



DEI EMPLOYEE VOICE SURVEY

Sam Borrego, DEI Manager, She/Her/Hers

 ARAPAHOE COUNTY

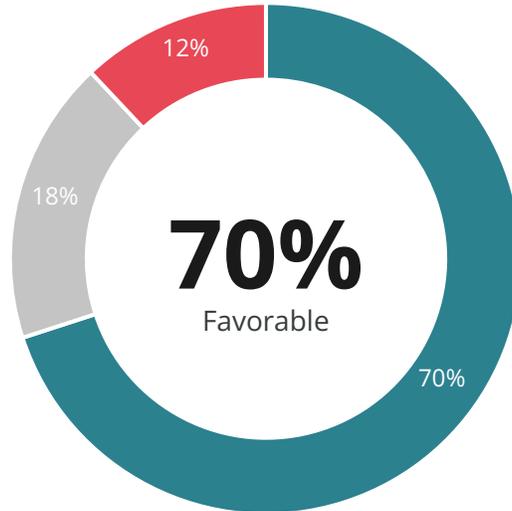
DEI



Summary

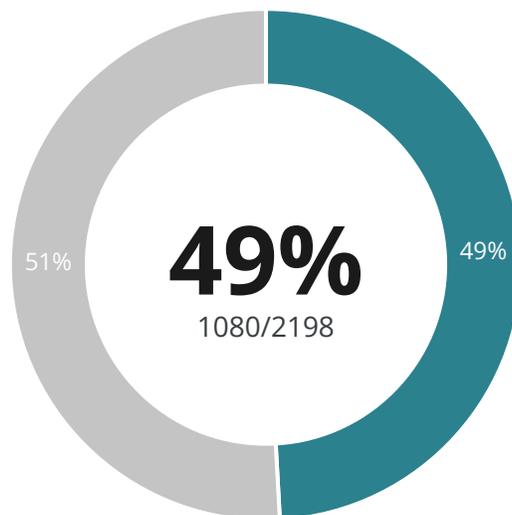
CAMPAIGN DATA: DEI Employee Voice Survey
PARTICIPATION RATE: 49% (1080/2198)

Overall Score



Note: 70% or above is considered a favorable score

Participation



Summary

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High Scores

ITEM	FAVORABLE
6. In instances where I am working with someone with different identities than me, I feel confident in navigating our differences in an inclusive manner.	84%
8. I feel included by my direct supervisor.	81%
4. I feel included by my coworkers.	77%
28. I find enjoyment in the job that I perform.	76%
27. My job is fulfilling and challenging.	76%
9. I can safely raise challenging issues with my direct supervisor.	75%
7. In instances where I am working with someone with different identities than me, I feel they successfully navigate our differences in an inclusive manner.	75%
10. My direct supervisor regularly recognizes my efforts and contributions.	75%
5. When I share feedback with people on my team, they are receptive to it.	74%
12. My direct supervisor validates and/or supports my identities that are different from their own (e.g., different genders, races, religions, ages, etc.).	73%

Low Scores

ITEM	FAVORABLE
21. I believe the performance evaluation process is objective.	54%
13. My direct supervisor encourages me to learn more about diversity, equity, and inclusion.	58%
24. I am confident appropriate action will be taken if I report an instance of offensive, embarrassing, or hurtful language or actions (e.g., inappropriate jokes, rumors, hurtful gossip, isolating behaviors).	60%
3. I feel I can share my ideas and opinions without fear of negative consequences.	60%
20. This organization encourages a healthy balance between work and personal life.	62%
22. I believe that an employee's identity has no effect on the internal promotion process.	63%
19. This organization demonstrates a commitment to developing and retaining a diverse workforce.	64%
1. I can be my authentic self at work without fear of judgment or repercussions.	66%
25. My current paid time off leave options meet my needs (vacation, sick, disability, parental, etc.).	67%
17. Employees here are treated equitably regardless of religious beliefs, veteran status, race, ethnicity, age, gender, disability, sexual orientation, etc.	68%

Details

CAMPAIGN DATA: DEI Employee Voice Survey

PARTICIPATION RATE: 49% (1080/2198)

