DIVERSITY & INCLUSION EMPLOYEE EXPERIENCE STUDY

SEPTEMBER-OCTOBER 2019

DALLAS COUNTY COMMUNITY COLLEGE DISTRICT

Mary A. Brumbach

Chief Strategy Officer

February 4, 2020

THE SURVEY: PURPOSE

To assess employee experience in terms of diversity and inclusion and from the findings, build a strategic plan to create a high performing diverse and inclusive work and learning environment for DCCCD.
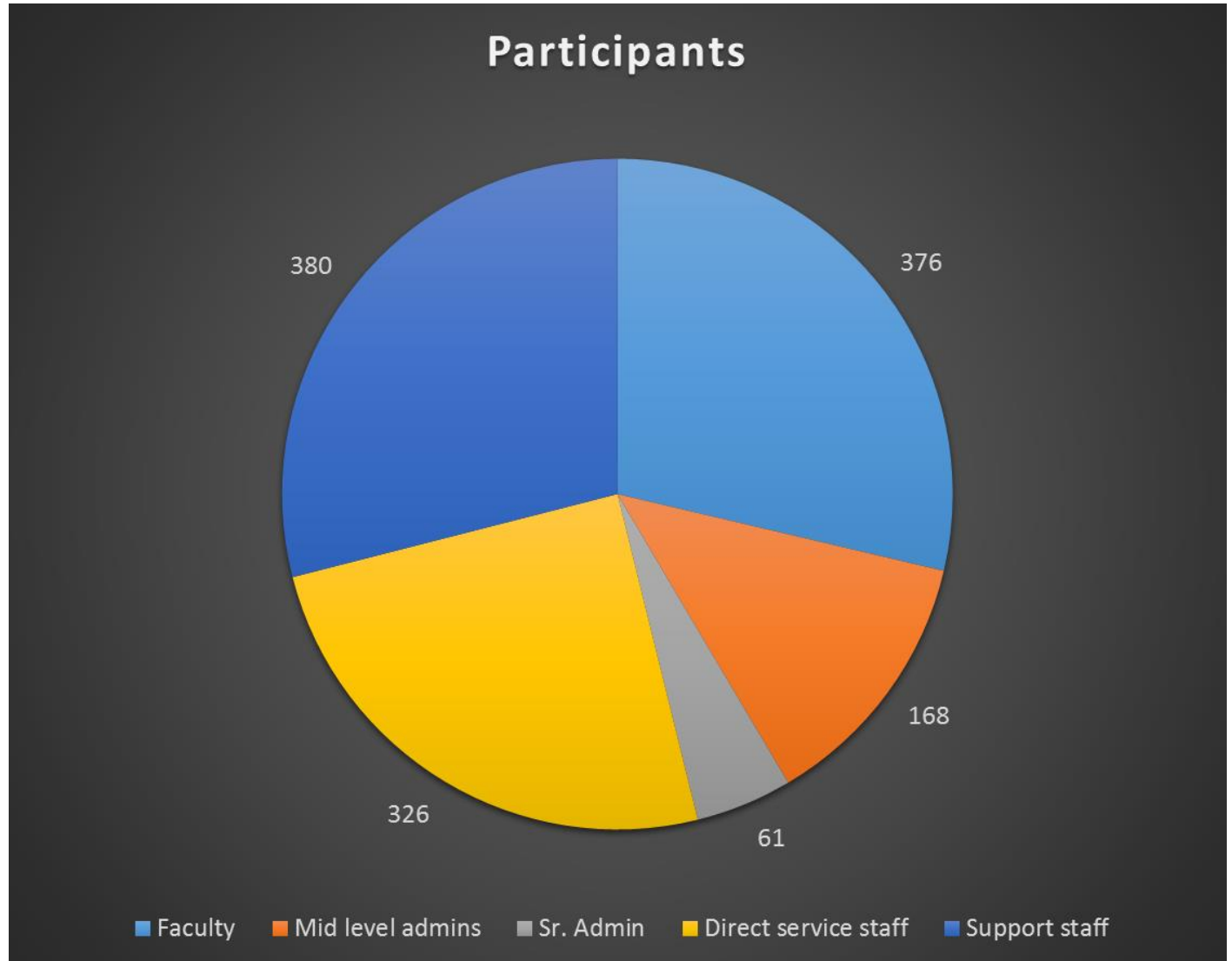
ABOUT THE SURVEY

