



LOCAL AND REGIONAL  
GOVERNMENT ALLIANCE ON  
**RACE & EQUITY**

ANALYSIS OF *EMPLOYEE SURVEY* DATA: NAPA COUNTY  
HEALTH & HUMAN SERVICES AGENCY

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## I. INTRODUCTION

From December 2017 through late January 2018, Napa County Health & Human Services Agency (HHSA) conducted a staff survey based on the Center for Social Inclusion's (CSI's) employee survey. The intention of the CSI survey is to collect data about staff capacity, readiness, and will to advance racial equity. This survey was designed to help agencies establish an organizational baseline on racial equity to inform learning, strategy, and planning. The expectation is that this data will also support Napa HHSA and partners in measuring both internal capacity and external impact toward the advancement of racial and cultural equity (RCE) throughout the jurisdiction.

This survey should be understood within the context of the broader methodology of organizational learning, 1) normalizing a shared understanding of racial equity, 2) organizing to enhance internal skills and commitment and to better partner across communities and institutions, and 3) operationalizing racial equity within policies, programs, and practices within Napa HHSA.

The data from this survey is presented within the context of this framework utilized by the Government Alliance for Race Equity (GARE) a learning collaborative that HHSA and partners participate in.

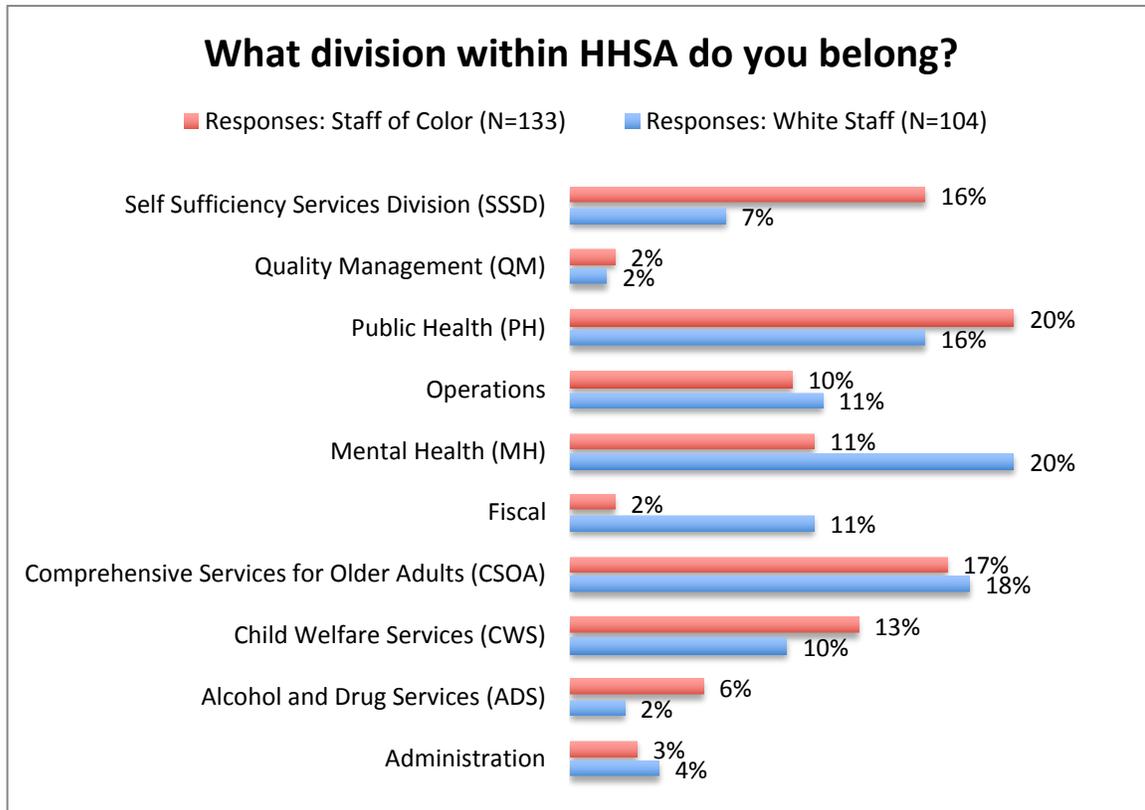
The survey assessed a variety of factors regarding racial equity, including but not limited to: employee understanding of race and racism, motivation to be engaged in racial equity work, employee perceptions of institutional/leadership commitment to racial equity work, awareness of official activities undertaken by employees in support of racial equity, perceptions of utility and self-efficacy in doing racial equity work, community accountability, and more.

The data yielded from this survey is useful for shaping a long-term organizational race and cultural equity (RCE) strategy, while informing the learning and direction of the core team of HHSA staff who are focused on intensive learning, developing RCE pilot projects, and developing practices for sustained institutional race and cultural equity. This report of Napa HHSA's RCE survey presents key data points. We are working with HHSA teams to use this information to guide the agency's long-term vision to advance race and cultural equity. All HHSA staff members were invited to participate in this survey. Individual responses to the survey data were anonymous, and the identities of participants are protected. The survey was administered and raw data reviewed and analyzed by designated CSI and HHSA staff. Only aggregate responses (not individual responses) are being shared with Napa HHSA.

This report describes select data related to the themes noted above which serve as the framework for GARE's work with jurisdictions: Normalize, Organize, and Operationalize. Where noted, this report parses out differences in responses by Staff of Color and White Staff. Points of low or high agreement between White staff and Staff of Color are noted where applicable in the body of the report. Overall, at the time the survey was administered, HHSA had approximately 502 employees. These 502 employees were sent this survey and almost half of staff participated (N=242, response rate 48%).

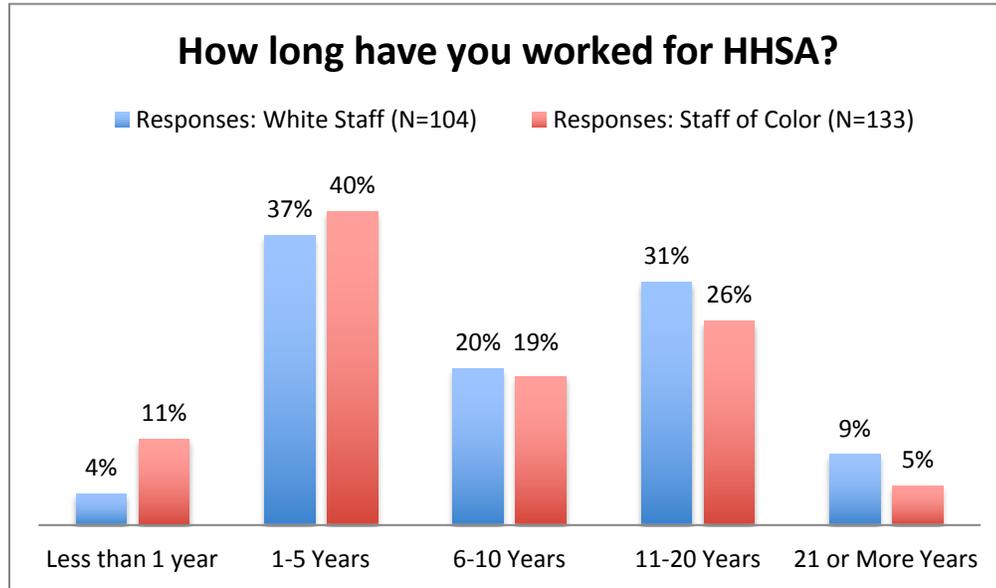
## II. DEMOGRAPHICS (N=238 possible)

### Q1: Departmental Representation



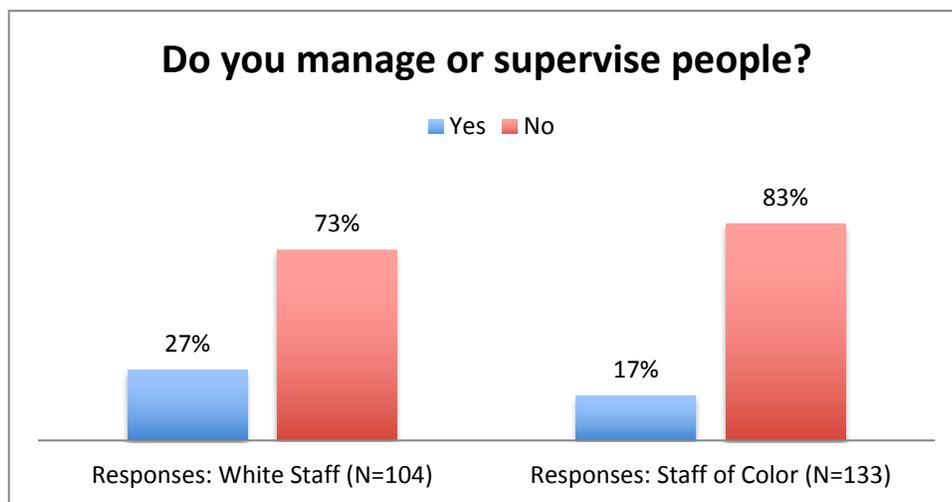
Approximately half of all HHSA staff (all staff N=502 at the time the survey was administered) responded to this survey (survey respondent N=242 (48% of staff), but only a total of up to 238 responded to the many of the demographic questions). Respondents came from 10 departments within the agency, with highest representation from the Public Health, Comprehensive Services for Older Adults, and Mental Health departments. When filtered by Race, in many divisions there were only slight differences between the percentage of White staff and Staff of Color as a whole. However, there were a few divisions where there was more than a 5% difference between the number of White Staff and Staff of Color as a whole: Self Sufficiency Services Division (with more Staff of Color), Mental Health (with more White Staff), and Fiscal (with more White Staff).

Q2: Tenure



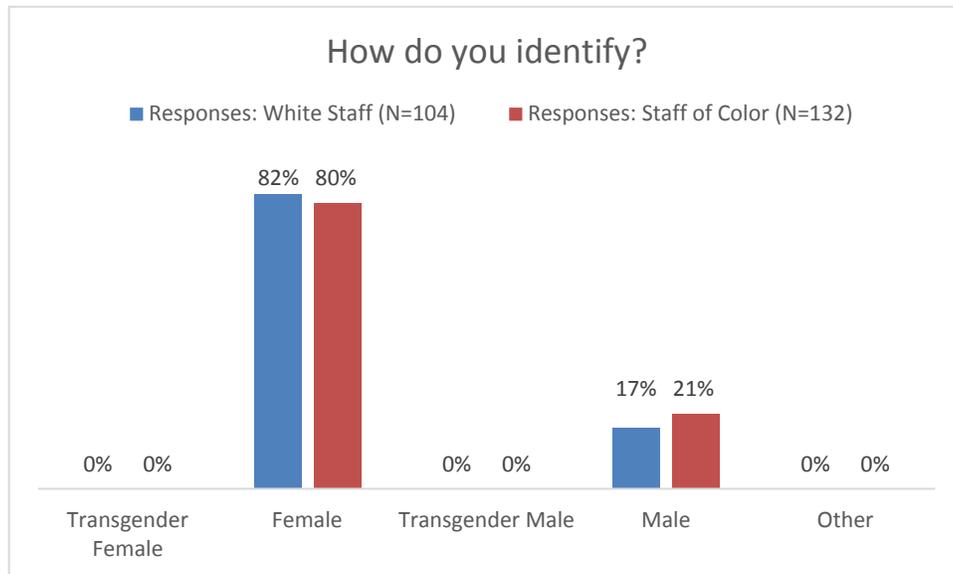
Overall (N=237): 7.5% of respondents were with the agency for less than 1 year, 38% for 1-5 years, 19% for 6-10 years, 28% for 11-20 years, and 6% for 21 or more years; 46% of respondents were fairly new to the agency, within their first 5 years of employment. Respondents of Color as a whole had slightly higher percentages in the 0-5 years categories, and White Respondents had slightly higher percentages than Staff of Color as a whole, in the other 3 categories (encapsulating 6 + years at the agency).

