

TOWN OF BROOKLINE

WORKFORCE DIVERSITY SURVEY: FIRE & POLICE



*The industry-leading diversity
& inclusion business strategy firm*

November 2015

Limitations

- 44% response rate (assuming 300 expected responses)
- 31% of respondents started but did not complete the survey
- Low number of diverse respondents
 - Race & Ethnicity
 - Sexual Orientation
 - Gender Identity
- No Asian responses from Fire department
- No Native American responses from Police department
- No transgender responses
- “Other” race & ethnicity, sexual orientation, or gender identity not specified

Agenda

- Assignment
- Methodology
- Response range
- What we want to know
- Fire responses
 - Key findings
- Police responses
 - Key findings
- Recommendations

What we were hired to do...

The Town of Brookline engaged GVC to conduct a workforce diversity survey for their Police and Fire departments. The assignment was to assess how the town is doing in their efforts towards building a diverse and inclusive workforce.

Methodology

Quantitative

Online survey: September 30, 2015 through October 14, 2015

Reminder was sent on Oct 7, 2015

Expected responses: 300

Actual responses: 131

36 Fire

54 Police

41 partially completed (removed from the analysis)

Qualitative

In person interviews: September 16, 2015 and September 18, 2015

Actual sample size: 4

2 Police department heads

2 Fire department heads

Response Range

Strongly Disagree – Strongly Agree Scale



What we want to know

- Is there equal treatment within department(s)?
- What's the comfort level reporting issues and is there fear of retaliation?
- Are there equal opportunities for all employees in their department?
- Is management committed to diversity?
- Do employees feel valued at their job?

Executive Summary: Fire Department

It appears that there are no major issues with the diversity climate when analyzing the responses by the entire sample size of the Fire department. Overall, the Fire department has a positive reception to workforce diversity. Ratings of three (3) and above is considered good. Anything significantly below that would be an area of concern.

Of note, the data is slightly skewed because the majority of respondents are white males. When looking at differences between groups (e.g., race/ethnicity, sexual orientation, gender identify and tenure responses) while a very small sample size there are areas of concern that arise.

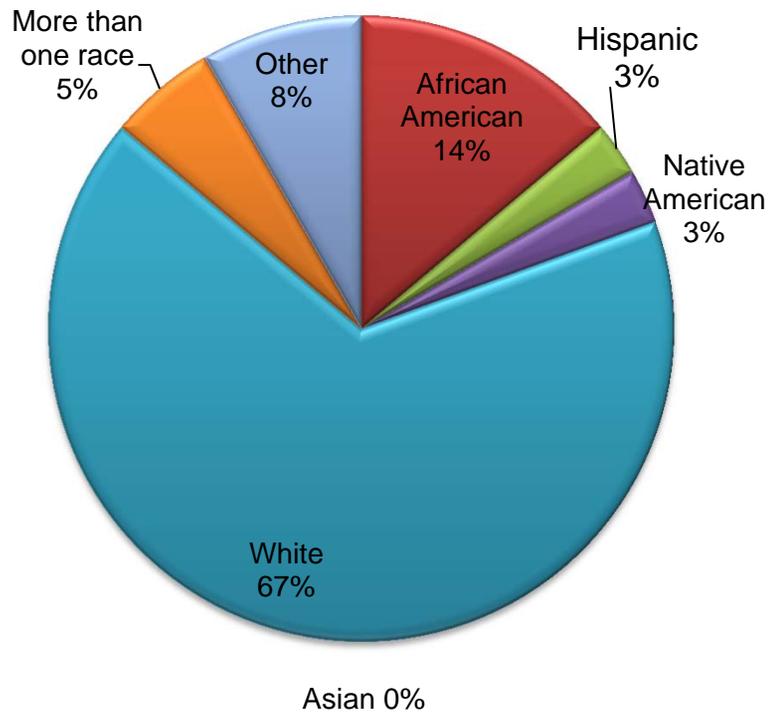
Those areas of concern among some sub segments of diverse respondents cited that they did not know who to report harassment issues to and feared retaliation if doing so. They also felt that their work was not valued by others. Looking at the data, it also appears that some do not see value in diversity training and some are not satisfied with the leadership in the department.

Select Responses

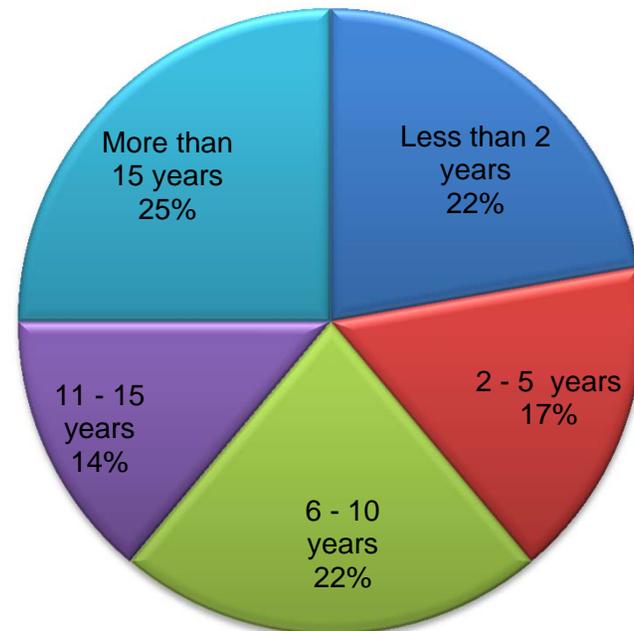
Respondents:

n = 36

Race & Ethnicity



Tenure

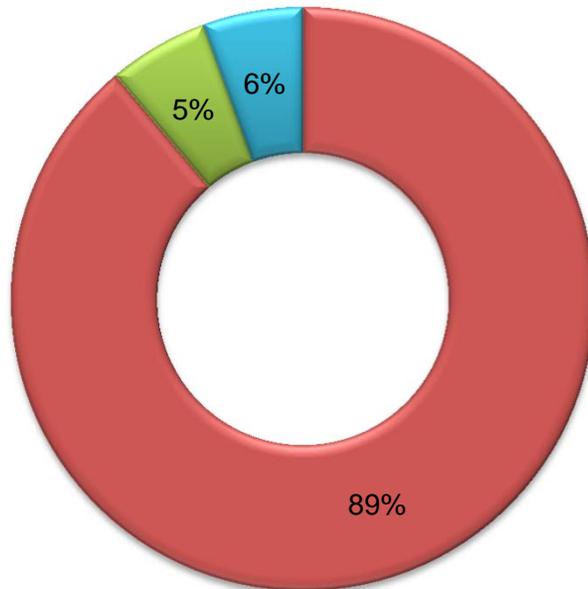


Respondents:

n = 36

Gender Identity

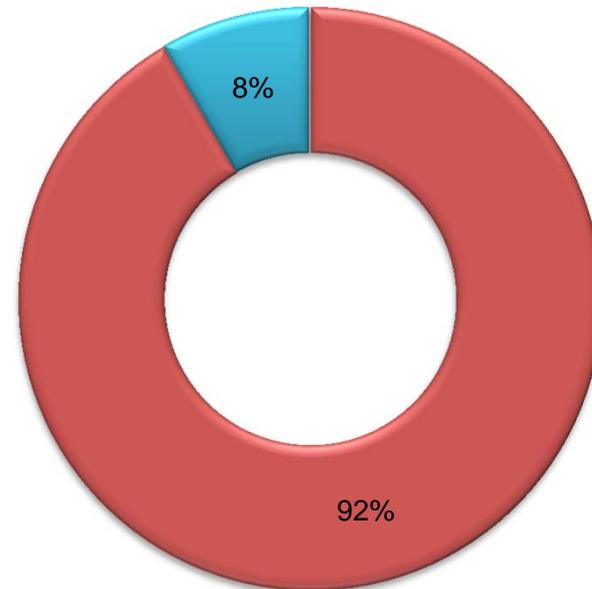
■ Man ■ Woman ■ Other



Gender Neutral 0%
Transgender 0%

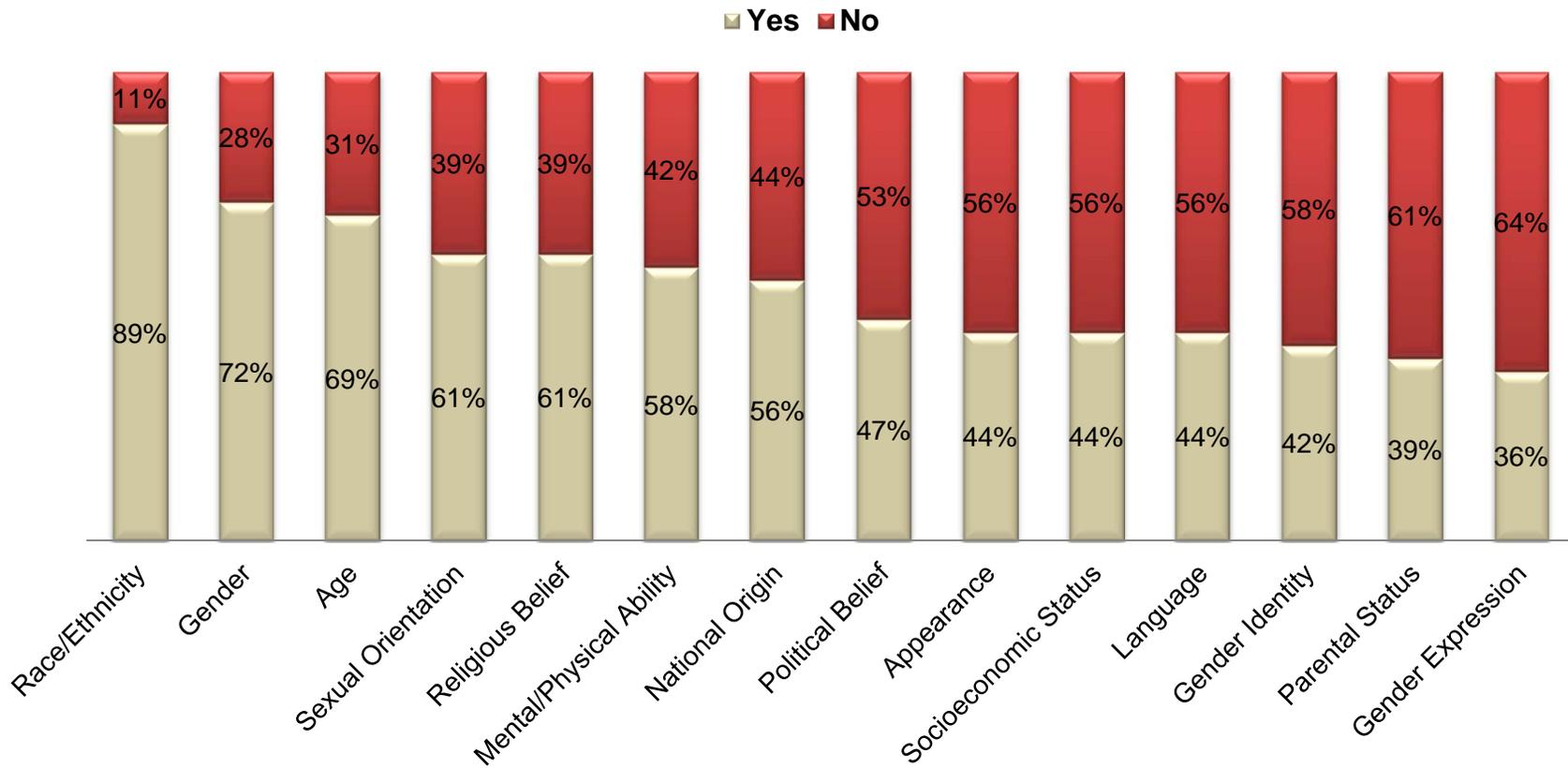
Sexual Orientation

■ Heterosexual ■ Other



Gay 0%
Lesbian 0%
Bisexual 0%

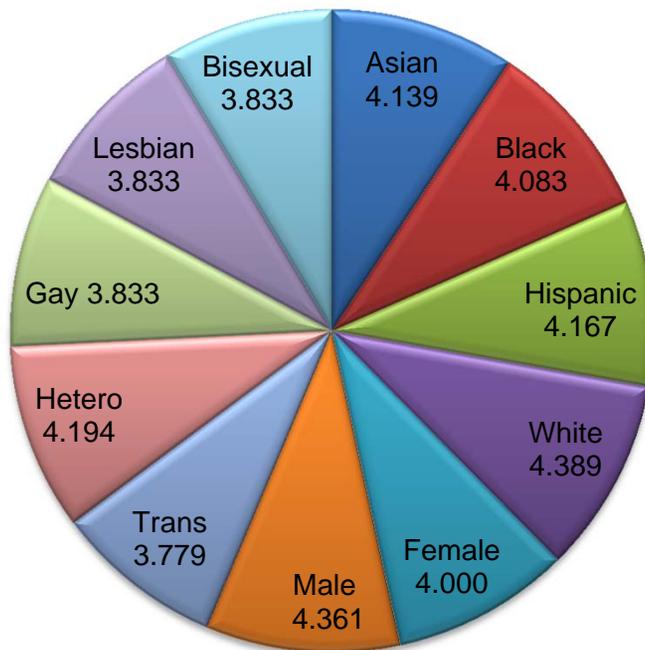
How would you define diversity and inclusion?



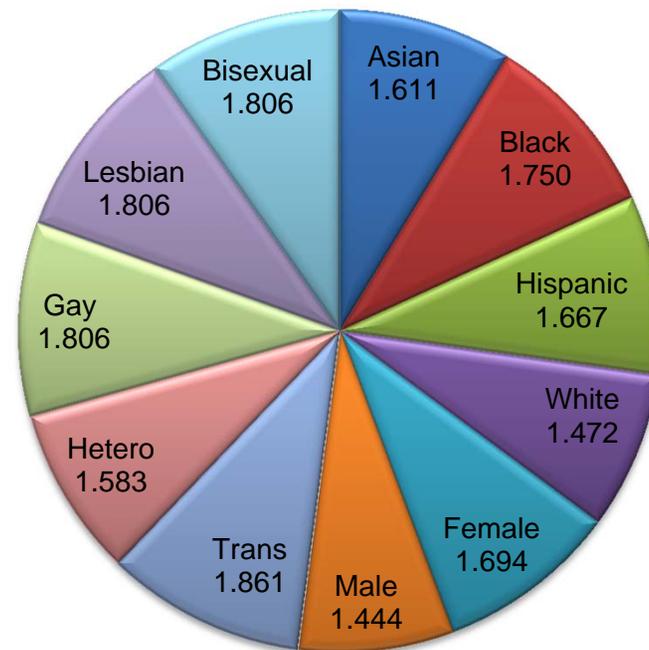
Is there equal treatment within
department(s)?