- Completely anonymous and conducted by external third party
- Used 7 constructs of Diversity & Inclusion based in current research
- Constructs included Belonging, Fairness, Opportunities and Resources, Decision Making, Diversity, Voice, and Contribution to a Broader Purpose.
- Used 27 questions related to the constructs and, in addition, gathered demographic information such as race/ethnicity, role, tenure, location, gender, and others
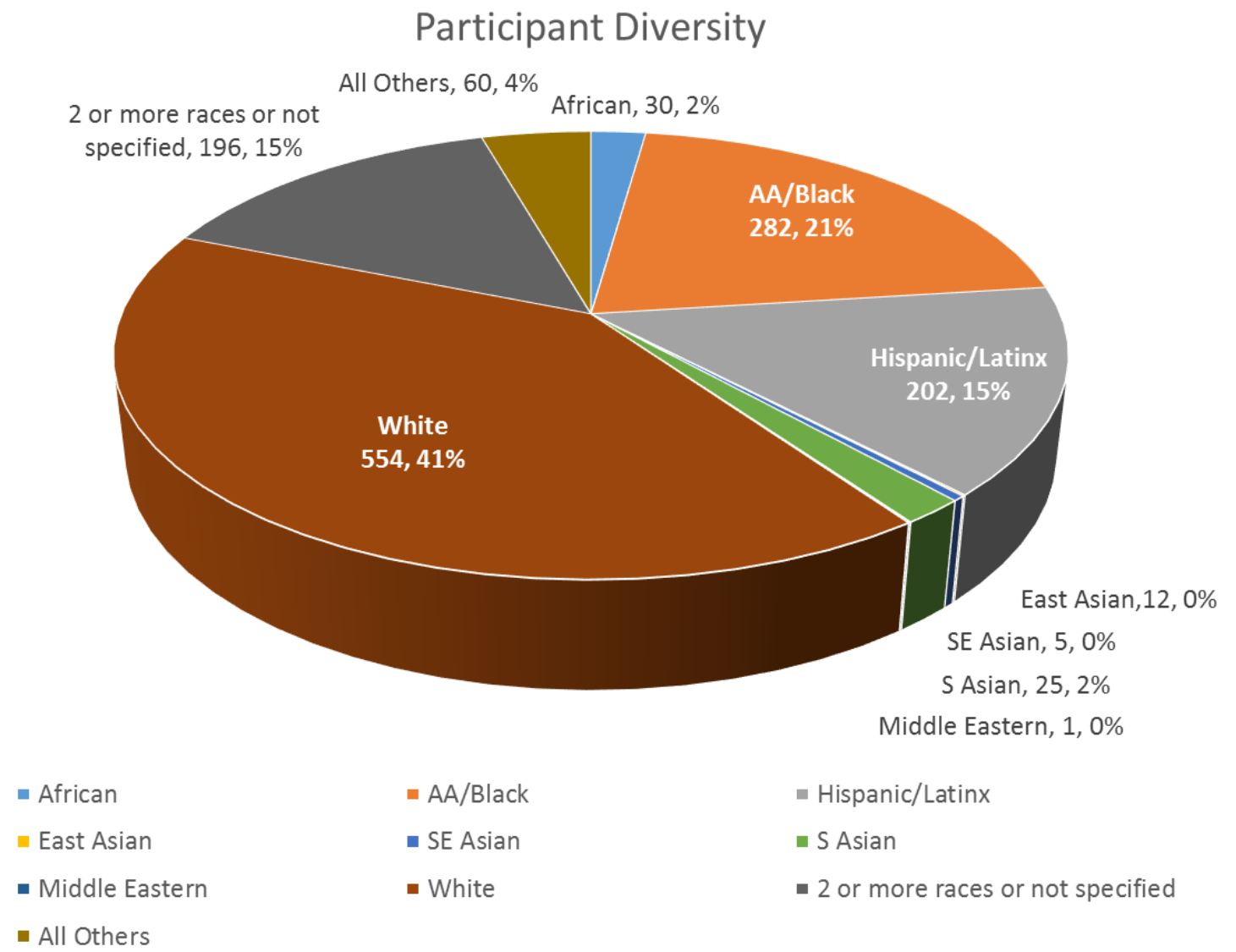
ABOUT THE PARTICIPANTS

