

RACIAL EQUITY Audit Assessment Report

Kenosha County
September 2021

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Recommendations and Next Steps	Insights, Ideas, and Overall Observations
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Introduction

On behalf of Kenosha County, Racial Equity Group (REG) conducted the county's inaugural Racial Equity Audit Assessment in June 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 audit assessment is the foundational first step to 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 audit 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 Continuum Overview

In order to provide a valid measurable benchmark of Racial Equity, REG (Racial Equity Group) 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 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



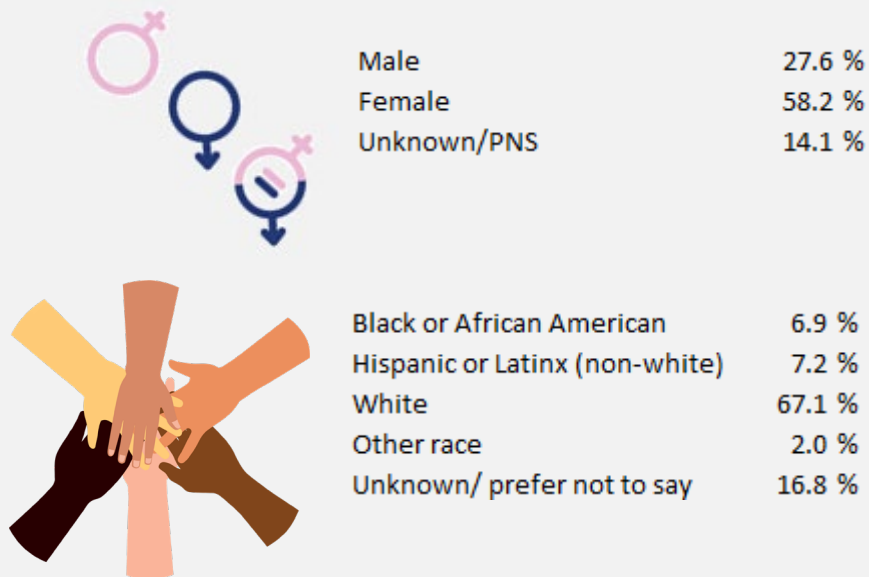
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Respondent Summary

Between June 22nd and July 9th 2021, Kenosha County invited **1194 employees** to participate in the Racial Equity Audit Assessment.

- **Participation rate: 39%** (n = 467) employees who reacted to the e-mail invitation
- **Response Rate: 79%** (n = 369) employees who started the assessment
 - 78.7% (n = 304) Valid Responses
 - 21.3% (n = 65) Invalid Response – Dropped off before 50% complete (51); too slow, > 136 mins (1); >3 subscales (3); no variance (10)



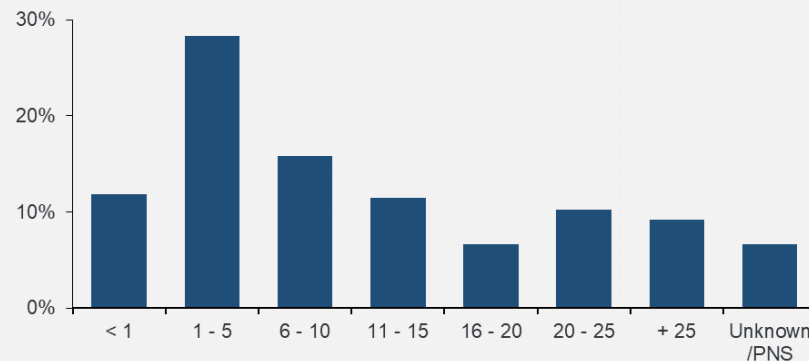
Note: Demographic characteristic percentages calculated as the number in the group divided by the valid responses (N = 304); For example, 46.8% of the valid response sample was Female. PNS = Prefer Not to Say; Unknown/PNS respondents are not included in further analyses comparing demographic groups, such as White/POC.

Kenosha County Employee Characteristics

Job Description

Administrative Support Staff	13.5 %
Contract worker	2.3 %
Director	3.6 %
Financial Services	3.3 %
Healthcare	12.5 %
Laborer	2.0 %
Law Enforcement	13.2 %
Manager/Supervisor/Elected official	13.2 %
Other	8.9 %
Other Degreed Professional	6.6 %
Seasonal/Temporary	6.9 %
Social Worker	6.9 %
Technology Support	3.0 %
Unknown/ prefer not to say	4.3 %

Years Worked for Kenosha County



Primary Department

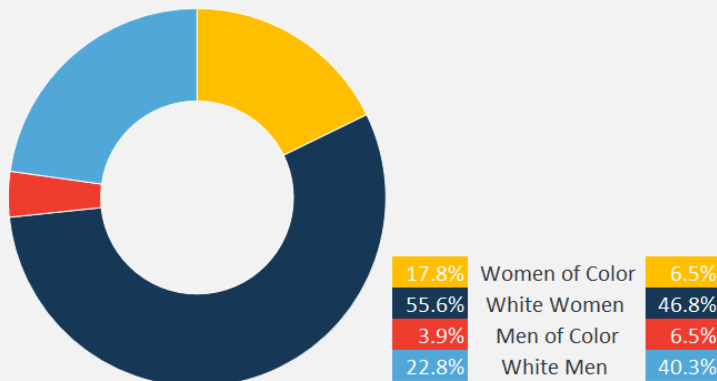
Administration	3.0 %
Aging and Disability Services	7.2 %
Brookside/Willowbrook	8.6 %
Children & Family Services	5.6 %
Courthouse	5.3 %
Elected Officials Offices	3.0 %
Facilities	2.6 %
Finance	1.3 %
Golf	6.9 %
Health	9.2 %
Highways	2.0 %
Human Services - Other	7.2 %
Information Technology	4.6 %
Other	4.3 %
Parks	2.0 %
Public Works - Other	1.3 %
Sheriff's Department	16.1 %
Workforce Development	5.3 %
Unknown/ prefer not to say	4.6 %

Currently a Manager

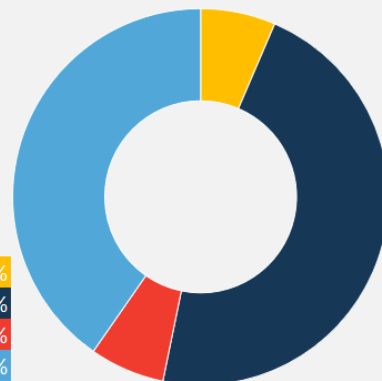
No	71.1 %
Yes	24.7 %
Unknown	4.3 %



Manager by Race & Gender



Staff by Race & Gender



Note: Employee characteristics percentages calculated as the number in the group divided by the valid responses (N = 304); For example, 71.1% of the valid response sample were not managers. PNS = Prefer Not to Say; Unknown/PNS respondents are not included in further analyses comparing demographic groups, such as Manager/Staff.

What is our Level of Racial Equity Commitment?

OVERALL COMMITMENT

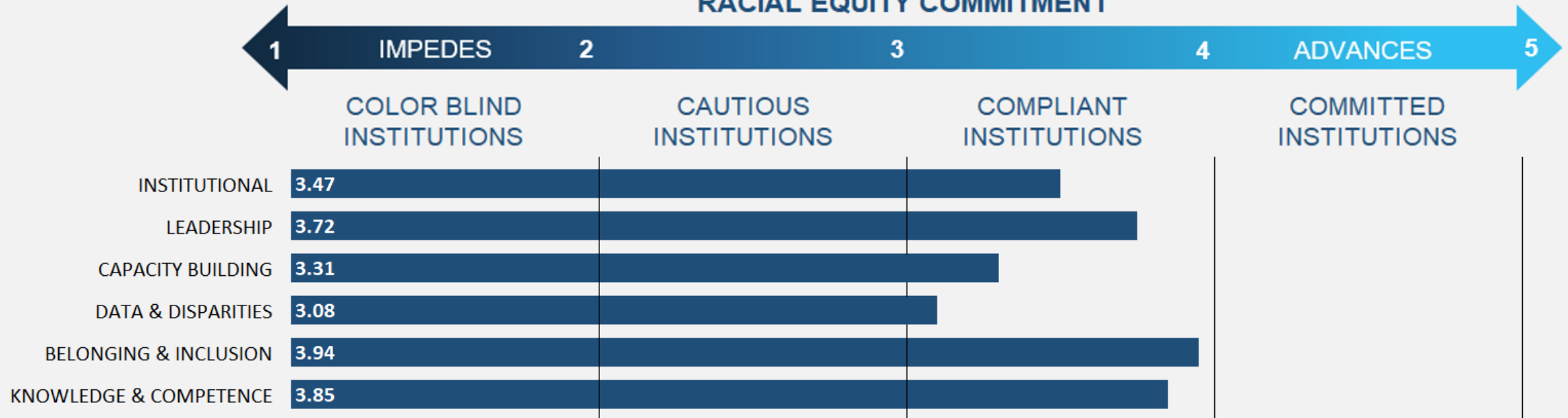
Kenosha County employees responded to 34 statements measuring the institution's strength of commitment for making Racial Equity standard operating procedure, as well as additional requested items on diversity, equity and inclusion conversations with personal, social, and professional networks, which 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**).



What are the Aggregate Results on Racial Equity Commitment?

