	3	0.7%
HCS	3	0.7%
Planning & Community Development	3	0.7%
Probate Court	3	0.7%
Equalization	2	0.5%
Area Agency on Aging	1	0.2%
Cook	1	0.2%
Drain Commissioner's Office	1	0.2%
Drain Office, and I help Planning Dept.	1	0.2%
HCS Administration Operations	1	0.2%
MSU Extension	1	0.2%

Demographics



Data Analysis ~ Individual Experience and Commitment



Key Findings

Responses to questions in this section indicate that employees have a positive perception of themselves and the way they treat others. For example, the majority feels they:

- Are comfortable working with people that are different from themselves (94%)
- Are supportive of Diversity and Inclusion (D&I) (87%)
- Have positive relationships with their co-workers (86%)

Responses to questions in this and other sections also indicate that there is a difference between how culturally competent employees perceive *themselves* to be in comparison to their co-workers—generally speaking, most employees believe themselves to be at a higher level of cultural competence than they likely are, especially in comparison to co-workers. There is more variability in how people responded to questions about Kalamazoo County government as a whole.

This is a common disconnect. The majority of people believe they have a high level of skill interacting effectively across differences while believing that many of their co-workers, and the system at large, do not. Responses like these illustrate that individuals often feel that they are displaying tolerance and support, but their behavior is not perceived as such by others.

Many open-ended comments also support this idea of others needing help and support in dealing with issues related to cultural competence. Some ideas for acknowledging and appreciating cultural differences included meals, education, group discussions, and providing forums to discuss diversity-related issues.

There was no pattern of difference between demographic groups on responses to questions about themselves or their co-workers in this section.

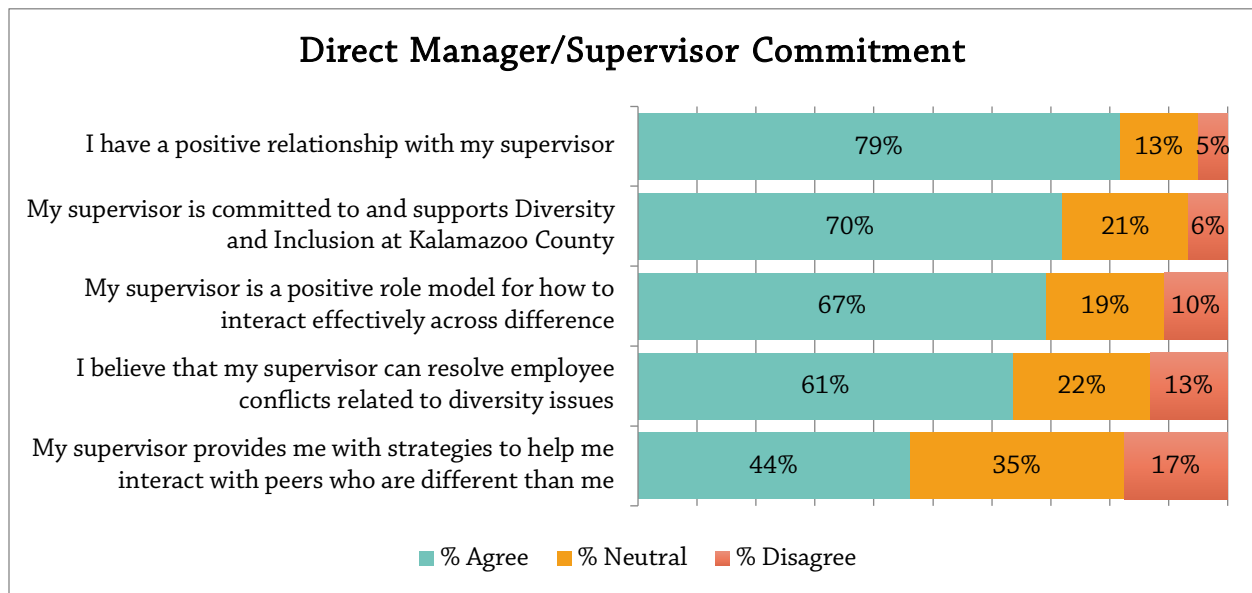
There was a proportional difference in the way people responded to questions about Kalamazoo County Government as a whole between individuals who identified as belonging to different race/ethnicity groups (i.e., percent of agree response, percent neutral response, percent disagree). Those identifying as Black or African American reported a proportionally higher level of neutral responses than people who identified as any of the other race/ethnicity categories. Almost all people who identified as Hispanic or Latino and the majority of people who identified as White agreed with these questions.