General atmosphere and fair treatment

The general atmosphere in my department is comfortable for employees who are:

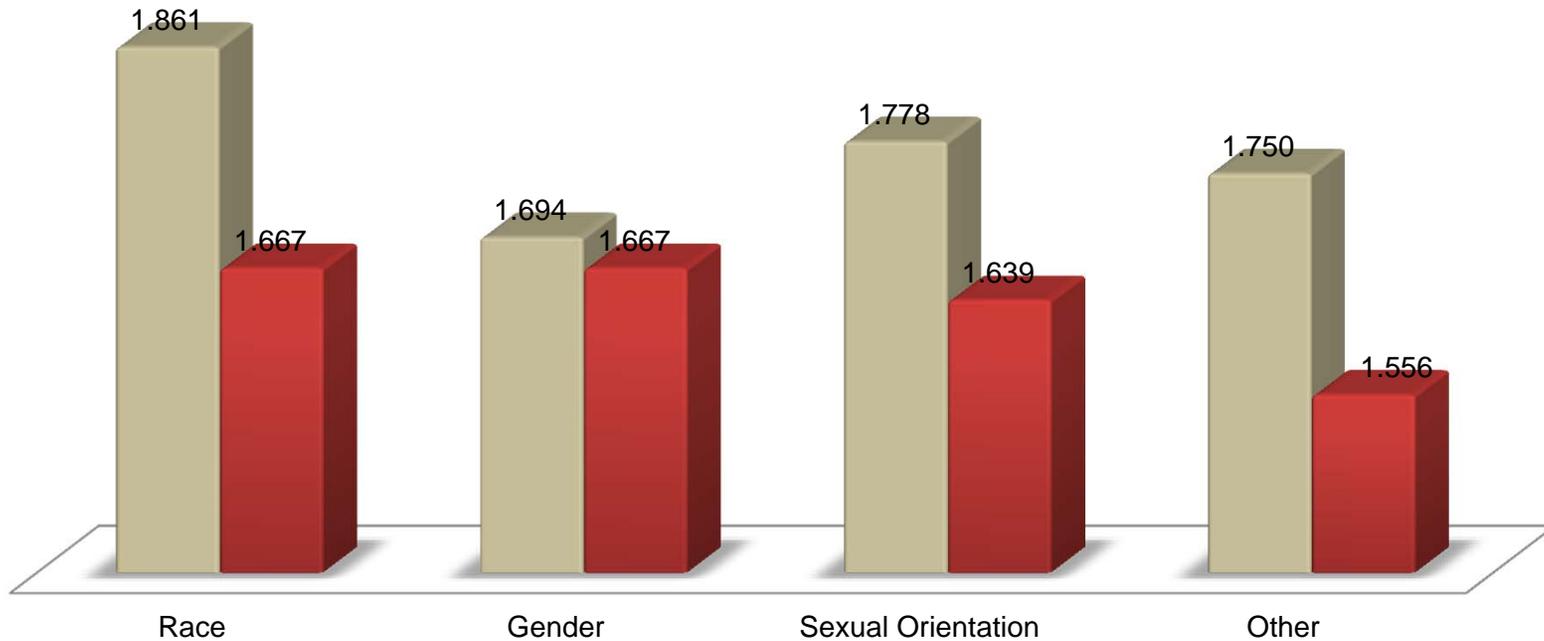


I have seen unfair treatment in my department based on:

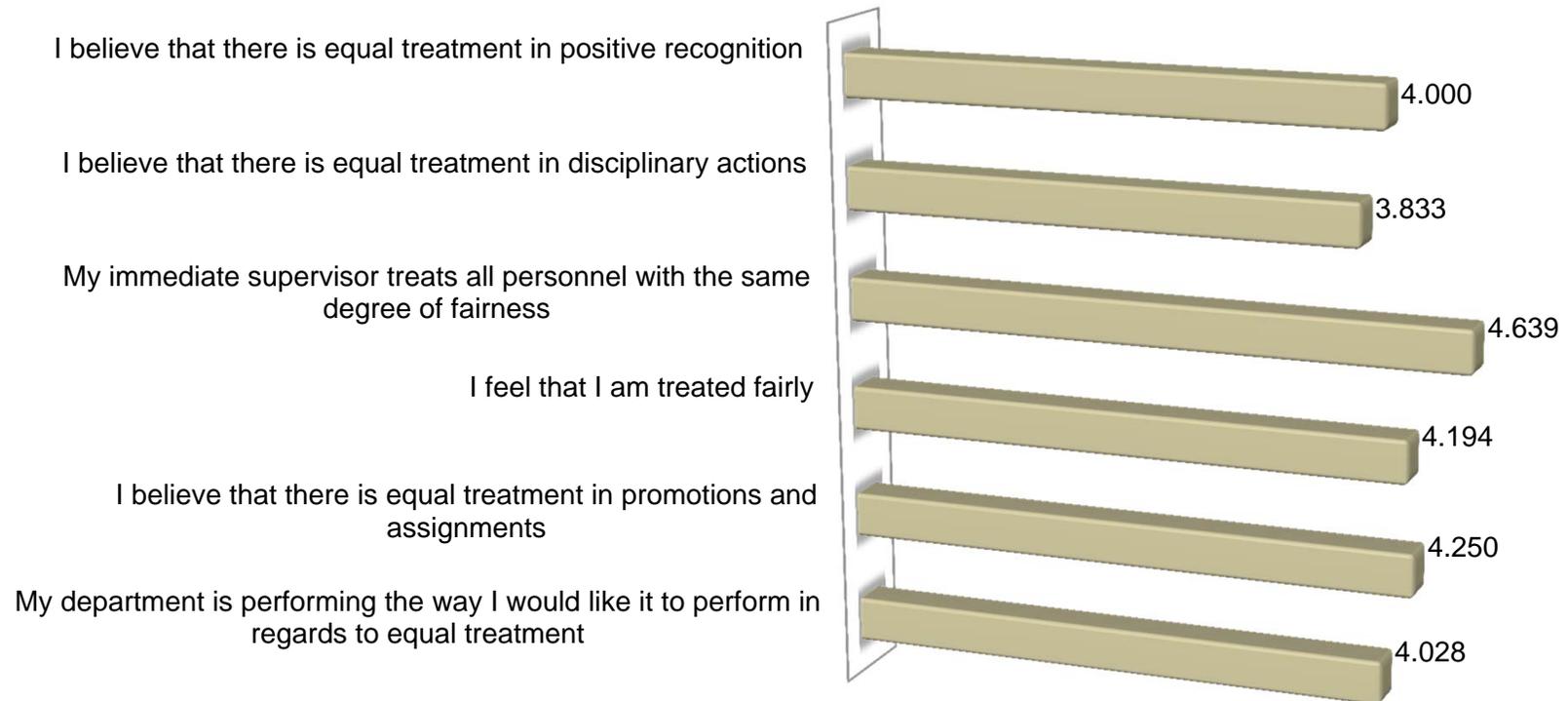


Respondents are not feeling excluded in the fire department

- I have felt excluded in my department because of my:
- I have seen peers in my department excluded because of their:



Equal treatment in the Fire department



Respondents say...

Responses based on questions:

#6 I have felt excluded in my department

#7 have seen peers in my department excluded

#8 Perceptions of equal treatment within your department

"I have felt welcome from day one!"

"We are as fair and equal to all"

"Never have felt excluded for those reasons"

"I have never experienced or witnessed any form of bias or discriminatory behavior"

"The administration is not seen all that often. I would feel better if there was more person to person contact with them"

"Discipline is not handed out fairly because the town punishes some and pays others not to come to work"

Good

Concern

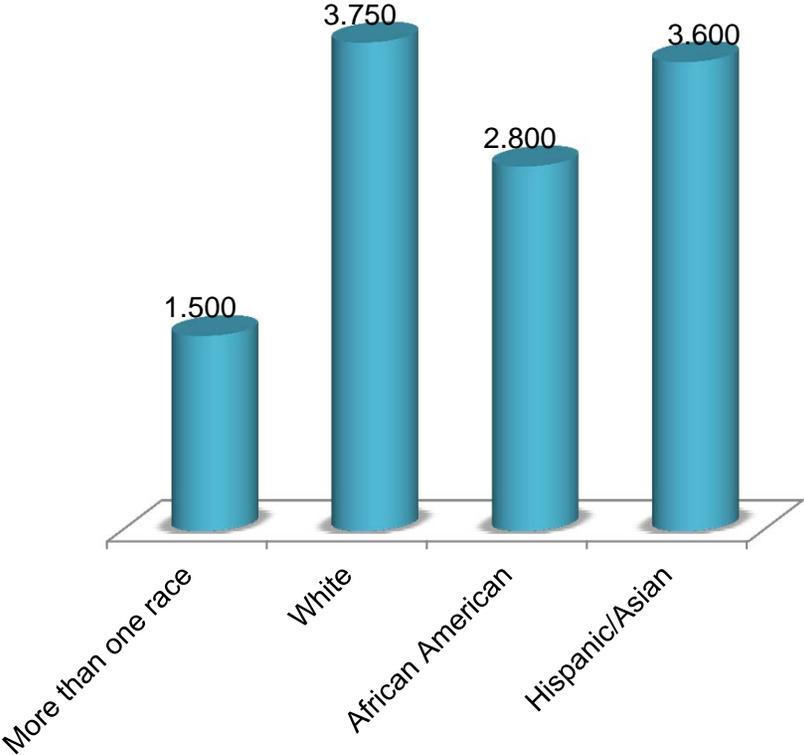
What's the comfort level reporting issues
and is there fear of retaliation?

Perceptions of the Fire department's culture

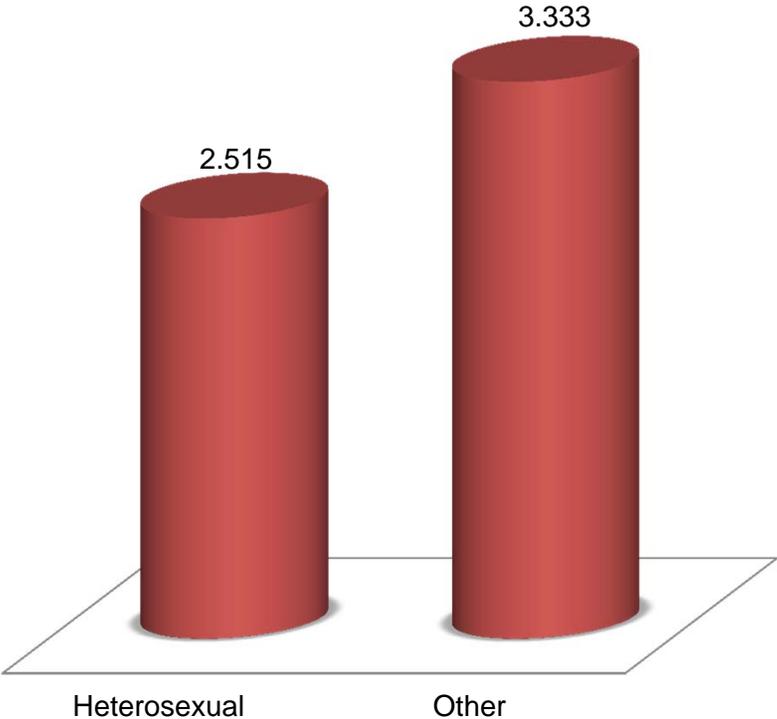


Race/Ethnicity and Sexual Orientation

Within my department, it is clear to whom to report harassment incidents:



I believe I will be at risk for retaliation if I report harassment:



Note: Hispanic and Asian respondents were analyzed together due to the low number of responses

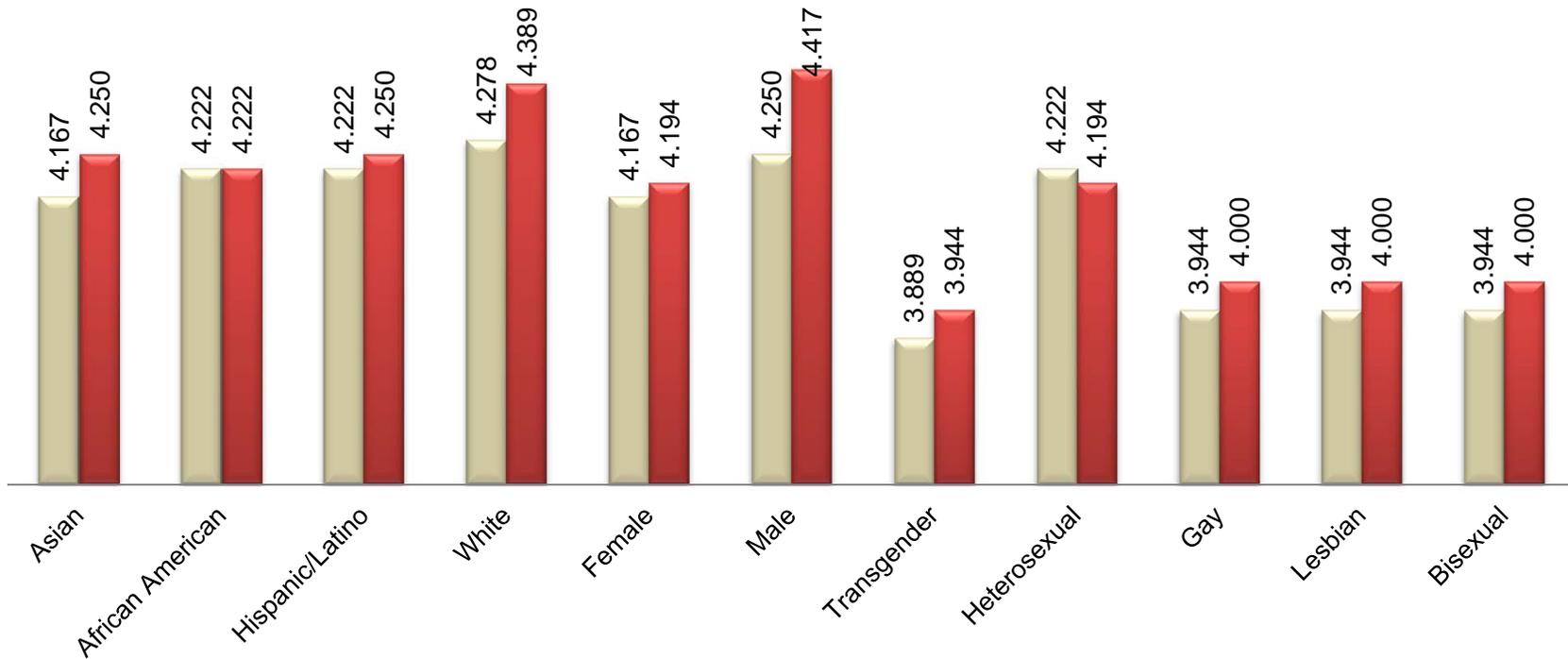


More than one race and African American respondents tend to believe that it is not clear to whom to report harassment incidents. 'Other'-sexually oriented respondents tend to believe that they will be at risk for retaliation if they report harassment

*

Are there equal opportunities for all employees in their department?

