

Office of the City Administrator

2020 Equity Survey Report

Executive Summary

In October 2020, the Office of the City Administrator (ADM) distributed a survey regarding racial equity to all of its employees.¹ 531 people (52% of all employees) responded. As detailed in this report, the respondent population was sufficiently diverse to constitute a representative sample of the department as a whole. From these responses, four key findings were identified:

1) ADM employees believe in the value of examining and discussing racial equity at work

The two questions that inspired the most agreement among ADM's employees were: "I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color" (6% of employees disagree), and "I think it is valuable to examine and discuss the impacts of race at work" (4% of respondents disagree). This low level of disagreement indicates support for attempts to further discuss and understand racial equity in the department.

2) Most employees view racial equity in ADM positively, but perspectives vary by race and ethnicity

Most employees had a positive view of racial equity in ADM and believe that the department is less tolerant of racism than the City government as a whole. However, the survey results indicate differences between how racial and ethnic groups perceive questions of equity. Generally speaking:

- The average Asian and White respondent had a positive view of racial equity in ADM.
- The average Hispanic respondent had a generally positive view of equity in the department, though slightly less so than White and Asian respondents.
- The average Black respondent submitted answers that varied between neutral and softly positive.

3) The majority of respondents did not report observing incidents of racial tension in the workplace. However, people of color were more likely to do so

When responding to the prompt "I have observed racial tension between employees in my department," 39% of Hispanic respondents (18 people) and 32% of Black respondents (15 people) agreed or strongly agreed with the prompt, in contrast to 14% of White employees (20 people).

4) Less than half of Black respondents agree that ADM's promotions and disciplinary actions are race-neutral and that racism is not tolerated

Black respondents were least likely of all respondent groups to agree that promotion opportunities and discipline standards were race-neutral. Less than half (45%) of Black respondents (21 people) agreed or strongly agreed that "supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity" or that "Opportunities for promotion are accessible to everyone regardless of race or ethnicity." In addition, only 48% of Black employees (22 people) agreed or strongly agreed that racism was not tolerated in their department.

Methodology

The 2020 Racial Equity survey was available in four languages (English, Chinese, Spanish, and Filipino) and was distributed online and on paper. Links to the online format were delivered via both email and text message. The survey had a robust response rate of 52% (531 of ADM's 1,017 employees). As detailed in Appendix A: Respondent Demographics, the survey sample is generally representative of the actual ADM

¹ The Department of Public Works (DPW) and Department of Technology (DT) report to the City Administrator. However, these departments are organized and managed separately from the Office of the City Administrator and were not included in this survey.

employee population. As a result, the results explored in this report are likely to be an accurate representation of the opinions of ADM employees as a whole.

The survey asked a total of 16 questions addressing four topics:

1. **ADM's culture of racial equity** including questions like “My department as a whole is a place in which racism is not tolerated”
2. **Sense of belonging and fair treatment** including questions like “I feel comfortable expressing my opinions”
3. **Beliefs about racism** including questions like “I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color”
4. **Demographic information** including questions on the respondent’s race and ethnicity, gender, supervisory status, and division

All questions were optional and respondents were able to skip questions, in order to encourage honest and accurate responses. As detailed in Figure 1, few of the 531 total respondents skipped the substantive questions in the body of the report.

Overall Findings

Figure 1 summarizes the overall opinions of all ADM respondents; these opinions varied by race and will be explored in more detail in this report.

Figure 1: Question List and Summary Results for all ADM Employees

Question	Prompt	Total Answers	Percent Agree	Percent Disagree
1	I am valued as an individual at work.	526	77%	8%
2	I feel comfortable expressing my opinions.	525	70%	14%
3	I feel supported in the pursuit of my career goals.	525	58%	14%
4	My department as a whole is a place in which racism is not tolerated.	508	77%	9%
5	Opportunities for promotion are accessible to everyone regardless of race or ethnicity.	509	68%	13%
6	Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.	510	67%	15%
7	I have observed racial tension between employees in my department.	508	24%	55%
8	Leadership will take appropriate action in response to incidents of harassment and discrimination.	509	69%	11%
10	I believe that racism is a problem in the San Francisco City government today.	505	46%	16%
11	I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color.	504	84%	6%
12	I think it is valuable to examine and discuss the impacts of race at work.	504	82%	4%