Q3: Management/Supervision responsibilities:



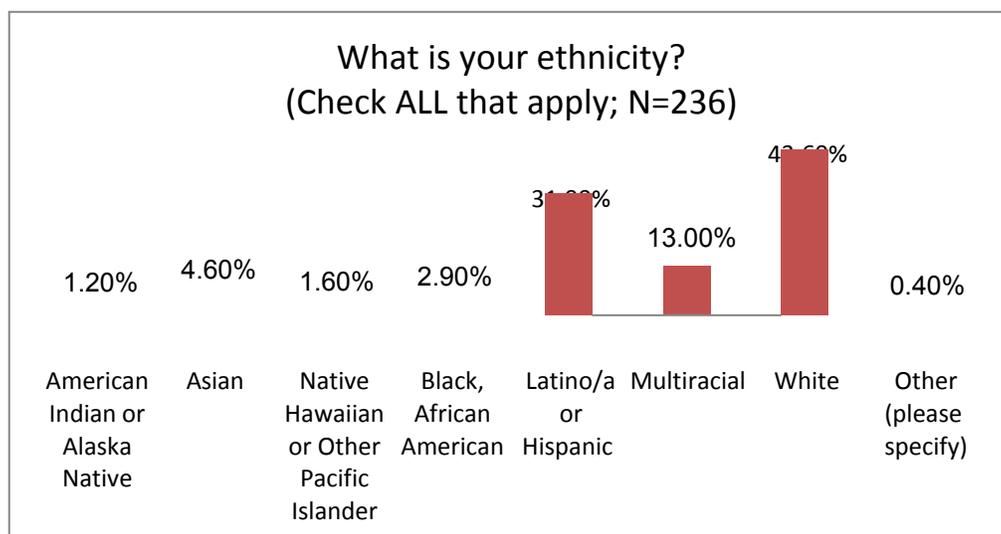
Overall (N=237): 21.5% of respondents manage or supervise people. When filtered by Race, White Staff were more likely to manage or supervise people than Staff of Color as a whole.

Q4: Gender:



Overall (N=236), 81% of respondents identified as female. With regard to gender, survey responses are representative of HHS staff as a whole (where 79% - 399 out of 502 staff are female).

Q5: Race/Ethnicity:



Overall data (N=236) indicates that survey respondents identified as:

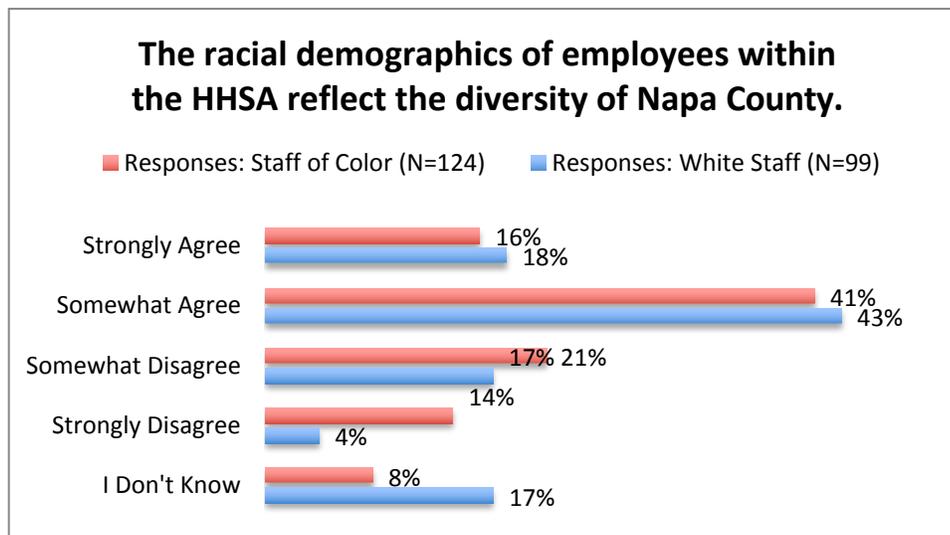
- 43.6% White only (44% of 502 overall staff identify as White),
- 31.9% Latino/a only (41% of 502 overall staff identify as Latino/a),

- 2.9% African American only (5.5% of 502 overall staff identify as African American),
- 4.6% Asian only (and 7% of 502 overall staff identify as Asian),
- 1.6% Native Hawaiian or other Pacific Islander only (it is unclear if this racial grouping was integrated under the “Asian” category in the overall county staff data, as this category is not broken out as separate in HHSA staff racial identifications),
- 1.2% American Indian/Alaska Native only (and less than 1% of overall staff identify as American Indian/Alaska Native),
- 12%: Twenty-eight respondents selected more than one race/ethnicity – including selecting anywhere from two, three, and four categories all the way up to at least one candidate selecting all of the categories. What is notable that only 9 out of 502 HHSA staff identified as multiracial (1.7%).

With regard to race, survey respondents appeared to be representative of White HHSA staff as a whole. However, the data was less representative of Latino/a (32% of survey respondents compared with 41% of HHSA staff) and African American (2.9% of respondents compared with 5.5% of HHSA staff) respondents, and appeared to be over-representative of multiracial staff (12% of respondents compared with 1.7% of staff).

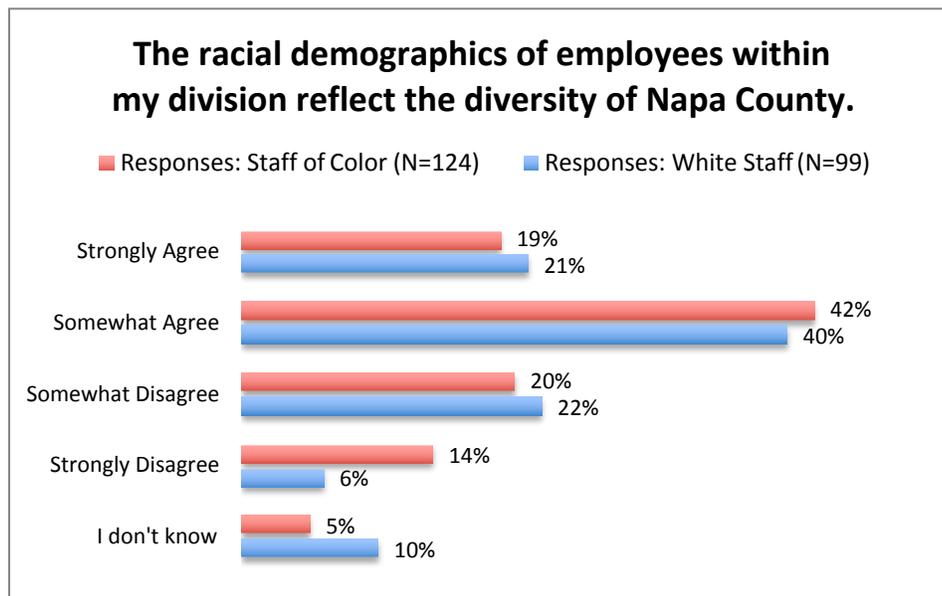
**Special Note:** *Of particular note with regard to this survey is the option for participants to select ‘all that apply’ when answering the demographic question of how one identifies one’s racial grouping. Reflecting shifts over the past several decades of larger numbers of people engaging in interracial relationships and bearing multiracial children in America – there was a small but significant number of staff that selected more than one category of racial grouping with which they identified (12% as noted above). For the purposes of the analysis, respondents who identified with more than one racial group were counted in the “People of Color” category. Recommendations about this challenge are made in the final section of this report.*

Q29. The racial demographics of employees within the HHSA reflect the diversity of Napa County.



Overall (N=223): 59% agreed (17% strongly, 42% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, there were some differing results. In the categories of Strongly Agree and Somewhat Agree, the results were similar across the two groupings. However, when it came to Somewhat Disagree and Strongly Disagree, there was more disparity in how White staff and Staff of Color answered this item (with more Staff of Color answering they disagree with this statement than White staff who were in the 'disagree' category). Notably, a larger percentage of White respondents than respondents of Color indicated that they did not know the answer to this question.

Q30. The racial demographics of employees within my division reflect the diversity of Napa County.

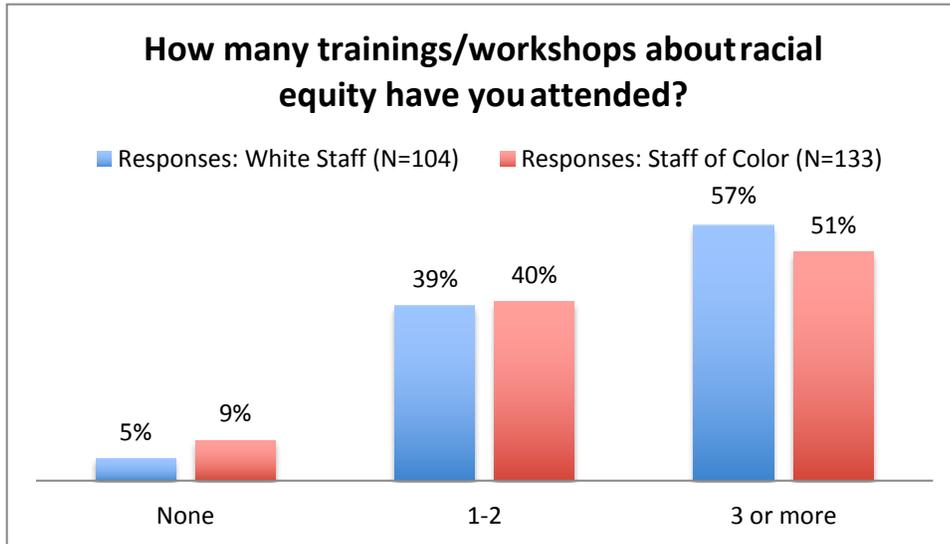


Overall (N=223): 61% agreed (20% strongly, 41% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, there were some interesting results. In the categories of Strongly Agree, Somewhat Agree, and Somewhat Disagree, there was a small percentage points' worth of difference between the two groupings. However, when it came to Strongly Disagree, there was a larger difference between answers from White respondents and answers from respondents of Color. A smaller percentage of staff in both groupings indicated they did not know.

### III. NORMALIZE – SHARED ANALYSIS & DEFINITIONS, URGENCY/ PRIORITIZATION

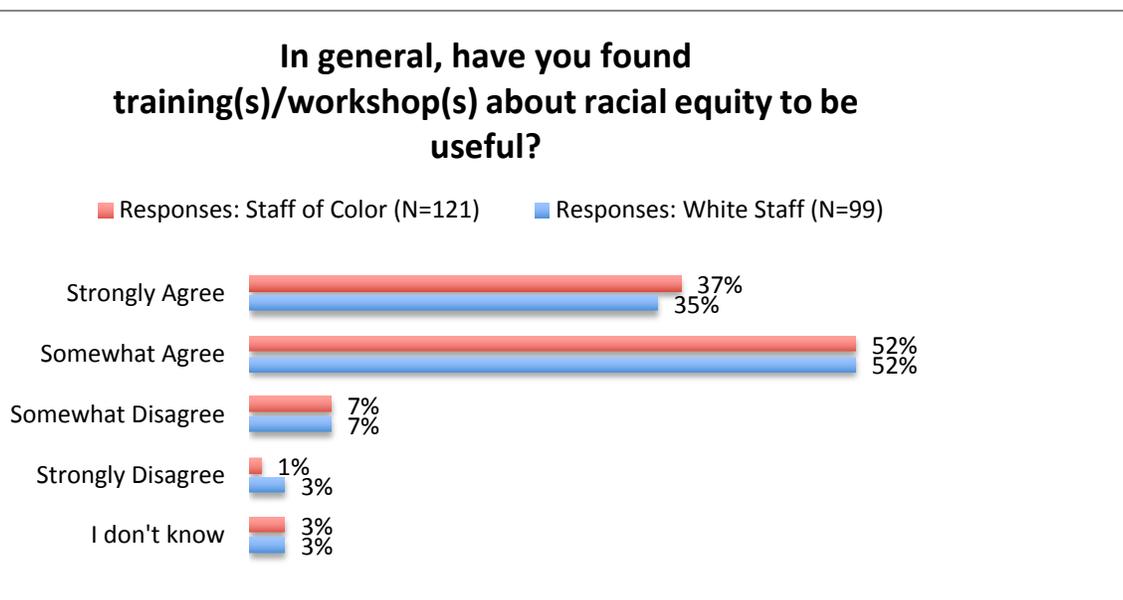
#### A. UNDERSTANDING/PERCEPTION OF RACIAL EQUITY CONCEPTS

Q6: How many trainings/ workshops about racial equity have you attended?



