2022 Annual Racial Equity Survey

- In October 2022, JPD staff were surveyed regarding their perceptions of racial equity in the department overall as they had been since the survey launched in 2020. Additionally, they were asked a series of questions related to their personal experiences (newly added section).
  - There was the option to complete the anonymous survey in multiple ways:
    - on the computer via hyperlink to the Teams survey, with survey-taking stations set-up in Juvenile Hall and in HR
    - on the phone via QR code to the Teams survey, included in the flyer sent via email and displayed throughout the buildings
    - on hard copy that could be picked up in the mailbox and dropped off in the locked drop box in the Administration Building
  - Aimed to address safety concerns by removing the requirement to be logged in, allowing for data analysis to be spearheaded by RE Leaders, and being mindful of classification questions + identification
  - The survey was translated into additional languages for accessibility
  - RE Leaders encouraged participation via word-of-mouth and by hosting “Survey Week” sessions in Juvenile Hall and Admin buildings with treats offered to staff
  - Pizza lunch was offered as an incentive to the Division with the highest response rate

- 96 out of 162 JPD staff (59%) submitted responses to the survey – a record high!
Survey Responses  (N = 96)
Background Questions

1. Which division do you work in?
2. How long have you worked at JPD?
3. Are you in a supervisor level position?
4. What is your gender?
5. What is the race or ethnicity with which you most closely identify?
Responses by Race/Ethnicity

Response Rate by Race/Ethnicity

- AAPI: 45%
- Black: 45%
- Latinx: 27%
- White: 19%
- Other: 16%

*Other*: Included staff that selected “Other” on the survey, as well as Middle Eastern/North African, Multiracial, and Native American.
Responses by Division

- Administration: 31, 32%
- Juvenile Hall: 40, 42%
- Probation Services: 25, 26%

Response Rate by Division:
- Administration: 72%
- Juvenile Hall: 55%
- Probation Services: 54%

Response Rate: Responses / Total Staff
Responses by Division by Year

The 2022 survey received the highest response rate yet – for JPD as a whole, and across all 3 divisions.
Responses by Role Details

- **Supervisor**: 71% (No) and 25% (Yes)
- **Length of Time at JPD**:
  - 0 - 5 years: 31 responses
  - 5 - 10 years: 18 responses
  - 10 - 20 years: 24 responses
  - 20 + years: 23 responses
Closed-Ended Survey Response Results
Perceptions of JPD Overall
Perceptions of JPD Overall

6. The *hiring process* is equal/fair for all that apply to JPD, regardless of race or ethnicity.

7. Promotions are given out fairly to everyone at JPD, regardless of race or ethnicity.

8. JPD supervisors and managers hold employees to the same *workplace expectations*, regardless of race or ethnicity.

9. The *discipline process* at JPD is equal for all employees, regardless of race or ethnicity.

10. All JPD employees have equal access to *training opportunities and professional development*, regardless of race/ethnicity.

11. I feel *supported in discussing issues of racial disparities, racism, and racial equity* at JPD.

12. The JPD *Racial Equity Work Group* effectively shares information about its activities with the department.

13. The *leadership of JPD* promotes and implements a diverse, inclusive, and equitable work environment.

14. As a whole, JPD is *making progress* towards achieving racial equity.
% Agree – All Responses

- Hiring: 78%
- Promotions: 74%
- Expectations: 78%
- Discipline: 75%
- Development: 84%
- Discussions: 76%
- REWG: 89%
- Leadership: 79%
- Progress: 82%
Perceptions of JPD Overall by Race/Ethnicity
% Agree by Race/Ethnicity

<table>
<thead>
<tr>
<th>Category</th>
<th>AAPI</th>
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<tbody>
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<td>Promotions</td>
<td>88</td>
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<td>Expectations</td>
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<tr>
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<tr>
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<td>Leadership</td>
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<td>Progress</td>
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% Agree by Race/Ethnicity

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<td>Development</td>
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<td>58</td>
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<tr>
<td>Discussions</td>
<td>96</td>
<td>53</td>
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<td>REWG</td>
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<td>74</td>
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<td>Leadership</td>
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<td>Progress</td>
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% Agree by Race/Ethnicity
<table>
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<tr>
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<th>Black</th>
<th>Latinx</th>
<th>Other</th>
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<tr>
<td>Promotions</td>
<td>89</td>
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<td>Expectations</td>
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<td>Discipline</td>
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<td>Discussions</td>
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<td>53</td>
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<td>REWG</td>
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<td>Leadership</td>
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<td>Progress</td>
<td>96</td>
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</table>
% Agree by Race/Ethnicity

