



RACIAL EQUITY SURVEY SUMMARY OF FINDINGS

October 2022



Office of the Treasurer & Tax Collector

City and County of San Francisco

EXECUTIVE SUMMARY

The Office of the Treasurer & Tax Collector (TTX or Department) formed its Racial Equity Committee (Committee) in July 2020. The Committee developed and administered a survey in 2020, and again in 2022 to hear from staff about their perspectives on racial equity within the Department, and to use the data from the survey to hold the Department accountable for creating a more welcoming, supportive, and just environment. This report summarizes the methodology and results from the Racial Equity Survey administered by TTX's Racial Equity Committee.

SUMMARY OF FINDINGS

The 2022 Racial Equity survey gave TTX employees a platform to confidently express their opinions on a variety of racial equity topics. From the responses, five key findings were identified:

1. TTX employees value examining and discussing racial equity work and feel comfortable talking about race.
2. Most respondents did not report observing incidents of racial tension in the workplace. However, there was a high neutral response to the statement, "managers effectively address racial tensions," which indicates we need to review this area further.
3. Most employees view diversity, equity, inclusion and belonging in TTX positively, but perspectives vary by race and ethnicity.
4. Most employees believe people of all backgrounds and with a range of identities have an equitable opportunity to advance their career at TTX, however, the results show there can be improvements for promotive opportunities for people of color.
5. While majority of staff has confirmed they have taken some sort of training class related to racial equity, they did not think it was useful. Therefore, while we work to plan our training sessions, we will need to ensure that they will be engaging, effective, and useful in their everyday work.

This report will highlight areas of strength and areas of improvement. It also indicates a willingness to continue to discuss and consider importance of racial equity.

METHODOLOGY

The Racial Equity Committee designed and administered the 2020 and 2022 Racial Equity Surveys. They were emailed to staff electronically through SurveyMonkey, with follow up reminders on the due date. Managers made announcements in team meetings and encouraged staff to take the survey. Anonymous responses were accepted for both years over the course of two weeks. The response rate in 2020 was 59%, and in 2022 grew to 62%.

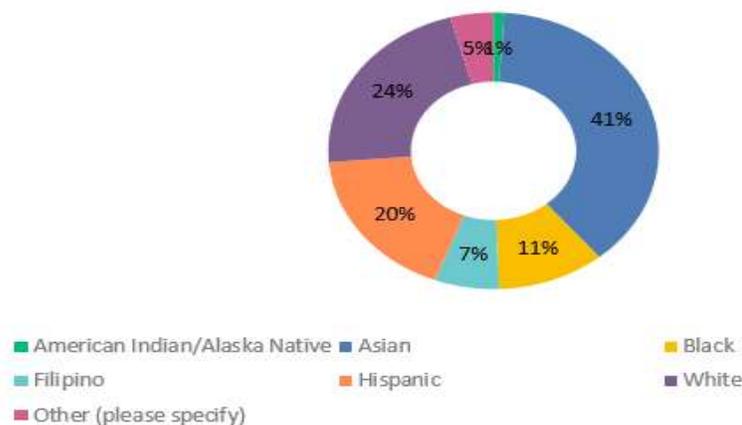
The survey asked 35 questions including 8 open ended questions addressing the following topics: Personal Racial Equity Experience, Diversity, Equity, Inclusion/Belonging, Hiring & Recruitment, Professional and Career Development, and Diversity Training.

PARTICIPANTS

The chart below shows the percentage of respondents representing different ethnic groups who self-identified themselves as American Indian/Alaska Native, Asian, Black, Filipino, Hispanic, White, or Other. They also had the option not to respond.

Q38: My racial/ethnic background is

Answered: 87 Skipped: 29

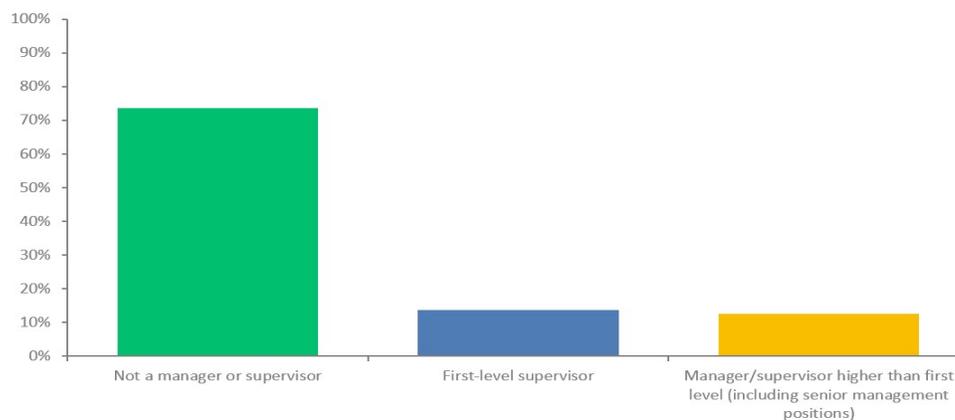


Based on the results, respondents reflect a range of races, ethnicities, and perspectives across the department. The results revealed that the largest self-identifying demographic group for TTX staff was "Asian," followed by "White."

Staff also self-identified their role in the organization as not a manager or supervisor (74%), First-level supervisor (14%) and Manager/Supervisor Higher than first level (including senior management positions (13%)). Out of the 116 respondents, 29 chose to skip this question. Respondents' roles within TTX were reflective of the organization as a whole.

Q39: Which of the following best describes your role in the organization?

Answered: 87 Skipped: 29



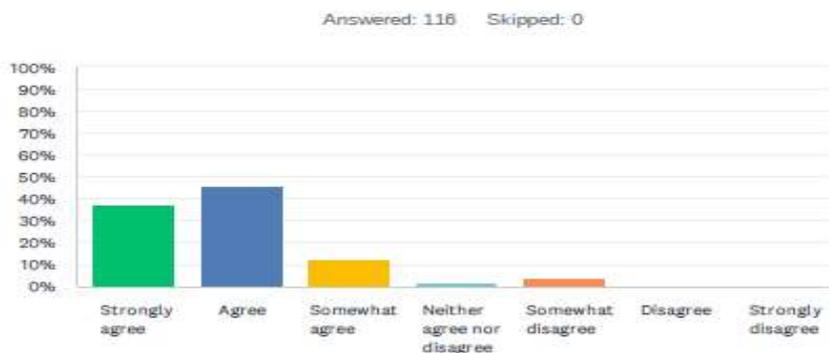
EMPLOYEE SURVEY HIGHLIGHTS

Below are highlights from our 2022 TTX staff survey. Please refer to the appendix for the full survey results.

SECTION 1: PERSONAL RACIAL EQUITY EXPERIENCE

The largest section of the survey was dedicated to questions of racial equity, asking respondents about their perception of the visibility and toleration of racism within TTX and the City as a whole. Overall, the survey found that respondents reported a range of knowledge, skills, and experiences with racial equity. The overall combined percentage for strongly agree/agree/somewhat agree to the statement, "I have a basic understanding of concepts related to racial equity," was 95% similarly the same as the 2020 results. Our committee believes that the large proportion of staff who understand racial equity has led to an overall inclusive workplace.

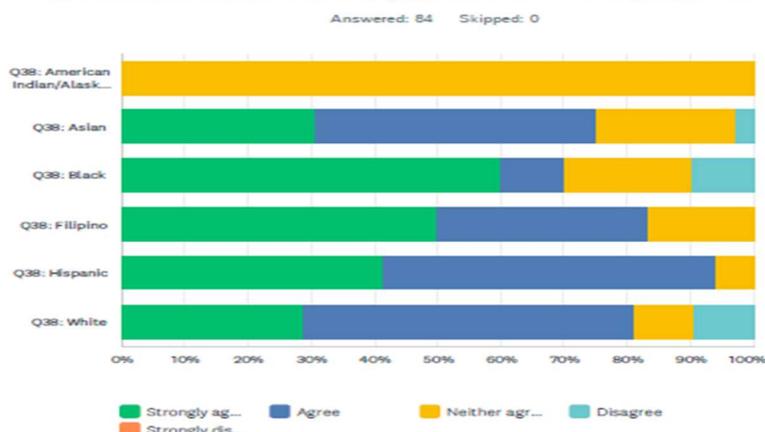
Q1 I have a basic understanding of the concepts related to racial equity.



Staff at the Department are also acutely tuned-in to the broader set of equity issues that face San Francisco and the greater Bay Area as 90% of the employees agreed or strongly agreed with the statement, "I have a basic understanding of racial disparities that exist in San Francisco and the Bay Area."

This is further supported by the high rate of staff feeling comfortable to talk about issues related to race/ethnicity. The 2022 survey results show that 93% of staff strongly agreed, agreed, or were neutral to the statement "I feel comfortable talking about race/ethnicity issues." This is up significantly from 79% in 2020. This shows that as society is talking more about racial equity efforts, it is making people more comfortable to talk about race/ethnicity issues. Of note, the results reveal that people of color strongly agreed that they are more comfortable to talk about these issues than the other races.

Q3 I feel comfortable talking about race/ethnicity issues.

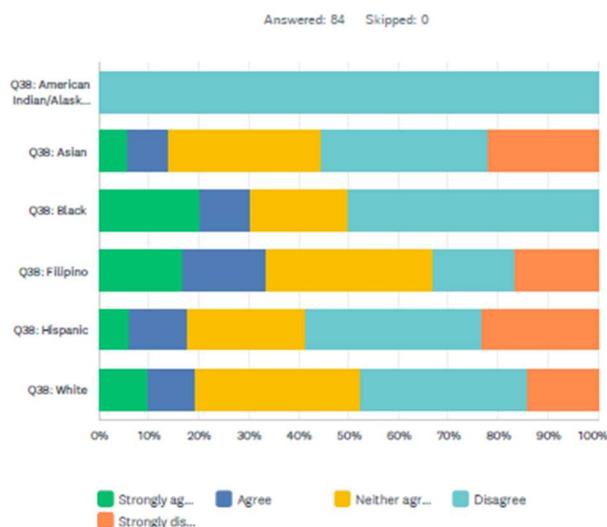


SECTION 2: ADDRESSING RACIAL TENSION

The survey has shown that high share of staff (85%) at the Department have not experienced Racial Tensions in the past two years. Although, most employees view racial equity positively, perspectives vary by race and ethnicity.