Equal access and equal opportunities



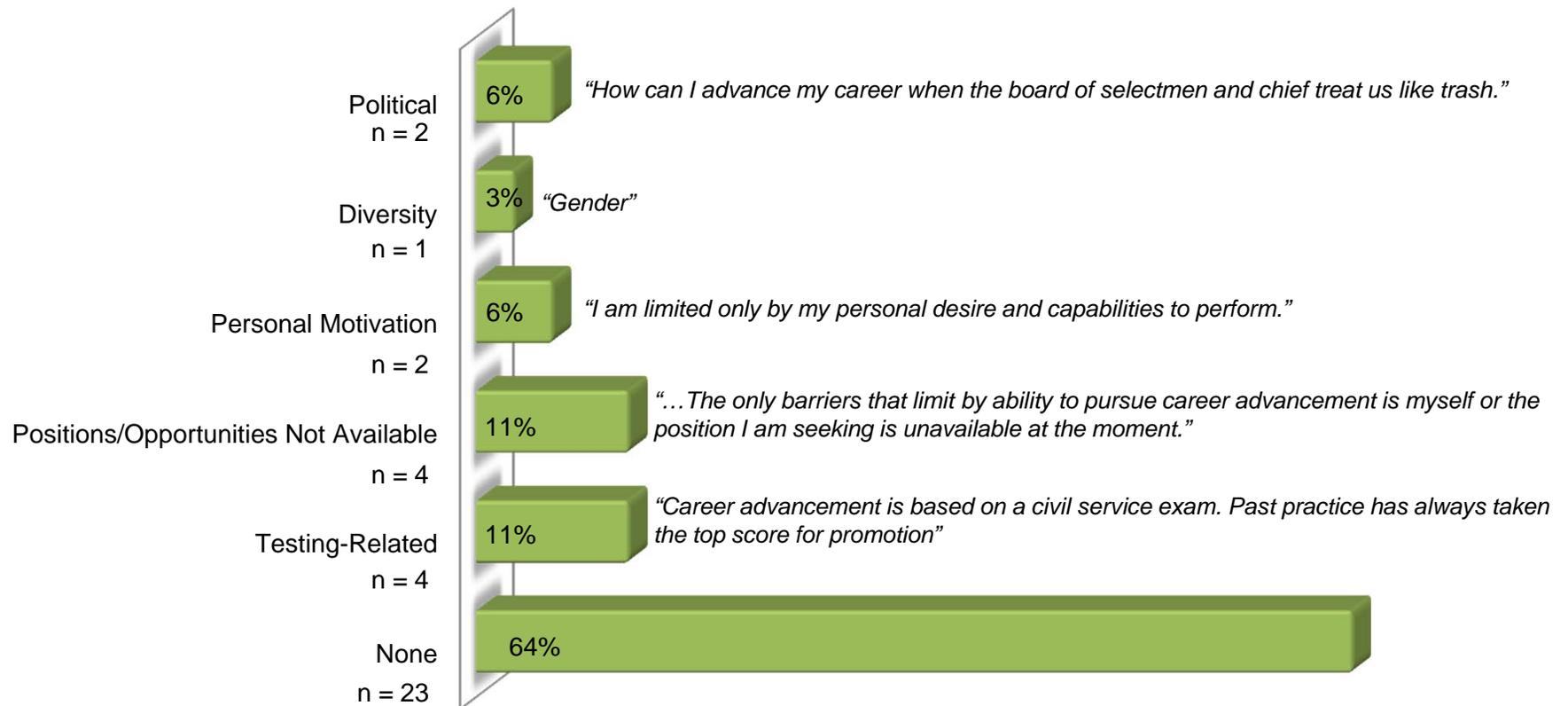
■ My department offers equal access to training and further education for employees who are:

■ My department offers equal opportunities for promotion, transfer and further career advancements for employees who are:



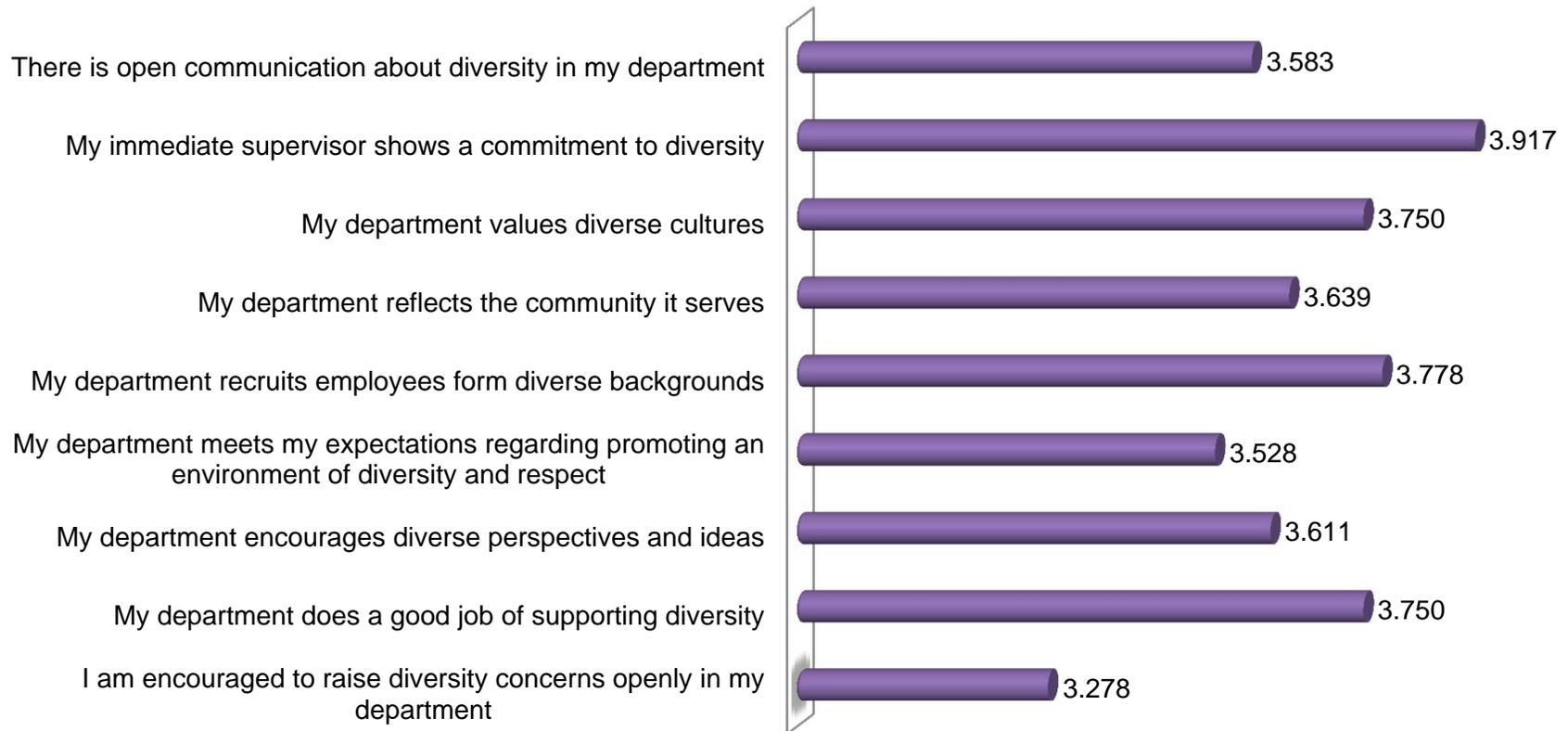
Overall, respondents agree that the Fire department offers equal access to training, promotion, transfer and further career education for all employees

Barriers that limit the ability to pursue career advancement

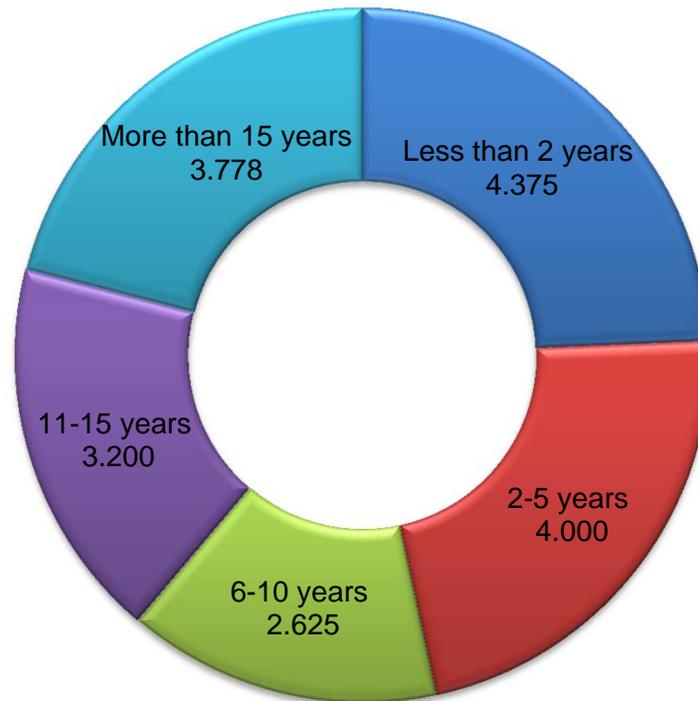


Is management committed to diversity?

Perceptions of Diversity & Inclusion in the Fire department

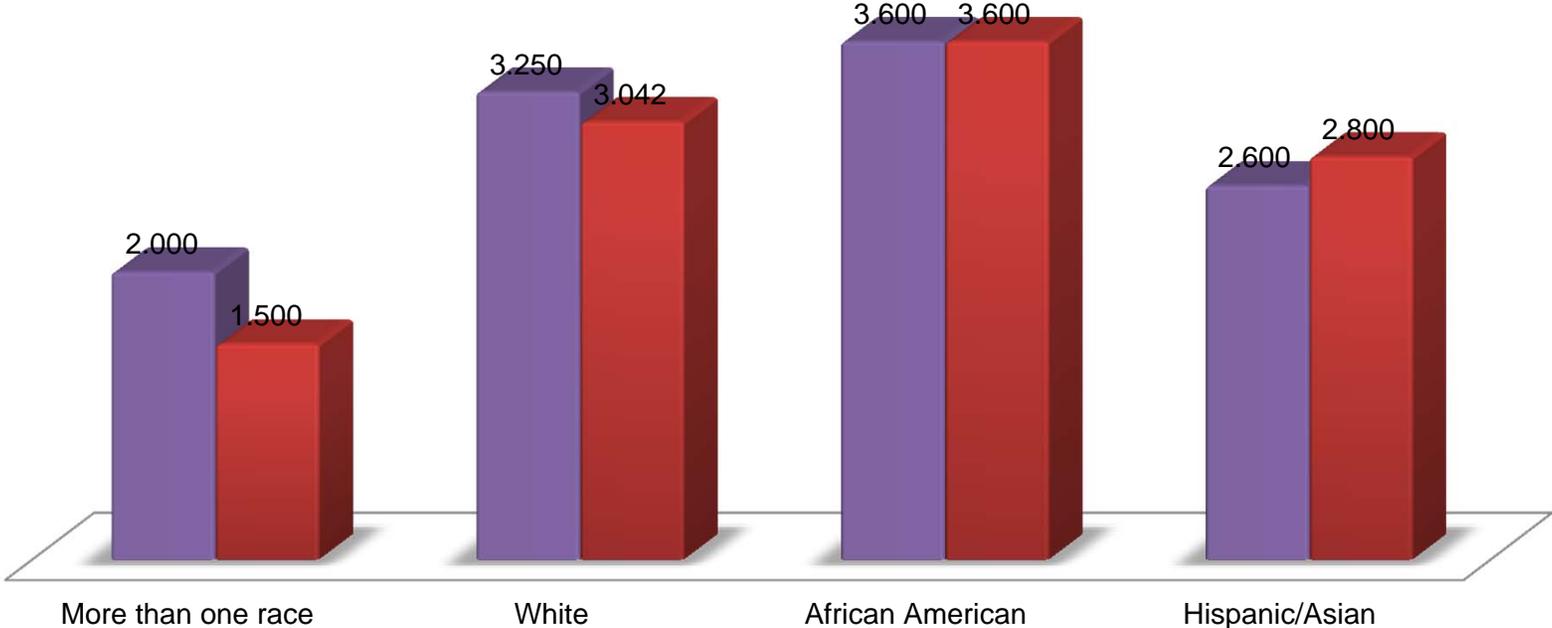


In general, I am satisfied with the leadership in my department



Diversity & Inclusion training

- I am interested in participating in diversity and inclusion training
- In my opinion, if diversity and inclusion training was offered, it would add value to my department



Note: Hispanic and Asian respondents were analyzed together due to the low number of responses

Respondents say...

Responses based on questions:
#3 Perception of your department
#12a Perception of your department's culture

"The Chief of the Department strikes me as a strict, but extremely fair-minded individual, willing to listen to and digest the opinions of others. In my mind, the Chief is an extremely competent business manager who would perform equally well in the private sector as a senior executive - his skills are that good!"

"The town and the chief do not care what I have to say or what I am going through. They don't want to hear from us."

"There are times that people of influence express themselves by using unnecessarily loud voices. It can be rather intimidating."

"HR Department Head unable to properly handle complaints. Harassment from HR."

"The chief doesn't care what other people want. It's his way or the highway."

"I think the FD and Town administration is out of touch with the needs of its employees. The chief of the Department concerns himself more with his own professional needs than what is good for the overall dept. and employee needs."

Good

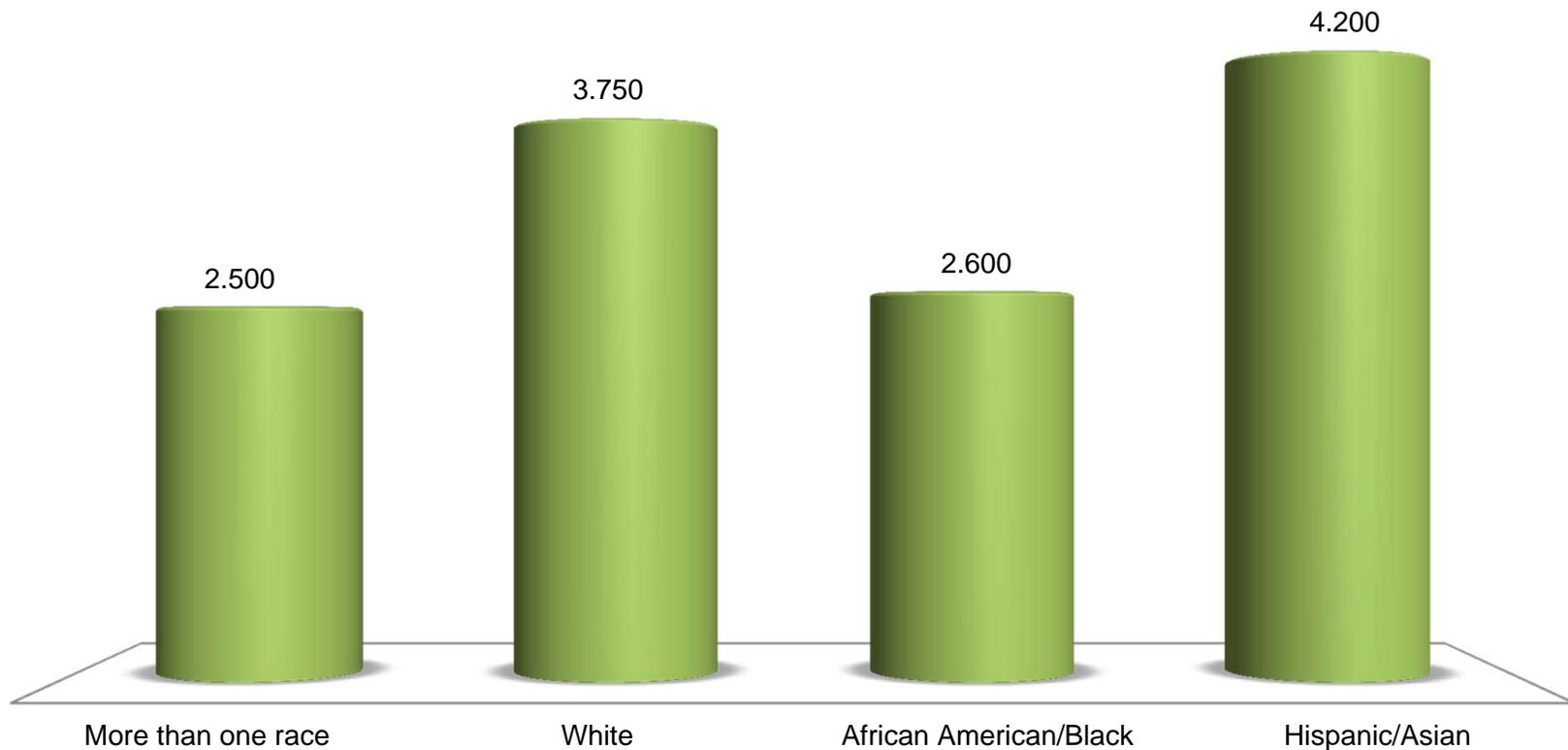
Concern

Do employees feel valued at their job?