Hiring  Promotions  Expectations  Discipline  Development  Discussions  REWG  Leadership  Progress
AAPI  Black  Latinx  Other  White

88  42  82  53  58  53  74  63  94
89  42  79  53  58  53  71  63  81
94  79  81  76  71  83  94  96  89
88  79  71  92  100  96  88  63  88
88  79  71  89  100  96  88  71  88
94  79  71  72  71  81  94  88  88
88  82  79  81  83  86  94  88  88
92  83  71  86  94  96  88  88  88

San Francisco Juvenile Probation Department
Perceptions of JPD Overall by Division
% Agree by Division

- Hiring: 94%
- Promotions: 93%
- Expectations: 90%
- Discipline: 90%
- Development: 94%
- Discussions: 87%
- REWG: 97%
- Leadership: 90%
- Progress: 94%
% Agree by Division

<table>
<thead>
<tr>
<th>Category</th>
<th>Administration</th>
<th>Juvenile Hall</th>
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<td>Expectations</td>
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<tr>
<td>Discipline</td>
<td>90</td>
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<tr>
<td>Discussions</td>
<td>85</td>
<td>72</td>
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<tr>
<td>REWG</td>
<td>97</td>
<td>85</td>
</tr>
<tr>
<td>Leadership</td>
<td>90</td>
<td>82</td>
</tr>
<tr>
<td>Progress</td>
<td>94</td>
<td>79</td>
</tr>
</tbody>
</table>
% Agree by Division

- Administration
- Juvenile Hall
- Probation Services

- Hiring: 94, 77, 48, 56, 85, 85, 85, 82, 60, 79
- Promotions: 93, 77, 60, 72, 72, 68, 72, 60, 72, 72
- Expectations: 90, 79, 60, 56, 72, 68, 72, 60, 72, 72
- Discipline: 90, 77, 60, 72, 68, 72, 68, 60, 72, 72
- Development: 94, 85, 72, 72, 72, 72, 72, 72, 72, 72
- REWG: 90, 90, 90, 90, 90, 90, 90, 90, 90, 90
- Leadership: 94, 94, 94, 94, 94, 94, 94, 94, 94, 94
Personal Experiences
Personal Experiences

15. I feel a **sense of belonging** working at JPD.
16. I believe that the work I am doing is **advancing JPD's mission**.
17. I have been provided with the **tools and opportunities I need to obtain a higher position**.
18. I feel **comfortable sharing my thoughts and concerns** with supervisors/leadership.
19. I feel that **decision-making power is equitably distributed** across racial/ethnic groups at JPD.
20. I feel that I am **treated with respect** at work.
21. I feel that **my perspectives and ideas are valued** at work.
22. In the **past year**, I have **experienced microaggressions** at work.
23. In the **past year**, I have **witnessed favoritism** at work.
% Agree – All Responses

Note: Unlike the rest of the questions, agreement is an unfavorable response for “Experienced Microaggressions” and “Witnessed Favoritism”
Personal Experiences by Race/Ethnicity
% Agree by Race/Ethnicity

Note: Unlike the rest of the questions, agreement is an unfavorable response for "Experienced Microaggressions" and "Witnessed Favoritism"
% Agree by Race/Ethnicity

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Personal Experiences by Division
% Agree by Division

- Sense of Belonging: 81%
- Advancing Mission: 100%
- Tools for Advancement: 82%
- Comfort Sharing Concerns: 87%
- Equitable Power: 65%
- Treated with Respect: 90%
- Perspectives Valued: 94%
- Experienced Microaggressions: 33%
- Witnessed Favoritism: 40%

Note: Unlike the rest of the questions, agreement is an unfavorable response for “Experienced Microaggressions” and “Witnessed Favoritism”
% Agree by Division

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% Agree by Division

Note: Unlike the rest of the questions, agreement is an unfavorable response for "Experienced Microaggressions" and "Witnessed Favoritism"
Response Averages
Over the 3 years of data collection, AAPI and white staff have consistently reported the most positive perceptions related to racial equity at JPD, followed by Latinx staff.

Over the same time period, Black staff have reported vastly different and more negative perceptions of racial equity at JPD.