Black and Filipino employees were more likely than White, Asian or Hispanic employees to agree with the statement, "I have experienced racial tension at the Department as an involved party." Of 84 respondents to this question, 20% of black respondents, 17% Filipino, strongly agreed with this prompt, in contrast to 10% of white employees. This reveals there is room for improvement and handling of these matters.

Q4 I have experienced racial tension at the Department as an involved party.



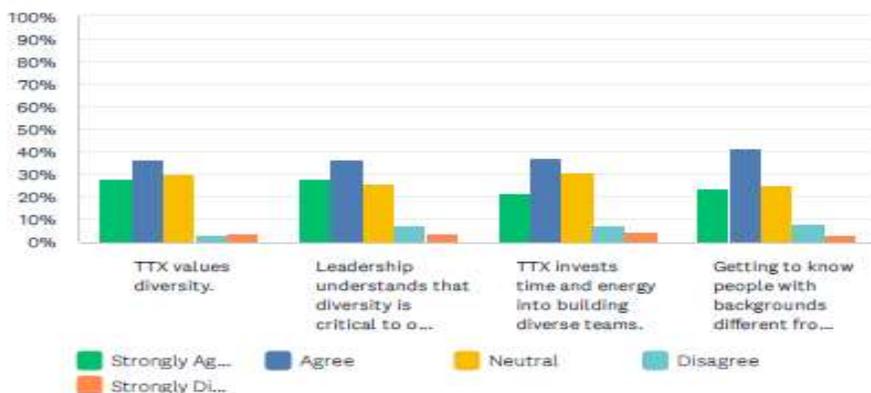
The survey also found that respondents had a high neutral response to whether management quickly and effectively addresses racial conflicts as well as whether management of TTX handle matters related to diversity, equity, and inclusion satisfactorily. This indicates that we will need to use executive and management trainings to strengthen staff confidence and tool kits for managers to increase the effectiveness of response. We need to ensure that managers are comfortable with discussing racial equity and ensure that we create safe spaces for conversations to occur.

SECTION 3: DIVERSITY, EQUITY, INCLUSIONS, BELONGING

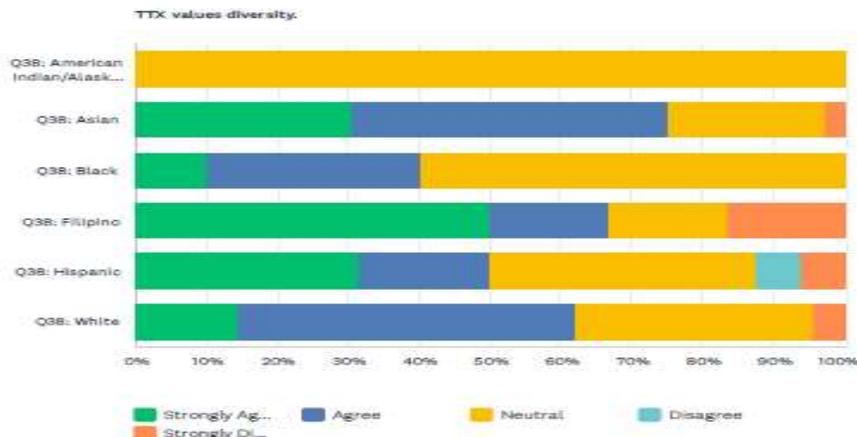
While 63% of respondents strongly agree or agree that there is diversity at all levels of TTX, there was a high neutral rate for diversity at a City-wide level. Overall, respondents strongly agreed or agreed that TTX values diversity (63%) and should invest time and resources into building diverse teams (58%). Respondents indicated agreement that they felt competent in their interactions with people of other races and that it was easy to get to know people with different backgrounds on their own (65%). However, the response varied by race. Self-identified Filipinos and Hispanics have the highest positive view and strongly agreed or agreed to this question, followed by White and Asian staff, but Black respondents generally had a less positive view with only 30% agreeing or strongly agreeing to this statement.

Q9 How would you rate the following:

Answered: 115 Skipped: 1



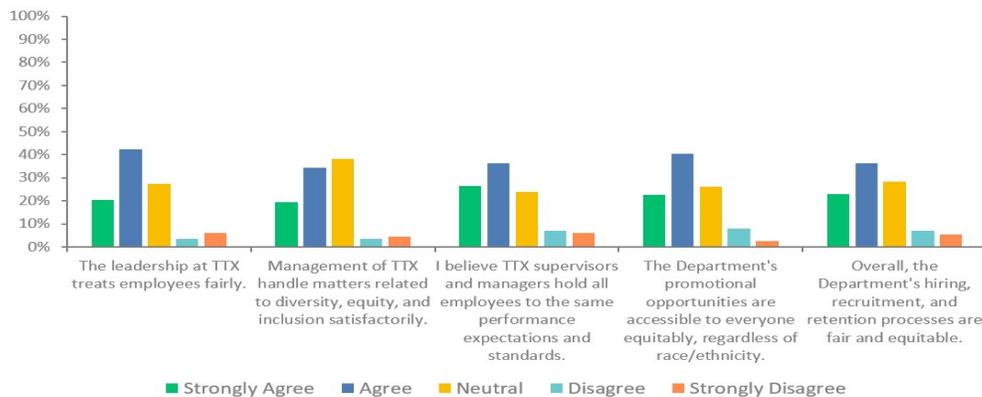
While there was no material difference between race for the above statements, there was a high neutral response to the statement, "TTX Values Diversity," when analyzed by a person's race and ethnicity.



There were also respondents who had a high neutral response to whether leadership understands that diversity is critical to our future success, and that TTX invests time and resources into building diverse teams. These responses can be shifted with more communication and messaging from leadership about the racial equity work and the Department's overall view/stance on equity internally and for the city.

Q10: How would you rate the following:

Answered: 113 Skipped: 3



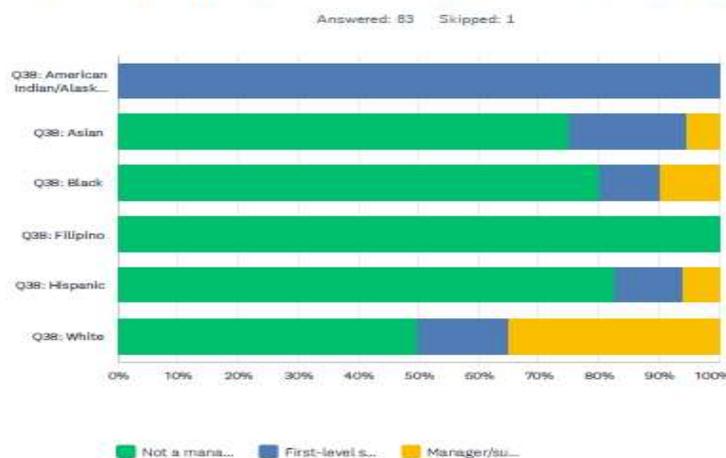
In addition to asking about racial equity explicitly, the survey measured workplace belonging. More than 66% felt that they agreed or strongly agreed that their unique background and identities were valued at TTX, 72% percent felt a sense of belonging, 82% felt respected by their colleagues, 68% felt they understood how their work connected to the broader equity vision of TTX and the City-wide Racial Equity goals. Although the overall results reflect that we have a high positive rate for employees feeling included/belonging, there was a difference between the average response of each racial and ethnic group which may need to be further reviewed.

SECTION 4: HIRING & RECRUITMENT, PROFESSIONAL & CAREER DEVELOPMENT

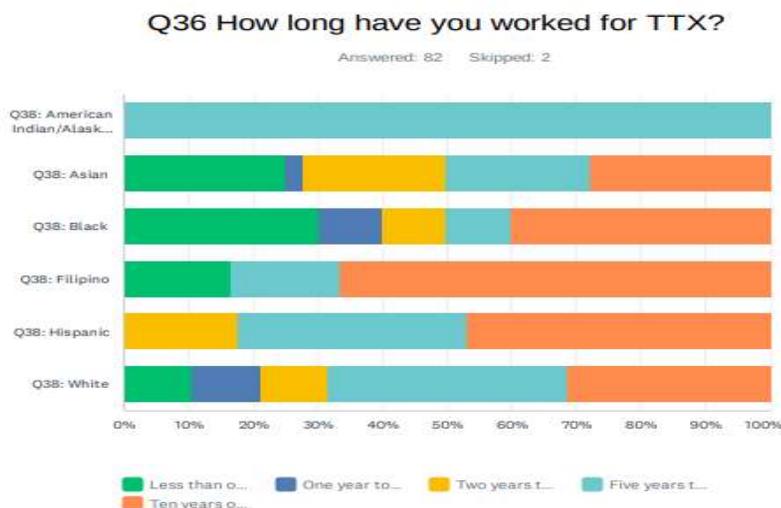
The overall responses to the questions relating to the Department's interview and written exercise questions being fair and equitable, employees being hired for positions that required test/exam and being able to successfully rank "eligible" for permanent positions they were interested in were above 90%. In comparison to the City-wide hiring process, only half of the staff at the Department "agreed" with the statement, "The City's hiring and recruitment process (exams, interviews, etc.) are fair and equitable" which was the same percentage in 2020 which shows one area of improvement would be on the City-wide hiring process. Again, as the previous sections, perceptions vary by race to these statements. The statements, "The Department's promotional opportunities are accessible to everyone equitably, regardless of race/ethnicity," showed that Black and Hispanic respondents had a lower rate to strongly agree/disagree.

The findings revealed that 84% of staff believe that employees of different backgrounds are treated fairly in the internal promotion process at TTX. The results also showed that 86% people of all backgrounds and with a range of identities have an equitable opportunity to advance their career at TTX. However, there can be improvement for promotive opportunities for people of color. Staff self-identified their role in the organization as not a manager or supervisor (74%), first-level supervisor (14%) and Manager/Supervisor higher than first level (including senior management positions) (13%). Out of the 116 respondents, 29 chose to skip this question. The chart below shows the role by race/ethnicity selected.

Q39 Which of the following best describes your role in the organization?



The Department's current workforce demographic shows that the Department has a diverse pool of supervisors and non-managerial employees; however, the level of diversity across the managerial level could be improve. The findings revealed that people of color have worked in the Department more than ten years but had a smaller percentage in management. As a smaller Department, the positions in management are fewer and less frequency available for promotive opportunities.



