

Workplace Diversity Survey Report

Prepared By:

**The Equal Employment
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SAN JOAQUIN COUNTY WORKPLACE DIVERSITY SURVEY REPORT

INTRODUCTION

To continually explore ways to improve and promote diversity in the County, in June 2004, the San Joaquin County Equal Employment Opportunity (EEO) Office and the Equal Employment Opportunity Advisory Committee developed a Workplace Diversity Survey. The purpose of the survey was to assess the attitudes, beliefs, opinions, and experiences of County employees related to diversity issues; in order to establish benchmark information to use in guiding decisions on diversity-related issues. These issues will include the development of the County's next phase of Diversity Awareness Training that will be offered to all employees. The County intends to collect data at regular intervals to measure progress.

Overview Of Key Findings:

The survey's numerical data as well as the comments written by the respondents produced an interesting view of employees' perceptions about diversity and the County's diversity efforts. Some of the key survey findings are offered in the following paragraphs.

- 86.9% of respondents agreed somewhat or strongly that diversity is good for the County. Respondents cumulatively do not perceive that there are large diversity-related problems in the County. There are, however, notable differences in these perceptions across racial lines.
- Respondents who did not identify themselves as White reported negative experiences, feelings, and perceptions of their workplace. These negative experiences included perceptions of the County's employment practices, advancement for minorities and some personal experiences with racial discrimination.
- Overall, respondents indicated that on an occasional or frequent basis, they had heard County staff make insensitive or disparaging comments about race/ethnicity (26.5%), gender (18%), sexual orientation (16.7%), age (12.2%), disability (9.7%), and religion (9.7%).
- 63% of respondents believe somewhat or strongly that management is proactive in diversity efforts. However, it should be noted that more than 25% of respondents believe somewhat or strongly that management engages in practices that benefit members of their own race/ethnicity, gender, etc. group.

The remainder of this report will discuss the survey results and provide more detailed analysis of the survey data.

SURVEY DESIGN

In response to the County's need for phase two diversity training, the EEOAC created a Diversity Sub-Committee to assist the EEO Office in the development and design of a diversity training program that would meet the specific needs of the County. Phase one is the County's current diversity program, which was designed to enhance employees' general awareness of diversity and provide a useful set of skill-based tools for employees to apply in the course of their daily business. Phase one sets the foundation for phase two training, which is intended to be more in-depth, tailored to the specific diversity needs of employees as revealed in the survey and will include specific elements necessary to build and maintain a diverse, high quality workforce.

Over a period of several months, the EEO Office and the Diversity Sub-Committee developed specific survey questions in order to assess the specific needs of County employees as related to diversity issues. The survey was drafted and revised several times, including a review by a human resources consultant, to ensure it would yield useable information. The survey consisted of a total of 26 questions: 25 multiple-choice and one open-ended question. The survey was broken into the following six sections:

1. **Definitions**
 - Provided definitions of key words used throughout the survey to ensure respondents would understand the questions.
2. **Background Information**
 - Used to identify and group respondents based on length of service, race/ethnicity, whether they had attended diversity training and a County sponsored diversity event.
3. **Attitudes**
 - Used to assess employees' perceptions of the County's climate for diversity.
4. **Beliefs**
 - Used to ascertain employees' opinions about the County's efforts regarding diversity and equal opportunity.
5. **Employee Experience**
 - Used to identify employees' experiences with discrimination and harassment in the workplace.
6. **Open-Ended Question**
 - Provided an opportunity for employees to freely express their thoughts and provide suggestions on how the County can strengthen and improve diversity within its workforce.

The survey questions and a summary of the overall results are available online on the County EEO Web site at: <http://www.sjgov.org/eoo>.

Data Collection:

After the survey was reviewed by County Counsel on May 24, 2004 and approved by the EEOAC on June 2, 2004, and the County Administrator on July 26, 2004, the data collection stage began. This included the EEO Office completing the following:

1. Sending a payroll stuffer to all employees on October 8, 2004 and placing an article in Quarterly Quotes on October 22, 2004, notifying employees that they would soon be receiving a survey.
2. Contacting Department EEO Coordinators to identify the most efficient way to distribute the survey within their respective departments.
3. Distributing surveys and cover letters to all full-time employees the week of October 25, 2004, encouraging them to complete and return the survey.
4. Sending reminder notifications by email to employees encouraging them to complete and return the survey.

The survey was completely anonymous and all 5,790 full-time County employees, representing all departments and positions, were encouraged to complete and interoffice mail or fax their completed surveys to the EEO Office. The original deadline was November 1st, however, it was extended to December 2nd in order to give all employees an opportunity to respond. Before that deadline, employees were reminded by email on several occasions of the need to complete and return the survey. Surveys received on or before December 2nd were included in the analysis. Participation in the survey was voluntary and participants had the option to answer all, some, or none of the questions.

The majority of surveys were distributed electronically to employees. However, because not all employees have email access, hardcopies were provided to Department EEO Coordinators for distribution to the remaining employees. Attached to the survey was a cover letter explaining the purpose of the survey and the method for returning completed surveys. (See Appendix A.)

During the data collection process, the EEO Office worked with ISD to develop a web-based method (Web Surveyor) for entering and tabulating the data. Although the EEO Office and EEOAC had recommended the use of a consultant, because of cost concerns, the EEO Office completed the data entry and analysis of the data. This process included manually entering each survey response into the Web Surveyor program, tabulating, summarizing and analyzing the data.

In keeping with the anonymous intent, only the EEO Office reviewed individual survey responses.

Response Rate:

Out of the possible 5,790 full-time County employee workforce, a total of 1,702 or 29.4% responded.

Respondents By Length Of Service:

Survey Question 1 asked respondents to specify how long they have been employed with the County. Of the 1,702 respondents, 1,692 selected one of the eight (8) categories listed in Figure 1 below. 10 or 0.6% of the respondents left this question blank.

Figure 1
Respondents By Length Of Service

Survey Respondents by Length of Service	Number of Responses Received	Percent of Responses Received
Less than six months	34	2.0
Six months to one year	46	2.7
One to two years	149	8.8
Three to five years	401	23.6
Six to ten years	334	19.6
Eleven to fifteen years	262	15.4
Sixteen to twenty years	218	12.8
More than twenty years	248	14.6
Did not respond	10	0.6

Respondents By Race/Ethnicity:

Survey Question 2 asked respondents to specify which racial/ethnic group they belong. Of the 1,702 respondents, 1,674 selected one of the eight (8) categories listed in Figure 2 below. 28 or 1.6% of the respondents left this question blank.