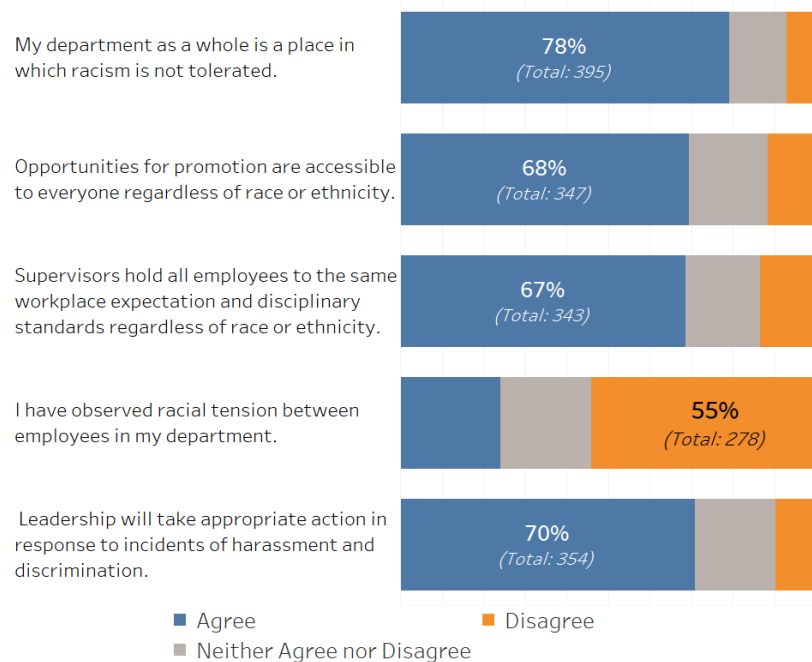
Section 1: ADM’s Culture of Racial Equity

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 ADM. Overall, ADM’s responses indicate two clear patterns. First, a majority of ADM employees have a positive opinion of racial equity. Second, responses varied by racial and ethnic group, and some groups submitted more ambiguous responses than the employee population as a whole.

A Majority of Employees Do Not Think Racism is Evident or Tolerated

A majority of ADM employees have a positive opinion of racial equity in the department. As Figure 2 demonstrates, roughly **eight out of ten** employees agreed or strongly agreed that racism was not tolerated in their department. More than **two-thirds** of employees agreed that promotions and discipline standards were administered without regard to race or ethnicity.

Figure 2: Culture of Racial Equity Responses for All Employees



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In contrast, in a different section of the survey **46%** of employees agreed or strongly agreed that “Racism is a problem in the San Francisco City government today.” This disparity indicates that ADM employees believe that racism is less of a problem in their department than in the City as a whole.

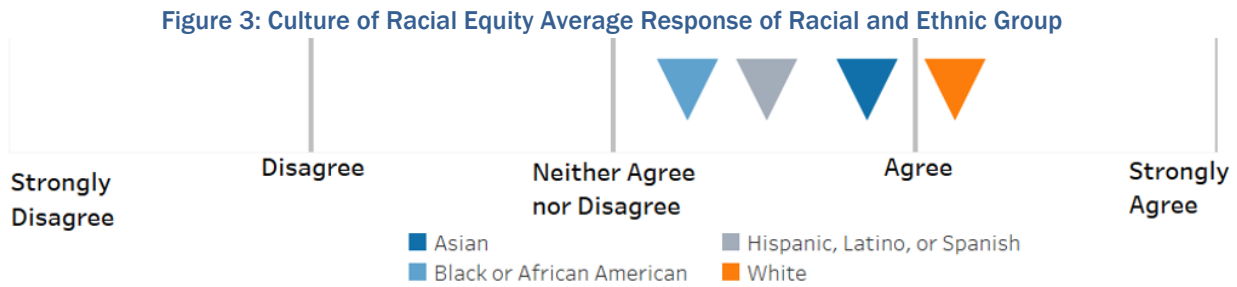
Perceptions Vary by Race: Black Employees Have the Least Positive View

These summary trends mask a second pattern: perceptions of racial equity varied by race. In general, White and Asian respondents have the most positive view of racial equity and usually agreed or strongly agreed that the department was equitable.² Black respondents generally had the least positive view of racial equity, more often choosing to neither agree nor disagree. The average Hispanic respondent landed somewhere between these groups, generally agreeing that the department was equitable. Figure 3 illustrates this trend, combining and averaging the answers of the four largest racial and ethnic groups to all questions in Section 1.³ The

² This trend was not universal, and White and Asian responses diverged on several questions.