SECTION 5: REQUEST FOR USEFUL TRAINING

The Department's Racial Equity Committee is greatly encouraged by the large share of staff who are interested in participating in proposed initiatives to further racial equity. The survey found that there was a high percentage of staff who stated they attended racial equity training and workshops, but they did not find them useful. This indicates that the Department will need to provide more training courses that are engaging and useful to staff. The department plans to utilize its third-party consultant, Contant Coaching & Consulting, to provide training to Senior Management/Leadership as well as to non-supervisory staff, who plan to design staff training that will be engaging and provide different voices and perspectives. The Department can also examine offering more trainings through the City and County of San Francisco DHR's Implicit Bias Training, ORE's Citywide Racial Equity Working groups, subject matter-based racial equity training, third-party offerings, and possibly self-guided trainings.

SECTION 6: OPEN-ENDED RESULTS

Respondents also had the opportunity to provide written feedback on the survey. Specifically, the survey provided space for respondents to share any past or present successes or challenges the Department has in addressing racial inequities and advancing racial equity. They also had the opportunity to mention if they saw any difference in the Department since the formation of the Racial Equity Team and whether they had a clear understanding of the commitment to the racial equity by the leadership of TTX. An average of 40 respondents provided open-ended feedback to the questions. The most frequent theme emerging from the open-ended questions were increasing awareness of what the committee is doing, operationalizing racial equity into everyday work, the need for training, and to ensure that managers are discussing racial equity.

Majority of the comments mentioned that they are aware the Department is making efforts toward racial equity by creating a Racial Equity Team. It was mentioned the Department continues to send surveys each year, but they are not aware of the clear plan and direction of the committee. They believe that what the committee is doing should be shared so employees know how to apply to their daily work regardless of their assigned responsibilities. The department will continue to increase communication efforts of what the Racial Equity Committee has accomplished and what is to come possibly through monthly and our quarterly newsletters. There were several responses requesting inter-department meet and greets so people can personally engage with other members from other

departments, request for cross-training between departments, and offer more trainings. We also need to ensure that managers are comfortable with discussing racial equity and ensure that we create safe spaces for conversations to occur.

CONCLUSION

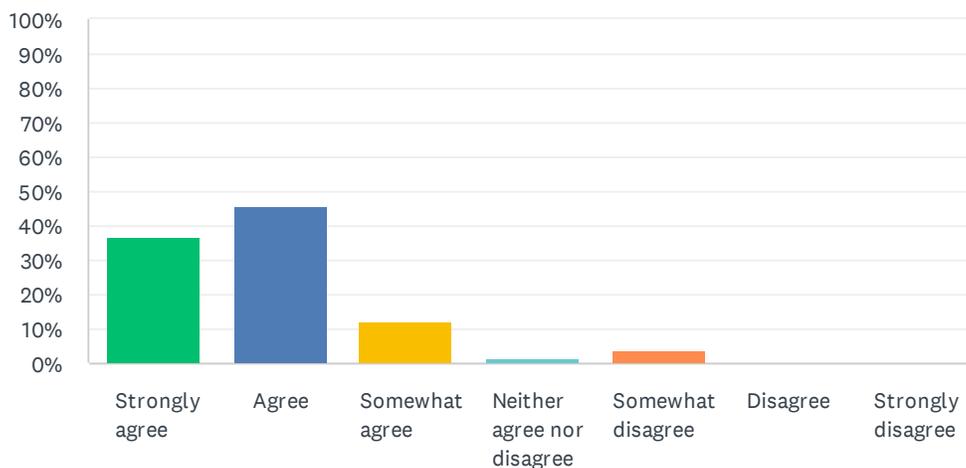
The 2022 Racial Equity survey gave TTX employees a platform to confidently express their opinions on a variety of racial equity topics. This report highlights areas of strength and areas of improvement to focus on this year. It also indicates a willingness to continue to discuss and consider importance of racial equity.

APPENDIX

2022 Racial Equity Survey Results

Q1 I have a basic understanding of the concepts related to racial equity.

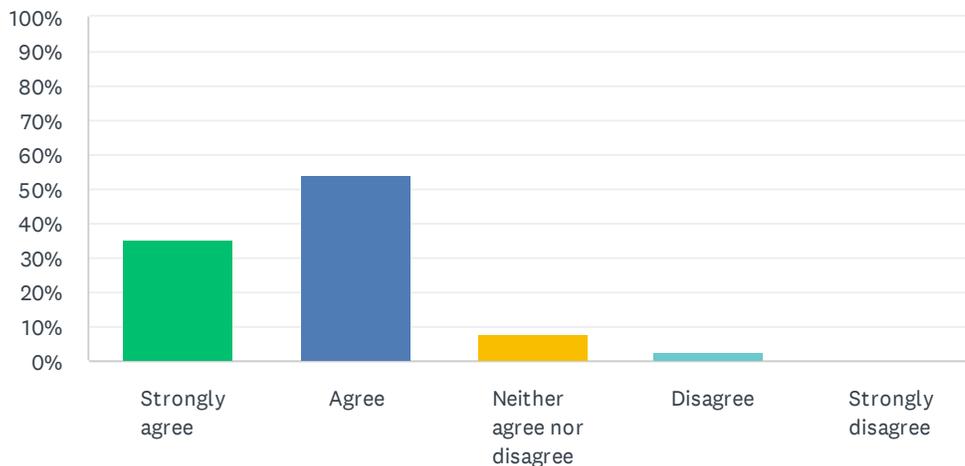
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	37.07%	43
Agree	45.69%	53
Somewhat agree	12.07%	14
Neither agree nor disagree	1.72%	2
Somewhat disagree	3.45%	4
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		116

Q2 I have a basic understanding of the racial disparities that exist in San Francisco and the Bay Area.

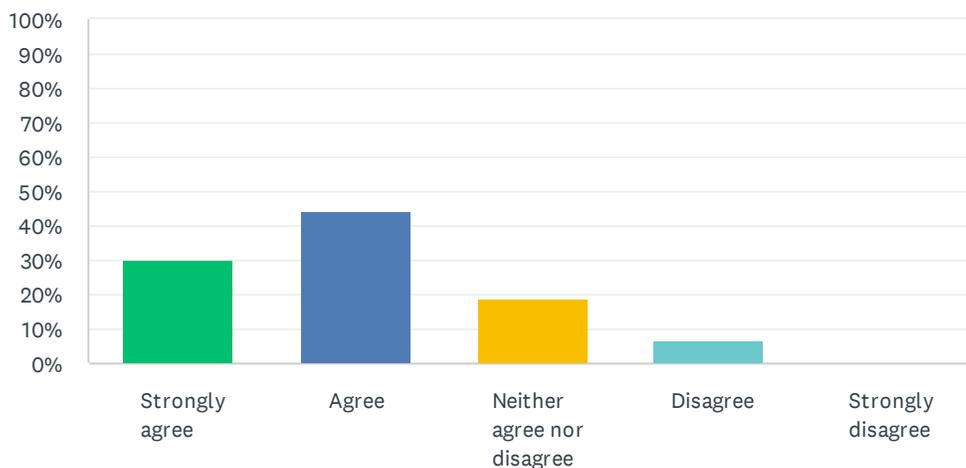
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	35.34%	41
Agree	54.31%	63
Neither agree nor disagree	7.76%	9
Disagree	2.59%	3
Strongly disagree	0.00%	0
TOTAL		116

Q3 I feel comfortable talking about race/ethnicity issues.

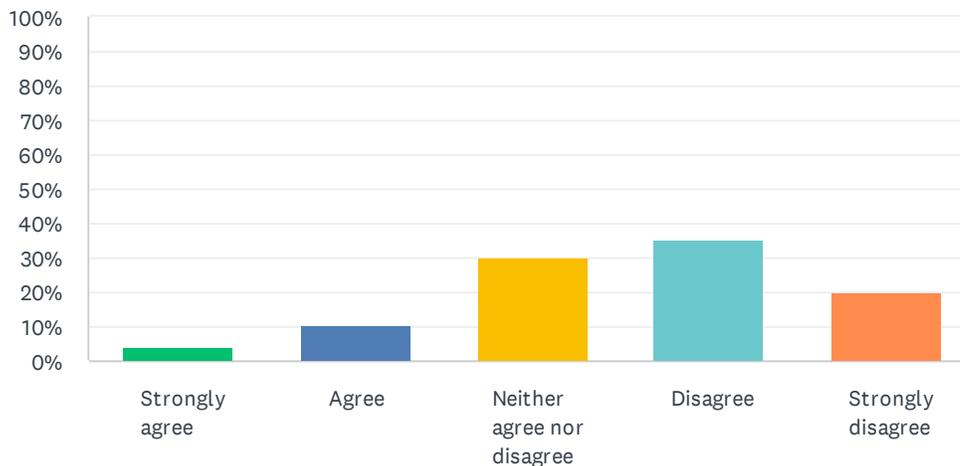
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	30.17%	35
Agree	43.97%	51
Neither agree nor disagree	18.97%	22
Disagree	6.90%	8
Strongly disagree	0.00%	0
TOTAL		116

Q4 I have experienced racial tension at the Department as an involved party.

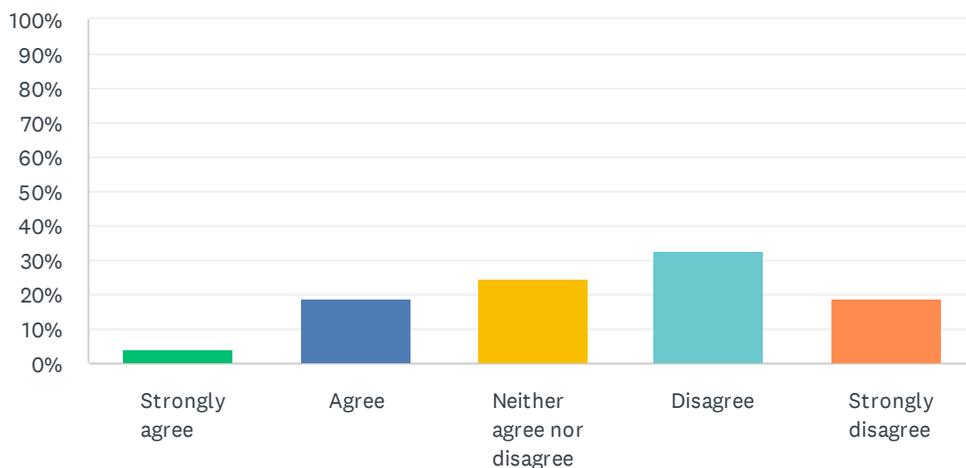
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	4.31%	5
Agree	10.34%	12
Neither agree nor disagree	30.17%	35
Disagree	35.34%	41
Strongly disagree	19.83%	23
TOTAL		116

Q5 I have observed racial tension between employees in the Department.