RACIAL EQUITY COMMITMENT



Highest Priority

- Data & Disparities Commitment
- Capacity Building Commitment

Moderate Priority

- Leadership Commitment
- Institutional Commitment

Lowest Priority

- Knowledge & Competence Commitment
- Belonging & Inclusion Commitment

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
4.22 Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	3.70 Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.19 Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.02 My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	4.32 In my division I am treated like I belong.	4.33 I understand why it's important for my employer to focus on Racial Equity.
3.85 A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.94 My immediate supervisor is committed to advancing Racial Equity.	3.71 Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.08 My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.89 I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.63 I understand why it's important for my employer to focus on Racial Equity.
3.03 My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.58 Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.01 I am aware of my department's plan to engage community stakeholders.	2.76 My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	4.12 I feel comfortable expressing my natural/cultural identity at work.	3.60 I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.
3.35 Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.59 Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.47 Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	2.83 During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	3.86 I am able to influence decisions that affect my work, projects and program service areas.	4.12 I feel comfortable talking about race and equity within my workplace setting.
2.95 Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	3.95 Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.13 Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.00 My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.66 I am often invited to voice my opinion in meetings where important decisions are made.	3.83 I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.
2.57 All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	3.49 Department leaders are held accountable for improving Racial Equity.			3.84 Mentoring and coaching are available to me.	3.63 I have a clear understanding of what it means to advance Racial Equity in Kenosha County.

Low Commitment (< 3.00)

Moderate Commitment (3.00 - 3.74)

High Commitment (≥ 3.75)

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
0.25 Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	0.26 Department managers and leaders demonstrate a commitment to advancing Racial Equity.	0.64 Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	0.19 My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	0.40 In my division I am treated like I belong.	0.06 I understand why it's important for my employer to focus on Racial Equity.
0.33 A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	0.04 My immediate supervisor is committed to advancing Racial Equity.	0.57 Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	0.39 My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	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.	0.35 I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.
0.02 My department/division has a position dedicated to Diversity, Equity and Inclusion.	0.57 Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	0.11 I am aware of my department's plan to engage community stakeholders.	0.17 My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	0.45 I feel comfortable expressing my natural/cultural identity at work.	0.41 I feel comfortable talking about race and equity within my workplace setting.
0.43 Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	0.53 Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	0.66 Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	0.26 During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	0.18 I am able to influence decisions that affect my work, projects and program service areas.	0.28 I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.
0.20 Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	0.67 Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	0.47 Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	0.37 My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	0.28 I am often invited to voice my opinion in meetings where important decisions are made.	0.04 I have a clear understanding of what it means to advance Racial Equity in Kenosha County.
0.13 All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	0.21 Department leaders are held accountable for improving Racial Equity.			0.36 Mentoring and coaching are available to me.	0.22 I understand how my role, tasks and projects are aligned to Racial Equity goals.

Race Scores Different
difference $\geq .500$, $p < .01$

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

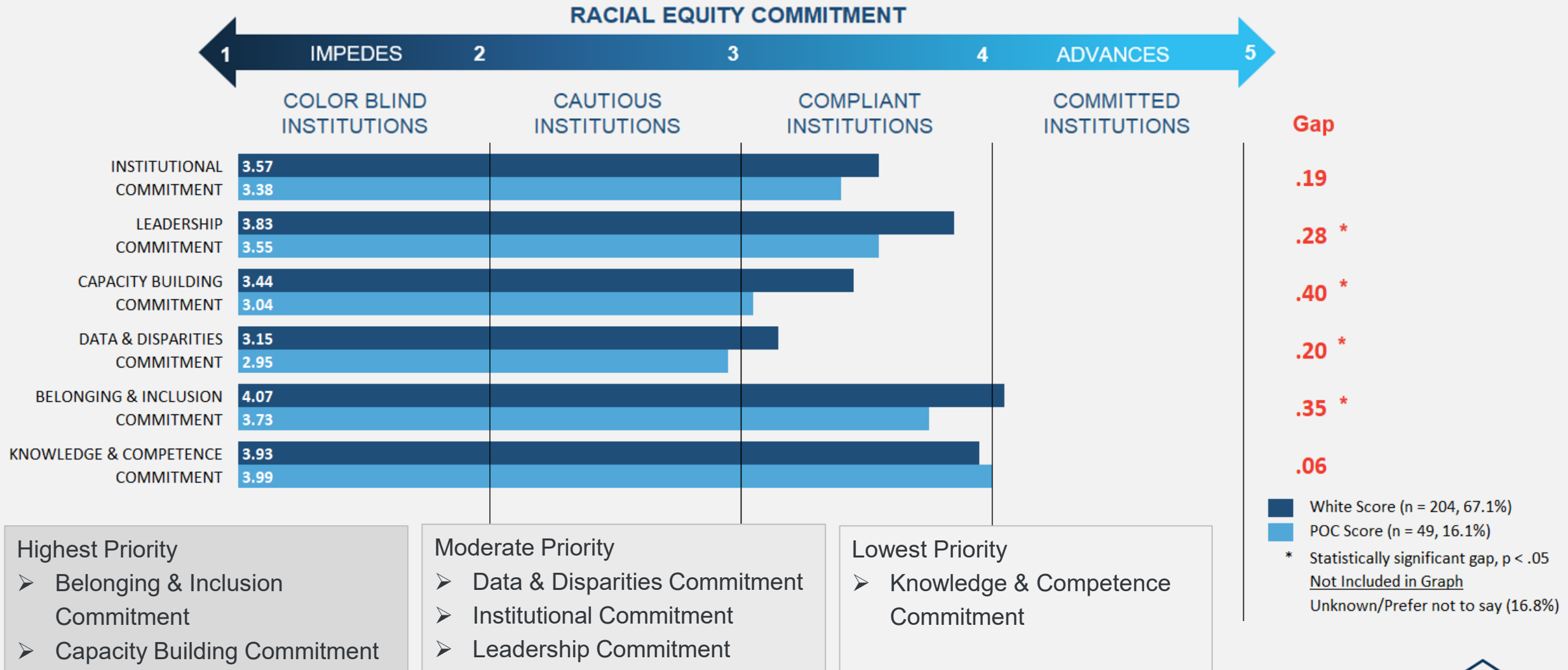
Low
Commitment
(< 3.00)

Moderate
Commitment
($3.00 - 3.74$)

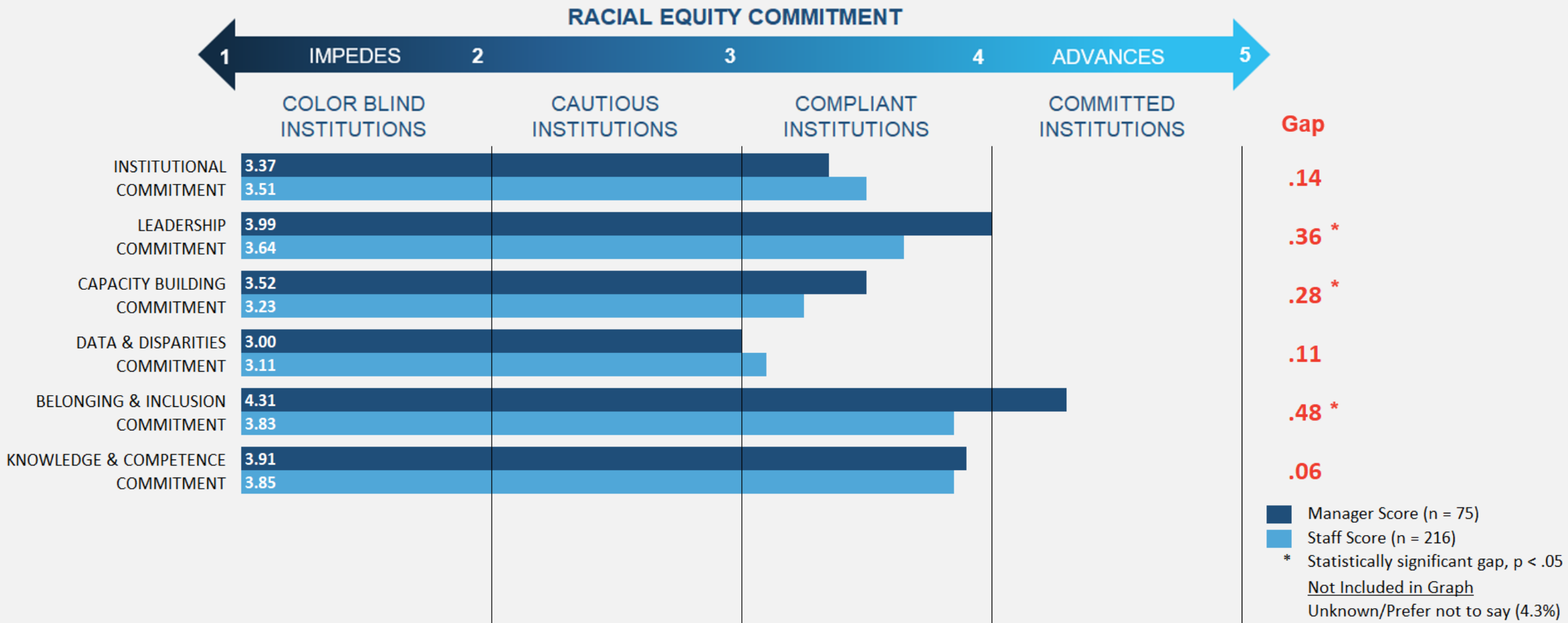
High
Commitment
(≥ 3.75)



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



Manager and Staff Consensus on Racial Equity Commitment



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 3.66, but 3.54. The road to commitment for Kenosha County will require closing the gap between White and POC scores from .23 (see appendix page 31) to at most, a difference of .20 between the two groups, as well as increasing the overall score to at least 3.75. The current results of the racial consensus still identifies the County on the below Racial Equity continuum as **compliant** (see appendix **Racial Equity continuum definitions**).



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Road to INSTITUTIONAL COMMITMENT

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: Reinforce Management Accountability

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

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: Build Capacity and Culture of Racial Equity

- Provide voluntary training on Racial Equity appropriate for all levels

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

Road to LEADERSHIP COMMITMENT

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: Managing Selection Bias



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

FC: Leadership Expectations



Establish clear expectations for managers and supervisors to operationalize Racial Equity

FC: Empower Management to own Racial Equity



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

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

Road to CAPACITY BUILDING COMMITMENT

FC: Stakeholder Alignment

- Effectively engage stakeholders by communicating shared purpose.

