RACIAL EQUITY Assessment Report

Kenosha County
August 2023

Racial Equity Group

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Assessment Report Roadmap

Introduction	Racial Equity Mindset Framework Overview
Executive Summary	Key Findings
Road to Commitment	Immediate Actions for Advancing Racial Equity
Recommendations and Next Steps	Insights, Ideas, and Overall Observations
Appendix	Detailed Data and Methodology

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Introduction

On behalf of Kenosha County, Racial Equity Group (REG) conducted the county's second Racial Equity Assessment in May 2023 (inaugural assessment 2021) to assist in the journey toward ensuring everyone has equal opportunity to live, work, play and raise a family in Kenosha County. Observable and measurable comprehensive diversity, equity, and inclusion goals are necessary to enable Kenosha County to adapt and improve policies, practices, and build capacity of staff to use an equity mindset, as it continues to cultivate a culture of inclusion and equity. Building an equity culture requires not only that Kenosha County ensures compliance with applicable civil rights laws, but that it develops staff capacities necessary to create and - most importantly- sustain an environment where belonging and equal opportunity becomes the norm. The following assessment is the next step in advancing Racial Equity in Kenosha County.

Racial Equity for Kenosha County is defined as *"relatively equal advantages and disadvantages between racial groups, and equal opportunity to be employed with Kenosha County, access to career development and promotional opportunities, access to professional development opportunities, equal opportunity to become a vendor or contractor, and receive fair treatment and quality in services provided by Kenosha County."*

The assessment measured the most important competencies and actions for producing and sustaining Racial Equity within the County — actions highly correlated to equitable outcomes including: making Racial Equity a County priority, strong leadership commitment, development of community partnerships, effective data collection, healthy work environment, and staff and leadership capacity to evaluate policies and practices to advance Racial Equity.

Racial Equity Group

Racial Equity Continuum Overview

In order to provide a valid measurable benchmark of Racial Equity, Racial Equity Group (REG) has integrated evidenced-based best practices inside public and private sector organizations, leveraging decades of consulting experience to discover 6 observable and measurable competencies that determine an organization's level of commitment to advance Racial Equity. **The 6 competencies include: institutional, leadership, capacity building, data and disparities, belonging and inclusion, knowledge and competence**. The cumulative results of the 6 core competencies are used to measure level of commitment to Racial Equity relative to best practices, and ultimately identify the organization's position on the following Racial Equity Continuum.

RACIAL EQUITY COMMITMENT

IMPEDES 1 — 2 — 3 — 4 — **ADVANCES** 5

COLOR BLIND INSTITUTIONS

Avoids initiating policies and practices focused on race and ethnicity since race does not affect a person's opportunities. Race does not matter. We treat everyone the same.

CAUTIOUS INSTITUTIONS

Hesitant to initiate policies and practices focused on race and ethnicity. Deemphasizes race in favor of more general inclusion efforts. Race matters, but we want to get it right.

COMPLIANT INSTITUTIONS

Reactively initiates policies and practices focused on race and ethnicity, usually in response to compliance and avoiding legal and financial risks. Does not sustain initiatives, policies and practices focused on advancing Racial Equity. Race matters especially for legal implications.

COMMITTED INSTITUTIONS

Proactively initiates policies and practices focused on race and ethnicity to equip staff at every level. Creates accountability structures to measure and monitor progress toward Racial Equity. Race matters, and data informs where to focus efforts, close disparities, and remove barriers to equal opportunity.

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Racial Equity Core Competency Definitions

Institutional Commitment: Racial Equity is an organizational priority at an enterprise level with dedicated talent, resources, and accountability structures established to ensure effective execution and success.

Leadership Commitment: Manager, supervisors and leaders at the department/functional level have taken ownership of Racial Equity by establishing goals, setting expectations, leading by example and implementing policies and practices to advance Racial Equity.

Capacity Building: Measure of how well an organization establishes collaborative partnerships with external stakeholders who have a shared purpose to advance Racial Equity.

Data and Disparities: Measure of how well an organization measures (collects), monitors (tracks) and manages (evaluates) data disaggregated by race and ethnicity.

Belonging and Inclusion: Measure of employee's feelings of being valued, accepted and empowered within an organization.

Knowledge and Competence: Measure of employee's knowledge, skills and ability to advance Racial Equity.

Measurement

Competencies were assessed based on participants level of agreement using a scale of 1 to 5 where:

1 = Strongly Disagree
2 = Somewhat Disagree
3 = Neither Disagree nor Agree
4 = Somewhat Agree
5 = Strongly Agree

Assessment Rating Scale

1   2   3   4   5

Strongly Disagree   Neither Agree nor Disagree   Strongly Agree

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Respondent Summary

Between May 9th 2023 and June 1st 2023, Kenosha County invited **1294 employees** to participate in the Racial Equity Assessment. **(2021: 1194 employees)**

➤ **Participation rate: 28%** (N = 365) employees who reacted to the e-mail invitation (2021: 39% participation rate)

➤ **Response rate: 82%** (N = 299) employees who started the assessment (2021: 79% response rate)

- 75.9% (N = 227) Valid Responses
- 24.1% (N = 72) Invalid Response – Dropped off before 50% complete (52); too slow (7); < 3 subscales (2); no variance (11)

Male	25.1 %
Female	52.4 %
Prefer Not to Say	22.5 %

Queer	3.1 %
Straight (heterosexual)	73.6 %
Prefer Not to Say	23.3 %

Black or African American	7.0 %
Hispanic or Latinx (non-white)	10.6 %
White	55.5 %
Other/Prefer Not to Say	26.9 %

18 - 24 years old	2.6 %
25 - 34 years old	11.9 %
35 - 44 years old	26.0 %
45 - 54 years old	24.2 %
55 - 64 years old	14.1 %
65 - 74 years old	2.2 %
Prefer Not to Say	18.9 %

Note: Demographic characteristic percentages calculated as the number in the group divided by the valid responses (N = 227); For example, 52.4% of the valid response sample was Female. PNS = Prefer Not to Say; PNS respondents are not included in further analyses comparing demographic groups, such as White/POC.

Racial Equity Group
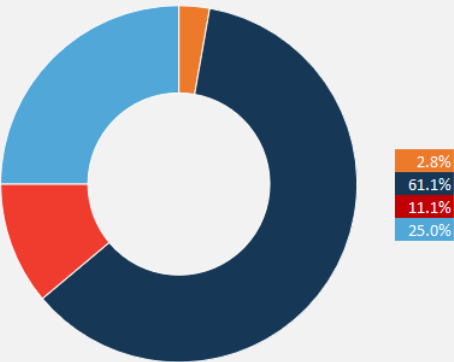
Kenosha County Employee Characteristics

Job Description

Administrative Support Staff	22.9 %
Director	4.4 %
Elected Official	3.5 %
Financial Services	4.8 %
Healthcare	9.7 %
Laborer	5.3 %
Law Enforcement	14.1 %
Manager/Supervisor	7.9 %
Other Degreed Professional	6.6 %
Social Worker	8.4 %
Technology Support	4.4 %
Prefer Not to Say	7.9 %

Years Worked for Kenosha

(bar chart with categories: < 1, 1 - 5, 6 - 10, 11-15, 16-20, 20-25, +25; y-axis 0% to 30%)
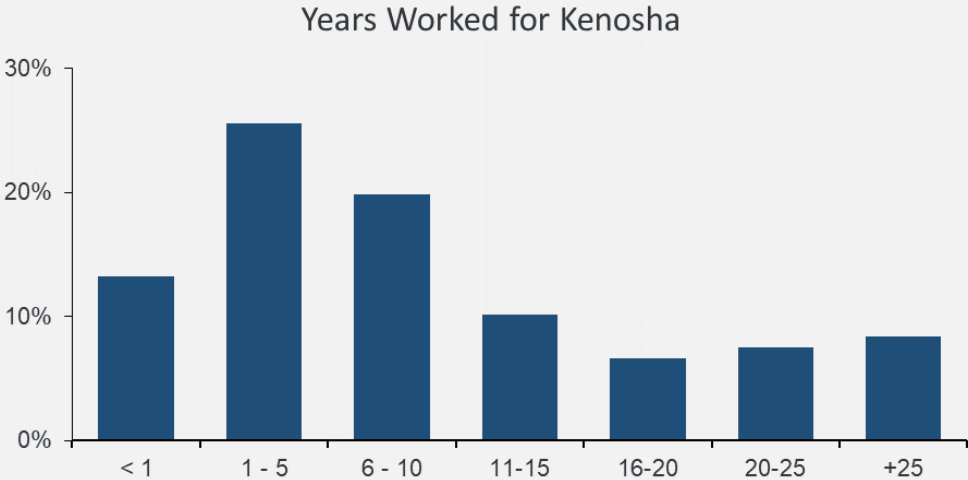
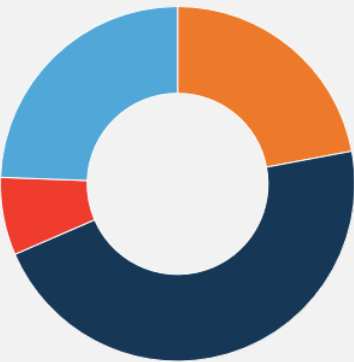## Primary Department

Administration/Finance	8.8 %
Aging and Disability Services	3.1 %
Brookside/Willowbrook	6.6 %
Children & Family Services	6.2 %
Courthouse	3.1 %
Elected Officials Offices	7.0 %
Health	7.9 %
Human Services - Other	12.3 %
Information Technology	6.6 %
Public Works	6.6 %
Sheriff's Department – Sworn	7.9 %
Sheriff's Department – Detentions	5.7 %
Sheriff's Department – Other	2.2 %
Workforce Development	6.6 %
Prefer Not to Say	9.3 %

Manager (N = 36) by Race & Gender

2.8%	Women of Color
61.1%	White Women
11.1%	Men of Color
25.0%	White Men

Staff (N = 147) by Race & Gender

22.0%	Women of Color
46.5%	White Women
7.1%	Men of Color
24.4%	White Men

Currently a Manager

No	74.0 %
Yes	20.7 %
Prefer Not to Say	5.3 %

Note: Employee characteristics percentages calculated as the number in the group divided by the valid responses (N = 227); For example, 74.0% of the valid response sample were not managers. PNS respondents are not included in further analyses comparing demographic groups. Managerial status comparisons by gender and race exclude PNS respondents by race or gender.

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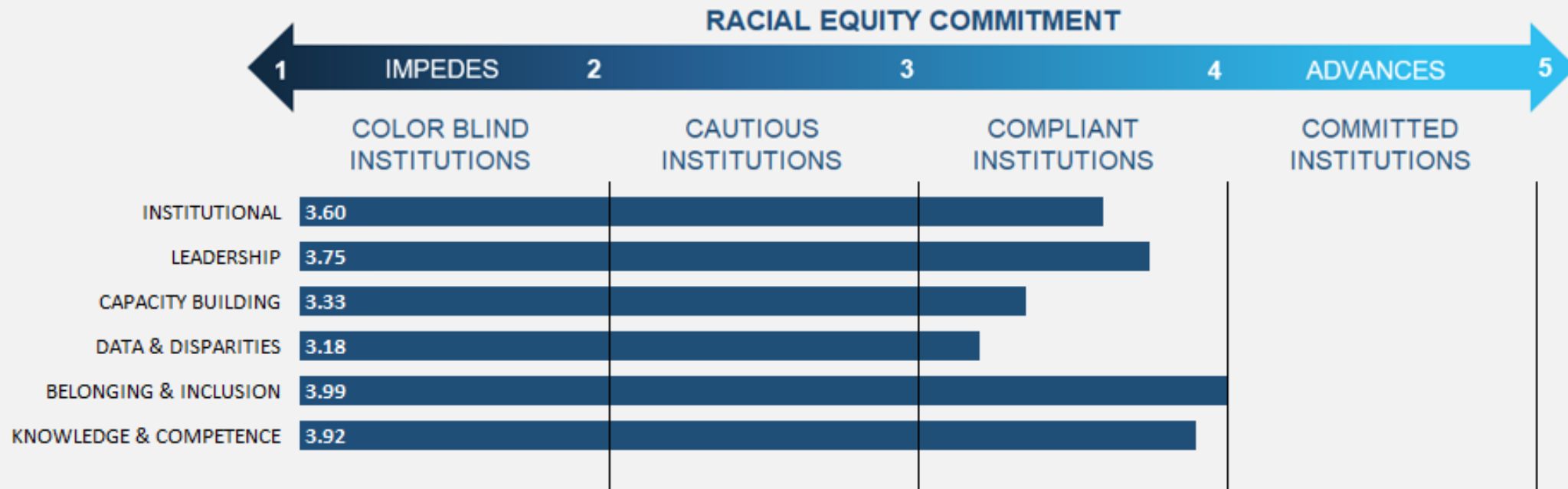# What is our Level of Racial Equity Commitment?

OVERALL COMMITMENT

Kenosha County employees responded to 34 statements measuring the institution's strength of commitment for making Racial Equity standard operating procedure, as well as additional requested items on diversity, equity and inclusion conversations with personal, social, and professional networks, which were not included in the continuum scoring and used for informative insights only.

The results of the aggregate responses identified Kenosha County on the below Racial Equity continuum as **compliant (see appendix Racial Equity continuum definitions)**.

RACIAL EQUITY COMMITMENT

| 1 | IMPEDES | 2 | 3 | 3.66 | 3.72 | 4 | ADVANCES | 5 |

Y21   Y23

COLOR BLIND INSTITUTIONS   CAUTIOUS INSTITUTIONS   COMPLIANT INSTITUTIONS   COMMITTED INSTITUTIONS

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What are the Aggregate Results on Racial Equity Commitment?

RACIAL EQUITY COMMITMENT

IMPEDES 1 — 2 — 3 — 4 — ADVANCES 5

| COLOR BLIND INSTITUTIONS | CAUTIOUS INSTITUTIONS | COMPLIANT INSTITUTIONS | COMMITTED INSTITUTIONS |

Category	Score
INSTITUTIONAL	3.60
LEADERSHIP	3.75
CAPACITY BUILDING	3.33
DATA & DISPARITIES	3.18
BELONGING & INCLUSION	3.99
KNOWLEDGE & COMPETENCE	3.92

Highest Priority
➢ Data & Disparities Commitment
➢ Capacity Building Commitment

Moderate Priority
➢ Leadership Commitment
➢ Institutional Commitment

Lowest Priority
➢ Knowledge & Competence Commitment
➢ Belonging & Inclusion Commitment

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Year over Year Aggregate Results on Racial Equity Commitment

RACIAL EQUITY COMMITMENT

| 1 | IMPEDES | 2 | 3 | 4 | ADVANCES | 5 |

| COLOR BLIND INSTITUTIONS | CAUTIOUS INSTITUTIONS | COMPLIANT INSTITUTIONS | COMMITTED INSTITUTIONS |

INSTITUTIONAL 3.47 / 3.60

LEADERSHIP 3.72 / 3.75

CAPACITY BUILDING 3.31 / 3.33

DATA & DISPARITIES 3.08 / 3.18

BELONGING & INCLUSION 3.94 / 3.99

KNOWLEDGE & COMPETENCE 3.85 / 3.92

2021
2023

Racial Equity Group
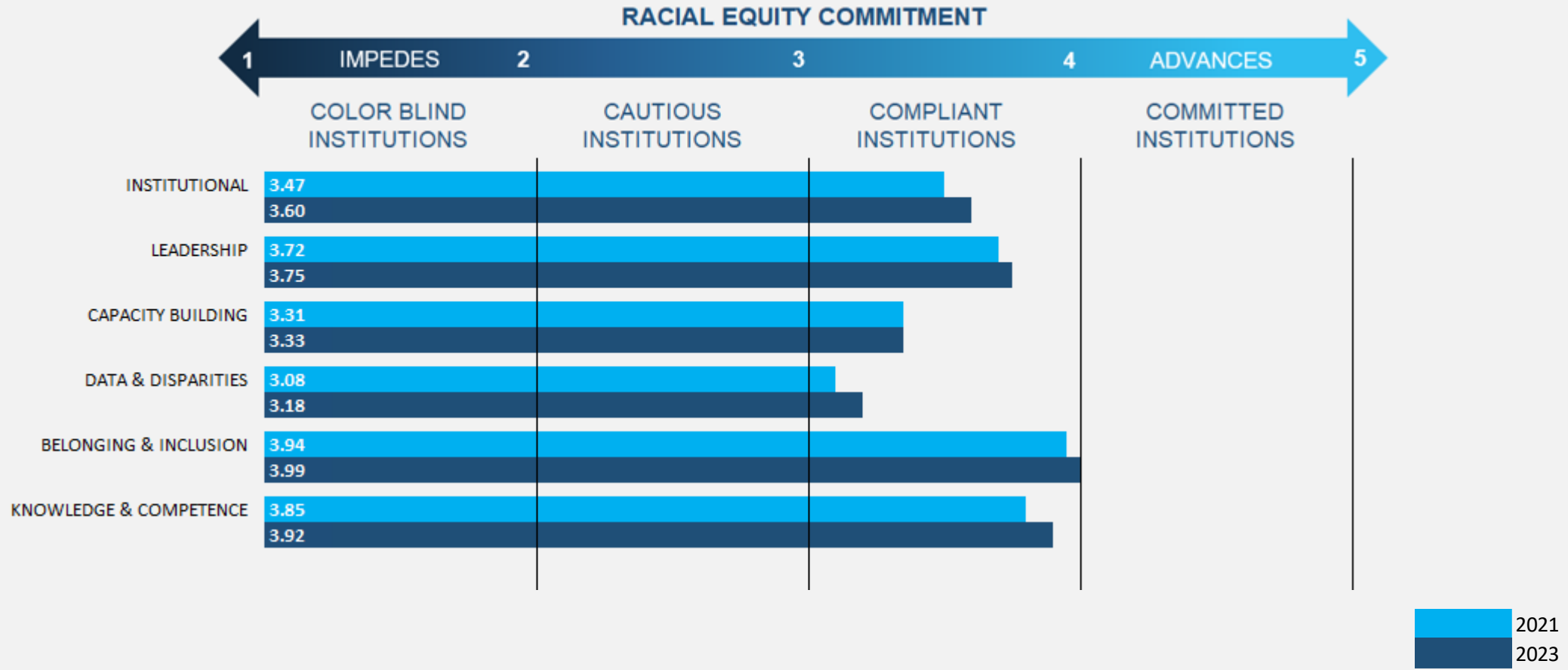
Aggregate Results on Racial Equity Commitment

Kenosha County employees change scores are presented for the full sample according to the overall racial equity commitment and subsequent commitment scales. Statistically significant trends are indicated by arrows where relevant. Green arrows indicate positive growth from 2021 to 2023 and red arrows indicate negative growth from 2021 to 2023.