21%*

Received invitation, 6797

Participated, 1396
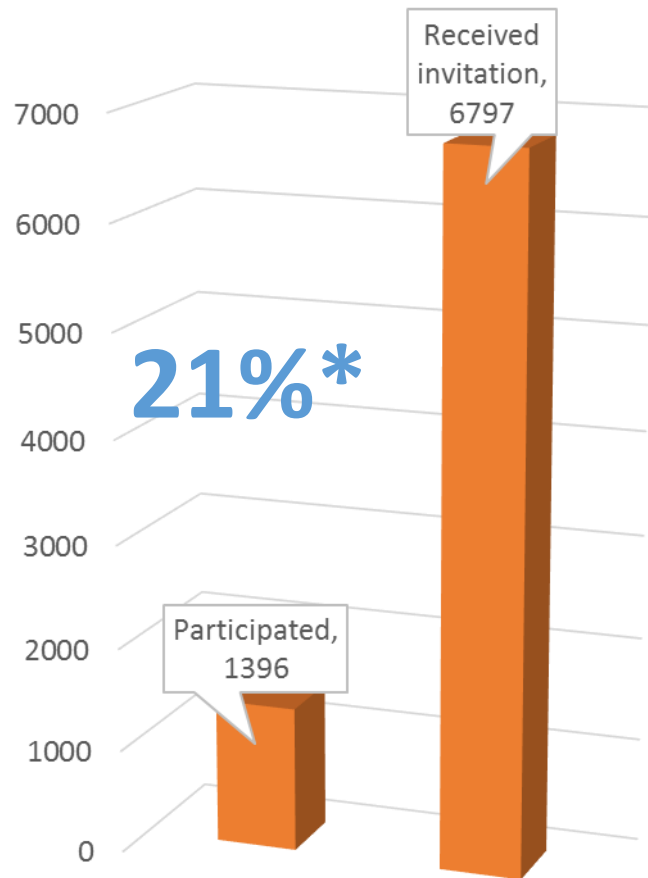
*5% is considered a good response rate. Surveys among DCCCD employees have averaged 1% or less this past year.

Participants

- 376
- 168
- 61
- 326
- 380

■ Faculty ■ Mid level admins ■ Sr. Admin ■ Direct service staff ■ Support staff

ABOUT THE PARTICIPANTS

Participant Diversity

African, 30, 2%
AA/Black 282, 21%
Hispanic/Latinx 202, 15%
East Asian, 12, 0%
SE Asian, 5, 0%
S Asian, 25, 2%
Middle Eastern, 1, 0%
White 554, 41%
2 or more races or not specified, 196, 15%
All Others, 60, 4%

Legend:
- African
- AA/Black
- Hispanic/Latinx
- East Asian
- SE Asian
- S Asian
- Middle Eastern
- White
- 2 or more races or not specified
- All Others

