Cuyahoga County
TOGETHER WE THRIVE

Cuyahoga County Equity Commission Report
January 2021

Appendix

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Appendix 1:

DHHS Organizational Climate and Employee Engagement Survey

Department of Health and Human Services

Organizational Climate and Employee Engagement Survey

Performance Evaluation and Innovation

March 2019

Cuyahoga County
Together We Thrive

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Executive Summary

The report that follows includes a detailed overview of an *Organizational Climate and Employee Engagement Survey* completed by Cuyahoga County Department of Health and Human Services (DHSS) employees. The report consists of tables and figures derived from DHHS employee survey responses. These table and figures were created by compiling survey responses and aggregating the data at the DHHS and division level. The purpose of these analyses is to:

- Provide DHHS, along with its sub-divisions and offices, with a detailed description of their staff's outlook on the; organizational climate and employee engagement characteristics of their organization.
- Display overall DHHS and individual division's and office's scores on the subscales of *Engagement, Organizational Culture, Leadership, Resources, Development,* and *Equity*;
- Isolate individual survey items that may have a negative effect on the organizational climate and employee engagement of DHHS; and
- Identify perceived strengths and areas for improvement.

The following major points were highlighted in the survey's findings:

- Majority of DHHS staff reported being female (82.7%);
- Nearly half (45.3%) of DHHS staff reported having more than 16 years of service;
- Approximately half (47.9%) of DHHS staff reported having a bachelor's degree;
- Nearly one-third (30.1%) of DHHS staff reported their annual salary was between $35,001 - $45,000;
- Majority of DHHS staff reported their race as Black (51.3%);
- Nearly three-quarters (70.3%) "strongly disagree/disagree" that regardless of title/position, everyone is held to the same standard of accountability;
- More than eight out of 10 (81.8%) DHHS staff "strongly agree/agree" that the work they do is meaningful to them;
- Nearly two-thirds (60.9%) of DHHS staff "strongly agree/agree" that they are given the opportunity to do their best work;
- More than four out of 10 (43.5%) DHHS staff "strongly disagree/disagree" that they consider upper management to be progressive thinkers;
- Nearly half (47.1%) of DHHS staff "strongly disagree/disagree" that when struggling with being overwhelmed and stressed, their organization provides adequate support;
- Nearly three-quarters (73.2%) of DHHS staff "strongly disagree/disagree" that their pay keeps up with the cost of living;
- More than a third (41.3%) of DHHS staff "strongly disagree/disagree" that their organization's hiring practices are fair and transparent.

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Background and Purpose

Cuyahoga County DHHS consists of more than 2,300 leaders, managers, and frontline staff, who make-up eight operational divisions and offices. The four largest divisions under the DHHS umbrella are the Division of Child and Family Services (DCFS), Job and Family Services (JFS), Office of Child Support Services (OCSS), and the Division of Senior and Adult Services (DSAS). There are four smaller offices, referred to as Community Initiatives, consisting of the Office of Early Childhood (OEC), the Office of Re-entry (OOR), the Office of Homeless Services (OHS), and Family and Children First Council (FCFC). In previous years these agencies operated fairly independently. In 2016, an emphasis was placed on these divisions and offices to work more collaboratively -- share information, resources, and best practices, with an objective of enhancing the effectiveness and efficiency in how residents and the community are served. Supportive services, which include communications, information technology (IT), human resources (HR), and professional development, were restructured into a shared services model to enhance efficiency and collaboration.

To accomplish the goal of providing superior services to the community, there must first be a priority to change the culture of DHHS, from top to bottom, by treating each other with professional respect, compassion, and kindness. In turn, this will allow DHHS staff to serve the community with the same commitment to these values.

In Summer 2017, DHHS embarked on a journey to examine the organizational climate and employee engagement of DHHS staff. The objective was to obtain feedback representative of DHHS employees' experiences and attitudes regarding the working environment of DHHS divisions and offices. In order for DHHS staff to better serve the community and its residents, DHHS leadership must strengthen its commitment to equitable in staff support, offering professional development in emotional intelligence, challenging employees to use critical thinking skills to solve problems, encouraging the workforce to be empathetic leaders, and holding one another accountable, regardless of position or title.
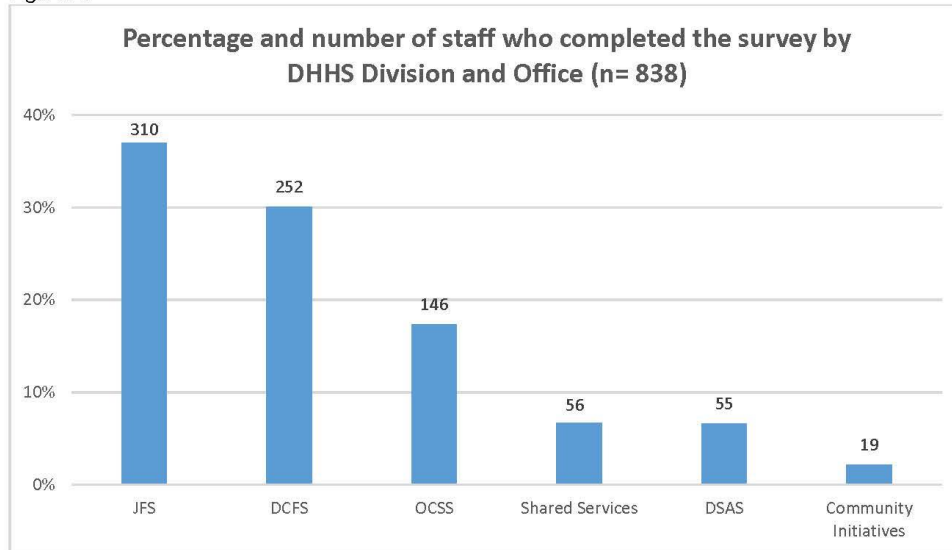
Methodology

Initially, focus groups, of random staff from all eight of the operational divisions and offices within DHHS, were utilized to assess the department's organizational climate and employee engagement. Employees' focus group responses were categorized into numerous themes, from which a 76-item survey was developed. The original plan was for the survey to remain active for a total two business-weeks. However, to increase the survey response rate, the survey was active for a total of four business-weeks. Survey distribution involved an initial email to all DHHS staff, which included a Survey Monkey link for staff to complete the survey, and multiple follow-up emails to all DHHS staff, with reminders to complete the survey and the completion deadline.

Response options for the 76-item survey range from 1 (strongly agree) to 5 (strongly disagree). The survey includes six subscales: *Engagement, Organizational Culture, Leadership, Resources, Development,* and *Equity*. The *Engagement* subscale consists of 8 items, with scores ranging from 8 to 40. The *Organizational Culture* subscale consists of 22 items, with scores ranging from 22 to 110. Two *Organizational Culture* items (questions 32 and 33) required reverse-coding. After reverse-coding these two items, lowers scores on the *Organizational Culture* subscale indicate better *Organizational Culture*. The *Leadership* subscale consists of 15 items, with scores ranging from 15 to 75. The *Resources* subscale consists of four items, with scores ranging from four to 20. The *Development* subscale consists of seven

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items, with scores ranging from seven to 35. The *Equity* subscale consists of seven items, with scores ranging from seven to 35.

The sampling frame for this survey consisted of 2,016 DHHS employees. Of the 2,016 DHHS employees who were eligible to respond to the survey, 849 (42.1%) staff completed the survey. During analysis it was found that four employees selected being employed with multiple DHHS agencies. To ensure the accuracy of survey findings, those four surveys were deleted. This left a final total of 845 (41.9%) staff who completed surveys. Deleting the four surveys did not Impact the results of the analysis for this study. See Table 1 for demographic characteristics.

Figure 1.

Percentage and number of staff who completed the survey by DHHS Division and Office (n= 838)

Over one-third 37.0%) of DHHS staff who completed the survey reported that they were currently employed with JFS. Nearly a third (30.1%) reported they were currently employed with DCFS. Nearly one out of five (17.4%) DHHS staff who completed the survey reported that they were currently employed with OCSS.

Table 1. DHHS Demographic Characteristics (N=845)	
Variables	n/%
Gender (n= 827)	
Male	138 (16.7%)
Female	684 (82.7%)
Other	5 (0.6%)
Race (n= 789)	
Black	405 (51.3%)
White	316 (40.1%)
Asian	5 (0.6%)

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American Indian/Pacific Islander	7 (0.9%)
Multi-racial or other	56 (7.1%)
Hispanic (n= 845)	
Yes	40 (4.7%)
No	805 (95.3%)
Education (n= 833)	
No diploma	1 (.1%)
Diploma/GED	13 (1.6%)
Some College	94 (11.3%)
Associate's Degree	66 (7.9%)
Bachelor's Degree	399 (47.9%)
Master's Degree	240 (28.8%)
Doctorate or Professional Degree	20 (2.4%)
Annual Salary (n= 823)	
$15,001-$35,000	102 (12.4%)
$35,001-$45,000	248 (30.1%)
$45,001-$50,000	136 (16.5%)
$50,001-$60,000	198 (24.1%)
$60,001-$75,000	113 (13.7%)
More than $75,000	26 (3.2%)
Years of Service (n= 836)	
Less than 1	37 (4.4%)
1-2 years	89 (10.6%)
3-5 years	127 (15.2%)
6-10 years	58 (6.9%)
11-15 years	146 (17.5%)
16+ years	379 (45.3%)
Age (n= 828)	
18-29 years	50 (6.0%)
30-39 years	177 (21.4%)
40-49 years	276 (33.3%)
50-59 years	221 (26.7%)
60+ years	104 (12.6%)

Majority of DHHS staff reported being female (82.7%). DHHS race was reported as Black (51.3%), White (40.1%), Other (7.1%), American Indian/Pacific Islander (0.9%), and Asian (0.6%). Of the DHHS staff who completed the survey, 4.7% reported being Hispanic. Approximately half (47.9%) of DHHS staff reported having a bachelor's degree. Nearly one-third (30.1%) of DHHS staff reported an annual salary between $35,001 - $45,000. Nearly half (45.3%) of DHHS staff reported having more than 16 years of service.

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Findings

DHHS Summary

Table 2. Summary of Survey Subscales			
DHHS	Mean score	Range	Highest score/(n)
Engagement	18.9	8-40	40 (2)
Organizational Culture	65.7	22-110	109 (1)
Leadership	42.1	15-75	75 (3)
Resources	11.9	4-20	20 (11)
Development	21.2	7-35	35 (9)
Equity	23.6	7-35	35 (7)

The numbers above illustrate each subscale's average scale score for DHHS staff. For added context, the minimum and maximum score for each subscale is displayed. According to the data, seven DHHS staff scored the maximum score on the *Equity* subscale, nine DHHS staff scored the maximum score on the *Development* subscale, and 11 DHHS staff scored the maximum score on the *Resources* subscale.

Table 3. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Engagement items		
Engagement	Strongly agree/agree	Strongly disagree/disagree
I like the kind of work I do	76.6%	
I know what is expected of me on the job	80.8%	
The work I do is meaningful to me	81.8%	
Our organization is known for the quality work we provide	30.2%	42.6%
I know how my work impacts others in the workplace	80.0%	
I fully understand how work flows through my organization	60.6%	
My supervisor is easily accessible	75.2%	
I would recommend my organization to others as a preferred employer	32.9%	33.8%

- More than eight out of 10 (81.8%) DHHS staff "strongly agree/agree" that the work they do is meaningful to them.
- More than eight out of 10 (80.8%) DHHS staff "strongly agree/agree" that that they know what is expected of them on their job.
- More than a third (42.6%) of DHHS staff "strongly disagree/disagree" that their organization is known for providing quality work.

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Table 4. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Organizational Culture items		
Organizational Culture	Strongly agree/agree	Strongly disagree/disagree
I have a choice in deciding how I do my work	53.6%	
I have opportunities to provide input on decisions that affect my work	51.3%	
At my place of work there is a real feeling of teamwork	33.8%	43.9%
I am given the opportunity to do my best work	60.9%	
My workplace is well maintained	34.6%	43.9%
Adequate procedures are in place to ensure the safety of employees in the workplace	38.8%	36.3%
The people I work with treat each other with respect	47.5%	
I feel comfortable going to my supervisor about a work problem or concern	72.6%	
I feel comfortable going to upper management (i.e., senior leadership) about a work problem or concern	42.3%	38.2%
My organization has standard operating procedures	46.7%	
My organization cares about the well-being of employees		44.6%
*Given the job that I perform, I believe that secondary trauma is common		60.4%
I struggle with being overwhelmed and stressed	42.9%	30.6%
I trust the people in my workplace		42.0%
My work atmosphere encourages open and honest communication		50.6%
Regardless of title/position, everyone is held to the same standard of accountability		70.3%
My organization's hiring practices are fair and transparent		41.3%
I believe I have a career with my organization	44.9%	
I feel free to be myself at work	49.0%	
I am proud to tell people I work for this organization	38.4%	
Harassment is not tolerated at my workplace	57.7%	
Employees are generally ethical in my workplace	55.5%	

*re-coded

- Nearly three-quarters (72.6%) of DHHS staff "strongly agree/agree" that they feel comfortable going to their supervisor about a work problem or concern.
- Nearly two-thirds (60.9%) of DHHS staff "strongly agree/agree" that they are given the opportunity to do their best work.
- Nearly three-quarters (70.3%) "strongly disagree/disagree" that regardless of title/position, everyone is held to the same standard of accountability.

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Table 5. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Leadership items		
Leadership	Strongly agree/agree	Strongly disagree/disagree
Performance data is used regularly to improve the quality of work	34.4%	35.7%
My supervisor has my back during times of adversity	59.0%	
My supervisor provides clear expectations on work performance	65.6%	
My supervisor recognizes outstanding work	59.6%	
My supervisor is consistent when administering policies concerning employees	58.2%	
My supervisor is fair when evaluating my performance	60.3%	
My supervisor treats staff with respect	74.4%	
Upper management (i.e., senior leadership) treats staff with respect	45.0%	26.9%
Upper management (i.e., senior leadership) is known for following through on commitments		40.3%
My supervisor pushes the status quo to make positive changes on behalf of staff	41.7%	
Upper management (i.e., senior leadership) pushes the status quo to make positive changes on behalf of staff		41.6%
I consider upper management (i.e., senior leadership) to be progressive thinkers		43.5%
The communications I receive at work are timely and reasonable	35.0%	38.7%
The communication channels I must go through at work are reasonable	39.8%	31.5%
Upper management (i.e., senior leadership) effectively communicates important information	32.1%	38.6%

- Nearly three-quarters (74.4%) of DHHS staff "strongly agree/agree" that their supervisor treats them with respect.
- Nearly two-thirds (65.6%) of DHHS staff "strongly agree/agree" that their supervisor provides clear expectations regarding their work performance.
- More than four out of 10 (43.5%) DHHS staff "strongly disagree/disagree" that they consider upper management to be progressive thinkers.
- Over a third (41.6%) of DHHS staff "strongly disagree/disagree" that upper management pushes the status quo to make positive changes on behalf of staff.

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Table 6. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Resources items		
Resources	**Strongly agree/agree**	**Strongly disagree/disagree**
I have the support and equipment needed to do my job	47.0%	32.6%
When struggling with being overwhelmed and stressed, my organization provides adequate support		47.1%
Our computer systems provide reliable information	47.4%	
Support is available for the technologies we use	53.8%	

- More than half (53.8%) of DHHS staff "strongly agree/agree" that support is available for the technologies they use.
- Nearly half (47.4%) of DHHS staff "strongly agree/agree" that their computer systems provide reliable information.
- Nearly half (47.1%) of DHHS staff "strongly disagree/disagree" that when struggling with being overwhelmed and stressed, their organization provides adequate support.