Respondents feel valued in their department

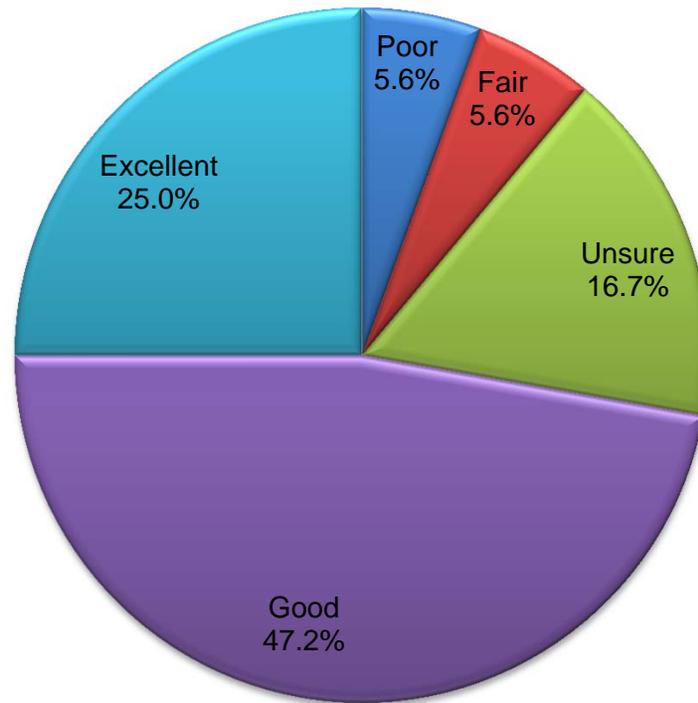


My work is valued by others in my department



Note: Hispanic and Asian respondents were analyzed together due to the low number of responses

How would you rate the diversity climate in your department?



Respondents say...

Responses based on questions:
#3 Perception of your department

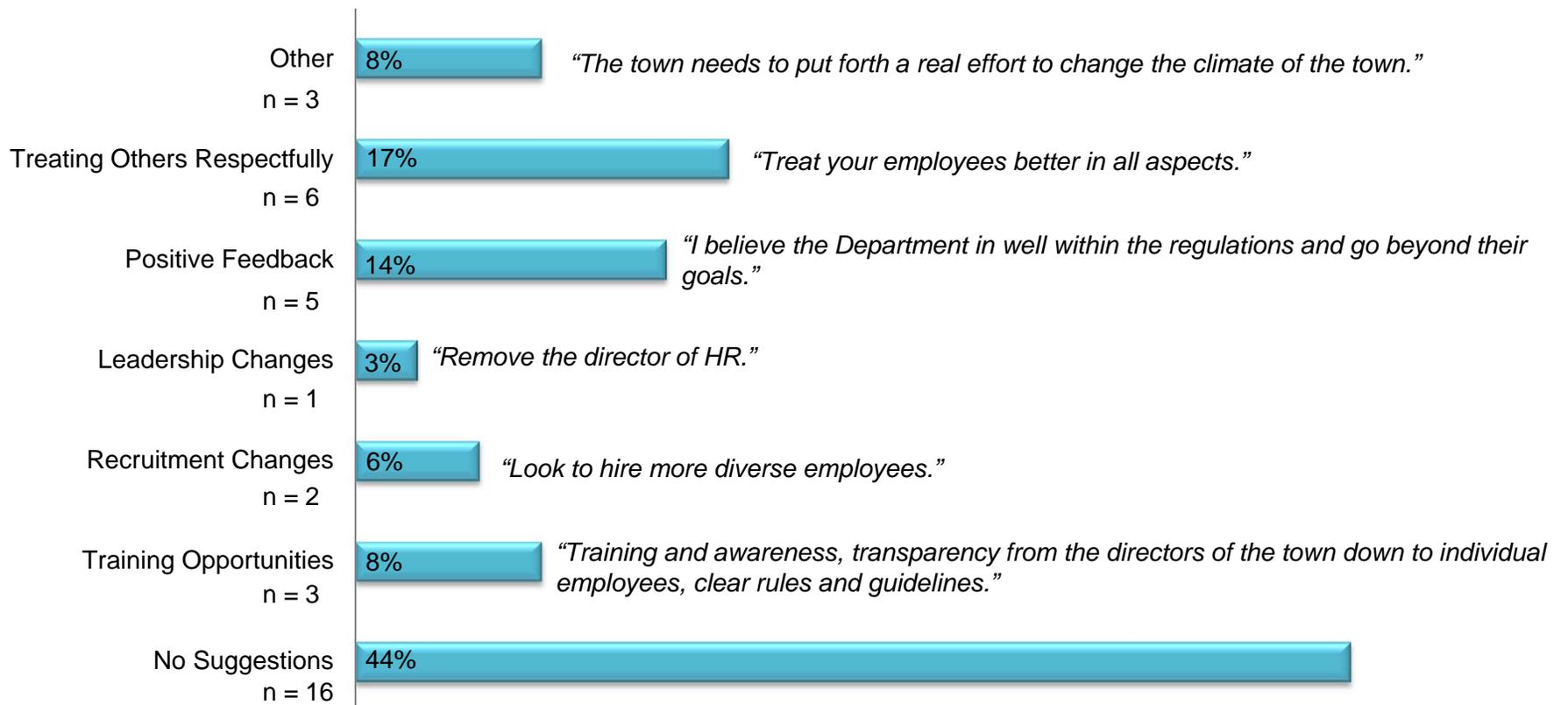
"I am told that I am supported and feel pretty good that I am and would like to see people rotate throughout the department every few years."

Good

"My satisfaction or dissatisfaction is based on only a couple of things: Income - no raise in many years and vastly underpaid when comparing other communities. Also, I feel that leadership treats the four different groups unfairly re: overtime opportunities. One group is always being overly staffed and the others are understaffed; meaning the overstaffed groups gets more OT. I feel that the Chief deliberately does this and penalizes one group of firefighters. Lookup the group rosters!!"

Concern

Recommendations From The Respondents



Insights From Fire Department Leadership

In spite of the documented “incident” the Fire department leadership believe there are no major issues with Diversity & Inclusion in the department, but are open to more diversity training.

- *Good/excellent diversity climate in the police department*
- *Training and further education offered to all employees but could do a better job*
- *Employees have not been excluded because of their race, gender, sexual orientation or other demographic marker*
- *Fire department is performing the way it should in regards to equal treatment*
- *There is equal treatment in promotions and assignments, disciplinary actions, positive recognition, transfer, and further advancements*
- *Unfair treatment has not been seen*
- *It's clear to who to report incidents, and all complaints will be taken care of, and no fear of retaliation*
- *Limited diverse talent pool based on location and held to strict guidelines*
- *Department does a good job at supporting diversity; it reflects the community it serves*
- *Not aware of any barriers that effect career advancement*
- *Race/ethnicity is not apart of the decision criteria for promotions*
- *One situation has caused people to be confused and not know what to say*

Key Findings

Fire Department

- Diversity climate rated as good
- Belief that there is equal treatment and equal opportunities
- Overall have a positive perception of D&I in their department
- More than one race and African Americans believe it is not clear to whom to report harassment incidents
- Other sexually oriented responded believe that they will be at risk for retaliation if they report harassment
- More than one race and African Americans believe that their work is not valued by others

Executive Summary: Police Department

The data suggests that there are no major issues with the diversity climate when analyzing responses across the entire sample of the Police department. Overall, survey respondents within the Police department reported a positive reception to most workforce diversity questions as indicated by ratings that were significantly above three (3) which is considered good. None of the questions, when analyzed across the sample, significantly fell below the unsure value, which would indicate potential areas of concern.

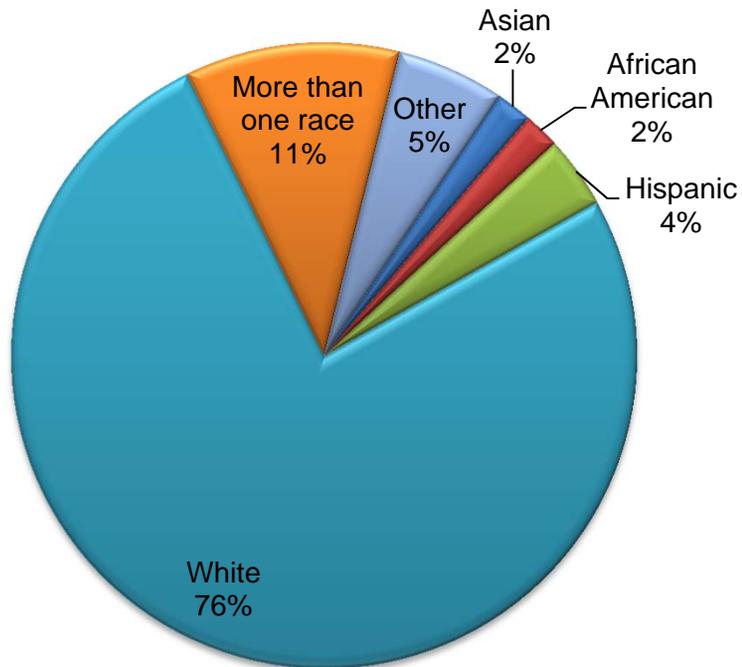
There are potential areas of concern, however, within some responses when analyzed between subgroups (e.g., race/ethnicity, sexual orientation, gender identity, and length of tenure). Some respondents within these particular groups indicated they have felt excluded or felt that their peers have been excluded. They have a fear of retaliation if they report incidents. They also are not satisfied with leadership and feel that they don't have the ability to influence important decisions and they did not see the value in diversity training.

Of note, the data is slightly skewed because the majority of respondents are white males, and areas of diversity are potentially underrepresented within the data in comparison to the Police department population.

Respondents:

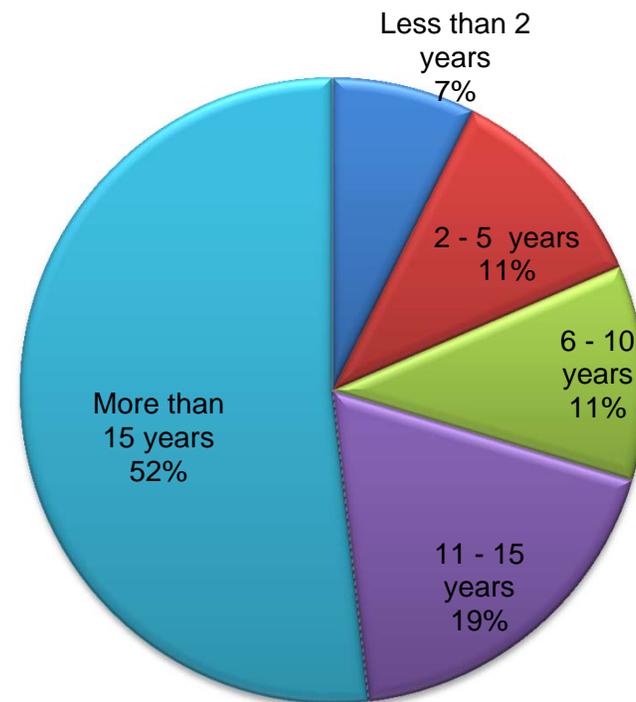
n = 54

Race & Ethnicity



Native American 0%

Tenure

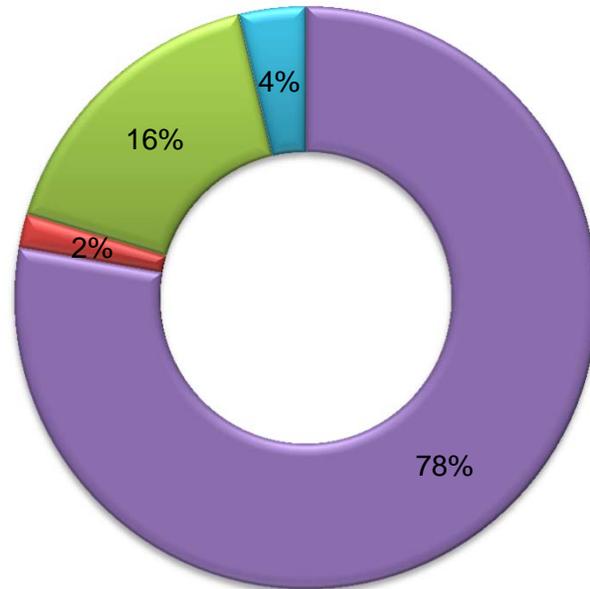


Respondents:

n = 54

Gender Identity

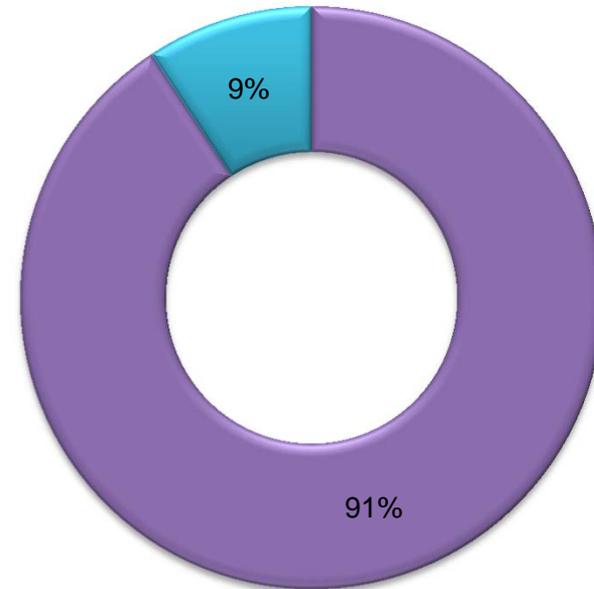
■ Man ■ Gender Neutral ■ Woman ■ Other



Transgender 0%

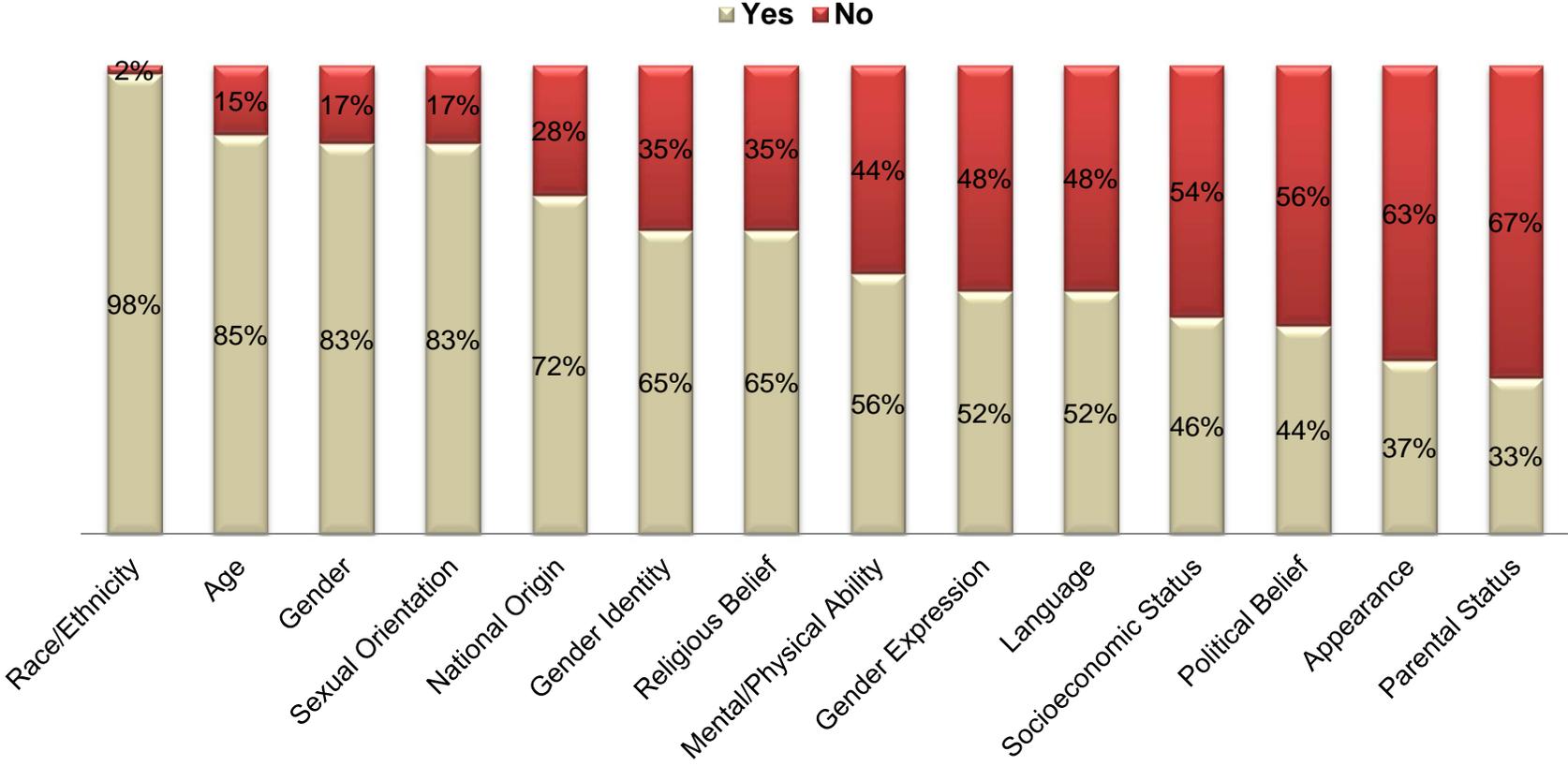
Sexual Orientation

■ Heterosexual ■ Other



Gay 0%
Lesbian 0%
Bisexual 0%

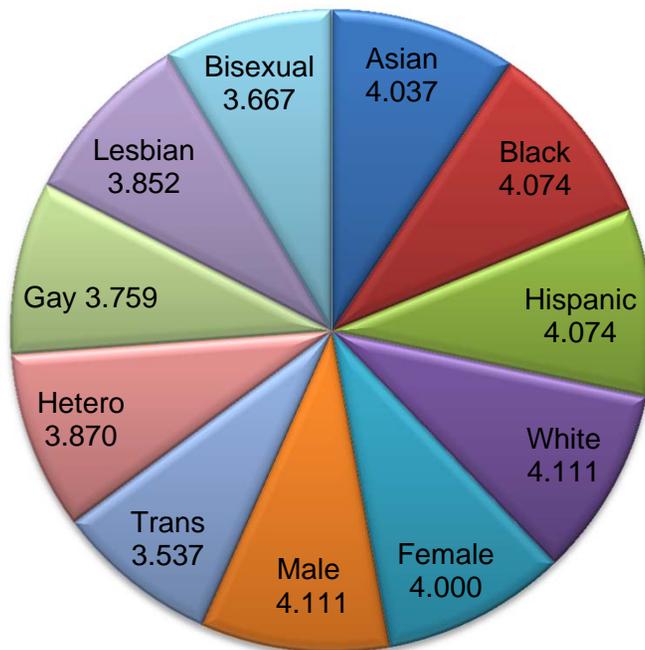
How would you define diversity and inclusion?



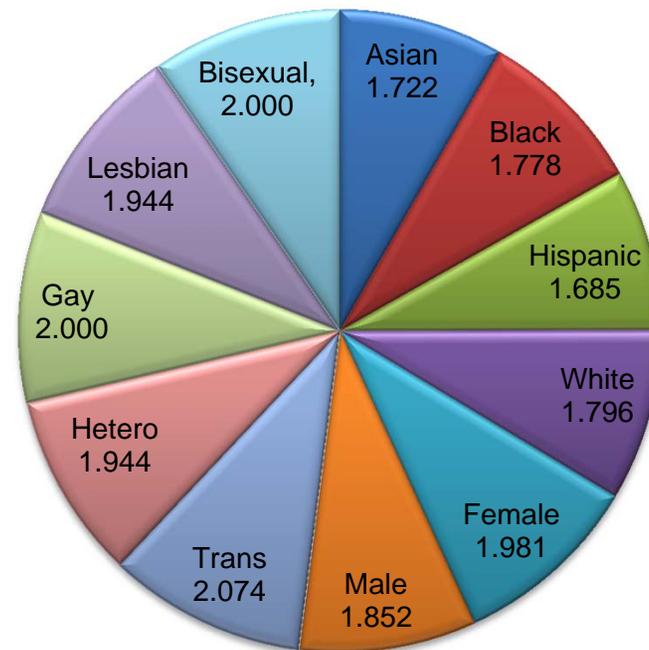
Is there equal treatment within
department(s)?

General atmosphere and fair treatment

The general atmosphere in my department is comfortable for employees who are:

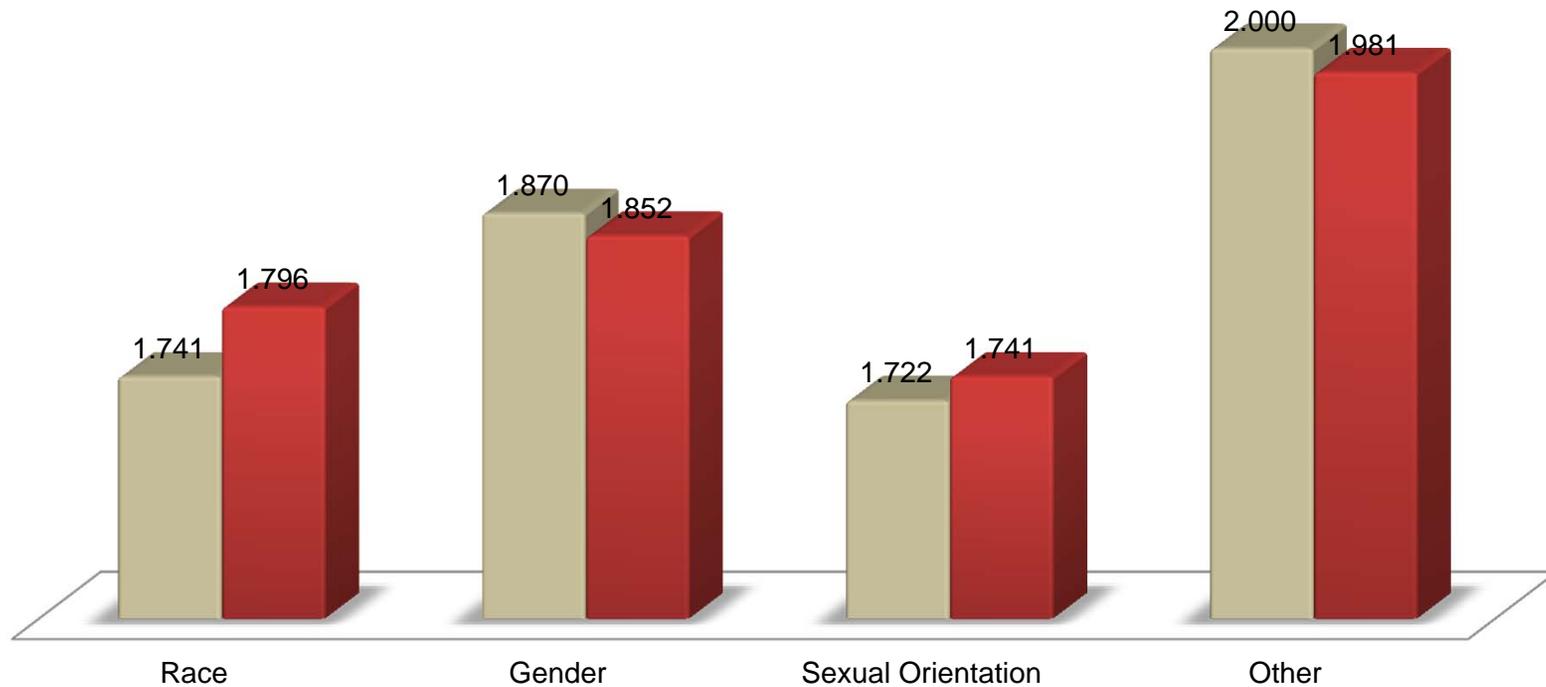


I have seen unfair treatment in my department based on:

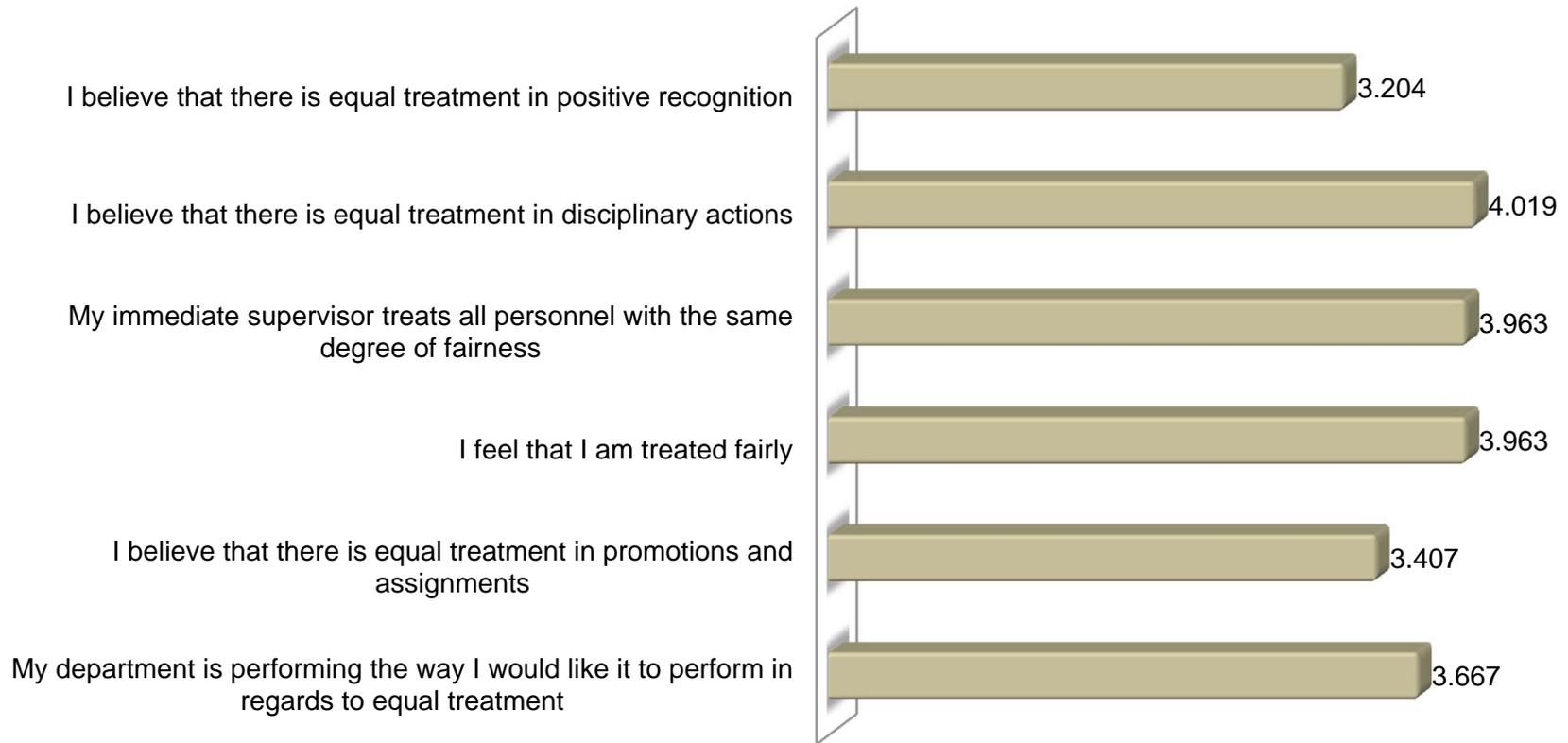


Respondents are not feeling excluded in the Police department

- I have felt excluded in my department because of my:
- I have seen peers in my department excluded because of their:

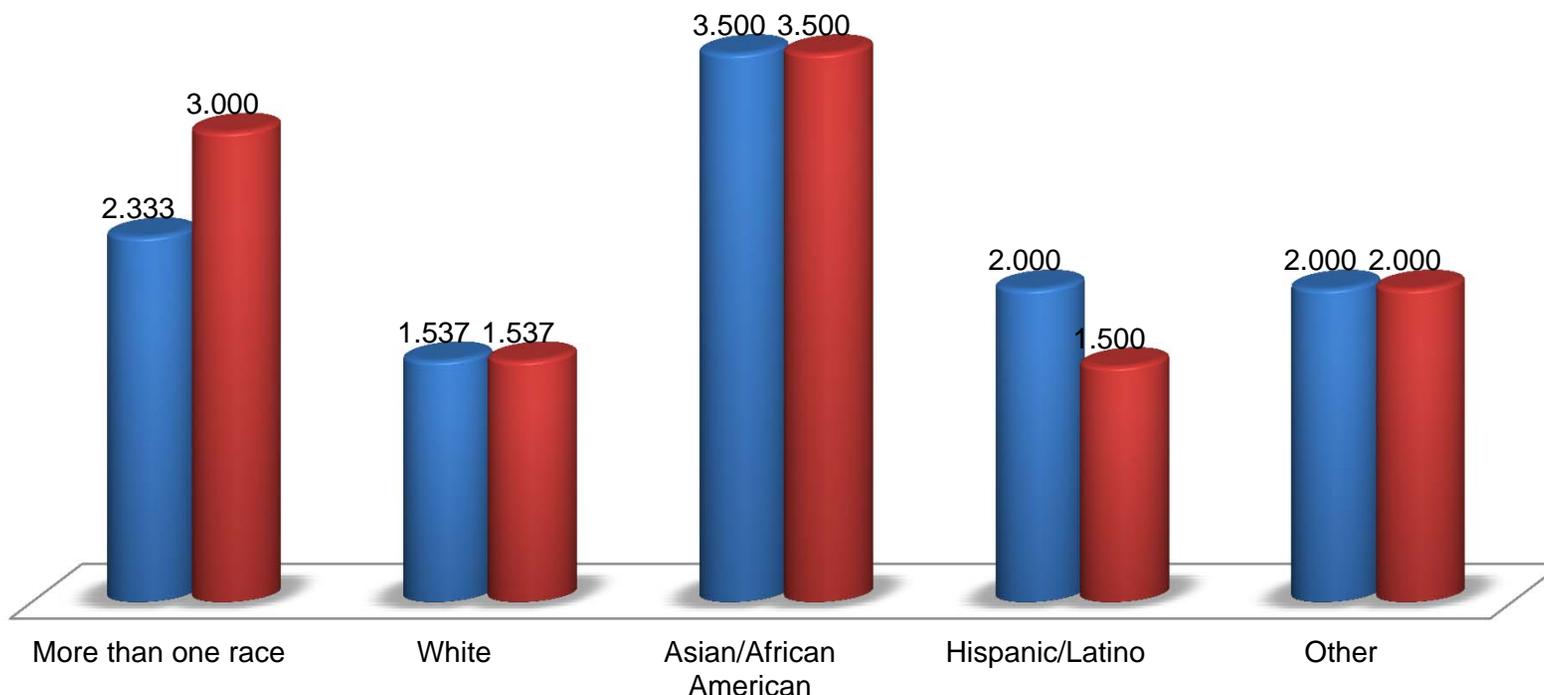


Equal treatment in the Police department



Some respondents have felt excluded because of their race

- I have felt excluded in my department because of my: Race
- I have seen peers in my department excluded because of their: Race



Note: Asian and African American respondents were combined into a single category due to the low number of responses

Respondents say...

Responses based on questions:

#4a My department offers equal access to training and further education

#5a The general atmosphere in my department is comfortable

#6 I have felt excluded in my department

#8 Perceptions of equal treatment within your department

Good

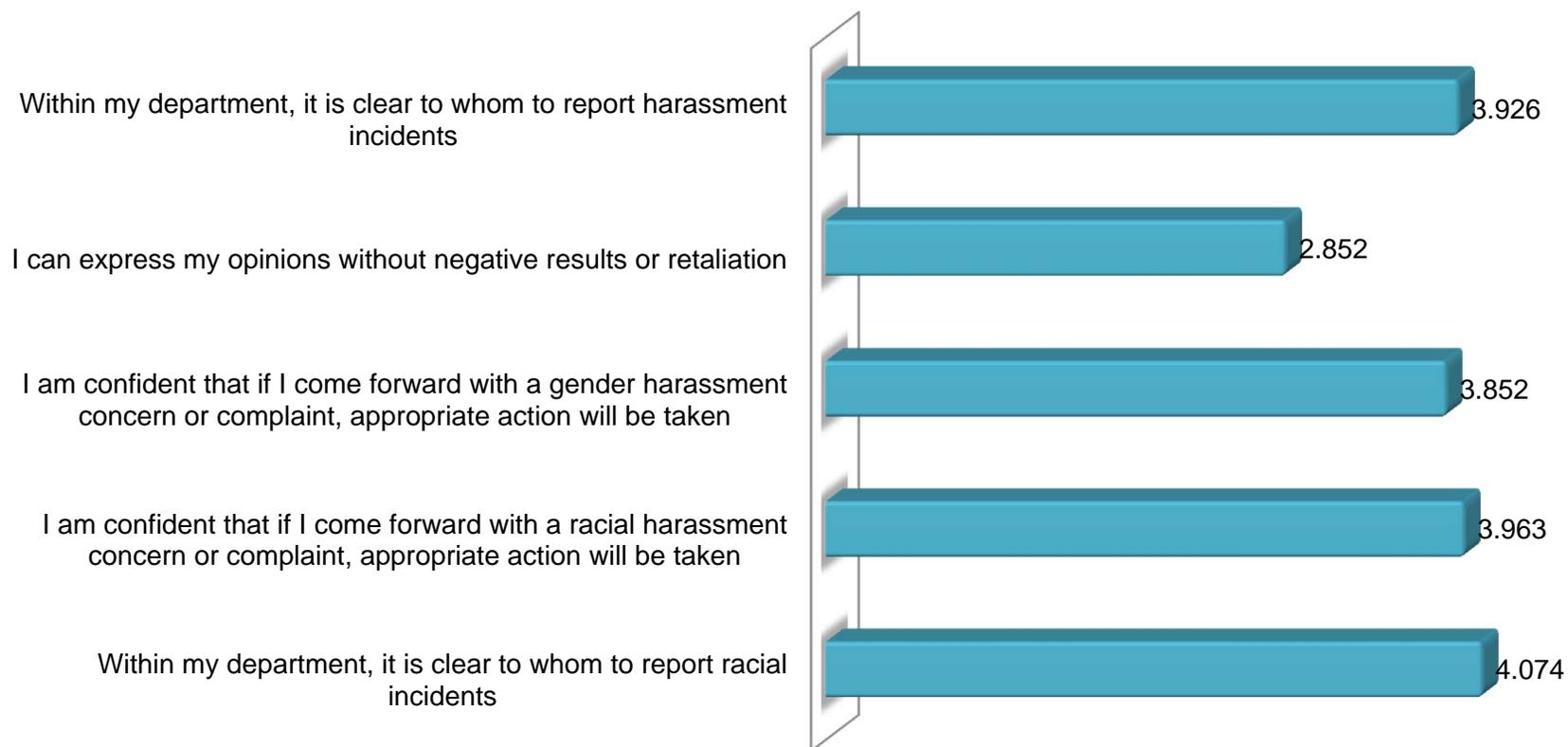
- *"I have never witnessed, nor heard through the informal grape vine, anybody treating another differently because of race."*
- *"As a whole I believe the dept. gets along very well."*

Concern

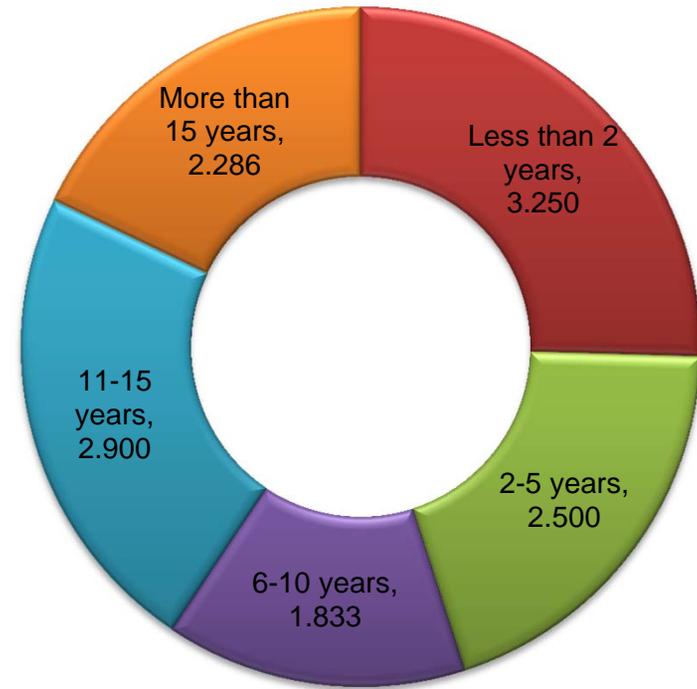
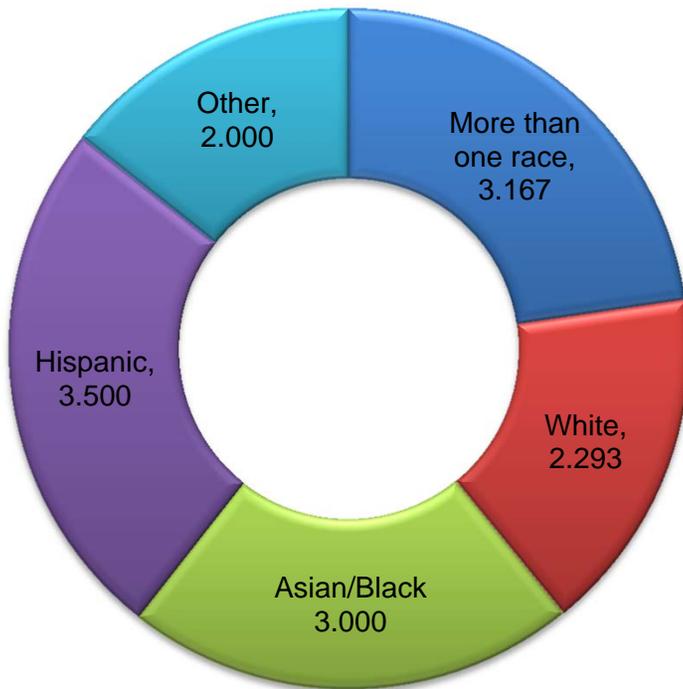
- *"There appears to be a strong element of reverse discrimination."*
- *"Female employees are definitely treated differently than male employees. Its so obvious."*
- *"The commendation/recognition process favors certain divisions and work and excludes work being done in a variety of areas and divisions"*
- *"I'm a white person so I can only account for how comfortable I am."*

What's the comfort level reporting issues
and is there fear of retaliation?

Perceptions of the Police department's culture



I believe I will be at risk for retaliation if I report harassment:



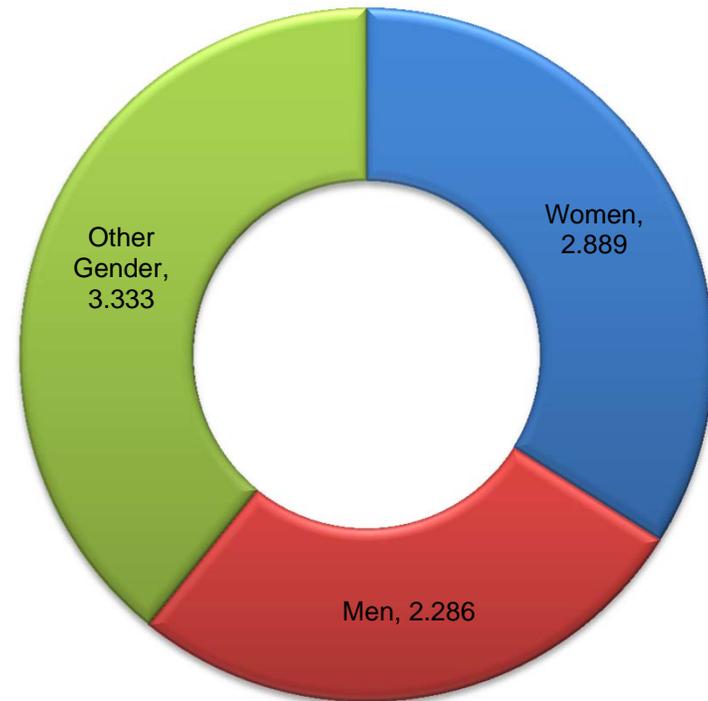
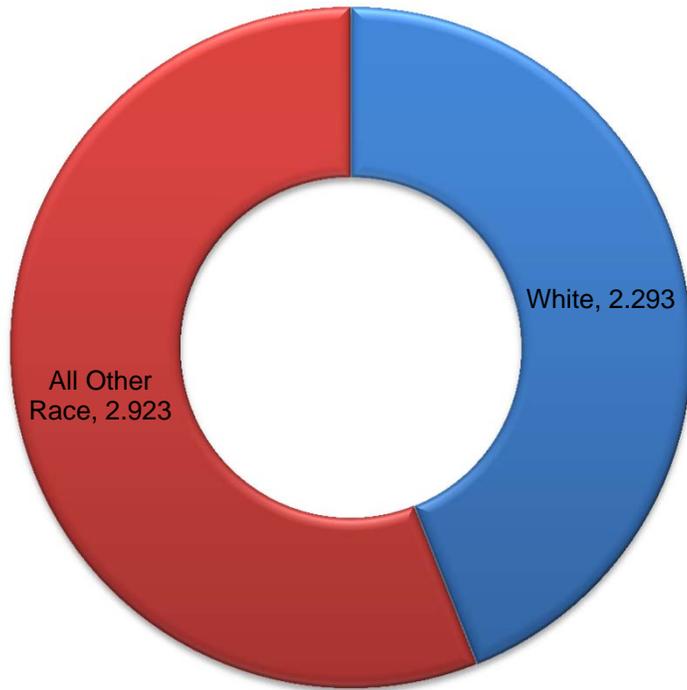
Note: Asian and African American respondents were combined into one category due to the low number of responses



More than one race and Hispanic respondents tend to believe that they will be at risk for retaliation if they report harassment. Respondents who have been in the Police department for less than 2 years tend to share the same perspective