Kenosha	Full Sample 2021 (n = 304)		Full Sample 2023 (n = 226)		Change		Trend
OVERALL RACIAL EQUITY COMMITMENT	3.66	(0.75)	3.72	(0.81)	0.06	*	↑
INSTITUTIONAL	3.47	(1.09)	3.60	(1.11)	0.13	*	↑
LEADERSHIP	3.72	(0.98)	3.75	(1.04)	0.03		–
CAPACITY BUILDING	3.31	(1.11)	3.33	(1.20)	0.02		–
DATA & DISPARITIES	3.08	(1.14)	3.18	(1.19)	0.10	*	↑
BELONGING & INCLUSION	3.94	(0.96)	3.99	(0.95)	0.05	*	↑
KNOWLEDGE & COMPETENCE	3.85	(0.79)	3.92	(0.85)	0.07	*	↑

Numbers in parentheses = Standard Deviations; ** Statistically significant change >.15, $p < .05$;
* Statistically significant change >.04 is $p < .10$; Change = 2023 minus 2021

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How Strong is Racial Equity Commitment in each Competency?

INSTITUTIONAL COMMITMENT	LEADERSHIP COMMITMENT	CAPACITY BUILDING COMMITMENT	DATA & DISPARITIES COMMITMENT	BELONGING & INCLUSION COMMITMENT	KNOWLEDGE & COMPETENCE COMMITMENT
4.13 Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	**3.65** Department managers and leaders demonstrate a commitment to advancing Racial Equity.	**3.35** Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	**3.13** My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	**4.34** In my department I am treated like I belong.	**4.33** I understand why it's important for my employer to focus on Racial Equity.
3.87 A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	**3.96** My immediate supervisor is committed to advancing Racial Equity.	**3.66** Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	**3.23** My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	**3.96** I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	**3.53** I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.
3.15 My department/division has a position dedicated to Diversity, Equity and Inclusion.	**3.84** Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	**3.12** I am aware of my department's plan to engage community stakeholders.	**2.96** My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	**4.15** I feel comfortable expressing my natural/cultural identity at work.	**3.70** I feel comfortable talking about race, diversity and equity within my workplace setting.
3.67 Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	**3.57** Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	**3.41** Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	**3.06** During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	**3.88** I am able to influence decisions that affect my work, projects, and program service areas.	**4.18** I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.
2.98 Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	**3.92** Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	**3.29** Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	**3.20** My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	**3.68** I am often invited to voice my opinion in meetings where important decisions are made.	**4.05** I have a clear understanding of what it means to advance Racial Equity in Kenosha County.
2.75 All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	**3.51** Department/division leaders are held accountable for improving Racial Equity.			**3.96** Mentoring and coaching are available to me.	**3.79** I understand how my role, tasks and projects are aligned to Racial Equity goals.

Low Commitment (< 3.00) | Moderate Commitment (3.00 - 3.74) | High Commitment (≥ 3.75)

Racial Equity Group

Is there Race and Ethnicity Consensus in each Competency?

INSTITUTIONAL COMMITMENT	LEADERSHIP COMMITMENT	CAPACITY BUILDING COMMITMENT	DATA & DISPARITIES COMMITMENT	BELONGING & INCLUSION COMMITMENT	KNOWLEDGE & COMPETENCE COMMITMENT
0.32 — Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	0.29 — Department managers and leaders demonstrate a commitment to advancing Racial Equity.	0.63 — Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	0.67 — My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	0.33 — In my department I am treated like I belong.	0.03 — I understand why it's important for my employer to focus on Racial Equity.
0.21 — A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	0.10 — My immediate supervisor is committed to advancing Racial Equity.	0.62 — Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	0.66 — My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	0.14 — I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	0.51 — I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.
0.45 — My department/division has a position dedicated to Diversity, Equity and Inclusion.	0.37 — Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	0.35 — I am aware of my department's plan to engage community stakeholders.	0.47 — My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	0.42 — I feel comfortable expressing my natural/cultural identity at work.	0.28 — I feel comfortable talking about race, diversity and equity within my workplace setting.
0.27 — Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	0.08 — Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	0.41 — Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	0.00 — During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	0.14 — I am able to influence decisions that affect my work, projects, and program service areas.	0.07 — I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.
0.22 — Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	0.77 — Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	0.52 — Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	0.46 — My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	0.19 — I am often invited to voice my opinion in meetings where important decisions are made.	0.09 — I have a clear understanding of what it means to advance Racial Equity in Kenosha County.
0.02 — All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	0.36 — Department/division leaders are held accountable for improving Racial Equity.			0.29 — Mentoring and coaching are available to me.	0.32 — I understand how my role, tasks and projects are aligned to Racial Equity goals.

Race Scores Different
difference ≥ .500, $p < .01$

Race Scores Similar
difference < .500, $p > .01$

Low Commitment (< 3.00)	Moderate Commitment (3.00 - 3.74)	High Commitment (≥ 3.75)

See Appendix for Racial Equity Commitment (REC) Levels Scoring & Weighting

Racial Equity Group

Is there Race and Ethnicity Consensus in Institutional Commitment?

INSTITUTIONAL COMMITMENT

4.13	Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.
3.87	A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.
3.15	My department/division has a position dedicated to Diversity, Equity and Inclusion.
3.67	Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.
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INSTITUTIONAL COMMITMENT

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0.22	Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.
0.02	All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.

Institutional Commitment: Racial Equity is an organizational priority at an enterprise level with dedicated talent, resources, and accountability structures established to ensure effective execution and success.

Low Commitment (< 3.00)	Moderate Commitment (3.00 - 3.74)	High Commitment (≥ 3.75)

Racial Equity Group

Is there Race and Ethnicity Consensus in Leadership Commitment?

LEADERSHIP COMMITMENT

Score	Statement
3.65	Department managers and leaders demonstrate a commitment to advancing Racial Equity.
3.96	My immediate supervisor is committed to advancing Racial Equity.
3.84	Leadership in my division encourages staff to participate in Racial Equity educational opportunities.
3.57	Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.
3.92	Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.
3.51	Department/division leaders are held accountable for improving Racial Equity.

LEADERSHIP COMMITMENT

Score	Statement
0.29	Department managers and leaders demonstrate a commitment to advancing Racial Equity.
0.10	My immediate supervisor is committed to advancing Racial Equity.
0.37	Leadership in my division encourages staff to participate in Racial Equity educational opportunities.
0.08	Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.
0.77	Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.
0.36	Department/division leaders are held accountable for improving Racial Equity.

Leadership Commitment: Manager, supervisors and leaders at the department/functional level have taken ownership of Racial Equity by establishing goals, setting expectations, leading by example and implementing policies and practices to advance Racial Equity.

Low Commitment (< 3.00)	Moderate Commitment (3.00 - 3.74)	High Commitment (≥ 3.75)

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Is there Race and Ethnicity Consensus in Capacity Building Commitment?

CAPACITY BUILDING COMMITMENT

3.35 Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.

3.66 Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.

3.12 I am aware of my department's plan to engage community stakeholders.

3.41 Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.

3.29 Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.

CAPACITY BUILDING COMMITMENT

0.63 Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.

0.62 Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.

0.35 I am aware of my department's plan to engage community stakeholders.

0.41 Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.

0.52 Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.

Capacity Building: Measure of how well an organization establishes collaborative partnerships with external stakeholders who have a shared purpose to advance Racial Equity.

| Low Commitment (< 3.00) | Moderate Commitment (3.00 - 3.74) | High Commitment (≥ 3.75) |

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Is there Race and Ethnicity Consensus in Data & Disparities Commitment?

DATA & DISPARITIES COMMITMENT

3.13	My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.
3.23	My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.
2.96	My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.
3.06	During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.
3.20	My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.

DATA & DISPARITIES COMMITMENT

0.67	My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.
0.66	My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.
0.47	My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.
0.00	During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.
0.46	My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.

Data and Disparities: Measure of how well an organization measures (collects), monitors (tracks) and manages (evaluates) data disaggregated by race and ethnicity.

Low Commitment (< 3.00)	Moderate Commitment (3.00 - 3.74)	High Commitment (≥ 3.75)

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Is there Race and Ethnicity Consensus in Belonging & Inclusion Commitment?

BELONGING & INCLUSION COMMITMENT

Score	Statement
4.34	In my department I am treated like I belong.
3.96	I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.
4.15	I feel comfortable expressing my natural/cultural identity at work.
3.88	I am able to influence decisions that affect my work, projects, and program service areas.
3.68	I am often invited to voice my opinion in meetings where important decisions are made.
3.96	Mentoring and coaching are available to me.

BELONGING & INCLUSION COMMITMENT

Score	Statement
0.33	In my department I am treated like I belong.
0.14	I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.
0.42	I feel comfortable expressing my natural/cultural identity at work.
0.14	I am able to influence decisions that affect my work, projects, and program service areas.
0.19	I am often invited to voice my opinion in meetings where important decisions are made.
0.29	Mentoring and coaching are available to me.

Belonging and Inclusion: Measure of employee's feelings of being valued, accepted and empowered within an organization.
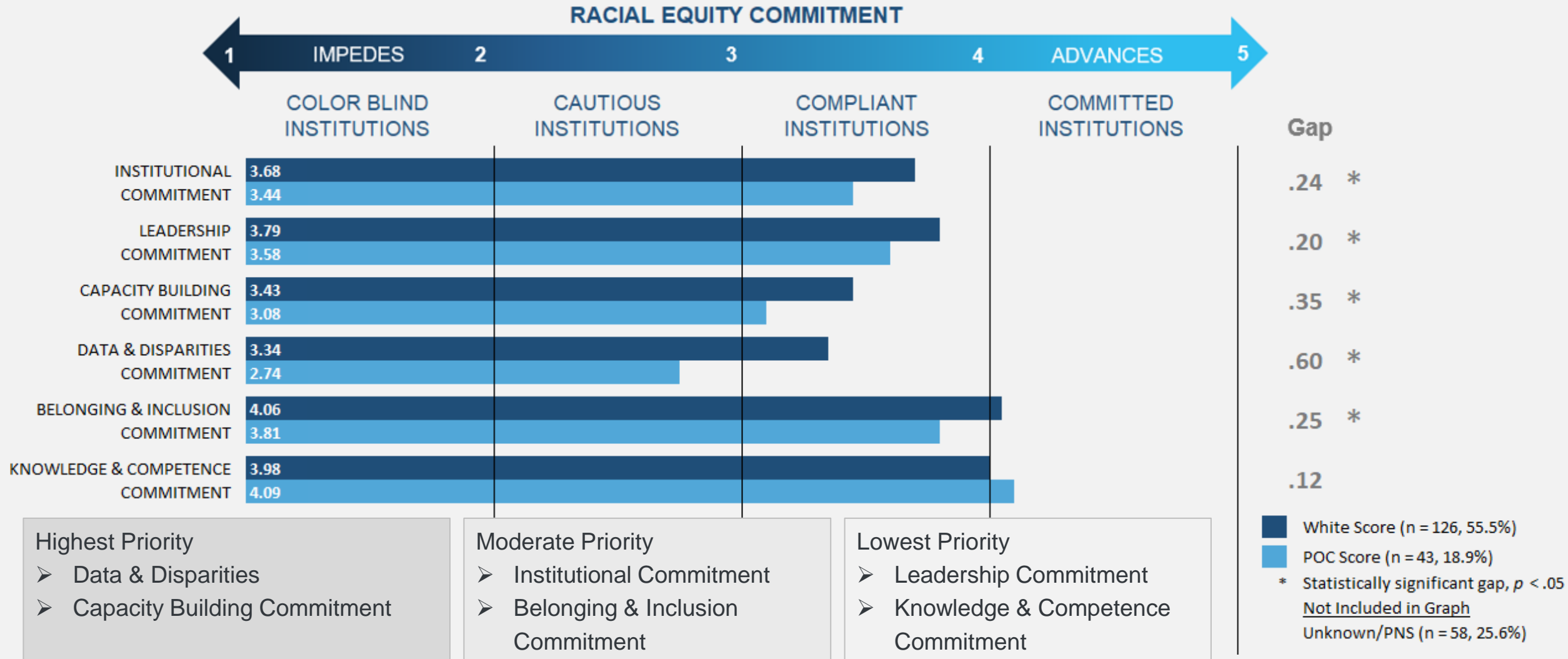
Low Commitment (< 3.00)	Moderate Commitment (3.00 - 3.74)	High Commitment (≥ 3.75)

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Is there Race and Ethnicity Consensus in Knowledge & Competence Commitment?

KNOWLEDGE & COMPETENCE COMMITMENT

4.33 — I understand why it's important for my employer to focus on Racial Equity.

3.53 — I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.

3.70 — I feel comfortable talking about race, diversity and equity within my workplace setting.

4.18 — I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.

4.05 — I have a clear understanding of what it means to advance Racial Equity in Kenosha County.

3.79 — I understand how my role, tasks and projects are aligned to Racial Equity goals.

KNOWLEDGE & COMPETENCE COMMITMENT

0.03 — I understand why it's important for my employer to focus on Racial Equity.

0.51 — I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.

0.28 — I feel comfortable talking about race, diversity and equity within my workplace setting.

0.07 — I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.

0.09 — I have a clear understanding of what it means to advance Racial Equity in Kenosha County.

0.32 — I understand how my role, tasks and projects are aligned to Racial Equity goals.

Knowledge and Competence: Measure of employee's knowledge, skills and ability to advance Racial Equity.

| Low Commitment (< 3.00) | Moderate Commitment (3.00 - 3.74) | High Commitment (≥ 3.75) |

Racial Equity Group

White and People of Color (POC) Consensus on Racial Equity Commitment

RACIAL EQUITY COMMITMENT

IMPEDES 1 — 2 — 3 — 4 — ADVANCES 5

	COLOR BLIND INSTITUTIONS	CAUTIOUS INSTITUTIONS	COMPLIANT INSTITUTIONS	COMMITTED INSTITUTIONS	Gap
INSTITUTIONAL COMMITMENT	White 3.68 / POC 3.44				.24 *
LEADERSHIP COMMITMENT	White 3.79 / POC 3.58				.20 *
CAPACITY BUILDING COMMITMENT	White 3.43 / POC 3.08				.35 *
DATA & DISPARITIES COMMITMENT	White 3.34 / POC 2.74				.60 *
BELONGING & INCLUSION COMMITMENT	White 4.06 / POC 3.81				.25 *
KNOWLEDGE & COMPETENCE COMMITMENT	White 3.98 / POC 4.09				.12

Highest Priority
- Data & Disparities
- Capacity Building Commitment

Moderate Priority
- Institutional Commitment
- Belonging & Inclusion Commitment

Lowest Priority
- Leadership Commitment
- Knowledge & Competence Commitment

Legend:
- White Score (n = 126, 55.5%)
- POC Score (n = 43, 18.9%)
- * Statistically significant gap, $p < .05$
- Not Included in Graph Unknown/PNS (n = 58, 25.6%)

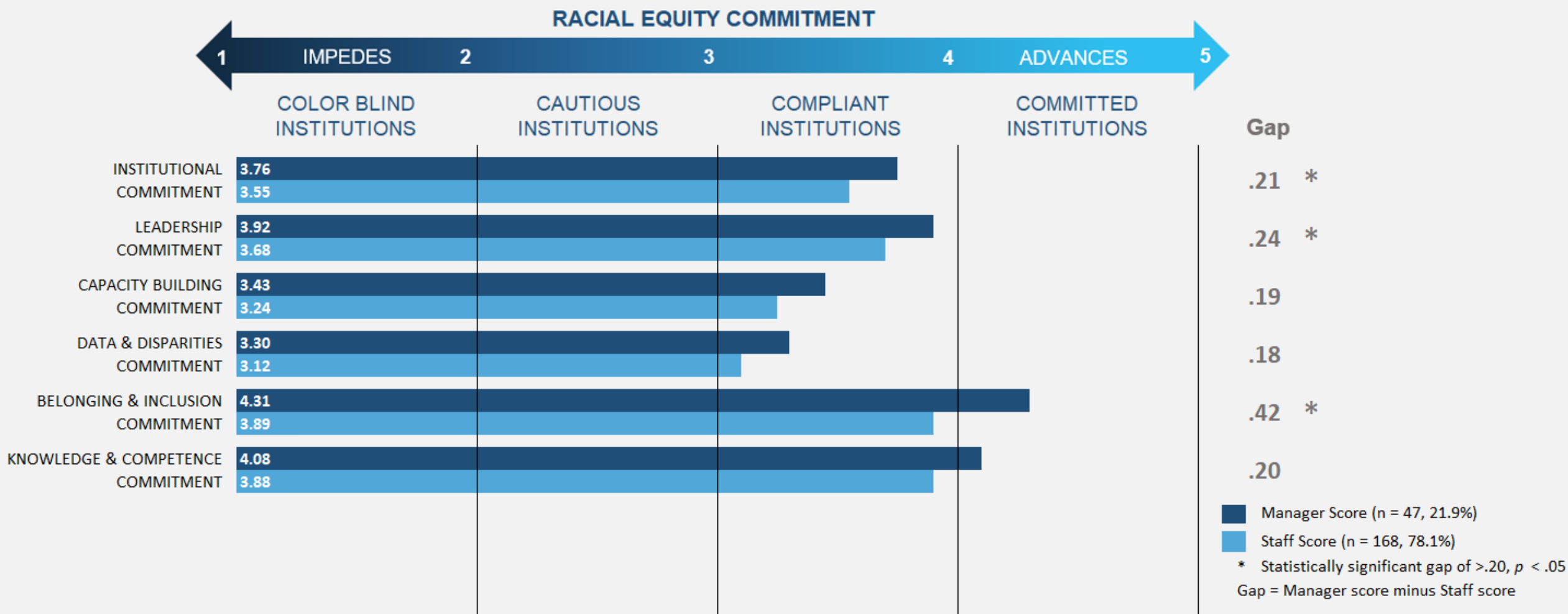Racial Equity Group

White Consensus on Racial Equity Commitment

There was not a significant change in overall racial equity commitment for White Kenosha employees from 2021 to 2023. There were increases in institutional, data & disparities, and knowledge & competence commitment scores. There was a decrease in leadership commitment scores for white employees.