Table 7. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Development items		
Development	**Strongly agree/agree**	**Strongly disagree/disagree**
There is room for professional growth within my organization	42.7%	38.3%
My organization is committed to developing new leaders		40.2%
There are sufficient professional development opportunities provided, to obtain the necessary skills/experience needed to advance within my organization	33.6%	38.3%
My organization works to attract, develop, and retain people with diverse backgrounds	34.2%	32.3%
Appropriate training is provided to me so that I can do my job better	47.1%	
The work that I do is consistent with the job description of the position that I applied for	51.0%	30.8%
I believe that the information from this survey will be used to improve my organization	31.8%	33.8%

- More than half (51%) of DHHS staff "strongly agree/agree" that the work that they do is consistent with the job description of the position that they applied for.
- Nearly half (47.1%) of DHHS staff "strongly agree/agree" that appropriate training is provided to them so that they can do their jobs better.
- More than four out of 10 (40.2%) DHHS staff "strongly disagree/disagree" that their organization is committed to developing new leaders.

Table 8. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Equity items		
Equity	Strongly agree/agree	Strongly disagree/disagree
My pay keeps up with the cost of living		73.2%
I am paid fairly for the work I do		68.9%
The amount of work I am asked to do is reasonable	37.3%	43.7%
There is equitable work-distribution in my organization		54.9%
My organization has flexibility that creates balance between my work life and my personal life	39.4%	36.3%
I am satisfied with the opportunities I have to give feedback on my supervisor's performance	33.7%	35.5%
I am treated fairly in my organization	45.1%	

- Nearly three-quarters (73.2%) of DHHS staff "strongly disagree/disagree" that their pay keeps up with the cost of living.
- More than two-thirds (68.9%) of DHHS staff "strongly disagree/disagree" that they are paid fairly for the work that they do.
- More than half (54.9%) of DHHS staff "strongly disagree/disagree" that there is equitable work-distribution in their organization.
- Nearly half (45.1%) of DHHS staff "strongly agree/agree" that they are treated fairly in their organization.

DCFS

Table 9. DCFS Demographic Characteristics (N= 252)	
Variables	n/%
Gender (n= 250)	
Male	43 (17.2%)
Female	207 (82.8%)
Race (n= 250)	
Black	108 (46.0%)
White	112 (47.7%)
Asian	2 (0.9%)
American Indian/Pacific Islander	3 (1.3%)
Multi-racial or other	10 (4.3%)
Hispanic (n= 252)	
Yes	15 (6.0%)
No	237 (94.0%)
Education (n= 252)	
Diploma/GED	7 (2.8%)
Some College	11 (4.4%)
Associate's Degree	8 (3.2%)
Bachelor's Degree	129 (51.6%)
Master's Degree	93 (37.2%)
Doctorate or Professional Degree	2 (0.8%)

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Annual Salary (n= 252)	
$15,001-$35,000	25 (10.1%)
$35,001-$45,000	53 (21.4%)
$45,001-$50,000	31 (12.5%)
$50,001-$60,000	80 (32.3%)
$60,001-$75,000	54 (21.8%)
More than $75,000	5 (2.0%)
Years of Service (n= 252)	
Less than 1	8 (3.2%)
1-2 years	35 (13.9%)
3-5 years	28 (11.2%)
6-10 years	17 (6.8%)
11-15 years	34 (13.5%)
16+ years	129 (51.4%)
Age (n= 252)	
18-29 years	18 (7.2%)
30-39 years	56 (22.4%)
40-49 years	93 (37.2%)
50-59 years	61 (24.4%)
60+ years	22 (8.8%)

Majority of DCFS staff reported being female (82.8%). DCFS race was reported as White (47.7%), Black (46%), Other (4.3%), American Indian/Pacific Islander (1.3%), and Asian (0.9%). Of the DCFS staff who completed the survey, 6% reported being Hispanic. More than half of DCFS staff reported having a bachelor's degree (51.6%). Nearly one-third (32.3%) of DCFS staff reported an annual salary between $50,001 - $60,000. Most DCFS staff reported having more than 16 years of service (51.4%).

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Figure 2.

DCFS staff in a supervisory role (n=249)

- Yes
- No

27.7%
72.3%

DCFS staff who received a promotion during the past two years (n=249)

- Yes
- No

12.9%
87.1%

DCFS staff who received a pay increase during the past two years (n=250)

- Yes
- No

15.6%
84.4%

DCFS staff who plan to be working for this organization a year from now (n=251)

- Yes
- No

11.2%
88.8%

DCFS staff eligible for retirement within the next two years (n=250)

- Yes
- No

12.4%
87.6%

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Table 10. Summary of Survey Subscales			
DCFS	Mean score	Range	Highest score/(n)
Engagement	18.4	8-40	40 (1)
Organizational Culture	65.3	22-110	102 (1)
Leadership	41.0	15-75	75 (1)
Resources	12.1	4-20	20 (3)
Development	20.1	7-35	35 (2)
Equity	23.9	7-35	35 (1)

The numbers above illustrate each subscale's average scale score for DCFS staff. For added context, the minimum and maximum score for each subscale is displayed. According to the data, two DCFS staff scored the maximum score on the *Development* subscale and three DCFS staff scored the maximum score on the *Resources* subscale.

Table 11. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Engagement items		
Engagement	Strongly agree/agree	Strongly disagree/disagree
I like the kind of work I do	83.7%	
I know what is expected of me on the job	81.4%	
The work I do is meaningful to me	88.1%	
Our organization is known for the quality work we provide		46.0%
I know how my work impacts others in the workplace	82.5%	
I fully understand how work flows through my organization	63.5%	
My supervisor is easily accessible	80.2%	
I would recommend my organization to others as a preferred employer	30.6%	31.0%

- Nearly nine out of 10 (88.1%) DCFS staff "strongly agree/agree" that the work they do is meaningful to them.
- More than three-quarters (83.7%) of DCFS staff "strongly agree/agree" that they like the kind of work they do.
- Nearly half (46%) of DCFS staff "strongly disagree/disagree" that their organization is known for the quality work that they provide.
- More than eight out of 10 (82.5%) DCFS staff "strongly agree/agree" that they know how their works impacts others in the workplace.

Table 12. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Organizational Culture items		
Organizational Culture	Strongly agree/agree	Strongly disagree/disagree
I have a choice in deciding how I do my work	54.0%	
I have opportunities to provide input on decisions that affect my work	58.0%	
At my place of work there is a real feeling of teamwork	35.7%	41.1%

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I am given the opportunity to do my best work	63.5%	
My workplace is well maintained	30.6%	50.4%
Adequate procedures are in place to ensure the safety of employees in the workplace	30.2%	44.8%
The people I work with treat each other with respect	51.2%	
I feel comfortable going to my supervisor about a work problem or concern	78.6%	
I feel comfortable going to upper management (i.e., senior leadership) about a work problem or concern	41.7%	34.1%
My organization has standard operating procedures	61.1%	
My organization cares about the well-being of employees		54.7%
*Given the job that I perform, I believe that secondary trauma is common		84.1%
*I struggle with being overwhelmed and stressed		52.4%
I trust the people in my workplace		36.5%
My work atmosphere encourages open and honest communication		47.2%
Regardless of title/position, everyone is held to the same standard of accountability		71.8%
My organization's hiring practices are fair and transparent	34.2%	41.3%
I believe I have a career with my organization	52.4%	
I feel free to be myself at work	51.6%	
I am proud to tell people I work for this organization	38.9%	
Harassment is not tolerated at my workplace	62.3%	
Employees are generally ethical in my workplace	51.6%	

*recoded

- More than three-quarters (78.6%) of DCFS staff "strongly agree/agree" that they feel comfortable going to their supervisor about a work problem or concern.
- More than eight out of 10 (84.1%) DCFS staff "strongly disagree/disagree that secondary trauma is common in their job.
- More than two-thirds (71.8%) of DCFS staff "strongly disagree/disagree that regardless of title/position, everyone is held to the same standard of accountability.
- Nearly two-thirds (62.3%) of DCFS staff "strongly agree/agree" that harassment is not tolerated at their workplace.

Table 13. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Leadership items		
Leadership	Strongly agree/agree	Strongly disagree/disagree
Performance data is used regularly to improve the quality of work	38.3%	30.7%
My supervisor has my back during times of adversity	64.3%	
My supervisor provides clear expectations on work performance	70.3%	
My supervisor recognizes outstanding work	65.9%	

	Strongly agree/agree	Strongly disagree/disagree
My supervisor is consistent when administering policies concerning employees	63.9%	
My supervisor is fair when evaluating my performance	62.3%	
My supervisor treats staff with respect	79.3%	
Upper management (i.e., senior leadership) treats staff with respect	42.4%	30.1%
Upper management (i.e., senior leadership) is known for following through on commitments		34.9%
My supervisor pushes the status quo to make positive changes on behalf of staff	45.2%	
Upper management (i.e., senior leadership) pushes the status quo to make positive changes on behalf of staff		41.7%
I consider upper management (i.e., senior leadership) to be progressive thinkers		44.8%
The communications I receive at work are timely and reasonable	35.9%	36.9%
The communication channels I must go through at work are reasonable	40.1%	
Upper management (i.e., senior leadership) effectively communicates important information	33.8%	36.1%

- More than three-quarters (79.3%) of DCFS staff "strongly agree/agree" that their supervisor treats staff with respect.
- More than two-thirds (70.3%) of DCFS staff "strongly agree/agree" that their supervisor provides clear expectations regarding work performance.
- Nearly half (44.8%) of DCFS "strongly disagree/disagree" that they consider upper management to be progressive thinkers.
- More than a third (41.7%) of DCFS staff "strongly disagree/disagree" that upper management pushes the status quo to make positive changes on behalf of staff.

Table 14. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Resources items		
Resources	Strongly agree/agree	Strongly disagree/disagree
I have the support and equipment needed to do my job	38.5%	42.5%
When struggling with being overwhelmed and stressed, my organization provides adequate support		51.2%
Our computer systems provide reliable information	46.9%	
Support is available for the technologies we use	57.5%	

- More than half (57.5%) of DCFS staff "strongly agree/agree" that support is available for the technologies they use.
- Over half (51.2%) of DCFS staff "strongly disagree/disagree" that when struggling with being overwhelmed and stressed, their organization provides adequate support.

Table 15. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Development items		
Development	**Strongly agree/agree**	**Strongly disagree/disagree**
There is room for professional growth within my organization	43.6%	34.1%
My organization is committed to developing new leaders		33.3%
There are sufficient professional development opportunities provided, to obtain the necessary skills/experience needed to advance within my organization	37.3%	30.9%
My organization works to attract, develop, and retain people with diverse backgrounds	39.3%	
Appropriate training is provided to me so that I can do my job better	58.3%	
The work that I do is consistent with the job description of the position that I applied for	53.5%	28.6%
I believe that the information from this survey will be used to improve my organization		41.2%

- More than half (58.3%) of DCFS staff "strongly agree/agree" that appropriate training is provided to them so that they can do their job better.
- Over half (53.5%) of DCFS staff "strongly agree/agree" that the work that they do is consistent with the job description of the position that they applied for.
- More than a third (41.2%) of DCFS staff "strongly disagree/disagree" with the belief that the information from this survey will be used to improve their organization.
- A third (33.3%) of DCFS staff "strongly disagree/disagree" that their organization is committed to developing new leaders.

Table 16. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Equity items		
Equity	**Strongly agree/agree**	**Strongly disagree/disagree**
My pay keeps up with the cost of living		65.8%
I am paid fairly for the work I do		65.1%
The amount of work I am asked to do is reasonable		55.2%
There is equitable work-distribution in my organization		59.5%
My organization has flexibility that creates balance between my work life and my personal life		52.4%
I am satisfied with the opportunities I have to give feedback on my supervisor's performance		33.7%
I am treated fairly in my organization	48.0%	

- Nearly two-thirds (65.8%) of DCFS staff "strongly disagree/disagree" that their pay keeps up with the cost of living.
- More than half (59.5%) of DCFS staff "strongly disagree/disagree" that there is equitable work-distribution in their organization.

15

- Nearly half (48%) of DCFS staff "strongly agree/agree" that they are treated fairly in their organization.

JFS

Table 17. JFS Demographic Characteristics (N= 310)	
Variables	**n/%**
Gender (n= 307)	
Male	42 (13.7%)
Female	263 (85.7%)
Other	2 (0.6%)
Race (n= 310)	
Black	181 (61.6%)
White	86 (29.3%)
Asian	2 (0.6%)
American Indian/Pacific Islander	4 (1.4%)
Multi-racial or other	21 (7.1%)
Hispanic (n= 310)	
Yes	13 (4.2%)
No	297 (95.8)
Education (n= 294)	
No Diploma	1 (0.3%)
Diploma/GED	3 (1.0%)
Some College	50 (16.1%)
Associate's Degree	45 (14.5%)
Bachelor's Degree	143 (46.1%)
Master's Degree	64 (20.6%)
Doctorate or Professional Degree	3 (1.0%)
Annual Salary (n= 305)	
$15,001-$35,000	50 (16.4%)
$35,001-$45,000	117 (38.4%)
$45,001-$50,000	64 (21.0%)
$50,001-$60,000	58 (19.0%)
$60,001-$75,000	15 (4.9%)
More than $75,000	1 (0.3%)
Years of Service (n= 308)	
Less than 1	13 (4.2%)
1-2 years	31 (10.1%)
3-5 years	63 (20.5%)
6-10 years	15 (4.9%)
11-15 years	51 (16.5%)
16+ years	135 (43.8%)
Age (n= 307)	
18-29 years	17 (5.5%)
30-39 years	63 (20.5%)
40-49 years	92 (30.0%)

16

50-59 years	96 (31.3%)
60+ years	39 (12.7%)

Majority of JFS staff reported being female (85.7%). JFS race was reported as Black (61.6%), White (29.3%), Other (7.1%), American Indian/Pacific Islander (1.4%), and Asian (0.6%). Of the JFS staff who completed the survey, 4.2% reported being Hispanic. Majority of JFS staff reported having a bachelor's degree (46.1%). Nearly one-third (32.3%) of JFS staff reported an annual salary between $35,001 - $45,000. More than one-third (43.8%) of JFS staff reported having more than 16 years of service.

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Figure 3.

JFS staff in a supervisory role (n=310)

- Yes
- No

20.3%
79.7%

JFS staff who received a promotion during the past two years (n=308)

- Yes
- No

10.7%
89.3%

JFS staff who received a pay increase during the past two years (n=302)

- Yes
- No

23.8%
76.2%

JFS staff who plan to be working for this organization a year from now (n=306)

- Yes
- No

14.4%
85.6%

JFS staff eligible for retirement within the next two years (n=308)

- Yes
- No

24%
76%

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Table 18. Summary of Survey Subscales			
JFS	**Mean score**	**Range**	**Highest score/(n)**
Engagement	20.1	8-40	38 (1)
Organizational Culture	68.9	22-110	106 (1)
Leadership	44.1	15-75	75 (1)
Resources	11.7	4-20	20 (4)
Development	21.7	7-35	35 (4)
Equity	23.9	7-35	35 (4)

The numbers above illustrate each subscale's average scale score for JFS staff. For added context, the minimum and maximum score for each subscale is displayed. According to the data, four JFS staff scored the maximum score on the *Equity* subscale, four JFS scored the maximum score on the *Development* subscale, and four JFS staff scored the maximum score on the *Resources* subscale.

Table 19. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Engagement items		
Engagement	**Strongly agree/agree**	**Strongly disagree/disagree**
I like the kind of work I do	67.5%	
I know what is expected of me on the job	75.7%	
The work I do is meaningful to me	73.8%	
Our organization is known for the quality work we provide		46.4%
I know how my work impacts others in the workplace	73.6%	
I fully understand how work flows through my organization	39.3%	
My supervisor is easily accessible	67.7%	
I would recommend my organization to others as a preferred employer	33.6%	31.3%

- More than three-quarters (75.7%) of JFS staff "strongly agree/agree" that they know what is expected of them on their job.
- Nearly three-quarters (73.8%) of JFS staff "strongly agree/agree" that the work they do is meaningful to them.
- Nearly half (46.4%) of JFS staff "strongly disagree/disagree" that their organization is known for the quality work they provide.

