



# Creating a Culture of Employee Engagement and Equity

9/10/2013



Employee Engagement and Equity  
Progress Report

## Creating a Culture of Employee Engagement and Equity

In June of 2012, Human Resources Staff began discussing the Human Resources Leadership Model, and the need to modify the current Performance Management Process to include elements integral to ensuring high levels of employee engagement. Subsequent research and discussion led to creation of an Employee Engagement and Equity Model (model flowchart is included in Appendix A), intended to be inclusive of over-all City of Madison HR Services. This report is intended to summarize the project and provide up to date information regarding ongoing implementation.

### Purpose

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#### Engagement Definition

Employee engagement is a critical factor in turning an adequately functioning department into a unit which can provide exemplary service for the City of Madison. An engaged employee is one who is willing to take on the identity and mission of the organization, recognizing a connection between their own work and the organizational goals. Engaged public employees are unique in that they see serving the public with integrity as a primary motivator in their daily work life. Engagement is defined as the amount of discretionary performance an employee performs.

An employee can fall into any one of three engagement categories over the course of his/her career. Engagement categories include:

- *Engaged employees* are those who work with passion. Because they feel a strong connection to the organization, they work hard to innovate and improve. They are often described as having an emotional connection to their work.
- *Not-engaged employees* are those who do the work expected of them, but do not put in extra effort. They are putting in time, but not as much energy or passion into their work.
- *Actively disengaged employees* are those who aren't just unhappy, but are spreading their unhappiness to other staff, and often, undermining the work their engaged co-workers accomplish.

Engagement is not typically stagnant. Rather, employees can move from one category to another at various times. It is consequently important to keep engagement as a continual focus in any agency or organization. Engagement allows employees to provide the community with the highest level of service within each agency's mission to make

Madison a safe and healthy place to live, work, and play. The Human Resources Employee Engagement and Equity Model is intended to increase engagement and ensure high levels of service by focusing on four basic functional areas including Building Trust, Equipping Employees, Developing Employees, and Connecting to Purpose, gleaned from the survey.

## Equity Definition and Purpose

After initial creation of the engagement model, incorporation of equity was recognized as integral component to improvement of overall engagement. Equity is just and fair inclusion into a society in which all, including all racial and ethnic groups, can participate, prosper, and reach their full potential. Equity gives all people a just and fair shot in life despite historic patterns of racial and economic exclusion.

Equity concepts and strategies can be applied both externally and internally. Externally, equity is about ensuring the City's vision for Madison is fulfilled in a way that allows all members of the community the opportunity to participate, prosper and reach their full potential. Internally, equity means solid hiring practices, providing the same opportunities for all of our staff, assuring a fair and just workplace, and ultimately creating an environment where all employees can be engaged in their work.

For more information on the City's vision for infusing equity into City decision making, please see the attached Common Council resolution in Appendix B.

## Integration of Equity and Engagement

Equity and engagement go hand-in-hand. Equity is not only a part of City purpose, but is a part of creating a culture of engagement. In order to properly infuse equity into the engagement process, each focus area in the employee engagement model (Building Trust, Equipping Employees, Developing Employees, and Connecting to Purpose) will require incorporation of equity into the discussion. However, equity is not just a means; it is also an end goal. Thus, any discussion of City or agency purpose must include a focus on equity itself.

Elements of equity have consequently been introduced into each area of the employee engagement model. The equity team is also creating an introduction, definition, purpose, and implementation of equity strategies included as a stand-alone segment of the Connection to Purpose focus area under Building Equity. Finally, the Employee Assistance Program staff and other Culture and Engagement Team members (see below) are creating an adjunct to the EAP's Cultural Respect and Civility Training focused exclusively on issues of equity and its intersection with cultural respect and civility.

## The Business Case for Engagement and Equity

By ensuring City employees remain engaged on top of meeting performance expectations, we ensure optimal performance of our organization. Studies show engaged employees have higher job satisfaction rates. In addition, studies show that engaged employees also demonstrate the following:

- Higher customer service scores
- Fewer work accidents
- Less turnover
- 27 percent less absenteeism

While organizations have been making a business case for engagement for the past decade, by far the greatest impact is on the individual employee. The individual employee experiences such increased job satisfaction, they are up to two and a half times as likely to report being very satisfied with their work. Engagement allows employers to retain their best, most experienced employees while increasing overall performance.