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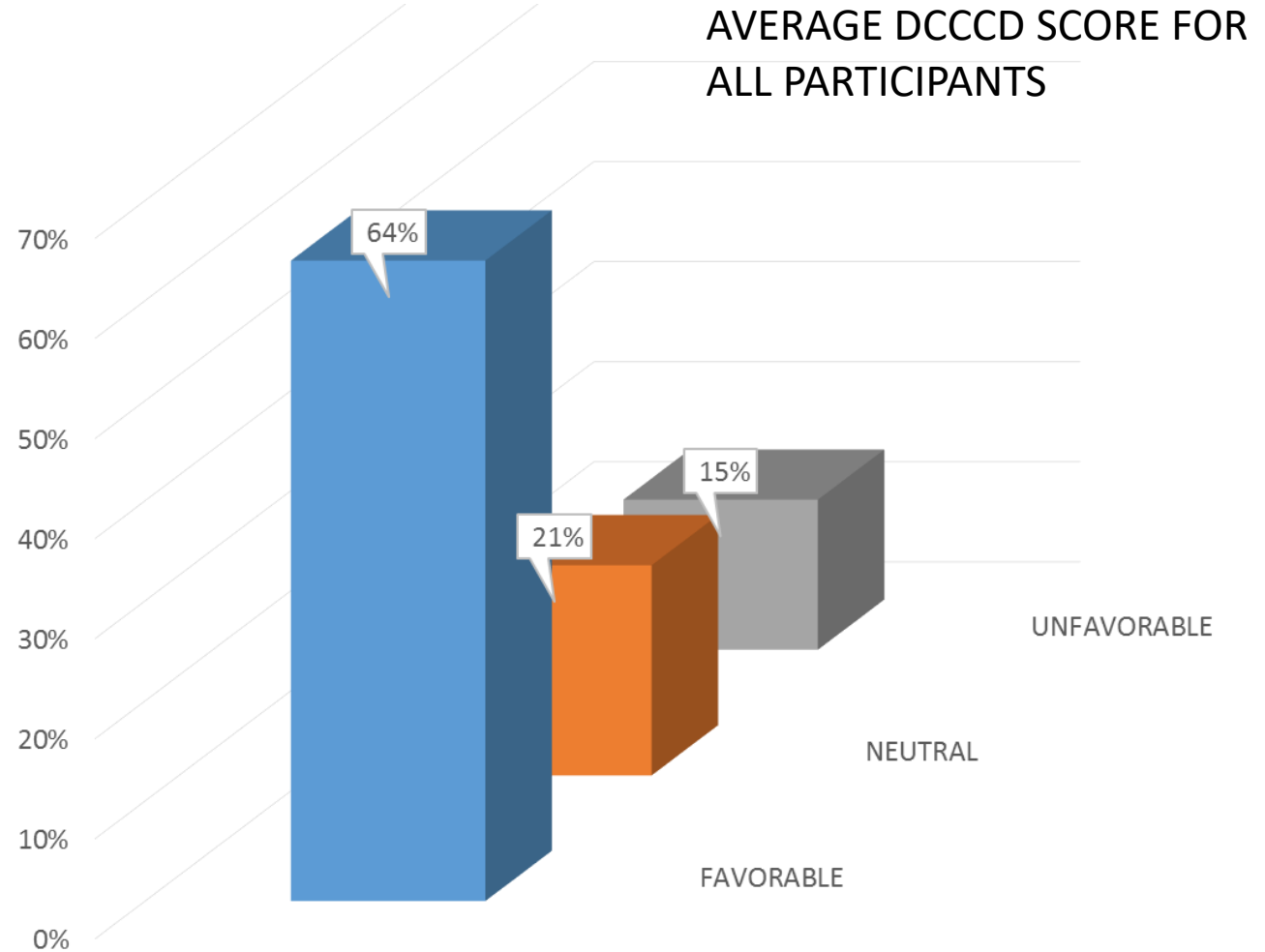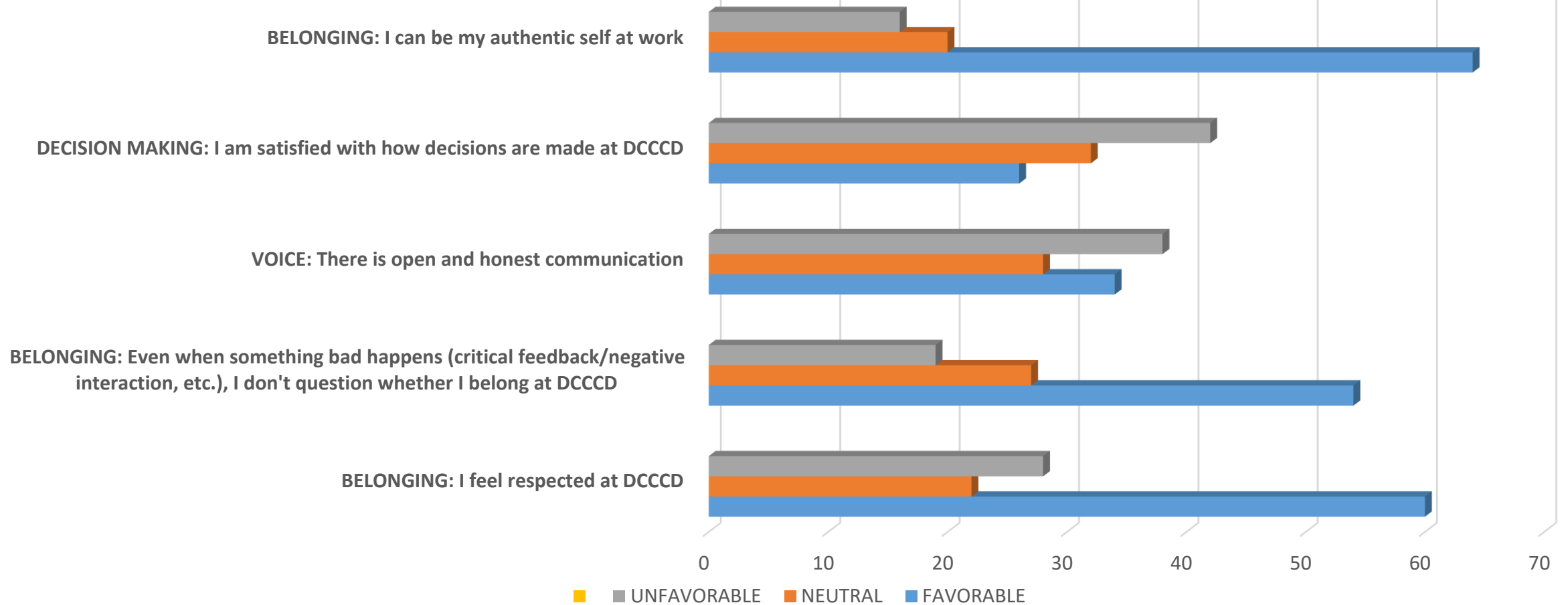RESULTS