Table 20. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Organizational Culture items		
Organizational Culture	**Strongly agree/agree**	**Strongly disagree/disagree**
I have a choice in deciding how I do my work	41.2%	33.8%
I have opportunities to provide input on decisions that affect my work	38.4%	39.4%
At my place of work there is a real feeling of teamwork		49.7%
I am given the opportunity to do my best work	51.3%	
My workplace is well maintained	33.2%%	45.5%

	Strongly agree/agree	Strongly disagree/disagree
Adequate procedures are in place to ensure the safety of employees in the workplace	35.8%	34.2%
The people I work with treat each other with respect	40.0%	32.3%
I feel comfortable going to my supervisor about a work problem or concern	63.8%	
I feel comfortable going to upper management (i.e., senior leadership) about a work problem or concern	44.2%%	40.3%
My organization has standard operating procedures	50.3%	
My organization cares about the well-being of employees		39.0%
*Given the job that I perform, I believe that secondary trauma is common		57.8%
*I struggle with being overwhelmed and stressed	30.3%	41.3%
I trust the people in my workplace		48.7%
My work atmosphere encourages open and honest communication		56.8%
Regardless of title/position, everyone is held to the same standard of accountability		73.9%
My organization's hiring practices are fair and transparent		49.0%%
I believe I have a career with my organization	37.7%	30.9%
I feel free to be myself at work	44.8%	32.6%
I am proud to tell people I work for this organization	35.2%	
Harassment is not tolerated at my workplace	49.3%	
Employees are generally ethical in my workplace	52.9%	

*recoded

- Nearly three-quarters (73.9%) of JFS staff "strongly disagree/disagree" that regardless of title/position, everyone is held to the same standard of accountability.
- Nearly two-thirds (63.8%) of JFS staff "strongly agree/agree" that they feel comfortable going to their supervisor about a work problem or concern.
- More than half (56.8%) of JFS staff "strongly disagree/disagree" that their work atmosphere encourages open and honest communication.
- Nearly half (49%) of JFS staff "strongly disagree/disagree" that their organization's hiring practices are fair and transparent.

Table 21. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Leadership items		
Leadership	Strongly agree/agree	Strongly disagree/disagree
Performance data is used regularly to improve the quality of work		46.1%
My supervisor has my back during times of adversity	51.0%	
My supervisor provides clear expectations on work performance	58.0%	
My supervisor recognizes outstanding work	48.1%	
My supervisor is consistent when administering policies concerning employees	53.8%	
My supervisor is fair when evaluating my performance	51.6%	

	Strongly agree/agree	Strongly disagree/disagree
My supervisor treats staff with respect	67.4%	
Upper management (i.e., senior leadership) treats staff with respect	45.5%	
Upper management (i.e., senior leadership) is known for following through on commitments		44.6%
My supervisor pushes the status quo to make positive changes on behalf of staff	35.8%	
Upper management (i.e., senior leadership) pushes the status quo to make positive changes on behalf of staff		43.2%
I consider upper management (i.e., senior leadership) to be progressive thinkers		46.1%
The communications I receive at work are timely and reasonable		46.2%
The communication channels I must go through at work are reasonable	35.2%	36.4%
Upper management (i.e., senior leadership) effectively communicates important information		41.7%

- Over two-thirds (67.4%) of JFS staff "strongly agree/agree" that their supervisor treats staff with respect.
- More than half (58%) of JFS staff "strongly agree/agree" that their supervisor provides clear expectations regarding work performance.
- Nearly half (46.2%) of JFS staff "strongly disagree/disagree" that the communications they receive at work are timely and reasonable.
- Nearly half (46.1%) of JFS staff "strongly disagree/disagree" that performance data is used regularly to improve the quality of work.

Table 22. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Resources items		
Resources	Strongly agree/agree	Strongly disagree/disagree
I have the support and equipment needed to do my job	43.9%	33.9%
When struggling with being overwhelmed and stressed, my organization provides adequate support		49.4%
Our computer systems provide reliable information	50.0%	
Support is available for the technologies we use	62.3%	

- Nearly two-thirds (62.3%) of JFS staff "strongly agree/agree" that support is available for the technologies they use.
- Half (50%) of JFS staff "strongly agree/agree" that their computer systems provide reliable information.
- Nearly half (49.4%) of JFS staff "Strongly disagree/disagree" that when struggling with being overwhelmed or stressed, their organization provides adequate support.

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Table 23. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Development items		
Development	Strongly agree/agree	Strongly disagree/disagree
There is room for professional growth within my organization	43.3%	36.2%
My organization is committed to developing new leaders		43.9%
There are sufficient professional development opportunities provided, to obtain the necessary skills/experience needed to advance within my organization	30.6%	42.2%
My organization works to attract, develop, and retain people with diverse backgrounds		32.6%
Appropriate training is provided to me so that I can do my job better	39.4%	31.9%
The work that I do is consistent with the job description of the position that I applied for	45.5%	33.8%
I believe that the information from this survey will be used to improve my organization	30.7%	31.0%

- Nearly half (45.5%) of JFS staff "strongly agree/agree" that the work that they do is consistent with the job description of the position that they applied for.
- More than a third (43.9%) of JFS staff "strongly disagree/disagree" that their organization is committed to developing new leaders.
- Over a third (43.3%) of JFS staff "strongly agree/agree" that there is room for professional growth within their organization.
- More than a third (42.2%) of JFS staff "strongly disagree/disagree" that there are sufficient professional development opportunities provided, to obtain the necessary skills/experience needed to advance within their organization.

Table 24. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Equity items		
Equity	Strongly agree/agree	Strongly disagree/disagree
My pay keeps up with the cost of living		79.6%
I am paid fairly for the work I do		73.8%
The amount of work I am asked to do is reasonable	36.1%	44.8%
There is equitable work-distribution in my organization		52.9%
My organization has flexibility that creates balance between my work life and my personal life	41.6%	
I am satisfied with the opportunities I have to give feedback on my supervisor's performance	33.3%	35.1%
I am treated fairly in my organization	40.3%	

- More than three-quarters (79.6%) of JFS staff "strongly disagree/disagree" that their pay keeps up with the cost of living.

- Nearly three-quarters (73.8%) of JFS staff "strongly disagree/disagree" that they are paid fairly for the work they do.
- More than a third (41.6%) of JFS staff "strongly agree/agree" that their organization has flexibility that creates balance between their work life and their personal life.

OCSS

Table 25. OCSS Demographic Characteristics (N= 146)	
Variables	n/%
Gender (n= 146)	
Male	30 (20.5%)
Female	114 (78.1%)
Other	2 (1.4%)
Race (n= 139)	
Black	58 (41.7%)
White	67 (48.2%)
Asian	1 (0.7%)
Multi-racial or other	13 (9.4%)
Hispanic (n= 146)	
Yes	7 (4.8%)
No	139 (95.2)
Education (n= 145)	
Diploma/GED	3 (2.1%)
Some College	20 (13.8%)
Associate's Degree	6 (4.1%)
Bachelor's Degree	84 (57.9%)
Master's Degree	23 (15.9%)
Doctorate or Professional Degree	9 (6.2%)
Annual Salary (n= 145)	
$15,001-$35,000	22 (15.2%)
$35,001-$45,000	63 (43.4%)
$45,001-$50,000	27 (18.6%)
$50,001-$60,000	22 (15.2%)
$60,001-$75,000	9 (6.2%)
More than $75,000	2 (1.4%)
Years of Service (n= 146)	
Less than 1	9 (6.2%)
1-2 years	55 (10.3%)
3-5 years	17 (11.6%)
6-10 years	16 (11.0%)
11-15 years	44 (30.1%)
16+ years	45 (30.8%)
Age (n= 145)	
18-29 years	10 (6.9%)
30-39 years	33 (22.8%)
40-49 years	48 (33.1%)

23

50-59 years	34 (23.4%)
60+ years	20 (13.8%)

Majority of OCSS staff reported being female (78.1%). OCSS race was reported as White (48.2%), Black (41.7%), Other (9.4%), and Asian (0.7%). Of the OCSS staff who completed the survey, 4.8% reported being Hispanic. Majority of OCSS staff reported having a bachelor's degree (57.9%). Nearly one-third (32.3%) of OCSS staff reported an annual salary between $35,001 - $45,000. Nearly one-third (30.8%) of OCSS staff reported having more than 16 years of service.
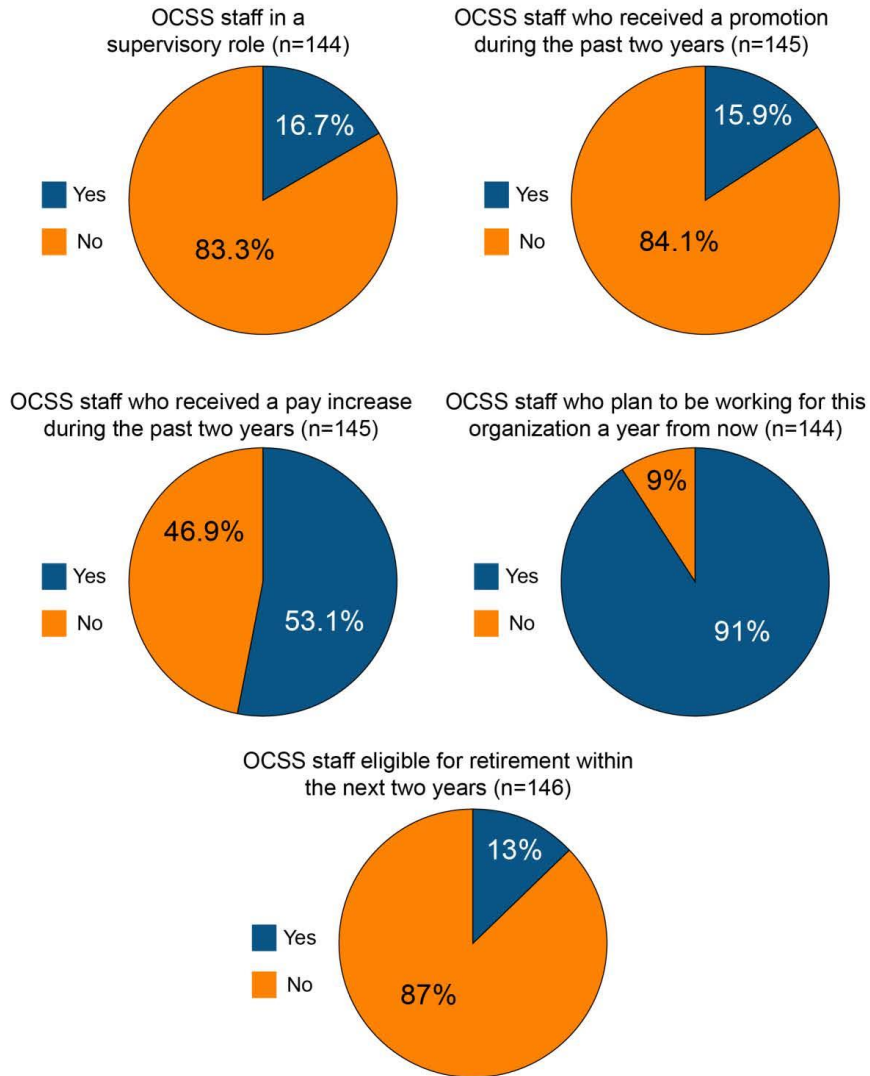
24

Figure 4.

OCSS staff in a supervisory role (n=144)

- Yes **16.7%**
- No **83.3%**

OCSS staff who received a promotion during the past two years (n=145)

- Yes **15.9%**
- No **84.1%**

OCSS staff who received a pay increase during the past two years (n=145)

- Yes **53.1%**
- No **46.9%**

OCSS staff who plan to be working for this organization a year from now (n=144)

- Yes **91%**
- No **9%**

OCSS staff eligible for retirement within the next two years (n=146)

- Yes **13%**
- No **87%**

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Table 26. Summary of Survey Subscales			
OCSS	Mean score	Range	Highest score/(n)
Engagement	19.5	8-40	35 (1)
Organizational Culture	67.8	22-110	104 (1)
Leadership	43.1	15-75	72 (1)
Resources	12.2	4-20	19 (4)
Development	22.8	7-35	35 (1)
Equity	25.2	7-35	34 (3)

The numbers above illustrate each subscale's average scale score for OCSS staff. For added context, the minimum and maximum score for each subscale is displayed. According to the data, three OCSS staff scored the maximum score on the *Equity* subscale and four OCSS staff scored the maximum score on the *Resources* subscale.

Table 27. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Engagement items		
Engagement	Strongly agree/agree	Strongly disagree/disagree
I like the kind of work I do	74.7%	
I know what is expected of me on the job	85.5%	
The work I do is meaningful to me	76.5%	
Our organization is known for the quality work we provide		53.5%
I know how my work impacts others in the workplace	83.6%	
I fully understand how work flows through my organization	71.2%	
My supervisor is easily accessible	76.1%	
I would recommend my organization to others as a preferred employer		52.8%

- More than eight out of 10 (85.5%) of OCSS staff "strongly agree/agree" that they know what is expected of them on their job.
- More than half (53.5%) of OCSS staff "strongly disagree/disagree" that their organization is known for the quality work that they provide.
- Over three-quarters (83.6%) of OCSS staff "strongly agree/agree" that they know how their work impacts others in the work place.
- More than half (52.8%) of OCSS staff "strongly disagree/disagree" that they would recommend their organization to others as a preferred employer.

Table 28. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Organizational Culture items		
Organizational Culture	Strongly agree/agree	Strongly disagree/disagree
I have a choice in deciding how I do my work	59.6%	
I have opportunities to provide input on decisions that affect my work	47.3%	33.6%
At my place of work there is a real feeling of teamwork		50.7%

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	Strongly agree/agree	Strongly disagree/disagree
I am given the opportunity to do my best work	68.5%	
My workplace is well maintained		48.6%
Adequate procedures are in place to ensure the safety of employees in the workplace	38.4%	39.7%
The people I work with treat each other with respect	46.5%	30.8%
I feel comfortable going to my supervisor about a work problem or concern	70.5%	
I feel comfortable going to upper management (i.e., senior leadership) about a work problem or concern		52.7%
My organization has standard operating procedures	59.6%	
My organization cares about the well-being of employees		59.6%
*Given the job that I perform, I believe that secondary trauma is common		44.6%
*I struggle with being overwhelmed and stressed	32.9%%	41.8%
I trust the people in my workplace		48.6%
My work atmosphere encourages open and honest communication		55.5%
Regardless of title/position, everyone is held to the same standard of accountability		77.4%
My organization's hiring practices are fair and transparent		55.5%
I believe I have a career with my organization	34.3%	36.3%
I feel free to be myself at work	38.3%	32.2%
I am proud to tell people I work for this organization		40.4%
Harassment is not tolerated at my workplace	58.9%	
Employees are generally ethical in my workplace	60.3%	

*recoded

- More than three-quarters (77.4%) of OCSS staff "strongly disagree/disagree" that regardless of title/position, everyone is held to the same standard of accountability.
- More than two-thirds (70.5%) of OCSS staff "strongly agree/agree" that they feel comfortable going to their supervisor about a work problem or concern.
- More than half (59.6%) of OCSS staff "strongly disagree/disagree" that their organization cares about the well-being of employees.
- More than two-thirds (68.5%) of OCSS staff "strongly agree/agree" that they are given the opportunity to do their best work.