## Process

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### The Model

The model was developed around the survey questions related to engagement (see Appendix A for a flowchart of the model). Survey questions were broken down into the four separate focuses of engagement. We first initiate the process, survey staff, select strategies, and then work on those strategies in areas including Building Trust, Equipping Employees, Developing Employees, and Connecting to Purpose. Each one of these areas has associated strategies at the individual employee level, in teams, and organizationally. Organizational strategies are intended to help managers and supervisors create a culture of engagement, demonstrate the manager/supervisor's commitment to engagement, and to support the effectiveness of individual and team strategies.

- Initial implementation includes a baseline survey. The baseline survey utilizes fifteen questions aimed at determining employee engagement and equity, especially as it relates to inclusivity in the organization. This survey must be done in an anonymous fashion; more accurate results are achieved when employees feel free to answer honestly. A sample survey is available Appendix B. Results are then communicated and goals/strategies are selected in each of the four focus areas based on the results of the surveys.

- Strategies in the four focus areas are implemented over a specific time period to include:
  - One-on-one approaches initiated by the supervisor. These strategies require consistent effort on a supervisor's part toward continuance of the chosen strategy. Supervisors must recognize that each individual will have unique motivators; a one-size-fits-all approach will not work with engagement.
  - Engagement or process teams. Teams are especially effective at building trust and ensuring employees are well equipped for optimal performance. When creating engagement or process focused teams, team members should be encouraged to take responsibility for leading engagement sessions or projects. This allows them to take ownership of the engagement activities. Adequate resources and time for participation should be allotted to ensure the team is able to meet reasonable goals. Engagement teams should create an action plan that includes: the benefits of engagement, planned engagement initiatives, reporting on efforts that worked well at improving employee engagement and reporting on less successful efforts.
  - Organizational strategies are about creating a culture of engagement. Creating a culture of engagement is about revitalizing the way we do business in the City of Madison. It involves assessment of the entire organization, and implementation of strategies toward creation of workplace that supports and sustains the engagement of all staff.
- Follow-up includes a survey to allow agencies to find out which measures were most successful, how improvements compare to the effort spent on the initiatives, and identification of barriers to success. Recognize that these are just measures. Success may not mean improvement, but rather maintenance.

## Employee Survey

There are twelve key measures of engagement originally defined by Gallup. These measures are called the *Gallup Q<sup>12</sup>*. After review of measures related to engagement and inclusivity, the City's Culture and Engagement Team (see below), identified the following questions as measures of engagement and equity appropriate for the City of Madison. These measures will be reviewed annually to determine need for modification. The questions include the following:

1. Do you know what is expected of you at work?

2. Do you have the materials and equipment you need to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities at work to learn and grow?
13. Do you trust the City to be fair to all employees?
14. At work, are all employees treated with respect?
15. Do you feel valued in the organization?

Demographic information included on the survey allows HR to assess inclusivity question responses along gender, racial, educational, and tenure lines. Those assessments can assist in design of the agency's initiatives.

### Building Trust

Building trust is the critical foundation of the employee/employer relationship. While you can work with Organizational Development and Training (OD&T) to develop questions specifically targeted at trust deficiencies, the Q<sup>12</sup> can also help identify this as a necessary area of focus. When trust breaks down, it can be evidenced by negative answers to any of the following questions:

- In the last seven days, have you received recognition or praise for doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?

- Do you have a close friend at work?

In order to build trust, it is most essential for all employees, but especially supervisors and managers, to model engaged behaviors. In addition to modeling behaviors, strategies associated with trust building are broken up into four separate areas. Those areas and associated strategies include:

- Build individual trust through 1 on 1 engagement sessions, coaching and counseling through the SBI model, check in time for staff, and providing individual autonomy in scheduling and operational decisions.
- Build team trust through creating cohesiveness through cross training and well structured communication meetings, managing conflict, creating cultural alignment teams, holding team events, encouraging healthy competition, and celebrating success.
- Develop organizational respect and civility, including implementation of Respect and Civility Program to include baseline climate survey, identification of issues, skill building training for supervisors and employees, focus groups, planning based on feedback from employee training and focus groups, provide mediated resolutions if necessary, and perform a follow-up evaluation.