KEY FACTOR: ENGAGEMENT

The level of connection, motivation and commitment a person feels for the place they work.

AVERAGE DCCCD SCORE FOR ALL PARTICIPANTS

64%

21%

15%

FAVORABLE

NEUTRAL

UNFAVORABLE

Questions that have been statistically identified as having the greatest impact on employee engagement (Average DCCCD Score)

OTHER FACTORS: Average DCCCD Score for all Participants
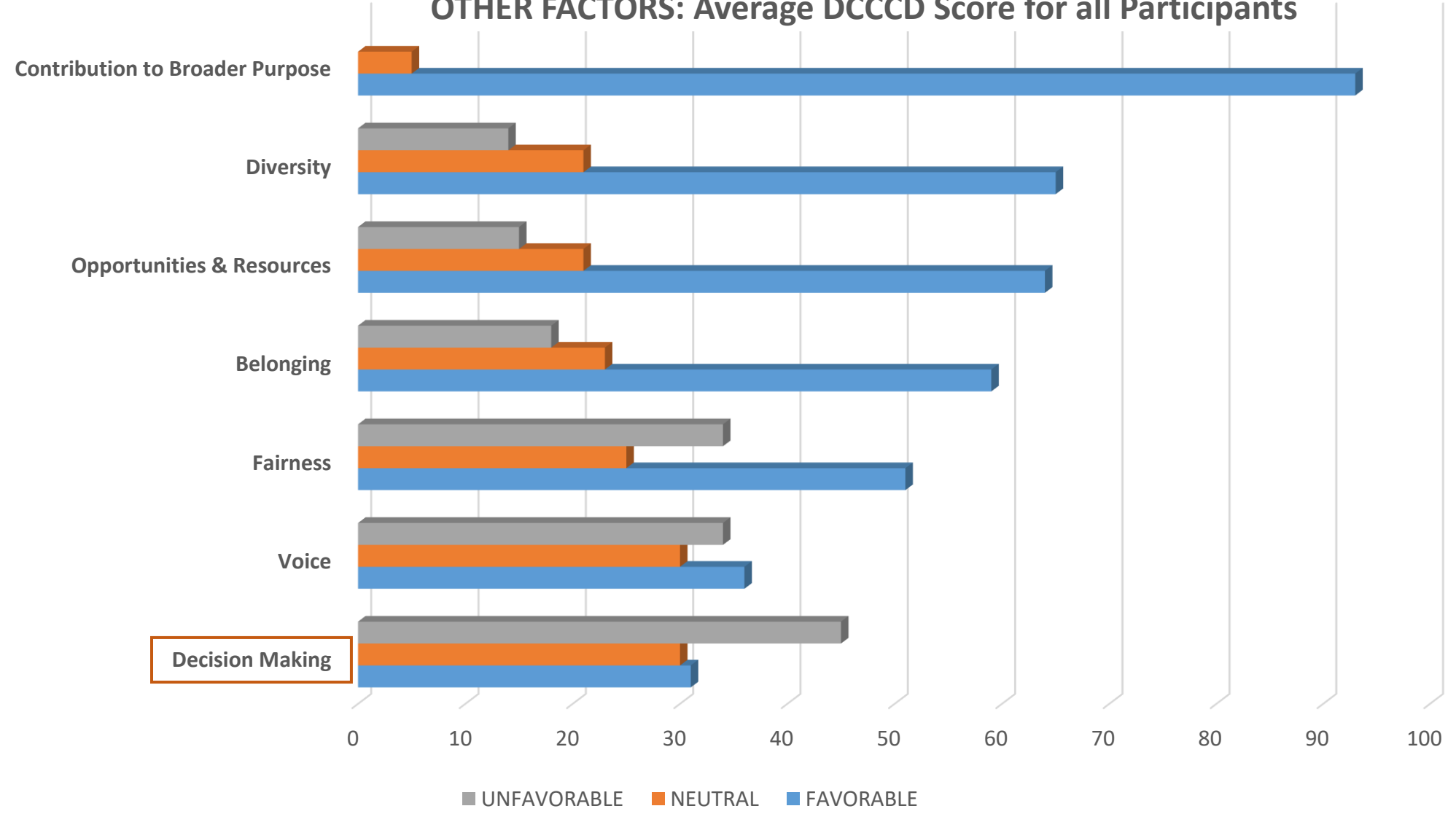
OBSERVATIONS