FC: Stakeholder Awareness

- Identify key external community stakeholders
- Adopt a set of values and principles to guide stakeholder engagement

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

Legend Key

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

Road to DATA AND DISPARITIES COMMITMENT

FC: Data Awareness and Analysis

- Use data to identify racial disparities in employment, service delivery, and procurement

FC: Data Collection Strategy

- Develop a process for collecting data disaggregated by race/ethnicity across the organization

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

Road to BELONGING AND INCLUSION COMMITMENT



Road to KNOWLEDGE AND COMPETENCE COMMITMENT

FC: Racial Equity Training Assessment

Assess employee's knowledge, skills and capacity to advance Racial Equity

FC: Organizational Mission Alignment

Effectively communicate organization's purpose and progress on 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

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Insights, Ideas and Overall Observations

Recommendations and Next Steps

We understand Kenosha County is just beginning this journey toward advancing Racial Equity and we expected the practices necessary for high commitment to be in progress or not currently present and effective. The data from this audit assessment has provided the necessary initial benchmarks and baselines essential to accelerating Racial Equity competency development. The purpose of the roadmaps are to clearly communicate Racial Equity as a journey filled with twists and turns that will challenge Kenosha County on the road of progress. The goal is not to simply accelerate the development of the functional competencies, check the boxes, and simply declare compliance victory with the audit results. Kenosha County should not attempt to be a butterfly before becoming a caterpillar, and instead focus on proper and complete development by empowering senior level leaders and department heads with tools of ownership and the expectation of accountability. ***Kenosha County's strongest indicator of commitment is knowledge and competence***, which clearly shows employees understand why Racial Equity is important and what racial inequity looks like in policies and practices. The County as a whole still needs to focus and prioritize development in the remaining five core competencies, which four out five displayed statistically significant gaps in race consensus.

Lead with Data

As the data have revealed, if not disaggregated by race and ethnicity, Kenosha County would have been led to believe that belonging and inclusion were strong and no longer priorities. However, disaggregated data revealed the opposite. Creating an inclusive environment for all groups is imperative. If Kenosha County is going to advance Racial Equity, establishing accountability structures for managers and leaders; including tying Racial Equity to performance reviews and creating key indicators that measure, monitor and manage progress on functional competencies provided in each roadmap is critical. In conclusion, accountability along with data collection and routine reporting of data on management progress, will help forecast the County's success. Focusing on accountability and data will have a systemically positive effect on leadership and institutional commitment and belonging. Data transparency to all stakeholders will build a foundation of trust necessary to strengthen the competency of capacity building. Resources must be allocated to implement practices to serve as vehicles driving along each roadmap toward desired goals.

Next Steps

The key question now is what's next and where should the County begin to focus its efforts, now that baselines and benchmarks have been established. Based on best practices, we recommend each senior level leader and department head read and digest the report, and begin discussing their understanding and interpretations of the results to ensure everyone is in alignment and can begin considering strategic approaches. Senior leadership and department heads should consider developing a toolkit similar to our "Equity Eye Analysis Toolkit" to develop ideas, insights and tools for taking ownership and operationalizing Racial Equity based on results of the audit assessment and the roadmap recommendations. This can occur by equipping leadership with the ability to identify and evaluate racial disparities in employment, service delivery, procurement and stakeholder engagement, as well as understanding how to identify and modify policies and practices that either advance or impede Racial Equity.

When deciding which of the roadmaps or six competencies to focus on, it seems logical to focus on the lowest scores. However, since this assessment is to advance Racial Equity, it does not matter how high you score, race consensus still matters. The County should begin to focus on achieving race consensus by closing gaps that are statistically significant (refer to slide 14), which include the competencies of belonging and inclusion, leadership commitment and capacity building. This will be an effective way for increasing the County's racial equity commitment score overall and may have overlap effects to strengthen other competencies as well. To become a committed organization requires a racial consensus continuum score of 3.75 and consensus at or $\leq .20$. Simply focusing on accumulating green checks will not make an organization committed.

Finally, in order to gauge where and how the County is advancing Racial Equity, metrics, scorecards and indicators must be established for tracking progress toward desired goals for each County department. It is imperative to success that the County begin to measure, monitor and manage Racial Equity in all of its operations and departments similar to other strategic business priorities. The culmination of these actions ensures Racial Equity becomes embedded within the culture of the County and have equal opportunity to live, work, play and raise a family in Kenosha County.

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
- Use disaggregated data by race/ethnicity to inform decisions and evaluating policies and practices

ACHIEVE RACE CONSENSUS*

- Establish practices to evaluate decision-making in selections for job assignments, promotions, training, compensation.
- Enlist underserved and underrepresented stakeholders for committees, boards and taskforces
- Identify key external community stakeholders
- Adopt a set of values and principles to guide stakeholder engagement



*Functional competencies identified with the lowest aggregate commitment scores and largest race discrepancies scores. Red value (3.54) is the current commitment score and green value (3.94) is a target commitment score that may be achieved if significant improvement is made to develop the above functional competencies.

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Racial Equity Continuum Definitions



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

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 County	Aggregate (Org = 302)		White (n = 202)		Black (n = 21)		Hispanic (n = 22)		Other (n = 6)		Unknown/PNS (n = 51)	
Network Racial Equity Communication												
Social Network	3.42	(1.23)	3.43	(1.20)	4.14 *	(1.01)	3.32	(1.21)	4.17 *	(0.98)	3.04 *	(1.31)
Professional Network	2.84	(1.21)	2.99	(1.15)	2.57 *	(1.29)	2.77 *	(1.19)	3.17	(1.47)	2.39 *	(1.30)
Reflects Diversity	2.88	(1.41)	2.84	(1.41)	2.24 *	(1.18)	2.85	(1.42)	3.17 *	(1.72)	3.32 *	(1.39)
Provides Resources	3.26	(1.25)	3.30	(1.17)	2.62 *	(1.56)	3.43	(1.50)	4.00 *	(1.23)	3.24	(1.23)
Feel Comfortable	3.58	(1.33)	3.69	(1.24)	3.05 *	(1.50)	3.64	(1.53)	4.17 *	(0.75)	3.27 *	(1.47)

Numbers in parentheses = Standard Deviations; * Statistically significant gap, $p < .05$; Due to low sample sizes ($n < 5$), Asian and biracial were combined with other.

Kenosha County Employee Affinity Group Interest

Employees were asked if they had an interest in joining an affinity group.

- **Yes, Interested: 11.2%** (n = 34) employees were interested in participating in an affinity group
 - **White: 2.9%** (n = 6) employees were interested in participating in an affinity group
 - **People of Color: 46.9%** (n = 23) employees were interested in participating in an affinity group

Affinity Group Interest		Aggregate (n = 304)		White (n = 204)		POC (n = 49)		Unknown /PNS (n=51)	
No		81	26.6%	25	12.3%	26	53.1%	30	58.8%
Yes		34	11.2%	6	2.9%	23	46.9%	5	9.8%
Unknown/ PNS		189	62.2%	173	84.8%	0	84.8%	16	31.4%

Kenosha County Employee Specific Affinity Group Interest

The **34 employees** who indicated interest in affinity group participation also selected which specific groups they would be interested in joining. Results are presented according to white & POC ethnic identity.

Affinity Group Interest	Aggregate (n = 34)		White (n = 6)		POC (n = 23)		Unknown /PNS (n=5)	
Black	18	52.9%	1	16.7%	15	65.2%	2	40.0%
Latinx/Hispanic	9	26.5%	1	16.7%	7	30.4%	1	20.0%
Asian	4	11.8%	1	16.7%	3	13.0%	0	0.0%
LGBTQA+	7	20.6%	5	83.3%	1	4.3%	1	20.0%
Other	6	17.6%	2	33.3%	1	4.3%	3	60.0%

Note: Percentages based on participants indicating interest in affinity group participation.

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 White 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 White 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 White 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 organization 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**

White and People of Color (POC) Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		POC (n = 49)		Unknown /PNS (n = 51)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.66	(0.75)	3.76	(0.69)	3.54	(0.85)	3.35	(0.80)	0.23 *
INSTITUTIONAL	3.47	(1.09)	3.57	(1.01)	3.38	(1.21)	3.04	(1.21)	0.19
LEADERSHIP	3.72	(0.98)	3.83	(0.89)	3.55	(1.14)	3.45	(1.08)	0.28 *
CAPACITY BUILDING	3.31	(1.11)	3.44	(1.10)	3.04	(1.22)	3.07	(1.02)	0.40 *
DATA & DISPARITIES	3.08	(1.14)	3.15	(1.08)	2.95	(1.32)	2.91	(1.16)	0.20 *
BELONGING & INCLUSION	3.94	(0.96)	4.07	(0.87)	3.73	(1.04)	3.64	(1.10)	0.35 *
KNOWLEDGE & COMPETENCE	3.85	(0.79)	3.93	(0.77)	3.99	(0.76)	3.39	(0.74)	0.06

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

White and People of Color (POC) Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		POC (n = 49)		Unknown /PNS (n = 51)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.22	(0.96)	4.35	(0.87)	4.10	(1.07)	3.63	(1.04)	0.25 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.85	(1.13)	3.98	(0.99)	3.65	(1.32)	3.46	(1.41)	0.33 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.03	(1.50)	3.07	(1.52)	3.09	(1.60)	2.70	(1.22)	0.02
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.35	(1.38)	3.46	(1.35)	3.03	(1.38)	3.17	(1.49)	0.43 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.95	(1.25)	3.01	(1.22)	2.81	(1.36)	2.82	(1.30)	0.20 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.57	(1.20)	2.62	(1.21)	2.75	(1.25)	2.17	(1.10)	0.13
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.70	(1.20)	3.82	(1.08)	3.56	(1.41)	3.35	(1.35)	0.26 *
My immediate supervisor is committed to advancing Racial Equity.	3.94	(1.19)	4.02	(1.14)	3.98	(1.23)	3.57	(1.29)	0.04
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.58	(1.29)	3.77	(1.22)	3.20	(1.47)	3.26	(1.24)	0.57 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.59	(1.13)	3.74	(1.03)	3.21	(1.42)	3.35	(1.15)	0.53 *
Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.95	(1.31)	4.10	(1.19)	3.43	(1.50)	3.83	(1.47)	0.67 *
Department leaders are held accountable for improving Racial Equity.	3.49	(1.21)	3.61	(1.11)	3.40	(1.34)	3.10	(1.38)	0.21 *