### Equipping Employees

Equipping employees is especially well suited to team engagement activities as employees in any given work unit are particularly adept at identifying what they need to do their job right, and because individuals are best suited at identifying the tools that work best for them. The Q<sup>12</sup> questions which identify deficiencies in this area include:

- Do you know what is expected of you at work?
- Do you have the materials and equipment you need to do your work right?
- At work, do you have the opportunity to do what you do best every day?

In order to ensure employees have all of the tools necessary to do their jobs to the best of their ability utilize some of the following strategies:

- Update Position Descriptions (PDs) by providing detailed information assigned to each position and communicating and aligning expectations with responsibilities.
- Ensure equal application of the City's Performance Management process through use of the position description, ongoing coaching and counseling, issuance of

discipline where necessary, and provision of performance improvement plans where appropriate.

- Provide Workplace Accommodations where necessary through the accommodations process.
- Provide and prioritize adequate training through team training inventories by inventorying assets and needs, costing and prioritizing available options, ensuring equity, and empowering a work group to make operational decisions related to training allocations. Training should be prioritized with first training necessary to fulfill job responsibilities, then training to improve productivity in current position, and finally training only indirectly related to current position.
- Set up work group to inventory/prioritize tools through team tools inventories by inventorying assets and needs, costing and prioritizing available options, ensuring equity, and empowering a work group to make operational decisions related to new materials and technologies.
- Organizationally, utilize the Employee Assistance Program, Critical Incident Stress Management, and organizational wellness activities to ensure employees are able to come to work in a way that allows for optimal engagement.

Each of the strategies, whether individual, team, or organizational, is focused in equipping employees on ensuring employees not only have the right materials for the work, but the knowledge skills and abilities to do the work well.

### Developing Employees

The engagement model focuses development of employees on skill building, and providing opportunities for employees to express talents within their own role. Ultimately, employees are responsible for their own development. However, supervisors are capable of both encouraging and impeding development. Furthermore, encouragement of employee development is one of the cornerstones of virtually all employee engagement models. The Q<sup>12</sup> questions most closely identified with this focus area include:

- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities at work to learn and grow?
- Is there someone at work who encourages your development?

Employee development includes, but also goes beyond, provision of basic training. Employee development is about utilizing individual employee talents, building on those

talents, and encouraging continued growth of each of your subordinates. While not all of the following strategies should be implemented with all staff (Individual Development Plans, for example, should not be used for any employee not meeting performance expectations), insufficient development will result in overall lower engagement ratings. Some of the strategies associated with developing employees include:

- Hire for fit, including ensuring applicants selected have not only adequate job competencies but a passion for the chosen occupation, by utilizing behavioral interviewing and identifying skills needs in the position description. It is also important to analyze where gaps exist in the current employee talent pool and hire to fill those gaps.
- Match employee talents with discretionary tasks while taking into account the needs of the organization, identifying flexibility in assignment, and classification or contractual implications.
- Utilize IDPs, including identifying consistent strong performers and then helping identify training and other skill building opportunities.
- Leadership Development through Organizational Development and Training.
- Succession Planning and the Civil Service System through an inventory of needs, identification of potential vacancies, training to expand current employee skill base, and utilization of internal hiring where appropriate.

Developing employees does not just mean additional training or skill building; it is about assisting employees in finding where there is flexibility adequate to allow an employee to express their talents. Employees who are better able to express talents, develop new skills, and expand competencies are more likely to be engaged.

### Connecting to Purpose

Connecting to purpose gets to the heart of one of the main reasons public employees choose public employment to begin with; they derive value from serving their community. Some of the questions which may demonstrate an organizational connection or lack of connection to purpose include:

- Are your associates (fellow employees) committed to doing quality work?
- At work, do your opinions seem to count?
- Does the mission/purpose of your company make you feel your job is important?