THEME: All Items

Items

ITEM	N	FAVORABLE	NEUTRAL	UNFAVORABLE
1. I can be my authentic self at work without fear of judgment or repercussions.	1074	66%	18%	16%
2. I feel like I belong at this organization.	1077	73%	17%	10%
3. I feel I can share my ideas and opinions without fear of negative consequences.	1074	60%	20%	20%
4. I feel included by my coworkers.	1075	77%	16%	7%
5. When I share feedback with people on my team, they are receptive to it.	1076	74%	18%	8%
6. In instances where I am working with someone with different identities than me, I feel confident in navigating our differences in an inclusive manner.	1045	84%	12%	4%
7. In instances where I am working with someone with different identities than me, I feel they successfully navigate our differences in an inclusive manner.	1032	75%	18%	7%
8. I feel included by my direct supervisor.	1073	81%	11%	8%
9. I can safely raise challenging issues with my direct supervisor.	1072	75%	14%	11%
10. My direct supervisor regularly recognizes my efforts and contributions.	1071	75%	15%	10%
11. My direct supervisor helps develop me to learn and grow in my career.	1067	69%	18%	13%
12. My direct supervisor validates and/or supports my identities that are different from their own (e.g., different genders, races, religions, ages, etc.).	961	73%	21%	6%
13. My direct supervisor encourages me to learn more about diversity, equity, and inclusion.	1007	58%	29%	13%
14. I would recommend this organization as a great place to work to people with similar backgrounds and identities as me.	1067	70%	18%	12%
15. I would recommend this organization as a great place to work to people with different backgrounds and identities than me.	1063	71%	20%	9%

Details

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THEME: All Items

ITEM	N	FAVORABLE	NEUTRAL	UNFAVORABLE
16. I feel comfortable speaking up if I witness someone in my department/office being treated unfairly.	1061	73%	13%	14%
17. Employees here are treated equitably regardless of religious beliefs, veteran status, race, ethnicity, age, gender, disability, sexual orientation, etc.	1050	68%	17%	15%
18. This organization demonstrates a commitment to recruiting and hiring people from diverse backgrounds.	1011	70%	23%	7%
19. This organization demonstrates a commitment to developing and retaining a diverse workforce.	1023	64%	23%	13%
20. This organization encourages a healthy balance between work and personal life.	1071	62%	21%	17%
21. I believe the performance evaluation process is objective.	1042	54%	27%	19%
22. I believe that an employee's identity has no effect on the internal promotion process.	1023	63%	20%	17%
23. I believe that employees from all identities are encouraged to apply for higher-level positions.	1016	69%	20%	11%
24. I am confident appropriate action will be taken if I report an instance of offensive, embarrassing, or hurtful language or actions (e.g., inappropriate jokes, rumors, hurtful gossip, isolating behaviors).	1046	60%	20%	20%
25. My current paid time off leave options meet my needs (vacation, sick, disability, parental, etc.).	1069	67%	15%	18%
26. Most days, I look forward to my work.	1075	69%	20%	11%
27. My job is fulfilling and challenging.	1074	76%	16%	8%
28. I find enjoyment in the job that I perform.	1076	76%	16%	8%
29. Overall, I love my job.	1075	70%	20%	10%

DEMOGRAPHIC DATA

Note on how to read the following data:

- 70% or above is considered a favorable score (we want all items to be at least 70%)
- Items in **bold** and highlighted are below the 70% threshold
- A 7% or more difference in response between dominant and marginalized groups is considered both statistically and meaningfully significant
- Items with the asterisk are consistent with the county's overall lowest-scoring items

DEFINITIONS

Marginalized

- Considered abnormal, different, less than
- Often left out, forgotten, pushed aside
- The world is not organized to their benefit
- Do not have access to resources due to barriers
- Forced to adapt to the dominant standard
- Very conscious of lack of privilege
- May sometimes internalize the idea that they are less than

Dominant

- Considered the norm, standard, expectation
- Receive the focus, attention, validation
- The world is organized to their benefit
- Able to access resources that others are not
- Often unconscious of their privileged status
- Do not consider different experiences because they do not have to
- Often do not believe that they contribute to the problem or that there is one

Question	Caregiver (210)	Non-Caregiver (828)
I can be my authentic self at work without fear of judgment or repercussions.*	60%	69%
I feel I can share my ideas and opinions without fear of negative consequences.*	56%	62%
When I share feedback with people on my team, they are receptive to it.	67%	77%
I feel included by my direct supervisor.	74%	83%
I can safely raise challenging issues with my direct supervisor.	70%	77%
My direct supervisor helps develop me to learn and grow in my career.	60%	72%
I believe that employees from all identities are encouraged to apply for higher level positions.	64%	71%

Note: There were several responses that were 6% off, just short of the 7% criteria