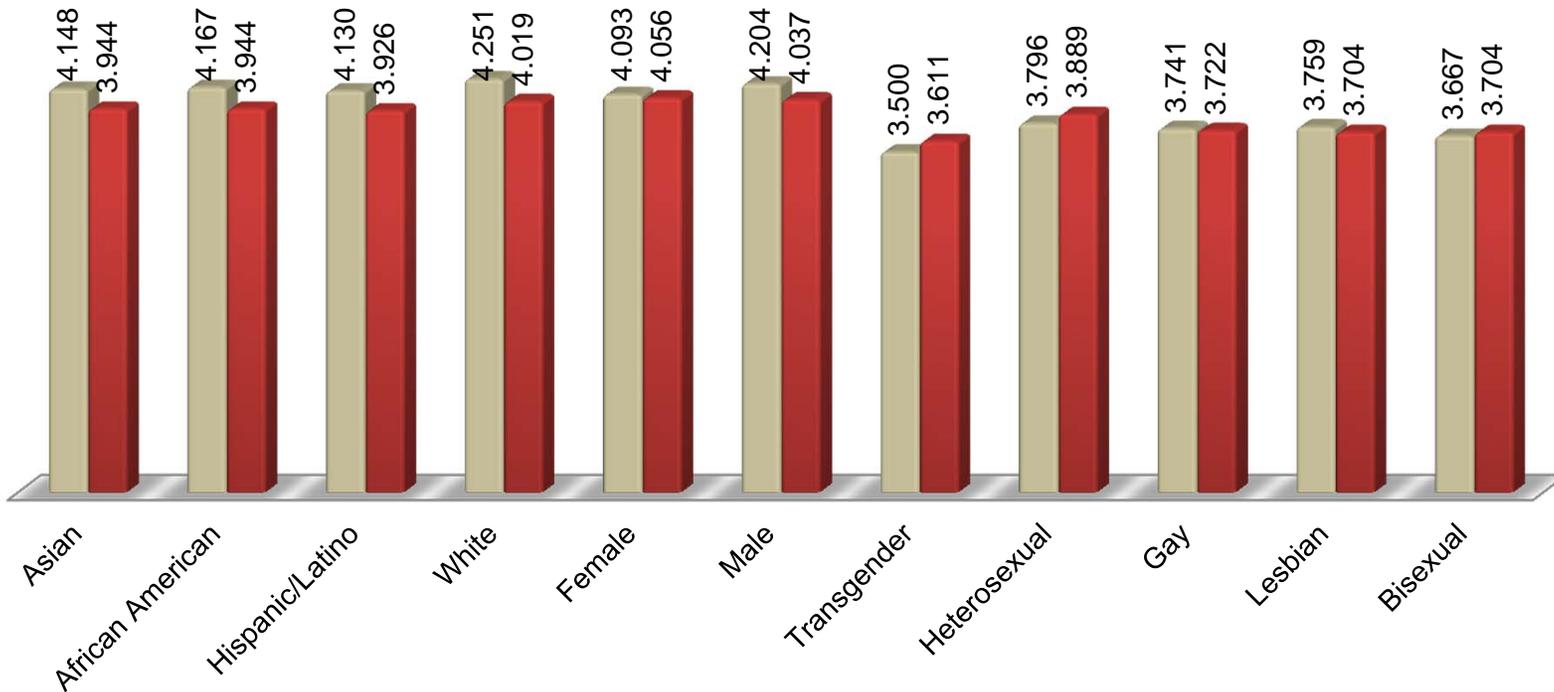
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I believe I will be at risk for retaliation if I report harassment:



Are there equal opportunities for all employees in their department?

Equal access and equal opportunities



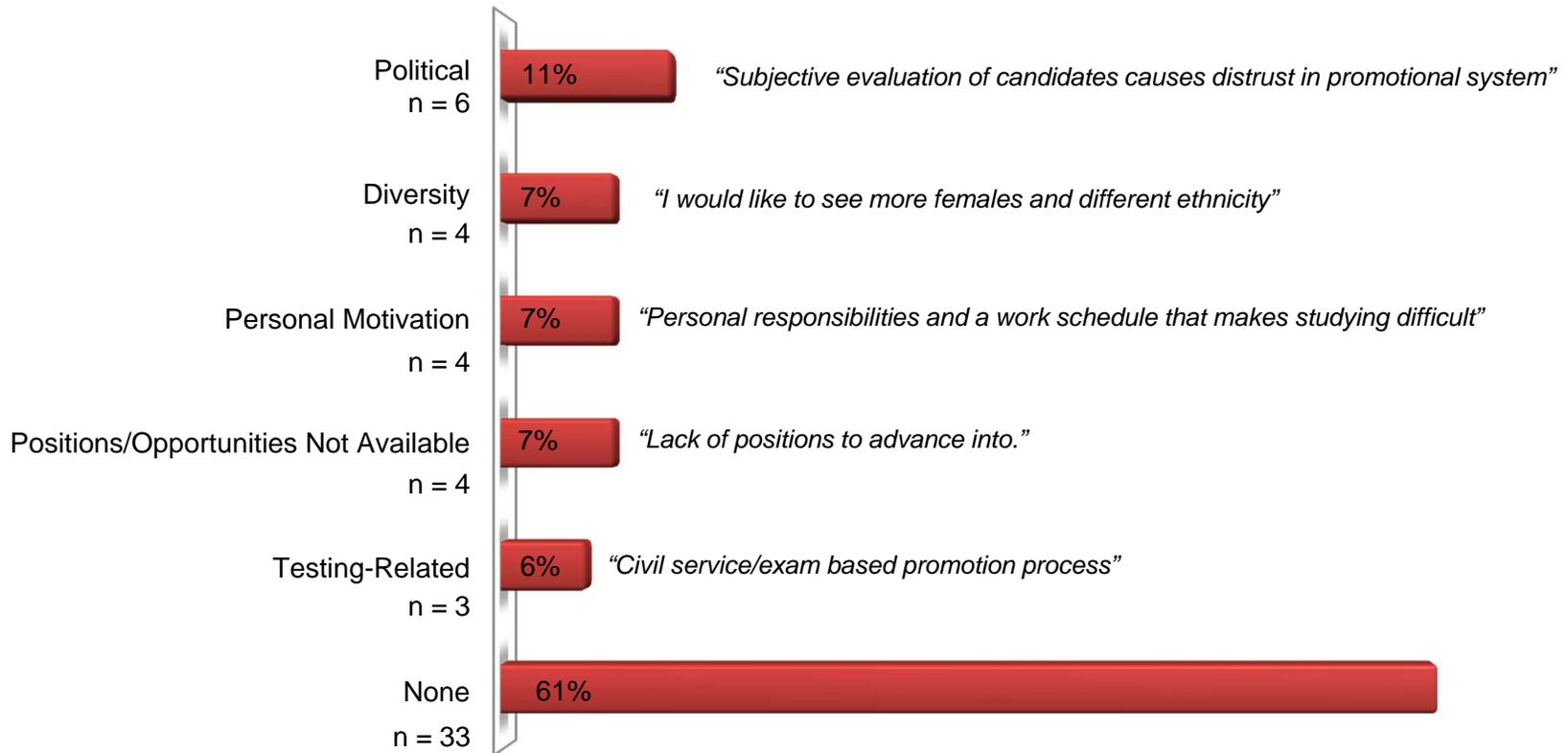
■ My department offers equal access to training and further education for employees who are:

■ My department offers equal opportunities for promotion, transfer and further career advancements for employees who are:



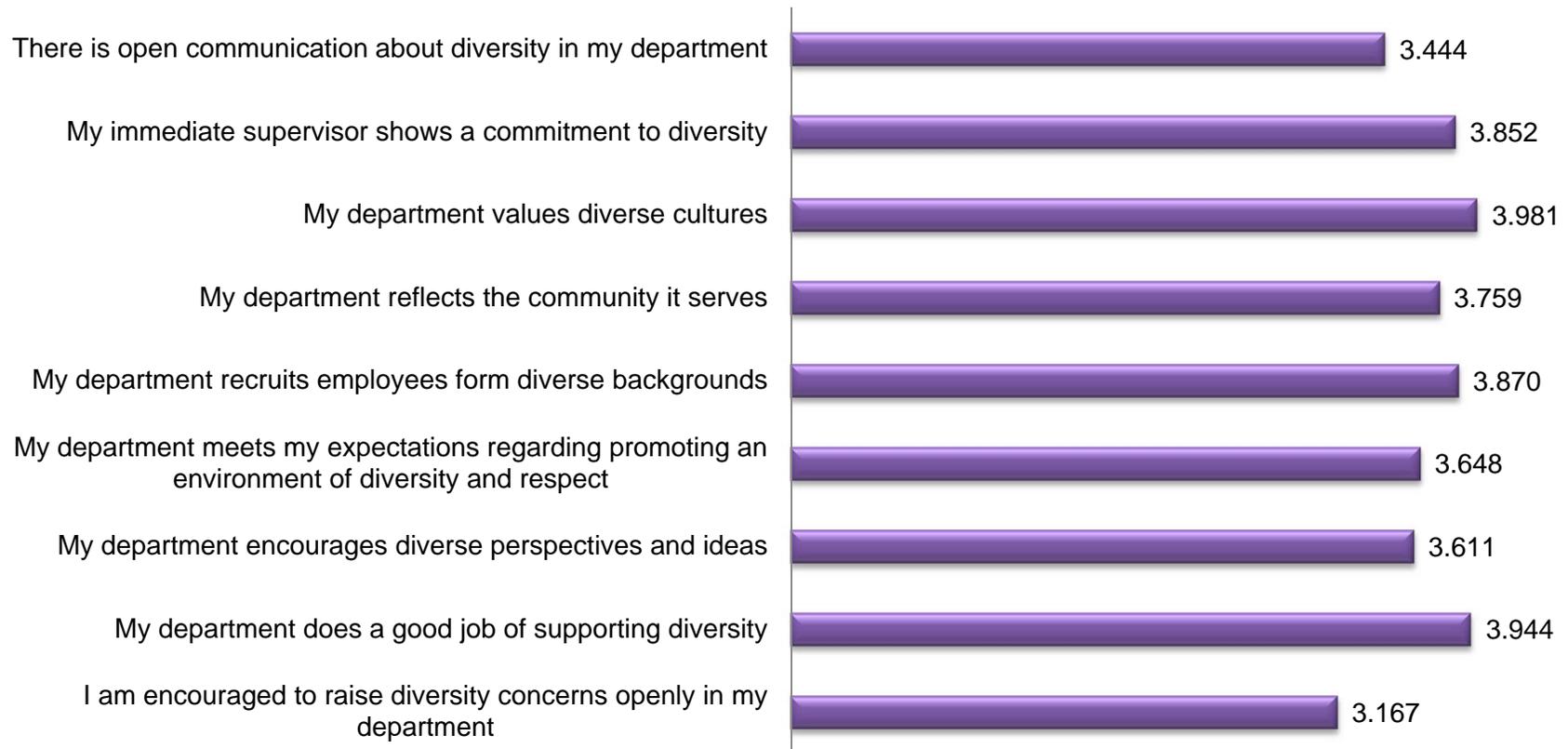
Overall, respondents agree that the Police department offers equal access to training, promotion, transfer and further career education for all employees

Barriers that limit the ability to pursue career advancement

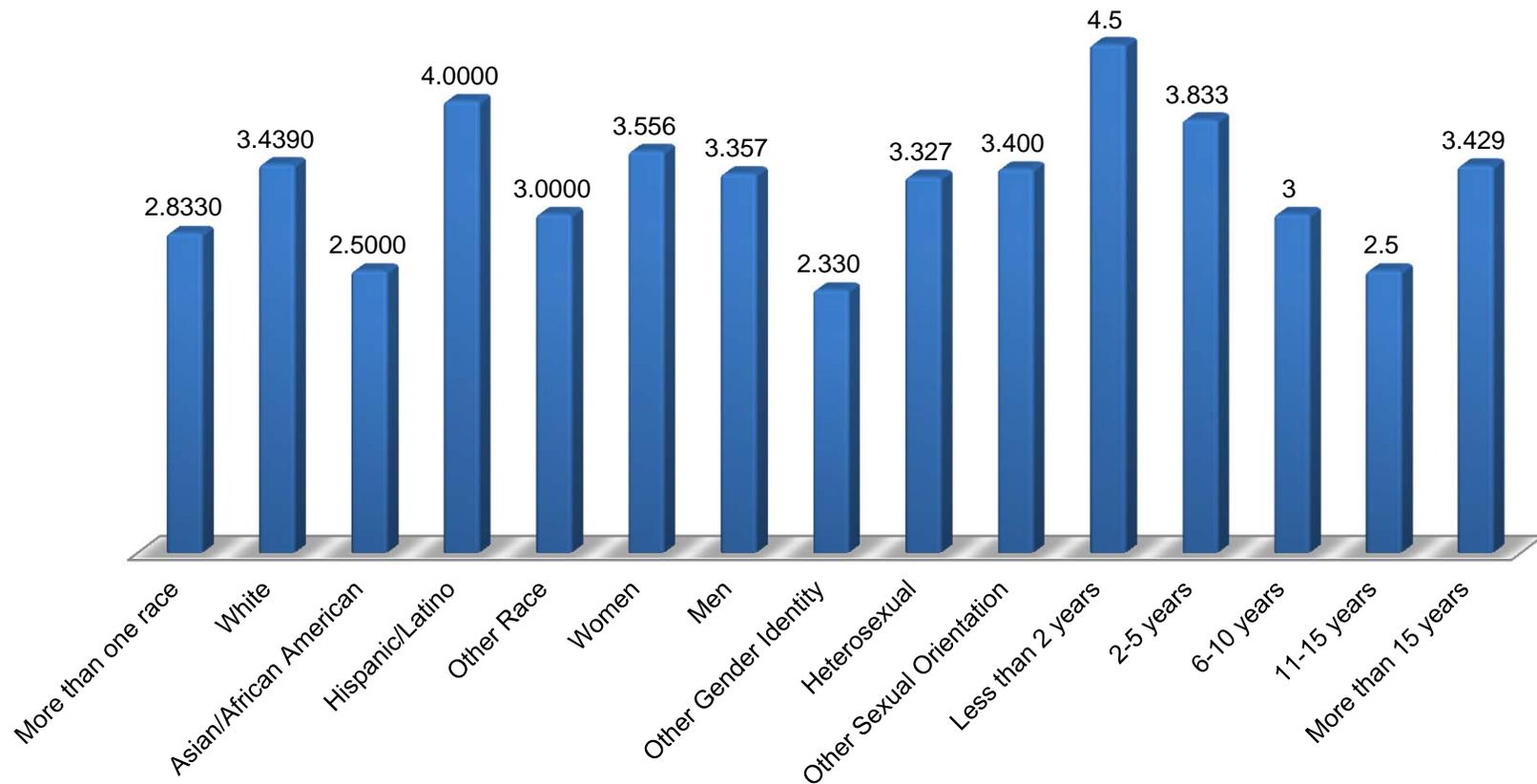


Is management committed to diversity?