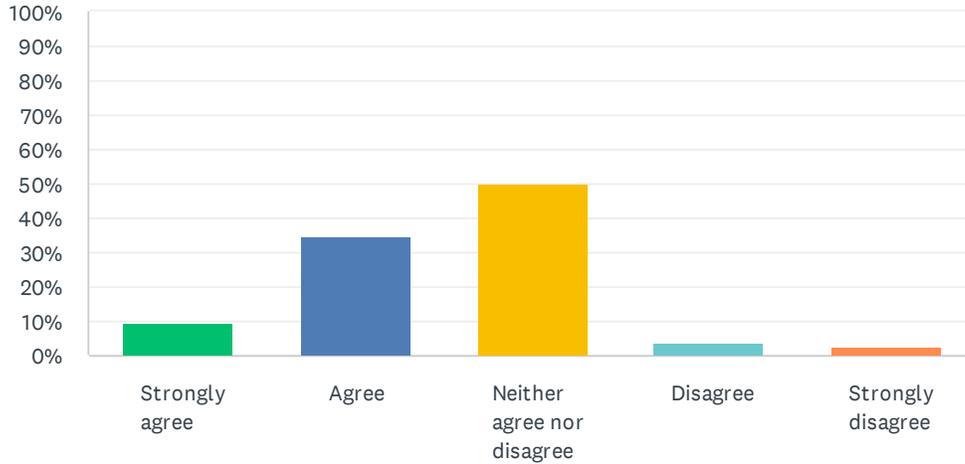
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	4.31%	5
Agree	18.97%	22
Neither agree nor disagree	25.00%	29
Disagree	32.76%	38
Strongly disagree	18.97%	22
TOTAL		116

Q6 I believe the management and/or leadership team quickly and effectively addresses racial conflicts that arise between employees in the department.

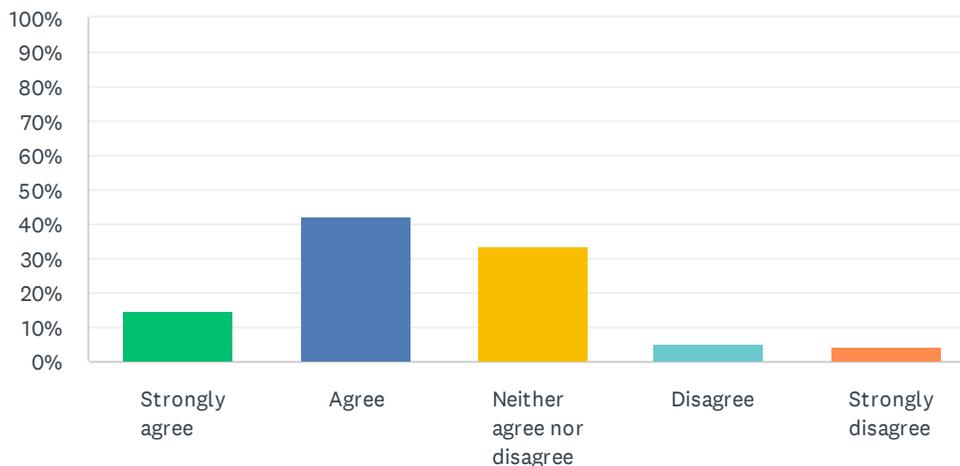
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	9.48%	11
Agree	34.48%	40
Neither agree nor disagree	50.00%	58
Disagree	3.45%	4
Strongly disagree	2.59%	3
TOTAL		116

Q7 I believe the management and/or leadership team quickly and effectively addresses any sort conflicts that arise between employees in the department.

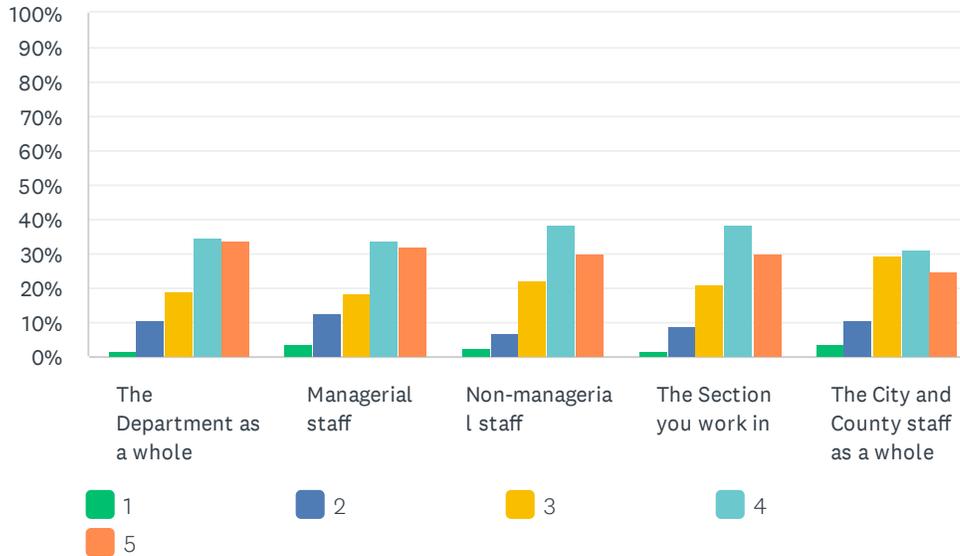
Answered: 116 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.66%	17
Agree	42.24%	49
Neither agree nor disagree	33.62%	39
Disagree	5.17%	6
Strongly disagree	4.31%	5
TOTAL		116

Q8 On a scale of 1 to 5, where 1 is "no diversity" to 5 being "very diverse," how would you rate the diversity of:

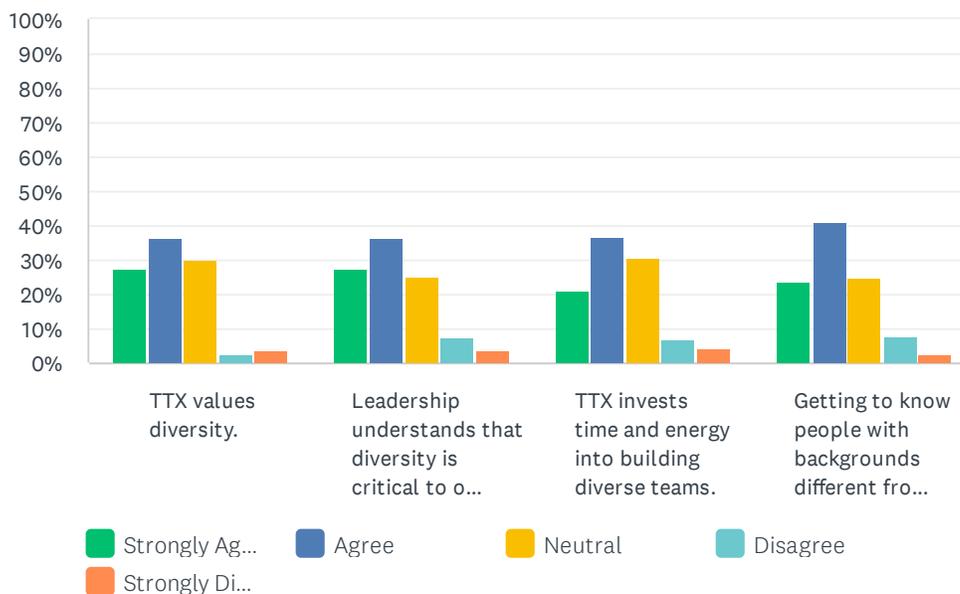
Answered: 115 Skipped: 1



	1	2	3	4	5	TOTAL	WEIGHTED AVERAGE
The Department as a whole	1.74% 2	10.43% 12	19.13% 22	34.78% 40	33.91% 39	115	3.89
Managerial staff	3.54% 4	12.39% 14	18.58% 21	33.63% 38	31.86% 36	113	3.78
Non-managerial staff	2.63% 3	7.02% 8	21.93% 25	38.60% 44	29.82% 34	114	3.86
The Section you work in	1.75% 2	8.77% 10	21.05% 24	38.60% 44	29.82% 34	114	3.86
The City and County staff as a whole	3.57% 4	10.71% 12	29.46% 33	31.25% 35	25.00% 28	112	3.63

Q9 How would you rate the following:

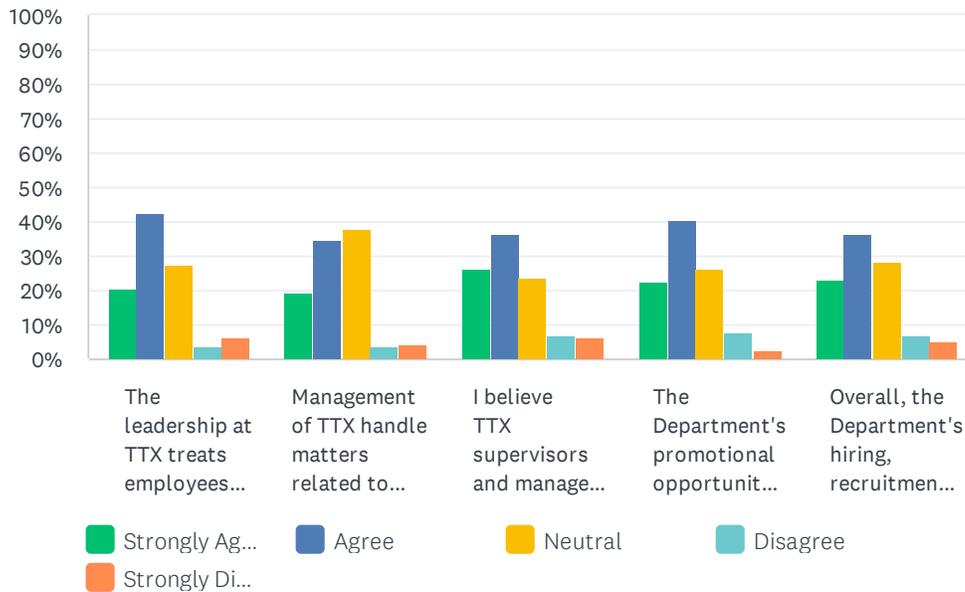
Answered: 115 Skipped: 1



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
TTX values diversity.	27.43% 31	36.28% 41	30.09% 34	2.65% 3	3.54% 4	113	2.19
Leadership understands that diversity is critical to our future success.	27.27% 30	36.36% 40	25.45% 28	7.27% 8	3.64% 4	110	2.24
TTX invests time and energy into building diverse teams.	21.05% 24	36.84% 42	30.70% 35	7.02% 8	4.39% 5	114	2.37
Getting to know people with backgrounds different from my own has been easy at TTX.	23.68% 27	41.23% 47	24.56% 28	7.89% 9	2.63% 3	114	2.25