Kenosha	White 2021 (n = 204)		White 2023 (n = 126)		Change	Trend
OVERALL RACIAL EQUITY COMMITMENT	3.76	(0.69)	3.79	(0.79)	0.03	–
INSTITUTIONAL	3.57	(1.01)	3.68	(1.06)	0.11 *	↑
LEADERSHIP	3.83	(0.89)	3.79	(1.03)	-0.04 *	↓
CAPACITY BUILDING	3.44	(1.10)	3.43	(1.14)	-0.01	–
DATA & DISPARITIES	3.15	(1.08)	3.34	(1.14)	0.19 **	↑
BELONGING & INCLUSION	4.07	(0.87)	4.06	(0.90)	-0.01	–
KNOWLEDGE & COMPETENCE	3.93	(0.77)	3.98	(0.77)	0.05 *	↑

Numbers in parentheses = Standard Deviations; ** Statistically significant change >.15, $p < .05$;
* Statistically significant change >.04, $p < .10$; Change = 2023 minus 2021

Racial Equity Group

People of Color (POC) Consensus on Racial Equity Commitment

There was a significant increase in overall racial equity commitment for POC Kenosha employees from 2021 to 2023. There were significant increases in five commitment scales. The biggest change was a decrease in data & disparities commitment scores from 2021 to 2023.

Kenosha	POC 2021 (n = 49)		POC 2023 (n = 43)		Change		Trend
OVERALL RACIAL EQUITY COMMITMENT	3.54	(0.85)	3.59	(0.90)	0.05	*	↑
INSTITUTIONAL	3.38	(1.21)	3.44	(1.13)	0.06	*	↑
LEADERSHIP	3.55	(1.14)	3.58	(1.15)	0.03		–
CAPACITY BUILDING	3.04	(1.22)	3.08	(1.19)	0.04	*	↑
DATA & DISPARITIES	2.95	(1.32)	2.74	(1.17)	-0.21	**	↓
BELONGING & INCLUSION	3.73	(1.04)	3.81	(1.06)	0.08	*	↑
KNOWLEDGE & COMPETENCE	3.99	(0.76)	4.09	(0.80)	0.10	*	↑

Numbers in parentheses = Standard Deviations; ** Statistically significant change >.15, $p < .05$;
* Statistically significant change >.04, $p < .10$; Change = 2023 minus 2021

Racial Equity Group

Manager and Staff Consensus on Racial Equity Commitment

RACIAL EQUITY COMMITMENT

IMPEDES 1 — 2 — 3 — 4 — ADVANCES 5

	COLOR BLIND INSTITUTIONS	CAUTIOUS INSTITUTIONS	COMPLIANT INSTITUTIONS	COMMITTED INSTITUTIONS	Gap
INSTITUTIONAL COMMITMENT	Manager 3.76 / Staff 3.55				.21 *
LEADERSHIP COMMITMENT	Manager 3.92 / Staff 3.68				.24 *
CAPACITY BUILDING COMMITMENT	Manager 3.43 / Staff 3.24				.19
DATA & DISPARITIES COMMITMENT	Manager 3.30 / Staff 3.12				.18
BELONGING & INCLUSION COMMITMENT	Manager 4.31 / Staff 3.89				.42 *
KNOWLEDGE & COMPETENCE COMMITMENT	Manager 4.08 / Staff 3.88				.20

Manager Score (n = 47, 21.9%)
Staff Score (n = 168, 78.1%)
* Statistically significant gap of >.20, $p < .05$
Gap = Manager score minus Staff score

Racial Equity Group

Manager and Staff Consensus on Racial Equity Commitment

Manager and staff gap scores by commitment scale are presented by year. There was an increase in the gap between manager and staff scale scores for half of the commitment scales and a decrease in gap for half of the commitment scales. The trend arrows indicate whether the difference between managers and staff members increased (indicating greater dissimilarity) or decreased (indicating more similarity).

Kenosha	2021 Manager Gap	2023 Manager Gap	Trend
INSTITUTIONAL	0.14	0.21 *	↑
LEADERSHIP	0.36 *	0.24 *	↓
CAPACITY BUILDING	0.28 *	0.19	↓
DATA & DISPARITIES	0.11	0.18	↑
BELONGING & INCLUSION	0.48 *	0.42 *	↓
KNOWLEDGE & COMPETENCE	0.06	0.20	↑

* Statistically significant gap >.20, $p < .05$;
Gap = Manager score minus staff score

Racial Equity Group

What is our ACTUAL Level of Racial Equity Commitment?

OVERALL COMMITMENT

Aggregate levels of Racial Equity Commitment can be blind spots for organizations. In order to truly apply a Racial Equity Mindset requires disaggregating data to focus on the racial consensus gap between White employees and employees of color (POC), which has revealed that Kenosha County has an actual Racial Equity Commitment score of not 3.72, but 3.59. The road to commitment for Kenosha County will require maintaining a gap between White and POC scores of .20 between the two groups (see appendix page 38) as well as increasing the overall score to at least 3.75. The current results of the racial consensus still identifies the association on the below Racial Equity continuum as **compliant (see appendix Racial Equity continuum definitions)**.

Racial Equity Group

Assessment Report Roadmap
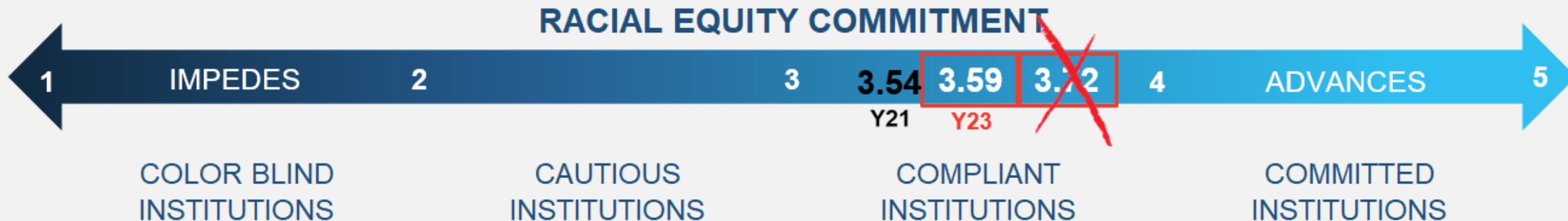
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Racial Equity Group

Road to INSTITUTIONAL COMMITMENT

FC: Prioritize Awareness of Racial Equity

- ✓ Create a formal declaration stating Racial Equity is an organizational priority
- ✓ Communicate why Racial Equity is a priority and what success looks like

FC: Develop Internal Sustainability

- 🟡 Create a functioning Racial Equity Taskforce or Committee
- 🟡 Develop shared language/glossary of Racial Equity terminology, establish goals and objectives, communicate progress organization wide
- 🟡 Establish an effective executive position accountable for Racial Equity**
- 🟡 Empower Diversity and Equity Officer with sufficient resources and authority to create transformational change**
- 🟡 Empower committee to use data and analysis to suggest policy and practice recommendations to senior level decision makers.

FC: Build Capacity and Culture of Racial Equity

- 🟡 Provide voluntary training on Racial Equity appropriate for all levels

FC: Reinforce Management Accountability

- ⚫ Align manager and leadership performance to compensation and Racial Equity goals

FC: Develop Data Metrics for Monitoring Racial Equity

- ⚫ Develop scorecards and key performance metrics of progress on desired Racial Equity goals
- ⚫ Develop and display a dashboard of indicators for internal and external stakeholders

Legend Key

- ✓ Functional Competency (FC) Developed
- 🟡 Functional Competency (FC) Started
- ⚫ Functional Competency (FC) Not Currently in Practice

** Increased overall scores from 2021 to 2023, but also increased disparity between White and POC scores from 2021 to 2023.

Racial Equity Group

Road to LEADERSHIP COMMITMENT

FC: Leadership Expectations

Establish clear expectations for managers and supervisors to operationalize Racial Equity

FC: Department Mission and Purpose Alignment

Align Racial Equity, diversity and inclusion to each department's purpose and mission

Leadership ensures Racial Equity training is available, staff is aware of training opportunities, and supports staff with resources and capacity to attend training *

FC: Empower Management to own Racial Equity

Engage managers and supervisors in setting Racial Equity goals and evaluating policies and practices. *

FC: Managing Selection Bias

Establish practices to evaluate decision-making in selections for job assignments, promotions, training, compensation

FC: Routine Racial Equity Reporting

Establish routine reporting of all Racial Equity activities and progress by managers and supervisors

Legend Key

Functional Competency (FC) Developed

Functional Competency (FC) Started

Functional Competency (FC) Not Currently in Practice

* Increased competency: Increased overall score from 2021 to 2023 and decreased disparity between White and POC scores from 2021 to 2023.

Racial Equity Group

Road to CAPACITY BUILDING COMMITMENT

FC: Stakeholder Awareness

Identify key external community stakeholders

Adopt a set of values and principles to guide stakeholder engagement

FC: Stakeholder Alignment

Effectively engage stakeholders by communicating shared purpose.

FC: Stakeholder Strategy

Develop a stakeholder engagement plan by department that guides decisions, actions and ensures internal and external stakeholders are aware of activities and progress.

FC: Stakeholder Involvement*

Enlist underserved and underrepresented stakeholders for committees, boards and taskforces*

FC: Stakeholder Empowerment

Solicit feedback from stakeholders prior to organizational planning decisions that impact stakeholders

* Increased competency: Decreased disparity between White and POC scores from 2021 to 2023.

Legend Key

✓ Functional Competency (FC) Developed

⬤ Functional Competency (FC) Started

⬤ Functional Competency (FC) Not Currently in Practice

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Racial Equity Group

Road to DATA AND DISPARITIES COMMITMENT

FC: Data Collection Strategy
Develop a process for collecting data disaggregated by race/ethnicity across the organization

FC: Data Awareness and Analysis
Use data to identify racial disparities in employment, service delivery, and procurement

FC: Data Benchmarking
Establish baseline measures of data disaggregated by race/ethnicity in employment, service delivery, and procurement.

FC: Data Driven Decisions
Use disaggregated data by race/ethnicity to inform decisions and evaluating policies and practices

FC: Data Transparency
Share disaggregated data results internally and externally to display transparency and accountability

Legend Key

✓ Functional Competency (FC) Developed

⬤ Functional Competency (FC) Started

⬤ Functional Competency (FC) Not Currently in Practice

Racial Equity Group

Road to BELONGING AND INCLUSION COMMITMENT

FC: Monitor Employee Perceptions

Obtain data disaggregated by race/ethnicity on employee's feelings of being valued and accepted

FC: Cultivate Psychological Safety

Cultivate environment where different opinions from different people can be expressed without fear of consequences*

Design project teams and important meetings with racially diverse team members

FC: Invite Expertise to Shape Decisions

Value staff's expertise related to their work, tasks and projects

FC: Embrace Diverse Ideas

Solicit input that includes racially diverse team members on important decisions

FC: Diversify the Bench

Establish a formal mentoring program with racially diverse roles

Legend Key

Functional Competency (FC) Developed

Functional Competency (FC) Started

Functional Competency (FC) Not Currently in Practice

Racial Equity Group

Road to KNOWLEDGE AND COMPETENCE COMMITMENT

FC: Organizational Mission Alignment
Effectively communicate organization's purpose and progress on Racial Equity

FC: Racial Equity Training Assessment
Assess employee's knowledge, skills and capacity to advance Racial Equity**

FC: Data Driven & Voluntary Training Curriculum
Develop a targeted Racial Equity training curriculum based on training needs assessment

Align training course objectives to department functions, purpose and values

FC: Reinforcing Racial Equity Mindset
Communicate examples of success and missed opportunities to advance Racial Equity

FC: Closing Competency Gaps
Apply various levels of Kirkpatrick's model to measure and close staff competency gaps

Legend Key

Functional Competency (FC) Developed

Functional Competency (FC) In Progress

Functional Competency (FC) Not Currently in Practice

** Decreased competency: Decrease in overall score from 2021 to 2023 and increased disparity between White and POC scores from 2021 to 2023.

Racial Equity Group

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Racial Equity Group

Pathway to Becoming a Committed Institution

ADVANCE OVERALL COMMITMENT*

➢ Develop scorecards and key performance metrics of progress on desired Racial Equity goals.
➢ Develop and display a dashboard of indicators for internal and external stakeholders.
➢ Establish baseline measures of data disaggregated by race/ethnicity in employment, service delivery, and procurement.
➢ Align manager and leadership performance to compensation and Racial Equity goals.
➢ Develop a process for collecting data disaggregated by race/ethnicity across the organization.

ACHIEVE RACE CONSENSUS*

➢ Establish baseline measures of data disaggregated by race/ethnicity in employment, service delivery, and procurement.
➢ Develop a process for collecting data disaggregated by race/ethnicity across the organization.
➢ Use data to identify racial disparities in employment, service delivery, and procurement.
➢ Identify key external community stakeholders
➢ Adopt a set of values and principles to guide stakeholder engagement

RACIAL EQUITY COMMITMENT

1 — IMPEDES — 2 — 3 — **3.59** — **4.03** — ADVANCES — 5

| COLOR BLIND INSTITUTIONS | CAUTIOUS INSTITUTIONS | COMPLIANT INSTITUTIONS | COMMITTED INSTITUTIONS |
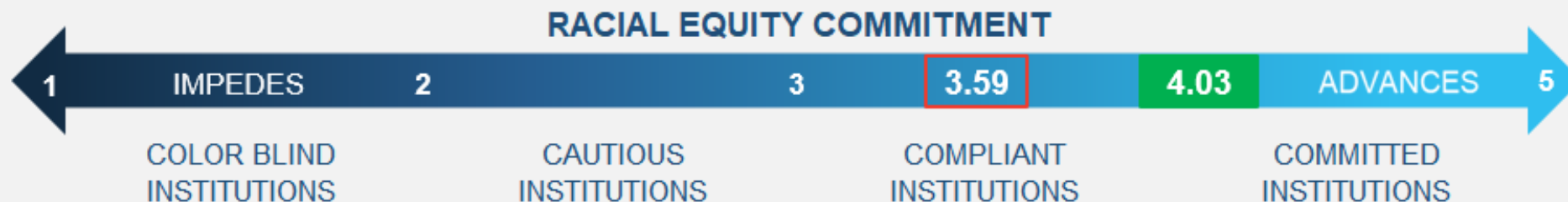
*Functional competencies identified with the lowest aggregate commitment scores and largest race discrepancies scores. Red value (3.59) is the current commitment score and green value (4.03) is a target commitment score that may be achieved if significant improvement are made to develop the above functional competencies.

Racial Equity Group

Overall Observations and Recommendations

The County appears to be in a stagnant progression state in terms of advancing Racial Equity over the last two years. While the overall commitment score has not decreased, it increased only slightly. Advancing Racial Equity, diversity and inclusion is a journey and the County has started building the necessary infrastructure to be successful. The County's strongest indicator of commitment to Racial Equity is knowledge and competence. This indicates County employees understand and know why Racial Equity is important and what equity looks like within County operations. The County's weakest competency and largest statistically significant gap between how White employees versus employees of color assessed the County is data and disparities, which includes collecting, measuring and monitoring data within employment representation, purchasing and procurement, access, quality and treatment regarding County services and programs, and board/committee representation, to identify if racial inequities exist.

After conducting two Racial Equity assessments, it is imperative the County begin acting with a sense of urgency to develop strategies to strengthen its processes for collecting and analyzing data by race/ethnicity, in order to reduce racial inequities based on evidenced-based best practices on page 41. Supplementing the Racial Equity audit, REG conducted a gap and barrier analysis based on evidenced-based best practices for advancing Racial Equity. After reviewing County reports and confirming the status of Racial Equity best practices, REG found the County's **greatest opportunity is within the employment domain.** Based on the County's current levels of employment representation, *the Asian population are significantly underrepresented in all seven job categories based on their availability.* Blacks and Hispanics are significantly underrepresented in four of the seven job categories. Whites were overrepresented in five of the seven job categories, and at parity or employed at equal levels of their availability in two categories. Whites are not underrepresented in any of the seven job categories. REG also anticipates an opportunity to identify and reduce inequities within purchasing and procurement as well. Currently, the County does not have the data to determine if any racial inequities exist in terms of purchasing, spending and awarding contracts to vendors and suppliers, to ensure all stakeholders have a fair chance to compete and do business with the County

The REG Racial Equity framework rests on the principle that if you do not have data, all you have is an opinion. The data clearly illustrates the County has an opportunity to ensure it is being a good steward of taxpayer resources by attracting and retaining the best talent to provide services and programs for County stakeholders, and purchasing cost effective products and services from diverse suppliers. We strongly recommend County leadership avoid further stagnation and ensure all County stakeholders have equitable opportunities to live, work, and do business with the County.