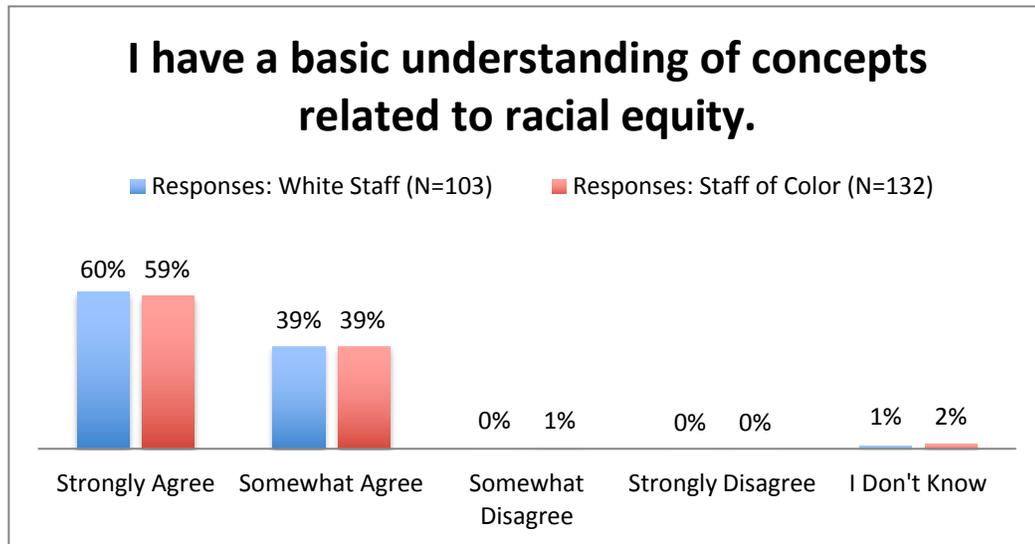
Overall (N=237): The overwhelming majority of staff has taken at least 1 or 2 trainings/workshops on racial equity. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/ proportions in a given category. This item reflected strong shared agreement (strongly / somewhat agree) between White staff and Staff of Color at the agency about having attended a certain number of trainings/workshops about racial equity.

Q7: In general, have you found training(s)/workshop(s) about racial equity to be useful?



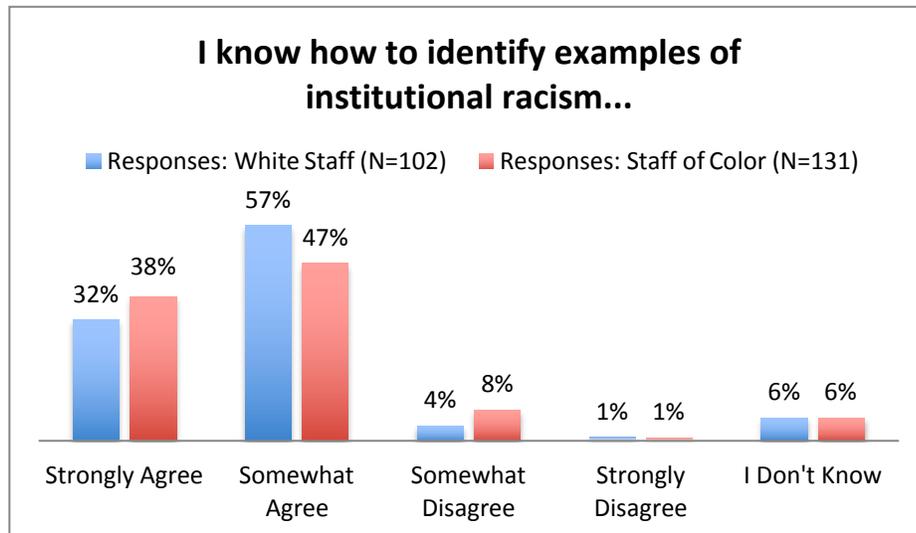
Overall (N=220): 88% agreed (36% strongly, 52% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/ proportions in a given category. This item reflected strong shared agreement (strongly agree and somewhat agree) between White staff and Staff of Color at the agency in terms of trainings/workshops about racial equity being perceived as useful.

Q10. I have a basic understanding of concepts related to racial equity.



Overall (N=235): 99% agreed (60% strongly, 39% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/proportions in a given category. This item reflected strong shared agreement (strongly and somewhat agree) between White staff and Staff of Color at the agency in terms of feeling like they have a basic understanding of concepts related to racial equity.

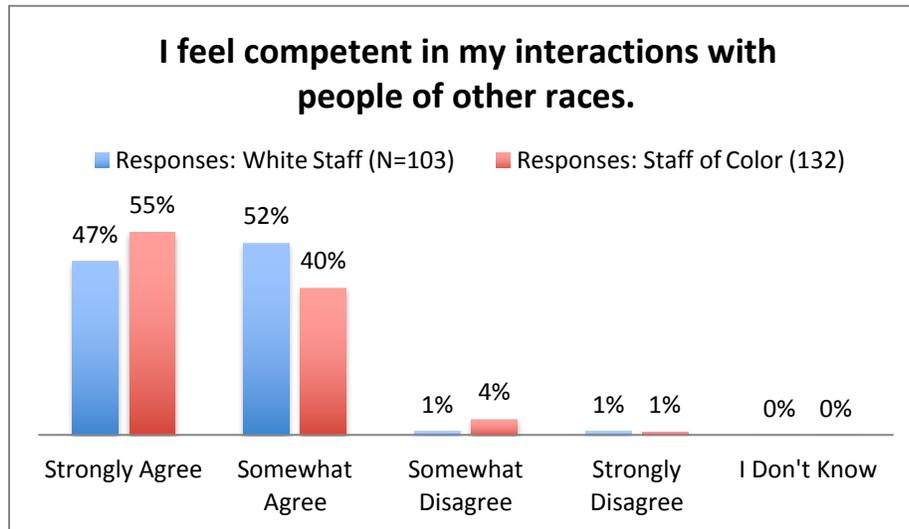
Q11. I know how to identify examples of institutional racism (i.e., when organizational programs have policies, practices, and/or procedures that produce better outcomes for white people than for people of color, usually unintentionally or inadvertently).



Overall (N=233): 86% agreed (35% strongly, 51% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were similar in terms of the numbers/proportions in a given category. Despite a difference of 6 or 10% in each of the Strongly and Somewhat Agree categories, this item showed that both White staff and Staff of Color at the agency agreed more than disagreed in terms of feeling like they know how to identify examples of institutional racism.

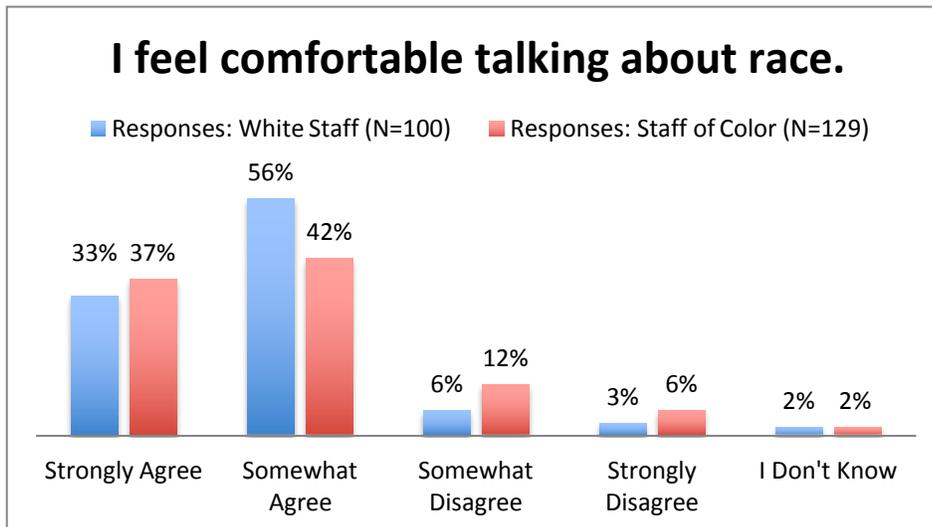
B. STAFF PERCEPTIONS ON THE TOPIC OF RACE:

Q9: I feel competent in my interactions with people of other races.



Overall (N=233): 96% agreed (51% strongly, 45% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/ proportions in a given category. This item reflected shared agreement between White staff and Staff of Color at the agency in terms of feeling competent in interactions with people of other races.

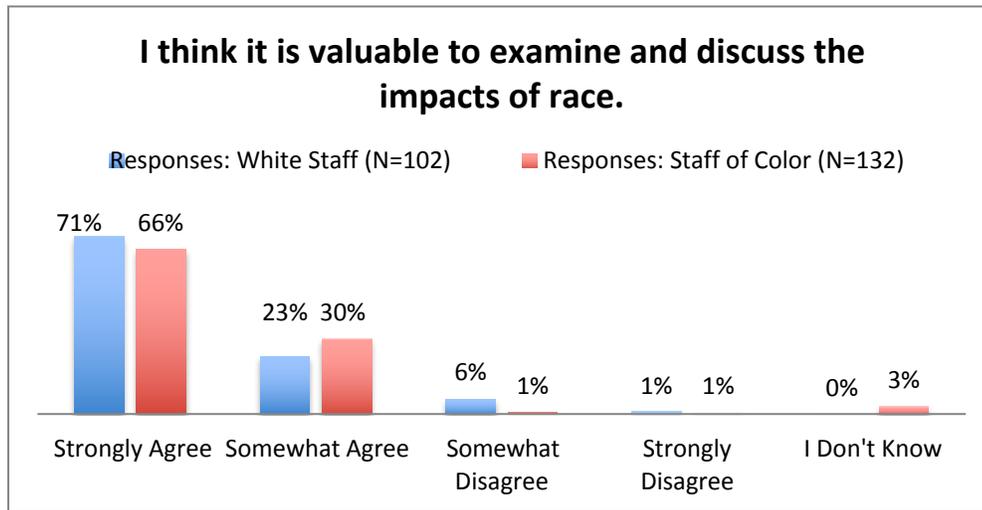
Q13: I feel comfortable talking about race:



Overall (N=229): 83% agreed (35% strongly, 48% somewhat) with the statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/proportions in a given category. This item reflected shared agreement between White staff and Staff of Color at the agency in terms of feeling comfortable talking about race.

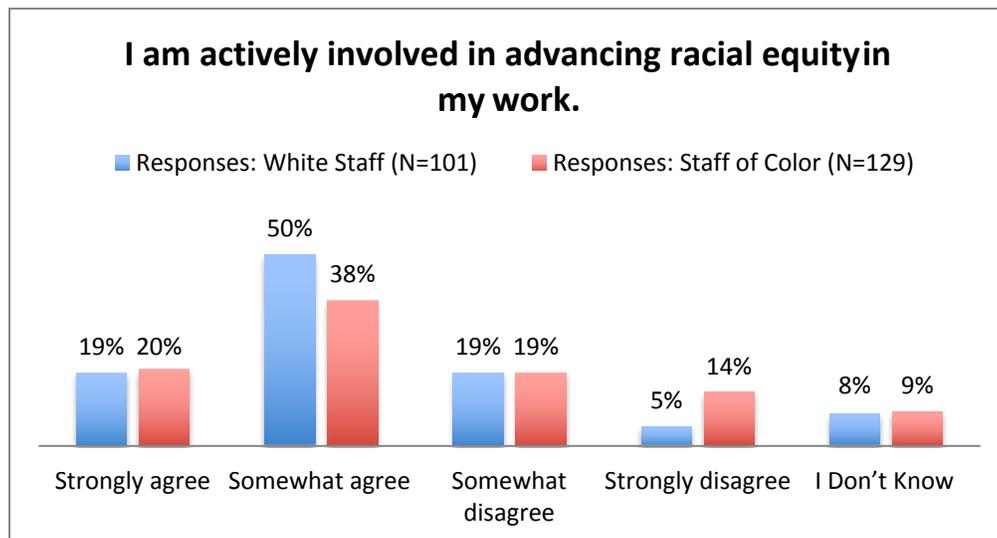
C. STAFF MOTIVATION:

Q8: I think it is valuable to examine and discuss the impacts of race:



Overall (N=234): 94% agreed (68% strongly, 26% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/ proportions in a given category. This item reflected a deep-shared agreement between White staff and Staff of Color at the agency in terms of feeling that it is valuable to examine and discuss the impacts of race.