Connecting to purpose is one of the easiest strategy areas to implement for some, and one of the most difficult for others. For example, tying the police officer to the impact they have on the community is not a difficult task, but linking the payroll clerk to the overall organizational goals can be more difficult. Strategies to employ include:

- Connect individuals to organizational purpose through actively seeking operational input, identifying links between individual responsibilities and organizational mission and goals, and reviewing agency and City projects and roles. These initiatives can include events like departmental mystery guests, and project presentations.
- Connect teams to organizational purpose through defining the agency customer service model, internal and external, process improvement and change management utilizing Organizational Development and Training models.
- Build equity both internally and externally by providing both the community and employees with equitable access to resources and opportunity, utilizing steps outlined in the City of Madison Guide for Supervisors on Creating a Culture of Engagement and Equity.
- Create unit or departmental goals, missions, and work plans that exemplify the values and mission of the agency, then tie organizational goals to projects and daily responsibilities

Connecting to purpose, more than any other focus area, relies on the agency to participate organizationally by creating their own mission, goals, and workplans, and then integrating the values expressed into every day responsibilities. Connecting to purpose is about creating a relationship with the community needs and about developing community amongst staff.

## Plan

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City employees vary in representational status, professional level, bargaining unit, and agency structure across the City. Given the significant variations, Human Resources has created an approach that is flexible in design, enables participation amongst diverse groups, and achieves integration of the model with current employee relations initiatives.

### Culture and Engagement Team

In order to fully integrate the model into a City of Madison HR Services Model, tailor the model to organizational needs, and provide adequate outreach into each of the agencies, a Culture and Engagement Team was created in August of 2013. The team is intended to

represent a cross-section of organizational levels and departments. Building a cross-section allows a variety of perspectives to influence the model, provide for more effective implementation, and get buy-in from various parts of the organization.

The initial charge of the C/E Team was to meet, review and modify the model, create an implementation plan, and create a communication. The model was subsequently modified to include equity as a central focus, integrate equity into the model, and include a segment on building equity under Connecting to Purpose. The survey itself was modified to include inclusivity related questions created by Gallup and demographic information.

## Implementation

Implementation in each agency will vary but will include many of the same basic components, including:

- Initial orientation of supervisory staff utilizing the HR Analyst assigned to each agency to provide initial training.
- Initial training and survey of agency staff, with adequate focus on staff involvement in engagement goal setting and strategy selection, and utilizing the HR Analyst as the lead to provide initial information and ensure confidentiality of the information.
- Creation of agency specific Culture and Engagement Teams where appropriate to help communicate engagement information, implement in the agency, and provide feedback to the City Culture and Engagement Team.
- Individual leadership initiatives that demonstrate the leadership commitment to overall engagement, allow City managers dialogue with individual staff they might not have an opportunity to typically interact with.

## Communication Plan

The Communication plan is currently under development and is intended to include outreach at each Department and Division Head meeting, a City-wide newsletter, and a City website focused on engagement initiatives. Outreach is intended to include information about:

- Implementation initiatives in each of the agencies.
- A spotlight on specific community based projects occurring in specific agencies.

- A spotlight on engagement or other events sponsored by the City or specific agencies.
- A spotlight on specific individuals and their role in the organization.
- Messages from leadership on work individuals are doing, agencies are doing, or demonstrating support of engagement initiatives.

## Progress

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### Current Implementation/Initiatives

Current engagement initiatives have been driven primarily by need and interest in specific agencies. Current initiatives include:

- Madison Metro Transit

Metro Transit implementation began with an initial employee engagement and equity team meeting and presentation. The team was selected by C/E team member and Metro employee Rick Roeth. The team has about a 20-1 staff ratio, with approximately 11 front line staff and 2 direct supervisors. The team went through the initial culture and engagement team meeting, and at a follow-up meeting took the survey. The team is led by Rick Roeth, with administrative assistance from the HR Analyst, Sarah Olson. The initial meeting was superseded by a brief overview from manager level staff to ensure alignment of the initiatives.

- Madison Public Library

An initial meeting and training was provided by Julie Trimbell and Erin Stenson for management level staff. A full training for all staff was provided on September 5, 2013, at the all staff meeting. Individual sessions were then be led by multiple HR staff to begin discussions at the unit/team level. Post-introduction strategy has not yet been identified.

- Housing Division

An initial overview will be provided for all staff at the all staff training day on September 27, 2013, with Building Trust and Connecting to Purpose exercise built in. Post-introduction strategy has not yet been identified.