Note: This graph averages responses to all questions on perceptions and experiences related to racial equity (Q6 –Q23).
Over the 3 years of data collection, staff in the Administration division have consistently had the most positive perceptions of racial equity at JPD.

While staff in Juvenile Hall now report more positive perceptions related to racial equity than Probation Services, it was the opposite when the survey first launched in 2020.

Note: This graph averages responses to all questions on perceptions and experiences related to racial equity (Q6 –Q23).
Open-Ended Survey Response Themes
In what specific ways has JPD created a more racially equitable work environment for staff over the past year?
In what specific ways has JPD *created a more racially equitable work environment for staff* over the past year?

<table>
<thead>
<tr>
<th>Most Common Themes</th>
<th>Subthemes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring &amp; Recruitment</td>
<td>Hiring generally, hiring diverse candidates, targeted outreach at job fairs</td>
</tr>
<tr>
<td>Celebrations Committee</td>
<td>Morale booster, cross-division fellowship, learning opportunities</td>
</tr>
<tr>
<td>None/Superficial</td>
<td>It has not, POC staff experiences ≠ Black staff experiences, superficial</td>
</tr>
<tr>
<td>Promotions</td>
<td>Juvenile Hall promotions, fairness over favoritism, POC staff supervisors</td>
</tr>
<tr>
<td>Communications</td>
<td>Access in terms of scheduling, recordings, staff input, open door policy</td>
</tr>
<tr>
<td>REAP-related Efforts</td>
<td>Working on REAP, allowing staff to participate as RE Leaders, staff survey</td>
</tr>
</tbody>
</table>
In what specific ways has **JPD** fallen short in making meaningful progress to create a more **racially equitable work environment** for staff over the past year?

- Unknown
- Professional Development
- None
- Stalled Progress
- Transparency in Promotions
- Culture Change
- Representation
- Lack of Hiring
In what specific ways has **JPD fallen short in making meaningful progress to create a more racially equitable work environment** for staff over the past year?

<table>
<thead>
<tr>
<th>Most Common Themes</th>
<th>Subthemes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unknown</td>
<td>Lack of clarity re: REAP progress/work, left out of process, unclear department vision</td>
</tr>
<tr>
<td>Culture Change</td>
<td>Normalizing conversations, addressing department’s history, equity-related trainings, relationship building, creating safe spaces for input</td>
</tr>
<tr>
<td>Professional Development</td>
<td>Equitable opportunities, tools for job duties/advancement</td>
</tr>
<tr>
<td>Promotions</td>
<td>Favoritism, acting positions, timeliness of job announcements, testing &amp; interview &gt; experience, promotion into management</td>
</tr>
<tr>
<td>Representation</td>
<td>No Black staff in Admin, no Black staff in Management, racial differences by division/building, disparities in promotion</td>
</tr>
<tr>
<td>Lack of Hiring</td>
<td>Hiring generally, hiring Black staff and staff of color, hiring multilingual staff</td>
</tr>
</tbody>
</table>
What **specific actions or changes should JPD prioritize** that would have the greatest impact on creating a more racially equitable workplace in the coming year?
What **specific actions or changes should JPD prioritize** that would have the greatest impact on creating a more racially equitable workplace in the coming year?

<table>
<thead>
<tr>
<th>Most Common Themes</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Culture Change</td>
<td>Moving beyond policy changes, equitable voice and opportunities for input, safe spaces, affinity groups, external support</td>
</tr>
<tr>
<td>DEI Opportunities</td>
<td>DEI training, opportunities to learn about other cultures, clarity around when/how to report microaggressions</td>
</tr>
<tr>
<td>Representation</td>
<td>Increase representation of Black employees in Management &amp; Admin</td>
</tr>
<tr>
<td>Hiring &amp; Recruitment</td>
<td>Hire DEI Manager, hire Training Officer, recruit diverse applicants for Admin positions, address background checks</td>
</tr>
<tr>
<td>Professional Development</td>
<td>More training opportunities, equitable professional development, roadmaps for career advancement, manage towards developing skills needed for promotion</td>
</tr>
</tbody>
</table>
Additional Slides
% Agree by Length of Time at JPD

- Hiring
- Promotions
- Expectations
- Discipline
- Development
- Discussions
- REWG
- Leadership
- Progress

Survey results categorizing agreement by length of time at San Francisco Juvenile Probation Department.
% Agree by Length of Time at JPD

Note: Unlike the rest of the questions, agreement is an unfavorable response for "Experienced Microaggressions" and "Witnessed Favoritism"