Q10 How would you rate the following:

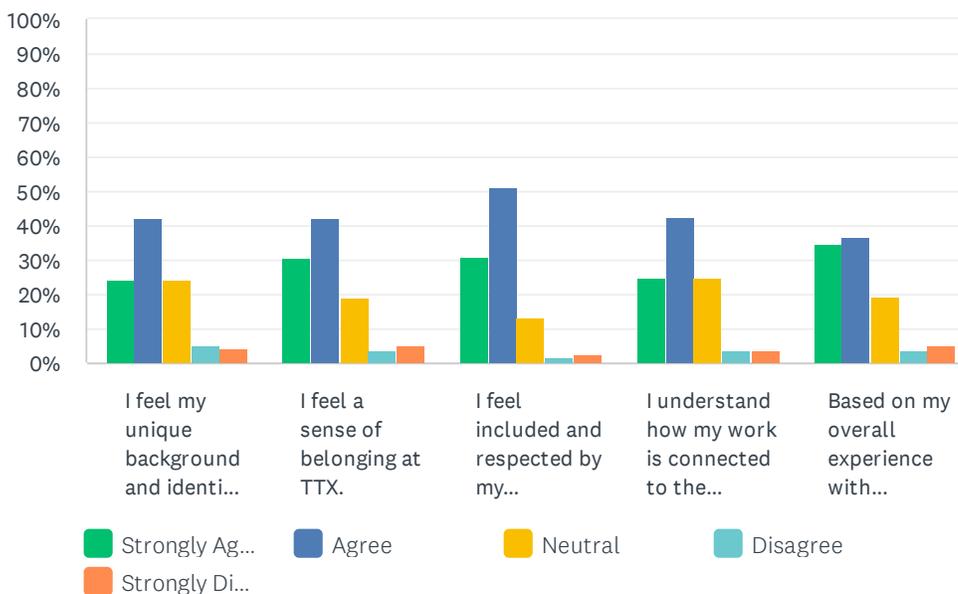
Answered: 113 Skipped: 3



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
The leadership at TTX treats employees fairly.	20.35% 23	42.48% 48	27.43% 31	3.54% 4	6.19% 7	113	2.33
Management of TTX handle matters related to diversity, equity, and inclusion satisfactorily.	19.47% 22	34.51% 39	38.05% 43	3.54% 4	4.42% 5	113	2.39
I believe TTX supervisors and managers hold all employees to the same performance expectations and standards.	26.55% 30	36.28% 41	23.89% 27	7.08% 8	6.19% 7	113	2.30
The Department's promotional opportunities are accessible to everyone equitably, regardless of race/ethnicity.	22.52% 25	40.54% 45	26.13% 29	8.11% 9	2.70% 3	111	2.28
Overall, the Department's hiring, recruitment, and retention processes are fair and equitable.	23.01% 26	36.28% 41	28.32% 32	7.08% 8	5.31% 6	113	2.35

Q11 How would you rate the following:

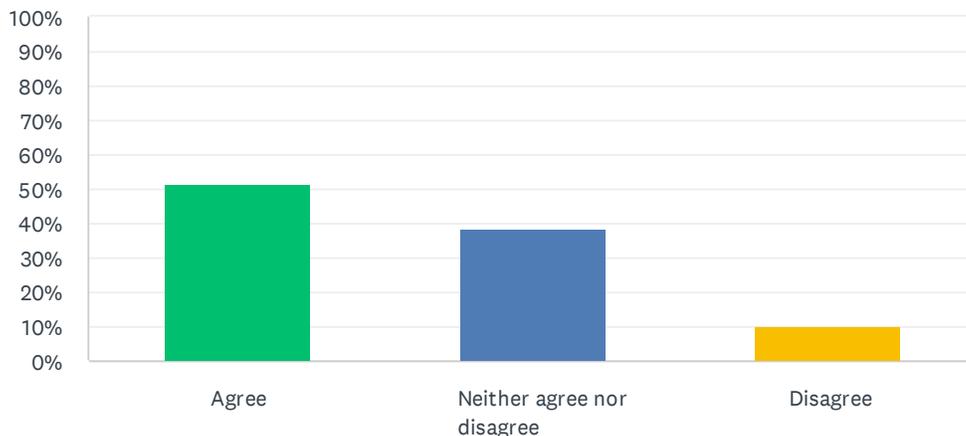
Answered: 112 Skipped: 4



	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
I feel my unique background and identity (i.e. my differences) are valued at TTX.	24.11% 27	41.96% 47	24.11% 27	5.36% 6	4.46% 5	112	2.24
I feel a sense of belonging at TTX.	30.36% 34	41.96% 47	18.75% 21	3.57% 4	5.36% 6	112	2.12
I feel included and respected by my colleagues.	31.25% 35	50.89% 57	13.39% 15	1.79% 2	2.68% 3	112	1.94
I understand how my work is connected to the broader equity vision of TTX and the Citywide Racial Equity goals.	25.00% 28	42.86% 48	25.00% 28	3.57% 4	3.57% 4	112	2.18
Based on my overall experience with workplace diversity, I am likely to recommend TTX to my family/friends.	34.82% 39	36.61% 41	19.64% 22	3.57% 4	5.36% 6	112	2.08

Q12 The City's hiring and recruitment process (exams, interviews, etc) are fair and equitable.

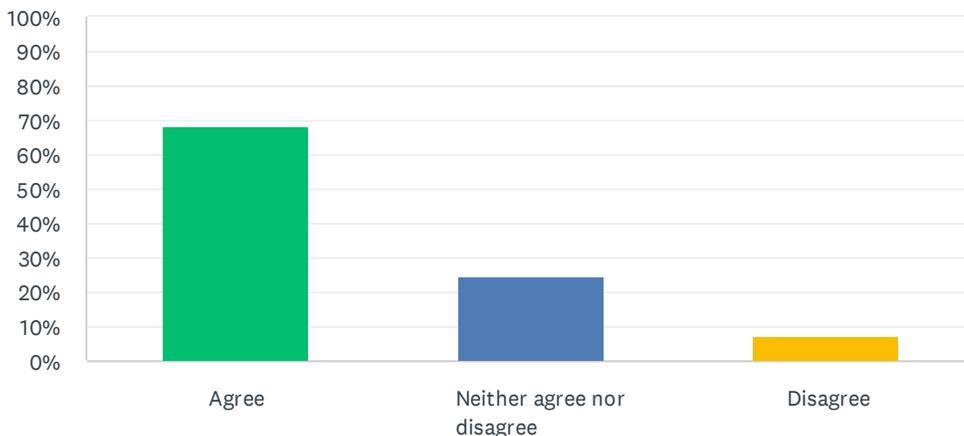
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Agree	51.82%	57
Neither agree nor disagree	38.18%	42
Disagree	10.00%	11
TOTAL		110

Q13 The Department's interview and written exercise questions are fair and relevant to the positions I have competed for.

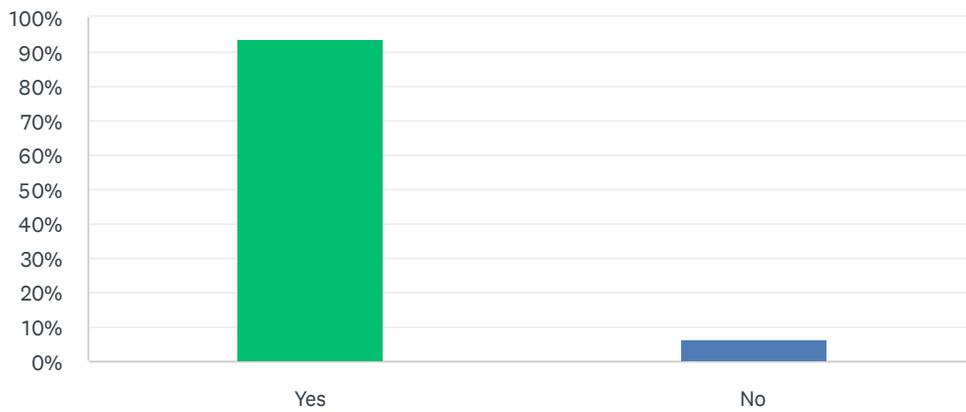
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Agree	68.18%	75
Neither agree nor disagree	24.55%	27
Disagree	7.27%	8
TOTAL		110

Q14 I have been hired for (or offered) positions that required a test/exam.

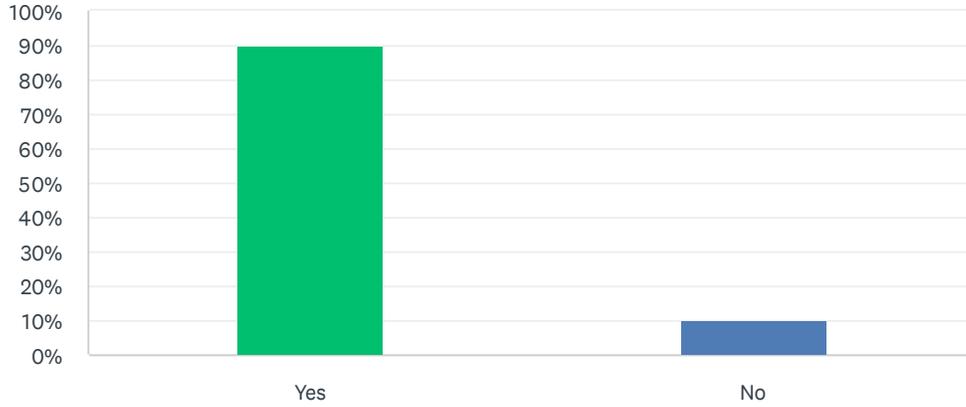
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	93.64%	103
No	6.36%	7
TOTAL		110

Q15 I have been able to successfully rank "eligible" for permanent positions I am interested in.