Recommendations

Responses indicate that there is strong interest in and support for learning opportunities and activities related to cultural competence. We recommend providing employees with education and other opportunities to better understand how they can continue to grow their individual level of cultural competence. These activities should focus on ways that people experience difference, understand or recognize bias, and what they can do to interact more effectively across any perceived difference.

Cultural competence training is specifically designed to help individuals develop their abilities to work and interact effectively with people from different cultural backgrounds. This type of training will help participants more effectively interact with each other by developing awareness about their own world view and how that world view impacts their interactions with others.

Data Analysis ~ Direct Manager/Supervisor Commitment



Key Findings

The majority of people report having a strong relationship with their supervisor (79%) and that their supervisor is committed to diversity and inclusion (D&I) (70%). However, there are higher levels of neutrality and disagreement on questions related to the behaviors supervisors can use to support D&I, including:

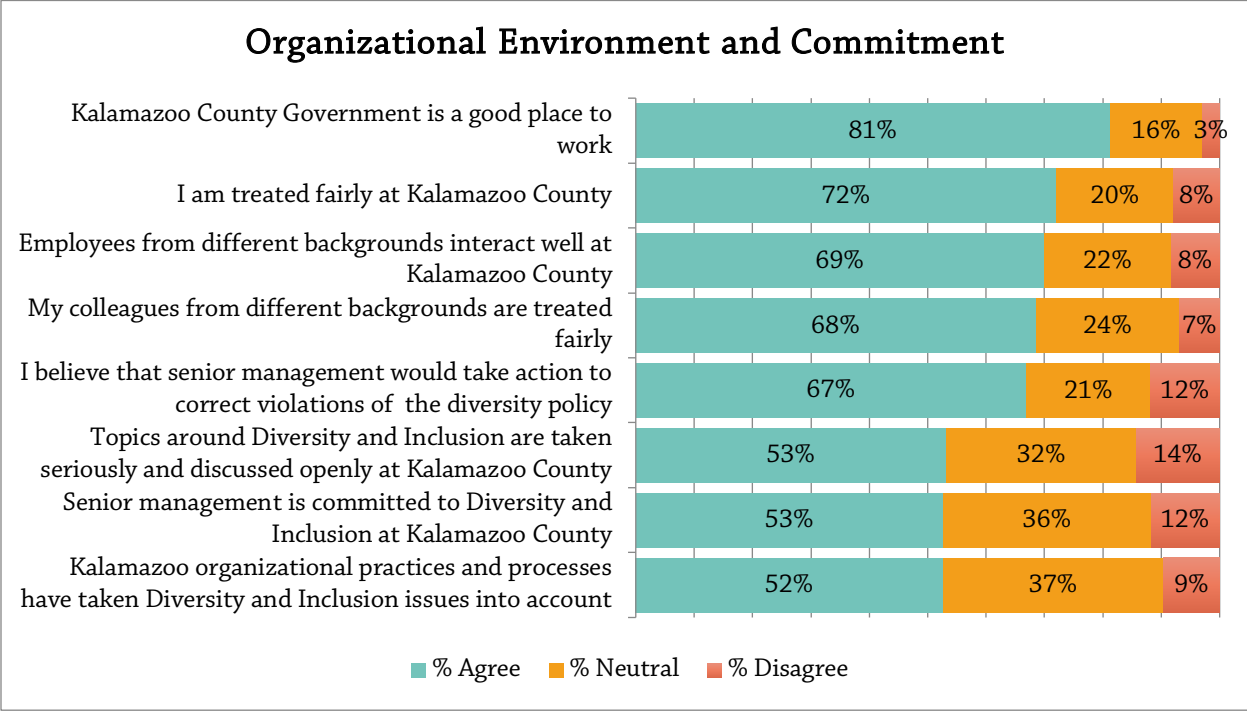
- Supervisor being a positive role model for how to interact effectively across differences. (19% neutral, 10% disagree).
- Resolving conflicts related to diversity issues (22% neutral, 13% disagree).
- Providing strategies to interact with peers that are different than me (35% neutral, 17% disagree).