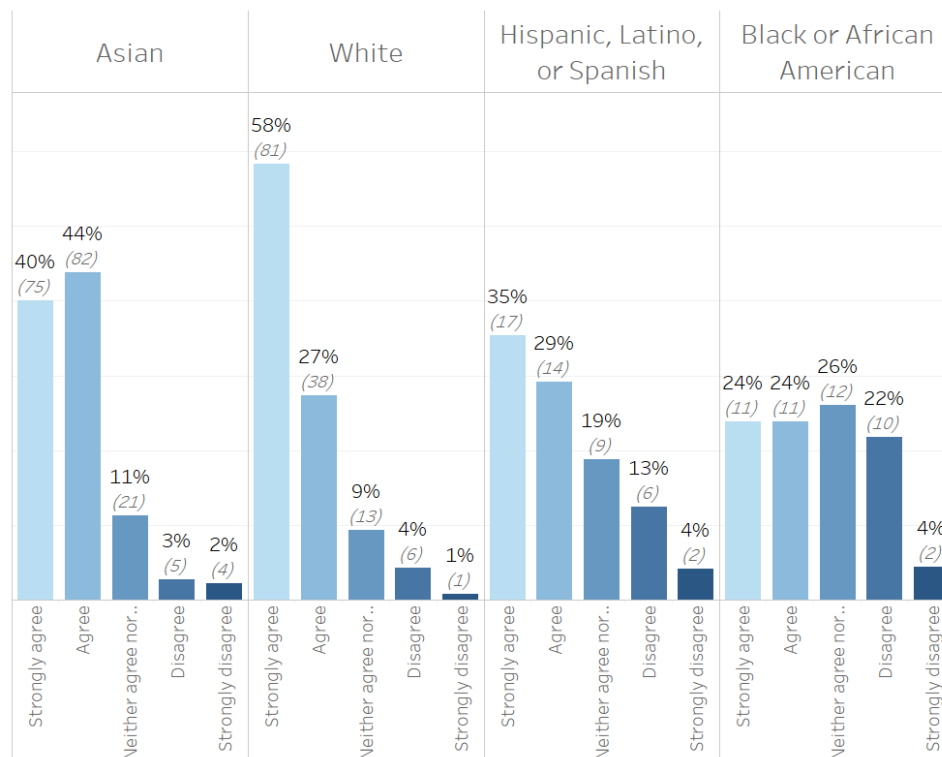
³ In this average, the values for answer to question 7 answer were reversed to account for the negative connotation of agreement to the prompt.

colored arrows indicate where on a scale of “strongly disagree” to “strongly agree” the average response to these questions is located for each racial and ethnic subgroup.



A specific example of this overarching trend is examined in Figure 4, which details the responses to Question 4: “My department as a whole is a place in which racism is not tolerated.”⁴ It illustrates that most White or Asian respondents agreed or strongly agreed with the prompt (roughly **85%** of each group). White respondents were particularly emphatic in agreement, with **58%** (81 people) choosing that they strongly agreed.⁵ Hispanic respondents generally agreed with the prompt (**64%** agreed or strongly agreed, a total of 31 people), though not to the extent that White and Asian employees did. The response among Black employees was mixed. **Less than half** of Black employees agreed or strongly agreed that racism was not tolerated in their department (48% of respondents or 22 people) with roughly a quarter remaining neutral and another quarter disagreeing.

Figure 4: “My department as a whole is a place in which racism is not tolerated” by Race and Ethnicity