Table 29. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Leadership items		
Leadership	Strongly agree/agree	Strongly disagree/disagree
Performance data is used regularly to improve the quality of work	37.2%	35.9%
My supervisor has my back during times of adversity	58.9%	
My supervisor provides clear expectations on work performance	70.6%	
My supervisor recognizes outstanding work	68.5%	

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	Strongly agree/agree	Strongly disagree/disagree
My supervisor is consistent when administering policies concerning employees	55.5%	
My supervisor is fair when evaluating my performance	47.2%	
My supervisor treats staff with respect	74.0%	
Upper management (i.e., senior leadership) treats staff with respect	30.8%	32.2%
Upper management (i.e., senior leadership) is known for following through on commitments		52.0%
My supervisor pushes the status quo to make positive changes on behalf of staff	39.7%	
Upper management (i.e., senior leadership) pushes the status quo to make positive changes on behalf of staff		52.1%
I consider upper management (i.e., senior leadership) to be progressive thinkers		49.3%
The communications I receive at work are timely and reasonable	30.1%	37.7%
The communication channels I must go through at work are reasonable	37.7%	30.8%
Upper management (i.e., senior leadership) effectively communicates important information		45.2%

- Nearly three-quarters (74%) of OCSS "strongly agree/agree" that their supervisor treats staff with respect.
- More than two-thirds (70.6%) of OCSS staff "strongly agree/agree" that their supervisor provides clear expectations regarding work performance.
- More than half (52.1%) of OCSS staff "strongly disagree/disagree" that upper management pushes the status quo to make positive changes on behalf of staff.

Table 30. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Resources items		
Resources	Strongly agree/agree	Strongly disagree/disagree
I have the support and equipment needed to do my job	48.6%	
When struggling with being overwhelmed and stressed, my organization provides adequate support		50.0%
Our computer systems provide reliable information	41.8%	
Support is available for the technologies we use	36.3%	32.9%

- Half (50%) of OCSS staff "strongly disagree/disagree" that when they are struggling with being overwhelmed and stressed, their organization provides adequate support.
- Nearly half (48.6%) of OCSS staff "strongly agree/agree" that they have the support and equipment needed to do their jobs.

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Table 31. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Development items		
Development	**Strongly agree/agree**	**Strongly disagree/disagree**
There is room for professional growth within my organization	32.9%	51.4%
My organization is committed to developing new leaders		52.8%
There are sufficient professional development opportunities provided, to obtain the necessary skills/experience needed to advance within my organization		45.2%
My organization works to attract, develop, and retain people with diverse backgrounds		39.1%
Appropriate training is provided to me so that I can do my job better	37.0%	37.0%
The work that I do is consistent with the job description of the position that I applied for	45.9%	37.7%
I believe that the information from this survey will be used to improve my organization		41.8%

- More than half (52.8%) of OCSS staff "strongly disagree/disagree" that their organization is committed to developing new leaders.
- Nearly half (45.9%) of OCSS staff "strongly agree/agree" that the work that they do is consistent with the job description of the position that they applied for.
- Over half (51.4%) of OCSS staff "strongly disagree/disagree" that there is room for professional growth within their organization.

Table 32. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Equity items		
Equity	**Strongly agree/agree**	**Strongly disagree/disagree**
My pay keeps up with the cost of living		88.3%
I am paid fairly for the work I do		80.8%
The amount of work I am asked to do is reasonable	33.6%	44.5%
There is equitable work-distribution in my organization		66.5%
My organization has flexibility that creates balance between my work life and my personal life	36.3%	36.3%
I am satisfied with the opportunities I have to give feedback on my supervisor's performance		44.5%
I am treated fairly in my organization	33.6%	

- More than eight out of 10 (88.3%) OCSS staff "strongly disagree/disagree" that their pay keeps up with the cost of living.
- More than a third (33.6%) of OCSS staff "strongly agree/agree" that they are treated fairly in their organization.
- Nearly two-thirds (66.5%) of OCSS staff "strongly disagree/disagree" that there is equitable work-distribution in their organization.

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DSAS

Table 33. DSAS Demographic Characteristics (N= 55)	
Variables	**n/%**
Gender (n= 54)	
Male	3 (5.6%)
Female	51 (94.4%)
Race (n= 52)	
Black	28 (53.8%)
White	19 (36.6%)
Multi-racial or other	5 (9.6%)
Hispanic (n= 55)	
Yes	2 (3.6%)
No	53 (96.4%)
Education (n= 54)	
Some College	8 (14.8%)
Associate's Degree	1 (1.9%)
Bachelor's Degree	20 (37.0%)
Master's Degree	25 (46.3%)
Annual Salary (n= 53)	
$15,001-$35,000	3 (5.7%)
$35,001-$45,000	9 (17.0%)
$45,001-$50,000	4 (7.5%)
$50,001-$60,000	20 (37.7%)
$60,001-$75,000	15 (28.3%)
More than $75,000	2 (3.8%)
Years of Service (n= 54)	
Less than 1	4 (7.4%)
3-5 years	5 (9.3%)
6-10 years	4 (7.4%)
11-15 years	5 (9.3%)
16+ years	36 (66.6%)
Age (n=54)	
18-29 years	1 (1.9%)
30-39 years	7 (13.0%)
40-49 years	21 (38.9%)
50-59 years	11 (20.3%)
60+ years	14 (25.9%)

Majority of DSAS staff reported being female (94.4%). DSAS race was reported as Black (53.8%), White (36.6%), and Other (9.6%). Of the DSAS staff who completed the survey, 3.6% reported being Hispanic. Nearly half (46.3%) of DSAS staff reported having a master's degree. Over one-third (37.7%) of DSAS staff reported an annual salary between $50,001 - $60,000. Most DSAS staff reported having more than 16 years of service (66.6%).
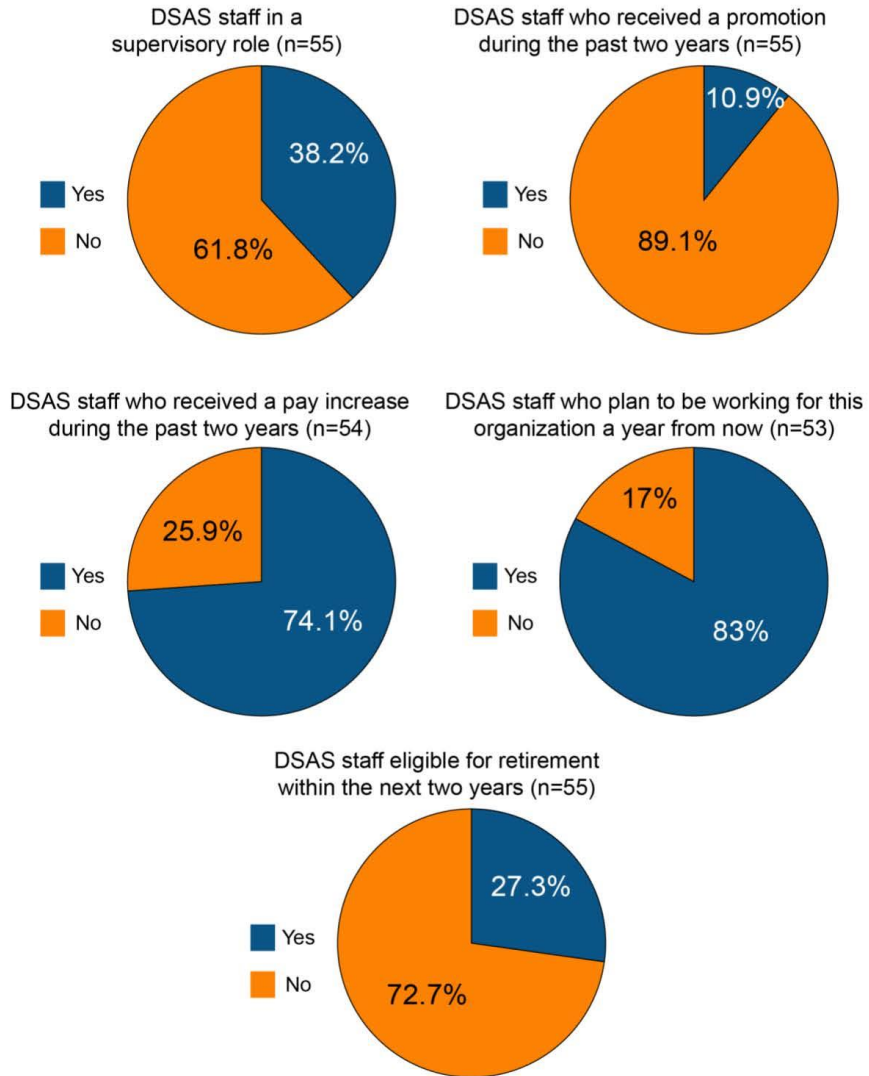
30

Figure 5.

DSAS staff in a supervisory role (n=55)

Yes: 38.2%
No: 61.8%

DSAS staff who received a promotion during the past two years (n=55)

Yes: 10.9%
No: 89.1%

DSAS staff who received a pay increase during the past two years (n=54)

Yes: 74.1%
No: 25.9%

DSAS staff who plan to be working for this organization a year from now (n=53)

Yes: 83%
No: 17%

DSAS staff eligible for retirement within the next two years (n=55)

Yes: 27.3%
No: 72.7%

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Table 34. Summary of Survey Subscales			
DSAS	Mean score	Range	Highest score/(n)
Engagement	16.5	8-40	30 (1)
Organizational Culture	61.2	22-110	102 (1)
Leadership	38.8	15-75	69 (2)
Resources	11.0	4-20	20 (1)
Development	20.1	7-35	35 (1)
Equity	20.7	7-35	35 (1)

The numbers above illustrate each subscale's average scale score for DSAS staff. For added context, the minimum and maximum score for each subscale is displayed. According to the data, two DSAS staff scored the maximum score on the *Leadership* subscale, while no other subscale had more than one DSAS staff member notch the maximum score.

Table 35. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Engagement items		
Engagement	Strongly agree/agree	Strongly disagree/disagree
I like the kind of work I do	81.8%	
I know what is expected of me on the job	81.9%	
The work I do is meaningful to me	98.2%	
Our organization is known for the quality work we provide	61.8%	
I know how my work impacts others in the workplace	85.5%	
I fully understand how work flows through my organization	70.9%	
My supervisor is easily accessible	76.4%	
I would recommend my organization to others as a preferred employer	54.5%	

- Nearly all (98.2%) of DSAS staff "strongly agree/agree" that the work they do is meaningful to them.
- More than half (54.5%) of DSAS staff "strongly agree/agree" that they would recommend their organization to others as a preferred employer.

Table 36. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Organizational Culture items		
Organizational Culture	Strongly agree/agree	Strongly disagree/disagree
I have a choice in deciding how I do my work	67.2%	
I have opportunities to provide input on decisions that affect my work	61.8%	
At my place of work there is a real feeling of teamwork	34.6%	41.8%
I am given the opportunity to do my best work	67.3%	
My workplace is well maintained	50.9%	
Adequate procedures are in place to ensure the safety of employees in the workplace	67.3%	

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The people I work with treat each other with respect	38.1%	
I feel comfortable going to my supervisor about a work problem or concern	80.0%	
I feel comfortable going to upper management (i.e., senior leadership) about a work problem or concern	61.8%	
My organization has standard operating procedures	67.2%	
My organization cares about the well-being of employees	52.7%	
*Given the job that I perform, I believe that secondary trauma is common		47.3%
*I struggle with being overwhelmed and stressed	36.4%	30.9%
I trust the people in my workplace		45.5%
My work atmosphere encourages open and honest communication	36.4%	49.1%
Regardless of title/position, everyone is held to the same standard of accountability		56.3%
My organization's hiring practices are fair and transparent		36.4%
I believe I have a career with my organization	58.2%	
I feel free to be myself at work	58.1%	
I am proud to tell people I work for this organization	44.5%	
Harassment is not tolerated at my workplace	58.2%	
Employees are generally ethical in my workplace	85.4%	

*recoded

- More than eight out of 10 (85.4%) of DSAS staff "strongly agree/agree" that employees are generally ethical in their workplace.
- Over a third (36.4%) of DSAS staff "strongly agree/agree" that they struggle with being overwhelmed and stressed.
- More than two-thirds (67.3%) of DSAS staff "strongly agree/agree" that adequate procedures are in place to ensure the safety of employees in the workplace.
- Over half (56.3%) of DSAS staff "strongly disagree/disagree" that regardless of title/position, everyone is held to the same standard of accountability.

Table 37. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Leadership items		
Leadership	Strongly agree/agree	Strongly disagree/disagree
Performance data is used regularly to improve the quality of work	54.5%	
My supervisor has my back during times of adversity	58.2%	
My supervisor provides clear expectations on work performance	70.9%	
My supervisor recognizes outstanding work	61.8%	
My supervisor is consistent when administering policies concerning employees	58.2%	
My supervisor is fair when evaluating my performance	69.1%	
My supervisor treats staff with respect	78.2%	

	Strongly agree/agree	Strongly disagree/disagree
Upper management (i.e., senior leadership) treats staff with respect	56.4%	
Upper management (i.e., senior leadership) is known for following through on commitments	50.9%	32.8%
My supervisor pushes the status quo to make positive changes on behalf of staff	47.2%	
Upper management (i.e., senior leadership) pushes the status quo to make positive changes on behalf of staff	43.6%	
I consider upper management (i.e., senior leadership) to be progressive thinkers	43.7%	30.9%
The communications I receive at work are timely and reasonable	56.3%	
The communication channels I must go through at work are reasonable	54.5%	
Upper management (i.e., senior leadership) effectively communicates important information	50.9%	

- More than three-quarters (78.2%) of DSAS staff "strongly agree/agree" that their supervisor treats staff with respect.
- Over two-thirds (69.1%) of DSAS staff "strongly agree/agree" that their supervisor is fair when evaluating their performance.
- More than half (56.4%) of DSAS staff "strongly agree/agree" that upper management treats staff with respect.

Table 38. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Resources items		
Resources	Strongly agree/agree	Strongly disagree/disagree
I have the support and equipment needed to do my job	69.1%	
When struggling with being overwhelmed and stressed, my organization provides adequate support		30.9%
Our computer systems provide reliable information	61.9%	
Support is available for the technologies we use	45.5%	34.5%

- More than two-thirds (69.1%) of DSAS staff "strongly agree/agree" that they have the support and equipment needed to do their job.
- Nearly two-thirds (61.9%) of DSAS staff strongly agree/agree" that their computer systems provide reliable information.

Table 39. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Development items		
Development	Strongly agree/agree	Strongly disagree/disagree
There is room for professional growth within my organization	41.8%	43.6%
My organization is committed to developing new leaders		38.2%

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There are sufficient professional development opportunities provided, to obtain the necessary skills/experience needed to advance within my organization	41.9%	34.5%
My organization works to attract, develop, and retain people with diverse backgrounds	40.0%	
Appropriate training is provided to me so that I can do my job better	63.6%	
The work that I do is consistent with the job description of the position that I applied for	67.3%	
I believe that the information from this survey will be used to improve my organization	45.5%	

- More than two-thirds (67.3%) of DSAS staff "strongly agree/agree" that the work that they do is consistent with the job description of the position that they applied for.
- Nearly two-thirds (63.6%) of DSAS staff "strongly agree/agree" that appropriate training is provided to them so that they can do their job better.
- More than a third (43.6%) of DSAS staff "strongly disagree/disagree" that there is room for professional growth within their organization.

Table 40. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Equity items		
Equity	Strongly agree/agree	Strongly disagree/disagree
My pay keeps up with the cost of living	45.5%	
I am paid fairly for the work I do	34.6%	49.1%
The amount of work I am asked to do is reasonable	58.2%	
There is equitable work-distribution in my organization	34.5%	40.0%
My organization has flexibility that creates balance between my work life and my personal life	54.6%	
I am satisfied with the opportunities I have to give feedback on my supervisor's performance	45.5%	
I am treated fairly in my organization	60.0%	

- Nearly two-thirds (60%) of DSAS staff "strongly agree/agree" that they are treated fairly in their organization.
- More than half (58.2%) of DSAS staff "strongly agree/agree" that the amount of work they are asked to do is reasonable.
- Nearly half (49.1%) of DSAS staff "strongly disagree/disagree" that they are paid fairly for the work that they do.