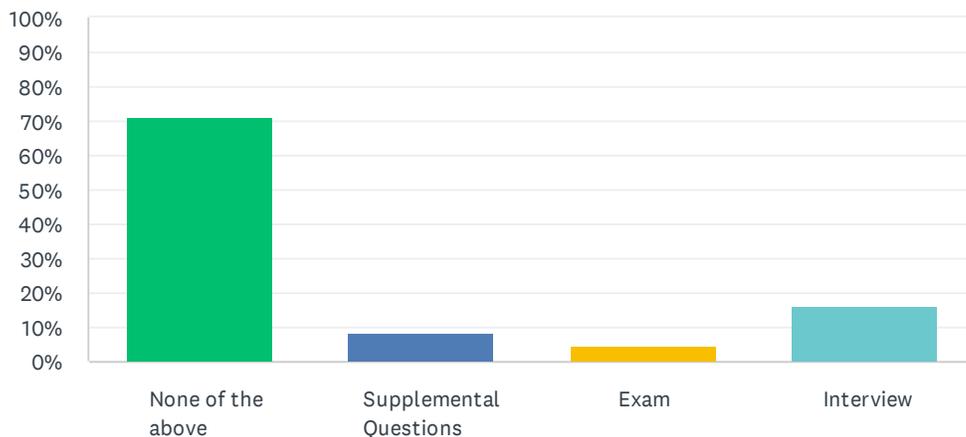
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	90.00%	99
No	10.00%	11
TOTAL		110

Q16 I have applied for TTX position(s) for which I met the minimum qualifications but was not successful to compete. I was disqualified at the following stage:

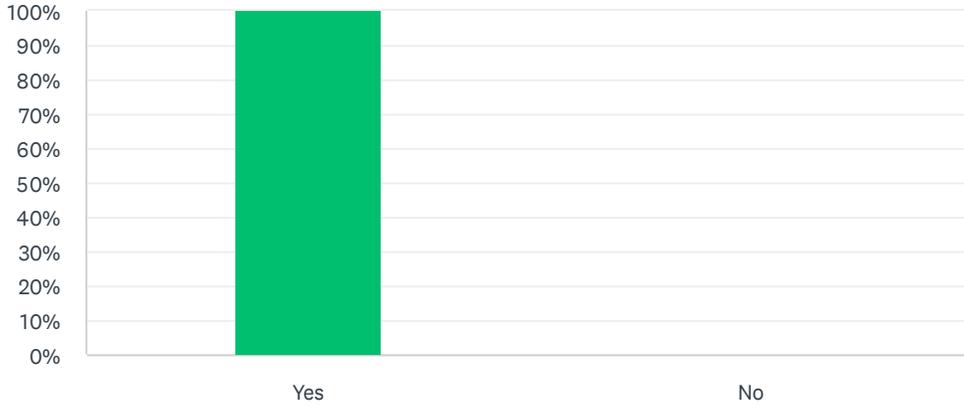
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
None of the above	70.91%	78
Supplemental Questions	8.18%	9
Exam	4.55%	5
Interview	16.36%	18
TOTAL		110

Q17 I have positive relationships with employees in this department that are of a different race/ethnicity.

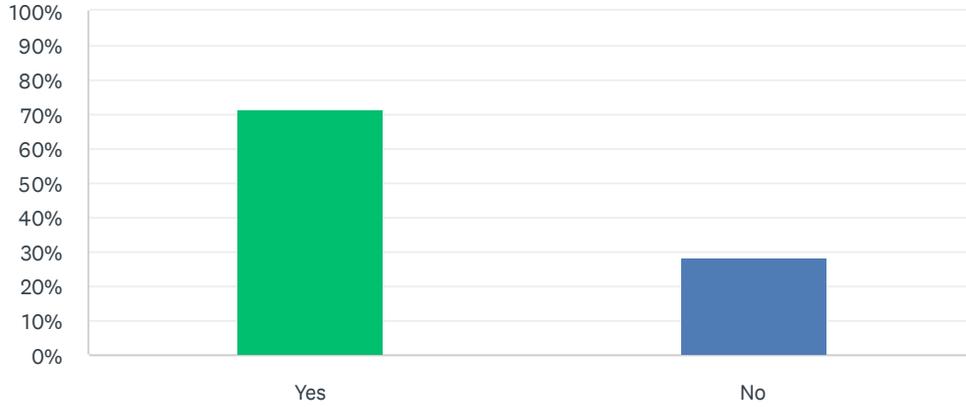
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	100.00%	110
No	0.00%	0
TOTAL		110

Q18 If TTX offered a mentorship program to allow me to partner with a colleague in another section, I would be interested.

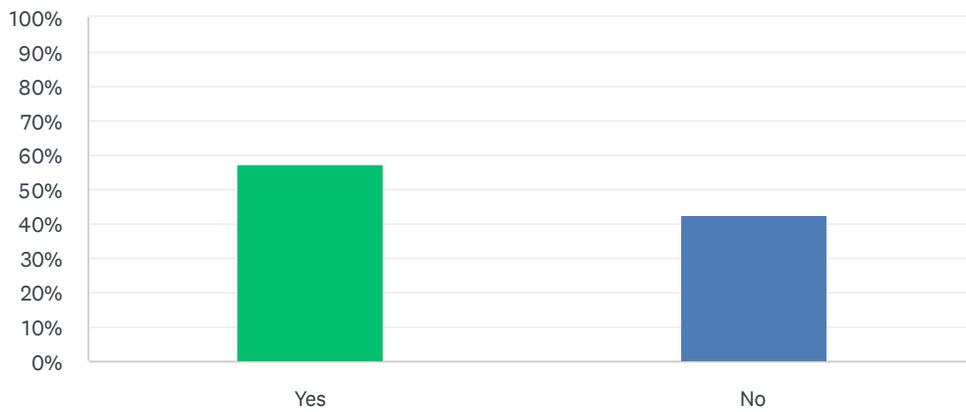
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	71.82%	79
No	28.18%	31
TOTAL		110

Q19 There is a career development path for all employees at TTX.

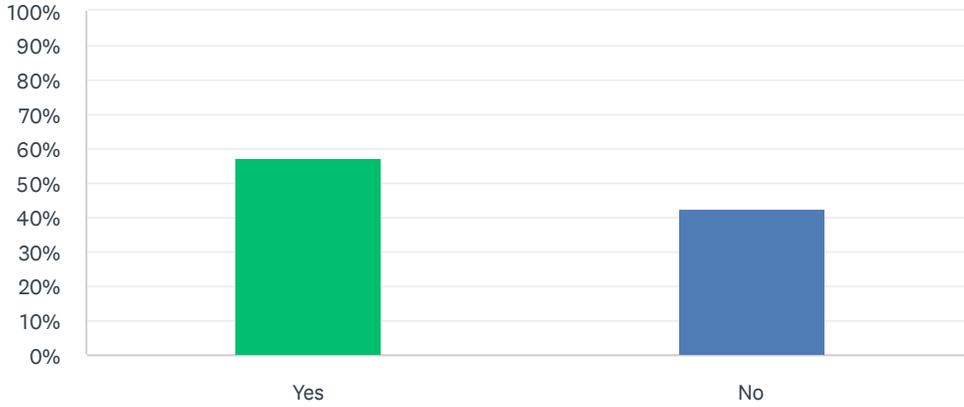
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	57.27%	63
No	42.73%	47
TOTAL		110

Q20 The process for career advancement/promotion is transparent to all employees as well as professional development opportunities.

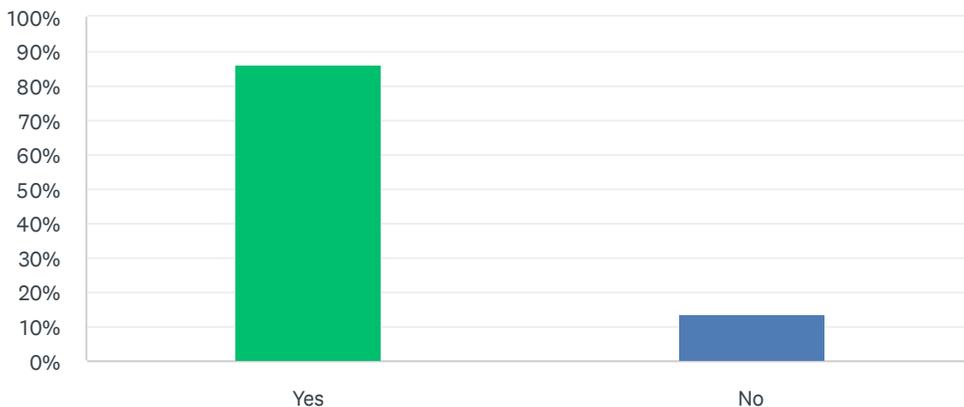
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	57.27%	63
No	42.73%	47
TOTAL		110

Q21 People from all backgrounds and with a range of identities have equitable opportunities to advance their career at TTX.

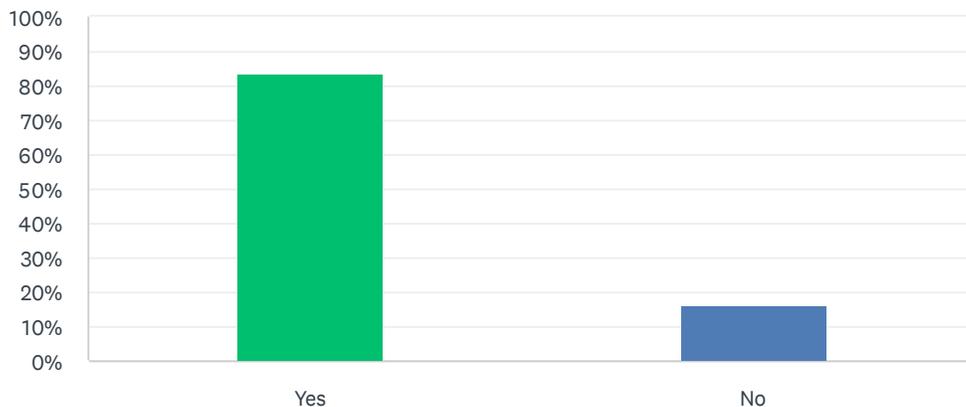
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	86.36%	95
No	13.64%	15
TOTAL		110

Q22 Employees of different backgrounds are treated fairly in the internal promotion process at TTX.