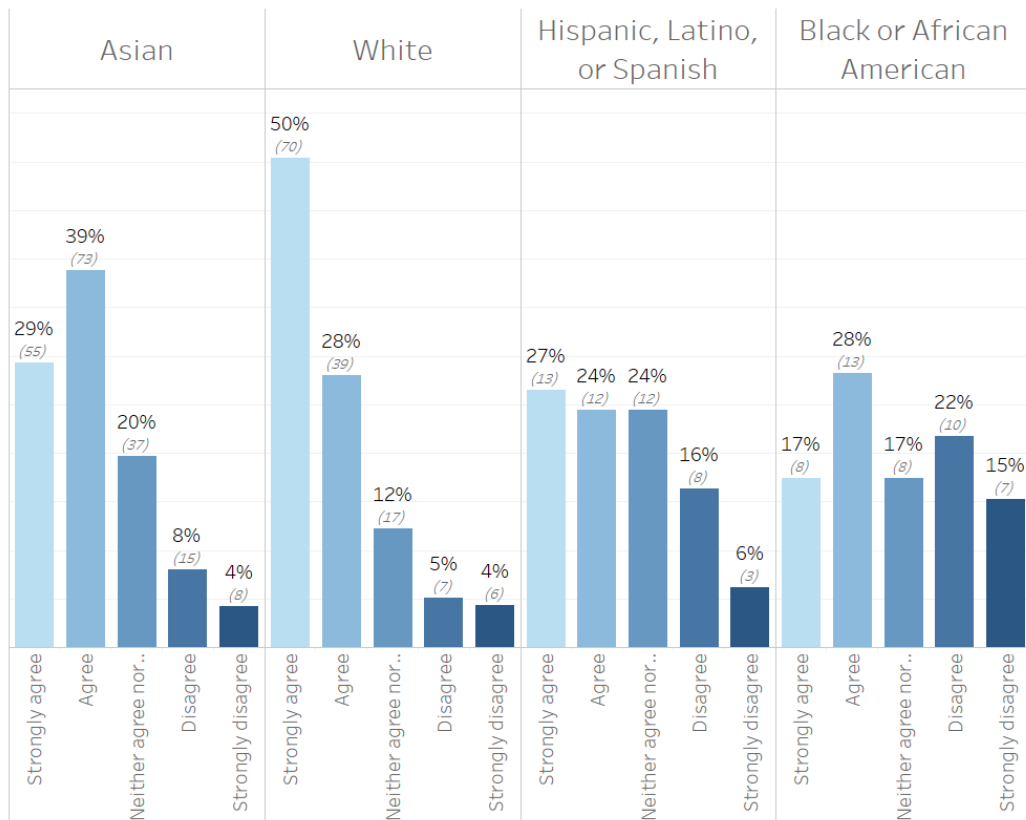


⁴ In this format percentages have been rounded to the nearest whole number, so the combined percentages in each category may equal 99% instead of 100%.

⁵ 58% is tied with 58% Hispanic respondents agreeing to Question 11 (“I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color”).

These patterns of generally positive though somewhat divergent feedback held through most of the questions examined in this report. A second specific example is evident in the responses to the prompt “Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.” **67%** of all respondents agreed or strongly agreed, including **78%** of White respondents (109 people) and **68%** of Asian respondents (128 people). However, **51%** of Hispanic respondents (25 people) and **45%** of Black respondents (21 people) agreed or strongly agreed. The disparity between White and Black respondents on this question produced the largest divergence in the average response of any two racial or ethnic groups in the survey

Figure 5: “Question 6: Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity” by Race and Ethnicity



White Respondents were Less Likely to Perceive Instances of Racial Discrimination

In addition to responding more positively to questions about fairness and general racial equity, White respondents were the least likely group to have witnessed racial tension in their divisions. In response to the prompt “I have observed racial tension between employees in my department,” **40%** of Hispanic respondents (18 people) strongly agreed or agreed, followed by **33%** of Black respondents (15 people) and **24%** of Asian employees (46 people). In comparison, **14%** of White respondents agreed or strongly agreed (20 people).

Many Employees Would like to Talk More About Race and Promote Diversity

The final question of Section 1 was the only free-response prompt included in the survey, “What steps can your department take to improve its culture of diversity and inclusion?” **166** respondents (**31%** of the total) made suggestions, including talking more about race, hiring and promoting diverse employees, and providing trainings.

Figure 6: “What Steps Can Your Department Take to Improve Its Culture of Diversity and Inclusion?”

Number	Theme	Illustrative Text from Free-Response Answer	Count
1	Increase or maintain open communication to foster a supportive environment	“In general, the department could improve literacy around race and racial equity. There is a general discomfort around talking about race, even obvious racial disparities. Rather than talk about race, supervisors often avoid the topic and talk about "social issues" or "vulnerable populations." This negatively impacts our ability to address racial disparity in our work, because we cannot identify the problem clearly, or implement targeted policies to try and address the issue.”	34
2	Hire and promote diverse employees and provide training	“Support staff training and educational opportunities. This is a major gap for the department. Provide training and clear information on promotional pathways within the City. It's very challenging to navigate.”	33
3	Provide ongoing diversity training	“Mindfully cultivating connections to mentors in other teams/divisions/departments - Providing access to training around anti-racism and to BIPOC conferences and organizations related to our work “	19
4	Increase diversity in leadership, and leadership’s attention to the topic of equity	“Over the years I have worked here, it is often the program and line staff that help hold up the values of diversity and inclusion - more a ground-up effort rather than top-down effort from leadership. While our agency's programs advance equity and center directly impacted communities throughout our work - that is not always matched by leadership.”	12
5	Increase team building activities and celebrate diversity events	“Create opportunities for people to share cultural traditions and history with each other.”	10

