

## **DEIB Survey of Department of Drug and Alcohol Programs (DDAP) Staff**

On March 7, 2022, a survey was shared with DDAP employees to ask how they felt the agency scored regarding Diversity, Equity, Inclusion, and Belonging (DEIB). The four questions selected for this survey were adopted from those created by the Office of Advocacy and Reform:

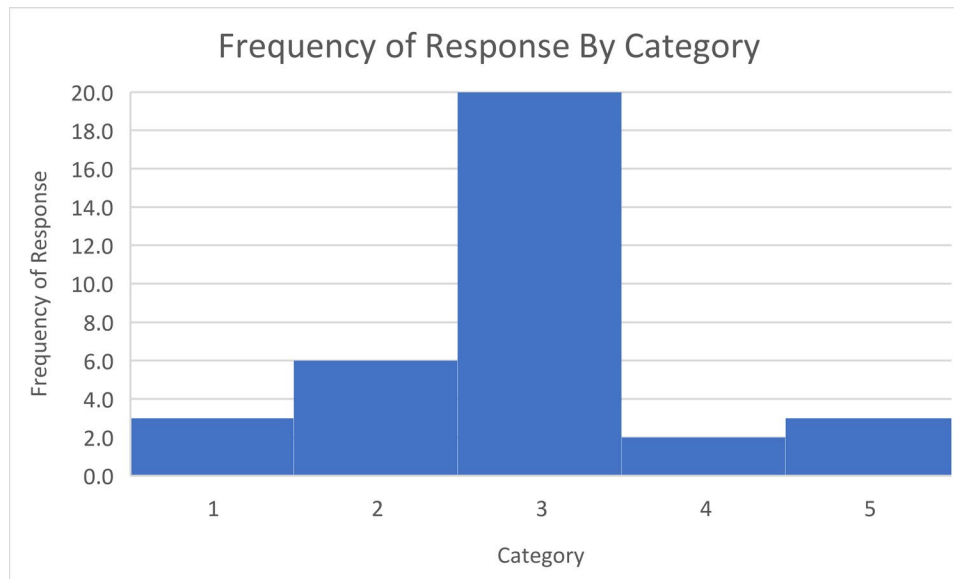
1. Where would you rank DDAP as a workplace on the following scale? (monocultural, compliant, multicultural, intercultural and restorative)
2. How are we including or excluding our coworkers (e.g. based on race/ethnicity, age, sexual orientation, disability, socioeconomic status, etc.)?
3. What are the barriers to ensuring equity in the workplace?
4. Additional Comments.

For question #1, “Where would you rank DDAP as a workplace...?”, employees selected one response from the 5 options below:

1. Monocultural: Diversity not valued; no compositional diversity; emphasis on assimilation, not inclusion
2. Compliant: Focus on diversity in number and visual representation; efforts motivated by staying out of trouble; emphasis on assimilation and tolerance, not inclusion; bias accepted and tolerated
3. Multicultural: Focus on diversity in number and visual representation; committed leaders and employees; bias minimally addressed, DEI not yet woven into regular policy and practice of the agency; emphasis on equality, not equity
4. Intercultural: Focus on diversity in quantity and quality; differences recognized, celebrated, and utilized; outcome-oriented leaders and employees; micro level bias addressed; DEI somewhat woven into policy and practice; emphasis on moving from culture of equality to policy of equity in policy and practice at all levels
5. Restorative: Focus on intersectional diversity in quantity and quality; differences valued, recognized, celebrated and utilized; outcome oriented leaders and employees, bias addressed and not tolerated; emphasis on equity and justice in policy and practice on all levels

## Discussion of DEIB Survey Results

33 of 74 DDAP employees participated in the survey for a response rate of 44.59%. This included contracted employees. The results of question #1 are as follows:



As demonstrated above, the majority of participating employees selected “3-Multicultural” for the agency’s ranking related to DEIB (60.6%). The second most frequently-selected response was “2-Compliant” (18.2%). 9.1% of respondents selected 1-Monocultural with another 9.1% of respondents selecting 5-Restorative. 6.1% of respondents selected 4-Intercultural.