Community Initiatives

Table 41. Community Initiatives' Demographic Characteristics (N= 19)	
Variables	**n/%**
Gender (n= 19)	
Male	5 (26.3%)
Female	14 (73.7%)
Race (n= 18)	
Black	10 (55.6%)
White	8 (44.4%)
Hispanic (n= 19)	
Yes	2 (10.5%)
No	17 (89.5%)
Education (n= 19)	
Associate's Degree	2 (10.5%)
Bachelor's Degree	4 (21.1%)
Master's Degree	10 (52.6%)
Doctorate or Professional Degree	3 15.8%)
Annual Salary (n= 19)	
$15,001-$35,000	1 (5.3%)
$45,001-$50,000	2 (10.5%)
$50,001-$60,000	5 (26.3%)
$60,001-$75,000	6 (31.6%)
More than $75,000	5 (26.3%)
Years of Service (n= 19)	
Less than 1	2 (10.5%)
1-2 years	2 (10.5%)
3-5 years	2 (10.5%)
6-10 years	1 (5.3%)
11-15 years	4 (21.1%)
16+ years	8 (42.1%)
Age (n= 19)	
30-39 years	7 (36.8%)
40-49 years	6 (31.6%)
50-59 years	2 (10.5%)
60+ years	4 (21.1%)

Majority of Community Initiative staff reported being female (73.7%). Community Initiative race was reported as Black (55.6%) and White (44.4%). Of the Community Initiative staff who completed the survey, 10.5% reported being Hispanic. Majority of Community Initiative staff reported having a master's degree (52.6%). Nearly one-third (31.6%) of Community Initiative staff reported an annual salary between $60,001 - $75,000. Nearly half (42.1%) of Community Initiative staff reported having more than 16 years of service.
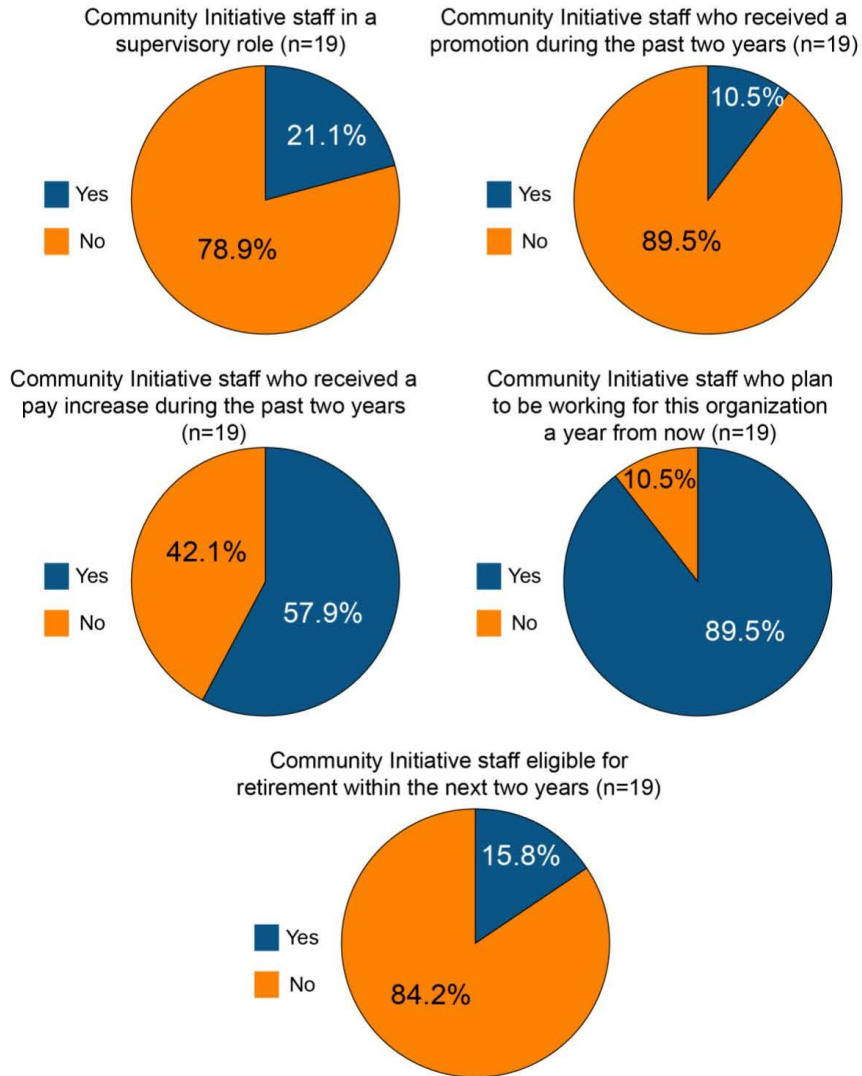
Figure 6.

Community Initiative staff in a supervisory role (n=19)

- Yes
- No

21.1%
78.9%

Community Initiative staff who received a promotion during the past two years (n=19)

- Yes
- No

10.5%
89.5%

Community Initiative staff who received a pay increase during the past two years (n=19)

- Yes
- No

42.1%
57.9%

Community Initiative staff who plan to be working for this organization a year from now (n=19)

- Yes
- No

10.5%
89.5%

Community Initiative staff eligible for retirement within the next two years (n=19)

- Yes
- No

15.8%
84.2%

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Table 42. Summary of Survey Subscales			
Community Initiatives	Mean score	Range	Highest score/(n)
Engagement	15.6	8-40	34 (1)
Organizational Culture	49.4	22-110	93 (1)
Leadership	35.3	15-75	61 (1)
Resources	11.1	4-20	19 (1)
Development	18.5	7-35	33 (1)
Equity	18.9	7-35	31 (1)

The numbers above illustrate each subscale's average scale score for Community Initiative staff. For added context, the minimum and maximum score for each subscale is displayed. According to the data, no subscale had more than one Community Initiative staff member notch the maximum score.

Table 43. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Engagement items		
Engagement	Strongly agree/agree	Strongly disagree/disagree
I like the kind of work I do	89.5%	
I know what is expected of me on the job	89.4%	
The work I do is meaningful to me	89.5%	
Our organization is known for the quality work we provide	84.2%	
I know how my work impacts others in the workplace	84.2%	
I fully understand how work flows through my organization	78.9%	
My supervisor is easily accessible	94.7%	
I would recommend my organization to others as a preferred employer	57.9%	

- Nearly all (94.7%) of Community Initiative staff "strongly agree/agree" that their supervisor is easily accessible.
- More than half (57.9%) of Community Initiative staff "strongly agree/agree" that they would recommend their organization to others as a preferred employer.

Table 44. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Organizational Culture items		
Organizational Culture	Strongly agree/agree	Strongly disagree/disagree
I have a choice in deciding how I do my work	73.7%	
I have opportunities to provide input on decisions that affect my work	89.4%	
At my place of work there is a real feeling of teamwork	79.0%	
I am given the opportunity to do my best work	79.0%	
My workplace is well maintained	84.2%	
Adequate procedures are in place to ensure the safety of employees in the workplace	78.9%	
The people I work with treat each other with respect	79.0%	

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I feel comfortable going to my supervisor about a work problem or concern	84.2%	
I feel comfortable going to upper management (i.e., senior leadership) about a work problem or concern	47.4%	
My organization has standard operating procedures	73.7%	
My organization cares about the well-being of employees	63.2%	
*Given the job that I perform, I believe that secondary trauma is common	42.2%	36.0%
*I struggle with being overwhelmed and stressed		47.3%
I trust the people in my workplace	73.7%	
My work atmosphere encourages open and honest communication	63.2%	
Regardless of title/position, everyone is held to the same standard of accountability	57.9%	
My organization's hiring practices are fair and transparent	47.4%	
I believe I have a career with my organization	63.2%	
I feel free to be myself at work	84.2%	
I am proud to tell people I work for this organization	68.4%	
Harassment is not tolerated at my workplace	84.2%	
Employees are generally ethical in my workplace	73.7%	

*recoded

- More than eight out of 10 (89.4%) of Community Initiative staff "strongly agree/agree" that they have opportunities to provide input on decisions that affect their work.
- More than a third (42.2%) of Community Initiative staff "strongly agree/agree" that given the job they perform, they believe that secondary trauma is common.
- Nearly three-quarters (73.7%) "strongly agree/agree" that they trust the people in their workplace.

Table 45. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Leadership items		
Leadership	Strongly agree/agree	Strongly disagree/disagree
Performance data is used regularly to improve the quality of work	68.5%	
My supervisor has my back during times of adversity	79.0%	
My supervisor provides clear expectations on work performance	73.7%	
My supervisor recognizes outstanding work	68.4%	
My supervisor is consistent when administering policies concerning employees	63.2%	
My supervisor is fair when evaluating my performance	84.2%	
My supervisor treats staff with respect	78.9%	
Upper management (i.e., senior leadership) treats staff with respect	68.5%	
Upper management (i.e., senior leadership) is known for following through on commitments	36.9%	

	Strongly agree/agree	Strongly disagree/disagree
My supervisor pushes the status quo to make positive changes on behalf of staff	63.2%	
**Upper management (i.e., senior leadership) pushes the status quo to make positive changes on behalf of staff		
**I consider upper management (i.e., senior leadership) to be progressive thinkers		
The communications I receive at work are timely and reasonable	63.1%	
The communication channels I must go through at work are reasonable	63.1%	
Upper management (i.e., senior leadership) effectively communicates important information	47.4%	

**Did not meet threshold

- More than eight out of 10 (84.2%) of Community Initiative staff "strongly agree/agree" that their supervisor is fair when evaluating their performance.
- More than three-quarters (79%) of Community Initiative staff "strongly agree/agree" that their supervisor has their back during times of adversity.
- More than two-thirds (68.5%) of Community Initiative staff "strongly agree/agree" that upper management treats staff with respect.

Table 46. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Resources items		
Resources	Strongly agree/agree	Strongly disagree/disagree
I have the support and equipment need to do my job	73.7%	
When struggling with being overwhelmed and stressed, my organization provides adequate support	31.6%	
Our computer systems provide reliable information	31.6%	36.8%
Support is available for the technologies we use	63.2%	

- Nearly three-quarters (73.7%) of Community Initiative staff "strongly agree/agree" that they have the support and equipment they need to do their job.
- Nearly two-thirds (63.2%) of Community Initiative staff "strongly agree/agree" that support is available for the technologies they use.

Table 47. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Development items		
Development	Strongly agree/agree	Strongly disagree/disagree
There is room for professional growth within my organization	57.9%	31.6%
My organization is committed to developing new leaders	42.1%	
There are sufficient professional development opportunities provided, to obtain the necessary skills/experience needed to advance within my organization	42.2%	42.1%
My organization works to attract, develop, and retain people with diverse backgrounds	57.9%	

Appropriate training is provided to me so that I can do my job better	36.8%	31.6%
The work that I do is consistent with the job description of the position that I applied for	57.9%	31.6%
I believe that the information from this survey will be used to improve my organization	47.4%	

- More than half (57.9%) of Community Initiative staff "strongly agree/agree" that their organization works to attract, develop, and retain people with diverse backgrounds.
- Nearly half (47.4%) of Community Initiative staff "strongly agree/agree" that they believe the information from this survey will be used to improve their organization.

Table 48. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Equity items		
Equity	Strongly agree/agree	Strongly disagree/disagree
My pay keeps up with the cost of living		63.2%
I am paid fairly for the work I do		52.6%
The amount of work I am asked to do is reasonable	68.4%	
There is equitable work-distribution in my organization	47.4%	31.6%
My organization has flexibility that creates balance between my work life and my personal life	84.2%	
I am satisfied with the opportunities I have to give feedback on my supervisor's performance	31.6%	31.6%
I am treated fairly in my organization	68.5%	

- More than eight out of 10 (84.2%) of Community Initiative staff "strongly agree/agree" that their organization has flexibility that creates balance between their work life and personal life.
- More than two-thirds (68.5%) of Community Initiative staff "strongly agree/agree" that they are treated fairly in their organization.
- Nearly two-thirds (63.2%) of Community Initiative staff "strongly disagree/disagree" that their pay keeps up with the cost of living.

Shared Services

Table 49. Shared Services' Demographic Characteristics (N= 56)	
Variables	n/%
Gender (n= 51)	
Male	15 (29.4%)
Female	35 (68.6%)
Other	1 (2.0%)
Race (n= 50)	
Black	19 (38.0%)
White	24 (48.0%)
Multi-racial or other	7 (14.0)
Hispanic (n= 56)	

Yes	1 (1.8%)
No	55 (98.2%)
Education (n= 55)	
Some College	5 (9.1%)
Associate's Degree	4 (7.3%)
Bachelor's Degree	19 (34.5%)
Master's Degree	24 (43.6%)
Doctorate or Professional Degree	3 (5.5%)
Annual Salary (n= 56)	
$15,001-$35,000	1 (1.9%)
$35,001-$45,000	6 (11.5%)
$45,001-$50,000	8 (15.4%)
$50,001-$60,000	13 (25.0%)
$60,001-$75,000	13 (25.0%)
More than $75,000	11 (21.2%)
Years of Service (n= 56)	
Less than 1	1 (1.8%)
1-2 years	6 (10.9%)
3-5 years	11 (20.0%)
6-10 years	5 (9.1%)
11-15 years	8 (14.5%)
16+ years	24 (43.6%)
Age (n= 53)	
18-29 years	4 (7.5%)
30-39 years	11 (20.8%)
40-49 years	16 (30.2%)
50-59 years	17 (32.1%)
60+ years	5 (9.4%)

Majority of Shared Services' staff reported being female (68.6%). Shared Services' race was reported as White (48%), Black (38%), and Other (14%). Of the Shared Services' staff who completed the survey, 1.8% reported being Hispanic. More than one-third (43.6%) of Shared Services' staff reported having a master's degree. Nearly one-third (31.6%) of Shared Services' staff reported an annual salary between $60,001 - $75,000 (31.6%). Over one-third (43.6%) Shared Services' staff reported having more than 16 years of service.
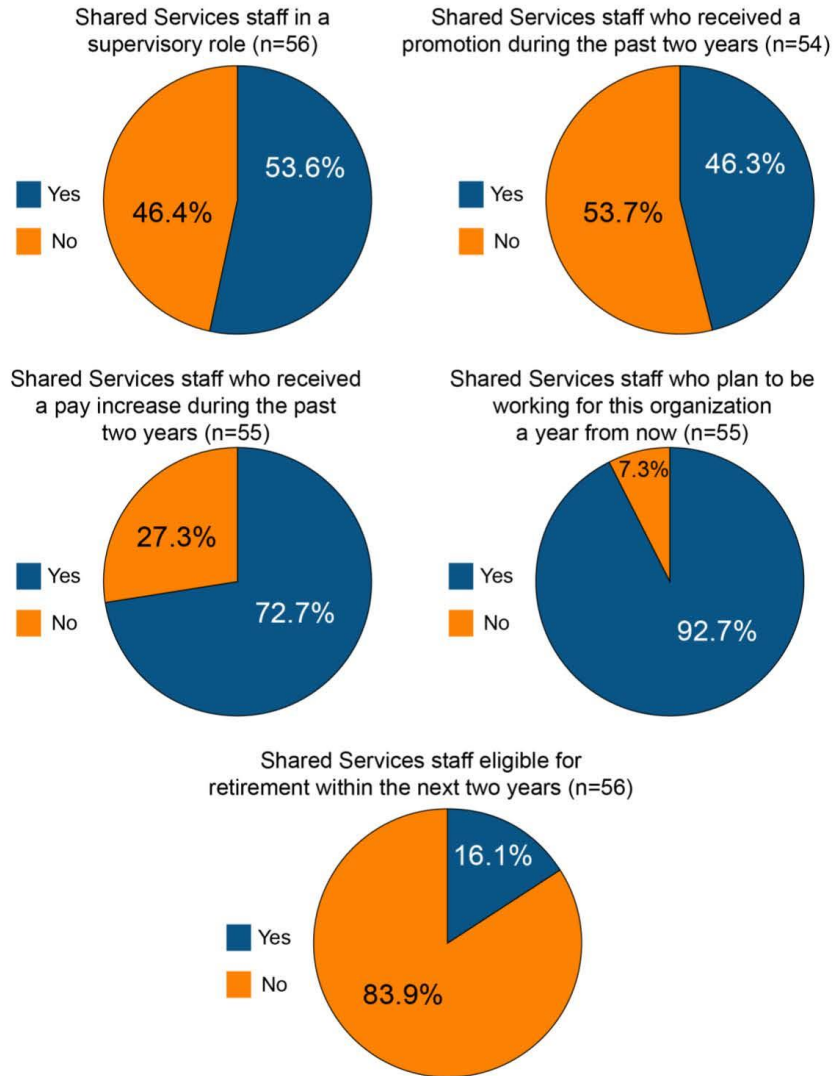
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Figure 7.