These responses seem to indicate that while employees have positive perceptions of their supervisors, they do not necessarily see their supervisors addressing D&I related issues. Individuals identifying as Black or African American responded with proportionally higher levels of disagreement to these questions than all other respondents. The other race/ethnicity groups had proportionally similar responses to these questions. There were also proportionally similar responses based on gender identification. This does not necessarily indicate that supervisors are doing poorly; rather, it indicates that their actions are not visible to the majority of their employees.

Recommendation

It is of paramount importance for all managers and supervisors to make a commitment to demonstrating culturally competent behavior on a daily basis. Directed training to increase personal cultural awareness, to be able to explain both the larger business case for and interpersonal importance of culturally competent interaction and provide tools and strategies for those they manage to constantly improve their culturally competent interaction will build a solid foundation for longer-range planning and implementation.

Data Analysis ~ Organizational Environment and Commitment



Key Findings

The majority of employees reported a positive personal experience of working at Kalamazoo County Government. There is also a high level of agreement on questions relating to how other employees are treated at Kalamazoo County Government. The level of agreement reduced, and the level of neutrality increased, on more general questions about Kalamazoo County practices, open discussion about Diversity and Inclusion (D&I), and senior management commitment to D&I.

There is a lower level of agreement to almost all of the questions in this section from people that identify as part of less-represented racial or ethnic groups (e.g., black or African American, Hispanic or Latino, more than one race). This lower level of agreement was due to higher levels of neutrality rather than disagreement.

Collectively these responses indicate that while the majority of employees like working at Kalamazoo County, they do not generally see or experience the ways that the organization and its senior leaders support D&I. There is limited indication of negative experiences related to D&I. However, the lack of visibility and understanding around organizational practices and senior leader support indicate that the structural efforts to support D&I (e.g., policies, practices, programs) are not clearly visible or understood by the majority of employees.

Comments indicate that there is a strong bias towards using education and training to support D&I work. The majority of comments about what Kalamazoo County does well and what they could do more of to support D&I relates to training. Other common responses include building awareness of policies and procedures related to D&I, enforcing those policies and procedures, and continuing to build a more diverse workforce.

Recommendations

The first step in addressing structural support for D&I work is for leadership at all levels to develop individual levels of cultural competence. In order for them to lead in this context at an organizational level, they first have to understand themselves and how to effectively interact with those who are culturally different across the broadest range of categories possible. From there, leaders can continue their personal development work, as well as teach, coach, and model culturally competent behavior.

Structural support in general includes reviewing all policies and programs in general through a culturally competent lens. This awareness can be built by providing information asking for feedback about policies and programs related to D&I via education, routine communication, and marketing materials (e.g., posters, fliers, brochures).

Implementing strategies beyond just workshops and training sessions to support culturally competent interaction are integral to creating a common language and set of expectations around D&I. Building a culture that appreciates and promotes differences and inclusion necessitates a comprehensive strategy that incorporates multiple approaches for building and reinforcing the use of culturally competent knowledge and skills.