- Parking Utility

An initial overview was provided by Sarah Olson and Erin Stenson on September 9, 2013, at the Parking Utility Management Team meeting. That overview will be followed by an initial meeting with C/E Team members with Rick Roeth about initial implementation at Madison Metro Transit. Initial introduction for staff and post-introduction strategy will be identified.

- IT

Strategy will be coordinated by Julie Trimbell and is intended to include an initial introduction for supervisory staff, followed by initiation for all staff. An initial supervisory team meeting is scheduled for November, 2013.

- Human Resources

Human Resources began implementation by taking the survey, going through an all employee training at the HR all staff meeting, and then breaking into two groups to work in two different areas of engagement. One group is focused on creating alignment between the Human Resources mission/values, and the services HR provides; the second group is focused on identifying specific engagement strategies.

- Community Development Division

Strategy will be coordinated by Harper Donahue and is intended to integrate current culture initiatives, include an initial introduction for supervisory staff, and will be followed by initiation for all staff.

- Streets Division

Streets Division initial discussion happened at Supervisory/Management team level. Sarah Olson and C/E team members Donna Grossman and Lee Grieshammer will begin strategy discussions regarding implementation at the employee level. After full training with supervisor staff and introduction to Union leadership, individual employee engagement will be addressed through an abbreviated training and discussion.

## Timeline

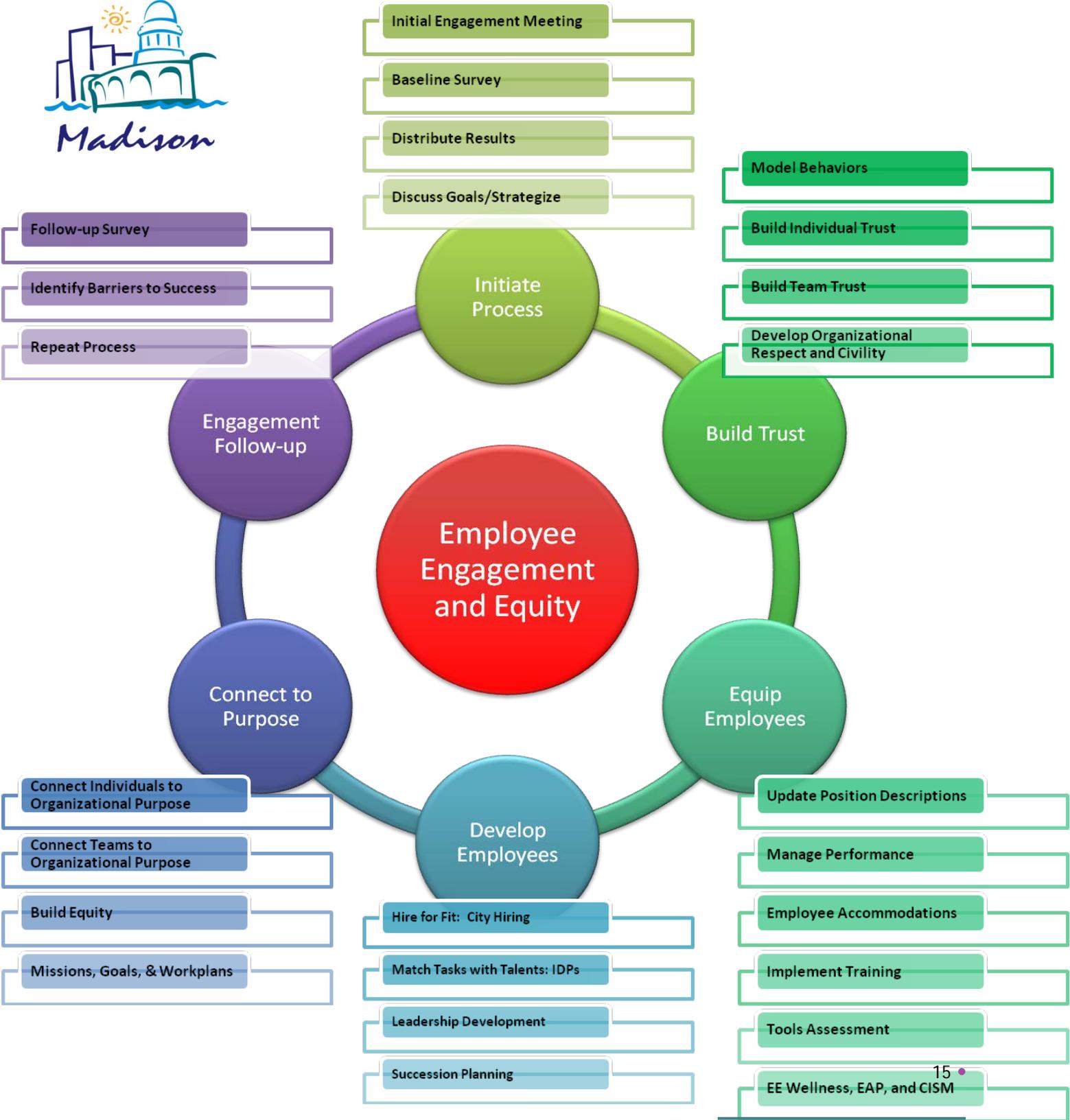
The timeline of implementation currently includes implementation in the Madison Public Library, Parking Utility, and Housing. As implementation continues, more meetings are likely to be added to this schedule.