In order to more fully understand the most frequently selected ranking, Multicultural, members of the DDAP Equity Workgroup coded the open ended responses in questions #2 and #3 of the survey to identify both areas of strength and areas for growth. That analysis yielded the following information:

### Identified agency strengths:

- Staff trainings:
  - *"DDAP has an Equity group and values training on DEI and Brave conversations."*
- Public acknowledgement of commitment to DEIB:
  - *"DDAP's Equity Workgroup is a good starting point for conversations on inclusion across status. Continue to support and promote this! We need to involve more people in decisions and push decision making down the organizational structure. It doesn't help to be diverse unless you use those diverse perspectives to help decision making."*
- Agency is inquisitive/seeks to promote sense of inclusion
  - *"Generally, awareness of DEI exists. Hopeful that "Restorative" is possible because the leadership does seem to have genuine interest and investment in progress for the right reasons."*
- Agency is an inclusive employer

- *"DDAP excels at including various people in meetings and initiatives within and outside of the agency. DDAP is using telework which diversifies who they can hire."*
- Agency is responsive to concerns/needs of employees
  - *"I believe management would address any concerns brought to their attention."*

Identified areas for growth for the agency:

- Agency responsiveness
  - *No taking immediate action, not following through with concerns presented*
- Training/Education related to DEIB
  - *for management related to equal employment opportunities, self-awareness, etc.*
- Awareness/Accountability
  - *lack of transparency, lack of tolerance of differences*
- Belonging
  - *Strengths not celebrated, "When you believe there is no need to try, you don't." Feel overlooked, need to assimilate.*
- Poor Communication
  - *Hierarchy prevents open dialogue, expressing different views*
- Hiring and retention of employees
  - *Lack of opportunity to grow, move up in agency*

## Proposed Goals and Action Steps for DDAP

After a careful evaluation of the survey responses, the DDAP Equity Workgroup recommends the following goals and action steps:

Goal	Action Steps
Goal #1: Increase resources and improve knowledge base for DDAP and its stakeholders related to Diversity/Equity/Inclusiveness/Belonging	<p>Action Step 1a: Use of Sharepoint to house videos, trainings, podcasts, etc, related to DEIB.</p> <p><i>Note: The LGBTQ Training presented by Bradbury Sullivan is currently available on Sharepoint (<a href="https://pagov.sharepoint.com/sites/DDAP-Intranet/Meeting%20Items/Forms/AllItems.aspx">https://pagov.sharepoint.com/sites/DDAP-Intranet/Meeting%20Items/Forms/AllItems.aspx</a>)</i></p>
	Action Step 1b: Create a directory of social and cultural events and communicate these events to employees and stakeholders via Employee Bulletin Board, Agency newsletter and via email (listserv)
	Action Step 1c: Implement a Lunch and Learn series focused on DEIB topics.
	Action Step 1d: Review and enhance DEIB trainings for new managers and continuing education for all management positions. Topics may include self-awareness, microaggressions, intersectionality, and viewing all tasks through an equity lens.
Goal #2: Improve communication.	Action Step 2a: Increase cross-training/education to eliminate silos and increase collaboration across the agency.
	Action Step 2b: Implement town hall style meetings where all staff are encouraged to share ideas/concerns/accomplishments.

<p>Goal #3: Increase diversity in the hiring, promotion, and retention of staff.</p>	<p>Action Step 3a: Collaborate with the Enterprise Recruitment and Talent Planning Bureau to increase diversity in hiring as well as to implement both internship and cooperative learning experiences from high school through graduate school. This can include simplifying the process for supporting interns and cooperative students.</p>
	<p>Action Step 3b: Build a professional ladder (both top down and bottom up) to allow for the development of employees within DDAP. This includes the addition of positions at Levels 6 and 9, which are currently underrepresented within DDAP.</p>