Data Analysis ~ Miscommunication

Average of “In a typical day, what percentage of your time is unproductive or spent off- task due to issues related to communication”	15.24
Possible reasons for miscommunication:	
Misunderstandings	57%
Stress	34%
Conflict	29%
Lack of trust	29%
Politics	28%
Too much work	23%
Silos	18%

Key Findings

Almost all groups averaged between 15-16% of their time in an average work day being unproductive due to communication-related issues. The groups that reported significantly less time lost included individuals identifying as Hispanic or Latino (11%), more than one race (11%), gender other than male or female (9%), and sexual orientation other than heterosexual (12%). This means that in an eight-hour day, employees report, on average, spending 73 minutes dealing with communication-related issues.

Almost all groups also indicated that misunderstandings were a key-contributing factor to communication issues. This indicates that employees may not understand how bias affects messages, have challenges communicating complete messages as well as matching verbal and non-verbal communication. In addition, miscommunication can be caused by not asking clarifying questions to better understand the initial communication prior to taking action.

Interestingly, silos seem to be one of the smallest contributing factors to communication issues. With an organization the size of Kalamazoo County Government, where employees regularly interact with people in other departments that may or may not be in the same physical location, silos are often a much larger contributor to miscommunication.

Recommendations

We recommend providing employees with cultural competence training, which has been shown to reduce miscommunication by helping people understand:

- Personal bias
- How bias affects messages
- How to communicate that message with both verbal and non-verbal communication

- How to respectfully ask for clarification to ensure understanding of communication

Appendix 1 ~ Response by Identified Race/Ethnicity

This appendix shows the average response to each question based on self-identified gender.

Respondents Based on Gender

	Total	
White/Caucasian	356	
Black or African American	41	
(blank)	37	
More than one race	18	
Hispanic or Latino	16	
Other (please specify)	9	
Asian or Pacific Islander	7	Asian/Pacific Islander and Native American/American Indian responses combined with "Blank" due to low response
Native American or American Indian	3	
Grand Total	487	

Individual Experience and Commitment

Questions	Black or African American	Hispanic or Latino	More than one race	White/Caucasian	(blank)	All employee average
I am comfortable working with people that are different from me (different gender, race, ethnicity, background, etc.)	4.76	4.75	4.83	4.55	4.30	4.57
I am supportive of Diversity and Inclusion at Kalamazoo County Government	4.59	4.69	4.44	4.34	3.84	4.35
I have positive relationships with my co-workers	4.41	4.63	4.39	4.21	4.00	4.24
I feel included by my co-workers	4.18	4.31	4.11	4.03	3.65	4.04
I enjoy coming to work at Kalamazoo County Government	4.15	4.25	4.06	3.96	3.40	3.96
I believe that I am treated fairly at Kalamazoo County Government	3.76	4.38	3.61	3.90	3.11	3.85

I feel like Kalamazoo County Government has adequate measures in place to protect me against discrimination I might face based on my identity

	3.51	4.06	3.50	3.80	3.10	3.73
--	------	------	------	------	------	------

Direct Manager/Supervisor Commitment

Questions	Black or African American	Hispanic or Latino	More than one race	White/Caucasian	(blank)	All employee average
Average of I have a positive relationship with my supervisor	4.10	4.69	4.44	4.14	3.69	4.15
My supervisor is committed to and supports Diversity and Inclusion at Kalamazoo County	3.98	4.25	4.28	3.93	3.38	3.93
My supervisor is a positive role model for how to interact effectively across difference	3.83	4.25	3.83	3.83	3.15	3.81
I believe that my supervisor can resolve employee conflicts related to diversity issues	3.60	4.06	3.83	3.69	3.19	3.68
My supervisor provides me with strategies to help me interact with peers who are different than me	3.61	4.00	3.61	3.40	2.76	3.42