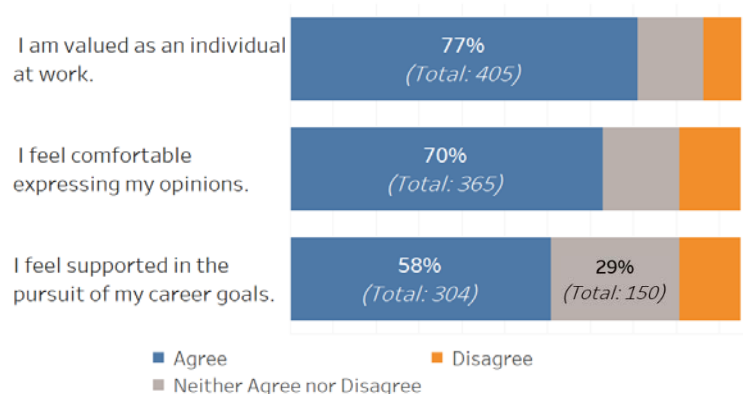
Section 2: Sense of Belonging and Fair Treatment

In addition to asking about racial equity explicitly, the survey measured workplace inclusion by asking three questions: “I am valued as an individual at work,” “I feel comfortable expressing my opinions,” and “I feel supported in the pursuit of my career goals.” Most employees felt valued and comfortable expressing their opinions, but there was more ambiguity around the level of support offered for career goals.

Employees Feel Valued as Individuals, But Less Supported in their Careers

More than 70% of respondents agreed or strongly agreed that they were valued and were comfortable expressing their opinions. In comparison, 58% of respondents agreed or strongly agreed that they felt supported in pursuit of their career goals.

Figure 7: Sense of Belonging Responses for All Employees

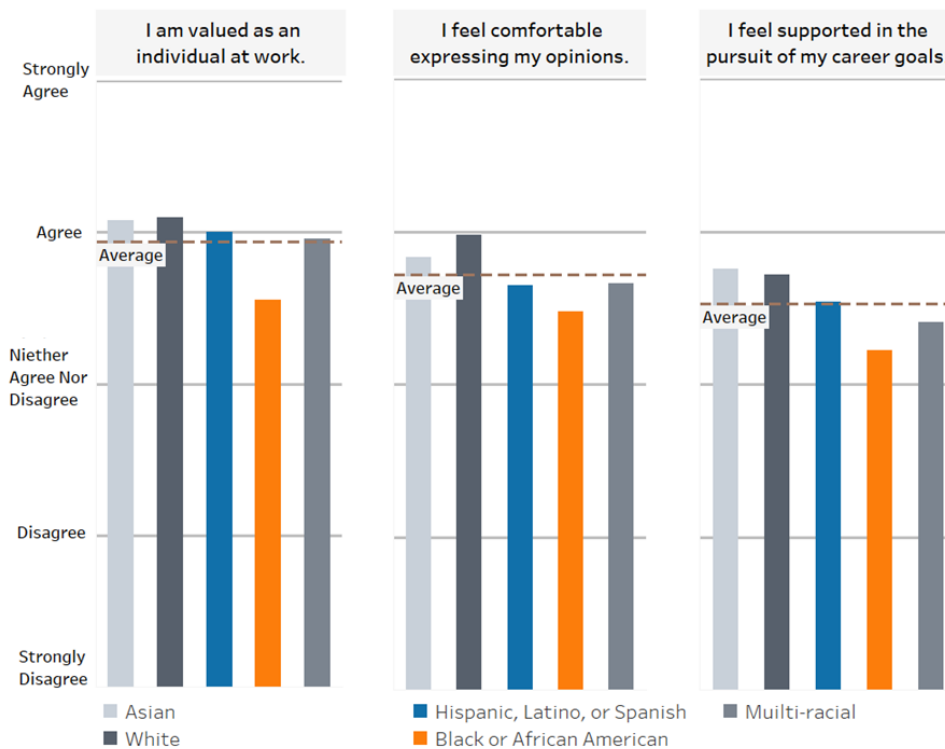


The main reason for the drop in the level of agreement was that that **29%** of respondents neither agreed nor disagreed with the prompt, one of the highest levels of neutrality in the survey.