Shared Services staff in a
supervisory role (n=56)

Yes
No

53.6%
46.4%

Shared Services staff who received a
promotion during the past two years (n=54)

Yes
No

46.3%
53.7%

Shared Services staff who received
a pay increase during the past
two years (n=55)

Yes
No

27.3%
72.7%

Shared Services staff who plan to be
working for this organization
a year from now (n=55)

Yes
No

7.3%
92.7%

Shared Services staff eligible for
retirement within the next two years (n=56)

Yes
No

16.1%
83.9%

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Table 50. Summary of Survey Subscales			
Shared Services	**Mean score**	**Range**	**Highest score/(n)**
Engagement	16.4	8-40	25 (1)
Organizational Culture	55.7	22-110	82 (2)
Leadership	37.4	15-75	68 (1)
Resources	11.3	4-20	20 (1)
Development	19.1	7-35	32 (1)
Equity	20.6	7-35	32 (1)

The numbers above illustrate each subscale's average scale score for Shared Services' staff. For added context, the minimum and maximum score for each subscale is displayed. According to the data, with the exception of the *Organizational Culture* subscale, no subscale had more than one Shared Services' staff member notch the maximum score.

Table 51. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Engagement items		
Engagement	**Strongly agree/agree**	**Strongly disagree/disagree**
I like the kind of work I do	91.1%	
I know what is expected of me on the job	91.1%	
The work I do is meaningful to me	91.0%	
Our organization is known for the quality work we provide	48.2%	
I know how my work impacts others in the workplace	89.3%	
I fully understand how work flows through my organization	67.8%	
My supervisor is easily accessible	87.5%	
I would recommend my organization to others as a preferred employer	39.3%	32.1%

- Majority (91.1%) of Shared Services' staff "strongly agree/agree" that they like the kind of work they do.
- More than two-thirds 67.8% of Shared Services' staff "strongly agree/agree" that they fully understand how work flows through their organization.

Table 52. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Organizational Culture items		
Organizational Culture	**Strongly agree/agree**	**Strongly disagree/disagree**
I have a choice in deciding how I do my work	82.1%	
I have opportunities to provide input on decisions that affect my work	76.8%	
At my place of work there is a real feeling of teamwork	70.8%	
I am given the opportunity to do my best work	69.6%	
My workplace is well maintained	48.2%	
Adequate procedures are in place to ensure the safety of employees in the workplace	55.3%	

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The people I work with treat each other with respect	76.8%	
I feel comfortable going to my supervisor about a work problem or concern	87.5%	
I feel comfortable going to upper management (i.e., senior leadership) about a work problem or concern	57.2%	
My organization has standard operating procedures	51.8%	
My organization cares about the well-being of employees	41.1%	
*Given the job that I perform, I believe that secondary trauma is common	37.5%	30.4%
*I struggle with being overwhelmed and stressed	50.0%	30.3%
I trust the people in my workplace	48.3%	
My work atmosphere encourages open and honest communication	50.0%	
Regardless of title/position, everyone is held to the same standard of accountability	53.5%	
My organization's hiring practices are fair and transparent	35.8%	44.7%
I believe I have a career with my organization	62.5%	
I feel free to be myself at work	71.4%	
I am proud to tell people I work for this organization	55.4%	
Harassment is not tolerated at my workplace	62.5%	
Employees are generally ethical in my workplace	62.5%	

*recoded

- More than eight out of 10 (87.5%) of Shared Services' staff "strongly agree/agree" that they feel comfortable going to their supervisor about a work problem or concern.
- More than three-quarters (76.8%) of Shared Services' staff "strongly agree/agree" that the people they work with treat each other with respect.
- Nearly half (44.7%) of Shared Services' staff "strongly disagree/disagree" that their organization's hiring practices are fair and transparent.

Table 53. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Leadership items		
Leadership	Strongly agree/agree	Strongly disagree/disagree
Performance data is used regularly to improve the quality of work	38.2%	30.9%
My supervisor has my back during times of adversity	75.0%	
My supervisor provides clear expectations on work performance	69.6%	
My supervisor recognizes outstanding work	67.8%	
My supervisor is consistent when administering policies concerning employees	62.5%	
My supervisor is fair when evaluating my performance	64.3%	
My supervisor treats staff with respect	87.5%	
Upper management (i.e., senior leadership) treats staff with respect	67.9%	

	Strongly agree/agree	Strongly disagree/disagree
Upper management (i.e., senior leadership) is known for following through on commitments		30.3%
My supervisor pushes the status quo to make positive changes on behalf of staff	50.0%	
Upper management (i.e., senior leadership) pushes the status quo to make positive changes on behalf of staff	30.3%	
I consider upper management (i.e., senior leadership) to be progressive thinkers	35.7%	30.4%
The communications I receive at work are timely and reasonable	46.5%	
The communication channels I must go through at work are reasonable	59.0%	
Upper management (i.e., senior leadership) effectively communicates important information	39.3%	32.2%

- Majority (87.5%) of Shared Services' staff "Strongly agree/agree" that their supervisor treats staff with respect.
- Three-quarters (75%) of Shared Services' staff "strongly agree/agree" that their supervisor has their back during times of adversity.
- More than two-thirds (67.9%) of Shared Services' staff "Strongly agree/agree" that upper management treats staff with respect.

Table 54. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Resources items		
Resources	**Strongly agree/agree**	**Strongly disagree/disagree**
I have the support and equipment need to do my job	56.1%	
When struggling with being overwhelmed and stressed, my organization provides adequate support		32.1%
Our computer systems provide reliable information	44.6%	37.5%
Support is available for the technologies we use	42.8%	37.5%

- More than half (56.1%) of Shared Services' staff "Strongly agree/agree" that they have the support and equipment the need to do their job.
- Nearly half (44.6%) of Shared Services' staff "Strongly agree/agree" that their computer systems provide reliable information.

Table 55. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Development items		
Development	**Strongly agree/agree**	**Strongly disagree/disagree**
There is room for professional growth within my organization	53.4%	
My organization is committed to developing new leaders	39.3%	
There are sufficient professional development opportunities provided, to obtain the necessary skills/experience needed to advance within my organization	32.8%	32.1%

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My organization works to attract, develop, and retain people with diverse backgrounds	41.0%	39.3%
Appropriate training is provided to me so that I can do my job better	55.3%	30.4%
The work that I do is consistent with the job description of the position that I applied for	60.7%	
I believe that the information from this survey will be used to improve my organization	50.0%	

- Nearly two-thirds (60.7%) of Shared Services' staff "Strongly agree/agree" that the work that they do is consistent with the job description of the position that they applied for.
- More than half (55.3%) of Shared Services' staff "Strongly agree/agree" that appropriate training is provided to them so that they can do their job better.
- More than half (53.4%) of Shared Services' staff "Strongly agree/agree" that there is room for professional growth within their organization.

Table 56. Percentage of staff who strongly agree/agree and strongly disagree/disagree with Equity items		
Equity	Strongly agree/agree	Strongly disagree/disagree
My pay keeps up with the cost of living		66.1%
I am paid fairly for the work I do		57.1%
The amount of work I am asked to do is reasonable	64.3%	
There is equitable work-distribution in my organization	30.4%	35.7%
My organization has flexibility that creates balance between my work life and my personal life	62.5%	
I am satisfied with the opportunities I have to give feedback on my supervisor's performance	33.9%	30.4%
I am treated fairly in my organization	69.6%	

- More than two-thirds (69.6%) of Shared Services' staff "Strongly agree/agree" that they are treated fairly in their organization.
- Nearly two-thirds (66.1%) of Shared Services' staff "Strongly disagree/disagree" that their pay keeps up with cost of living.
- More than half (57.1%) of Shared Services' staff "Strongly disagree/disagree" that they are paid fairly for the that they do.

DHHS Qualitative Themes and Feedback

In addition to selecting the prescribed response options for corresponding survey items, DHHS staff also had the opportunity to provide open-ended comments. Of the 845 DHHS staff who completed surveys, 638 (75.5%) staff offered feedback through open-ended comments. While the comments varied in nature, it was found that majority of the comments aligned with the survey's six subscales: *Organizational Culture* (310), *Leadership* (88), *Equity* (85), *Development* (58), *Engagement* (57), *Resources* (33), and *Other* (7).

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The data indicates that JFS (243), DCFS (190), and OCSS (113), respectively, offered the most feedback through open-ended comments. This was expected, given that they are the three largest agencies under the DHHS umbrella. Relative to the number of staff who completed surveys at respective agencies, 78.4% of JFS staff provided feedback through open-ended comments, 77.4% of OCSS staff, and 75.4% of DCFS staff.   DHHS staff provided the following comments:

"Supervisor systems training. This would give new supervisors information that leadership training does not. Then, if wanted, supervisors can map out a path to move up to the next level of management."
~JFS

"Trust. Administration needs to trust their employees. Once you gain trust, anything is possible. Also, happy employees equal better employees. So, stop killing any small amount of joy we have."
~DCFS

"Improved synchronicity between DHHS agencies, including news, information, and programs."
~Community Initiatives

"Opportunities to learn more about other populations (anything that pertains to DHHS, not just DSAS) and giving the opportunity to receive certifications that pertain to any HHS area."
~DSAS

"Parking to be made more affordable"
~OCSS

"Tom promote a positive environment. There is too much negative energy in this place."
~DSAS

"Enhanced competency with organizational innovation and growth opportunities."
~JFS

"Anonymous team evaluation of supervisors to allow for constructive criticism, without causing conflict."
~JFS

"Actually, using the surveys to make change. Recognize where the problems are and actually fixing them, instead of implementing something that 'looks' like a fix but in reality, does nothing."
~OCSS

"Creating a pipeline to leadership and informing employees of committee opportunities and how to participate in them."
~DCFS

"I would like the photo directory to return, so I can learn my co-workers' names."
~OCSS

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"I would eliminate the use of the segregated meeting structure. There is no need for 'Deputies', 'A-Team', 'Senior Managers and Supervisors' meetings if information exchange is truly transparent."
~Shared Services

"Caseloads are too high. This brings on burnout in workers."
~DCFS

"Clearly defined production expectations (e.g., a production quota for a given work function)."
~JFS

"Opportunity to telecommute (work from home)."
~Community Initiatives

"Improved top-down communications and accountability from upper-management."
~Shared Services

Conclusions

DHHS is responsible for providing social welfare services to some of the community's most vulnerable populations. For DHHS staff to meet the needs of residents, they must possess the required skills to professionally and positively engage clients by developing a culture of open communication, trust, and respect. The purpose of this survey was to examine the organizational culture and employee engagement of DHHS staff and highlight what is being done well and what can be improved.

According to the data, overall, DHHS staff like the type of work that they do. This is important because whether directly or indirectly engaging with the public, the majority of DHHS employees are responsible for working to improve the lives children, families, adults, and older persons. It is equally as important that staff feel supported. The findings from this survey indicate that DHHS staff feel that their supervisors treat them with respect, provide clear expectations, and are supportive when staff have problems or concerns.

The survey's findings also indicate that DHHS may be struggling in a few areas. One of those highlighted areas include staff feeling due to title/position, not everyone is held to the same standard of accountability. Governing the masses by the same principles may be the foundation for building a culture that emanates trust, respect, and support. The survey also found that DHHS struggles with staff believing that their organization's hiring practices are fair and transparent and that their organization cares about them.

It is important to point out that for each survey item, an average of 205 respondents selected the "neither agree nor disagree" response option. This may indicate a couple things. It may show that DHHS staff feel like their responses are being tracked and they are uncomfortable with being completely honest. It may also mean that DHHS staff feel that their activity is being monitored, and that they may be disciplined for being non-compliant if they did not complete the survey. If either of these are true, this highlights some of the underlying cultural issues that may be present in DHHS.

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Recommendations

Recommendation 1: Establish employee resource groups, through random selection, to review survey findings and develop reasonable strategies to address the identified issues. Employee resource groups, along with agency leadership, should discuss potential strategies for addressing the identified concerns and identify what issues are priorities. Together, employee resource groups and respective agency leadership should implement an action plan and work with the Performance Evaluation and Innovation team to develop metrics to measure the plan's progress. It is recommended that adjustments be made throughout so that the intended outcome is achieved.

Recommendation 2: Conduct a review of agency policies, procedures, and practices. The survey found that nearly half of DHHS staff reported having more than 16 years of service, which may indicate that some policies, procedures, and practices may be antiquated and need to be modified. Performing this task may reveal much needed revisions to DHHS policy and procedure and may have a favorable effect on organizational culture and practice.

Recommendation 3: Collaborate with Human Resources to develop a protocol that illustrates transparency and fairness in DHHS hiring practices. The protocol should include notifying applicants who were not selected to be interviewed, notifying applicants who interviewed but were not recommended for hire, and providing an opportunity for candidates to request interview feedback. These actions should take place in a reasonable time frame. In addition to onboarding and mandatory state trainings, the Westshore Training Facility should be utilized to offer DHHS staff a variety of progressive trainings that will enhance their potential for advancement.

Recommendation 4: Maintain and even increase efforts to attract and retain DHHS staff who like the type of work that they do and believe the work that they do is meaningful. The same is duly recommended regarding coaching and mentoring supervisors to be accessible to their staff and to support their staff during times of uncertainty. Reinforcing these essential traits and hiring staff who embody these leadership characteristics, may assist with improving organizational culture and employee engagement. Additionally, this may also improve DHHS staff's ability to engage with community residents and clients.

Recommendation 5: Coordinate with Human Resources to request a follow-up compression analysis and pay equity study to correct any oversights that may have occurred during the initial analysis. There may also be a need for innovative options that provide existing staff alternative incentives and that also attract new talent. This may ease DHHS employee's concerns regarding pay equity.

It is important to note that the data presented in this report are descriptive in nature and caution should be used when inferring cause and effect specific to the practices and/or operations of DHHS, including the associated agencies and offices. As efforts are continued to improve the working environment of DHHS employees, the *Organizational Climate and Employee Engagement Survey* is an important step towards that goal. To accomplish the goal of providing superior services to our constituents, leadership must support and work in collaboration with staff and vice versa. This will allow DHHS to create a positive culture and sustain a level of professionalism that will be reflected in how DHHS staff engage county residents and client outcomes.

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Appendix 2:

DHHS REI Plan and Logic Model

PHASE 1 - SETTING THE STAGE AND INCREASING KNOWLEDGE

1. **Establish a "Stakeholder Ecosystem" as well as an understanding of race equity and inclusion (REI) principles.**
   - The stakeholder ecosystem should be aimed at reviewing REI through micro and macro lenses. This board/commission should consist of internal and external (public-sector, philanthropic, academia, finance, private-sector, entrepreneurs.) representatives.
   - Common definitions help to create a narrative that makes it easier to communicate the commitment to racial equity, both internally and externally, and it creates a platform for coordinated work toward equitable outcomes.

2. **Embed REI principles into the fabric of Health and Human Services' organizational culture.**
   - Buy-in and practice from Leadership.
   - Allocate resources (funding, staff, time, etc.) that are solely dedicated to REI, will demonstrate the importance of REI to HHS.
   - Consistently practicing REI ideologies, helps to reinforce the position and commitment of HHS Leadership, to its workforce, residents, and stakeholders. This may also help to re-shape the behaviors and thinking across HHS Departments, as it relates to REI, and may positively impact organizational results, improve client satisfaction, and enhance innovation.
   - REI should be included as part of annual employee evaluations/reviews
   - The commitment to REI is a continuous cycle of assessing, learning, and modifying.