Figure 2
Respondents By Race/Ethnicity

Survey Respondents Race/Ethnicity	Number of Responses Received	Percent of Responses Received	Percent of Respondents by Race/Ethnicity to Workforce Representation
White	895	52.6	27.3
Hispanic	264	15.5	22.0
Asian/Pacific Islander	153	9.1	19.2
Black	114	6.7	23.6
American Indian/Alaskan Native	24	1.4	85.7
Multi-Racial	58	3.4	N/A
Other	55	3.2	N/A
Decline To State	111	6.5	N/A

Survey results from White, Hispanic, Asian/Pacific Islander and Black employees averaged 23% of those employees within each race/ethnic group within the County workforce. This shows that

the percentage of survey respondents is closely proportional to the makeup of the full-time County workforce with respect to race and ethnicity, with the exception of American Indian/Alaskan Native, who responded overwhelmingly to the survey at 85.7% or 24 out of 28 employees. A snapshot of the County's full-time workforce by race/ethnicity as of June 30, 2004 is shown in Figure 3.

Figure 3

**Full-Time County Workforce By Race/Ethnicity
As Of June 30, 2004¹**

Race/Ethnicity Full-Time Employees	Total 5,790	Percent 100
White	3,284	56.7
Hispanic	1,199	20.7
Asian/Pacific Islander	796	13.7
Black	483	8.3
American Indian/Alaskan Native	28	0.5

DETAILED ANALYSIS²

Diversity In The County:

(Analysis of Questions 3, 6, 7 and 14.) Based on the survey data, 69.2% of respondents had attended the County's diversity training within the last two years and 86.9% of respondents believe (54.2% strongly and 32.7% somewhat) that diversity is good for the County and should be actively promoted by management, staff and coworkers. Although 20.2% of respondents (5.3% strongly and 14.9% somewhat) believe that the County has no diversity problems, 59.5% disagreed (24.7% strongly and 34.8% somewhat). Respondents were divided on whether the County places too much emphasis on diversity. 49.4% (22.2% somewhat and 27.2% strongly) believe that the County does not place too much emphasis on diversity while 38.1% (11.6% strongly and 26.5% somewhat) believe that the County places too much emphasis on diversity. Overall, Non-White respondents (62.1%) were more likely than White respondents (44.4%) to disagree that the County places too much emphasis on diversity.

(Analysis of Questions 4 and 5.) Overall, 74.1% of respondents indicated that they have not participated in any organized departmental activity designed to promote diversity; however, of those who had participated, most reported that they found it to be mostly or somewhat beneficial.

¹ At the time the survey was distributed, the County was required by the federal Equal Employment Opportunity Commission (EEOC) to report EEO data only on the five race/ethnic categories listed above. As a result, there was no County workforce data for "Multi-Racial" and "Other." For additional information on the County's workforce and labor market, please refer to the County's EEO Plan.

² See Appendix B for overall survey results and specific data on the survey questions referenced in this section.

86.1% of respondents had never attended the County's Annual Diversity Luncheon with 46.5% citing their reasons for non-attendance as not knowing about it.

(Analysis of Questions 8, 9 and 12.) 63.3% of respondents believe (41.4% strongly and 21.9% somewhat) that diversity does not lead to workplace disunity and 61.4% believe (33.0% strongly and 28.4% somewhat) that equal employment opportunity leads to the hiring of qualified employees. Although 64.7% of respondents agreed (18.7% strongly and 46% somewhat) that the County has achieved a positive environment for diversity, 22.2% disagreed (7.3% strongly and 14.9% somewhat).

(Analysis of Question 13.) When asked whether they felt that they had to change their personal characteristics in order to "fit in," 63.3% of all respondents indicated (47.4% strongly and 15.9% somewhat) that they did not have to change their personal characteristics while 25% felt that they did (6.6% strongly and 18.4% somewhat).

(Analysis of Question 25.) When it comes to discussing diversity issues at work, 33.3% of respondents said that they discuss diversity issues with employees of different race/ethnicities on an occasional or frequent basis, while 64.5% of respondents indicated that they seldom or never discuss issues of diversity at work with employees of different race/ethnicities.

Management And Equal Employment Opportunity:

(Analysis of Questions 10 and 11.) Overall, 55.4% of respondents believe (19.7% strongly and 35.7% somewhat) that "Top Administration (i.e. Board of Supervisors, County Administrator, Department Heads) is committed to promoting respect for and understanding of group differences," while 24.4% do not (9.9% strongly and 14.5% somewhat). 74.7% of all respondents believe (47.8% strongly or 26.9% somewhat) that their direct/immediate supervisor is committed to promoting respect for and understanding of group differences.

(Analysis of Questions 16 and 17.) When examined across racial lines, the results show that 63% of respondents agreed (35.3% somewhat and 27.7% strongly) that management is proactive in attempting to hire people of various ethnic groups. In addition, 59.5% of respondents agree (44.6% strongly and 14.9% somewhat) that management does not engage in employment practices that benefit members of their own race/ethnicity, gender, sexual orientation, disability, etc. Nevertheless, 27.2% of respondents believe (11.2% strongly and 16.0% somewhat) that management engages in such practices. When broken down by race, the percentage that feels this way ranged from 16.7% to 45.6%. Overall, Non-White respondents (35%) were more likely than White respondents (21.3%) to believe that management engages in employment practices that benefit members of their own race/ethnicity, gender, sexual orientation, disability, etc.

(Analysis of Question 15.) Employees were asked to indicate the extent to which they agree or disagree with the statement; *"There are fewer opportunities for advancement to supervisory/management positions for racial/ethnic groups, people with disabilities, gays, lesbian and women than other employees."* Of those employees that responded to that statement, 57.6% disagreed (19.7% somewhat and 37.9% strongly) and 25.2% agreed (somewhat 16.9% and strongly 8.3%). When broken down by race/ethnicity, those who indicated that there are

fewer opportunities for advancement were 57.2% of Blacks, 40.3% of Asians/Pacific Islanders, 33.7% of Hispanics, 31.1% of Multi-Racial respondents, 24.5% of those who indicated “Other,” 25.5% of those that declined to state their race/ethnicity, 16.9% of Whites, and 12.5% of American Indians/Alaskan Natives.

Employee Experiences With Discrimination In The Workplace:

As defined in the survey, discrimination refers to employment discrimination and is defined as being treated differently concerning some aspect of employment than similar employees because you belong to a protected category such as age, ancestry, color, creed, marital status, medical condition, national origin, physical or mental disability, political affiliation or belief, pregnancy, race, religion, sex, or sexual orientation.