Black Employees Feel Less Valued and Supported

As in Section 1, there were differences between the average response of each racial and ethnic group. Figure 8 demonstrates the differences between groups by displaying the average response of each group. While around **80%** of Asian and White respondents (roughly 150 and 100 people, respectively) agreed or strongly agreed that they are valued as an individual at work, around **60%** of Black respondents (roughly 25 people) agreed or strongly agreed. Additionally, **20%** of Black respondents (9 people) disagreed or strongly disagreed with the prompt, versus **8%** of White respondents (12 people).

Figure 8: Sense of Belonging Averages by Race and Ethnic Group



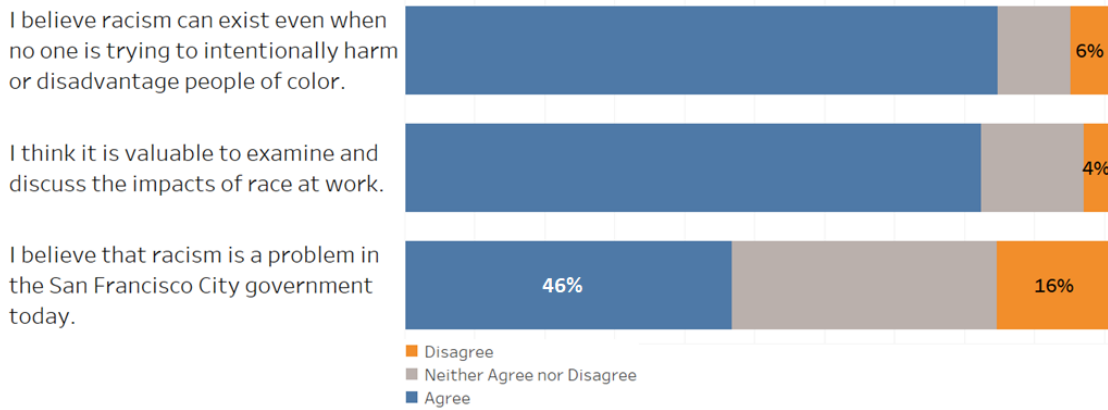
Section 3: Beliefs about Racism

The final section of the survey was designed to gauge respondents’ beliefs about systemic racism and the value of discussing racial equity in the workplace with questions like “I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color” and “I think it is valuable to examine and discuss the impacts of race at work.” This section returned encouraging results for ADM’s racial equity work, as a large majority of respondents agree that racism can exist without explicit intention and believe that it is valuable to discuss race at work.

Employees Believe in Unintentional Racism and Value Discussions of Race at Work

As summarized by Figure 9, a large majority of respondents, across all racial and ethnic groups, agreed that racism can exist without intent and that it is valuable to discuss race at work. Only **6%** of respondents (28 people) disagreed or strongly disagreed with the prompt “I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color” and only **4%** of respondents (19 people) disagreed with the prompt “I think it is valuable to examine and discuss the impacts of race at work.”