- September 5, 2013 - Library Presentation at all staff meeting

- September 9, 2013 - Parking Utility supervisory staff training and Streets Division Meeting
- September 12, 2013 - Culture and Engagement Team meeting
- September 16, 2013 - Department and Division Head Meeting
  - Initial Implementation and Equity
  - Introduction by Brad Wirtz, a presentation by Jordan Bingham and Melissa Gombar, and brief implementation comments by Rick Roeth
- September 19, 2013 - Discussion on integration of current climate strategies with overall Engagement model with Community Development Division
- September 27, 2013 - Housing Presentation
- October 4, 2013 - IT supervisory staff training
- October 7, 2013 - Department and Division Head Meeting
  - Initial Implementation, Leadership Initiatives, and Cross Departmental Purpose
  - Introduction by Brad Wirtz or Erin Stenson, follow-up with Dept. Head meetings/initiatives by Steve Davis and Maribeth Witzel-Bell
- October 23, 30, November 13, 20, 27, 2013 - Facilitating Participation Training
- November 4, 2013 - Department and Division Head Meeting
  - Building Trust presentation by Guy Van Rensselaer
- December 2, 2013 - Department and Division Head Meeting
  - Developing Employees
  - Hiring for fit, increasing equity and diversity, individual development.
- January 6 - 2014 - Department and Division Head Meeting
  - Equipping Employees

- Initial Introduction by Mike Lipski, importance of position descriptions and City's model for ongoing coaching and counseling, Leadership Initiatives guest speaker
- February 3, 2013
  - Connecting to Purpose
  - Initial presentation on connecting to purpose. Not yet defined.

# Appendix A -Employee Engagement and Equity Model



## Appendix B - City of Madison Equity Resolution

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It is anticipated that the development and implementation of the equity impact model will be accomplished with existing staff resources. No appropriation is required.

Declaring the City of Madison's intention to adopt an Equity Impact Model.

WHEREAS, a healthy Madison starts in our homes, schools and neighborhoods; and,

WHEREAS, equity exists when everyone has access to opportunities necessary to satisfy essential needs, advance their well-being, participate in and contribute to civic life and achieve their full potential; and,

WHEREAS, equity is both the means to healthy and thriving communities and an end that benefits us all; and,

WHEREAS, evidence shows that more equitable societies have better long-term economic, health, and social outcomes; and,

WHEREAS, Madison and Dane County's increasing demographic diversity presents new opportunities for growth as well as challenges in fostering connections to resources; and,

WHEREAS, the City of Madison recognizes that good health requires individuals to make responsible personal choices, it also recognizes that the journey to a healthier community requires a societal commitment to remove the obstacles preventing residents from making healthy decisions; and,

WHEREAS, promoting equal opportunity for all residents is a core social, moral and economic responsibility and a priority for the City of Madison; and,

WHEREAS, city leaders, departments and staff are committed to providing excellent services for every Madison resident; and,

WHEREAS, the Common Council's Legislative Agenda Work Group on Demographic Change is endeavoring to determine if the City of Madison is meeting the needs of communities of color, immigrants, and low-income families and individuals; and,

WHEREAS, the equity impact model described below will be taken on in pursuit of a vision of Madison where:

- A high-quality education, living wage jobs, safe neighborhoods, a healthy natural environment, efficient public transit, parks and green spaces, affordable and safe housing and healthy food are afforded to all residents;
- The benefits of growth and change are equitably shared across our communities; and
- Madison is a place where one's future is not limited by race, ethnicity, gender, sexual orientation, disability, age, income, place of birth or place of residence.