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

White and People of Color (POC) Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		POC (n = 49)		Unknown /PNS (n = 51)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.19	(1.24)	3.38	(1.21)	2.74	(1.31)	2.97	(1.13)	0.64 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.71	(1.10)	3.91	(0.99)	3.34	(1.28)	3.32	(1.09)	0.57 *
I am aware of my department's plan to engage community stakeholders.	3.01	(1.29)	3.08	(1.30)	2.97	(1.29)	2.79	(1.26)	0.11
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.47	(1.25)	3.63	(1.21)	2.97	(1.45)	3.33	(1.08)	0.66 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.13	(1.19)	3.21	(1.16)	2.74	(1.29)	3.25	(1.11)	0.47 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.02	(1.13)	3.10	(1.07)	2.91	(1.33)	2.83	(1.09)	0.19
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.08	(1.27)	3.18	(1.22)	2.79	(1.42)	3.00	(1.31)	0.39 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.76	(1.25)	2.83	(1.22)	2.66	(1.45)	2.58	(1.18)	0.17
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	2.83	(1.13)	2.88	(1.14)	2.62	(1.17)	2.84	(1.11)	0.26 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.00	(1.22)	3.10	(1.19)	2.73	(1.34)	2.93	(1.18)	0.37 *

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

White and People of Color (POC) Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		POC (n = 49)		Unknown /PNS (n = 51)		Gap
BELONGING & INCLUSION COMMITMENT									
In my division I am treated like I belong.	4.32	(1.08)	4.46	(0.99)	4.06	(1.10)	4.00	(1.27)	0.40 *
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.89	(1.22)	4.04	(1.12)	3.59	(1.41)	3.59	(1.31)	0.45 *
I feel comfortable expressing my natural/cultural identity at work.	4.12	(1.15)	4.26	(1.05)	3.81	(1.33)	3.82	(1.24)	0.45 *
I am able to influence decisions that affect my work, projects and program service areas.	3.86	(1.21)	3.98	(1.16)	3.80	(1.12)	3.45	(1.40)	0.18
I am often invited to voice my opinion in meetings where important decisions are made.	3.66	(1.35)	3.77	(1.29)	3.49	(1.49)	3.39	(1.39)	0.28 *
Mentoring and coaching are available to me.	3.84	(1.25)	3.95	(1.19)	3.59	(1.35)	3.61	(1.36)	0.36 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	4.33	(1.10)	4.48	(1.00)	4.42	(1.01)	3.60	(1.33)	0.06
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.63	(1.32)	3.61	(1.29)	3.96	(1.35)	3.35	(1.39)	0.35 *
I feel comfortable talking about race and equity within my workplace setting.	3.60	(1.29)	3.80	(1.13)	3.39	(1.51)	2.96	(1.44)	0.41 *
I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.	4.12	(1.00)	4.09	(1.00)	4.37	(0.95)	4.02	(1.05)	0.28 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	3.83	(1.16)	3.95	(1.05)	3.91	(1.30)	3.20	(1.29)	0.04
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.63	(1.22)	3.68	(1.16)	3.90	(1.25)	3.16	(1.32)	0.22 *

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

Race and Ethnicity Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		Black (n = 21)		Hispanic (n = 22)		Other (n = 6)		Unknown/ PNS (n = 51)	
OVERALL RACIAL EQUITY COMMITMENT	3.66	(0.75)	3.76	(0.69)	3.18 *	(0.88)	3.81	(0.81)	3.79	(0.69)	3.35 *	(0.80)
INSTITUTIONAL	3.47	(1.09)	3.57	(1.01)	3.14 *	(1.11)	3.67	(1.29)	3.20 *	(1.01)	3.04 *	(1.21)
LEADERSHIP	3.72	(0.98)	3.83	(0.89)	3.03 *	(1.15)	3.83	(1.06)	4.31 *	(0.89)	3.45 *	(1.08)
CAPACITY BUILDING	3.31	(1.11)	3.44	(1.10)	2.69 *	(1.21)	3.30	(1.24)	3.28	(1.10)	3.07 *	(1.02)
DATA & DISPARITIES	3.08	(1.14)	3.15	(1.08)	2.65 *	(1.17)	2.89 *	(1.41)	4.05 *	(1.08)	2.91 *	(1.16)
BELONGING & INCLUSION	3.94	(0.96)	4.07	(0.87)	3.35 *	(1.02)	4.08	(0.99)	3.74 *	(0.87)	3.64 *	(1.10)
KNOWLEDGE & COMPETENCE	3.85	(0.79)	3.93	(0.77)	3.80	(0.86)	4.18 *	(0.69)	3.97	(0.77)	3.39 *	(0.74)

Numbers in parentheses = Standard Deviations; * Statistically significant gap between White and Race/Ethnicity, $p < .05$; Due to low sample sizes ($n < 6$), Asia and two or more races were combined with other.

Race and Ethnicity Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		Black (n = 21)		Hispanic (n = 22)		Other (n = 6)		Unknown/ PNS (n = 51)	
INSTITUTIONAL COMMITMENT												
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.22	(0.96)	4.35	(0.87)	3.94	* (0.97)	4.17	(1.25)	4.50	(0.58)	3.63	* (1.04)
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.85	(1.13)	3.98	(0.99)	3.53	* (1.47)	3.87	(1.25)	3.33	* (0.58)	3.46	* (1.41)
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.03	(1.50)	3.07	(1.52)	2.94	(1.55)	3.33	* (1.72)	3.00	(1.83)	2.70	* (1.22)
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.35	(1.38)	3.46	(1.35)	2.78	* (1.40)	3.50	(1.38)	2.75	* (1.26)	3.17	* (1.49)
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.95	(1.25)	3.01	(1.22)	2.50	* (1.40)	3.00	(1.33)	4.00	* (0.00)	2.82	(1.30)
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.57	(1.20)	2.62	(1.21)	2.92	* (1.32)	2.00	* (1.00)	3.50	* (0.71)	2.17	* (1.10)

Numbers in parentheses = Standard Deviations; * Statistically significant gap between White and Race/Ethnicity, $p < .05$; Due to low sample sizes ($n < 6$), Asia and two or more races were combined with other.

Race and Ethnicity Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		Black (n = 21)		Hispanic (n = 22)		Other (n = 6)		Unknown/ PNS (n = 51)	
LEADERSHIP COMMITMENT												
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.70	(1.20)	3.82	(1.08)	3.05 *	(1.40)	3.91	(1.38)	4.33 *	(0.58)	3.35 *	(1.35)
My immediate supervisor is committed to advancing Racial Equity.	3.94	(1.19)	4.02	(1.14)	3.75 *	(1.29)	4.05	(1.28)	4.60 *	(0.55)	3.57 *	(1.29)
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.58	(1.29)	3.77	(1.22)	2.86 *	(1.65)	3.43 *	(1.33)	3.75	(0.96)	3.26 *	(1.24)
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.59	(1.13)	3.74	(1.03)	2.83 *	(1.47)	3.41 *	(1.37)	4.33 *	(0.58)	3.35 *	(1.15)
Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.95	(1.31)	4.10	(1.19)	2.85 *	(1.42)	3.90 *	(1.48)	3.80 *	(1.30)	3.83 *	(1.47)
Department leaders are held accountable for improving Racial Equity.	3.49	(1.21)	3.61	(1.11)	2.61 *	(1.34)	4.00	(1.00)	4.33 *	(0.58)	3.10 *	(1.38)

Numbers in parentheses = Standard Deviations; * Statistically significant gap between White and Race/Ethnicity, $p < .05$; Due to low sample sizes ($n < 6$), Asia and two or more races were combined with other.

Race and Ethnicity Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		Black (n = 21)		Hispanic (n = 22)		Other (n = 6)		Unknown/ PNS (n = 51)	
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CAPACITY BUILDING COMMITMENT

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

3.19 (1.24) 3.38 (1.21) 2.38 * (1.26) 2.92 * (1.32) 3.40 (1.34) 2.97 * (1.13)

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

3.71 (1.10) 3.91 (0.99) 3.06 * (1.39) 3.56 * (1.21) 3.60 * (1.14) 3.32 * (1.09)

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

3.01 (1.29) 3.08 (1.30) 2.69 * (1.35) 3.31 * (1.25) 3.00 (1.27) 2.79 * (1.26)

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

3.47 (1.25) 3.63 (1.21) 2.50 * (1.32) 3.50 (1.56) 3.00 * (1.00) 3.33 * (1.08)

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

3.13 (1.19) 3.21 (1.16) 2.56 * (1.32) 2.86 * (1.35) 3.00 * (1.16) 3.25 (1.11)

Numbers in parentheses = Standard Deviations; * Statistically significant gap between White and Race/Ethnicity, $p < .05$; Due to low sample sizes ($n < 6$), Asia and two or more races were combined with other.

Race and Ethnicity Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		Black (n = 21)		Hispanic (n = 22)		Other (n = 6)		Unknown/ PNS (n = 51)	
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DATA & DISPARITIES COMMITMENT

My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.

3.13 (1.19) 3.21 (1.16) 2.56 * (1.32) 2.86 * (1.35) 3.00 * (1.16) 3.25 (1.11)

My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.

3.02 (1.13) 3.10 (1.07) 2.60 * (1.18) 3.00 (1.47) 3.75 * (1.26) 2.83 * (1.09)

My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.