WHAT ARE WE DOING REALLY WELL?

CONTRIBUTION TO A BROADER PURPOSE

Survey questions:

- The work we do at DCCCD is important

- I understand how my work contributes to the DCCCD mission

- 93% favorable rating across all DCCCD participants

- From People Scientists at Culture Amp:
  - Something to celebrate
  - Obvious that this is something that's talked about and actively managed
  - Should frame all of the conversations around diversity, inclusion, and belonging

INSIGHTS

- Responses from the majority of participants are very similar across all factors

- Ratings for **diversity** are virtually identical across all full-time staff, faculty, and administrator participants
  - Survey questions were
    - DCCCD values diversity
    - DCCCD builds teams that are diverse

	Overall DCCCD	Staff Full-Time	Faculty Full-Time	Administrators	Not Specified
No. of Responses	1.4K	649	234	101	55
Engagement	64%	63%	62%	70%	38%
Decision Making	30%	29%	19%	44%	14%
Fairness	51%	49%	47%	51%	34%
Opportunities & Resources	64%	63%	50%	67%	47%
Voice	36%	32%	26%	44%	16%
Belonging	59%	57%	54%	59%	38%
Diversity	65%	63%	62%	60%	31%
Contribution to Broader Purpose	93%	92%	92%	97%	88%

COLOR CODE

Significantly higher than average
Greater than average
Slightly higher
Neutral
Slightly lower than average
Lower than average
Significantly lower than average

INSIGHTS

- Responses from the majority of participants are very similar across all factors
- **Individuals** who are identifying as multi-racial, other, or not-specific are scoring lower in all categories
- Ratings for **diversity** are 13 and 9 points lower, respectively between White and African-American & White and Hispanic/Latinx
  - Survey questions were
    - DCCCD values diversity
    - DCCCD builds teams that are diverse

	Overall DCCCD	White	African American	Hispanic Latinx	Tw or more races, other & not specified
No. of Responses	1.4K	554	282	202	251
Engagement	64%	66%	65%	71%	49%
Decision Making	30%	31%	32%	36%	18%
Fairness	51%	55%	51%	54%	38%
Opportunities & Resources	64%	66%	65%	68%	53
Voice	36%	40%	36%	43%	22
Belonging	59%	62%	58%	66%	46
Diversity	65%	74%	61%	65%	45
Contribution to Broader Purpose	93%	93%	95%	95%	88%