(Analysis of Questions 20 and 21.) Employees were asked three different but related questions about discrimination. They were asked to indicate whether staff, coworker, direct supervisor and management had discriminated against them. The second question asked them if they had been discriminated against because of race, gender, sexual orientation, disability, religion or age. The third question asked them to state whether or not they believe that they would be subjected to negative treatment by management if they report discrimination within their department.

Respondents indicated they had never experienced discrimination by staff (69.2%), coworker (64.9%), direct supervisor (70.3%) and management (67.2%) while other respondents indicated that they have experienced discrimination on an occasional to frequent basis by staff (13.8%), coworker (15.0%), direct supervisor (13.9%) and management (15.8%).

Additionally, respondents indicated that they have never been discriminated against because of their race/ethnicity (69.4%), gender (69.7%), sexual orientation (85.8%), disability (83.5%), religion (82.8%) and age (75.9%). (See Figure 4.) However, there were differences across racial lines with employees’ experiences with discrimination based on race, gender and age. Non-White employees were more likely than White employees to have reported experiencing race discrimination. Specifically, 38.6% of Blacks, 31.1% of “Other,” 28.6% of Asian/Pacific Islanders, 21.4% of those that declined to state, 17.4% of Hispanics, 17.8% of Multi-Racial respondents, 8.6% of American Indian/Alaskan Natives, and 8.6% of Whites indicated that they had been discriminated against because of their race on an occasional or frequent basis. (See Figure 5.)

Although 69.7% of the total respondents reported having never experienced gender discrimination, 12.4% of respondents felt they had experienced gender discrimination on an occasional or frequent basis and 10.7% on a seldom basis. Of those who feel that they had experienced age discrimination, 8.2% indicated that they had experienced age discrimination on a seldom basis, 6.6% indicated occasional, and 1.8% indicated frequent. In examining the responses across racial lines, those that selected “Decline to state” (15.3%) and Asian/Pacific Islander respondents (13.3%) were more likely to believe that they have experienced age discrimination.

Differences in perception and experiences were slightly different across racial lines when respondents were asked about their experiences with discrimination based on sexual orientation, disability and religion. On average, less than 5.0% of all respondents indicated that they had experienced discrimination based on sexual orientation, disability or religion on an occasional or frequent basis.

(Analysis of Question 18.) When asked to respond to whether they believed that by reporting discrimination within their department they would be subjected to negative treatment by management, 58.4% of respondents believed (42.1% strongly and 16.3% somewhat) that they would not be subjected to negative treatment by management if they reported discrimination; however, 27.1% believed (12.7% strongly and 14.4% somewhat) that they would.

Figure 4
**Have You Been Discriminated Against Because Of Your Race/Ethnicity,
 Gender, Sexual Orientation, Disability, Religion, Or Age?**

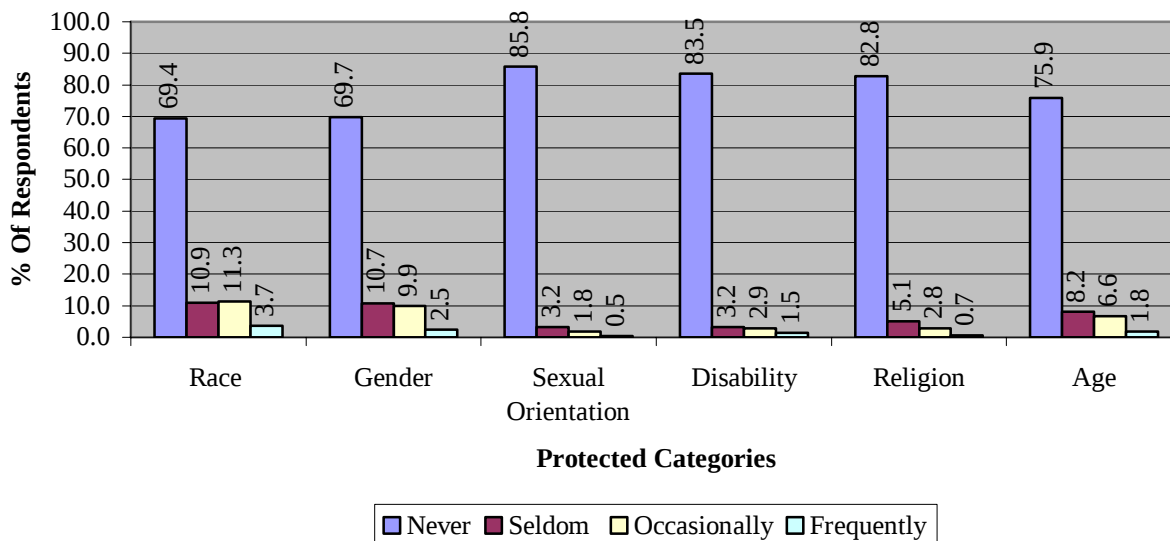
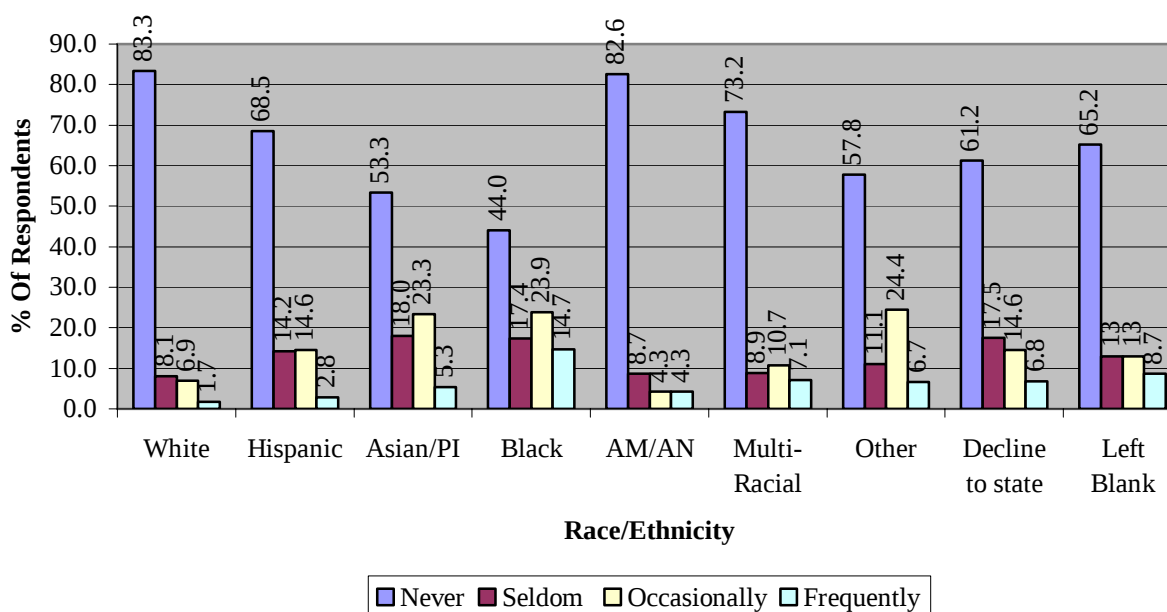


Figure 5
Have You Been Discriminated Against Because Of Your Race/Ethnicity?