3.08 (1.27) 3.18 (1.22) 2.64 * (1.45) 2.45 * (1.37) 4.25 * (0.50) 3.00 (1.31)

During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.

2.76 (1.25) 2.83 (1.22) 2.73 (1.44) 2.45 * (1.51) 3.00 (1.73) 2.58 * (1.18)

My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.

2.83 (1.13) 2.88 (1.14) 2.43 * (1.02) 2.60 * (1.35) 4.00 * (0.00) 2.84 (1.11)

Numbers in parentheses = Standard Deviations; * Statistically significant gap between White and Race/Ethnicity, $p < .05$; Due to low sample sizes ($n < 6$), Asia and two or more races were combined with other.

Race and Ethnicity Consensus

Kenosha County	Aggregate (Org = 304)		White (n = 204)		Black (n = 21)		Hispanic (n = 22)		Other (n = 6)		Unknown/ PNS (n = 51)	
BELONGING & INCLUSION COMMITMENT												
In my division I am treated like I belong.	3.00	(1.22)	3.10	(1.19)	2.46 *	(1.33)	2.86 *	(1.41)	3.33 *	(1.16)	2.93	(1.18)
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	4.32	(1.08)	4.46	(0.99)	3.65 *	(1.23)	4.32	(1.00)	4.50	(0.55)	4.00 *	(1.27)
I feel comfortable expressing my natural/cultural identity at work.	3.89	(1.22)	4.04	(1.12)	3.33 *	(1.35)	3.82 *	(1.47)	3.67 *	(1.51)	3.59 *	(1.31)
I am able to influence decisions that affect my work, projects and program service areas.	4.12	(1.15)	4.26	(1.05)	3.33 *	(1.39)	4.41	(0.91)	3.20 *	(1.79)	3.82 *	(1.24)
I am often invited to voice my opinion in meetings where important decisions are made.	3.86	(1.21)	3.98	(1.16)	3.67 *	(1.11)	4.05	(1.17)	3.33 *	(0.82)	3.45 *	(1.40)
Mentoring and coaching are available to me.	3.66	(1.35)	3.77	(1.29)	3.05 *	(1.69)	3.86	(1.25)	3.67	(1.37)	3.39 *	(1.39)

Numbers in parentheses = Standard Deviations; * Statistically significant gap between White and Race/Ethnicity, $p < .05$; Due to low sample sizes ($n < 6$), Asia and two or more races were combined with other.

Manager and Staff Consensus

Kenosha County	Aggregate (Org = 304)		Manager (n = 75)		Staff (n = 216)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.66	(0.75)	3.78	(0.66)	3.63	(0.78)	0.16
INSTITUTIONAL	3.47	(1.09)	3.37	(1.04)	3.51	(1.11)	0.14
LEADERSHIP	3.72	(0.98)	3.99	(0.80)	3.64	(1.01)	0.36 *
CAPACITY BUILDING	3.31	(1.11)	3.52	(1.05)	3.23	(1.15)	0.28 *
DATA & DISPARITIES	3.08	(1.14)	3.00	(1.05)	3.11	(1.18)	0.11
BELONGING & INCLUSION	3.94	(0.96)	4.31	(0.80)	3.83	(0.97)	0.48 *
KNOWLEDGE & COMPETENCE	3.85	(0.79)	3.91	(0.77)	3.85	(0.80)	0.06

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

Manager and Staff Consensus

Kenosha County	Aggregate (Org = 304)		Manager (n = 75)		Staff (n = 216)		Gap
INSTITUTIONAL COMMITMENT							
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.22	(0.96)	4.53	(0.73)	4.11	(1.01)	0.42 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.85	(1.13)	4.04	(1.00)	3.78	(1.17)	0.26 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.03	(1.50)	2.93	(1.54)	3.07	(1.50)	0.14
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.35	(1.38)	3.39	(1.35)	3.33	(1.40)	0.06
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.95	(1.25)	2.70	(1.30)	3.09	(1.21)	0.39 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.57	(1.20)	2.12	(0.95)	2.81	(1.27)	0.69 *
LEADERSHIP COMMITMENT							
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.70	(1.20)	3.99	(1.05)	3.62	(1.22)	0.37 *
My immediate supervisor is committed to advancing Racial Equity.	3.94	(1.19)	4.32	(0.96)	3.82	(1.22)	0.50 *
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.58	(1.29)	4.01	(1.03)	3.44	(1.34)	0.57 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.59	(1.13)	3.78	(1.01)	3.51	(1.19)	0.27 *
Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.95	(1.31)	4.21	(1.12)	3.84	(1.37)	0.37 *
Department leaders are held accountable for improving Racial Equity.	3.49	(1.21)	3.58	(1.18)	3.48	(1.19)	0.10

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

Manager and Staff Consensus

Kenosha County	Aggregate (Org = 304)		Manager (n = 75)		Staff (n = 216)		Gap
CAPACITY BUILDING COMMITMENT							
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.19	(1.24)	3.12	(1.34)	3.21	(1.24)	0.09
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.71	(1.10)	3.80	(1.02)	3.67	(1.14)	0.13
I am aware of my department's plan to engage community stakeholders.	3.01	(1.29)	3.52	(1.20)	2.79	(1.30)	0.73 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.47	(1.25)	3.58	(1.37)	3.42	(1.21)	0.16
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.13	(1.19)	3.19	(1.21)	3.10	(1.20)	0.09
DATA & DISPARITIES COMMITMENT							
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.02	(1.13)	2.82	(1.03)	3.12	(1.18)	0.30
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.08	(1.27)	3.15	(1.24)	3.05	(1.30)	0.10 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.76	(1.25)	2.85	(1.20)	2.71	(1.28)	0.14
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	2.83	(1.13)	2.71	(1.18)	2.90	(1.11)	0.19
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.00	(1.22)	3.00	(1.21)	3.00	(1.24)	0.00

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

Manager and Staff Consensus

Kenosha County	Aggregate (Org = 304)		Manager (n = 75)		Staff (n = 216)		Gap
BELONGING & INCLUSION COMMITMENT							
In my division I am treated like I belong.	3.00	(1.22)	3.00	(1.21)	3.00	(1.24)	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.	4.32	(1.08)	4.64	(0.80)	4.21	(1.14)	0.43 *
I feel comfortable expressing my natural/cultural identity at work.	3.89	(1.22)	4.14	(1.10)	3.81	(1.24)	0.33 *
I am able to influence decisions that affect my work, projects and program service areas.	4.12	(1.15)	4.36	(1.01)	4.05	(1.17)	0.31 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.86	(1.21)	4.41	(0.87)	3.67	(1.25)	0.74 *
Mentoring and coaching are available to me.	3.66	(1.35)	4.27	(1.07)	3.47	(1.35)	0.80 *
KNOWLEDGE & COMPETENCE COMMITMENT							
I understand why it's important for my employer to focus on Racial Equity.	3.84	(1.25)	4.03	(1.26)	3.76	(1.25)	0.27 *
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	4.33	(1.10)	4.46	(0.97)	4.32	(1.13)	0.14
I feel comfortable talking about race and equity within my workplace setting.	3.63	(1.32)	3.57	(1.29)	3.68	(1.32)	0.11
I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.	3.60	(1.29)	3.84	(1.19)	3.53	(1.30)	0.31 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	4.12	(1.00)	4.03	(1.07)	4.17	(0.96)	0.14
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.83	(1.16)	3.86	(1.19)	3.84	(1.14)	0.02

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

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

Sheriff's Departments	Aggregate (n = 49)		White (n = 27)		POC (n = 14)		Unknown /PNS (n = 8)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.43	(0.80)	3.44	(0.82)	3.42	(0.88)	3.41	(0.61)	0.02
INSTITUTIONAL	3.39	(1.09)	3.23	(1.17)	3.61	(1.08)	3.55	(0.79)	0.38 *
LEADERSHIP	3.36	(1.11)	3.52	(1.11)	3.18	(1.17)	3.13	(1.05)	0.34 *
CAPACITY BUILDING	3.08	(1.02)	3.05	(1.07)	2.99	(1.20)	3.31	(0.47)	0.06
DATA & DISPARITIES	2.75	(1.04)	2.61	(0.99)	2.65	(1.14)	3.36	(0.92)	0.04
BELONGING & INCLUSION	3.64	(1.03)	3.64	(1.11)	3.54	(0.97)	3.77	(0.94)	0.10
KNOWLEDGE & COMPETENCE	3.73	(0.76)	3.73	(0.67)	3.97	(0.84)	3.35	(0.87)	0.24 *

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

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

Sheriff's Departments	Aggregate (n = 49)		White (n = 27)		POC (n = 14)		Unknown /PNS (n = 8)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	3.86	(1.11)	3.77	(1.19)	4.08	(1.00)	3.67	(1.16)	0.31 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.39	(1.26)	3.31	(1.25)	3.22	(1.39)	4.33	(0.58)	0.09 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	2.85	(1.26)	2.65	(1.22)	3.29	(1.50)	3.00	(1.00)	0.64 *
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.13	(1.49)	3.00	(1.54)	3.10	(1.45)	3.67	(1.51)	0.10
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	3.04	(1.40)	3.13	(1.36)	2.43	(1.62)	3.75	(0.96)	0.70 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.89	(1.29)	2.77	(1.36)	3.17	(1.17)	0.00	(0.00)	0.40 *
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.33	(1.30)	3.52	(1.33)	3.08	(1.12)	3.13	(1.55)	0.44 *
My immediate supervisor is committed to advancing Racial Equity.	3.32	(1.29)	3.43	(1.34)	3.38	(1.33)	2.88	(1.13)	0.05
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	2.87	(1.26)	2.88	(1.17)	2.79	(1.48)	3.00	(1.29)	0.09
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.32	(1.23)	3.52	(1.08)	3.09	(1.58)	3.00	(1.16)	0.43 *
Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.78	(1.57)	4.00	(1.52)	3.29	(1.64)	3.88	(1.64)	0.71 *
Department leaders are held accountable for improving Racial Equity.	3.13	(1.27)	3.29	(1.42)	3.00	(1.04)	2.86	(1.22)	0.29 *