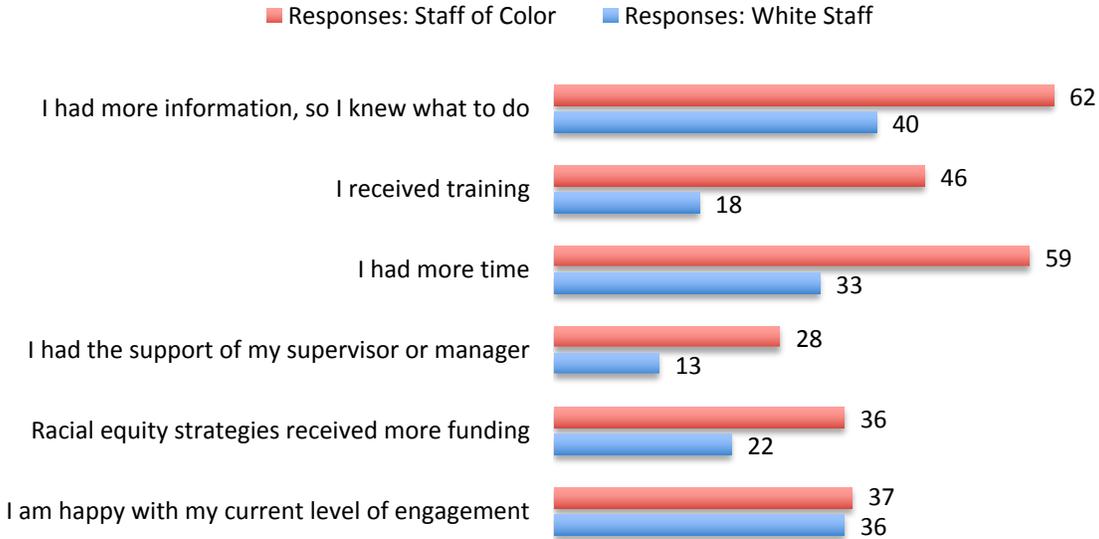
Q14. I am actively involved in advancing racial equity in my work.



Overall (N=230): 63% agreed (20% strongly, 43% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/proportions in a given category, with the exceptions of the Somewhat Agree category, where Staff of Color were less likely than White staff indicate Somewhat Agree, and with the Strongly Disagree category, where Staff of Color were more likely than White staff to have indicated a strong disagreement with this statement.

Q15: I'd become more active in advancing racial equity if...

**I would become more active in advancing racial equity if...  
(mark all that apply)**

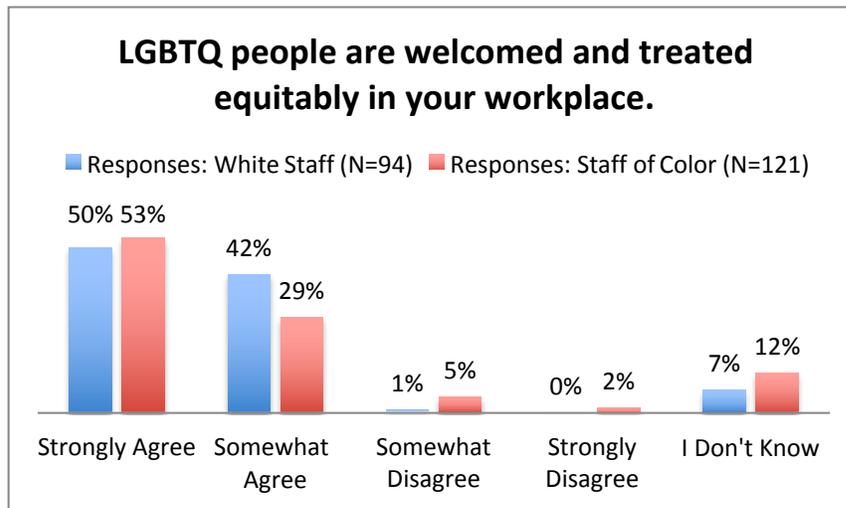


When the data was filtered by White staff and Staff of Color, there were more disparities in responses between White staff and Staff of Color across all categories than in any other survey questions. With the exception of one category (“I am happy with my current level of engagement”), Staff of Color were more likely to respond in larger numbers than White staff to each of the strategies identified in the question. This item reflected much less shared agreement between White staff and Staff of Color in terms of strategies for becoming more active in addressing racial equity at the agency and may also indicate differential experience of each of the conditions posed in the question (e.g. perception that more information is needed in order to know what to do, or more training is necessary).

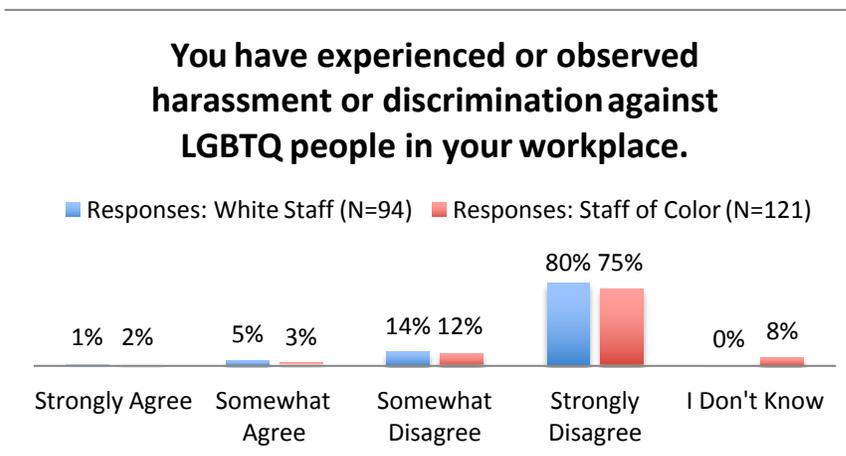
D: LGBTQ FOCUSED QUESTIONS:

The survey did not include a question regarding how respondents identified in terms of sexual orientation, thus the data could not be filtered by respondents who identify as LGBTQ. Specifically, any answers to the following questions are dependent on the perceptions of what is probably a largely hetero-normative staff that reflect varying degrees of understanding of nuances regarding LGBTQ issues. While this was likely an oversight given the LGBTQ-focused questions that were included, it does limit what can be interpreted from respondent answers in this section.

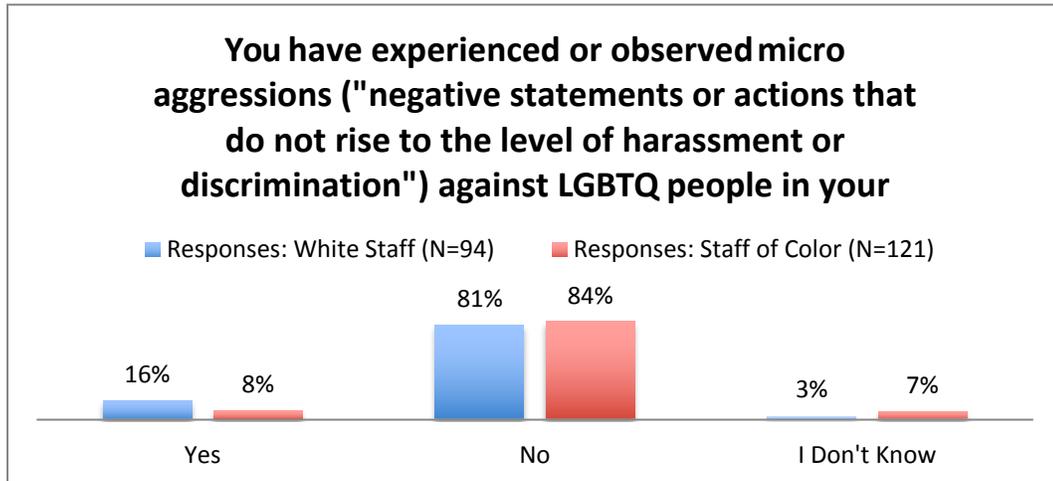
Q45. Lesbian, gay, bisexual, and transgender people are welcomed and treated equitably in your workplace.



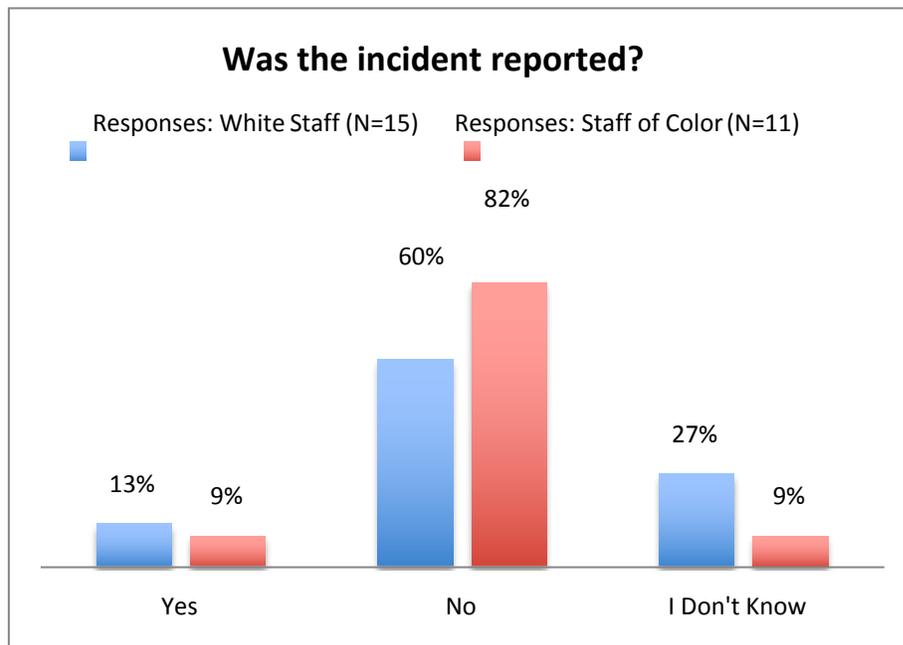
Q46. You have experienced or observed harassment or discrimination against lesbian, gay, bisexual, or transgender people in your workplace. [*\*Note: This is a double-barreled question that can be difficult to answer, as experiencing (being the recipient of a behavior) and observing (being the recipient and/or merely an observer) particular behaviors can be two different perspectives. Thus, this question merits further exploration.*]



Q47. You have experienced or observed micro aggressions ("negative statements or actions that do not rise to the level of harassment or discrimination") against lesbian, gay, bisexual, or transgender people in your workplace. [*\*Note: This is a double-barreled question that can be difficult to answer, as experiencing (being the recipient of a behavior) and observing (being the recipient and/or merely an observer) particular behaviors can be two different perspectives. This again invites further exploration.*]



Q48. Was the incident reported?



While the data cannot be filtered by respondents who identify as LGBTQ, it is interesting to note the differences between White Staff and Staff of Color, in being aware of whether or not reports were made of such incidents.