Employee Experiences With Harassment In The Workplace:

As defined in the survey, harassment refers to inappropriate or offensive words, actions or materials directed at a person because of a person's membership in one or more protected groups that are sufficient to materially effect the work environment in a negative manner.

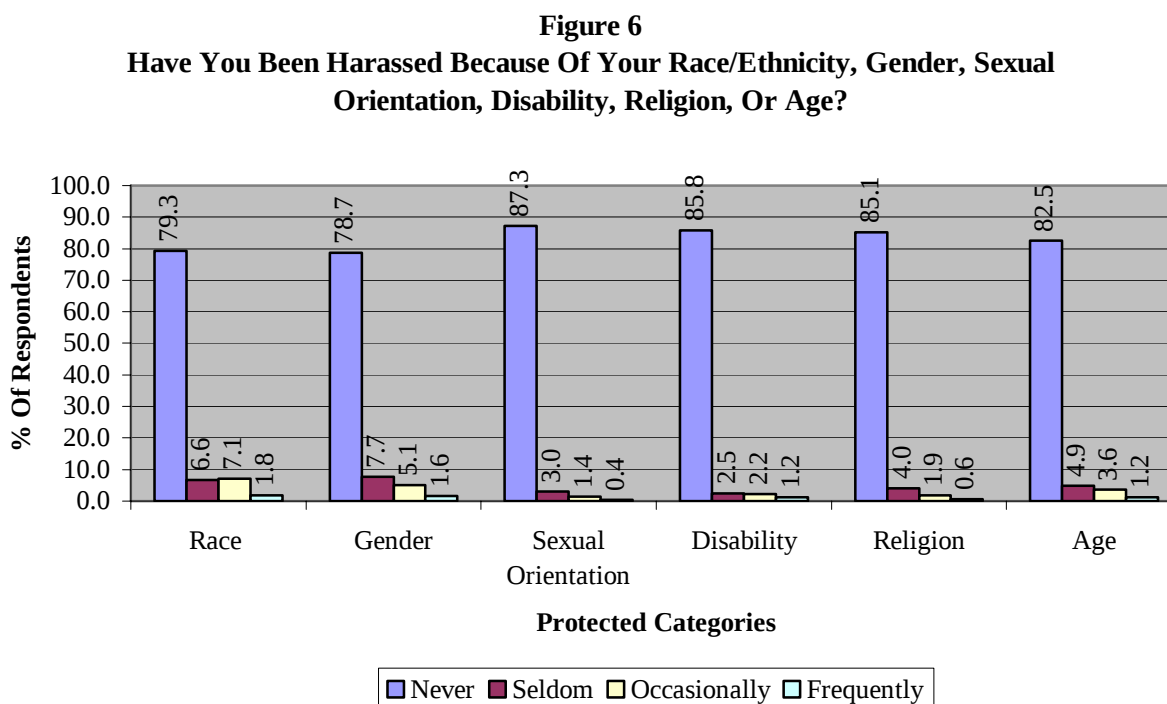
(Analysis of Question 22.) Although a majority of respondents (between 78.7% and 87.3%) reported never having a personal experience with harassment based on race, gender, sexual orientation, disability, religion or age, when harassment was thought to exist, respondents were more likely to indicate that they had experienced race and gender harassment more so than any other listed category. (See Figure 6.) Overall, respondents indicated that on an occasional or frequent basis, they have experienced harassment based on race (8.9%), gender (6.7%), age (4.8%), disability (3.4%), religion (2.5%) and sexual orientation (1.8%).

In examining some of the categories across racial lines, there are differences in perception between White and Non-White respondents with respect to their experiences with harassment based on race. Non-Whites were more likely to have experienced harassment based on race on an occasional or frequent basis, with Blacks at 21.1%, those that indicated "Other" at 19.5%, Asians/Pacific Islanders at 16.7%, those that selected "Decline to state" at 12.7%, Multi-Racial respondents at 12.5%, Hispanics at 12.4%, American Indians/Alaskan Natives at 8.4% and Whites at 4.3%.

When reviewing employee experiences with regard to gender harassment, there were only slight differences across racial lines. When broken down by race, respondents that indicated experiencing gender harassment on an occasional or frequent basis were 13.8% of those that

selected “Decline to state,” 11.1% of Blacks, 8.5% of those that indicated “Other,” 8.3% of American Indians/Alaskan Natives, 7.3% of Multi-Racial respondents, 6.3% of Hispanics, 6.1% of Whites and 5.6% of Asians/Pacific Islanders.

(Analysis of Question 23.) Finally, when asked to respond to whether they had felt pressured by their own racial/ethnic group not to socialize with members of other racial/ethnic groups, overall, most respondents at 87.3% reported having never felt pressured.

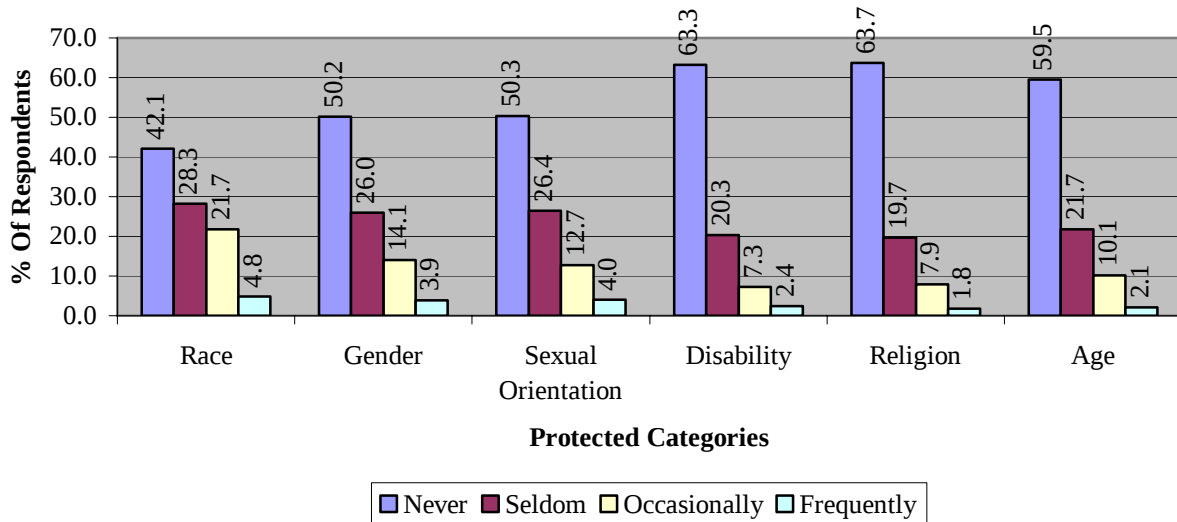


Employee Experiences With Insensitive Or Disparaging Comments:

(Analysis of Question 24.) When asked to respond to whether they had heard insensitive or disparaging comments about race, gender, sexual orientation, disability, religion or age from County staff, between 42.1% and 63.7% reported that they had never heard insensitive or disparaging comments by County staff. However, 26.5% of all respondents indicated that they had heard insensitive or disparaging comments about race/ethnicity on an occasional or frequent basis. Further, respondents indicated they had heard insensitive or disparaging comments on an occasional or frequent basis by County staff about gender at 18.0%, sexual orientation at 16.7%, age at 12.2%, and disability at 9.7% and religion at 9.7%. (See Figure 7.)

Note: Question 19 was not included in the analysis because a significant number of respondents misunderstood how to answer the question.

Figure 7
How Often Have You Heard Insensitive Or Disparaging Comments
From County Staff About Race/Ethnicity, Gender, Sexual Orientation,
Disability, Religion, Or Age?



ANALYSIS OF RESPONSES TO OPEN-ENDED QUESTION

The last section of the survey was an open-ended question that provided employees an opportunity to respond to the question, “*What do you think can be done in San Joaquin County to strengthen and improve diversity within the workforce?*” In total, 623 respondents provided written comments in this section. Figure 8 shows a breakdown by race/ethnicity of the 623 respondents.

Figure 8
Open-Ended Question Respondents By Race/Ethnicity

Race/Ethnicity	Number	Percent
White	300	48.1
Hispanic	106	17
Black	57	9.1
Asian/Pacific Islander	55	8.8
Decline To State	48	7.7
Multi-Racial	21	3.4
Left Blank	16	2.6
Other	12	1.9
American Indian/Alaskan Native	8	1.3

Out of the 623 responses received, 345 respondents provided a total of 383 suggestions or comments that specifically answered the open-ended question³. The most consistently cited suggestions and comments dealt with the following three topics:

- Hiring and employment practices
- Training
- Social activities

1. Hiring And Employment Practices

Out of the 345 responses, 202 or 58.6% provided comments that dealt with improving diversity through employment practices. Respondents provided a range of responses such as:

- The County should hire and/or promote individuals based solely on qualifications, skills and abilities.
- The County should not hire or promote based on quotas, affirmative action or a need to be diverse, as such practices results in lowering its standards.
- The need for more diversity in upper-management, i.e., hire more ethnic minorities and women.
- The County's workforce should be representative of the community it serves.
- Hiring and promotions should not be based on favoritism, nepotism or based on an employee's personal relationship or affiliation with management.

2. Training

135 respondents provided comments or suggestions on how to improve or strengthen diversity through training. Respondents suggested longer, more in-depth trainings and expressed a desire to learn more about the employees' cultures within the County workforce. Some of the education and training initiatives mentioned included diversity awareness, more communication and open, ongoing dialog or discussion forums regarding diversity. Out of the 135 respondents that provided suggestions regarding training, only seven commented that the current training program and the County's efforts were sufficient and two respondents stated that the training was not beneficial and stated it was a waste of time or should not be mandated.

3. Social Activities

46 respondents suggested that the County sponsor more activities and events that promote and celebrate diversity and cultural awareness. Suggestions included celebrating different ethnic holidays with food, entertainment and speakers reflective of the particular culture. Respondents also expressed that such activities would provide employees an opportunity to learn about the different cultures within the County workforce and help promote unity and respect among County staff. Respondents also suggested sending newsletters, emails and/or flyers to employees that contain articles about diversity and that advertising social events would be beneficial.

³ Some respondents provided suggestions on more than one topic, for example, "Conduct more cultural competency training and hold more County-sponsored social activities such as a celebration of different ethnic holidays."

CONCLUSION

Overall, most of what was reported through the survey results is encouraging as it reveals that diversity is valued as an important part of the County. When looking at the data:

69.2% of respondents have attended the County's diversity training in the last two years.

86.9% agreed somewhat or strongly that diversity is good for the County.

74.7% of respondents agree that their direct/immediate supervisor is committed to promoting respect for and understanding of group differences.

63.3% of respondents believe that they do not have to change their personal characteristics in order to "fit in."

Although most survey respondents (86.9%) agree that diversity is good for the County and do not perceive that there are large diversity-related problems, when examined across racial lines there were notable differences in these perceptions.

Next Steps:

The objective of the survey is to assess the attitudes, beliefs, opinions, and experiences of County employees related to diversity issues for use in developing the County's next phase of diversity awareness training. As such, the EEO Office and EEOAC will develop phase two diversity training that will be implemented Countywide in January 2006.

The survey results will also be used to assist in the development of a strategic plan for improving diversity. This strategic plan will include such items as the development of a Countywide definition of diversity, a diversity vision statement, strategies to enhance the recruitment and retention of a diverse workforce and to sponsor more Countywide events and activities designed to promote and strengthen cultural awareness.

APPENDIX A

SAN JOAQUIN COUNTY WORKPLACE DIVERSITY SURVEY

As the employer of a diverse workforce, it is San Joaquin County's continuing goal to provide a work environment that respects the unique dignity and gifts of each individual, culture and group that makes up our community. In support of this commitment, the San Joaquin County Equal Employment Opportunity Advisory Committee (EEOAC) and the San Joaquin County Equal Employment Opportunity Office (EEO) have developed the attached **Workplace Diversity Survey** as one way to assess how well the County is doing in its diversity efforts, and to determine what may be needed to continue to improve them. The survey should take about 10 minutes to complete.

Please note: Do NOT put your name on the survey. The survey has been designed to ensure all responses are anonymous and that no employee name will be connected to any responses in the survey. Your completed responses will be used as a tool to help us learn more about the perceptions, attitudes, experiences, and concerns that you and other employees may have regarding diversity issues in the County.

Please help us reach a 100 percent response rate. Your participation in completing the survey is voluntary; and you may choose to answer all, some, or none of the questions. However, your input is key in helping us to improve diversity-related issues, which will include making improvements to the next phase of the County's diversity awareness training program. At the end of the survey, you will have an opportunity to provide additional feedback on what you believe can be done in the County to strengthen and improve the environment for diversity in the County.