3. **Crucial conversations.**
   - Normalizing conversations regarding racial disparities, equity and inclusion, is critical in helping to advance improvement efforts.
   - Hold or host regular workshops that are specific to engaging in dialogue regarding inclusion and racial equity.
   - Establish Employee Resource Groups, that can allow for discussions and support among employees and be used to continue to identify approaches that may improve equity throughout HHS.
   - Commit to ongoing REI training.

PHASE 2 - GETTING TO THE ROOT CAUSE

1. Create sub-committees within HHS departments/divisions to taker a deeper dive into concerns or potential issues related to REI.

- Conduct systems analyses of root causes of inequities (policies & practice). **
  - Hiring
  - Pay equity
  - Contracting
  - Service delivery
  - Professional development/promotion opportunities
  - Access to healthcare, education, and housing
  - Economic well-being
  - Budgeting process
  - Workforce development
  - Support for returning citizens

- Recommend policy and practice changes.
- Strategize the implementation of policy and practice changes.
- Determine and understand the role HHS departments/divisions play in educating and informing our stakeholders of voting and census deadlines and activities.

** This work will begin in HHS, but tools and techniques developed by HHS may be applicable to other county departments.

PHASE 3 - MAKING CHANGES

1. Identify strategies and target resources to address root causes of inequities.

- Target programs, resources, investments and strategies to help enhance the equity and inclusion of underrepresented groups.
- Proposed equitable solutions need to be concrete and viable. Effective equity strategies should be specific, measurable, attainable, relevant and timely.

2. Identify and/or develop assessment tools

- Establish REI metrics
- Gather and analyze disaggregated data
- Utilize data to allocate resources towards areas of concern

PHASE 4 - OPERATIONALIZING THE USE OF AN EQUITY FRAMEWORK

1. Conduct equity impact assessment for all policies and decision making

   - The equity impact assessment can be a vital tool to reducing, eliminating and preventing all forms of discrimination and inequities and preventing institutional racism.

2. Continue to evaluate effectiveness and adapt strategies

   - Consistently assess whether investments are accomplishing stated REI goals.
   - Setting goals for the REI outcomes sought, tracking results, measuring progress, and implementing necessary adjustments are critical to effectively doing this work.

HEALTH AND HUMAN SERVICES EQUITY LOGIC MODEL

INPUTS	ACTIVITES	OUTPUTS	INITIAL OUTCOMES	INTERMEDIATE OUTCOMES	LONGER-TERM OUTCOMES
Resources (time, funding, and staff)	Identify HHS REI Steering Committee	# of Staff trained	Normalize crucial conversations around REI	Buy-in realized & REI measurements are included in employee evaluations/ reviews	HHS has an organizational culture rooted in equity & inclusion
REI Trainers	Research best practices	# of board meetings			
Stakeholders		# of policies revised/drafted	HHS Leadership/ staff begin to share & overlay REI principles in decision-making		
Technology/ Software	Engage Workforce	# of best practices adopted			
Support	Engage Community	# metrics established		REI principles are used to make funding decisions & prioritize projects in the budgeting process bi-annually	
Equity Framework	Review policies	# ERG meetings			
Impact Assessment	REI training	# of POC in HHS Leadership	REI tools are used across HHS		

Appendix 3:

OPD 2020 Equity Report

CY2020 EQUITY REPORT
Cuyahoga County
Office of Procurement and Diversity

Cuyahoga County Administrative Headquarters

Spanning 1,246 square miles and home to many different cultures and people, Cuyahoga County is the most populous county in the state of Ohio.

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Diversity Staff

Edwin Nunez
Sr. Contract Compliance Officer

Cassandra Fulton
Contract Compliance Officer

Sharese McKinney
Contract Compliance Officer

W. Ryan Veney
Contract Compliance Officer

Lenora M. Lockett
Director

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Review and Summary of Equity Initiatives

A. Diversity Programs – Small Business Enterprise (SBE), Minority Business Enterprise (MBE), & Women Business Enterprise (WBE)

On December 19, 2011, Ordinance No. 02011-0054 was passed approving the Small Business Enterprise (SBE) Program, effective January 1, 2012. On February 15, 2014, the ordinance was amended to revise program policies and procedures (Ordinance No. 02014-0002).

Furthermore, on April 26, 2016, Ordinance No. 02016-0005 was passed approving the ability to set aspirational Minority Business Enterprise (MBE) and/or Women Business Enterprise (WBE) subcontractor participation goals on county purchases and contracts.

The following standards will be used to determine eligibility for certification as a Small Business Enterprise, Minority Business Enterprise and/or Women Business Enterprise:

A business applying for certification must establish that it has a physical presence located within the applicable geographical limits as registered in official documents. (Mailbox facilities or other similar arrangements do not constitute a physical presence).

The applicant(s) must demonstrate operational and managerial control of the business.

To become eligible for the SBE Program, a business must demonstrate that it has been in continuous operation in the category or the related category for which it is requesting certification for one year and that majority ownership has at least one (1) year of work experience relevant to the business certification category. For the Small Business Enterprise, its' annual gross revenues or its' total workforce must be at or less than the amounts established by the Small Business Administration and it must be located in Cuyahoga County.

For the MBE Program, the business must be at least 51% owned by one or more individuals who are African American, Hispanic American, Native American, Asian-Pacific American, or Asian-Indian American and they must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of ownership.

For the WBE Program, the business must be at least 51% owned by one or more individuals who are women and they must have operational and managerial control, interest in capital, and earnings commensurate with the percentage of ownership. For the MBE and WBE certifications, the business enterprise must be located and doing business in Cuyahoga County, Geauga County, Lake County, Lorain County, Medina County or Summit County.

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Diversity's New and Recertification Applications Status.
DIVERSITY CERTIFICATION 2020

- GOAL: Support SBEs, MBEs, and WBEs by creating positive partnerships in county contracting and other procurement opportunities.

- OBJECTIVE: provide and support opportunities for SBEs, MBEs, and WBEs to grow and thereby compete effectively in the general environment for contracting opportunities.

- ACTIONS: Customized internal data entry and reporting process, increased number of site visits, continued staff training/seminars

Status	OVERALL Ttl.	%	SBE Ttl.	%	SBE/MBE Ttl.	%	SBE/WBE Ttl.	%	SBE/MBE/WBE Ttl.	%	MBE Ttl.	%	WBE Ttl.	%	MBE/WBE Ttl.	%
New Business Certified	38	7.5%	8	5.6%	5	4.6%	5	4.0%	7	8.5%	10	41.7%	3	15.8%	0	0.0%
New Appl in process	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
New Appl Denied	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
New Appl Dropped	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Businesses Recertified	398	78.3%	126	88.1%	78	71.6%	108	85.7%	59	72.0%	11	45.8%	12	63.2%	4	80.0%
Recertification denied	1	0.2%	0	0.0%	1	0.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Recertification in process	13	2.6%	0	0.0%	6	5.5%	2	1.6%	4	4.9%	0	0.0%	0	0.0%	1	20.0%
Recertification dropped	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Expired	58	11.4%	9	6.3%	19	17.4%	11	8.7%	12	14.6%	3	12.5%	4	21.1%	0	0.0%
Total Processed	508		143		109		126		82		24		19		5	
Total Certified	436		126		83		113		66		21		15		4	

Note: Percentage = Ttl. / Total Processed

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Diversity Program's Compliance Status.

Contracts Awarded in 2020		
	$ Awarded	Percent
A. Total Contracts	$60,588,071.13	100%
B. Total Contracts w /DIV goals (proposed) *	$30,854,707.00	50.92% (of A)
C. DIV $/% proposed	$8,809,300.00	28.55% (of B)
D. Total Contracts w /DIV goals (approved) *	$26,131,938.98	43.13% (of A)
E. DIV $/% awarded	$7,192,050.91	27.52% (of D)

Contratcs Awarded - 2012 -2020

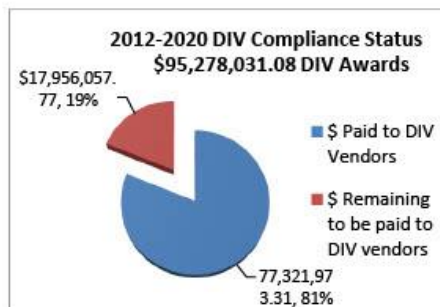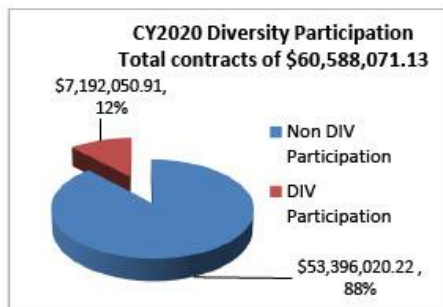| Contracts Under One Hundred Million Dollars		
	$ Awarded	Percent
A. Total Contracts	$1,123,697,103.80	100%
B.Total Contracts w /DIV goals (proposed) *	$753,745,246.54	67.07% (of A)
C. DIV $/% proposed	$172,629,565.00	22.90% (of B)
D.Total Contracts w /DIV goals (approved) *	$461,729,689.52	41.09% (of A)
E. DIV $/% awarded	$95,278,031.08	20.63% (of D)

Contratcs Awarded - 2012 -2020

Contracts Over One Hundred Million Dollars		
	$ Awarded	Percent
A. Total Contracts	$983,489,556.00	100%
B.Total Contracts w /DIV goals (proposed) *	$668,389,097.68	67.96% (of A)
C. DIV $/% proposed	$12,328,891.00	1.84% (of B)
D.Total Contracts w /DIV goals (approved) *	$584,417,363.00	59.42% (of A)
E. DIV $/% awarded	$129,167.84	0.02% (of D)

* DIV Goals reduced due to - Not Compliant. Full Waiver. Nonprofit and Partial Waiver.

DIV Compliance Status.

2012 -2020

1. Out of 307 contracts awarded with DIV Goals, 164 contracts were awarded to a DIV vendor as the Prime vendor.

2. Of $95,278,031.08 DIV goals awarded to diversity vendors (as primes and subcontractors), $77,321,973.31 (81%) has been paid to DIV vendors.

CY2020 Diversity Participation
Total contracts of $60,588,071.13
$7,192,050.91, 12%
Non DIV Participation
DIV Participation
$53,396,020.22 , 88%

2012-2020 DIV Compliance Status
$95,278,031.08 DIV Awards
$17,956,057.77, 19%
$ Paid to DIV Vendors
$ Remaining to be paid to DIV vendors
77,321,973.31, 81%

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B. Cuyahoga County Based Business (CCBB) Preference Program

On November 27, 2012, Cuyahoga County, approved Ordinance No. 02012-0020 establishing the Cuyahoga County Based Business (CCBB) Preference Program.

A business applying for certification as a Cuyahoga County Based Business must meet the following standards:

a) The business must demonstrate that its principal place of business has been, located in Cuyahoga County for at least three (3) years as registered in official documents filed with the Secretary of State of Ohio or the Cuyahoga County Fiscal Office. If one party to a joint venture has its principal place of business in Cuyahoga County, the joint venture shall be considered as having its principal place of business in Cuyahoga County; or

b) The business must be a business organization with a "significant economic presence" in Cuyahoga County. For the purpose of this program,

"Significant economic presence" means a business organization that has for at least three years
 I.   Had a sales office, division, sales outlet or manufacturing facility in Cuyahoga County; and
 II. Pays required taxes to Cuyahoga County; and
 III. Has an annual gross payroll in Cuyahoga County of at least $100,000.00.

CCBB's Certification Status - 2020
2020 CCBB Applicants
16 CCBB applications received:
5 new certified, 0 in process, 0 denied or not qualified, 0 returned.
3 Recertifications received and completed. 8 in process, 0 denied or not qualified, 0 returned.
27 companies currently certified that expire in 2021.
Total of CCBB certified companies - 35

	CCBB ECONOMIC IMPACT				
Year	N/A (RFP or RFQ)	No	No – No Bids Received	Yes – But No Impact	Yes
2013	74	48	1	9	0
2014	83	28	0	22	3
2015	36	20	0	8	1
2016	52	28	0	18	1
2017	65	12	0	22	0
2018	51	28	0	19	2
2019	77	26	0	23	1
2020	37	18	0	5	1
TOTAL	475	208	1	126	9

Key:
N/A - The procurement method was RFP or RFQ
No – The low bidder is located in Cuyahoga County
No – No Bids Received – There were zero (0) bids received
Yes – But No Impact – The low bidder is not located in Cuyahoga County *And* there is not a bidder within 2% of the low bidder that is Cuyahoga County Based Business (CCBB)
Yes – The low bidder is not located in Cuyahoga County *And* there is a bidder within 2% of the low bidder that is CCBB.

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C. Cuyahoga County Business Economic Inclusion Program (CCBEIP)

On April 26, 2016, Cuyahoga County approved Ordinance No. 02016-0007 establishing the Cuyahoga County Business Economic Inclusion Program (CCBEIP).

For this program, a business applying for certification as an "Inclusive Business" must meet the following standards:

a) The business must demonstrate that they have used a Minority Business Enterprise and/or Women Business Enterprise in at least three projects within the past two years;

or

b) The business must demonstrate that it hired and employed a diverse workforce based on payroll records within the past two years.

CCBEIP 's Certification Status - 2020
2020 New CCBEIP Applicants   2 CCBEIP applications received: 0 new certified, 0 in process, 0 denied or not qualified, 0 returned.   0 Recertifications received and completed. 1 in process, 0 denied or not qualified, 0 returned.   1 companies currently certified that expire in 2021   **Total of CCBEIP certified companies - 1**

Year	CCBEIP ECONOMIC IMPACT				
	N/A (RFP or RFQ)	No	No – No Bids Received	Yes – But No Impact	Yes
2016	52	0	0	47	0
2017	65	0	0	34	0
2018	51	0	0	49	0
2019	77	0	0	50	0
2020	37	0	0	25	0
TOTAL	282	0	0	205	0

Key:
N/A - The procurement method was RFP or RFQ
No – The low bidder is certified as an "Inclusive Business" in the CCBEIP
No – No Bids Received – There were zero (0) bids received
Yes – But No Impact – The low bidder is not certified as an "Inclusive Business" *And* there is a bidder within 2% of the low bidder that is certified as an "Inclusive Business" in the CCBEIP
Yes – The low bidder is not certified as an "Inclusive Business" *And* there is a bidder within 2% of the low bidder that is certified as an "Inclusive Business" in the CCBEIP.

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D. Small Business Set Aside Program

On April 26, 2016, Cuyahoga County passed Ordinance No. 02016-0004 expanding the Small Business Enterprise Program to allow Small Business Set Asides.

"Set Asides for Small Business Enterprises" are defined as the reserving of some or all of a Request for Bid, Request for Proposal, Request for Qualifications or contract exclusively for participation by Small Business Enterprises as determined by the Cuyahoga County Office of Procurement and Diversity.

SELECTION CRITERIA	SUMMARY
FUNDING SOURCE REQUIREMENTS & RESTRICTIONS	County agencies leverage county funds with a multitude of other funding sources (i.e., federal, state, grants, loans…). This enables the County to maximize the return on its investments. However, some of the funding sources may have requirements that will limit the County's ability to fully enact its diversity/inclusion initiatives. When evaluating the eligibility of contracts or services for the SBE Set Aside Program, funding source requirements and restrictions will be assessed.
SCOPE OF WORK	When evaluating the eligibility of contracts or services for the SBE Set Aside Program, the scope of work will be assessed. Contracts or services selected will: • be typical of the industry in size and scope • be of simpler or of typical complexity • have typical/standard delivery requirements • have typical periods of performance for the industry
COMPETITIVE ENVIRONMENT	While providing opportunities for SBE vendors to participate in the County procurement process, the County must still maximize the return on its resources. As such, when evaluating the eligibility of contracts or services for the SBE Set Aside Program, at the time of selection, contracts or services must have at least three (3) county certified SBE vendors that provide the scope of work/goods being procured. The size of the pool of pertinent county certified SBE vendors will be re-confirmed at the time of advertisement.
PERFORMANCE BOND AND INSURANCE REQUIREMENTS	Performance bond and insurance requirements are frequently mentioned as obstacles to small businesses in participating in government contracts. When evaluating the eligibility of contracts or services for the SBE Set Aside Program, contracts or services with lower than or typical performance bond and insurance requirements will be selected.