#### IV. ORGANIZE – INTERNAL INFRASTRUCTURE & PARTNERSHIPS

A. COMMUNICATION: STAFF AWARENESS OF COUNTY RACIAL EQUITY ACTIVITIES For many of the questions in the “Division (/Department)” section of the survey, respondents indicated that they didn’t know the answer to a particular question. This brings attention to a need to communicate within and across divisions in HHSA about what is working and what efforts are being made toward achieving racial equity. Absence of knowledge both limits the County’s ability to measure the efficacy of its programs and hinders the ability of its employees to experience pride in positive steps that are actually underway. Examples:

Q16. I have used a Racial Equity Tool on policy, program, or budget decisions.  
Overall: 7% Yes, 66% No, 27% Don’t Know

Q25: Does your division have a representative involved in GARE or DISC?  
Overall: 61% Yes, 37% Don’t know

Q26: Does your division have a Racial Equity Action Plan? Overall: 78% Don’t Know

Q27: Use of a Racial Equity Toolkit has helped to improve my department’s policies, initiatives, programs, or budget decisions: Overall: 78% Don’t Know

Q28: As a whole, my division is making progress towards achieving racial equity:  
Overall: 29% Don’t Know

Q31. My division is taking concrete actions to improve workforce equity.  
Overall: 37% Don’t Know

Q32: My division is taking concrete actions to increase contracting and procurement equity.  
Overall: 64% Don’t Know

Q33. My division is taking concrete actions to increase racial equity for Napa County.  
Overall: 40% Don’t Know

Q34. My division is taking concrete actions to increase racial equity for HHSA youth.  
Overall: 52% Don’t Know

Q35. My division seeks input and assistance on decision-making from communities of color.  
Overall: 50% Don’t Know

Q36. My division seeks input and assistance on decision-making from youth of color.  
Overall: 59% Don’t Know

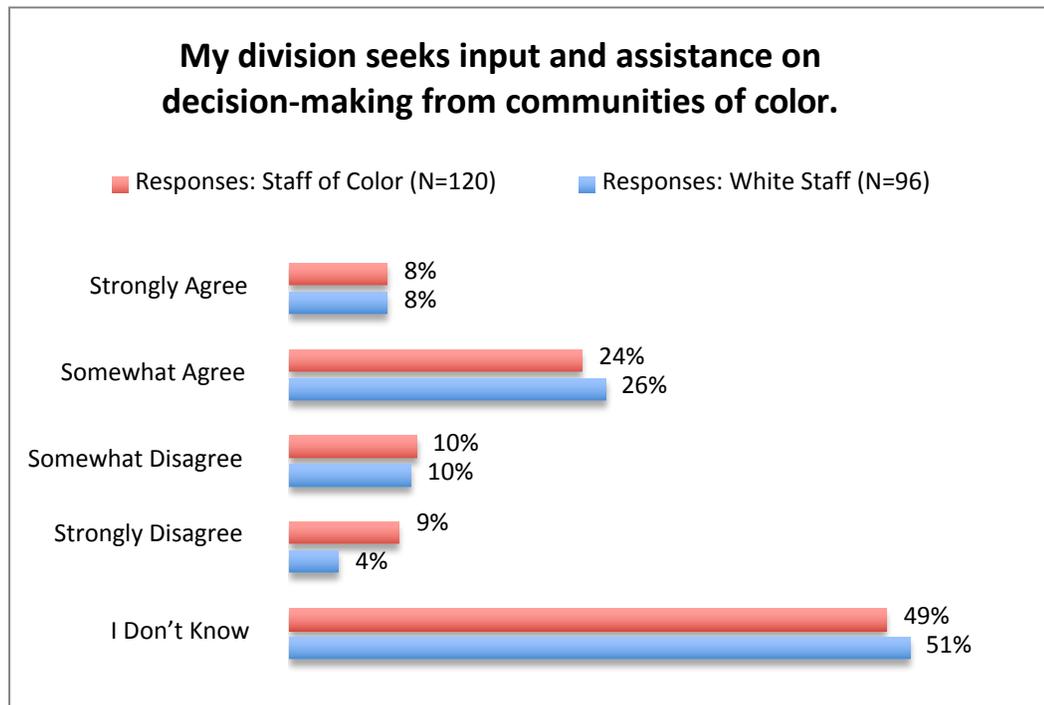
Q37. My division partners with other institutions and community to advance racial equity for our communities of color. Overall: 45% Don’t Know

Q38. My division partners with other institutions and community to advance racial equity for our youth. Overall: 55% Don't Know

There are several more questions in this section where large numbers of respondents continued to indicate “Don't Know” as an answer, which further supports the need for division- and county-wide communication plans about racial equity work undertaken by Napa County.

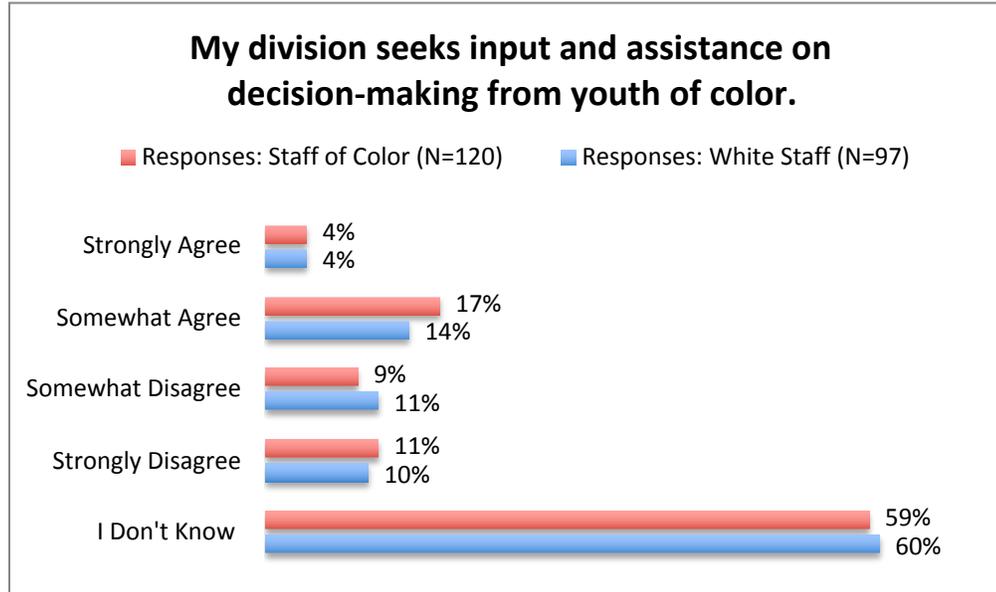
**B. COMMUNITY ACCOUNTABILITY**

Q35. My division seeks input and assistance on decision-making from communities of color.



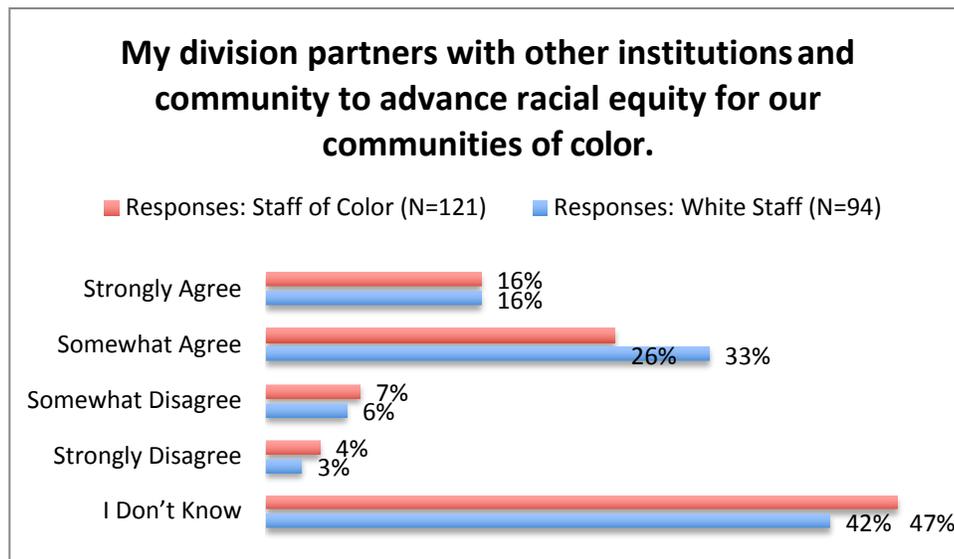
Overall (N=216): 33% agreed (8% strongly, 25% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/proportions in a given category of agreement. There were slight differences solely in the Somewhat Agree and Strongly Disagree categories. Also of interest is the large number of White staff and Staff of Color who said they didn't know if their division seeks input and assistance on decision-making from communities of color.

Q36. My division seeks input and assistance on decision-making from youth of color.



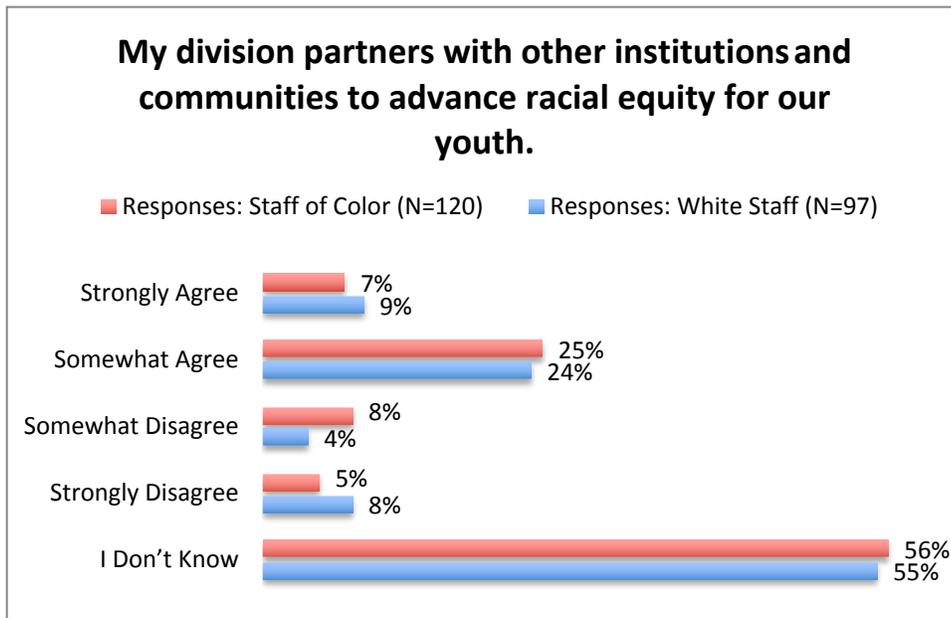
Overall (N=217): 20% agreed (4% strongly, 16% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/proportions in a given category of agreement. There were slight differences in the Somewhat Agree, Somewhat Disagree, and Strongly Disagree categories. Of interest is the large number of White staff and Staff of Color who said they didn't know if their division seeks input and assistance on decision-making from youth of color – well over half of both White staff and Staff of Color.

Q37. My division partners with other institutions and community to advance racial equity for our communities of color.



Overall (N=215): 45% agreed (16% strongly, 29% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/ proportions in a given category of agreement. There were larger differences solely in the Somewhat Agree and Don't Know categories. Of interest is the large number of White staff and Staff of Color who said they didn't know if their division partners with other institutions and community to advance racial equity for their communities of color.

Q38. My division partners with other institutions and communities to advance racial equity for our youth.

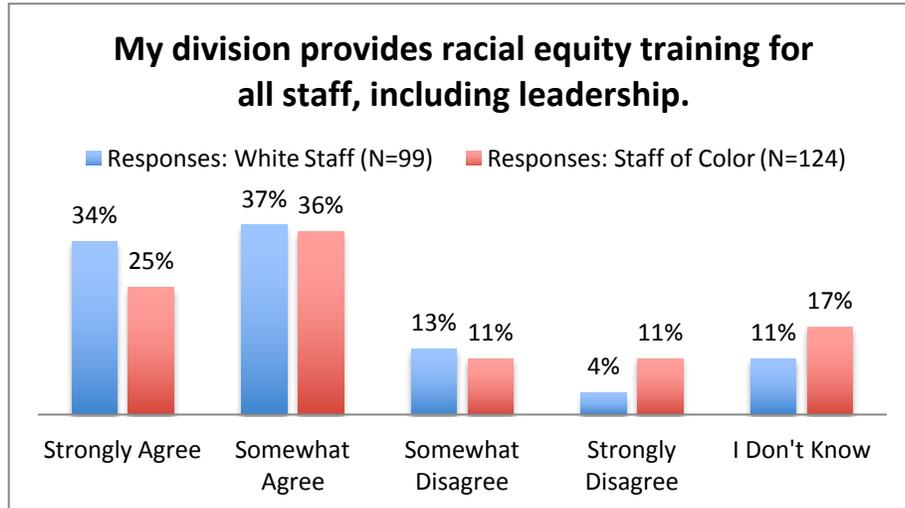


Overall (N=217): 32% agreed (8% strongly, 24% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results were very similar in terms of the numbers/proportions in a given category of agreement. There were slight differences across all answer choices. Of interest is the large number of White staff and Staff of Color who said they didn't know if their division partners with other institutions and community to advance racial equity for their youth.