We are interested only in your honest and candid responses. The time you're willing to take to complete the survey is very much appreciated. **Please complete the survey and return it by interoffice mail or by fax (209) 953-7447 to the County EEO Office no later than November 1, 2004.** If you have any questions about this survey, please contact the County EEO Office at (209) 468-3374, or by e-mail at www.sjgov.org/eeo.

Sincerely,

Robin Moore
EEO Program Manager

Christiane Liza D. Roceli
EEOAC Chairperson

SAN JOAQUIN COUNTY WORKPLACE DIVERSITY SURVEY

DEFINITIONS

Diversity – refers to differences among people with respect to age, race, gender, ethnicity, physical and mental ability, sexual orientation, religious belief, and other human differences.

Discrimination – refers to employment discrimination and is defined as being treated differently concerning some aspect of employment than similar employees because you belong to a protected category such as age, ancestry, color, creed, marital status, medical condition, national origin, physical or mental disability, political affiliation or belief, pregnancy, race, religion, sex, or sexual orientation.

Harassment – refers to inappropriate or offensive words, actions or materials directed at a person because of a person's membership in one or more protected groups that are sufficient to materially effect the work environment in a negative manner.

County – refers to the County of San Joaquin, as an employer.

BACKGROUND INFORMATION

Please completely fill in bubbles.

1. How long have you been employed at San Joaquin County? (Mark one.)

- ☐ Less than six months
- ☐ Six months to 1 year
- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ More than 20 years

2. With which racial/ethnic group do you identify? (Mark one.)

- ☐ White
- ☐ Black
- ☐ Asian/Pacific Islander
- ☐ American Indian/Alaskan Native
- ☐ Hispanic
- ☐ Multi-racial
- ☐ Decline to state
- ☐ Other _____

3. Have you participated in the County's mandated Diversity training, in the last two years? (Mark one.)

- ☐ No
- ☐ Yes

BACKGROUND INFORMATION...

4. In the past year, have you participated in any organized departmental activity designed to promote diversity at the County? (Mark one.)
- ☐ No
 - ☐ Yes, and it was/they were:
 - ☐ Mostly beneficial
 - ☐ Somewhat beneficial
 - ☐ Not beneficial
5. Have you ever attended the County's Annual Diversity Luncheon? (Mark one.)
- ☐ Yes
 - ☐ No. If no, why?
 - ☐ Did not know about it
 - ☐ Cost of luncheon
 - ☐ Not interested
 - ☐ Luncheon timeframe
 - ☐ Lack of support from direct/immediate Supervisor
 - ☐ Other

ATTITUDES

Indicate the extent to which you personally agree or disagree with the following statements by marking the appropriate bubble.

	Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly	Neither Agree Nor Disagree
6. Diversity is good for the County and should be actively promoted by management, staff and coworkers.	☐	☐	☐	☐	☐
7. The County is placing too much emphasis on achieving diversity.	☐	☐	☐	☐	☐
8. Emphasizing diversity leads to workplace disunity.	☐	☐	☐	☐	☐
9. Equal employment opportunity leads to hiring qualified County employees.	☐	☐	☐	☐	☐
10. Top administration (i.e., Board of Supervisors, County Administrator, Department Heads) is committed to promoting respect for and understanding of group differences.	☐	☐	☐	☐	☐
11. My direct/immediate supervisor is committed to promoting respect for and understanding of group differences.	☐	☐	☐	☐	☐
12. The County has achieved a positive environment for diversity.	☐	☐	☐	☐	☐

ATTITUDES...

	Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly	Neither Agree Nor Disagree
13. In order to “fit in” I often feel I need to change some of my personal characteristics (e.g., language, dress).	☐	☐	☐	☐	☐
14. The County has no diversity problems.	☐	☐	☐	☐	☐

BELIEFS

Indicate the extent to which you agree or disagree with the following statements by marking the appropriate bubble.

	Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly	Don't Know
15. There are fewer opportunities for advancement to supervisory/management positions for racial/ethnic groups, people with disabilities, gays, lesbians and women than other employees.	☐	☐	☐	☐	☐
16. The management in my division/work area is proactive in attempting to hire people of diversity.	☐	☐	☐	☐	☐
17. In my department, I feel that managers engage in employment practices that benefit members of their own race/ethnicity, gender, sexual orientation, disability, etc.	☐	☐	☐	☐	☐
18. I believe that if I report discrimination within my department, I will be subject to negative treatment by management.	☐	☐	☐	☐	☐
19. I believe that over the past three years, acceptance by County workers of diversity in the workplace has:					
Become better	☐	☐	☐	☐	☐
Become worse	☐	☐	☐	☐	☐
Stayed the same	☐	☐	☐	☐	☐

EMPLOYEE EXPERIENCES

Indicate how frequently each of the following statements apply to your experiences as an employee of San Joaquin County. (Mark one for each item.)

	Never	Seldom	Occasionally	Frequently
20. As defined in the definition section of this survey, have you been discriminated against by:				
Staff	☐	☐	☐	☐
Coworker	☐	☐	☐	☐
Direct Supervisor	☐	☐	☐	☐
Management	☐	☐	☐	☐
21. As defined in the definition section of this survey, have you been discriminated against because of your:				
Race/ethnicity	☐	☐	☐	☐
Gender	☐	☐	☐	☐
Sexual orientation	☐	☐	☐	☐
Disability	☐	☐	☐	☐
Religion	☐	☐	☐	☐
Age	☐	☐	☐	☐
22. As defined in the definition section of this survey, have you been harassed because of your:				
Race/ethnicity	☐	☐	☐	☐
Gender	☐	☐	☐	☐
Sexual orientation	☐	☐	☐	☐
Disability	☐	☐	☐	☐
Religion	☐	☐	☐	☐
Age	☐	☐	☐	☐
23. Have you felt pressure from members of your own racial/ethnic group not to socialize with members of other racial/ethnic groups?	☐	☐	☐	☐
24. How often have you heard insensitive or disparaging comments from County staff about:				
Race/ethnicity	☐	☐	☐	☐
Gender	☐	☐	☐	☐
Sexual orientation	☐	☐	☐	☐
Disability	☐	☐	☐	☐
Religion	☐	☐	☐	☐
Age	☐	☐	☐	☐
25. How often do you discuss diversity issues at work with someone from a different race/ethnicity, gender, sexual orientation age, disability or religion?	☐	☐	☐	☐

OPEN ENDED QUESTION

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface.

Thank you for taking the time to complete this survey. Please complete and return the survey to the County EEO Office no later than November 1, 2004.