Organizational Environment and Commitment

Questions	Black or African American	Hispanic or Latino	More than one race	White/Caucasian	(blank)	All employee average
Kalamazoo County Government is a good place to work	4.10	4.00	4.00	4.02	3.70	4.00
I am treated fairly at Kalamazoo County	3.61	3.88	3.67	3.96	3.62	3.88
I believe that senior management would take action to correct violations of the diversity policy	3.59	4.25	3.28	3.82	3.41	3.76
My colleagues from different backgrounds are treated fairly	3.51	3.88	3.89	3.88	3.57	3.82
Employees from different backgrounds interact well at Kalamazoo County	3.23	3.63	3.78	3.87	3.68	3.78
Senior management is committed to Diversity and Inclusion at Kalamazoo County	3.15	3.81	3.39	3.62	3.27	3.55
Topics around Diversity and Inclusion are taken seriously and discussed openly at Kalamazoo County	3.28	3.69	3.33	3.55	3.22	3.50

Kalamazoo organizational practices and processes have taken Diversity and Inclusion issues into account

3.10 3.69 3.11 3.59 3.43 3.52

Communication

Questions	Black or African American	Hispanic or Latino	More than one race	White/Caucasian	(blank)
Average of "In a typical day, what percentage of your time is unproductive or spent off- task due to issues related to communication"	15.82	11.06	10.78	15.55	21.00
Possible reasons for miscommunication:					
Stress	37%	50%	33%	36%	19%
Conflict	24%	44%	33%	30%	16%
Silos	15%	13%	39%	19%	11%
Politics	29%	25%	61%	25%	27%
Too much work	12%	38%	17%	25%	19%
Lack of trust	34%	13%	50%	28%	27%
Misunderstandings	56%	75%	39%	61%	24%

Appendix 2 ~ Responses by Identified Gender

This appendix shows the average response to each question based on self-identified gender.

Number of Responses Based on Identified Gender

	Total	
Female	275	
Male	157	
Other	18	
Transgender	1	Transgender responses combined with "(blank)" due to low response
(blank)	36	
Grand Total	487	

Individual Experience and Commitment

Questions	Female	Male	Other	(blank)	Overall Average
I am comfortable working with people that are different from me (different gender, race, ethnicity, background, etc.)	4.53	4.67	4.67	4.42	4.58
I am supportive of Diversity and Inclusion at Kalamazoo County Government	4.37	4.39	4.11	4.00	4.35
I have positive relationships with my co-workers	4.20	4.31	4.44	4.00	4.24
I feel included by my co-workers	4.01	4.15	4.06	3.58	4.04
I enjoy coming to work at Kalamazoo County Government	3.97	4.04	3.61	3.63	3.96
I believe that I am treated fairly at Kalamazoo County Government	3.85	3.99	3.28	3.26	3.84
I feel like Kalamazoo County Government has adequate measures in place to protect me against discrimination I might face based on my identity	3.72	3.88	2.94	3.16	3.72

Direct Manager/Supervisor Commitment

Questions	Female	Male	Other	(blank)	Overall Average
I have positive relationship with my supervisor	4.15	4.21	4.22	3.72	4.15
My supervisor is committed to and supports Diversity and Inclusion at Kalamazoo County	3.91	4.01	4.06	3.40	3.92
My supervisor is a positive role model for how to interact effectively across difference	3.83	3.89	3.71	3.08	3.80
I believe that my supervisor can resolve employee conflicts related to diversity issues	3.64	3.85	3.33	3.20	3.68
My supervisor provides me with strategies to help me interact with peers who are different than me	3.44	3.48	3.33	2.83	3.42

Organizational Environment and Commitment

Questions	Female	Male	Other	(blank)	Overall Average
Kalamazoo County Government is a good place to work	4.06	3.98	3.67	3.78	4.00
I am treated fairly at Kalamazoo County	3.86	3.99	3.22	3.67	3.86
I believe that senior management would take action to correct violations of the diversity policy	3.69	3.97	3.33	3.44	3.75
My colleagues from different backgrounds are treated fairly	3.76	3.97	3.39	3.69	3.81
Employees from different backgrounds interact well at Kalamazoo County	3.71	3.90	3.72	3.67	3.77
Senior management is committed to Diversity and Inclusion at Kalamazoo County	3.49	3.76	3.11	3.28	3.54
Topics around Diversity and Inclusion are taken seriously and discussed openly at Kalamazoo County	3.46	3.63	3.28	3.17	3.48
Kalamazoo organizational practices and processes have taken Diversity and Inclusion issues into account	3.48	3.61	3.61	3.36	3.51