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

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

Sheriff's Departments	Aggregate (n = 49)		White (n = 27)		POC (n = 14)		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.	2.97	(1.24)	3.12	(1.32)	2.56	(1.24)	3.33	(0.58)	0.56 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.21	(1.10)	3.33	(1.11)	3.11	(1.36)	3.00	(0.00)	0.22 *
I am aware of my department's plan to engage community stakeholders.	2.72	(1.21)	2.67	(1.20)	2.89	(1.17)	2.67	(1.51)	0.22 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.36	(1.32)	3.44	(1.15)	2.90	(1.66)	4.00	(1.00)	0.54 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	2.81	(1.21)	2.79	(1.25)	2.67	(1.41)	3.25	(0.50)	0.12
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	2.88	(0.90)	2.64	(0.67)	2.89	(1.05)	3.50	(1.00)	0.25 *
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	2.68	(1.15)	2.50	(1.00)	2.56	(1.33)	3.50	(1.00)	0.06
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.54	(1.33)	2.38	(1.33)	2.44	(1.42)	3.25	(1.26)	0.06
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	2.60	(0.96)	2.42	(0.90)	2.38	(0.92)	3.40	(0.89)	0.04
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	2.81	(1.21)	2.71	(1.20)	2.67	(1.32)	3.50	(1.00)	0.04

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

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

Sheriff's Departments	Benchmark (n = 49)		White (n = 27)		POC (n = 14)		Unknown /PNS (n = 8)		Gap
BELONGING & INCLUSION COMMITMENT									
In my division I am treated like I belong.	3.98	(1.35)	3.89	(1.53)	4.00	(1.23)	4.25	(0.89)	0.11
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.80	(1.32)	3.96	(1.34)	3.29	(1.38)	4.13	(0.99)	0.67 *
I feel comfortable expressing my natural/cultural identity at work.	3.90	(1.43)	3.93	(1.49)	3.64	(1.55)	4.25	(1.04)	0.29 *
I am able to influence decisions that affect my work, projects and program service areas.	3.46	(1.38)	3.31	(1.44)	3.86	(1.03)	3.25	(1.75)	0.55 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.29	(1.59)	3.30	(1.66)	3.21	(1.58)	3.38	(1.60)	0.09
Mentoring and coaching are available to me.	3.38	(1.23)	3.42	(1.24)	3.29	(1.33)	3.38	(1.19)	0.13 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	3.92	(1.32)	4.19	(1.15)	4.23	(1.09)	2.50	(1.41)	0.04
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.76	(1.35)	3.52	(1.22)	4.14	(1.46)	3.88	(1.55)	0.62 *
I feel comfortable talking about race and equity within my workplace setting.	3.29	(1.50)	3.48	(1.40)	2.93	(1.77)	3.25	(1.39)	0.55 *
I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.	4.12	(1.07)	4.00	(1.07)	4.36	(1.15)	4.13	(0.99)	0.36 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	3.71	(1.24)	3.80	(0.96)	4.08	(1.38)	2.71	(1.50)	0.28 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.61	(1.17)	3.39	(1.12)	4.07	(1.21)	3.43	(1.13)	0.68 *

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

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

Health & Human Services Departments	Aggregate (n = 105)		White (n = 70)		POC (n = 21)		Unknown / PNS (n = 14)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.80	(0.70)	3.90	(0.57)	3.77	(0.86)	3.38	(0.90)	0.13
INSTITUTIONAL	3.68	(1.05)	3.74	(0.93)	3.83	(1.14)	3.14	(1.43)	0.09
LEADERSHIP	3.89	(0.87)	3.97	(0.73)	3.85	(1.03)	3.52	(1.21)	0.12
CAPACITY BUILDING	3.35	(1.10)	3.49	(1.01)	3.22	(1.30)	2.87	(1.14)	0.27 *
DATA & DISPARITIES	3.29	(1.11)	3.34	(1.01)	3.30	(1.42)	3.03	(1.16)	0.03
BELONGING & INCLUSION	4.02	(0.88)	4.11	(0.78)	3.94	(0.98)	3.70	(1.12)	0.18
KNOWLEDGE & COMPETENCE	4.09	(0.67)	4.19	(0.59)	4.14	(0.65)	3.49	(0.78)	0.05

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

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

Health & Human Services Departments	Aggregate (n = 105)		White (n = 70)		POC (n = 21)		Unknown /PNS (n = 14)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.48	(0.67)	4.47	(0.62)	4.50	(0.84)	0.00	(0.00)	0.03
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	4.10	(1.00)	4.06	(1.06)	4.20	(0.84)	0.00	(0.00)	0.14
My department/division has a position dedicated to Diversity, Equity and Inclusion.	4.78	(0.42)	4.79	(0.42)	4.75	(0.50)	0.00	(0.00)	0.04
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.78	(1.45)	4.11	(1.28)	3.00	(1.41)	1.00	(0.00)	1.11 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	2.75	(0.87)	2.70	(0.82)	3.00	(1.41)	0.00	(0.00)	0.30 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.45	(0.93)	2.30	(0.82)	4.00	(0.00)	0.00	(0.00)	1.70 *
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	4.35	(0.69)	4.30	(0.66)	4.50	(0.84)	0.00	(0.00)	0.20 *
My immediate supervisor is committed to advancing Racial Equity.	4.38	(0.85)	4.30	(0.92)	4.67	(0.52)	0.00	(0.00)	0.37 *
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	4.50	(0.81)	4.60	(0.75)	4.17	(0.98)	0.00	(0.00)	0.43 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	4.04	(0.69)	4.00	(0.67)	4.20	(0.84)	0.00	(0.00)	0.20 *
Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	4.00	(1.17)	4.00	(1.14)	4.00	(1.41)	0.00	(0.00)	0.00
Department leaders are held accountable for improving Racial Equity.	3.77	(1.11)	3.67	(1.14)	4.25	(0.96)	0.00	(0.00)	0.58 *

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

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

Health & Human Services Departments	Aggregate (n = 105)		White (n = 70)		POC (n = 21)		Unknown /PNS (n = 14)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.73	(1.28)	3.87	(1.19)	3.83	(1.17)	1.00	(0.00)	0.04
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	4.33	(0.57)	4.28	(0.58)	4.50	(0.55)	0.00	(0.00)	0.22 *
I am aware of my department's plan to engage community stakeholders.	3.63	(1.14)	3.61	(1.15)	3.67	(1.21)	0.00	(0.00)	0.06
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	4.22	(0.95)	4.16	(1.02)	4.50	(0.58)	0.00	(0.00)	0.34 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.67	(1.11)	3.73	(1.10)	3.50	(1.29)	0.00	(0.00)	0.23 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.73	(0.88)	3.70	(0.82)	3.80	(1.10)	0.00	(0.00)	0.10
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	4.18	(0.73)	4.24	(0.75)	4.00	(0.71)	0.00	(0.00)	0.24 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	3.20	(1.15)	3.27	(1.10)	3.00	(1.41)	0.00	(0.00)	0.27 *
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	3.43	(1.02)	3.36	(1.12)	3.67	(0.58)	0.00	(0.00)	0.31 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.40	(1.30)	3.30	(1.42)	3.60	(1.14)	0.00	(0.00)	0.30 *

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

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

Health & Human Services Departments	Aggregate (n = 105)		White (n = 70)		POC (n = 21)		Unknown /PNS (n = 14)		Gap
BELONGING & INCLUSION COMMITMENT									
In my division I am treated like I belong.	4.39	(0.88)	4.30	(0.98)	4.57	(0.54)	5.00	(0.00)	0.27 *
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.79	(1.23)	3.70	(1.17)	3.86	(1.46)	5.00	(0.00)	0.16
I feel comfortable expressing my natural/cultural identity at work.	4.00	(1.09)	4.10	(0.85)	3.57	(1.62)	5.00	(0.00)	0.53 *
I am able to influence decisions that affect my work, projects and program service areas.	3.82	(1.06)	3.90	(0.97)	3.71	(1.38)	3.00	(0.00)	0.19
I am often invited to voice my opinion in meetings where important decisions are made.	3.89	(1.07)	3.90	(0.97)	3.71	(1.38)	5.00	(0.00)	0.19
Mentoring and coaching are available to me.	3.96	(1.06)	4.10	(0.97)	3.57	(1.27)	0.00	(0.00)	0.53 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	4.82	(0.48)	4.90	(0.31)	4.57	(0.79)	5.00	(0.00)	0.33 *
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.96	(1.23)	3.90	(1.37)	4.14	(0.90)	4.00	(0.00)	0.24 *
I feel comfortable talking about race and equity within my workplace setting.	3.89	(1.03)	4.25	(0.55)	3.29	(1.25)	1.00	(0.00)	0.96 *
I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.	4.36	(0.73)	4.40	(0.60)	4.29	(1.11)	4.00	(0.00)	0.11
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	4.42	(0.64)	4.58	(0.51)	4.00	(0.82)	0.00	(0.00)	0.58 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	4.11	(1.10)	4.35	(0.81)	3.86	(1.22)	1.00	(0.00)	0.49 *