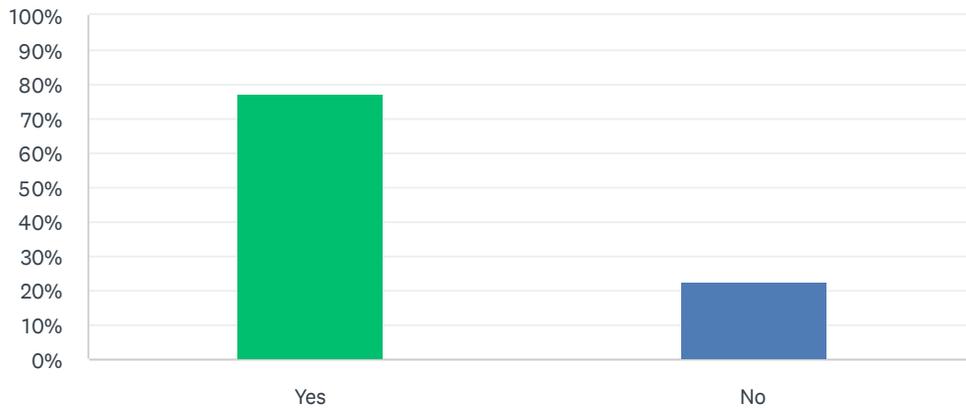
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	83.64%	92
No	16.36%	18
TOTAL		110

Q23 I feel supported in my career growth at TTX.

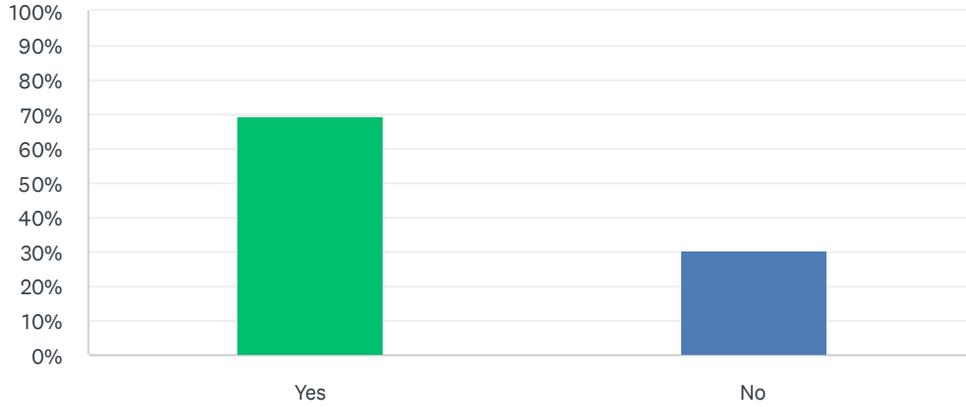
Answered: 110 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	77.27%	85
No	22.73%	25
TOTAL		110

Q24 I have attended training/educational classes that promote racial equity, diversity, and inclusion in the workplace at TTX.

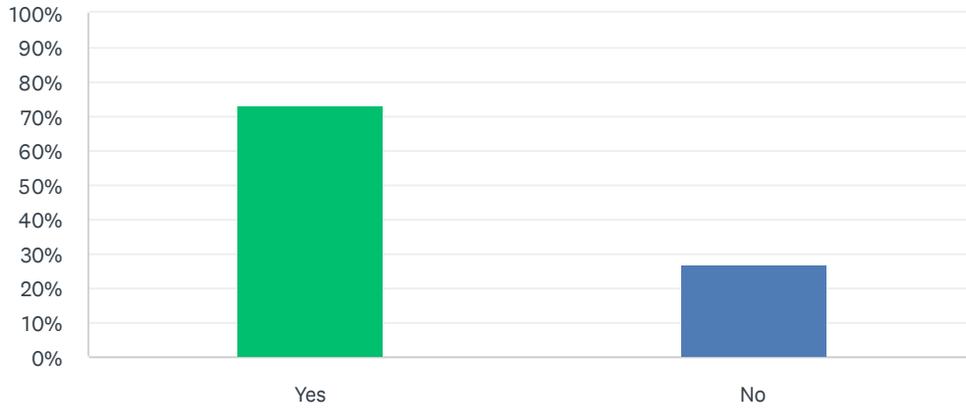
Answered: 109 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	69.72%	76
No	30.28%	33
TOTAL		109

Q25 I am satisfied with the diversity, equity, and inclusion trainings offered by TTX.

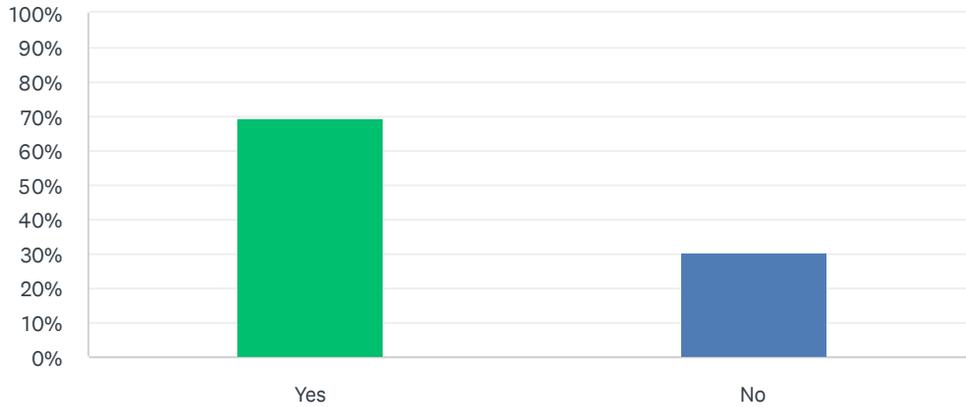
Answered: 109 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	73.39%	80
No	26.61%	29
TOTAL		109

Q26 I would like to attend internal or external trainings, workshops, presentations, and/or learning opportunities regarding racial equity.

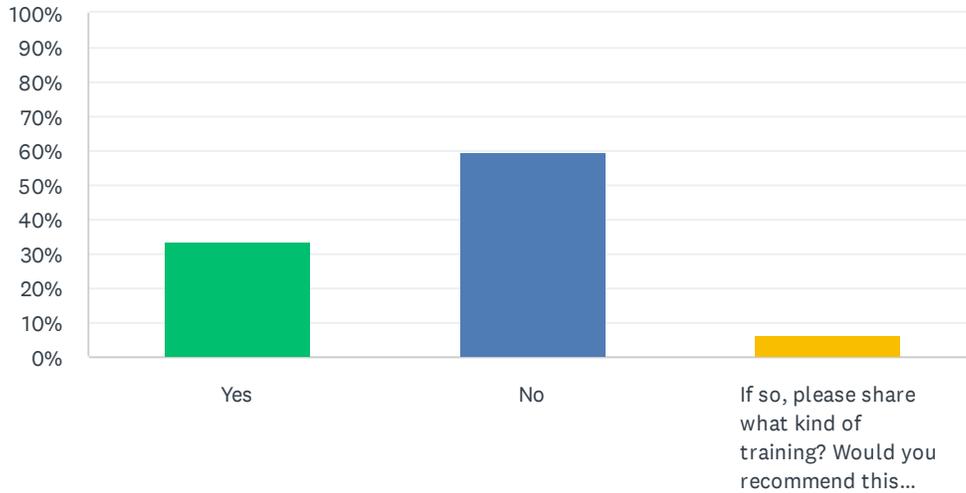
Answered: 109 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	69.72%	76
No	30.28%	33
TOTAL		109

Q27 Have you attended any Racial Equity training/workshops that have been useful?

Answered: 109 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	33.94%	37
No	59.63%	65
If so, please share what kind of training? Would you recommend this training as a Department-wide training?	6.42%	7
TOTAL		109

Q28 What is TTX doing well in terms of building a diverse, equitable, and inclusive organization? Please write your thought in the box below.

Answered: 52 Skipped: 64

Q29 What improvements, if any, can be made to improve diversity, equity, and inclusion efforts at TTX? Please write your thoughts in the box below.

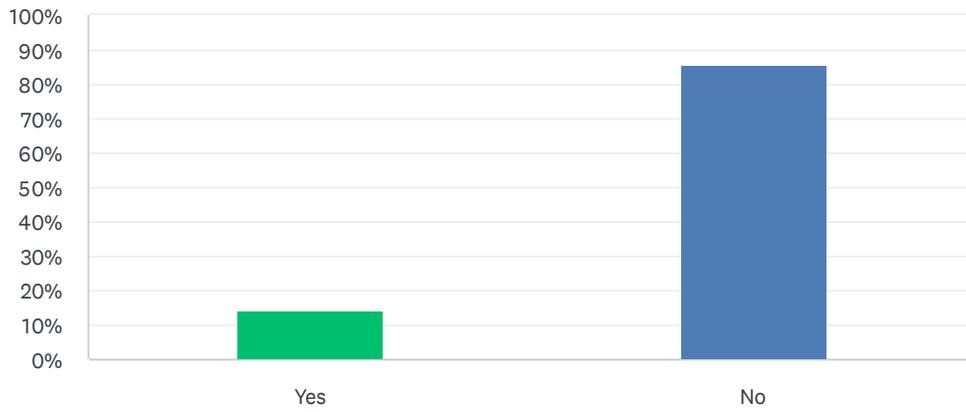
Answered: 40 Skipped: 76

Q30 Since taking the employee survey in October 2020, have you experienced any improvements in the are of racial equity at TTX? If no, please explain further.

Answered: 43 Skipped: 73

Q31 Have you experienced Racial Tensions in the past two years?