Communication

Questions	Female	Male	Other	(blank)
Average of In a typical day, what percentage of your time is unproductive or spent off- task due to issues related to communication	15.66	15.03	9.41	16.38
Possible reasons for miscommunication:				
Stress	40%	29%	28%	14%
Conflict	35%	23%	33%	11%
Silos	17%	20%	22%	14%
Politics	24%	31%	50%	28%
Too much work	23%	27%	28%	11%
Lack of trust	35%	21%	28%	19%
Misunderstandings	64%	56%	39%	22%

Appendix 3 ~ Responses by Identified Sexual Orientation

This appendix shows the average response to each question based on self-identified sexual orientation.

Respondents Based on Sexual Orientation

	Total	
Heterosexual or straight	418	
(blank)	44	
Other (please specify)	11	
Bisexual	7	Bisexual and Gay or Lesbian combined with "Blank" due to low response
Gay or lesbian	7	
Grand Total	487	

Individual Experience and Commitment

Values	Heterosexual or straight	Other	(blank)
I am comfortable working with people that are different from me (different gender, race, ethnicity, background, etc.)	4.59	4.64	4.30
I am supportive of Diversity and Inclusion at Kalamazoo County Government	4.37	4.18	3.85
I have positive relationships with my co-workers	4.23	4.55	4.04
I feel included by my co-workers	4.04	4.27	3.81
I enjoy coming to work at Kalamazoo County Government	3.97	4.09	3.59
I believe that I am treated fairly at Kalamazoo County Government	3.87	3.91	3.38
I feel like Kalamazoo County Government has adequate measures in place to protect me against discrimination I might face based on my identity	3.74	3.82	3.26

Direct Manager/Supervisor Commitment

Values	Heterosexual or		
	straight	Other	(blank)
I have positive relationship with my supervisor	4.15	4.55	3.91
My supervisor is committed to and supports Diversity and Inclusion at Kalamazoo County	3.92	4.45	3.64
My supervisor is a positive role model for how to interact effectively across difference	3.82	4.36	3.39
I believe that my supervisor can resolve employee conflicts related to diversity issues	3.67	4.36	3.42
My supervisor provides me with strategies to help me interact with peers who are different than me	3.41	3.90	3.12

Organizational Environment and Commitment

Values	Heterosexual or		
	straight	Other	(blank)
Kalamazoo County Government is a good place to work	4.02	3.73	3.80
I am treated fairly at Kalamazoo County	3.87	3.91	3.68
I believe that senior management would take action to correct violations of the diversity policy	3.79	3.45	3.50
My colleagues from different backgrounds are treated fairly	3.83	4.00	3.64
Employees from different backgrounds interact well at Kalamazoo County	3.78	4.00	3.70
Senior management is committed to Diversity and Inclusion at Kalamazoo County	3.55	3.64	3.36
Topics around Diversity and Inclusion are taken seriously and discussed openly at Kalamazoo County	3.49	3.45	3.36
Kalamazoo organizational practices and processes have taken Diversity and Inclusion issues into account	3.51	3.55	3.50

Communication

Sexual Orientation	Heterosexual or straight	Other	(blank)
Average of In a typical day, what percentage of your time is unproductive or spent off- task due to issues related to communication	15.40	11.82	18.14
Possible reasons for miscommunication:			
Stress	36%	18%	16%
Conflict	30%	18%	16%
Silos	19%	18%	14%
Politics	27%	27%	32%
Too much work	24%	9%	18%
Lack of trust	29%	18%	25%
Misunderstandings	60%	45%	30%