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

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

Brookside/Willowbrook	Aggregate (n = 26)		White (n = 17)		POC (n = 4)		Unknown /PNS (n = 5)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.70	(0.87)	3.98	(0.72)	3.29	(1.09)	3.06	(0.84)	0.69 *
INSTITUTIONAL	3.62	(1.05)	4.06	(0.72)	3.46	(0.71)	2.32	(1.19)	0.61 *
LEADERSHIP	3.81	(1.02)	4.15	(0.88)	3.04	(1.46)	3.30	(0.67)	1.11 *
CAPACITY BUILDING	3.50	(1.06)	3.93	(0.91)	2.93	(1.33)	2.65	(0.58)	1.01 *
DATA & DISPARITIES	3.11	(1.22)	3.46	(1.03)	2.73	(1.55)	2.35	(1.40)	0.73 *
BELONGING & INCLUSION	3.80	(1.09)	4.11	(0.90)	3.08	(1.35)	3.33	(1.25)	1.02 *
KNOWLEDGE & COMPETENCE	3.81	(1.04)	3.90	(1.11)	4.17	(0.68)	3.20	(0.91)	0.27 *

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

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

Brookside/Willowbrook	Aggregate (n = 26)		White (n = 17)		POC (n = 4)		Unknown /PNS (n = 5)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.23	(0.87)	4.47	(0.83)	3.75	(0.96)	3.67	(0.58)	0.72 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.81	(1.29)	4.13	(0.99)	3.50	(1.73)	2.00	(1.41)	0.63 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	3.35	(1.27)	3.77	(1.09)	3.00	(1.41)	2.00	(1.00)	0.77 *
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.50	(1.43)	4.23	(0.93)	2.50	(1.29)	1.67	(1.16)	1.73 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	3.53	(1.02)	3.62	(0.96)	4.00	(0.00)	2.67	(1.53)	0.38 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	3.40	(1.24)	3.75	(0.89)	4.00	(1.00)	2.25	(1.50)	0.25 *
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.96	(1.12)	4.31	(0.87)	3.25	(1.71)	3.25	(0.96)	1.06 *
My immediate supervisor is committed to advancing Racial Equity.	4.04	(1.22)	4.27	(1.16)	3.25	(1.50)	4.00	(1.16)	1.02 *
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.60	(1.23)	4.13	(0.96)	2.75	(1.26)	2.60	(1.14)	1.38 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.71	(1.30)	4.13	(1.19)	3.00	(1.41)	3.00	(1.23)	1.13 *
Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	3.80	(1.50)	4.18	(1.38)	2.75	(1.50)	3.25	(1.71)	1.43 *
Department leaders are held accountable for improving Racial Equity.	3.75	(1.23)	3.88	(1.15)	3.33	(2.08)	3.60	(1.14)	0.55 *

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

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

Brookside/Willowbrook	Aggregate (n = 26)		White (n = 17)		POC (n = 4)		Unknown /PNS (n = 5)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.29	(1.31)	3.73	(1.19)	2.67	(1.53)	2.33	(1.16)	1.06 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.65	(1.04)	4.09	(0.94)	3.00	(1.41)	3.20	(0.45)	1.09 *
I am aware of my department's plan to engage community stakeholders.	3.11	(1.32)	3.50	(1.24)	2.67	(1.53)	2.00	(1.00)	0.83 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.67	(1.20)	4.14	(0.86)	3.00	(1.41)	2.33	(1.16)	1.14 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.40	(1.23)	3.64	(1.28)	2.67	(1.53)	3.00	(0.00)	0.97 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.20	(1.27)	3.60	(1.08)	2.67	(1.53)	2.00	(1.41)	0.93 *
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.07	(1.39)	3.40	(1.35)	2.67	(1.53)	2.00	(1.41)	0.73 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.75	(1.48)	3.10	(1.52)	2.67	(1.53)	1.67	(1.16)	0.43 *
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	3.20	(1.01)	3.40	(0.97)	2.67	(1.53)	3.00	(0.00)	0.73 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.22	(1.31)	3.64	(1.03)	3.00	(1.73)	2.25	(1.50)	0.64 *

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

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

Brookside/Willowbrook	Aggregate (n = 26)		White (n = 17)		POC (n = 4)		Unknown /PNS (n = 5)		Gap
BELONGING & INCLUSION COMMITMENT									
In my division I am treated like I belong.	4.19	(1.17)	4.59	(0.87)	3.25	(0.96)	3.60	(1.67)	1.34 *
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.77	(1.42)	4.12	(1.22)	3.00	(1.83)	3.20	(1.64)	1.12 *
I feel comfortable expressing my natural/cultural identity at work.	4.12	(1.18)	4.24	(1.15)	3.50	(1.73)	4.20	(0.84)	0.74 *
I am able to influence decisions that affect my work, projects and program service areas.	3.65	(1.23)	3.88	(1.11)	3.00	(1.41)	3.40	(1.52)	0.88 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.42	(1.39)	3.76	(1.25)	2.50	(1.92)	3.00	(1.23)	1.26 *
Mentoring and coaching are available to me.	3.57	(1.50)	4.00	(1.41)	3.25	(1.50)	2.60	(1.52)	0.75 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	4.00	(1.41)	4.12	(1.41)	4.00	(1.41)	3.60	(1.67)	0.12
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.92	(1.38)	3.71	(1.61)	4.75	(0.50)	4.00	(0.71)	1.04 *
I feel comfortable talking about race and equity within my workplace setting.	3.38	(1.50)	3.82	(1.19)	3.25	(1.71)	2.00	(1.73)	0.57 *
I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.	4.15	(1.22)	4.06	(1.39)	4.75	(0.50)	4.00	(1.00)	0.69 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	3.88	(1.39)	4.13	(1.26)	3.75	(1.89)	3.20	(1.48)	0.38 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.58	(1.42)	3.71	(1.40)	4.50	(0.58)	2.40	(1.34)	0.79 *

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

Courthouse: White and People of Color (POC) Consensus

Courthouse	Aggregate (n=16)		White (n = 14)		POC (n=N/A)		Unknown / PNS (n = 2)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.63	(0.62)	3.63	(0.62)	-	-	2.71	(1.42)	0.91 *
INSTITUTIONAL	3.07	(0.69)	3.07	(0.69)	-	-	2.00	(1.41)	1.07 *
LEADERSHIP	3.74	(0.90)	3.74	(0.90)	-	-	2.25	(1.53)	1.49 *
CAPACITY BUILDING	3.02	(1.28)	3.02	(1.28)	-	-	2.00	(1.41)	1.02 *
DATA & DISPARITIES	3.40	(1.19)	3.40	(1.19)	-	-	2.50	(2.12)	0.90 *
BELONGING & INCLUSION	4.07	(0.81)	4.07	(0.81)	-	-	3.58	(1.30)	0.49 *
KNOWLEDGE & COMPETENCE	3.84	(0.87)	3.84	(0.87)	-	-	3.17	(0.47)	0.67 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap, $p < .05$; Gap = Absolute Value of White Minus Unknown/ PNS

Courthouse: White and People of Color (POC) Consensus

Courthouse	Aggregate (n=16)		White (n = 14)		POC (n=N/A)		Unknown /PNS (n = 2)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	4.20	(0.79)	4.33	(0.71)	-	-	3.00	-	1.33 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	4.00	(0.58)	4.00	(0.58)	-	-	-	-	-
My department/division has a position dedicated to Diversity, Equity and Inclusion.	1.73	(1.01)	1.73	(1.01)	-	-	-	-	-
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	2.92	(1.24)	3.09	(1.14)	-	-	1.00	-	2.09 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	3.00	(0.93)	3.29	(0.49)	-	-	1.00	-	2.29 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.80	(1.10)	3.25	(0.50)	-	-	1.00	-	2.25 *
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.08	(1.19)	3.27	(1.10)	-	-	2.00	(1.41)	1.27
My immediate supervisor is committed to advancing Racial Equity.	3.53	(1.41)	3.77	(1.30)	-	-	2.00	(1.41)	1.77 *
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.14	(1.41)	3.33	(1.37)	-	-	2.00	(1.41)	1.33
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.33	(1.23)	3.60	(1.08)	-	-	2.00	(1.41)	1.60 *
Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	4.20	(1.27)	4.31	(1.18)	-	-	3.50	(2.12)	0.81 *
Department leaders are held accountable for improving Racial Equity.	3.67	(1.30)	4.00	(1.05)	-	-	2.00	(1.41)	2.00 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap, $p < .05$; Gap = Absolute Value of White Minus Unknown/ PNS

Courthouse: White and People of Color (POC) Consensus

Courthouse	Aggregate (n=16)		White (n = 14)		POC (n=N/A)		Unknown /PNS (n = 2)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	3.17	(1.17)	3.60	(0.55)	-	-	1.00	-	2.60 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.29	(1.38)	3.67	(1.03)	-	-	1.00	-	2.67 *
I am aware of my department's plan to engage community stakeholders.	2.73	(1.27)	2.89	(1.27)	-	-	2.00	(1.41)	0.89 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	2.78	(1.48)	3.00	(1.41)	-	-	1.00	-	2.00 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.17	(1.33)	3.60	(0.89)	-	-	1.00	(0.00)	2.60 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	3.00	(1.41)	3.33	(1.21)	-	-	1.00	(0.00)	2.33 *
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	3.00	(1.67)	3.40	(1.52)	-	-	1.00	-	2.40 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	3.00	(1.29)	3.33	(1.03)	-	-	1.00	-	2.33 *
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	3.00	(1.67)	3.40	(1.52)	-	-	1.00	-	2.40 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	3.13	(1.36)	3.33	(1.21)	-	-	2.50	(2.12)	0.83 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap, $p < .05$; Gap = Absolute Value of White Minus Unknown/ PNS