Racial Equity Group

County Employment Availability Analysis

REG attempted to measure the current representation of the County's entire workforce by race/ethnicity using internal documentation (EEO-4 reports) provided by the County and are required for state and local governments with 100 or more employees to be submitted biennially to the Equal Employment Opportunity Commission, For the year 2021, the County reported 1083 employees.

REG determined the reasonable recruitment area for the County as the geographical area including Wisconsin cities and counties where significant amounts of Kenosha County employees and applicants reside and/or the County could reasonably seek workers with the requisite skills to fill open job positions. The County currently sources talent mostly from the following counties; Kenosha, Milwaukee, Walworth, Waukesha, Racine and Lake County, IL. When selecting the reasonable recruitment area, it is important not select an area in such a way that it would unintentionally exclude racially diverse groups. The average commute time for the Milwaukee metro area is 23 minutes each way and for the City of Kenosha is 26 minutes each way. However, potential employee applicants may reasonably commute to the County up to 60 minutes each way, which validates the reasonable recruitment area to the resulting six counties.

After identifying the reasonable recruitment area, REG conducted an availability analysis. "Availability" is an estimate of the proportion of each race/ethnic group available and qualified for employment within the County for a given job group in the reasonable recruitment area. Availability indicates the approximate level at which each race/ethnic group could reasonably be expected to be represented in a job group within the County. REG examined the availability of diverse talent for County employment to use as benchmarks against which to compare the actual representation of talent based on race/ethnicity County jobs. Comparisons between representation and availability enabled REG to determine whether certain racial and ethnic groups are underutilized relative to their availability for County employment. In order to conduct meaningful representation workforce analyses, County employees were evaluated based on EEO state and local government job categories; Officials and Administrators, Professionals, Technicians, Protected Service Workers (Sworn and non-Sworn), Office and Clerical Workers, Skilled Craft Workers and Service Maintenance Workers.

Racial Equity Group

County Employee Availability Analysis (cont.)

Overall, the availability of people of color for County jobs is **_30.8 percent_**, indicating that people of color might be expected to fill about 30.8 percent of various job positions within the County. Currently, people of color are represented in about 20 percent of County jobs.

Racial/Ethnic Group	Availability Metro Counties	Kenosha County Availability	Kenosha County Workforce
Hispanic or Latino	13.3%	11.8%	8.3%
White	69.2%	78.8%	80.2%
Black or African American	11.2%	6.1%	9.1%
Asian American	4.4%	1.5%	1.0%
2 or more races/ other race	1.8%	1.7%	0.9%

Data is composite of EEOC job group categories table (EEOALL6R) State/Local Government Job Groups Officials/Administrators, Professionals, Technicians, Protective service: Sworn and Non-sworn, Administrative support, Skilled Craft, Service/Maintenance within the following Wisconsin counties; Kenosha County, Milwaukee County, Walworth County, Waukesha, Racine and Lake County, IL. Source 2018 Census American Community Survey 5-Year Estimates Equal Employment Opportunity and Kenosha County 2021 EEO-4 Report

Racial Equity Group

County Employee Racial Disparity and Inequity Analysis

White employees are overrepresented in County-wide employment by 16 percent based on their availability in the labor market. Asians, Hispanics and two or more races exhibited a disparity index below 80 for County-wide employment, indicating significant underrepresentation and triggering racial inequities. The Black population is borderline significantly underrepresented.

A disparity index of 100 indicates an exact match between representation and availability for a particular group overall, and for a particular job category, also called parity or achieving equitable outcomes. An index score of less than 100 indicates a disparity between representation and availability. A disparity index of less than 80 indicates a significant disparity between representation and availability and would trigger racial inequity.

Data is composite of EEOC job group categories table (EEOALL6R) State/Local Government Job Groups Officials/Administrators, Professionals, Technicians, Protective service: Sworn and Non-sworn, Administrative support, Skilled Craft, Service/Maintenance within the following Wisconsin counties; Kenosha County, Milwaukee County, Walworth County, Waukesha, Racine and Lake County, IL. Source 2018 Census American Community Survey 5-Year Estimates Equal Employment Opportunity and Kenosha County 2021 EEO-4 Report

Racial Equity Analysis Kenosha County Workforce Representation

Group	Disparity Index
Asian American	22.9%
Black or African American	81.4%
Hispanic or Latino	62.3%
Two or more races/Other	50.6%
White	116.0%

Racial Equity Group

DEI Best Practices Gap Analysis

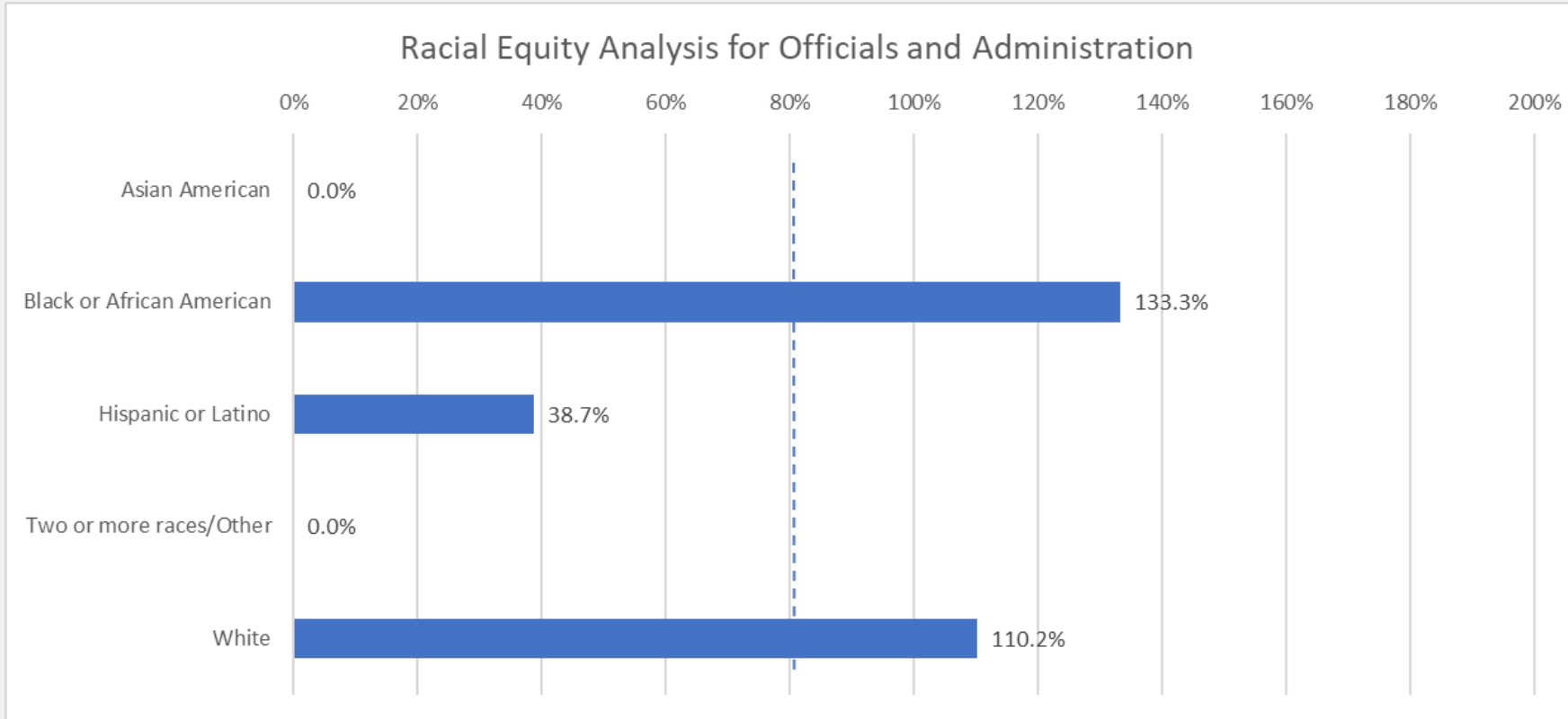|	Evidenced-based Best Practices	KENOSHA COUNTY CURRENT STATUS
1	Dedicated position responsible for DEI (e.g. diversity officer)	✓ Reinforcing
2	Council or committee monitoring DEI progress	✓ Reinforcing
3	Collects demographic data on applicants and current employees	✓ Reinforcing
4	Collects demographic data on volunteers, vendors and contractors	○ Not started
5	Disparity analysis conducted to identify if any racial or gender inequities exist within employment, service delivery/programs, procurement, boards/committees	◑ Establishing
6	Written DEI action plan with validated benchmarks and targets	◑ Establishing
7	Senior leaders are engaged in DEI goal setting	◑ Establishing
8	Leadership performance and/or compensation (e.g. bonuses if applicable) tied to DEI goals	○ Not started
9	DEI goals, targets and metrics monitored at least quarterly	○ Not started
10	Internal and external stakeholder reports are shared to communicate progress on DEI goals (e.g. annual county reports, DEI action plans)	○ Not started
11	Formal mentoring program available for all employees	○ Not started
12	DEI training available for all job levels, but not mandatory	✓ Reinforcing
13	Conducts periodic employee engagement surveys to measure workplace climate, belonging and inclusion	◑ Establishing
14	Employee survey response data is disaggregated by demographic groups (e.g. race/ethnicity, gender)	✓ Reinforcing

Legend:

○ **Not started**: practice not present, inactive or currently undetermined

🕐 **Emerging**: discussions and considerations of the practice are awaiting approval decision

◑ **Establishing**: practice partially in place or process for implementation has started

✓ **Reinforcing**: practice currently present and active

Racial Equity Group

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County Employment Racial Disparity and Inequity Analysis

Racial Equity Analysis for Officials and Administration

Group	Disparity Index
Asian American	0.0%
Black or African American	133.3%
Hispanic or Latino	38.7%
Two or more races/Other	0.0%
White	110.2%

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations , or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs.

A disparity index of 100 indicates an exact match between representation and availability for a particular group overall, and for a particular job category, also called parity or achieving equitable outcomes. An index score of less than 100 indicates a disparity between representation and availability. A disparity index of less than 80 indicates a significant disparity between representation and availability and would trigger racial inequity.

Data is composite of EEOC job group categories table (EEOALL6R) State/Local Government Job Groups Officials/Administrators, Professionals, Technicians, Protective service: Sworn and Non-sworn, Administrative support, Skilled Craft, Service/Maintenance within the following Wisconsin counties; Kenosha County, Milwaukee County, Walworth County, Waukesha, Racine and Lake County, IL. Source 2018 Census American Community Survey 5-Year Estimates Equal Employment Opportunity and Kenosha County 2021 EEO-4 Report

Racial Equity Group

County Employment Racial Disparity and Inequity Analysis (cont.)

Racial Equity Analysis Results for Professionals

- Asian American: 37.4%
- Black or African American: 137.9%
- Hispanic or Latino: 137.1%
- Two or more races/Other: 110.1%
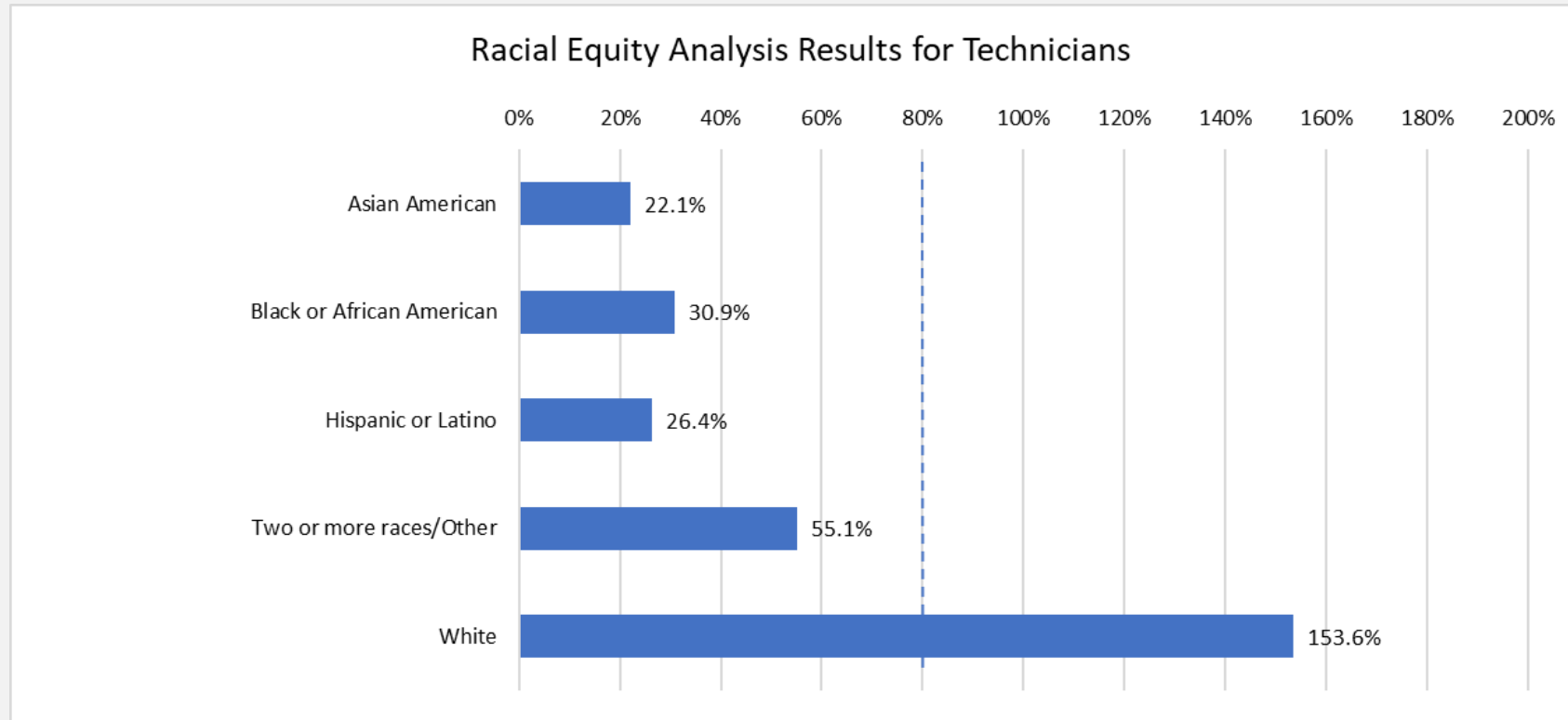- White: 100.1%
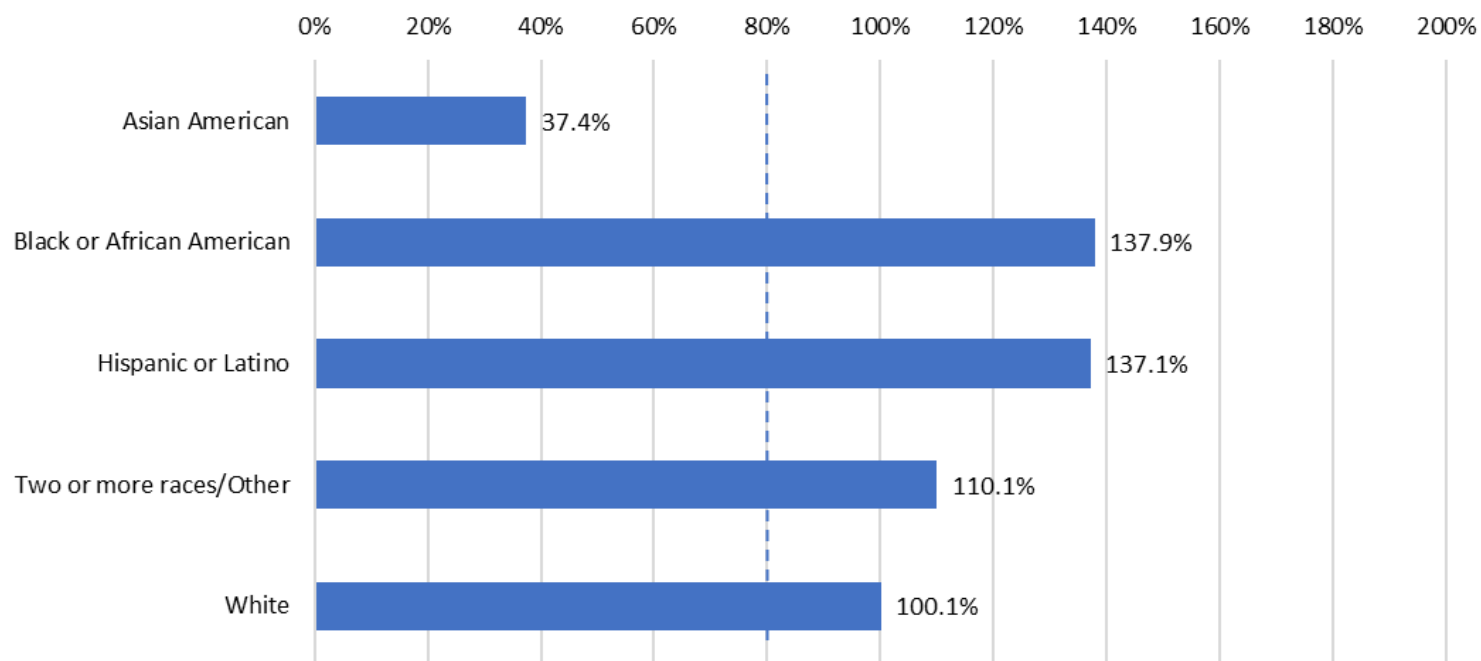
Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers.