Question	LGBTQIA+ (78)	Straight (911)
I can be my authentic self at work without fear of judgment or repercussions.*	53%	68%
I feel like I belong at this organization.	58%	75%
I can safely raise challenging issues with my direct supervisor.	67%	77%
My direct supervisor encourages me to learn more about DEI.*	51%	60%
I would recommend this organization as a great place to work to people with similar backgrounds and identities as me.	60%	72%
I would recommend this organization as a great place to work to people with different backgrounds and identities than me.	65%	72%
Employees here are treated equitably regardless of religious beliefs, veteran status, race, ethnicity, age, gender, disability, sexual orientation, etc.*	58%	69%
This organization demonstrates a commitment to recruiting and hiring people from diverse backgrounds.	55%	71%
This organization demonstrates a commitment to developing and retaining a diverse workforce.*	52%	66%
This organization encourages a healthy balance between work and personal life.*	51%	63%

Question	LGBTQIA+ (78)	Straight (911)
I believe the evaluation process is objective.*	41%	55%
I believe that an employee's identity has no effect on the internal promotion process.*	51%	65%
I believe that employees from all identities are encouraged to apply for higher level positions.	60%	70%
I am confident appropriate action will be taken if I report an instance of offensive, embarrassing, or hurtful language or actions.*	44%	62%
My current paid time off leave options meet my needs.*	60%	67%

Question	POC (287)	White (762)
I can be my authentic self at work without fear of judgment or repercussions.*	56%	70%
I feel like I belong at this organization.	65%	76%
I feel I can share my ideas and opinions without fear of negative consequences.*	53%	62%
When I share feedback with people on my team, they are receptive to it.	68%	76%
In instances where I am working with someone with different identities than me, I feel they successfully navigate our differences in an inclusive manner.	68%	77%
I feel included by my direct supervisor.	74%	83%
I would recommend this organization as a great place to work to people with similar backgrounds and identities as me.	64%	72%
I would recommend this organization as a great place to work to people with different backgrounds and identities than me.	67%	73%
I feel comfortable speaking up if I witness someone in my department/office being treated unfairly.	64%	77%
Employees here are treated equitably regardless of religious beliefs, veteran status, race, ethnicity, age, gender, disability, sexual orientation, etc.*	59%	71%

Question	POC (287)	White (762)
This organization demonstrates a commitment to recruiting and hiring people from diverse backgrounds.	65%	72%
This organization demonstrates a commitment to developing and retaining a diverse workforce.*	58%	67%
I believe that an employee's identity has no effect on the internal promotion process.*	55%	66%
I believe that employees from all identities are encouraged to apply for higher level positions.	61%	72%

Note: For Black employees, all but 4 questions were 7% or above difference and below the 70% favorability rate

Note: For Hispanic employees, many of the questions were 7% or above difference and below the 70% favorability rate

Question	Immigrant (58)	Non-Immigrant (973)
When I share feedback with people on my team, they are receptive to it.	83%	75%
I can safely raise challenging issues with my direct supervisor.	83%	75%
My direct supervisor regularly recognizes my efforts and contributions.	83%	75%
My direct supervisor helps develop me to learn and grow in my career.	78%	69%
My direct supervisor validates and/or supports my identities that are different from their own.	84%	73%
My direct supervisor encourages me to learn more about DEI.*	68%	58%
This organization demonstrates a commitment to recruiting and hiring people from diverse backgrounds.	82%	69%
This organization demonstrates a commitment to developing and retaining a diverse workforce.*	72%	64%
I believe the performance evaluation process is objective.*	62%	53%
I believe that an employee's identity has no effect on the internal promotion process.*	72%	63%
My job is fulfilling & challenging	83%	76%
Overall, I love my job	81%	70%

Question	Score 39 & Below (350)	Score 40 & Above (730)
I feel I belong at this organization.	68%	75%
I would recommend this organization as a great place to work to people with similar background and identities as me.	66%	73%
I would recommend this organization as a great place to work to people with different background and identities than me.	66%	74%
I am confident appropriate action will be taken if I report an instance of offensive, embarrassing, or hurtful language or actions.	56%	62%
My current paid time off leave options meet my needs.	59%	71%

Question	GED-Associates (433)	Bachelor's-Doctorate (615)
I feel I can share my ideas and opinions without fear of negative consequences.	57%	64%
I feel included by my co-workers.	73%	80%
When I share feedback with people on my team, they are receptive to it.	70%	79%
I feel included by my direct supervisor.	75%	85%
My direct supervisor encourages me to learn more about DEI.	52%	63%