NOW, THEREFORE BE IT RESOLVED, that the Common Council requests Public Health Madison & Dane County, together with the following agencies and committees: Planning & Community & Economic Development; Civil Rights; Human Resources; Community Services Committee; Board of Health; Common Council Organizational Committee (Council Legislative Agenda Work Group on Demographic Change); and others shall work with the executive branch towards developing and implementing an equity impact model to inform policies and practices that consider equity impacts in city government plans and decisions.

The process to develop the equity impact model will be supported by the following activities:

1. Better understand and report on inequities in Madison
  - collect and summarize key indicators in multiple sectors
  - share information with the Common Council, Mayor's Office, city agencies and the public
  - work with the existing efforts to coordinate City data and to focus those efforts on equity indicators
2. Establish an interdepartmental city equity workgroup;
  - research equity initiatives and policies from other cities and regions
  - explore the use of equity impact assessment tools for use in policy and project decisions
  - report on progress to Common Council and the Mayor's Office by April 2014
3. Train city staff at all levels in equity and social justice concepts, frameworks and skills
  - gather information from all city departments to best accommodate learning and skill needs
  - identify and develop training content and formats, collaborating with community partners and other cities and regions
  - require representatives from all city departments to participate in trainings
4. Make recommendations for the parameters of a City of Madison equity impact model
  - summarize equity initiatives and policies from other cities and regions
  - recommend a City of Madison equity impact model based on best practices and considering the unique characteristics of Madison
5. Ensure accountability and implementation of the equity initiative;
  - improve city service delivery to underserved populations
  - explore and further develop strategic partnerships with other agencies and groups
  - prioritize public participation and community engagement in decision making and processes
  - prioritize increasing diversity of city government bodies and department staff

## Appendix C - Engagement and Equity Survey



### City of Madison Employee Engagement and Equity Survey

The following statements have been correlated to engaged behaviors and satisfaction with your work environment. On a 5-point scale, indicate how strongly you agree or disagree that the statement is true about your work situation. Place an "X" in the box to indicate your response.

**1 = No, I strongly Disagree**

**3 = I Am Neutral**

**4= Yes, I Agree**

**2 = No, I Disagree**

**5 = Yes, I Strongly Agree**

	1	2	3	4	5
1. I know what is expected of me at work.					
2. I have the materials and equipment I need to do my work right.					
3. I have the opportunity at work to do what I do best daily.					
4. In the last seven days I have received recognition/praise for doing good work.					
5. My supervisor/someone at work, seems to care about me as a person.					
6. Someone at work encourages my development.					
7. At work, my opinions seem to count.					
8. The mission or purpose of my organization makes me feel my job is important.					
9. My co-workers are committed to doing quality work.					
10. I have a close friend at work.					
11. In the last 6 months, someone at work has talked to me about my progress.					
12. I have had opportunity at work to learn and grow this year.					
13. I trust the City to be fair to all employees.					
14. At work all employees are treated with respect.					
15. I feel valued in the organization.					

The following section asks for demographic information to help us understand more about you. We will not share this information with departments. Please answer as much, or as little, as you feel comfortable disclosing.

Thank you for completing the survey!

1. What is your gender?

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2. How do you identify racially?

White                  African American                  Asian                  Multi-Racial                  Other races

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3. Are you Hispanic/Latino?

Y                  N

4. How long have you worked for the City?

0-5yrs                  6-10yrs                  11-15yrs                  16-20yrs                  21-25 yrs                  25+ yrs

5. What is your highest level of education?

H.S.                  Bachelors                  Masters                  Doctorate

6. Do you have a disability?

Yes                  No

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<sup>1</sup>Adapted from Gallup Q<sup>12</sup> and other inclusivity surveys

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