A disparity index of 100 indicates an exact match between representation and availability for a particular group overall, and for a particular job category, also called parity or achieving equitable outcomes. An index score of less than 100 indicates a disparity between representation and availability. A disparity index of less than 80 indicates a significant disparity between representation and availability and would trigger racial inequity.

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Racial Equity Group

County Employment Racial Disparity and Inequity Analysis (cont.)

Racial Equity Analysis Results for Technicians

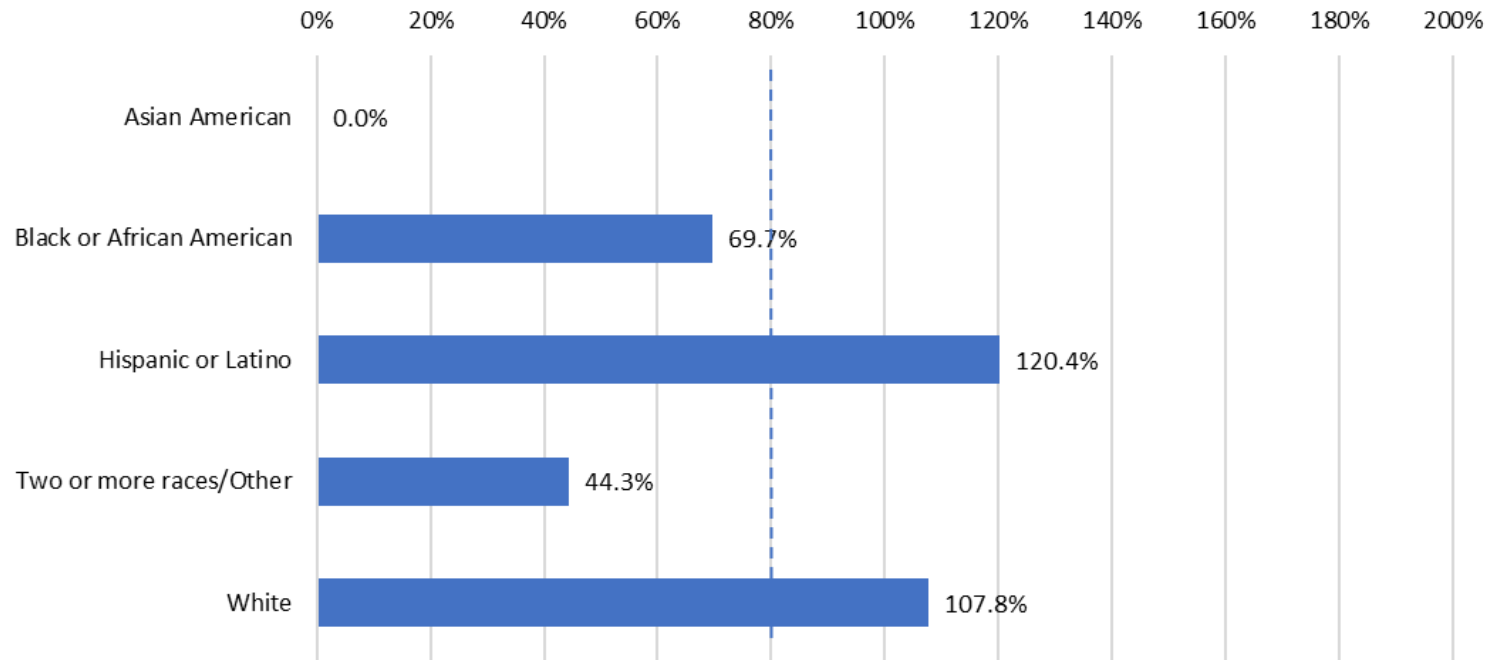| Category	Value
Asian American	22.1%
Black or African American	30.9%
Hispanic or Latino	26.4%
Two or more races/Other	55.1%
White	153.6%

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training

A disparity index of 100 indicates an exact match between representation and availability for a particular group overall, and for a particular job category, also called parity or achieving equitable outcomes. An index score of less than 100 indicates a disparity between representation and availability. A disparity index of less than 80 indicates a significant disparity between representation and availability and would trigger racial inequity.

Data is composite of EEOC job group categories table (EEOALL6R) State/Local Government Job Groups Officials/Administrators, Professionals, Technicians, Protective service: Sworn and Non-sworn, Administrative support, Skilled Craft, Service/Maintenance within the following Wisconsin counties; Kenosha County, Milwaukee County, Walworth County, Waukesha, Racine and Lake County, IL. Source 2018 Census American Community Survey 5-Year Estimates Equal Employment Opportunity and Kenosha County 2021 EEO-4 Report

Racial Equity Group

County Employment Racial Disparity and Inequity Analysis (cont.)

Racial Equity Analysis for Protected Service Workers

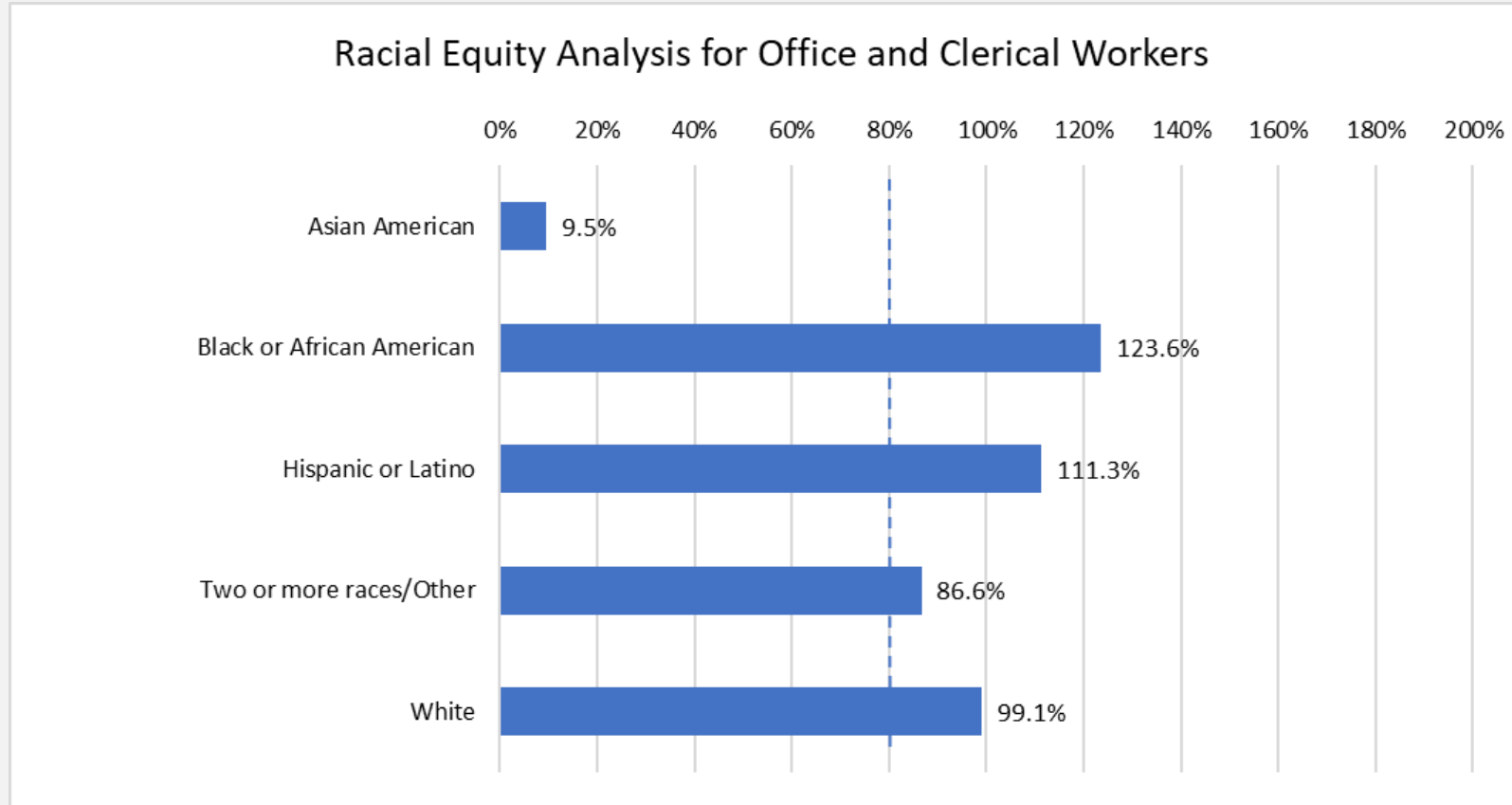| Race	Disparity Index
Asian American	0.0%
Black or African American	69.7%
Hispanic or Latino	120.4%
Two or more races/Other	44.3%
White	107.8%

Protective Service (Sworn and Non-Sworn): Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers.

A disparity index of 100 indicates an exact match between representation and availability for a particular group overall, and for a particular job category, also called parity or achieving equitable outcomes. An index score of less than 100 indicates a disparity between representation and availability. A disparity index of less than 80 indicates a significant disparity between representation and availability and would trigger racial inequity.

Data is composite of EEOC job group categories table (EEOALL6R) State/Local Government Job Groups Officials/Administrators, Professionals, Technicians, Protective service: Sworn and Non-sworn, Administrative support, Skilled Craft, Service/Maintenance within the following Wisconsin counties; Kenosha County, Milwaukee County, Walworth County, Waukesha, Racine and Lake County, IL. Source 2018 Census American Community Survey 5-Year Estimates Equal Employment Opportunity and Kenosha County 2021 EEO-4 Report

Racial Equity Group

County Employment Racial Disparity and Inequity Analysis (cont.)

Racial Equity Analysis for Office and Clerical Workers

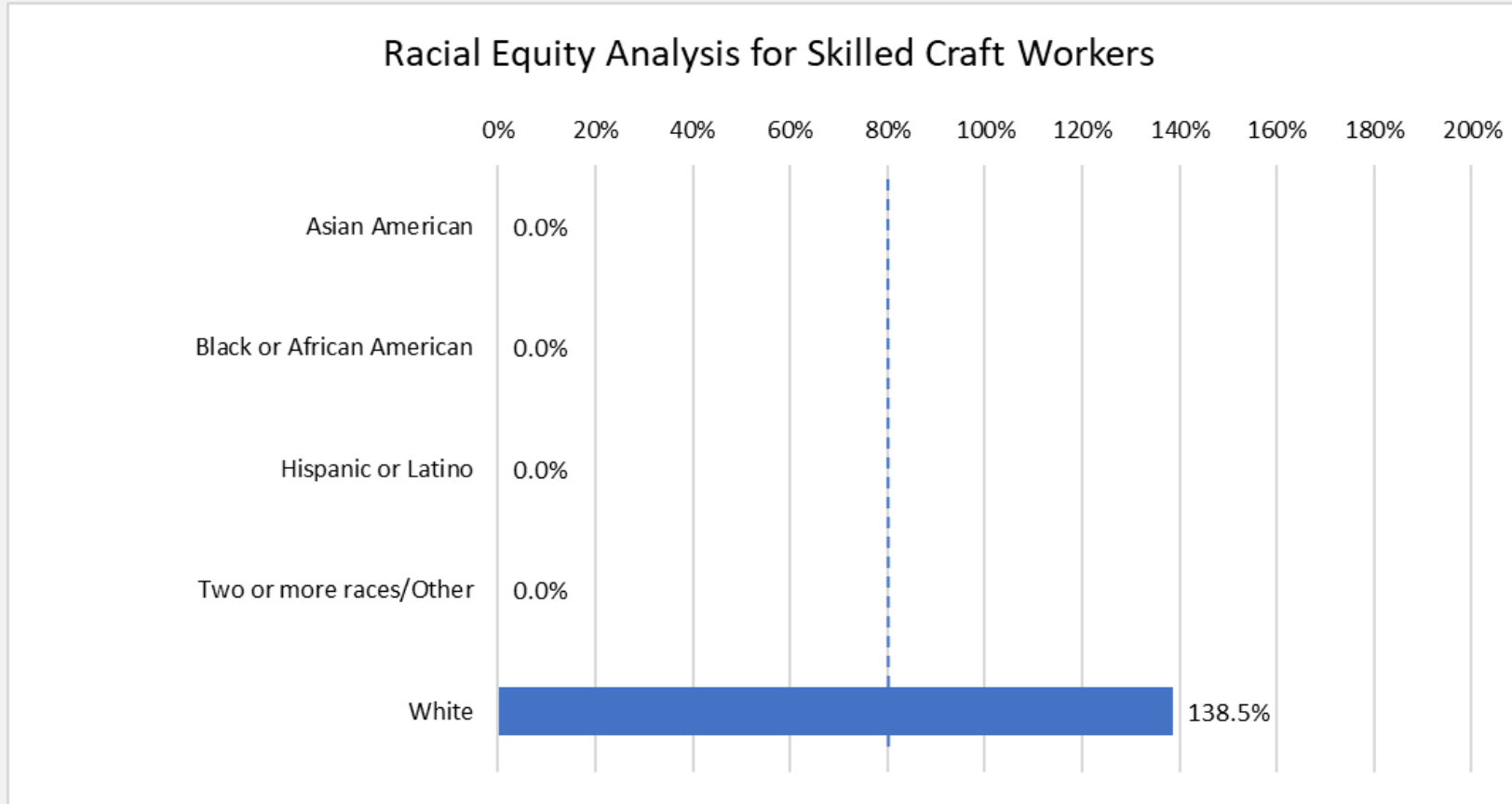| Group	Disparity Index
Asian American	9.5%
Black or African American	123.6%
Hispanic or Latino	111.3%
Two or more races/Other	86.6%
White	99.1%

Administrative Support: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

A disparity index of 100 indicates an exact match between representation and availability for a particular group overall, and for a particular job category, also called parity or achieving equitable outcomes. An index score of less than 100 indicates a disparity between representation and availability. A disparity index of less than 80 indicates a significant disparity between representation and availability and would trigger racial inequity.

Data is composite of EEOC job group categories table (EEOALL6R) State/Local Government Job Groups Officials/Administrators, Professionals, Technicians, Protective service: Sworn and Non-sworn, Administrative support, Skilled Craft, Service/Maintenance within the following Wisconsin counties; Kenosha County, Milwaukee County, Walworth County, Waukesha, Racine and Lake County, IL. Source 2018 Census American Community Survey 5-Year Estimates Equal Employment Opportunity and Kenosha County 2021 EEO-4 Report

Racial Equity Group

County Employment Racial Disparity and Inequity Analysis (cont.)

Racial Equity Analysis for Skilled Craft Workers

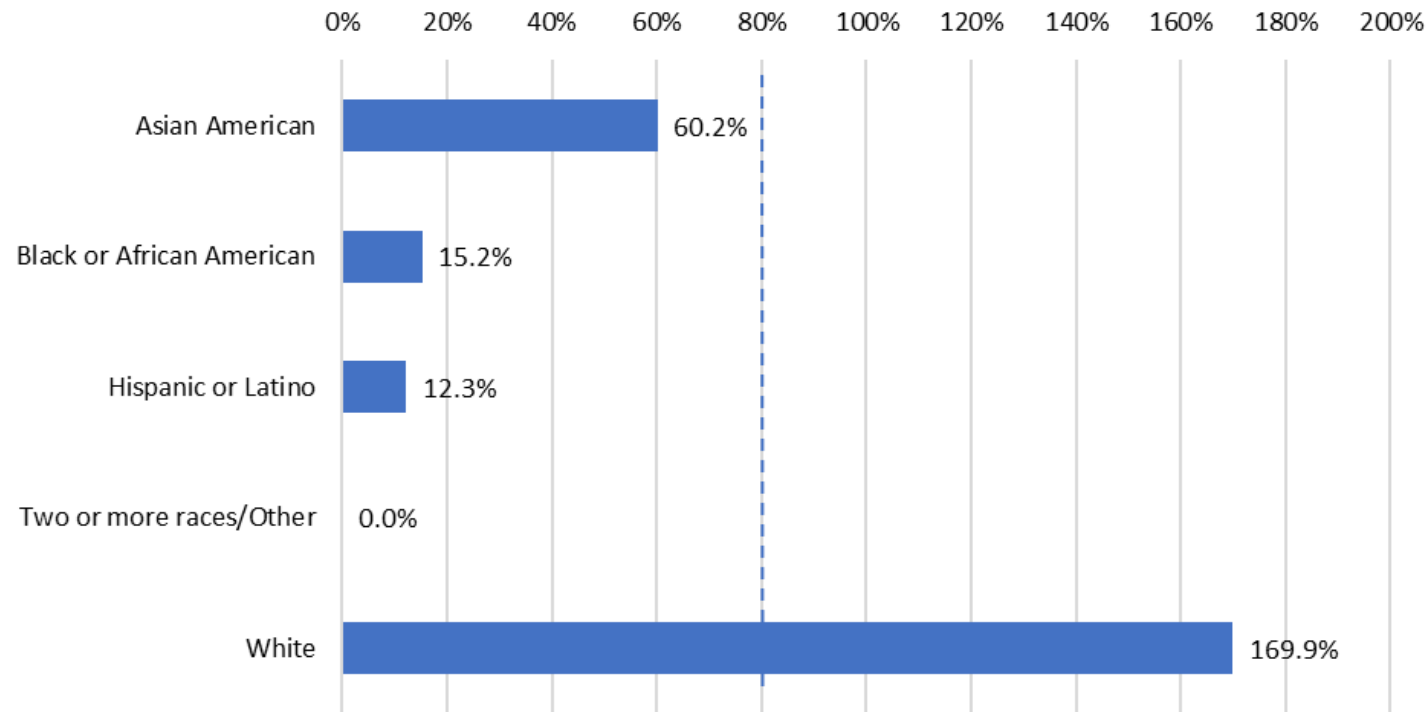| Race	Disparity Index
Asian American	0.0%
Black or African American	0.0%
Hispanic or Latino	0.0%
Two or more races/Other	0.0%
White	138.5%

Skilled Craft: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters.