Question	Family Planning (116)	Not Family Planning (855)
I believe the performance evaluation process is objective.	62%	53%
My current paid time off options meet my needs.	58%	70%

Question	Women (671)	Men (409)
Employees here are treated equitably regardless of religious beliefs, veteran status, race, ethnicity, age, gender, disability, sexual orientation, etc.	64%	71%
I believe that employees from all identities are encouraged to apply for higher-level positions.	65%	72%

Note: Several responses were 6% below, 1% off from the 7% criteria

Note: Additional gender identities were not included due to insufficient sample size

REFLECTIONS

- This is a starting place and there is room to grow
- Some of these results are what we would expect to see
- There are some potential biases and inequities to address
- We need to address policies, practices, and some aspects of our culture

COMMENT THEMES

How to read the following Data:

- Comments are mostly ordered from least frequently to most frequently mentioned with the exception of a few themes that strongly relate to each other and were listed next to each other
- The number of comments associated with each theme are communicated in the parenthesis next to the theme
- The overall theme is listed on the left hand side and examples of comments associated with that theme are listed on the right hand side
- There were 625 respondents who commented.
- It was possible for comments to be included in more than one theme category.

Theme	Examples
Performance Reviews (12)	<ul style="list-style-type: none"> • Rating system appears subjective • Add DEI to performance reviews • Convoluted and complicated • Too much time • Doesn't recognize staff achievements or make them feel valued
Communication (13)	<ul style="list-style-type: none"> • More visibility of DEI efforts • Too top down • Issues are brought but no actions are taken • Report hiring, employee, promotion, retention, etc. data
Recruitment (23)	<ul style="list-style-type: none"> • Offer internships, shadowing, and part-time jobs for marginalized student groups • Recruit more people of color and other marg. groups • Work more with local colleges

Theme	Examples
Hiring (93)	<ul style="list-style-type: none"> • Remove degree requirements (especially from entry-level jobs) and other barriers (former incarceration) • Post more on diverse job boards (Black, Hispanic, etc.) • No quotas or hiring based on race or sexual orientation (comments mostly from white employees) • Hire more Black, Hispanic, and other marginalized employees • Hire more Black, Hispanic, and other marginalized people leaders • Clearer requirements for hiring • Transparency in the selection process • More diversity on hiring panels
Inclusion (23)	<ul style="list-style-type: none"> • Use and be inclusive of pronouns • Reduce favoritism, gossip, preferential treatment • Allow voices to be heard, even if it's not a popular opinion
Reporting/Investigations (25)	<ul style="list-style-type: none"> • Create anonymous reporting line • Accountability for hurtful language or bad behavior • Stronger disciplinary actions (could be letting people go) • Create a safer environment for people to report

Theme	Examples
Employee Engagement (25)	<ul style="list-style-type: none"> • Cultural events and celebrations • Employee Resource Groups or other groups similar • Space to share DEI accomplishments and learn • Team bonding events • More events and opportunities for employee appreciation and recognition
Bias (25)	<ul style="list-style-type: none"> • Favoritism and who you know • Lack of advancement for people of color • Named types of bias: Gender, role, age, religious, LGBTQIA, racial, disability
Advancement (32)	<ul style="list-style-type: none"> • Clearer steps on advancement options, how to advance, and make public • Individual coaching, mentoring, and support • Leadership classes <i>before</i> getting promoted • More intentional discussion and development employees so they can advance • More advancement options not just supervisor/managerial

Theme	Examples
Promotion (62)	<ul style="list-style-type: none"> • Mentoring for marginalized groups • Hire outside people for management roles • Have stricter and clearer criteria for promotions • Hire more within • Invest in each employee not just those who are favored • Remove education and certificate requirements • White men get promoted more than other groups
Accountability (36)	<ul style="list-style-type: none"> • Feedback is taken but not applied • Bad behavior is permitted • Believe and address issues • Get rid of people who don't act in the best interest of their team or the county
Benefits (39)	<ul style="list-style-type: none"> • Fully paid parental leave and “ramp up” system for parents • Sick & Vacation time in one bank and given upon hire • More floating holidays to address more cultures (Hispanics, Native Americans, Asians) and religions • Remove waiting period for Short Term Disability • Tuition reimbursement for any class or certificate not just what is relevant to your role or working towards a degree • More coverage (IVF) and cheaper costs

Theme

Examples

Leadership (45)