COLOR CODE

Color	Meaning
	Significantly higher than average
	Greater than average
	Slightly higher
	Neutral
	Slightly lower than average
	Lower than average
	Significantly lower than average

INSIGHTS

- Lowest favorable scores across the factors are in **Decision Making** and **Voice**

- Multi-racial and other are significantly lower in both factors
  - Survey questions for **Decision Making**
    - I am satisfied with how decisions are made at DCCCD
    - Perspectives like mine are included in the decision making at DCCCD
    - I am included in decisions that affect my work
  - Survey questions for **Voice**:
    - There is open and honest two-way communication
    - When I speak up, my opinion is valued
    - I can voice a contrary opinion without fear of negative consequences

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Voice	36%	40%	36%	43%	22
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Contribution to Broader Purpose	93%	93%	95%	95%	88%

COLOR CODE

Significantly higher than average
Greater than average
Slightly higher
Neutral
Slightly lower than average
Lower than average
Significantly lower than average

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INSIGHTS

- Lowest favorable scores across the factors are in **Decision Making** and **Voice**

- Full-Time Faculty are 11 and 10 points lower than the DCCCD average, respectively, in these categories
  - Survey questions for **Decision Making**:
    - I am satisfied with how decisions are made at DCCCD
    - Perspectives like mine are included in the decision making at DCCCD
    - I am included in decisions that affect my work
  - Survey questions for **Voice**:
    - There is open and honest two-way communication
    - When I speak up, my opinion is valued
    - I can voice a contrary opinion without fear of negative consequences

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Engagement	64%	63%	62%	70%	38%
Decision Making	30%	29%	19%	44%	14%
Fairness	51%	49%	47%	51%	34%
Opportunities & Resources	64%	63%	50%	67%	47%
Voice	36%	32%	26%	44%	16%
Belonging	59%	57%	54%	59%	38%
Diversity	65%	63%	62%	60%	31%
Contribution to Broader Purpose	93%	92%	92%	97%	88%

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CONNECTIONS WITH "BECOMING ONE COLLEGE" DISCUSSIONS

The importance of **voice** and **decision making** was also prominent in the results of sessions.

Across the district

(Compression Planning
Sessions on
Becoming ONE College)

- Sept – Nov 2019

- 4 sessions by invitation

- 134 employees

- Executive Leadership Session

- 3 Combined College Sessions;
Faculty, Staff, Administrators -
Leaders & Change Agents

Insights

- **Leadership cared enough to include me**

- **We have similar experiences**

- **Very cohesive**

- **Learning and sharing ideas in groups is great**

- **Importance of thinking with other people's hats on**

- **Great to have different roles and minds at each table**

- **This is the beginning – easier to think together than I thought it would be**

- **Everyone was able to voice their opinions**

- **Mixed different role levels across colleges**

- **Different teams represented show that we are no different across the colleges**

- **There is breadth of commonality of thought**

- **Helpful to listen to other perspectives**

- **We need to engage employees and listen to their ideas**

We are on the same page

Across the district
(World Cafés on Becoming ONE College)

- Nov – Dec 2019
- 5 open-invitation sessions
- 590 employees registered
- 207 table-top papers
- 248 feedback cards
- 1665 dots!

What we heard...

- How rarely we get to visit with others outside our group – we need more of this.

- Great idea for collaboration – to take our ideas and do something with them.

- This is a great opportunity to be heard

- Change starts with us, right here!

- It's great to be able to voice our opinion.

- We should do this more often!

- We are hearing a lot of unity in these meetings.

- This was a positive exercise, and it got us out of our silos.

- I hope you follow suggestions.

Keep us informed.