SBE Set-Aside Program (2018-2020)

Purchase Type	Department	Actual Bid/Proposal	Name of Prime
RFQ (2018)	Public Works	$600,000.00	HNTB OHIO INC / CHAGRIN VALLEY ENGINEERING LTD
	Public Works	$400,000.00	MS Consultants / Makovich & Pusti Architects, Inc.
		Total $1,000,000.00	
RFQ (2019)	Public Works	$417,948.00	Nerone & Sons
	Public Works	$933,461.50	Perk Company
		Tota $1,351,409.50	
RFQ (2020)	Public Works	$450,000.00	CHAGRIN VALLEY ENGINEERING, LTD., Pro Geotech, Inc., ASC Group, Inc., KMJM Land Services, LLC
	Public Works	$400,000.00	The Osborn Engineering Company
	Public Work	$400,000.00	Barber & Hoffman, Inc., Robert P. Madison International, Inc. Sanhu & Associates, Inc., Regency Construction Services, Inc.
		Total $1,250,000.00	
		Grand Total $3,601,409.50	

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E. Performance Bond Program

On April 26, 2016, Cuyahoga County passed Ordinance No. 02016-0006 establishing the County's Risk Management procedures and performance bond and insurance requirements. This program includes the ability to pre-qualify county certified SBE contractors for performance bond waivers in certain circumstances.

F. Speedy Pay/Swift Payment Protocol

On May 2, 2016, County Executive Armond Budish approved Executive Order No. EO2016-0002 to ensure that prime contractors are paid on time by the County and to penalize prime contractors who do not pay their subcontractors timely even after being paid by the County for their subcontractor work.

G. Mandatory Pre-Bid and Pre-Proposal Conferences

On May 2, 2016, County Executive Armond Budish approved Executive Order No. EO2016-0003 mandating that the County shall, whenever possible, conduct a conference open to the public where it will allow prime contractors and subcontractors to interact and the County will explain its needs/wants in advance of the due date for every request for bids, request for proposals, and request for qualifications issued by the County.

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DIVERSITY OUTREACH – CY2020 EVENTS

i. *51st Annual 2020 James H. Walker/Turner School of Construction Management Program Kick Off* –

Turner School of Construction Management

In February 2020, Edwin Nunez (Senior Contract Compliance Officer) and William R. Veney (Contract Compliance Officer) of the OPD's Diversity Division attended the 2020 James H. Walker/ Turner School of Construction Management Program Kick Off at Cuyahoga Community College in Cleveland, Ohio. The James H. Walker Construction Management Course is a ten-week, twenty session course. The course is taught by experienced construction professionals and includes education in contracting, marketing, procurement, bonding, scheduling, cost accounting, estimating, and project planning. Participants learn how to become certified with the different governmental agencies with small business and diversity programs. Approximately 1,347 entrepreneurs, trades people, and professional architects, engineers, surveyors and others who have taken this course are operating well-known and respected businesses.

ii. *2020 Construction Opportunities Fair*

In February 2020, Edwin Nunez, Senior Contract Compliance Officer, and Sharese McKinney, Contract Compliance Officer, participated in the 2020 Construction Opportunities Fair.
The 2020 Construction Opportunities Fair is presented by North East Ohio Chamber of Commerce with the Hispanic Business Center. The event is held to intentionally bring together developers, prime/general contractors, assistance groups, bonding agents, owners, and financial institutions in an effort to increase diversity and inclusion on major construction projects. The 2020 Construction Opportunities Fair featured 36 exhibitors. The event took place at the H J Webber Building, home to the future El Mercado @ La Villa Hispana.

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iii. The B2Gnow 2020 User Training Conference

User Training Conference
Scottsdale, Arizona

6th Annual User Training | May 11-14, 2020
New & Improved in 2020

Canceled due to the COVID-19 Pandemic

Currently, the B2GNow application is being utilized for our data entry and reporting on financial tracking related to contract compliance goals. The B2Gnow 2020 User Training Conference's classes were designed to be comprehensive and educational, with in-depth visualizations of system functionality that would help sharpen our skills and abilities within our internal process and with the knowledge to better provide support for vendors utilizing B2Gnow.

iv. Cleveland B2B Matchmaker

On October 29, 2020, at the B2B Matchmaker Event, Cuyahoga County was represented by four staff members from the Office of Procurement and Diversity: Cassandra Fulton, W. Ryan Veney, (Contract Compliance Officers) and, Angela Philmon, Michelle Hicks, (Buyers). The event was virtually presented by COSE and the Greater Cleveland Partnership and is a unique small business contracting event that presents a tremendous opportunity for small businesses to gain access to buyers representing millions of dollars in purchasing. Its goal is to create future contract opportunities for small businesses through one-on-one sessions between buyers and sellers. Attendees also have the opportunity to network with peers and participate in educational sessions throughout the day-long event. Not only were diversity businesses able to gain exposure for their business, they were also able to gain knowledge on the most efficient ways to meet businesses and to help them fulfill their procurement needs. Other agencies that also attended the matchmaker event included, but were not limited to, the Northeast Ohio Regional Sewer District, Ohio Office of Procurement Services, GCRTA and NASA Glenn Research Center.

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Urban League (2020)

In collaboration with Urban League throughout 2020, the OPD's staff from the Diversity Division participated in various events described below.

Pre- Certification Workshop

At the Pre- Certification Workshop the vendors increased their eligibility for State, Federal, & National procurement opportunities, learned the benefits, advantages of becoming certified with the different agencies in Ohio and opened doors to more business opportunities.

This course was designed to educate the business owners on the requirements, benefits, and opportunities associated with obtaining the necessary diversity certifications to bid on contracts to grow their business.

Certification Lab Day

At Pre-Certification Workshop, vendors gained insight on how to grow their business with the aid of becoming certified with government agencies. At the Certification Lab Day, OPD's staff in collaboration with Urban League provided answers related to the procurement process and diversity certifications for Cuyahoga County. On average, OPD's staff assisted five (5) vendors per meeting on how to navigate the county's website, determine which application would better apply to thei current status (new to county, re-certifiaction and/or cetified with State as an MBE), fill out the application and provide vendors with questions that may rise in the process.

v. American Contract Compliance Association Annual Training Institute

Canceled due to the COVID-19 Pandemic

The ACCA is a non-profit national organization dedicated to ensuring equitable employment and contracting practices with public and private sector institutions. The ACCA provides a unique opportunity for conference participants to study among nationally recognized experts in their respective fields such as Affirmative Action; Contract Compliance; Labor Compliance; Economic and Business Development; Equal Employment Opportunity; Fair Housing; and Minority, Women, Disadvantaged, Small, Emerging Business Enterprise Programs. The training agenda is designed to focus on the critical issues and successful strategic solutions. Additionally, in conjunction with Morgan State University, this training can ultimately lead to certification through the ACCA. By obtaining 42 Continuing Education Units (CEUs) and 84 CEUs, an attendee can earn the title of Certified Compliance Administrator (CCA) and Master Compliance Administrator (MCA), respectively. In addition to earning a CCA and MCA certificate, ACCA members have the opportunity to obtain an Executive Leadership certificate. The Leadership Institute at the conference provides the members that have achieved the MCA certification with the opportunity to obtain 1 CEU after 10 hours of training.

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<u>Analysis of Equity Results</u>

The intent of the OPD's Diversity Division is to provide and encourage full and open competition in the procurement of goods and services and, require all Cuyahoga County personnel involved with procurement and contracting activities to maintain good faith efforts and appropriate purchasing procedures. This commitment protects the County from becoming a passive participant in any unlawful discrimination; and spurs economic development in the public and private sectors of Cuyahoga County's economy.

This equity analysis builds on the Equity Plan for Cuyahoga County and responds to the Equity Goals/Values objectives, reflecting:

1. Inclusiveness – Inclusiveness is the core of our various diversity and inclusion programs. As an outcome of information collected to reflect areas with low participation in the county's procurement and contractive process, we are able to identify, create and implement best practices and procedures required to expand services.

2. Comprehensiveness – The goal of various diversity and inclusion programs is to support SBEs, MBEs, and WBEs by creating positive partnerships in County contracting and other procurement opportunities. It is essential for the Diversity Division to continue to find ways to create and maintain equity across all domains, internal and external, in order to create positive partnerships in county contracting and other procurement opportunities.

3. Collaboration – All SBE, MBE, and WBE goals and objectives are subject to collaboration. The stronger the partnership among the county and other political subdivisions, private sector businesses, nonprofit organizations, and other community institutions, the greater the opportunities to expand and grow our services.

4. Community Outreach – The Diversity Division participated in many different outreach events related to diversity/inclusion programs in calendar year 2020. We will continue our outreach efforts.

5. Measurement, Reporting & Transparency – To improve decision making, the Diversity Division currently uses the B2Gnow software system for the monitoring and tracking of data related to contract compliance. Several other County departments collaborated on these purchases.

Cuyahoga County Equity Commission

On July 7, 2020, Cuyahoga County passed Resolution No. R2020-0122 declaring racism a public health crisis in Cuyahoga County, and declaring the necessity that this Resolution become immediately effective

COMPOSITION:
To oversee the County's equity efforts, there shall be a Cuyahoga County Equity Commission consisting of the Directors of Development, Human Resources, Health and Human Services, Procurement & Diversity, and Public Safety and Justice Services, or their respective designees. The County shall use its internal resources to assist the Equity Commission with data collection and analysis.

DUTIES:
The Commission's duties shall include:
1. Developing and implementing a system for the collection of baseline equity data relating to the domains and goals/values of this equity plan
2. Developing equity plan objectives, after collection of baseline data and completion of a disparity study
3. Assisting departments and agencies in developing and implementing equity plans, including objectives, measurement of outcomes, and revision of objectives when needed. When feasible, the Commission shall collaborate with county boards and commissions in developing and implementing equity plans.
4. Coordinating with the Citizens' Advisory Council on Equity
5. Developing and implementing a plan for community outreach on equity
6. Maintaining a page on the County's website to provide information on its activities
7. Issuing an Annual Equity Report not later than January 31.

Office of Procurement and Diversity's Team:

. Lenora M. Lockett - Director
. Edwin Nunez (alternate) - Sr. Contract Compliance Officer

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Equity Initiatives for 2021 (OPD)

The OPD's Diversity Division will continue to support and encourage SBEs, MBEs, WBEs, CCBBs, and CCBEIPs by creating, providing, and supporting opportunities for them to grow and thereby compete effectively in the general environment for contracting and purchasing opportunities. To achieve this goal, it is essential to:

- Increase the number of certified SBEs, MBEs, WBEs, CCBBs, and CCBEIPs.
- Continue investing in and providing staff development training on diversity and inclusion programs and best practices. Training to increase sensitivity regarding the utilization of SBEs, MBEs, and WBEs is necessary to ensure that all Cuyahoga County employees involved in purchasing decisions are appropriately informed and knowledgeable.
- Create, implement and enhance programs to encourage participation in the county's diversity initiatives. This includes providing SBE, MBE, WBE, and general vendor trainings and hosting/participating in vendor outreach events.
- Continue to monitor and track SBE, MBE, and WBE utilization on county contracts and purchases
- Increase the number of SBEs, MBEs, and WBEs awarded contracts
- Improve access to information on the county's diversity and equity initiatives related to county purchasing and contracting.
- Increase collaborations and partnerships with other entities focused on racial equity, diversity, and inclusion.
- Improve interdepartmental collaboration to
  - Increase opportunities for SBE, MBE, WBE utilization on contracts and purchases
  - Improve compliance, monitoring and tracking of SBE, MBE, and WBE utilization on contracts and purchases. Two (2) key changes to implement in CY2021 are:
    - Requiring OPD Diversity Division input on any changes on contracts and purchases that may result as a subcontracting opportunity for certified firms and/or that can have a negative impact on the established diversity goals.
    - Providing access to B2GNow Software System to all county departments/agencies to track payments to prime contractors for their contracts/purchases.
- Implement recommendations and programs resulting from the current disparity study. In January of 2019, Cuyahoga County engaged Griffin and Strong, P.C. ("GSPC") to conduct a disparity study of county contracting during the period 2014-2018. In the fall of 2020, GSPC submitted the 2020 Cuyahoga County Disparity Study. The study contained the following eight (8) recommendations:
  - Recommendation 1: MWBE subcontractor goals with definitive Good Faith Efforts Requirements
  - Recommendation 2: Enhanced contract compliance
  - Recommendation 3: Increased staffing and resources
  - Recommendation 4: Staff training
  - Recommendation 5: Increased utilization of Small Business Set Aside Program
  - Recommendation 6: Contract forecasting
  - Recommendation 7: Coordinated vendor outreach
  - Recommendation 8: Reform data infrastructure

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Appendix 4:

Cuyahoga County Organizational Chart

Citizens of Cuyahoga County

INSPECTOR GENERAL

INTERNAL AUDIT

- COUNTY EXECUTIVE
  - EXECUTIVE OFFICE STAFF
  - CHIEF OF STAFF
- COUNTY COUNCIL
- 8TH DISTRICT STATE COURT OF APPEALS
- COMMON PLEAS COURT — GENERAL, JUVENILE, PROBATE & DOMESTIC RELATIONS DIVISION
- COUNTY PROSECUTOR

SAFETY & PROTECTION
- SHERIFF
- REGIONAL JAIL
- CLERK OF COURTS
- MEDICAL EXAMINER
- PUBLIC SAFETY & JUSTICE SERVICES
- CONSUMER AFFAIRS

ECONOMIC OPPORTUNITY & GROWTH
- HEALTH & HUMAN SERVICES
- CHILDREN & FAMILY SERVICES
- SENIOR & ADULT SERVICES
- REENTRY
- EARLY CHILDHOOD
- HOMELESS SERVICES
- FAMILY & CHILDREN 1st COUNCIL
- CHILD SUPPORT
- JOB & FAMILY SERVICES
- ECONOMIC DEVELOPMENT
- WORKFORCE DEVELOPMENT
- PUBLIC WORKS
- HOUSING & COMMUNITY DEVELOPMENT
- SUSTAINABILITY

HUMAN RESOURCES
- EMPLOYEE & LABOR RELATIONS
- BENEFITS & COMPENSATION
- ORGANIZATIONAL & EMPLOYEE DEVELOPMENT
- EMPLOYEE SERVICES
- TALENT AQUISITION

FISCAL OFFICE
- TREASURY
- BUDGET & MANAGEMENT
- PROCUREMENT & DIVERSITY
- CONSUMER AFFAIRS

INFORMATION TECHNOLOGY
- INNOVATION
- TECHNOLOGY

LAW DEPARTMENT
- REGIONAL COLLABORATION

COMMUNICATIONS
- COMMUNICATIONS & MEDIA RELATIONS

BOARDS & COMMISSIONS

ADAMHS BOARD   BOARD OF CONTROL   BOARD OF ELECTIONS   BOARD OF REVISION   COMMUNITY BASED CORRECTIONAL FACILITIES BOARD   COUNTY BUDGET COMMISSION   COUNTY BOARD OF DEVELOPMENT DISABILITIES   COUNTY PLANNING COMMISSION   SOLID WASTE DISTRICT   DEBARMENT REVIEW BOARD   INTERNAL AUDIT COMMITTEE   LAW LIBRARY   METROHEALTH SYSTEM BOARD OF TRUSTEES   NE OHIO REGIONAL SEWER DISTRICT BOARD   PERSONNEL REVIEW COMMISION   PUBLIC DEFENDER'S COMMISSION   SOIL & WATER CONSERVATION DISTRICT   SOLDIERS' & SAILORS MONUMENT   VETERANS SERVICE COMMISION

HUMAN RESOURCES
1/4/2019