- Provide more training (disability, communication, micromanaging, different cultures, providing feedback, how to manage conflict, owning mistakes, inclusiveness)
- Remove nepotism, favoritism, preferential treatment, and top-down
- Increase openness to feedback
- Increase the number of women, people of color, and other marginalized groups
- More support for growth and promotion
- Better pipeline and mentoring opportunities

Compensation (59)

- Higher wages and more competitive pay
- Provide a cost-of-living increase
- Increase pay for certificates and trainings use as incentives
- Equity in pay between departments
- Evaluate pay inequities (share more on how)
- Pay tenured employees more
- Better retirement plan
- Assess lower-paid workers to raise wages

Theme	Examples
Training (77)	<ul style="list-style-type: none"> • Make DEI training mandatory (but also the opposite) and offer it more frequently (complaints about two-year rotation) • Special topics (Antisemitism, LGBTQIA+, Pronouns, Disability, Language Justice, BIPOCs, Refugees) • Opportunities to learn other languages and get certificates • More opportunities for training and support from people leaders • More training for people leaders (listed on the previous slide) • Training on leadership before promotion to help develop employees
Culture (111)	<ul style="list-style-type: none"> • Positive and inclusive culture • Culture of “don’t speak up” or “push against the grain” • Sweeping under the rug, ignoring problems, allowing bad culture
DEI Opposition (115)	<ul style="list-style-type: none"> • Misunderstanding/lack of understanding of DEI terms and program goals • Fear of getting mistreated or not being hired because of white identity • Hire the best candidate not considering identity • Political agenda, waste of county money, pointless, brainwashing, etc. • Demonstrates where we are on the DEI continuum (low)

REFLECTIONS

- Positive remarks about our culture
- Hiring and recruitment were top of mind
- Training, promotion, and employee development were important aspects of this survey
- Need for greater education and communication around DEI
- Comments around DEI were indicative of where we are in the DEI/IDI Continuum

IDI CONTINUUM



COUNTY-WIDE GOALS



Goal 1: Benefits

25. MY CURRENT PAID TIME OFF LEAVE OPTIONS MEET MY NEEDS (VACATION, SICK, DISABILITY, PARENTAL, ETC.).

& COMMENT THEME: BENEFITS

Conduct an analysis of current time off and leave benefits

Benefits team will provide more training, communication, and outreach to raise awareness about our current benefits

Transparency around why our current structure is better than PTO system

AC-Weekly articles on explaining benefits

19. THIS ORGANIZATION DEMONSTRATES A COMMITMENT TO DEVELOPING AND RETAINING A DIVERSE WORKFORCE.

Goal 2: Demonstrate Commitment

Share data on DEI website (departures, promotions, hires, etc.)

Raise more awareness on Skillsoft resource and other current Learning & Development resources



Create more awareness about the supervisor toolkit on DIVE Training



Incorporate DEI based tools for managers in the Managers Handbook



Utilize Communication Services support to create articles on building DEI awareness



Host town halls or information sessions to raise awareness about DEI program



Attend department/office all-staff meetings, manager meetings, quarterly communications, etc.

Goal 3: Raise Awareness

13. MY DIRECT SUPERVISOR ENCOURAGES ME TO LEARN MORE ABOUT DIVERSITY, EQUITY, AND INCLUSION.

& COMMENT THEME: DEI OPPOSITION

DEPARTMENT/OFFICE GOAL SETTING RECOMMENDATIONS

- Pull together a working group of both people leaders and front-line staff
- Review demographic breakdowns comparing dominant and marginalized groups
- Review lowest-scoring items and comment themes
- Determine 1-2 goals for the next 2 years
 - One stretch and one safe
- Optional: communicate to DEI Manager to be added to the DEI intranet page
- Deadline: May

NEXT STEPS/TIMELINE

- April 4th DEI Intranet Page Updated
 - FAQ on how to interpret data
 - Supervisor Toolkit
 - County-Wide Comment Themes
 - County-Wide Quantitative Results
 - Dates for Info Sessions/Town Halls
 - Goals & Next Steps
- April 5th Email from Commissioners & Elected Officials
 - Specific email to people leaders with toolkit attached
 - All Employee Email
- April 5th AC Weekly Article
- Town Halls: April 25th, April 30th, May 8th
- End of July Department Goals Posted to DEI Intranet Page

WHAT I NEED FROM YOU

- Support the goals created based on feedback from the survey
- Utilize feedback from the survey when making future decisions
- Communicate with employees about the results
- Continue support for DEI and the importance it has for the County



QUESTIONS?