A disparity index of 100 indicates an exact match between representation and availability for a particular group overall, and for a particular job category, also called parity or achieving equitable outcomes. An index score of less than 100 indicates a disparity between representation and availability. A disparity index of less than 80 indicates a significant disparity between representation and availability and would trigger racial inequity.

Data is composite of EEOC job group categories table (EEOALL6R) State/Local Government Job Groups Officials/Administrators, Professionals, Technicians, Protective service: Sworn and Non-sworn, Administrative support, Skilled Craft, Service/Maintenance within the following Wisconsin counties; Kenosha County, Milwaukee County, Walworth County, Waukesha, Racine and Lake County, IL. Source 2018 Census American Community Survey 5-Year Estimates Equal Employment Opportunity and Kenosha County 2021 EEO-4 Report

Racial Equity Group

County Employment Racial Disparity and Inequity Analysis (cont.)

Racial Equity Analysis for Service Maintenance Workers

Group	Disparity Index
Asian American	60.2%
Black or African American	15.2%
Hispanic or Latino	12.3%
Two or more races/Other	0.0%
White	169.9%

Service Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property.

A disparity index of 100 indicates an exact match between representation and availability for a particular group overall, and for a particular job category, also called parity or achieving equitable outcomes. An index score of less than 100 indicates a disparity between representation and availability. A disparity index of less than 80 indicates a significant disparity between representation and availability and would trigger racial inequity.

Data is composite of EEOC job group categories table (EEOALL6R) State/Local Government Job Groups Officials/Administrators, Professionals, Technicians, Protective service: Sworn and Non-sworn, Administrative support, Skilled Craft, Service/Maintenance within the following Wisconsin counties; Kenosha County, Milwaukee County, Walworth County, Waukesha, Racine and Lake County, IL. Source 2018 Census American Community Survey 5-Year Estimates Equal Employment Opportunity and Kenosha County 2021 EEO-4 Report

Racial Equity Group

Informative Insights on Race Relations

Kenosha County requested additional items on Racial Equity regarding social and professional networks. The questions asked to participants;

- **I engage with my social network (immediate family members, extended family members, friends) regularly on issues of race relations and racial equality.**
- **I engage with my professional network or colleagues regularly on issues of race relations and racial equality.**
- **The racial makeup of employees within my division reflects the diversity of our community.**
- **My division provides resources for addressing racial inequities and achieving racial equity.**
- **I feel comfortable bringing forward any issues or concerns I have regarding racial equity to leadership.**

Kenosha	Full Sample (N = 226)	Hispanic (n = 24)	Black (n = 16)	White (n = 126)	Other/PNS (n = 60)
Network Racial Equity Communication					
Social Network	3.49 (1.25)	3.38 (1.41)	4.31 * (0.95)	3.44 (1.17)	3.40 (1.36)
Professional Network	2.81 (1.29)	2.54 * (2.93)	2.88 (1.54)	2.93 (1.28)	2.65 * (1.23)
Reflects Diversity	3.02 (1.45)	2.92 (1.41)	3.25 * (1.48)	2.92 (1.41)	3.13 * (1.56)
Provides Resources	3.43 (1.34)	3.14 * (1.29)	3.31 (1.58)	3.47 (1.29)	3.48 (1.36)
Feel Comfortable	3.54 (1.36)	2.96 * (1.29)	3.44 * (1.50)	3.67 (1.29)	3.52 (1.42)

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05; Gap = Absolute Value of White Minus Race/Ethnicity; Due to low sample sizes (n < 4), multiracial were combined with other.

Racial Equity Group

White and People of Color (POC) Consensus

Kenosha	Full Sample (N = 227)		White (n = 126)		POC (n = 43)		Unknown/PNS (n = 58)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.72	(0.81)	3.79	(0.79)	3.59	(0.90)	3.68	(0.80)	0.20 *
INSTITUTIONAL	3.60	(1.11)	3.68	(1.06)	3.44	(1.13)	3.52	(1.19)	0.24 *
LEADERSHIP	3.75	(1.04)	3.79	(1.03)	3.58	(1.15)	3.80	(1.01)	0.20 *
CAPACITY BUILDING	3.33	(1.20)	3.43	(1.14)	3.08	(1.19)	3.30	(1.31)	0.35 *
DATA & DISPARITIES	3.18	(1.19)	3.34	(1.14)	2.74	(1.17)	3.20	(1.29)	0.60 *
BELONGING & INCLUSION	3.99	(0.95)	4.06	(0.90)	3.81	(1.06)	3.98	(0.95)	0.25 *
KNOWLEDGE & COMPETENCE	3.92	(0.85)	3.98	(0.77)	4.09	(0.80)	3.68	(1.00)	0.12

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

White and People of Color (POC) Consensus

Kenosha	Full Sample (N = 227)		White (n = 126)		POC (n = 43)		Unknown/PNS (n = 58)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.13	(1.03)	4.23	(0.96)	3.91	(1.10)	4.07	(1.13)	0.32 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.87	(1.20)	3.94	(1.15)	3.73	(1.23)	3.80	(1.32)	0.21 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.15	(1.49)	3.33	(1.42)	2.88	(1.41)	2.93	(1.75)	0.45 *
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.67	(1.34)	3.72	(1.32)	3.45	(1.45)	3.76	(1.30)	0.27 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.98	(1.39)	3.02	(1.36)	2.80	(1.47)	3.14	(1.39)	0.22 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.75	(1.27)	2.73	(1.25)	2.75	(1.39)	2.79	(1.23)	0.02
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.65	(1.23)	3.68	(1.22)	3.39	(1.38)	3.76	(1.14)	0.29 *
My immediate supervisor is committed to advancing Racial Equity.	3.96	(1.11)	3.97	(1.07)	4.07	(1.24)	3.82	(1.11)	0.10
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.84	(1.27)	3.91	(1.27)	3.54	(1.37)	3.92	(1.17)	0.37 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.57	(1.31)	3.64	(1.26)	3.56	(1.39)	3.43	(1.35)	0.08
Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.92	(1.31)	4.07	(1.17)	3.30	(1.54)	4.04	(1.29)	0.77 *
Department/division leaders are held accountable for improving Racial Equity.	3.51	(1.29)	3.56	(1.22)	3.20	(1.51)	3.64	(1.22)	0.36 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

White and People of Color (POC) Consensus

Kenosha	Full Sample (N = 227)		White (n = 126)		POC (n = 43)		Unknown/PNS (n = 58)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.35	(1.25)	3.50	(1.20)	2.87	(1.36)	3.42	(1.20)	0.63 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.66	(1.13)	3.86	(1.06)	3.24	(1.26)	3.60	(1.11)	0.62 *
I am aware of my department's plan to engage community stakeholders.	3.12	(1.34)	3.18	(1.28)	2.83	(1.37)	3.22	(1.46)	0.35 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.41	(1.34)	3.54	(1.26)	3.13	(1.54)	3.32	(1.36)	0.41 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.29	(1.20)	3.38	(1.18)	2.86	(1.22)	3.46	(1.17)	0.52 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.13	(1.24)	3.30	(1.13)	2.63	(1.39)	3.21	(1.29)	0.67 *
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.23	(1.23)	3.38	(1.14)	2.72	(1.46)	3.27	(1.16)	0.66 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.96	(1.16)	3.13	(1.06)	2.66	(1.26)	2.88	(1.24)	0.47 *
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	3.06	(1.21)	3.22	(1.18)	2.62	(1.24)	3.13	(1.19)	0.60 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.20	(1.29)	3.31	(1.25)	2.85	(1.29)	3.28	(1.40)	0.46 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05; Gap = Absolute Value of White Minus POC

Racial Equity Group

White and People of Color (POC) Consensus

Kenosha	Full Sample (N = 227)		White (n = 126)		POC (n = 43)		Unknown/PNS (n = 58)		Gap
BELONGING & INCLUSION COMMITMENT									
In my department I am treated like I belong.	4.34	(1.06)	4.42	(0.98)	4.09	(1.27)	4.34	(1.07)	0.33 *
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.96	(1.25)	4.02	(1.25)	3.88	(1.37)	3.90	(1.20)	0.14
I feel comfortable expressing my natural/cultural identity at work.	4.15	(1.18)	4.33	(1.03)	3.91	(1.36)	3.95	(1.27)	0.42 *
I am able to influence decisions that affect my work, projects, and program service areas.	3.88	(1.25)	3.85	(1.26)	3.71	(1.44)	4.07	(1.06)	0.14
I am often invited to voice my opinion in meetings where important decisions are made.	3.68	(1.37)	3.77	(1.36)	3.58	(1.45)	3.57	(1.37)	0.19
Mentoring and coaching are available to me.	3.96	(1.24)	4.00	(1.18)	3.71	(1.37)	4.08	(1.27)	0.29 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	4.33	(1.16)	4.49	(0.97)	4.52	(0.92)	3.86	(1.52)	0.03
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.53	(1.33)	3.49	(1.27)	4.00	(1.06)	3.27	(1.57)	0.51 *
I feel comfortable talking about race, diversity and equity within my workplace setting.	3.70	(1.34)	3.78	(1.30)	3.50	(1.40)	3.69	(1.38)	0.28 *
I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.	4.18	(1.01)	4.19	(0.92)	4.26	(1.01)	4.08	(1.20)	0.07
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	4.05	(1.10)	4.21	(0.93)	4.12	(1.07)	3.65	(1.38)	0.09
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.79	(1.18)	3.78	(1.12)	4.10	(1.12)	3.58	(1.34)	0.32 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05; Gap = Absolute Value of White Minus POC

Racial Equity Group

Race and Ethnicity Consensus

Kenosha	Full Sample (N = 227)		White (n = 126)		Black (n = 16)		Hispanic (n = 24)		Other/PNS (n = 61)	
OVERALL RACIAL EQUITY COMMITMENT	3.72	(0.81)	3.79	(0.79)	3.44 *	(0.91)	3.60	(0.87)	3.71	(0.82)
INSTITUTIONAL	3.60	(1.11)	3.68	(1.06)	3.35 *	(1.09)	3.39 *	(1.16)	3.57	(1.19)
LEADERSHIP	3.75	(1.04)	3.79	(1.03)	3.27 *	(1.14)	3.70	(1.13)	3.82	(1.02)
CAPACITY BUILDING	3.33	(1.20)	3.43	(1.14)	2.88 *	(1.38)	3.08 *	(0.97)	3.34	(1.33)
DATA & DISPARITIES	3.18	(1.19)	3.34	(1.14)	2.63 *	(1.01)	2.81 *	(1.23)	3.18	(1.33)
BELONGING & INCLUSION	3.99	(0.95)	4.06	(0.90)	3.59 *	(1.21)	3.88	(0.97)	4.00	(0.95)
KNOWLEDGE & COMPETENCE	3.92	(0.85)	3.98	(0.77)	4.25 *	(0.62)	3.88	(0.88)	3.75 *	(1.02)

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$;
Due to low sample sizes (n < 6), Two or more races were combined with unknown/PNS.

Racial Equity Group

Race and Ethnicity Consensus

Kenosha	Full Sample (N = 227)		White (n = 126)		Black (n = 16)		Hispanic (n = 24)		Other/PNS (n = 61)	
INSTITUTIONAL COMMITMENT										
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.13	(1.03)	4.23	(0.96)	3.93 *	(1.10)	3.73 *	(1.16)	4.13	(1.10)
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.87	(1.20)	3.94	(1.15)	3.83	(0.94)	3.50 *	(1.41)	3.86	(1.32)
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.15	(1.49)	3.33	(1.42)	2.17 *	(1.19)	3.11 *	(1.32)	3.06 *	(1.77)
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.67	(1.34)	3.72	(1.32)	3.69	(1.35)	3.16 *	(1.50)	3.78	(1.31)
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.98	(1.39)	3.02	(1.36)	2.31 *	(1.38)	3.07	(1.33)	3.21	(1.47)
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.75	(1.27)	2.73	(1.25)	2.73	(1.49)	2.73	(1.19)	2.81	(1.33)

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$;
Due to low sample sizes (n < 4), Two or more races were combined with PNS.

Racial Equity Group

Race and Ethnicity Consensus

Kenosha	Full Sample (N = 227)		White (n = 126)		Black (n = 16)		Hispanic (n = 24)		Other/PNS (n = 61)	
LEADERSHIP COMMITMENT										
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.65	(1.23)	3.78	(1.16)	3.20 *	(1.42)	3.43 *	(1.34)	3.68	(1.22)
My immediate supervisor is committed to advancing Racial Equity.	3.96	(1.11)	3.90	(1.12)	3.75	(1.34)	4.17 *	(1.19)	3.97	(1.07)
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.84	(1.27)	3.96	(1.15)	3.60 *	(1.40)	3.33 *	(1.39)	3.91	(1.27)
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.57	(1.31)	3.47	(1.37)	3.20 *	(1.37)	3.76 *	(1.38)	3.64	(1.26)
Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.92	(1.31)	4.03	(1.30)	2.73 *	(1.53)	3.59 *	(1.47)	4.07	(1.17)
Department/division leaders are held accountable for improving Racial Equity.	3.51	(1.29)	3.67	(1.24)	2.71 *	(1.54)	3.44 *	(1.42)	3.56	(1.22)

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05;
Due to low sample sizes (n < 4), Two or more races were combined with PNS.

Racial Equity Group

Race and Ethnicity Consensus

Kenosha	Full Sample (N = 227)	White (n = 126)	Black (n = 16)	Hispanic (n = 24)	Other/PNS (n = 61)
CAPACITY BUILDING COMMITMENT					
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.35 (1.25)	3.43 (1.22)	2.77 * (1.42)	2.88 * (1.31)	3.50 (1.20)
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.66 (1.13)	3.62 (1.13)	3.00 * (1.41)	3.28 * (1.07)	3.86 * (1.06)
I am aware of my department's plan to engage community stakeholders.	3.12 (1.34)	3.28 (1.47)	2.45 * (1.51)	2.88 * (1.15)	3.18 (1.28)
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.41 (1.34)	3.38 (1.37)	2.92 * (1.61)	3.13 * (1.51)	3.54 (1.26)
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.29 (1.20)	3.46 (1.19)	2.83 * (1.34)	2.80 * (1.08)	3.38 (1.18)

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$;
Due to low sample sizes (n < 4), Two or more races were combined with PNS.

Racial Equity Group

Race and Ethnicity Consensus

Kenosha	Full Sample (N = 227)	White (n = 126)	Black (n = 16)	Hispanic (n = 24)	Other/PNS (n = 61)
DATA & DISPARITIES COMMITMENT					
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.29 (1.20)	3.46 (1.19)	2.83 * (1.34)	2.80 * (1.08)	3.38 (1.18)
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.13 (1.24)	3.19 (1.36)	2.36 * (1.21)	2.79 * (1.42)	3.30 (1.13)
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	3.23 (1.23)	3.25 (1.26)	2.64 * (1.36)	2.75 * (1.49)	3.38 (1.14)
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	2.96 (1.16)	2.85 (1.26)	2.43 * (1.09)	2.88 (1.36)	3.13 * (1.06)
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.06 (1.21)	3.08 (1.23)	2.55 * (1.21)	2.69 * (1.25)	3.22 (1.18)

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$;
Due to low sample sizes (n < 4), Two or more races were combined with PNS.

Racial Equity Group

Race and Ethnicity Consensus

Kenosha	Full Sample (N = 227)		White (n = 126)		Black (n = 16)		Hispanic (n = 24)		Other/PNS (n = 61)	
BELONGING & INCLUSION COMMITMENT										
In my department I am treated like I belong.	3.20	(1.29)	3.26	(1.46)	2.82 *	(0.98)	2.85 *	(1.41)	3.31	(1.25)
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	4.34	(1.06)	4.38	(1.05)	3.56 *	(1.41)	4.33	(1.13)	4.42	(0.98)
I feel comfortable expressing my natural/cultural identity at work.	3.96	(1.25)	3.90	(1.21)	4.00	(1.25)	3.79	(1.44)	4.02	(1.25)
I am able to influence decisions that affect my work, projects, and program service areas.	4.15	(1.18)	3.98	(1.26)	3.81	(1.52)	3.88	(1.33)	4.33 *	(1.03)
I am often invited to voice my opinion in meetings where important decisions are made.	3.88	(1.25)	4.10	(1.04)	3.38 *	(1.67)	3.82 *	(1.30)	3.85 *	(1.26)
Mentoring and coaching are available to me.	3.68	(1.37)	3.62	(1.36)	3.38 *	(1.71)	3.58	(1.32)	3.77	(1.36)

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$;
Due to low sample sizes (n < 4), Two or more races were combined with PNS.