APPENDIX B

WORKPLACE DIVERSITY SURVEY RESULTS

The figures presented in the tables have been rounded off. For the purposes of analysis, calculated percentages of .05 or higher were rounded up to the nearest decimal. Since the totals are rounded separately, they do not necessarily report the sum of the values in each category. Similarly, the sum of percentages, which are calculated from the rounded data, does not necessarily total 100.

Due to incomplete surveys, missing data was input as, “Did not respond.” The total number of surveys received was 1,702.

Background Information:

1. How long have you been employed at San Joaquin County?	Number	Percent
Less than six months	34	2.0
Six months to one year	46	2.7
One to two years	149	8.8
Three to five years	401	23.6
Six to ten years	334	19.6
Eleven to fifteen years	262	15.4
Sixteen to twenty years	218	12.8
More than twenty years	248	14.6
Did not respond	10	0.6

2. With which racial/ethnic group do you identify?	Number	Percent
White	895	52.6
Hispanic	264	15.5
Asian/Pacific Islander	153	9.0
Black	114	6.7
Decline to state	111	6.5
Multi-racial	58	3.4
Other	55	3.2
American Indian/Alaskan Native	24	1.4
Did not respond	28	1.6

3. Have you participated in the County’s mandated Diversity training in the last two years?	Number	Percent
Yes	1,178	69.2
No	489	28.7
Not sure	9	0.5
Did not respond	26	1.5

4. In the past year, have you participated in any organized departmental activity designed to promote diversity?	Number	Percent
No	1261	74.1
Yes	401	23.6
Not sure	1	0.6
Did not respond	39	2.3

4a. If 'yes' to question 4, it was/they were:	Number	Percent
Mostly beneficial	156	38.9
Somewhat beneficial	184	45.9
Not beneficial	47	11.7
Did not respond	14	3.5

5. Have you ever attended the County's Annual Diversity Luncheon?	Number	Percent
No	1,466	86.1
Yes	207	12.2
Did not respond	29	1.7

5a. If you answered 'no' to question 5, why?	Number	Percent
Did not know about it	682	46.5
Not interested	340	23.2
Luncheon timeframe	151	10.3
Other	138	9.4
Lack of support from direct/immediate supervisor	48	3.3
Cost of luncheon	41	2.8
Did not respond	66	4.5

Attitudes:

Indicate the extent to which you personally agree or disagree with the following statements.

6. Diversity is good for the County and should be actively promoted by management, staff and coworkers.	Number	Percent
Agree Strongly	923	54.2
Agree Somewhat	556	32.7
Disagree Somewhat	70	4.1
Disagree Strongly	42	2.5
Neither Agree Nor Disagree	87	5.1
Did not respond	24	1.4

7. The County is placing too much emphasis on achieving diversity.	Number	Percent
Agree Strongly	197	11.6
Agree Somewhat	451	26.5
Disagree Somewhat	377	22.2
Disagree Strongly	463	27.2
Neither Agree Nor Disagree	190	11.2
Did not respond	24	1.4

8. Emphasizing diversity leads to workplace disunity.	Number	Percent
Agree Strongly	119	7.0
Agree Somewhat	318	18.7
Disagree Somewhat	372	21.9
Disagree Strongly	705	41.4
Neither Agree Nor Disagree	152	8.9
Did not respond	36	2.1

9. Equal employment opportunity leads to hiring qualified County employees.	Number	Percent
Agree Strongly	562	33.0
Agree Somewhat	484	28.4
Disagree Somewhat	304	17.9
Disagree Strongly	149	8.8
Neither Agree Nor Disagree	169	9.9
Did not respond	34	2.0

10. Top administration (i.e., Board of Supervisors, County Administrator, Department Heads) is committed to promoting respect for and understanding of group differences.	Number	Percent
Agree Strongly	335	19.7
Agree Somewhat	608	35.7
Disagree Somewhat	247	14.5
Disagree Strongly	168	9.9
Neither Agree Nor Disagree	313	18.4
Did not respond	31	1.8

11. My direct/immediate supervisor is committed to promoting respect for and understanding of group differences.	Number	Percent
Agree Strongly	814	47.8
Agree Somewhat	457	26.9
Disagree Somewhat	118	6.9
Disagree Strongly	90	5.3
Neither Agree Nor Disagree	193	11.3
Did not respond	30	1.8

12. The County has achieved a positive environment for diversity.	Number	Percent
Agree Strongly	318	18.7
Agree Somewhat	783	46.0
Disagree Somewhat	253	14.9
Disagree Strongly	124	7.3
Neither Agree Nor Disagree	190	11.2
Did not respond	34	2.0

13. In order to “fit in,” I often feel I need to change some of my personal characteristics (e.g., language, dress).	Number	Percent
Agree Strongly	113	6.6
Agree Somewhat	314	18.4
Disagree Somewhat	271	15.9
Disagree Strongly	806	47.4
Neither Agree Nor Disagree	169	9.9
Did not respond	29	1.7

14. The County has no diversity problems.	Number	Percent
Agree Strongly	91	5.3
Agree Somewhat	254	14.9
Disagree Somewhat	593	34.8
Disagree Strongly	420	24.7
Neither Agree Nor Disagree	294	17.3
Did not respond	50	2.9

Beliefs:

Indicate the extent to which you agree or disagree with the following statements.

15. There are fewer opportunities for advancement to supervisory/management positions for racial/ethnic groups, people with disabilities, gays, lesbians and women than other employees.	Number	Percent
Agree Strongly	142	8.3
Agree Somewhat	287	16.9
Disagree Somewhat	336	19.7
Disagree Strongly	645	37.9
Don't Know	264	15.5
Did not respond	28	1.6

16. The management in my division/work area is proactive in attempting to hire people of diversity.	Number	Percent
Agree Strongly	471	27.7
Agree Somewhat	601	35.3
Disagree Somewhat	148	8.7
Disagree Strongly	105	6.2
Don't Know	339	19.9
Did not respond	38	2.2

17. In my department, I feel that managers engage in employment practices that benefit members of their own race/ethnicity, gender, sexual orientation, disability, etc.	Number	Percent
Agree Strongly	190	11.2
Agree Somewhat	272	16.0
Disagree Somewhat	253	14.9
Disagree Strongly	759	44.6
Don't Know	192	11.3
Did not respond	36	2.1

18. I believe that if I report discrimination within my department, I will be subject to negative treatment by management.	Number	Percent
Agree Strongly	216	12.7
Agree Somewhat	245	14.4
Disagree Somewhat	278	16.3
Disagree Strongly	717	42.1
Don't know	224	13.2
Did not respond	22	1.3

19a. I believe that over the past three years, acceptance by County workers of diversity in the workplace has become better.	Number	Percent
Agree Strongly	223	13.1
Agree Somewhat	504	29.6
Disagree Somewhat	114	6.7
Disagree Strongly	62	3.6
Don't Know	433	25.4
Did not respond	366	21.5

19b. I believe that over the past three years, acceptance by County workers of diversity in the workplace has become worse.	Number	Percent
Agree Strongly	30	1.8
Agree Somewhat	86	5.1
Disagree Somewhat	246	14.5
Disagree Strongly	257	15.1
Don't Know	419	24.6
Did not respond	664	39.0

19c. I believe that over the past three years, acceptance by County workers of diversity in the workplace has stayed the same.	Number	Percent
Agree Strongly	229	13.5
Agree Somewhat	341	20.0
Disagree Somewhat	145	8.5
Disagree Strongly	140	8.2
Don't Know	435	25.6
Did not respond	412	24.2

Employee Experiences:

Indicate how frequently each of the following statements apply to your experience as an employee of San Joaquin County.