NEXT STEPS:
USE THE DIVERSITY AND INCLUSION EMPLOYEE EXPERIENCE STUDY AS A **CATALYST**

NEXT STEPS

- Develop a Values Statement for the One College
  - Use both physical and virtual versions of a World Café approach to gather information across the system on values to be included (Spring 2020)
  - Through compression planning with faculty, staff, and administrative leaders, craft a succinct draft Values Statement based on the results of the World Cafes and the needs of the College
  - After review with system leadership, present the draft for adoption to the Board of Trustees (August 2020)
  - Plan for including the Values Statement in all appropriate documents (including job descriptions), websites, and locations
  - Use the Values Statement to guide professional development for all employees

NEXT STEPS (Fall 2020 and on-going)

- Provide professional development support from internal and external sources to address areas identified in the results including, but not limited to:
  - fostering inclusion, diversity, and belonging;
  - supporting engagement in decision making and opportunities to provide ideas and solutions; and
  - increasing effectiveness in leadership at all levels.
- Respond to the desire for addressing siloes and greater cross-communication on meaningful issues through creating and supporting employee resource groups linked to:
  - affiliations (race/ethnicity/other categories),
  - roles,
  - responsibilities, and
  - interests.

RESULTS BY CATEGORIES

HEAT MAP: Role

COLOR CODE		Overall DCCD	Staff Full-Time	Faculty Full-Time	Staff Part-Time	Faculty Adjunct	Administrators	Not Specified
Significantly higher than average	No. of Responses	1.4K	649	234	131	128	101	55
Greater than average	Engagement	64%	63%	62%	73%	70%	70%	38%
Slightly higher	Decision Making	30%	29%	19%	47%	40%	44%	14%
Neutral	Fairness	51%	49%	47%	66%	57%	51%	34%
	Opportunities & Resources	64%	63%	50%	79%	66%	67%	47%
Slightly lower than average	Voice	36%	32%	26%	61%	51%	44%	16%
Lower than average	Belonging	59%	57%	54%	78%	72%	59%	38%
	Diversity	65%	63%	62%	79%	80%	60%	31%
Significantly lower than average	Contribution to Broader Purpose	93%	92%	92%	95%	94%	97%	88%

HEAT MAP: Race & Ethnicity

COLOR CODE		Overall DCCCD	White	African American	Hispanic Latinx	Tw or more races, other & not specified	African	South Asian	Southeast Asian	East Asian	Native American	Middle Eastern
Significantly higher than average	No. of Responses	1.4K	554	282	202	251	39	25	13	11	10	9
Greater than average	Engagement	64%	66%	65%	71%	49%	71%	83%	69%	70%	53%	65%
	Decision Making	30%	31%	32%	36%	18%	42%	52%	36%	27%	23%	15%
Slightly higher	Fairness	51%	55%	51%	54%	38%	51%	60%	54%	59%	35%	44%
Neutral	Opportunities & Resources	64%	66%	65%	68%	53	74%	78%	73%	64%	50%	53%
	Voice	36%	40%	36%	43%	22	41%	52%	36%	15%	30%	30%
Slightly lower than average	Belonging	59%	62%	58%	66%	46	59%	82%	62%	64%	63%	48%
Lower than average	Diversity	65%	74%	61%	65%	45	76%	78%	62%	64%	55%	56%
Significantly lower than average	Contribution to Broader Purpose	93%	93%	95%	95%	88%	96%	100%	81%	91%	95%	89%

HEAT MAP: Tenure

COLOR CODE		Overall DCCCD	10-20 years	2-4 years	6-10 years	4-6 years	1-2 years	20-30 years	30+ years	Not Specified	6-12 months	+3 months	3-6 months
Significantly higher than average	No. of Responses	1.3K	302	166	162	139	116	114	78	75	62	46	39
Greater than average	Engagement	64%	59%	62%	63%	60%	66%	70%	75%	45%	81%	76%	75%
Slightly higher	Decision Making	30%	27%	32%	25%	25%	39%	24%	39%	19%	48%	54%	42%
	Fairness	51%	44%	50%	48%	50%	56%	51%	62%	40%	63%	62%	67%
Neutral	Opportunities & Resources	64%	62%	64%	60%	59%	68%	66%	73%	55%	75%	69%	69%
	Voice	36%	28%	39%	32%	32%	46%	29%	55%	18%	55%	61%	60%
Slightly lower than average	Belonging	59%	52%	61%	60%	55%	65%	56%	70%	42%	76%	79%	69%
Lower than average	Diversity	65%	57%	67%	63%	62%	69%	73%	71%	40%	81%	77%	85%
Significantly lower than average	Contribution to Broader Purpose	93%	94%	91%	93%	87%	92%	96%	90%	95%	98%	98%	94%