Perceptions of Diversity & Inclusion in the Police department



In general I am satisfied with leadership in my department

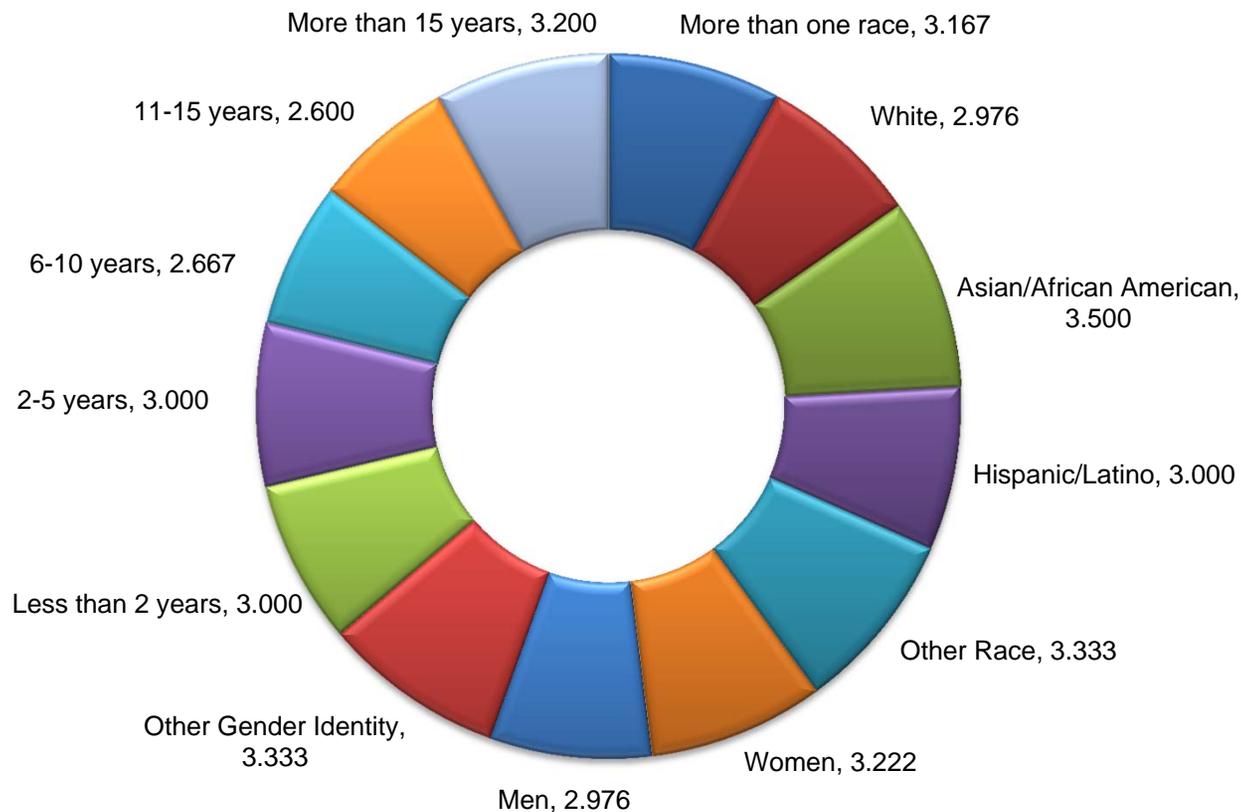


Note: Asian and African American respondents were combined into a single category due to the low number of responses



More than one race, Asian/African American, Other-gender-identity respondents, and respondents who have been in the department 11-15 years are not satisfied with leadership in the Police department

I am interested in participating in diversity and inclusion training



Note: Asian and African American respondents were combined into a single category due to the low number of responses

Respondents say...

Responses based on questions:

#4a,b My department offers equal access to training and further education for employees

#9a My department offers equal opportunities for promotion, transfer and further career advancements for employees

Good

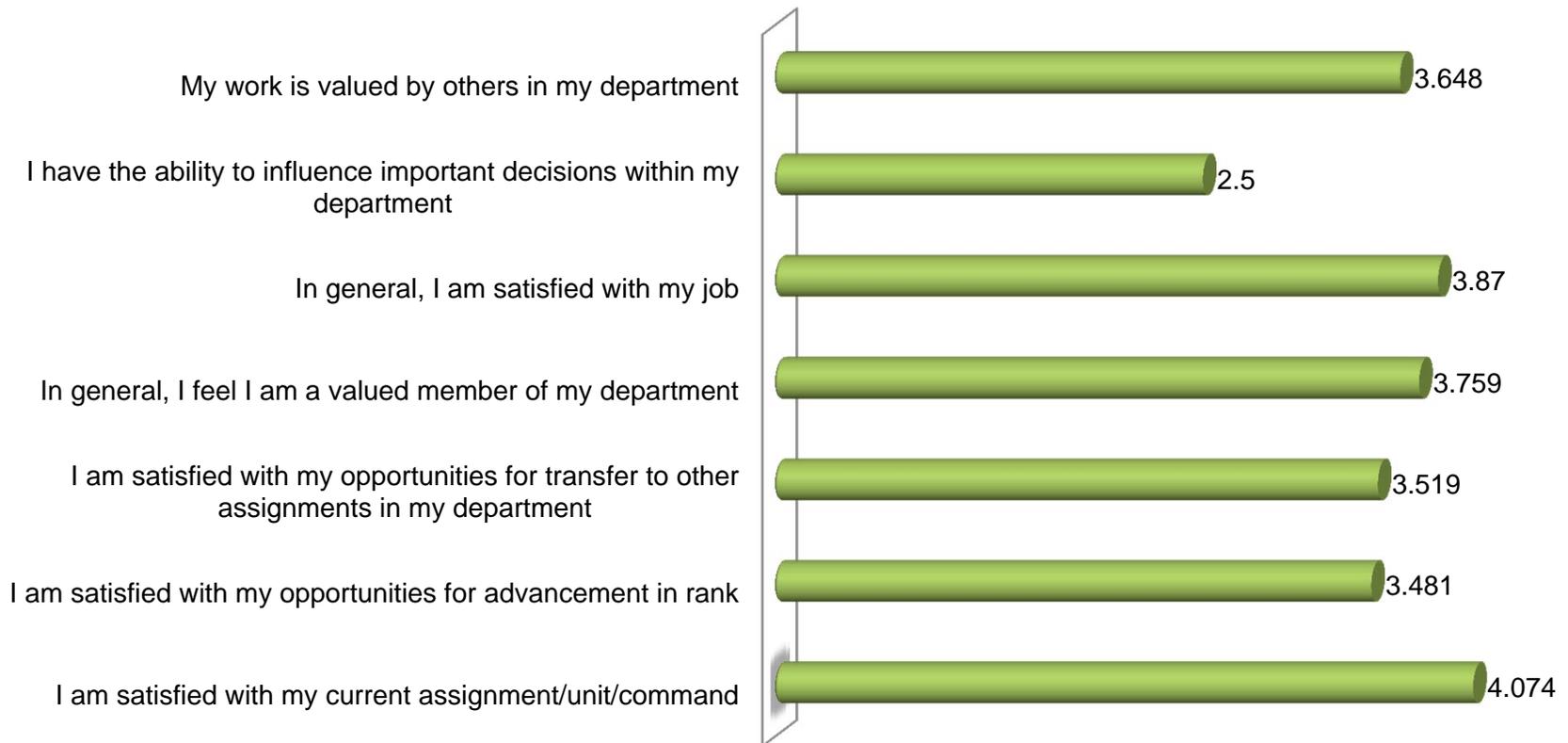
- *“There are some restraints for training based on assignment because of the manpower issue not because of other issues.”*

Concern

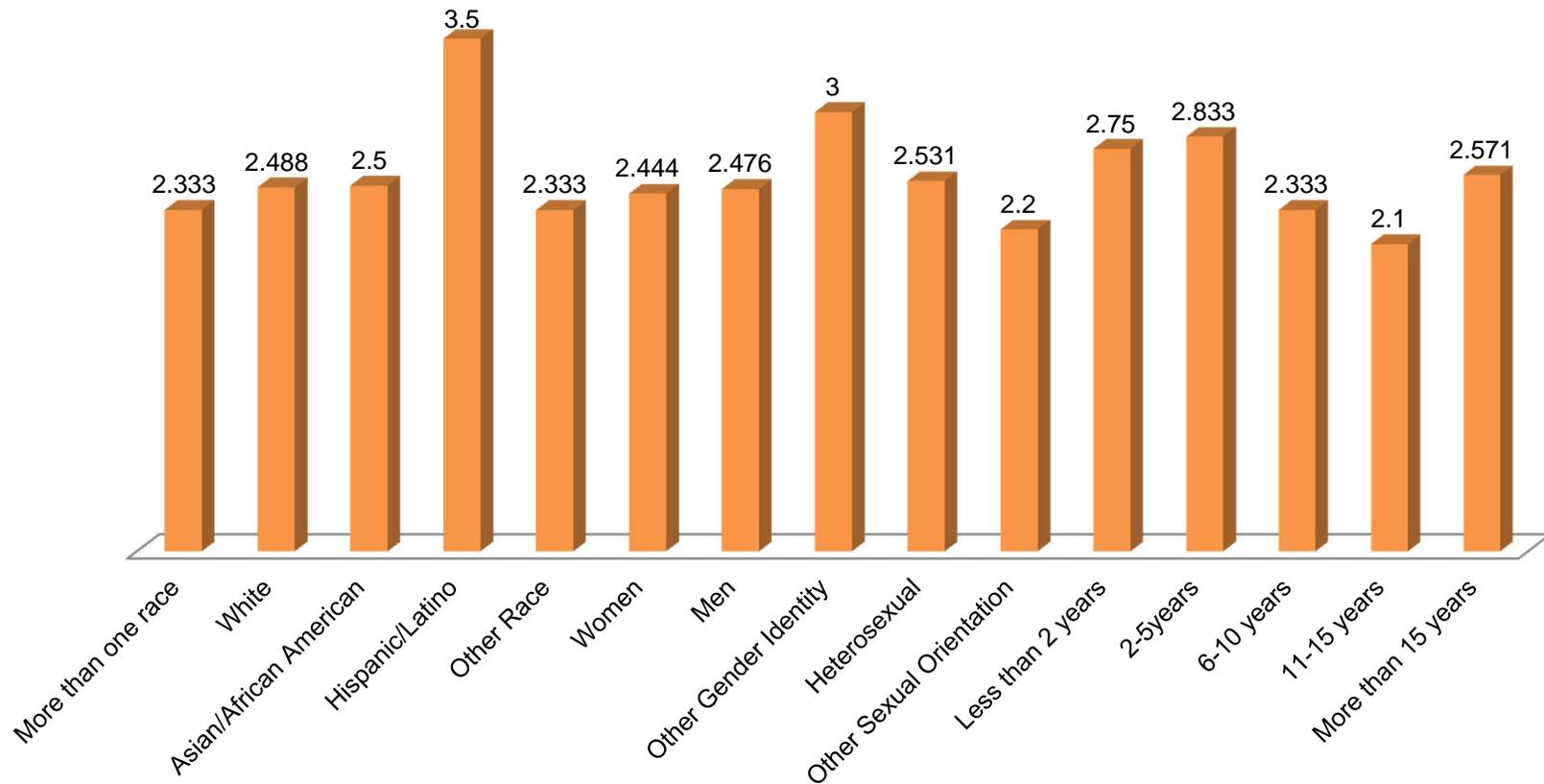
- *“Administration worries too much about the public's perception of the reality of what police work is rather than what the police officer faces on a daily basis to perform their job.”*
- *“Unsure because it is not widely known that we have any of these individuals. Also females are far more likely to receive the training and education needed to achieve specialty positions in this department.”*
- *“Nothing to do with race just a belief that the promotion system is not fair.”*

Do employees feel valued at their job?

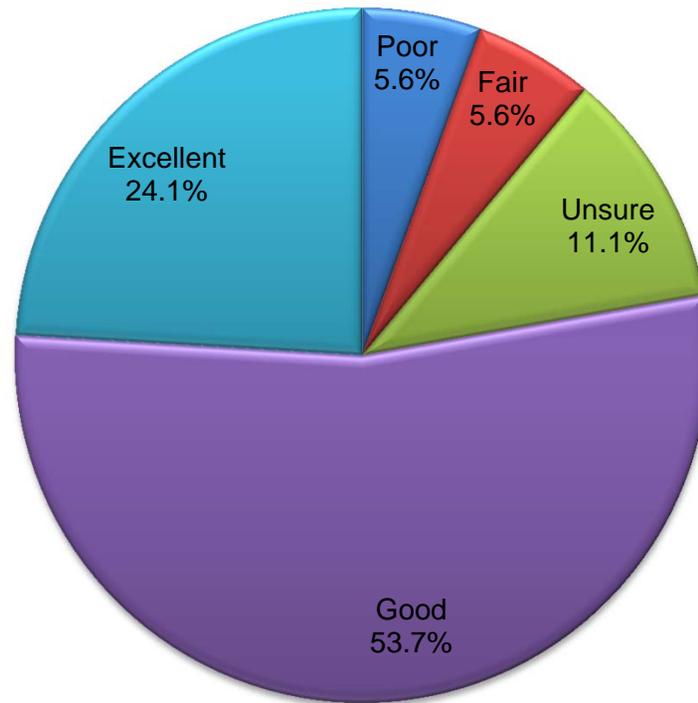
Respondents feel valued in their department



I have the ability to influence important decisions within my department



How would you rate the diversity climate in your department?



Recommendations From The Respondents



Insights From Police Department Leadership

Leadership believes there are no major issues with Diversity and Inclusion in the police department however the recent “incident “ put the idea of equal treatment into question

- *Excellent diversity climate in the police department*
- *The police department offers equal access to training and further education for all employees, no need for further training*
- *The general atmosphere in the police department is comfortable for diverse employees*
- *Employees have not been excluded because of their race, gender, sexual orientation, or other demographic marker*
- *There's equal treatment in promotions and assignments, disciplinary actions, positive recognition, transfer and further advancement for all employees*
- *Unfair treatment has not been seen*
- *It's clear to who to report incidents, and all complaints will be taken care of, and no fear of retaliation*
- *Department recruits employees from diverse backgrounds*
- *Police department does a good job at supporting diversity; it reflects the community it serves*
- *The town making a bigger deal out of the incident than it has to, making for a negative atmosphere*

Key Findings

Police Department

- Diversity climate rated as good
- Belief that there is equal treatment and equal opportunities
- Overall have a positive perception of D&I in their department
- African American and Asians have felt excluded and have seen peers be excluded
- More than one race and Hispanics feel they will be at risk of retaliation
- Respondents with less than 2 yr. tenure feel they are at risk of retaliation
- More than one race, Asian/African American, other gender, tenure of 11-15 yrs. are not satisfied with the leadership
- Whites, males and tenure of 6-15 yrs. are not interested in training
- With the exception of Hispanics, all other groups don't believe they have the ability to influence decisions

Recommendations

Conceptual/Shared View	Structural	Operational
<ul style="list-style-type: none"> • Create a formal definition of diversity and inclusion • Build intent, vision and mission statements • Declare commitment level (tools, budget, resources etc.) 	<ul style="list-style-type: none"> • Assist diversity council to mobilize and govern via outside facilitator • Form a plan and define expected outcomes and priority areas • Ensure accountability and metrics established • Review reporting policies and procedures • Continued advice, counsel and guidance 	<ul style="list-style-type: none"> • Develop an internal communication plan that regularly conveys intent, progress and achievements • Implement a series of cultural dexterity trainings • Visible leadership pertaining to this topic • Build relationships with external diversity organizations • Actively recruit in arenas such as military, community based efforts, campus efforts, social media, and recruitment ambassadors • Build a mentoring program • Identify influential members of the community that can serve as champions
0-90 days	90-150 days	150-240 days

Addendum

Supporting documents:

Raw data “TOB Racial Climate Review Survey Data Results.excel”

Survey “Survey Questions.pdf”

Comments “TOB Survey Comments.doc”