Figure 9: Beliefs about Racism Responses for All Employees

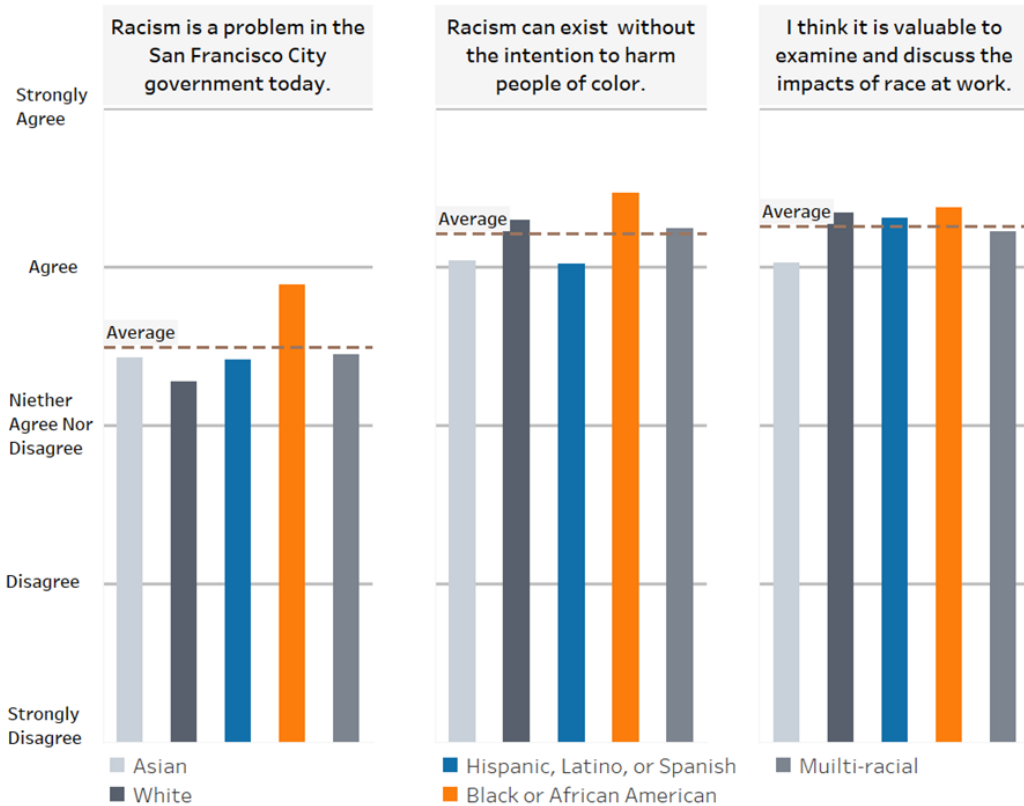


As noted in Section 1, ADM employees believe that racism less of a problem in their department than in the City as a whole; 46% of employees agreed that racism is a problem in the City, but only 9% believed that racism was tolerated in their department.

Feelings of Support Varied by Race

As in previous sections, different racial and ethnic groups responded slightly differently to the prompts in this section. However, the extent of that variation on most questions were less substantial than in previous sections. More than 75% of all groups agreed or strongly agreed that it is valuable to discuss the impacts of race at work and that racism can exist without the intention to harm people of color. There were greater disparities surrounding the prompt “Racism is a problem in the San Francisco City Government Today”; 65% of Black respondents agreed or strongly agreed with the prompt, compared to roughly 45% of Asian, White, and Hispanic respondents.

Figure 10: Beliefs about Racism by Racial and Ethnic Group



Conclusion

The 2020 Racial Equity survey gave ADM's employees a platform to confidentially express their opinions on a variety of racial equity topics. Thanks to the willingness of our employees and the cooperation of ADM leadership across divisions, a large and diverse sample of views was collected. This report highlights areas of strength and areas for improvement. Promisingly, it also indicates a willingness to continue to discuss and consider the importance of racial equity.

The appendices attached to this report include a significant amount of additional information for the interested reader, including:

- A. A full comparison of the respondent demographics with the ADM population as a whole, including race and ethnicity and gender
- B. A full breakdown of the total number of responses for each option of each question
- C. A full breakdown of responses for each question by racial and ethnic group

Appendix A: Respondent Demographics

Response Count and Confidence Interval

In total, 531 ADM employees responded to this survey, constituting 52% of ADM's 1,017 employees. This is a very high response rate for a mostly online survey. If our respondent pool is perfectly representative of the total employee population, we would expect a confidence interval of 3%, at the 95% confidence level.

A 95% confidence level means that if you took a random sample of the ADM employee population, 95% of the time that sample would answer our questions in the same way that our respondent pool did.

A 3% confidence interval means that we expect the answers in this survey to be correct within a 3% margin of error. This means that if 10% of our survey respondents picked a given answer, you can expect that the actual population would answer somewhere between 7% and 13% for the same question.

This confidence interval and confidence level is the professional and academic standard.

Gender Identities of Respondents

Figure 11 details the total count of our respondents by gender.

Figure 11: Respondent Gender Count

Gender Identity	Count
Male	235
Female	234
No Response	46
Other responses (including Genderqueer/ Gender Non-Binary, Trans Female, Trans Male, and Not Listed) ⁶	16
Total	531

In total, male and female identifying employees both comprised 44% of our respondent population. Transgender or non-conforming (TGNC) respondents made up roughly 3% of our respondent pool, and roughly 9% of respondents skipped the question.

Available data on ADM employee indicate that 44% of ADM staff is female, and 56% of ADM staff is male. The underrepresentation of men in our respondent pool relative to the ADM population indicates one of two options:

- 1) men were more likely to skip the gender question
- 2) if respondents who skipped the gender question were roughly evenly distributed between men, women, and TGNC respondents, men are roughly 4% underrepresented in our respondent sample relative to the ADM employee population, and women are roughly 4% over-represented

⁶ These groups have been aggregated to ensure respondent privacy.