Racial Equity Group

Race and Ethnicity Consensus

Kenosha	Full Sample (N = 227)	White (n = 126)	Black (n = 16)	Hispanic (n = 24)	Other/PNS (n = 61)
KNOWLEDGE & COMPETENCE COMMITMENT					
I understand why it's important for my employer to focus on Racial Equity.	3.96 (1.24)	4.07 (1.28)	3.53 * (1.46)	3.79 * (1.32)	4.00 (1.18)
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	4.33 (1.16)	3.92 (1.50)	4.73 * (0.59)	4.33 * (1.09)	4.49 * (0.97)
I feel comfortable talking about race, diversity and equity within my workplace setting.	3.53 (1.33)	3.36 (1.58)	4.27 * (1.10)	3.71 * (1.00)	3.49 (1.27)
I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.	3.70 (1.34)	3.74 (1.37)	3.47 * (1.51)	3.38 * (1.38)	3.78 (1.30)
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	4.18 (1.01)	4.13 (1.19)	4.50 * (0.73)	4.00 (1.17)	4.19 (0.92)
I understand how my role, tasks and projects are aligned to Racial Equity goals.	4.05 (1.10)	3.72 (1.37)	4.44 * (0.89)	3.79 (1.14)	4.21 * (0.93)

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05;
Due to low sample sizes (n < 4), Two or more races were combined with PNS.

Racial Equity Group

Manager and Staff Consensus

Kenosha	Full Sample (N = 227)		Manager (n = 47)		Staff (n = 168)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.72	(0.81)	3.89	(0.84)	3.66	(0.81)	0.23 *
INSTITUTIONAL	3.60	(1.11)	3.76	(1.05)	3.55	(1.12)	0.21 *
LEADERSHIP	3.75	(1.04)	3.92	(0.98)	3.68	(1.07)	0.24 *
CAPACITY BUILDING	3.33	(1.20)	3.43	(1.23)	3.24	(1.19)	0.19
DATA & DISPARITIES	3.18	(1.19)	3.30	(1.10)	3.12	(1.22)	0.18
BELONGING & INCLUSION	3.99	(0.95)	4.31	(0.88)	3.89	(0.95)	0.42 *
KNOWLEDGE & COMPETENCE	3.92	(0.85)	4.08	(0.85)	3.88	(0.85)	0.20

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$; Gap = Absolute Value of Manager Minus Staff

Racial Equity Group

Manager and Staff Consensus

Kenosha	Full Sample (N = 227)		Manager (n = 47)		Staff (n = 168)		Gap
INSTITUTIONAL COMMITMENT							
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.13	(1.03)	4.42	(0.97)	4.04	(1.03)	0.38 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.87	(1.20)	4.10	(1.19)	3.80	(1.19)	0.30 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.15	(1.49)	3.21	(1.63)	3.13	(1.45)	0.08
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.67	(1.34)	4.15	(1.09)	3.53	(1.37)	0.62 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.98	(1.39)	2.66	(1.45)	3.10	(1.36)	0.44 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.75	(1.27)	2.64	(1.38)	2.79	(1.24)	0.15
LEADERSHIP COMMITMENT							
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.65	(1.23)	3.91	(1.24)	3.56	(1.24)	0.35 *
My immediate supervisor is committed to advancing Racial Equity.	3.96	(1.11)	4.11	(1.04)	3.93	(1.13)	0.18
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.84	(1.27)	4.20	(1.19)	3.74	(1.29)	0.46 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.57	(1.31)	3.71	(1.13)	3.52	(1.36)	0.19
Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.92	(1.31)	4.22	(1.19)	3.79	(1.34)	0.43 *
Department/division leaders are held accountable for improving Racial Equity.	3.51	(1.29)	3.40	(1.38)	3.52	(1.27)	0.12

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05; Gap = Absolute Value of Manager Minus Staff

Racial Equity Group

Manager and Staff Consensus

Kenosha	Full Sample (N = 227)		Manager (n = 47)		Staff (n = 168)		Gap
CAPACITY BUILDING COMMITMENT							
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.35	(1.25)	3.26	(1.41)	3.37	(1.21)	0.11
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.66	(1.13)	3.74	(1.36)	3.61	(1.08)	0.13
I am aware of my department's plan to engage community stakeholders.	3.12	(1.34)	3.42	(1.39)	2.95	(1.31)	0.47 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.41	(1.34)	3.74	(1.27)	3.28	(1.37)	0.46 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.29	(1.20)	3.44	(1.28)	3.20	(1.17)	0.24 *
DATA & DISPARITIES COMMITMENT							
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.13	(1.24)	3.19	(1.23)	3.11	(1.26)	0.08
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.23	(1.23)	3.45	(1.15)	3.15	(1.26)	0.30 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.96	(1.16)	3.22	(1.16)	2.87	(1.16)	0.35 *
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	3.06	(1.21)	3.43	(1.19)	2.90	(1.19)	0.53 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.20	(1.29)	3.53	(1.19)	3.08	(1.32)	0.45 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$; Gap = Absolute Value of Manager Minus Staff

Racial Equity Group

Manager and Staff Consensus

Kenosha	Full Sample (N = 227)		Manager (n = 47)		Staff (n = 168)		Gap
BELONGING & INCLUSION COMMITMENT							
In my department I am treated like I belong.	3.20	(1.29)	3.53	(1.19)	3.08	(1.32)	0.45 *
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	4.34	(1.06)	4.51	(1.00)	4.27	(1.09)	0.24 *
I feel comfortable expressing my natural/cultural identity at work.	3.96	(1.25)	4.16	(1.26)	3.91	(1.26)	0.25 *
I am able to influence decisions that affect my work, projects, and program service areas.	4.15	(1.18)	4.36	(1.01)	4.10	(1.22)	0.26 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.88	(1.25)	4.43	(0.94)	3.69	(1.29)	0.74 *
Mentoring and coaching are available to me.	3.68	(1.37)	4.34	(1.15)	3.48	(1.40)	0.86 *
KNOWLEDGE & COMPETENCE COMMITMENT							
I understand why it's important for my employer to focus on Racial Equity.	3.96	(1.24)	4.09	(1.17)	3.94	(1.25)	0.15
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	4.33	(1.16)	4.44	(1.16)	4.32	(1.13)	0.12
I feel comfortable talking about race, diversity and equity within my workplace setting.	3.53	(1.33)	3.50	(1.27)	3.59	(1.33)	0.09
I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.	3.70	(1.34)	4.13	(1.20)	3.57	(1.36)	0.56 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	4.18	(1.01)	4.39	(0.81)	4.14	(1.05)	0.25 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	4.05	(1.10)	4.11	(1.15)	4.03	(1.09)	0.08

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05; Gap = Absolute Value of Manager Minus Staff

Racial Equity Group

Sheriff Departments: White and People of Color (POC) Consensus

Sheriff Departments	Department (n = 36)		White (n = 19)		POC (n = 9)		Unknown/PNS (n = 8)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.55	(0.81)	3.46	(0.92)	3.69	0.83	3.61	(0.50)	0.23 *
INSTITUTIONAL	3.60	(1.06)	3.37	(1.10)	3.80	0.98	3.94	(1.06)	0.43 *
LEADERSHIP	3.57	(1.06)	3.32	(1.16)	3.60	1.02	4.13	(0.68)	0.29 *
CAPACITY BUILDING	3.22	(1.23)	3.21	(1.29)	3.21	1.50	3.23	(0.69)	0.00
DATA & DISPARITIES	2.93	(1.19)	3.13	(1.45)	2.44	0.93	3.07	(0.12)	0.69 *
BELONGING & INCLUSION	3.88	(1.01)	3.60	(1.10)	3.94	0.98	4.48	(0.54)	0.34 *
KNOWLEDGE & COMPETENCE	3.47	(0.94)	3.52	(0.85)	4.02	0.75	2.75	(0.94)	0.50 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, p < .05;
Gap = Absolute Value of White Minus POC

Racial Equity Group

Sheriff Departments: White and People of Color (POC) Consensus

Sheriff Departments	Department (n = 36)		White (n = 19)		POC (n = 9)		Unknown/PNS (n = 8)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.09	(0.92)	4.20	(0.79)	4.38	(0.74)	3.25	(1.26)	0.18
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.86	(1.11)	3.69	(1.18)	3.75	(1.26)	4.50	(0.58)	0.06
My department/division has a position dedicated to Diversity, Equity and Inclusion.	2.93	(1.44)	2.86	(1.35)	3.00	(1.41)	3.00	(2.83)	0.14
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.50	(1.41)	3.08	(1.56)	3.88	(1.36)	4.00	(0.82)	0.80 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.80	(1.47)	2.40	(1.67)	3.14	(1.46)	2.67	(1.53)	0.74 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.89	(1.17)	2.33	(1.16)	3.50	(1.29)	2.50	(0.71)	1.17 *
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.53	(1.17)	3.25	(1.24)	3.88	(1.13)	3.83	(0.98)	0.63 *
My immediate supervisor is committed to advancing Racial Equity.	3.66	(1.14)	3.56	(1.09)	3.89	(1.36)	3.50	(1.00)	0.33 *
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.10	(1.37)	2.81	(1.42)	3.25	(1.39)	3.80	(1.10)	0.44 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.36	(1.25)	3.33	(1.37)	3.75	(1.17)	2.80	(1.10)	0.42 *
Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.91	(1.42)	3.78	(1.40)	3.22	(1.64)	5.00	(0.00)	0.56 *
Department/division leaders are held accountable for improving Racial Equity.	3.19	(1.36)	3.19	(1.56)	3.29	(1.25)	3.00	(0.00)	0.10

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Sheriff Departments: White and People of Color (POC) Consensus

Sheriff Departments	Department (n = 36)		White (n = 19)		POC (n = 9)		Unknown/PNS (n = 8)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.50	(1.43)	3.78	(1.30)	3.17	(1.72)	3.33	(1.53)	0.61 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.55	(1.01)	3.90	(0.88)	3.43	(1.27)	3.00	(0.71)	0.47 *
I am aware of my department's plan to engage community stakeholders.	2.76	(1.61)	2.90	(1.73)	2.83	(1.84)	2.40	(1.34)	0.07
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.62	(1.24)	3.67	(1.16)	3.67	(1.66)	3.40	(0.55)	0.00
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.17	(1.04)	3.43	(1.13)	2.67	(0.82)	3.40	(1.14)	0.76 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	2.64	(1.29)	3.00	(1.58)	2.33	(1.16)	3.00	(0.00)	0.67 *
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.00	(1.28)	3.29	(1.50)	2.40	(0.89)	3.00	(0.00)	0.89 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.69	(1.03)	2.80	(1.48)	2.00	(1.00)	3.00	(0.00)	0.80 *
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	2.80	(1.03)	3.25	(1.26)	2.33	(1.53)	3.50	(0.71)	0.92 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.08	(1.38)	3.29	(1.50)	4.00	(1.50)	5.00	(0.00)	0.71 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Sheriff Departments: White and People of Color (POC) Consensus

Sheriff Departments	Department (n = 36)		White (n = 19)		POC (n = 9)		Unknown/PNS (n = 8)		Gap
BELONGING & INCLUSION COMMITMENT									
In my department I am treated like I belong.	4.22	(1.17)	4.00	(1.16)	4.00	(1.50)	3.50	(0.71)	0.00
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.91	(1.29)	3.56	(1.42)	4.25	(1.17)	5.00	(0.00)	0.69 *
I feel comfortable expressing my natural/cultural identity at work.	4.22	(1.17)	4.05	(1.18)	4.00	(1.50)	4.38	(0.92)	0.05
I am able to influence decisions that affect my work, projects, and program service areas.	3.64	(1.46)	3.21	(1.58)	4.00	(1.32)	4.88	(0.35)	0.79 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.42	(1.54)	2.95	(1.55)	4.11	(1.36)	4.25	(1.04)	1.16 *
Mentoring and coaching are available to me.	3.94	(1.21)	3.84	(1.21)	3.50	(1.41)	3.75	(1.49)	0.34 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	3.53	(1.50)	3.78	(1.40)	4.13	(1.13)	4.63	(0.74)	0.35 *
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.00	(1.57)	3.16	(1.54)	3.88	(0.99)	2.38	(1.60)	0.72 *
I feel comfortable talking about race, diversity and equity within my workplace setting.	3.51	(1.58)	3.32	(1.67)	3.50	(1.41)	1.75	(1.49)	0.18
I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.	3.94	(1.30)	4.28	(0.90)	4.00	(1.12)	4.00	(1.60)	0.28 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	3.67	(1.29)	3.88	(1.17)	4.22	(1.09)	3.00	(2.00)	0.34 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.29	(1.29)	2.94	(1.31)	4.11	(0.78)	2.43	(1.13)	1.17 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Human Services: White and People of Color (POC) Consensus

Human Services	Department (n = 46)		White (n = 27)		POC (n = 10)		Unknown/PNS (n = 9)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.87	(0.68)	3.85	(0.69)	4.10	0.70	3.66	(0.64)	0.25 *
INSTITUTIONAL	3.80	(1.00)	3.69	(1.03)	4.15	0.87	3.74	(1.03)	0.46 *
LEADERSHIP	3.81	(0.91)	3.72	(0.92)	4.19	0.95	3.68	(0.84)	0.47 *
CAPACITY BUILDING	3.44	(1.03)	3.40	(1.08)	3.79	1.04	3.12	(0.83)	0.40 *
DATA & DISPARITIES	3.44	(0.99)	3.61	(0.83)	3.13	1.32	3.40	(0.89)	0.48 *
BELONGING & INCLUSION	3.97	(0.89)	4.08	(0.87)	4.22	0.77	3.36	(0.91)	0.13
KNOWLEDGE & COMPETENCE	4.22	(0.77)	4.13	(0.74)	4.42	0.63	4.26	(1.02)	0.29 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05; Gap = Absolute Value of White Minus POC

Racial Equity Group

Human Services: White and People of Color (POC) Consensus

Human Services	Department (n = 46)		White (n = 27)		POC (n = 10)		Unknown/PNS (n = 9)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.21	(0.93)	4.17	(0.54)	4.57	(0.54)	4.00	(1.41)	0.40 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.97	(1.06)	3.82	(0.76)	4.50	(0.76)	3.83	(1.17)	0.68 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.47	(1.36)	3.65	(1.62)	3.57	(1.62)	2.83	(1.72)	0.08
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.90	(1.17)	3.83	(1.45)	3.89	(1.45)	4.14	(0.90)	0.06
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	3.26	(1.25)	3.15	(1.75)	3.67	(1.75)	3.00	(0.00)	0.52 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	3.06	(1.18)	2.78	(0.82)	4.00	(0.82)	2.67	(1.53)	1.22 *
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.67	(1.16)	3.56	(1.19)	4.20	(0.92)	3.44	(1.24)	0.64 *
My immediate supervisor is committed to advancing Racial Equity.	4.23	(0.86)	4.19	(0.85)	4.60	(0.97)	3.88	(0.64)	0.41 *
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	4.02	(1.13)	4.04	(1.06)	4.00	(1.58)	4.00	(0.93)	0.04
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.71	(1.18)	3.48	(1.23)	4.50	(0.53)	3.43	(1.27)	1.02 *
Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.65	(1.31)	3.65	(1.20)	3.78	(1.64)	3.50	(1.41)	0.13
Department/division leaders are held accountable for improving Racial Equity.	3.49	(1.10)	3.39	(1.08)	3.75	(1.28)	3.50	(1.00)	0.36 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Human Services: White and People of Color (POC) Consensus

Human Services	Department (n = 46)		White (n = 27)		POC (n = 10)		Unknown/PNS (n = 9)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.54	(1.01)	3.50	(1.15)	4.00	(0.82)	3.25	(0.71)	0.50 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.77	(0.91)	3.75	(0.97)	4.25	(0.89)	3.29	(0.49)	0.50 *
I am aware of my department's plan to engage community stakeholders.	3.12	(1.23)	3.00	(1.18)	3.57	(1.51)	3.00	(1.10)	0.57 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.45	(1.23)	3.47	(1.26)	4.00	(1.27)	2.83	(0.98)	0.53 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.45	(1.09)	3.24	(1.20)	4.17	(0.75)	3.33	(0.82)	0.93 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.46	(0.88)	3.64	(0.75)	3.83	(1.47)	3.25	(1.28)	0.19
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.57	(0.96)	3.61	(0.85)	3.00	(1.41)	3.25	(1.28)	0.61 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	3.25	(0.94)	3.46	(0.78)	3.33	(1.21)	3.25	(1.28)	0.13
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	3.27	(0.77)	3.33	(0.65)	3.33	(1.37)	3.25	(1.28)	0.00
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.44	(0.96)	3.50	(0.86)	4.30	(0.95)	3.25	(1.28)	0.80 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, p < .05; Gap = Absolute Value of White Minus POC

Racial Equity Group

Human Services: White and People of Color (POC) Consensus

Human Services	Department (n = 46)		White (n = 27)		POC (n = 10)		Unknown/PNS (n = 9)		Gap
BELONGING & INCLUSION COMMITMENT									
In my department I am treated like I belong.	4.17	(0.95)	4.37	(0.79)	4.30	(0.95)	3.40	(0.89)	0.07
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	4.04	(1.30)	4.04	(1.32)	4.50	(0.97)	3.44	(1.13)	0.46 *
I feel comfortable expressing my natural/cultural identity at work.	4.20	(1.07)	4.44	(1.01)	4.10	(0.99)	3.56	(1.51)	0.34 *
I am able to influence decisions that affect my work, projects, and program service areas.	3.80	(1.09)	3.63	(1.18)	4.50	(0.71)	3.56	(1.13)	0.87 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.58	(1.42)	3.88	(1.28)	3.60	(1.65)	3.56	(0.88)	0.28 *
Mentoring and coaching are available to me.	4.05	(1.08)	4.15	(1.06)	4.30	(0.82)	2.67	(1.32)	0.15
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	4.59	(0.83)	4.52	(0.75)	4.90	(0.32)	3.29	(1.25)	0.38 *
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.96	(1.21)	3.73	(1.19)	4.00	(1.41)	4.44	(1.33)	0.27 *
I feel comfortable talking about race, diversity and equity within my workplace setting.	3.89	(1.18)	3.89	(1.12)	4.10	(1.20)	4.56	(0.88)	0.21 *
I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.	4.33	(0.95)	4.22	(0.97)	4.44	(1.01)	3.67	(1.41)	0.22 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	4.35	(0.74)	4.37	(0.63)	4.40	(0.70)	4.56	(0.88)	0.03
I understand how my role, tasks and projects are aligned to Racial Equity goals.	4.17	(0.95)	4.00	(1.00)	4.70	(0.48)	4.22	(1.09)	0.70 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Brookside/Willowbrook: White and People of Color (POC) Consensus