Courthouse: White and People of Color (POC) Consensus

Courthouse	Benchmark (n=16)		White (n = 14)		POC (n=N/A)		Unknown /PNS (n = 2)		Gap
BELONGING & INCLUSION COMMITMENT									
In my division I am treated like I belong.	4.53	(0.83)	4.54	(0.88)	-	-	4.50	(0.71)	0.04
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	3.88	(1.03)	3.93	(1.07)	-	-	3.50	(0.71)	0.43 *
I feel comfortable expressing my natural/cultural identity at work.	4.19	(0.83)	4.21	(0.89)	-	-	4.00	(0.00)	0.21 *
I am able to influence decisions that affect my work, projects and program service areas.	3.69	(1.35)	3.71	(1.33)	-	-	3.50	(2.12)	0.21 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.63	(1.31)	3.71	(1.33)	-	-	3.00	(1.41)	0.71 *
Mentoring and coaching are available to me.	4.27	(1.16)	4.46	(0.78)	-	-	3.00	(2.83)	1.46 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	4.31	(1.14)	4.29	(1.20)	-	-	4.50	(0.71)	0.21 *
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.60	(0.74)	3.62	(0.77)	-	-	3.50	(0.71)	0.12 *
I feel comfortable talking about race and equity within my workplace setting.	3.50	(1.27)	3.71	(1.14)	-	-	2.00	(1.41)	1.71 *
I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.	4.00	(0.89)	3.93	(0.92)	-	-	4.50	(0.71)	0.57
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	3.69	(1.25)	3.86	(1.10)	-	-	2.50	(2.12)	1.36 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.38	(1.20)	3.57	(1.09)	-	-	2.00	(1.41)	1.57 *

Numbers in parentheses = Standard Deviations; * Statistically significant gap, $p < .05$; Gap = Absolute Value of White Minus Unknown/ PNS

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

Public Works Departments	Aggregate (n = 45)		White (n = 37)		POC (n = 4)		Unknown /PNS (n = 4)		Gap
OVERALL RACIAL EQUITY COMMITMENT	3.62	(0.81)	3.70	(0.80)	3.20	(0.74)	3.28	(1.00)	0.50 *
INSTITUTIONAL	3.23	(1.08)	3.37	(1.08)	2.56	(0.51)	2.71	(1.25)	0.82 *
LEADERSHIP	3.65	(1.02)	3.70	(0.98)	3.42	(1.59)	3.38	(1.11)	0.28 *
CAPACITY BUILDING	3.20	(1.28)	3.35	(1.27)	2.40	(0.86)	3.00	(1.63)	0.95 *
DATA & DISPARITIES	2.96	(1.24)	3.05	(1.22)	2.33	(1.15)	3.00	(1.63)	0.71 *
BELONGING & INCLUSION	4.04	(1.02)	4.18	(0.93)	3.50	(1.50)	3.35	(1.14)	0.68 *
KNOWLEDGE & COMPETENCE	3.75	(0.93)	3.74	(0.97)	4.13	(0.79)	3.38	(0.57)	0.38 *

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

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

Public Works Departments	Aggregate (n = 45)		White (n = 37)		POC (n = 4)		Unknown /PNS (n = 4)		Gap
INSTITUTIONAL COMMITMENT									
Kenosha County has a written public declaration clearly stating our commitment to Racial Equity.	3.70	(1.27)	4.05	(1.10)	2.67	(1.53)	2.75	(1.26)	1.38 *
A functioning Racial Equity Taskforce or Committee exists inside Kenosha County.	3.48	(1.19)	3.70	(0.98)	3.00	(1.00)	2.75	(2.06)	0.70 *
My department/division has a position dedicated to Diversity, Equity and Inclusion.	2.88	(1.40)	2.90	(1.48)	2.33	(1.16)	3.50	(0.71)	0.57 *
Training and development opportunities intended to build skills for implementing Racial Equity are made available to all levels of staff.	3.21	(1.29)	3.27	(1.28)	2.67	(0.58)	3.33	(2.08)	0.60 *
Performance evaluations for managers and senior leadership include clear Racial Equity expectations and goals.	3.12	(1.30)	3.25	(1.33)	2.67	(0.58)	2.50	(2.12)	0.58 *
All departments within Kenosha County have established Racial Equity scorecards and indicators of performance and progress.	2.62	(1.20)	2.87	(1.13)	2.00	(1.00)	2.00	(1.73)	0.87 *
LEADERSHIP COMMITMENT									
Department managers and leaders demonstrate a commitment to advancing Racial Equity.	3.51	(1.28)	3.64	(1.14)	2.33	(2.31)	3.33	(1.53)	1.31 *
My immediate supervisor is committed to advancing Racial Equity.	3.82	(1.25)	3.78	(1.31)	4.25	(0.96)	3.67	(1.16)	0.47 *
Leadership in my division encourages staff to participate in Racial Equity educational opportunities.	3.29	(1.20)	3.31	(1.23)	2.67	(1.16)	3.67	(1.16)	0.64 *
Practices exist inside my division to ensure decision-making on policies, services, budgets and programs is done with Racial Equity in mind.	3.47	(1.22)	3.58	(1.18)	2.33	(1.53)	3.67	(1.16)	1.25 *
Regardless of race, all employees have equal opportunity to advance, including receiving good job assignments, promotions, and salary increases.	4.19	(1.22)	4.34	(1.08)	3.25	(2.06)	3.67	(1.16)	1.09 *
Department leaders are held accountable for improving Racial Equity.	3.54	(1.17)	3.55	(1.09)	3.75	(1.89)	3.25	(1.26)	0.20 *

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

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

Public Works Departments	Aggregate (n = 45)		White (n = 37)		POC (n = 4)		Unknown /PNS (n = 4)		Gap
CAPACITY BUILDING COMMITMENT									
Kenosha County often meets with communities of color to discuss the impact of our services, decisions, projects and programs.	2.95	(1.12)	3.07	(1.14)	2.00	(0.00)	3.67	(1.16)	1.07 *
Kenosha County partners with other institutions and/or community organizations to advance Racial Equity.	3.56	(1.25)	3.76	(1.14)	2.25	(1.26)	4.00	(1.41)	1.51 *
I am aware of my department's plan to engage community stakeholders.	2.92	(1.57)	2.95	(1.58)	2.75	(1.71)	3.00	(2.00)	0.20 *
Kenosha County actively seeks representatives from communities of color to serve on boards, committees and commissions.	3.41	(1.34)	3.50	(1.32)	2.75	(1.71)	3.67	(1.16)	0.75 *
Racially diverse stakeholders are actively solicited to provide input during divisional and unit planning, decision-making on services and project delivery.	3.08	(1.12)	3.16	(1.12)	2.25	(0.50)	4.00	(1.41)	0.91 *
DATA & DISPARITIES COMMITMENT									
My department routinely analyzes data on race/ethnicity to measure equitable contracting and procurement.	2.80	(1.32)	2.80	(1.32)	2.00	(1.00)	4.00	(1.41)	0.80 *
My department evaluates data by race/ethnicity to ensure equitable service delivery to all stakeholders.	2.67	(1.28)	2.67	(1.23)	2.33	(1.16)	3.00	(2.00)	0.34 *
My department routinely uses race/ethnicity data to monitor equitable practices for performance evaluations and promotions.	2.76	(1.09)	2.76	(1.09)	2.67	(1.53)	3.00	(0.00)	0.09
During budget and resource allocation planning, my department routinely analyzes race/ethnicity data to ensure Racial Equity.	2.85	(1.18)	2.80	(1.15)	2.33	(1.16)	4.00	(1.41)	0.47 *
My department routinely analyzes data on race/ethnicity to measure equitable practices for recruitment and hiring.	2.91	(1.24)	2.88	(1.27)	2.33	(1.16)	3.67	(1.16)	0.55 *

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

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

Public Works Departments	Aggregate (n = 45)		White (n = 37)		POC (n = 4)		Unknown /PNS (n = 4)		Gap
BELONGING & INCLUSION COMMITMENT									
In my division I am treated like I belong.	4.31	(1.18)	4.49	(1.04)	3.50	(1.92)	3.50	(1.29)	0.99 *
I do not need to conform to the dominant culture or downplay or hide how I am different to be treated like I belong.	4.02	(1.05)	4.14	(0.96)	3.50	(1.73)	3.50	(1.00)	0.64 *
I feel comfortable expressing my natural/cultural identity at work.	4.31	(1.02)	4.46	(0.90)	4.00	(1.41)	3.25	(1.26)	0.46 *
I am able to influence decisions that affect my work, projects and program service areas.	3.93	(1.36)	4.08	(1.30)	3.25	(1.50)	3.25	(1.71)	0.83 *
I am often invited to voice my opinion in meetings where important decisions are made.	3.76	(1.28)	3.88	(1.25)	3.25	(1.71)	3.25	(1.26)	0.63 *
Mentoring and coaching are available to me.	4.00	(1.34)	4.09	(1.31)	3.50	(1.92)	3.67	(1.16)	0.59 *
KNOWLEDGE & COMPETENCE COMMITMENT									
I understand why it's important for my employer to focus on Racial Equity.	4.12	(1.31)	4.14	(1.36)	4.50	(1.00)	3.00	(0.00)	0.36 *
I can identify examples of racial biases during interactions with colleagues who are racially and culturally different from me.	3.57	(1.47)	3.57	(1.50)	4.50	(0.58)	2.33	(1.16)	0.93 *
I feel comfortable talking about race and equity within my workplace setting.	3.93	(1.23)	4.00	(1.16)	4.00	(2.00)	3.25	(1.26)	0.00
I understand what racial inequity looks like in daily operations, service delivery, policies, practices, procedures and programs.	3.90	(1.15)	3.82	(1.21)	4.50	(0.58)	4.00	(1.00)	0.68 *
I have a clear understanding of what it means to advance Racial Equity in Kenosha County.	3.61	(1.21)	3.56	(1.28)	4.00	(0.82)	3.75	(0.96)	0.44 *
I understand how my role, tasks and projects are aligned to Racial Equity goals.	3.48	(1.27)	3.50	(1.29)	3.25	(1.71)	3.50	(1.00)	0.25 *

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

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 r s between .417 and .645, p s < .01) showing good convergent and divergent validity, indicating related subscales but not so strongly correlated as to be measuring the same constructs.



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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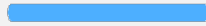


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MAKING RACIAL EQUITY STANDARD OPERATING PROCEDURE