V. OPERATIONALIZE – RACIAL EQUITY TOOLS, DATA TO DEVELOP STRATEGIES & DRIVE RESULTS

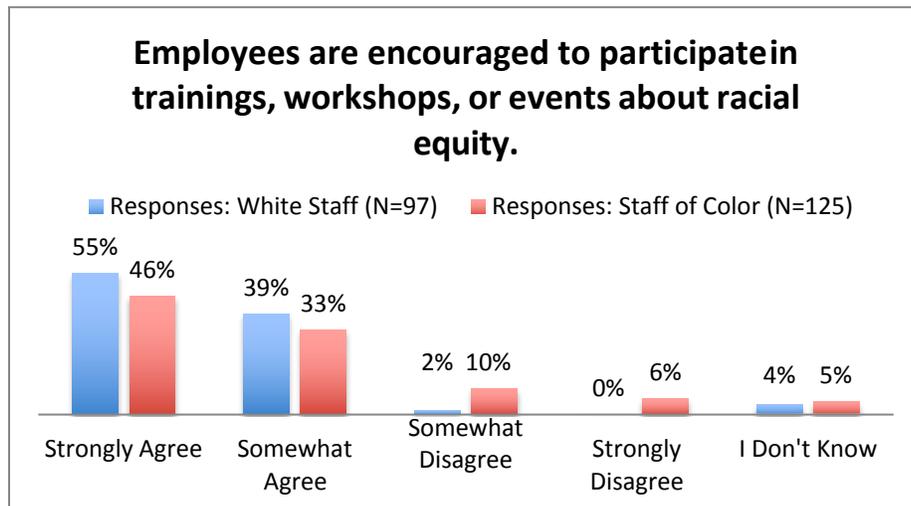
A. USE OF RACIAL EQUITY PLANS & TOOLS:

Q23. My division provides racial equity training for all staff, including leadership.



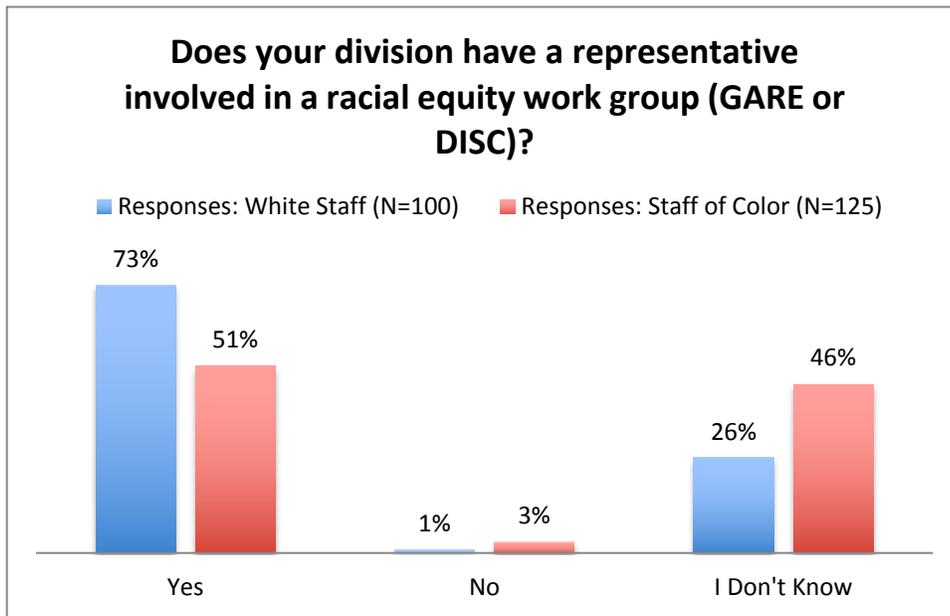
Overall (N=223): 66% agreed (29% strongly, 37% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared agreement for two of the categories (Somewhat Agree, Somewhat Disagree). However, there were some disparities in the Strongly Agree and the Strongly Disagree categories, where Staff of Color were less likely than White staff to strongly agree with the statement, and were more likely than White staff to indicate strong disagreement with this statement.

Q24. Employees are encouraged to participate in trainings, workshops, or events about racial equity.



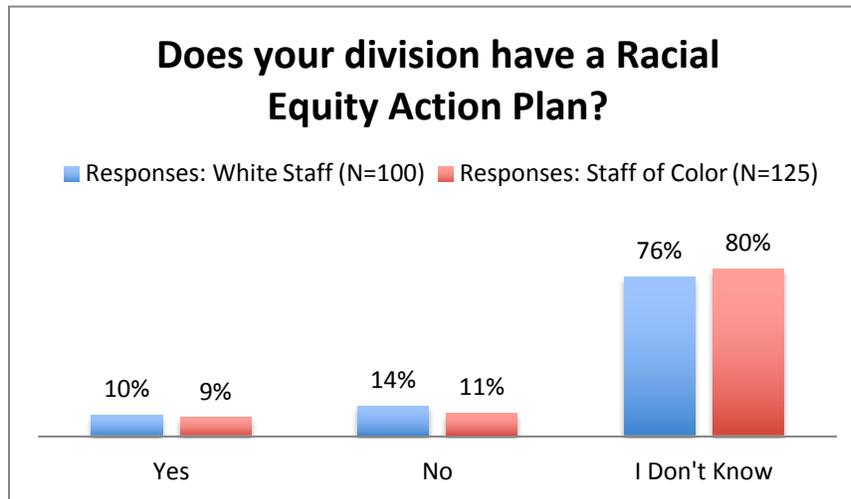
Overall (N=222): 86% agreed (50% strongly, 36% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared agreement for two of the categories (Somewhat Agree, Don't Know). However, there were some larger differences in percentage points across all of the Agree and Disagree options. Staff of Color were less likely than White staff to strongly agree or somewhat agree with the statement. In addition, Staff of Color were more likely than White staff to indicate disagreement (for both Somewhat Disagree and Strongly Disagree answer options).

Q25. Does your division have a representative involved in a racial equity work group (GARE or DISC)?



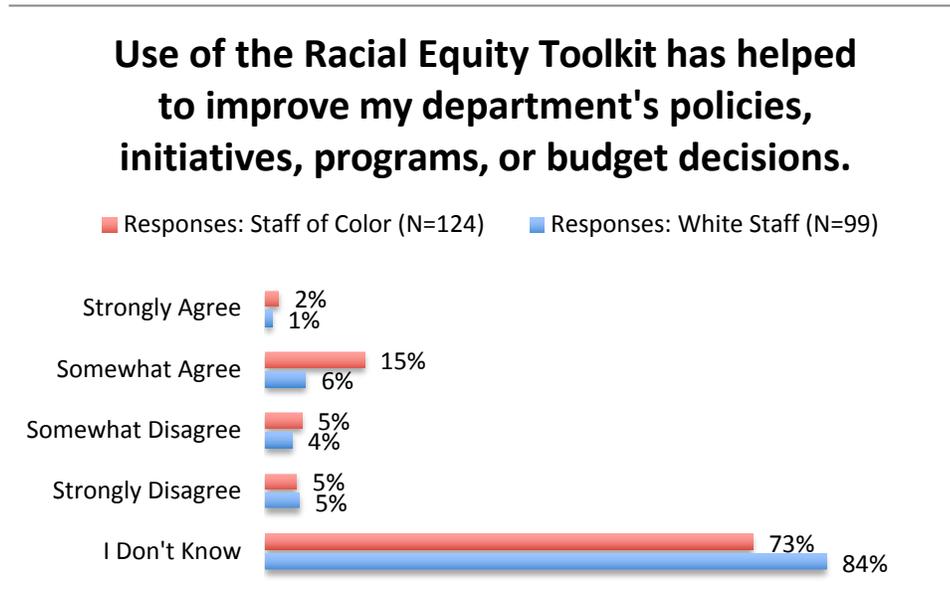
Overall (N=225): 61% of respondents indicated Yes, 2% of respondents indicated No, and 37% of respondents indicated they didn't know. Note: When the data was filtered by White staff and Staff of Color, the results indicated that White Staff were more likely to say Yes to this question than Staff of Color, and that Staff of Color were more likely than White staff to say they didn't know if their division has a representative involved in a racial equity work group.

Q26. Does your division have a Racial Equity Action Plan?



Overall (N=225): 9% of respondents indicated Yes, 12% of respondents indicated No, and an overwhelming majority of respondents - 78% - indicated they didn't know. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared agreement between White Staff and Staff of Color in their perceptions of whether or not their respective divisions has a Racial Equity Action Plan.

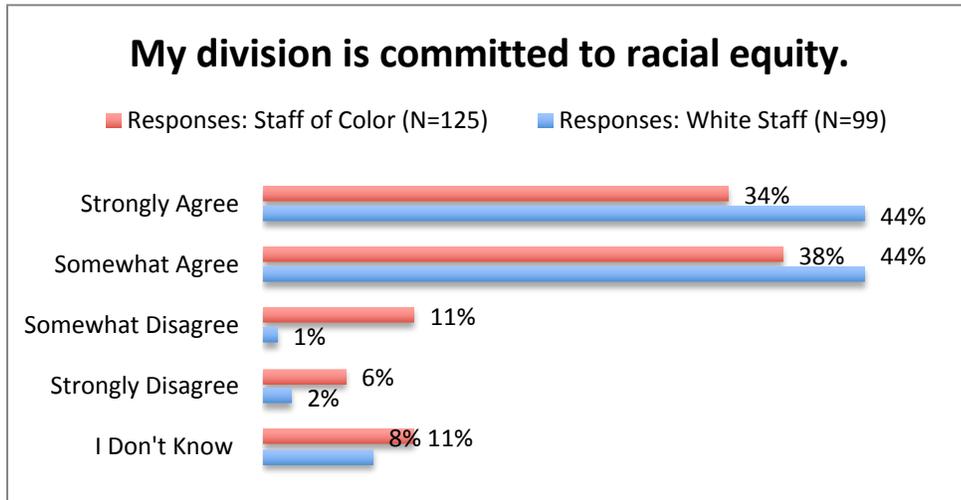
Q27. Use of the Racial Equity Toolkit has helped to improve my department's policies, initiatives, programs, or budget decisions.



Overall (N=223): 13% agreed (2% strongly, 11% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared agreement for several of the categories (Strongly Agree, Somewhat Disagree, and Strongly Disagree). However, there were some disparities in the Somewhat Agree and Don't Know categories, where Staff of Color were more likely than White staff to somewhat agree with the statement. White staff were more likely than Staff of Color to indicate they didn't know if use of the Racial Equity Toolkit helped to improve their department's policies, initiatives, programs, or budget decisions. Notably, an overwhelming majority of staff indicated they didn't know if use of a racial equity toolkit helped to improve their department's policies, initiatives, programs, or budget decisions.

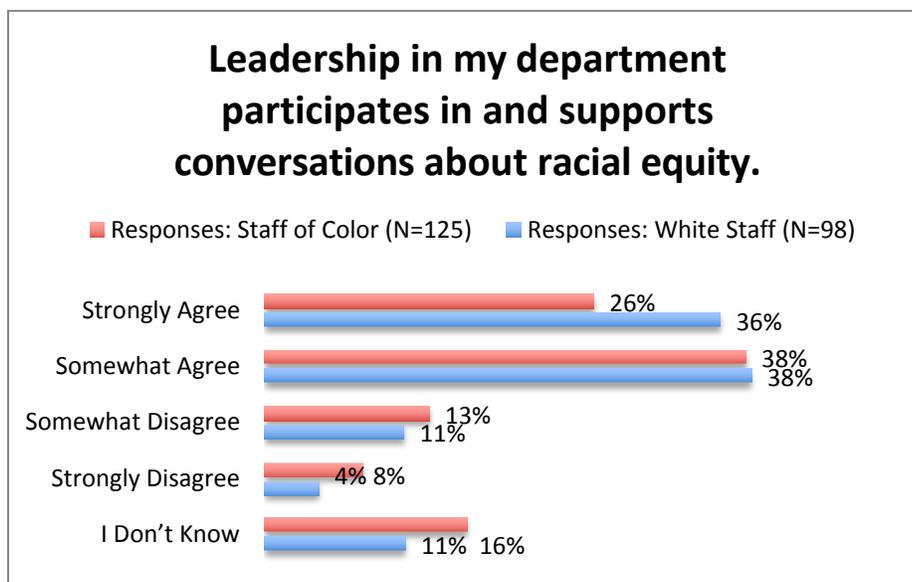
**B. STAFF PERCEPTIONS OF INSTITUTIONAL/LEADERSHIP COMMITMENT TO RACIAL EQUITY:**

Q18: My division is committed to racial equity.