20a. As defined in the definition section of this survey, have you been discriminated against by staff?	Number	Percent
Never	1,177	69.2
Seldom	184	10.8
Occasionally	202	11.9
Frequently	33	1.9
Did not respond	106	6.2

20b. As defined in the definition section of this survey, have you been discriminated against by a coworker?	Number	Percent
Never	1,105	64.9
Seldom	221	13.0
Occasionally	208	12.2
Frequently	48	2.8
Did not respond	120	7.1

20c. As defined in the definition section of this survey, have you been discriminated against by a direct supervisor?	Number	Percent
Never	1,196	70.3
Seldom	155	9.1
Occasionally	165	9.7
Frequently	72	4.2
Did not respond	114	6.7

20d. As defined in the definition section of the survey, have you been discriminated against by management?	Number	Percent
Never	1,143	67.2
Seldom	173	10.2
Occasionally	200	11.8
Frequently	69	4.0
Did not respond	117	6.9

21a. As defined in the definition section of this survey, have you been discriminated against because of your race/ethnicity?	Number	Percent
Never	1,182	69.4
Seldom	185	10.9
Occasionally	193	11.3
Frequently	63	3.7
Did not respond	79	4.6

21b. As defined in the definition section of this survey, have you been discriminated against because of your gender?	Number	Percent
Never	1,186	69.7
Seldom	182	10.7
Occasionally	168	9.9
Frequently	42	2.5
Did not respond	124	7.3

21c. As defined in the definition section of this survey, have you been discriminated against because of your sexual orientation?	Number	Percent
Never	1,460	85.8
Seldom	55	3.2
Occasionally	31	1.8
Frequently	9	0.5
Did not respond	147	8.6

21d. As defined in the definition section of this survey, have you been discriminated against because of your disability?	Number	Percent
Never	1,421	83.5
Seldom	55	3.2
Occasionally	49	2.9
Frequently	25	1.5
Did not respond	152	8.9

21e. As defined in the definition section of this survey, have you been discriminated against because of your religion?	Number	Percent
Never	1,410	82.8
Seldom	87	5.1
Occasionally	48	2.8
Frequently	12	0.7
Did not respond	145	8.5

21f. As defined in the definition section of this survey, have you been discriminated against because of your age?	Number	Percent
Never	1,292	75.9
Seldom	139	8.2
Occasionally	112	6.6
Frequently	31	1.8
Did not respond	128	7.5

22a. As defined in the definition section of this survey, have you been harassed because of your race/ethnicity?	Number	Percent
Never	1,350	79.3
Seldom	113	6.6
Occasionally	120	7.1
Frequently	31	1.8
Did not respond	88	5.2

22b. As defined in the definition section of this survey, have you been harassed because of your gender?	Number	Percent
Never	1,340	78.7
Seldom	131	7.7
Occasionally	86	5.1
Frequently	27	1.6
Did not respond	118	6.9

22c. As defined in the definition section of this survey, have you been harassed because of your sexual orientation?	Number	Percent
Never	1,486	87.3
Seldom	51	3.0
Occasionally	23	1.4
Frequently	7	0.4
Did not respond	135	7.9

22d. As defined in the definition section of this survey, have you been harassed because of your disability?	Number	Percent
Never	1,461	85.8
Seldom	43	2.5
Occasionally	37	2.2
Frequently	21	1.2
Did not respond	140	8.2

22e. As defined in the definition section of this survey, have you been harassed because of your religion?	Number	Percent
Never	1,449	85.1
Seldom	68	4.0
Occasionally	32	1.9
Frequently	11	0.6
Did not respond	142	8.3

22f. As defined in the definition section of this survey, have you been harassed because of your age?	Number	Percent
Never	1,405	82.5
Seldom	84	4.9
Occasionally	61	3.6
Frequently	21	1.2
Did not respond	131	7.7

23. Have you felt pressure from members of your own racial/ethnic group not to socialize with members of other racial/ethnic groups?	Number	Percent
Never	1,486	87.3
Seldom	100	5.9
Occasionally	44	2.6
Frequently	11	0.6
Did not respond	61	3.6

24a. How often have you heard insensitive or disparaging comments from County staff about race/ethnicity?	Number	Percent
Never	717	42.1
Seldom	482	28.3
Occasionally	369	21.7
Frequently	82	4.8
Did not respond	52	3.1

24b. How often have you heard insensitive or disparaging comments from County staff about gender?	Number	Percent
Never	854	50.2
Seldom	442	26.0
Occasionally	240	14.1
Frequently	67	3.9
Did not respond	99	5.8

24c. How often have you heard insensitive or disparaging comments from County staff about sexual orientation?	Number	Percent
Never	856	50.3
Seldom	449	26.4
Occasionally	217	12.7
Frequently	68	4.0
Did not respond	112	6.6

24d. How often have you heard insensitive or disparaging comments from County staff about disability?	Number	Percent
Never	1,077	63.3
Seldom	346	20.3
Occasionally	124	7.3
Frequently	40	2.4
Did not respond	115	6.8

24e. How often have you heard insensitive or disparaging comments from County staff about religion?	Number	Percent
Never	1,085	63.7
Seldom	335	19.7
Occasionally	134	7.9
Frequently	31	1.8
Did not respond	117	6.9

24f. How often have you heard insensitive or disparaging comments from County staff about age?	Number	Percent
Never	1,012	59.5
Seldom	369	21.7
Occasionally	172	10.1
Frequently	36	2.1
Did not respond	113	6.6

25. How often do you discuss diversity issues at work with someone from a different race/ethnicity, gender, sexual orientation, age, disability or religion?	Number	Percent
Never	519	30.5
Seldom	578	34.0
Occasionally	496	29.1
Frequently	72	4.2
Did not respond	37	2.2