Brookside/Willowbrook	Department (n = 15)		White (n = 8)		POC (n = 7)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.63	(1.18)	3.69	(1.29)	3.57	1.15	0.12
INSTITUTIONAL	3.53	(1.32)	3.77	(1.38)	3.26	1.31	0.52 *
LEADERSHIP	3.58	(1.49)	3.79	(1.51)	3.33	1.55	0.46 *
CAPACITY BUILDING	3.02	(1.34)	3.34	(1.50)	2.56	1.05	0.78 *
DATA & DISPARITIES	3.19	(1.23)	3.13	(1.37)	3.28	1.15	0.15
BELONGING & INCLUSION	3.65	(1.40)	3.90	(1.41)	3.37	1.45	0.52 *
KNOWLEDGE & COMPETENCE	3.93	(1.10)	3.65	(1.28)	4.26	0.81	0.62 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, $p < .05$;
Gap = Absolute Value of White Minus POC

Racial Equity Group

Brookside/Willowbrook: White and People of Color (POC) Consensus

Brookside/Willowbrook	Department (n = 15)		White (n = 8)		POC (n = 7)		Gap	
INSTITUTIONAL COMMITMENT								
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	3.91	(1.22)	4.00	(0.84)	3.80	(0.84)	0.20	*
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.50	(1.51)	3.40	(1.67)	3.60	(1.67)	0.20	*
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.11	(1.90)	4.00	(1.67)	2.40	(1.67)	1.60	*
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.55	(1.57)	3.60	(1.64)	3.50	(1.64)	0.10	
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.63	(1.51)	2.67	(1.67)	2.60	(1.67)	0.07	
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.57	(1.62)	2.50	(1.67)	2.60	(1.67)	0.10	
LEADERSHIP COMMITMENT								
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.27	(1.58)	3.50	(1.69)	3.00	(1.53)	0.50	*
My immediate supervisor is committed to advancing Racial Equity.	3.87	(1.69)	4.13	(1.64)	3.57	(1.81)	0.56	*
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.64	(1.50)	3.63	(1.60)	3.67	(1.51)	0.04	
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.31	(1.55)	3.57	(1.40)	3.00	(1.79)	0.57	*
Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.46	(1.81)	3.86	(1.95)	3.00	(1.67)	0.86	*
Department/division leaders are held accountable for improving Racial Equity.	3.71	(1.68)	4.14	(1.57)	3.29	(1.80)	0.85	*

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Brookside/Willowbrook: White and People of Color (POC) Consensus

Brookside/Willowbrook	Department (n = 15)		White (n = 8)		POC (n = 7)		Gap
CAPACITY BUILDING COMMITMENT							
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	2.89	(1.62)	3.25	(1.71)	2.60	(1.67)	0.65 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.00	(1.41)	3.60	(1.67)	2.40	(0.89)	1.20 *
I am aware of my department's plan to engage community stakeholders.	2.13	(1.13)	2.33	(1.53)	2.00	(1.00)	0.33 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.27	(1.49)	3.17	(1.47)	3.40	(1.67)	0.23 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	2.67	(1.50)	3.00	(1.83)	2.40	(1.34)	0.60 *
DATA & DISPARITIES COMMITMENT							
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.55	(1.29)	3.29	(1.25)	3.50	(1.73)	0.21 *
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.13	(1.55)	2.75	(1.50)	3.20	(1.79)	0.45 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.90	(1.52)	2.60	(1.34)	2.80	(1.48)	0.20 *
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	2.67	(1.32)	2.50	(1.29)	3.25	(1.71)	0.75 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.00	(1.73)	2.67	(2.08)	3.57	(1.62)	0.90 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Brookside/Willowbrook: White and People of Color (POC) Consensus

Brookside/Willowbrook	Department (n = 15)		White (n = 8)		POC (n = 7)		Gap
BELONGING & INCLUSION COMMITMENT							
In my department I am treated like I belong.	4.00	(1.41)	4.38	(1.19)	3.57	(1.62)	0.81 *
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.93	(1.54)	4.29	(1.50)	3.57	(1.62)	0.72 *
I feel comfortable expressing my natural/cultural identity at work.	3.93	(1.62)	4.25	(1.39)	3.57	(1.90)	0.68 *
I am able to influence decisions that affect my work, projects, and program service areas.	3.07	(1.69)	3.25	(1.75)	2.83	(1.72)	0.42 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.40	(1.64)	3.75	(1.83)	3.00	(1.41)	0.75 *
Mentoring and coaching are available to me.	3.40	(1.55)	3.38	(1.77)	3.43	(1.40)	0.05
KNOWLEDGE & COMPETENCE COMMITMENT							
I understand why it's important for my employer to focus on Racial Equity.	4.27	(1.16)	3.88	(1.36)	4.71	(0.76)	0.83 *
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.53	(1.41)	3.00	(1.51)	4.14	(1.07)	1.14 *
I feel comfortable talking about race, diversity and equity within my workplace setting.	3.53	(1.55)	3.63	(1.51)	3.43	(1.72)	0.20 *
I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.	4.13	(1.30)	3.75	(1.58)	4.57	(0.79)	0.82 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	4.33	(1.18)	4.13	(1.46)	4.57	(0.79)	0.44 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.80	(1.37)	3.50	(1.51)	4.14	(1.22)	0.64 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap >.20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Public Works Divisions: White and People of Color (POC) Consensus

Public Works	Department (n = 15)		White (n = 10)		POC (n = 2)		Unknown/PNS (n = 3)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.62	(1.06)	4.14	(0.59)	2.82	1.67	2.43	(0.89)	1.32 *
INSTITUTIONAL	3.56	(1.08)	4.00	(0.79)	2.50	2.12	2.78	(0.38)	1.50 *
LEADERSHIP	3.50	(1.32)	4.15	(0.77)	2.75	1.06	1.83	(1.44)	1.40 *
CAPACITY BUILDING	3.31	(1.30)	4.00	(0.72)	3.00	1.41	1.67	(1.15)	1.00 *
DATA & DISPARITIES	2.90	(1.31)	3.48	(1.11)	2.25	1.06	1.25	(0.35)	1.23 *
BELONGING & INCLUSION	4.00	(1.13)	4.53	(0.58)	3.33	1.89	2.66	(1.02)	1.20 *
KNOWLEDGE & COMPETENCE	3.90	(1.10)	4.38	(0.50)	2.75	2.00	3.06	(1.36)	1.63 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Public Works Divisions: White and People of Color (POC) Consensus

Public Works	Department (n = 15)		White (n = 10)		POC (n = 2)		Unknown/PNS (n = 3)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.15	(1.21)	4.33	(2.83)	3.00	(2.83)	4.50	(0.71)	1.33 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.67	(1.16)	4.13	(1.41)	2.00	(1.41)	3.50	(0.71)	2.13 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.00	(1.41)	3.56	(2.12)	2.50	(2.12)	1.00	(0.00)	1.06 *
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.62	(1.39)	4.00	(2.83)	3.00	(2.83)	1.00	(0.00)	1.00 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	3.33	(1.23)	3.71	(1.41)	2.00	(1.41)	-	-	1.71 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	3.11	(1.17)	3.38	(0.00)	1.00	-	-	-	2.38 *
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.54	(1.39)	4.10	(0.88)	2.00	(1.41)	1.00	(0.00)	2.10 *
My immediate supervisor is committed to advancing Racial Equity.	3.46	(1.39)	4.11	(0.93)	3.00	(0.00)	1.00	(0.00)	1.11 *
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.50	(1.35)	4.22	(0.83)	3.00	(0.00)	1.67	(1.16)	1.22 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.38	(1.56)	4.22	(0.83)	2.00	(1.41)	1.00	(0.00)	2.22 *
Regardless of race, ethnicity, gender, sexual orientation age or ability all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	4.07	(1.44)	4.78	(0.44)	4.00	(1.41)	2.00	(1.73)	0.78 *
Department/division leaders are held accountable for improving Racial Equity.	3.23	(1.54)	3.89	(1.05)	2.50	(2.12)	1.00	(0.00)	1.39 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$; Gap = Absolute Value of White Minus POC

A mean score of "-" indicates that there were no valid responses for that group. Standard deviations reflect variation of data and so "-" standard deviations reflect either no responses or only one response.

Racial Equity Group

Public Works Divisions: White and People of Color (POC) Consensus

Public Works	Department (n = 15)		White (n = 10)		POC (n = 2)		Unknown/PNS (n = 3)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.56	(1.24)	3.88	(0.84)	1.00	-	-	-	2.88 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	4.00	(0.89)	4.25	(0.89)	3.50	(0.71)	3.00	(0.00)	0.75 *
I am aware of my department's plan to engage community stakeholders.	3.09	(1.22)	3.63	(0.74)	3.00	-	1.00	(0.00)	0.63 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.89	(1.27)	4.25	(0.71)	1.00	-	-	-	3.25 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.78	(1.09)	4.00	(0.93)	2.00	-	-	-	2.00 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.00	(1.49)	3.50	(1.20)	1.00	-	-	-	2.50 *
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.13	(1.25)	3.43	(0.98)	3.00	-	1.50	(0.71)	0.43 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.82	(1.08)	3.14	(1.07)	1.00	(0.00)	1.00	-	2.14 *
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	2.90	(1.45)	3.38	(1.19)	3.00	-	1.50	(0.71)	0.38 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	2.90	(1.20)	3.29	(1.11)	5.00	-	2.67	(1.53)	1.71 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, *p* < .05; Gap = Absolute Value of White Minus POC

A mean score of "-" indicates that there were no valid responses for that group. Standard deviations reflect variation of data and so "-" standard deviations reflect either no responses or only one response.

Racial Equity Group

Public Works Divisions: White and People of Color (POC) Consensus

Public Works	Department (n = 15)		White (n = 10)		POC (n = 2)		Unknown/PNS (n = 3)		Gap
BELONGING & INCLUSION COMMITMENT									
In my department I am treated like I belong.	4.47	(1.13)	4.90	(0.32)	5.00	(0.00)	1.50	(0.71)	0.10
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	4.07	(1.22)	4.70	(0.68)	2.00	(1.41)	2.67	(1.53)	2.70 *
I feel comfortable expressing my natural/cultural identity at work.	4.07	(1.44)	4.50	(1.27)	4.00	(1.41)	3.33	(0.58)	0.50 *
I am able to influence decisions that affect my work, projects, and program service areas.	4.07	(1.22)	4.50	(0.85)	3.00	(2.83)	2.67	(1.53)	1.50 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.57	(1.70)	4.22	(1.20)	3.00	(2.83)	3.33	(0.58)	1.22 *
Mentoring and coaching are available to me.	3.77	(1.79)	4.56	(1.01)	3.00	(2.83)	2.00	(1.73)	1.56 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	4.27	(1.44)	4.90	(0.32)	3.00	(2.83)	1.00	(0.00)	1.90 *
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.38	(0.87)	3.33	(0.87)	3.00	(0.00)	3.00	(2.00)	0.33 *
I feel comfortable talking about race, diversity and equity within my workplace setting.	3.93	(1.28)	4.30	(1.06)	3.00	(2.83)	4.00	(1.41)	1.30 *
I understand what inequity looks like in daily operations, service delivery, policies, practices, procedures, and programs.	4.14	(1.17)	4.40	(0.84)	2.50	(2.12)	3.33	(0.58)	1.90 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	4.13	(1.36)	4.80	(0.42)	2.50	(2.12)	4.50	(0.71)	2.30 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.73	(1.39)	4.40	(0.84)	2.50	(2.12)	3.00	(1.73)	1.90 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap > .20, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Group

Racial Equity Continuum Definitions

RACIAL EQUITY COMMITMENT

ADVANCES (5, 4) — COMMITTED INSTITUTIONS

(3) — COMPLIANT INSTITUTIONS

(2) — CAUTIOUS INSTITUTIONS

IMPEDES (1) — COLOR BLIND INSTITUTIONS

Committed:
❑ Routinely monitors, evaluates, and disaggregates data by race/ethnicity in employment, service delivery and operations, contracting and procurement, and the overall work environment
❑ Proactively equips leadership and staff with training to make Racial Equity standard operating procedure
❑ Has integrated Racial Equity into organizational strategic priorities with specific action plans
❑ Publicly shares data on Racial Equity goals and progress with internal and external stakeholders
❑ Has established a Chief Diversity Officer or taskforce to monitor Racial Equity, diversity and inclusion
❑ Leadership performance is tied to Racial Equity goals and measured by key performance indicators
❑ Offers a variety of voluntary targeted Racial Equity training to all employees aligned to core values and job performance

Compliant:
❑ Does not monitor, evaluate, or disaggregate data by race/ethnicity in employment, service delivery and operations, contracting and procurement, and the overall work environment
❑ Conducts Racial Equity training and activities in response to discriminatory events, legal compliance or emerging risk
❑ Racial Equity, diversity and inclusion has limited organizational influence and is not a top priority
❑ Has established a Chief Diversity Officer or taskforce to monitor Racial Equity, diversity and inclusion
❑ Issues public statements or resolutions committing to Racial Equity, diversity and inclusion in principle

Cautious:
❑ Does not track, monitor, evaluate, or disaggregate data by race/ethnicity in employment, service delivery, contracting and procurement, and the overall work environment
❑ Desires Racial Equity in principle, but has not established formal plans to operationalize it in practice
❑ Has limited exposure and awareness of the importance of Racial Equity, diversity and inclusion
❑ Has not established accountability structures for advancing Racial Equity, diversity, and inclusion
❑ Has not declared Racial Equity an organizational priority with dedicated talent and resources
❑ Offers limited and broad/general training on diversity, equity, and inclusion

Color Blind:
❑ Does not track, monitor, evaluate, or disaggregate data by race/ethnicity in employment, service delivery, contracting and procurement, and the overall work environment
❑ Has not reviewed organizational policies and practices that may produce and sustain racial disparities
❑ Has not established accountability structures for advancing Racial Equity, diversity, and inclusion
❑ Has not declared Racial Equity an organizational priority with dedicated talent and resources
❑ Does not offer training to equip employees with knowledge and skills related to Racial Equity

Racial Equity Group

Racial Equity Commitment (REC) Assessment Scoring & Weighting

Within the 6 core competencies there are 34 functional competency scores averaged to create an overall score for each competency. A Jenks analysis was conducted to determine low, moderate, high commitment scores. A score is created for each of the 6 core competencies for each respondent as the average of the functional competencies within each core competency. Aggregated report scores are the average of the core competency scores or functional competency scores for all valid respondents (or sub-group, such as white/POC or manager/supervisor)

Functional Competency Developed: requires a racial consensus score ranging from 3.75 to 5.00 equating to **high commitment** (if both Whites and POC scored similarly and there is < .500 difference between the groups, the functional competency is considered developed, which occurs when a competency is present and effective)

Functional Competency Started: requires a racial consensus score ranging from 3.00 to 3.74 equating to **moderate commitment** (if both Whites and POC scored similarly and there is < .500 difference between the groups , the functional competency is considered in development, which occurs when a competency is slightly present and somewhat effective)

Functional Competency Not in Practice: requires a racial consensus score ranging from 1.00 – 3.00 equating to **low commitment** (if both Whites and POC scored similarly and there is < .500 difference between the groups, the functional competency is considered undeveloped, which occurs when a competency may be present, but not effective, or is not present and not effective)

➢ **To become a committed institution requires a racial consensus continuum score of 3.75 and consensus at or <.20 Simply focusing on accumulating green checks will not make an organization committed. The focus must also be on the quality of competency development to improve overall core competency scores.**

➢ **To become a leader in advancing Racial Equity requires a continuum score >4.5 and racial consensus at or <.20**

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Racial Equity Commitment (REC) Assessment Development & Validation

➢ Content Validity - Initial assessment created by content experts supported by published research in the field assessed commitment levels of employees through 34 functional competency statements over 6 competencies that measured the strength of Racial Equity Commitment using a 5 point Likert scale agreement with a statement.

➢ Structural Validity - Exploratory factor analysis (EFA) using principal component analysis (PCA) using Varimax rotation was conducted as a data reduction procedure for eliminating poorly loaded items and keeping the strongest items from the original survey in the analysis. Ten (10) items were removed.

➢ Strong Internal Reliability - Factor loadings from the confirmatory factor analysis (CFA) for the 33 functional competency items were all strong ranging from .705 to .885. Reliability measures for each of the six competencies were also strong with Cronbach's alphas ranging from .765 to .859. Typical CFA model fit statistic, RMSEA < .08; CFI > .90; and TLI > .95.

➢ Convergent and Divergent Validity – Pearson's product moment correlations between the six subscales were moderate and significant (all rs between .417 and .645, ps < .01) showing good convergent and divergent validity, indicating related subscales but not so strongly correlated as to be measuring the same constructs.

Assessment Rating Scale

1 2 3 4 5

Strongly Disagree   Neither Agree nor Disagree   Strongly Agree

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Contact us

Racial Equity Group is a management consulting firm that provides advisory services to public and private sector organizations on Racial Equity, and inclusion strategies, as well as customizing and facilitating Racial Equity audits and racial bias training experiences.

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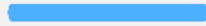
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MAKING RACIAL EQUITY STANDARD OPERATING PROCEDURE