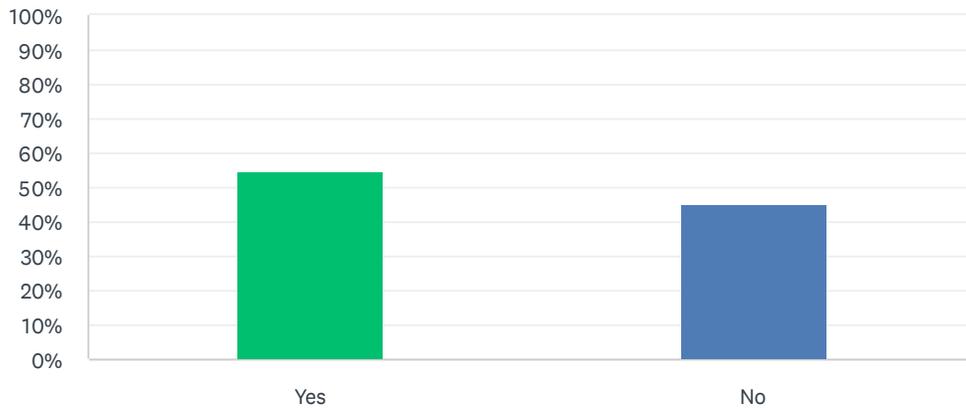
Answered: 91 Skipped: 25



ANSWER CHOICES	RESPONSES	
Yes	14.29%	13
No	85.71%	78
TOTAL		91

Q32 Are you familiar with the work of the racial equity team?

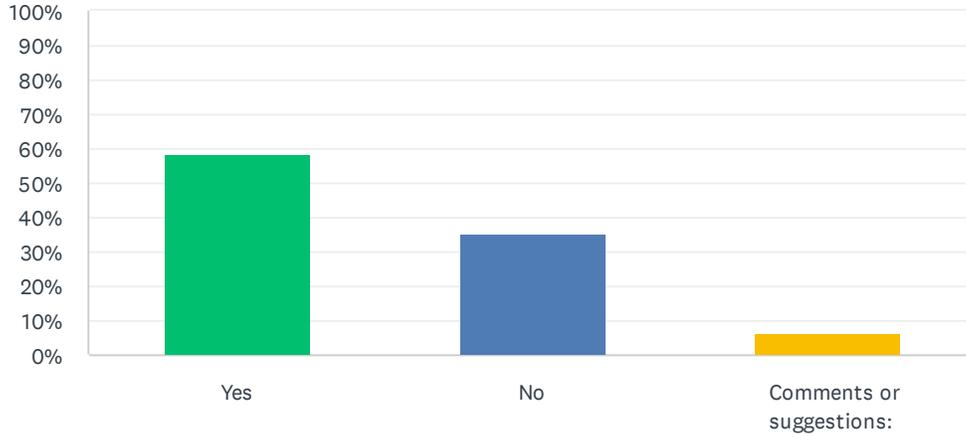
Answered: 93 Skipped: 23



ANSWER CHOICES	RESPONSES	
Yes	54.84%	51
No	45.16%	42
TOTAL		93

Q33 Do you have a clear understanding of the commitment to the racial equity by the leadership of TTX?

Answered: 94 Skipped: 22



ANSWER CHOICES	RESPONSES	
Yes	58.51%	55
No	35.11%	33
Comments or suggestions:	6.38%	6
TOTAL		94

Q34 In your opinion what could TTX do to work against the racial disparities in the City & County of San Francisco?

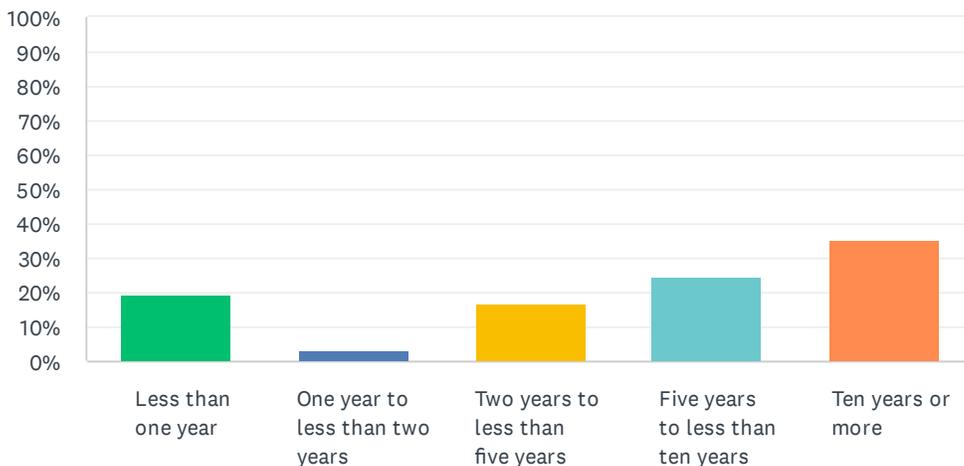
Answered: 42 Skipped: 74

Q35 Do you have any additional comments, questions, or concerns you would like to share?

Answered: 30 Skipped: 86

Q36 How long have you worked for TTX?

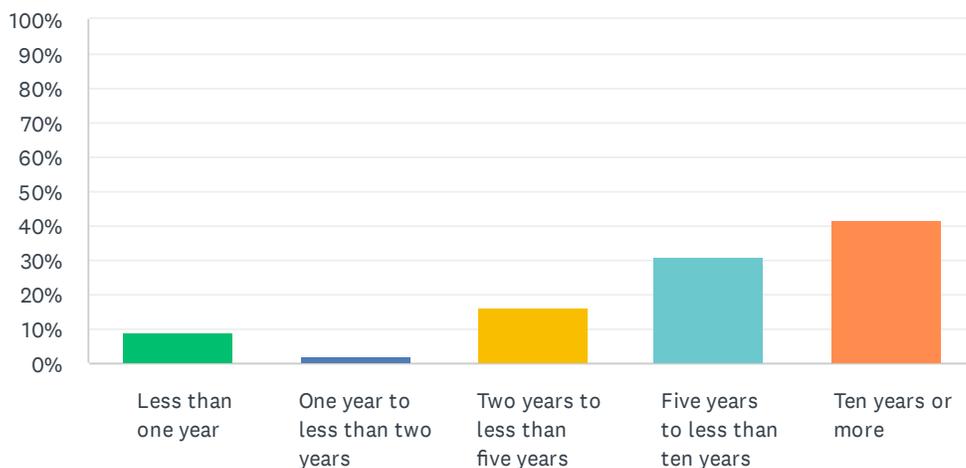
Answered: 88 Skipped: 28



ANSWER CHOICES	RESPONSES	
Less than one year	19.32%	17
One year to less than two years	3.41%	3
Two years to less than five years	17.05%	15
Five years to less than ten years	25.00%	22
Ten years or more	35.23%	31
TOTAL		88

Q37 I have worked for the City and County of San Francisco for:

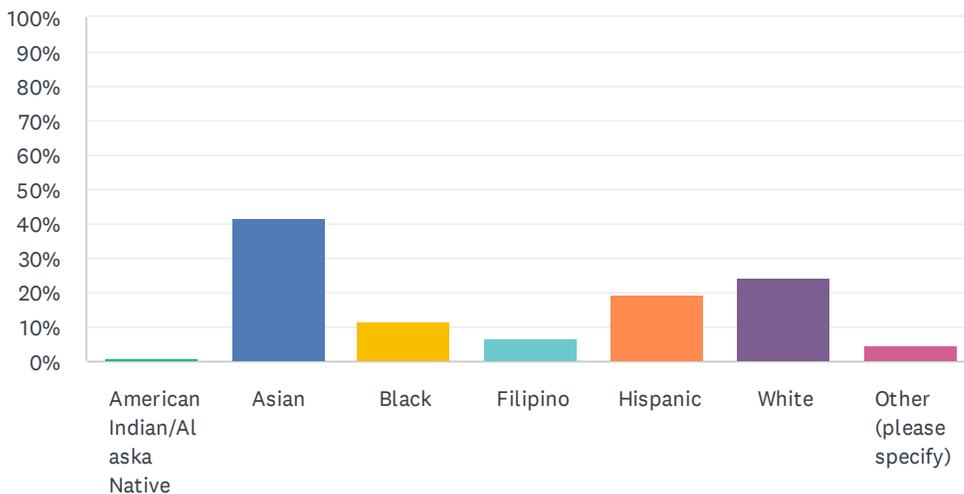
Answered: 87 Skipped: 29



ANSWER CHOICES	RESPONSES	
Less than one year	9.20%	8
One year to less than two years	2.30%	2
Two years to less than five years	16.09%	14
Five years to less than ten years	31.03%	27
Ten years or more	41.38%	36
TOTAL		87

Q38 My racial/ethnic background is

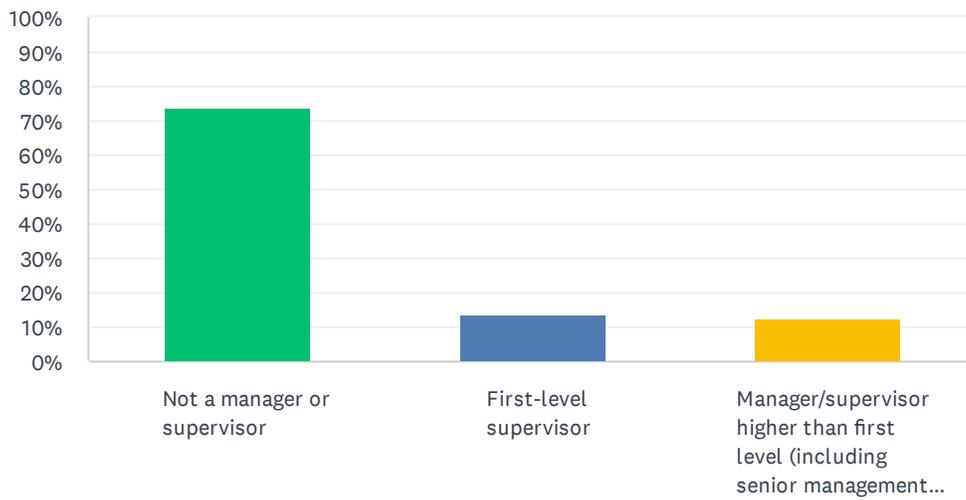
Answered: 87 Skipped: 29



ANSWER CHOICES	RESPONSES	
American Indian/Alaska Native	1.15%	1
Asian	41.38%	36
Black	11.49%	10
Filipino	6.90%	6
Hispanic	19.54%	17
White	24.14%	21
Other (please specify)	4.60%	4
Total Respondents: 87		

Q39 Which of the following best describes your role in the organization?

Answered: 87 Skipped: 29



ANSWER CHOICES	RESPONSES	
Not a manager or supervisor	73.56%	64
First-level supervisor	13.79%	12
Manager/supervisor higher than first level (including senior management positions)	12.64%	11
TOTAL		87