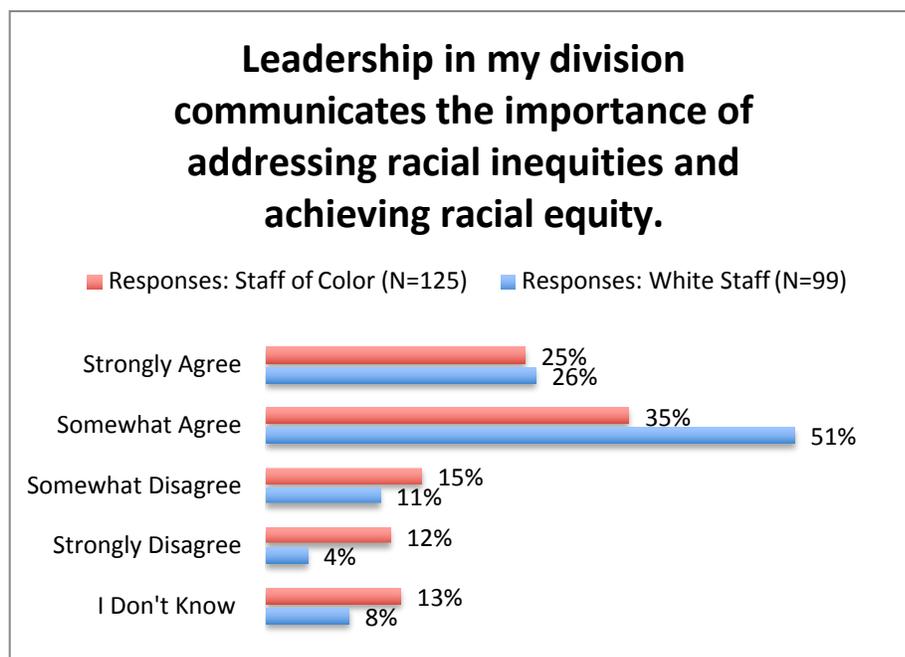
Overall (N=224): 79% agreed (38% strongly, 41% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated some disparities in perceptions of whether or not their division was committed to racial equity. Staff of Color were less likely than White staff to strongly agree or somewhat agree with the statement. Moreover, Staff of Color were more likely than White staff to strongly or somewhat disagree with this statement.

Q19. Leadership in my department participates in and supports conversations about racial equity.



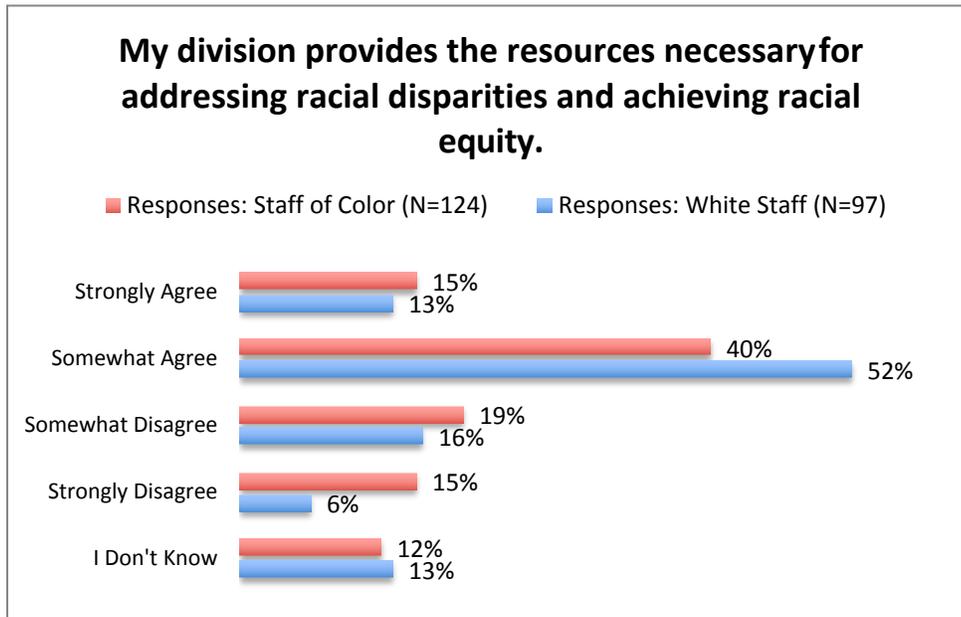
Overall (N=223): 68% agreed (30% strongly, 38% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated some disparities in perceptions of whether or not leadership in their department participates and supports conversations about racial equity. Staff of Color were less likely than White staff to strongly agree with the statement. In addition, Staff of Color were more likely than White staff to strongly or somewhat disagree with this statement, or to indicate they didn't know the answer to this statement.

Q20: Leadership in my division communicates the importance of addressing racial inequities and achieving racial equity.



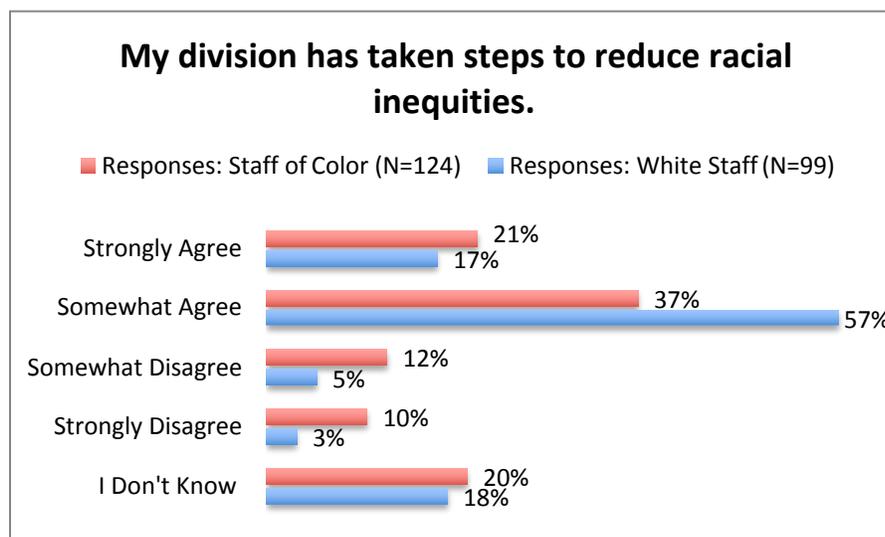
Overall (N=224): 67% agreed (25% strongly, 42% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared agreement for one of the categories: Strongly Agree. However, there were some disparities in the Somewhat Agree, Somewhat Disagree, and the Strongly Disagree categories, where Staff of Color were less likely than White staff to somewhat agree with the statement. In addition, Staff of Color were more likely than White staff to indicate strongly disagree or somewhat disagree with this statement.

Q21. My division provides the resources necessary for addressing racial disparities and achieving racial equity.



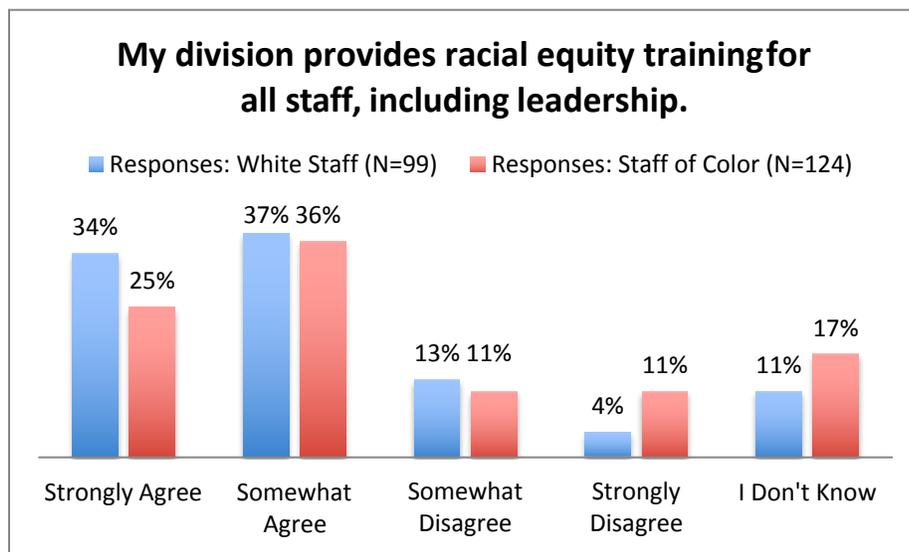
Overall (N=221): 59% agreed (14% strongly, 45% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared agreement for one of the categories: Strongly Agree. However, there were some disparities in the Somewhat Agree, Somewhat Disagree, and the Strongly Disagree categories, where Staff of Color were less likely than White staff to somewhat agree with the statement. In addition, Staff of Color were more likely than White staff to somewhat disagree and strongly disagree with this statement.

Q22. My division has taken steps to reduce racial inequities.



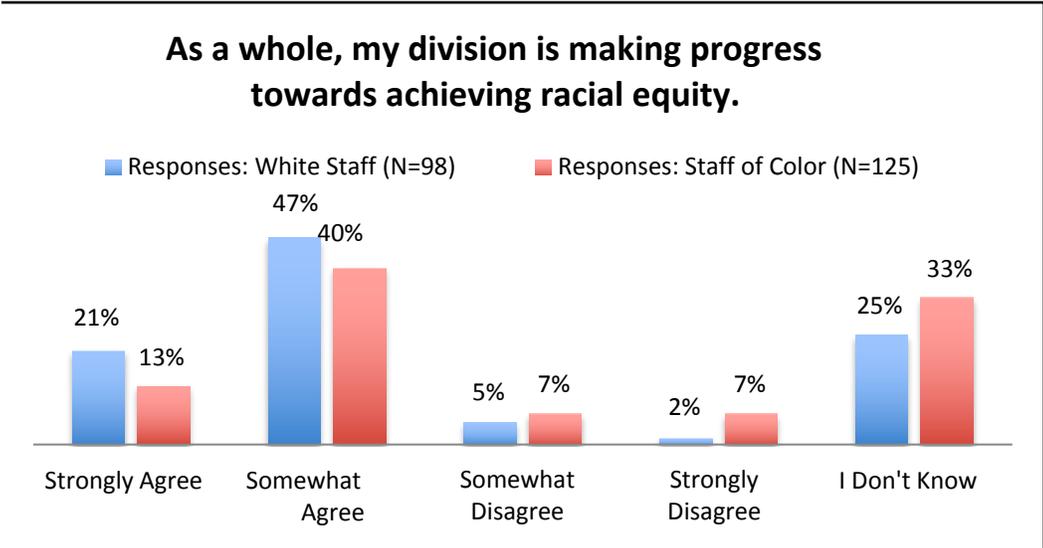
Overall (N=223): 66% agreed (20% strongly, 46% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared agreement for one of the categories: Strongly Agree. However, there were disparities in the Somewhat Agree, Somewhat Disagree, and the Strongly Disagree categories, where Staff of Color were less likely than White staff to somewhat agree with the statement. In addition, Staff of Color were more likely than White staff to indicate strong disagreement with this statement. *Reflection: Over half of respondents agree (strongly or somewhat) with this statement.* Last note: It would be instructive to learn if respondents can actually identify those steps, a potential area for follow-up inquiry.

Q23. My division provides racial equity training for all staff, including leadership.



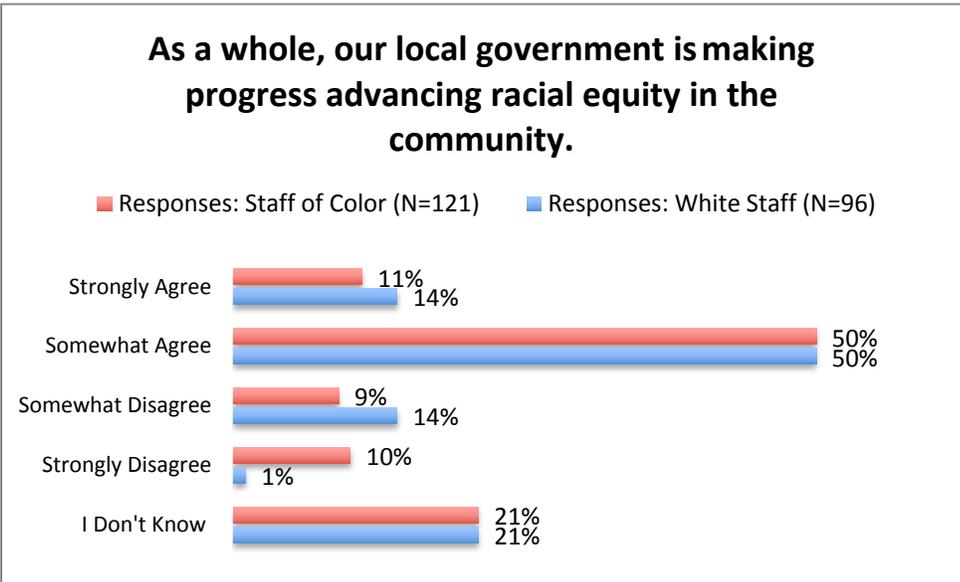
Overall (N=223): 66% agreed (29% strongly, 37% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared agreement for two of the categories (Somewhat Agree, Somewhat Disagree). However, there were some disparities in the Strongly Agree, Strongly Disagree, and Don't Know categories, where Staff of Color were less likely than White staff to strongly agree with the statement. In addition, Staff of Color were more likely than White staff to indicate strongly disagree or don't know with this statement.

Q28: As a whole, my division is making progress towards achieving Racial Equity:



Overall (N=223): 59% agreed (18% strongly, 43% somewhat) with this statement. When the data was filtered by White staff and Staff of Color, the results indicated shared trends for all of the categories. However, Staff of Color were less likely than White staff to strongly agree or somewhat agree with the statement. In addition, Staff of Color were slightly more likely than White staff to indicate strongly disagree and somewhat disagree with whether or not their division is making progress toward achieving racial equity. And one quarter of White staff and one-third of Staff of Color indicated they didn't know if their division was making progress toward achieving racial equity. *Note: It is unclear how 59% agree (either strongly or somewhat) that they are making progress towards achieving Racial Equity, when they're not using a Racial Equity tool (see answers to Q16).*

Q43. As a whole, our local government is making progress advancing racial equity in the community.



Overall (N=217): 62% agreed (12% strongly, 50% somewhat) with this statement. Note: When the data was filtered by White staff and Staff of Color, the results indicated shared trends for all of the categories. However, Staff of Color were less likely than White staff to strongly agree or somewhat disagree with the statement. In addition, Staff of Color were more likely than White staff to strongly disagree with this statement. Of interest is that 21% of both White respondents and Respondents of Color indicated that they didn't know whether or not their local government is making progress toward achieving racial equity in the community.

#### C. NARRATIVE/QUALITATIVE ANSWERS (N=31)

Of note: 4 (13%) respondents indicated that Racial Equity needs to be addressed internally, via hiring more People of Color in management positions.

## VI. SUMMARY

HHSA has a strategic opportunity to build upon the work of the GARE Napa cohort which began racial equity work in earnest, and truly embed racial equity into policies, practices, and procedures. This survey data offers important information about current strengths and opportunities for HHSA to explore moving forward in this work. A commitment to racial equity requires intent, rigor, and practice, and if done effectively will position HHSA to be even more successful at achieving its organizational mission and vision while demonstrating agency values (see below).

The following summaries are meant to support the recommendations in the next section, and by extension are meant to support Napa County's next steps, post-implementation of the employee survey.

- A. This survey reflects self-report, and there is a tendency to rate/rank oneself higher than if an external party were to rate/rank the same respondents about the same behaviors/ categories. Before designing a training and/or capacity building program for staff toward achieving racial equity, it is recommended that community members be invited to provide input about their perspectives in achieving racial equity as part of a holistic method for achieving equity.
- B. Limited use of Racial Equity tools, but perceive greater movement towards racial equity: In Q16 (*I have used a Racial Equity Tool in policy, program, or budget decisions*), only 7% of respondents indicated that they'd used a Racial Equity tool in policy, program, or budget decisions. However, 59% of respondents agreed with the statement that as a whole, their *division* is making progress towards achieving racial equity (Q28) AND 62% of respondents agreed with the statement that as a whole, their *local government* was making progress in advancing RCE in the community (Q43).

It is unclear how such a large number of respondents agree (either strongly or somewhat) that their division and/or local government are making progress towards achieving Racial Equity, when the overwhelming majority of respondents indicate that they are *not* using a Racial Equity tool (see answers to Q16 in Section IV of this report). Thus, it will be important for both staff and community members to identify benchmarks for achieving racial and cultural equity in Napa County.

- C. Decreasing self-perception (confidence) in competencies on race: Respondents began answering with strong self-confidence in terms of feeling competent in their interactions with people of other races (see Q9 below, at 51% Strongly Agree), with a slight upturn in feeling they have a basic understanding of concepts related to racial equity (Q10 below, at 59% Strongly Agree), but then their answers in the Strongly Agree category drop about 20-30% in Q11, Q12 and Q13, and appear to transition more into the Somewhat Agree, Strongly Disagree, and Don't Know categories. This has implications for training and/or capacity building measures, with a focus on knowledge review of respective content, plus skill practice for applicable content areas.

*Q9. I feel competent in my interactions with people of other races. Overall: Strongly Agree: 51%, Somewhat Agree: 45%*

*Q10. I have a basic understanding of concepts related to racial equity. Overall: Strongly Agree: 60%, Somewhat Agree: 39%*

Q11. *I know how to identify examples of institutional racism (i.e. when organizational programs have policies, practices, and/or procedures that produce better outcomes for white people than for people of color, usually unintentionally or inadvertently.)*

Overall: Strongly Agree: 35%, Somewhat Agree: 51%

Q12. *I have the tools to address institutional racism in my workplace.* Overall:

Strongly Agree: 15%, Somewhat Agree: 53%

Q13. *I feel comfortable talking about race.*

Overall: Strongly Agree: 35%, Somewhat Agree: 48%

- D. For several questions in the “Division (/Department)” section of the survey, respondents indicated that they didn’t know the answer to a particular question. This occurred for multiple questions in this section of the survey, and reached a high of 78% of respondents indicating that they didn’t know the answer to a particular question. Implications for this include not only a division-wide, but also county-wide communication plan to support racial equity work going forward so that all HHS staff are familiar with actions being taken to support racial equity.
- E. LGBTQ section of the survey: Because the survey did not include a question regarding how respondents identified in terms of sexual orientation, it is unclear to what degree inferences can be made regarding the answers to the LGBTQ specific section of the survey. Specifically, any answers to the respective questions are dependent on the perceptions of what is probably a largely hetero-normative staff that reflect varying degrees of understanding of nuances regarding LGBTQ issues. While this was likely an oversight, it does limit what can be interpreted from respondent answers in this section. Notably, if parallel questions of the LGBTQ-specific items can be adjusted for race, it would likely elucidate useful information for places of employment in the future.
- F. Further analysis of the data: This was an initial analysis of the employee survey data on racial equity work. Further, more in-depth analyses may prove fruitful in breaking down the information in more detail - which would support design of training and/or capacity building efforts with the goal of achieving RCE at HHS and within Napa County.
- G. Upon further reflection on the self-report nature of the questions being asked of staff, there is potential utility in designing brief follow-up questions to a small number of questions to offset the effect of rating oneself higher on an item because it is self-report (e.g., “I know how to identify examples of institutional racism” could be followed by an item that asks the respondents to list 2 or 3 examples of institutional racism, or provide scenarios from which the respondent could choose the examples of institutional racism.) Recommendations are provided with regard to potential modifications to future iterations of survey design (either for future iterations of employee surveys, community surveys, or both).

## VII. RECOMMENDATIONS:

The following recommendations directly follow and relate to the summary findings in the previous section. These recommendations are meant to support Napa HHSA's next steps in achieving race and cultural equity (RCE) in their organization and community.

### **Recommendation #1: Invite and integrate feedback from community members as part of developing a holistic and responsive plan to achieve (RCE) in Napa County.**

- *It is recommended that community members served by HHSA employees be engaged in a process of providing feedback on similar kinds of questions used in the current survey, but tailored to community input. This feedback could be obtained through a variety of methods: outreach, surveys, focus groups, city council meeting(s), etc. Community feedback would provide integral information for any workforce development process for county staff seeking to improve race equity in the way county personnel not only work with one another, but also in how county personnel serve their community.*

### **Recommendation #2: Identify benchmarks for progress in achieving race and cultural equity.**

- *Include all levels of staff to identify the factors that contribute to them perceiving that their division and local government are making progress towards RCE.*
- *Invite and include all levels of staff to participate in identifying benchmarks that would indicate progress toward achieving RCE in their division and in local government.*
- *Invite and include community members to participate in identifying benchmarks that would indicate progress toward achieving RCE in local government.*

### **Recommendation #3: When developing materials for trainings and/or capacity building of HHSA staff and partners, include emphasis on the following competencies:**

- *Knowledge review and skill level practice for identifying examples of individual, institutional, and structural racism.*
- *Knowledge review and skill level practice in using tools to address institutional racism in the workplace.*
- *Knowledge review and skill level practice for engaging in discussions about race, gender, sexual orientation/gender identity, and class.*

### **Recommendation #4: Develop a communication plan for all of HHSA staff that describes:**

- *The county's purpose in engaging in RCE (desired outcomes)*
- *A brief assessment for the need for racial equity work in the county, including community input (baseline data)*
- *Methods the HHSA and or partners will use to engage in racial equity work (tools to be used, workforce development methods, internal and external policy analysis and revision, etc.)*
- *How the Agency and or partners plan to assess achievement toward desired outcomes (data analysis)*
- *Timeline for assessing progress*
- *Ways for staff to be involved in the process if they so choose*
- *Whom to contact with interests/questions/etc.*

### **Recommendation #5: In the future, implement deeper analyses of the data.**

- *As an organization: Review, discuss, agree upon, and systematize analysis of race/ethnicity survey items – where respondents can opt for more than one category across sub-groupings. This will support the comparison of groups in ways that don't leave out respondents' perspectives, and*

simultaneously support 'apples to apples' comparisons across larger data sets looking at similar issues.

- *Implement regression analyses of the data by specific racial categories where possible, depending on available sample size (instead of grouping together all Staff of Color into one category).*
- *Implement regression analyses of the data by division/department.*

**Recommendation #6a: In future iterations of the survey, modify/add broader questions.**

- *Modify Q2 (How long have you worked for HHSA) so that each of the categories has roughly equal time frames. (So that 11-20 years category would be broken down to 11-15 years, and then another category might be 16-20 years, then the final category would be 21+ years).*
- *Modify Q5 ("What is your ethnicity, check all that apply?") so that it is no longer "all that apply". To support identification of multiracial respondents, include a "Multiracial" choice option, with the possibility of filling in the blank with the details of how a given respondent identifies.*
- *Add a question about how respondents identify in terms of sexual orientation (LGBTQ status), which is parallel to asking about race and gender, so that any additional questions about LGBTQ matters in the workplace can be filtered by both hetero-normative and LGBTQ respondents.*
- *After Q11 (I know how to identify examples of institutional racism), add 2-3 questions with very brief scenarios (some of which are examples of institutional racism and some of which are not), and ask respondents to select which ones are examples of institutional racism.*
- *After Q12 (I have the tools to address institutional racism in my workplace), add another question asking respondents to name which tools they use in that effort.*
- *As an organization: Review, discuss, agree upon, and systematize design of race/ethnicity survey items – where respondents can opt for more than one category across sub-groupings. This will support the analysis/comparison of groups in ways that don't leave out respondents' perspectives, and simultaneously support 'apples to apples' comparisons across larger data sets looking at similar issues.*

**Recommendation #6b: In future iterations of the survey, integrate LGBTQ questions formally within the framework of the survey, including parallel questions for race. Specifically:**

- *Modify the following question, "LGBTQ people are welcomed and treated equitably in your workplace," to "(Racial group) people are welcomed and treated equitably in your workplace."*
- *Deconstruct Q46 and Q47 (double-barreled questions which include both 'experienced or observed') such that they are separate questions:*

Q46. You have experienced or observed harassment or discrimination against lesbian, gay, bisexual, or transgender people in your workplace. Could become:

*You have experienced harassment or discrimination against (group here) in your workplace.*

*You have observed harassment or discrimination against (group here) in your workplace.*

Q47. You have experienced or observed micro aggressions "negative statements or actions that do not rise to the level of harassment or discrimination" against lesbian, gay, bisexual, or transgender people in your workplace. Could become:

*You have experienced micro aggressions... against (group here) in your workplace.*

*You have observed micro aggressions... against (group here) in your workplace.*

- *Additionally, modify Q46 above to address a particular racial group or groups.*
- *Additionally, modify Q47 above to address a particular racial group or groups.*
- *Add the following question from the LGBTQ section of the survey to a parallel section of the survey*

*focusing on race: "Was the incident reported?"*