Racial Composition of Respondents

This report uses the standard recommended by DataSF for collecting information about the race of respondents.⁷ Figure 12 details the total number of respondents who identified with each racial and ethnic group:

Figure 12: Respondent Count by Race

Group	Count
Asian	188
White	139
No response	52
Hispanic, Latino, or Spanish	49
Black or African American	46
Multi-racial	45
Middle Eastern or Northern African, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native	12
Total	531

Because of privacy concerns, some categories in Figure 12 have been aggregated. After excluding groups of less than 10 and respondents who did not provide any racial information, the racial composition of the groups individually analyzed in this report is detailed in Figure 13 below:⁸

Figure 13: Analyzed Responses by Race

Group	Count	Percentage
Asian	188	40%
White	139	30%
Hispanic, Latino, or Spanish	49	10%
Black or African American	46	10%
Multi-racial	45	10%
Total	467	100%

How racially representative is the respondent pool?

Existing data on the racial composition of ADM's workforce does not align exactly with the standards promoted by DataSF and collected in our survey. As a result, we are unable to exactly compare the racial composition of our survey respondents with that of ADM as whole for some racial and ethnic groups.

Figure 14 details the comparison between the percentage breakdown of our survey respondents and the available information on ADM's employees.

⁷ <https://datasf.gitbook.io/draft-publishing-standards/standard-reference-data/demographics/race-and-ethnicity/city-and-county-of-san-francisco/san-francisco-recommended-standard>

⁸ Any graphic or tables in the body of the report that represents the whole department includes all respondents, including those that did not identify their race.

Figure 14: Comparison of Respondent Race and Ethnicity to Existing ADM Employee Information

Group	Survey Respondents	ADM Employee Data	Delta
Asian	40.30%	41.70%	-1.40%
White	29.80%	31.40%	-1.60%
Hispanic, Latino, or Spanish	10.50%	14.50%	-4.00%
Black or African American	9.90%	11.60%	-1.80%
Multi-racial	9.60%	0.80%	8.80%

This comparison indicates that the percentage of our respondents identifying as Asian and White aligns with existing data on ADM employees, but are slightly below the expected level (by around 1.5% each). This comparison also indicates that our sample underrepresents Hispanic or Latino employees by 4%, and Black employees by around 2%, while over-representing Multi-racial employees by around 9%.

This 9% over-representation of Multi-racial employees in our sample is very unlikely to reflect reality. We do not have enough information to fully explain this difference, but it seems likely that the structure of how race is categorized and recorded between the two data sources explains the difference. Because our survey was designed to allow employees to select multiple racial identities (instead of identifying as “Multi-racial”), it seems likely that more of our employees would choose a combination of racial groups than a single “Multi-racial” option. As an example, 25 of our respondents who identified as multiracial identified in part as Hispanic, Latino, or Spanish. That represents around 4.7% of all of our responses. If these respondents had only identified as Hispanic, the total proportion of our respondents who identified as Hispanic would align with existing data with less than a 1% variance.

In summary, data limitations make exact determinations about how representative our sample is of the ADM employee population difficult. However, it seems likely that our sample is very close to representative, and may provide a more accurate breakdown of Multi-racial employee composition than existing information.

Appendix B: All Question Breakdowns, All Employees

11 of the 12 non-demographic questions presented in the survey were asked on a five-point Likert scale with response options ranging from “Strongly Agree” to “Strongly Disagree.”⁹ The total number of employees who choose each option for each question are detailed below.

Figure 16: Total Count of Responses, All Employees

Question	Prompt	Total	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total Agree	Total Disagree
1	I am valued as an individual at work.	526	172	233	77	19	25	405	44
2	I feel comfortable expressing my opinions.	525	131	234	89	29	42	365	71
3	I feel supported in the pursuit of my career goals.	525	115	189	150	32	39	304	71
4	My department as a whole is a place in which racism is not tolerated.	508	215	180	69	12	32	395	44
5	Opportunities for promotion are accessible to everyone regardless of race or ethnicity.	509	168	179	95	19	48	347	67
6	Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.	510	170	173	90	30	47	343	77
7	I have observed racial tension between employees in my department.	508	29	91	110	125	153	120	278
8	Leadership will take appropriate action in response to incidents of harassment and discrimination.	509	154	200	97	24	34	354	58
10	I believe that racism is a problem in the San Francisco City government today.	505	76	158	189	24	58	234	82
11	I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color.	504	191	233	52	5	23	424	28
12	I think it is valuable to examine and discuss the impacts of race at work.	504	208	204	73	6	13	412	19

⁹ The final non-demographic question was a free response prompt “What steps can your department take to improve its culture of diversity and inclusion.”

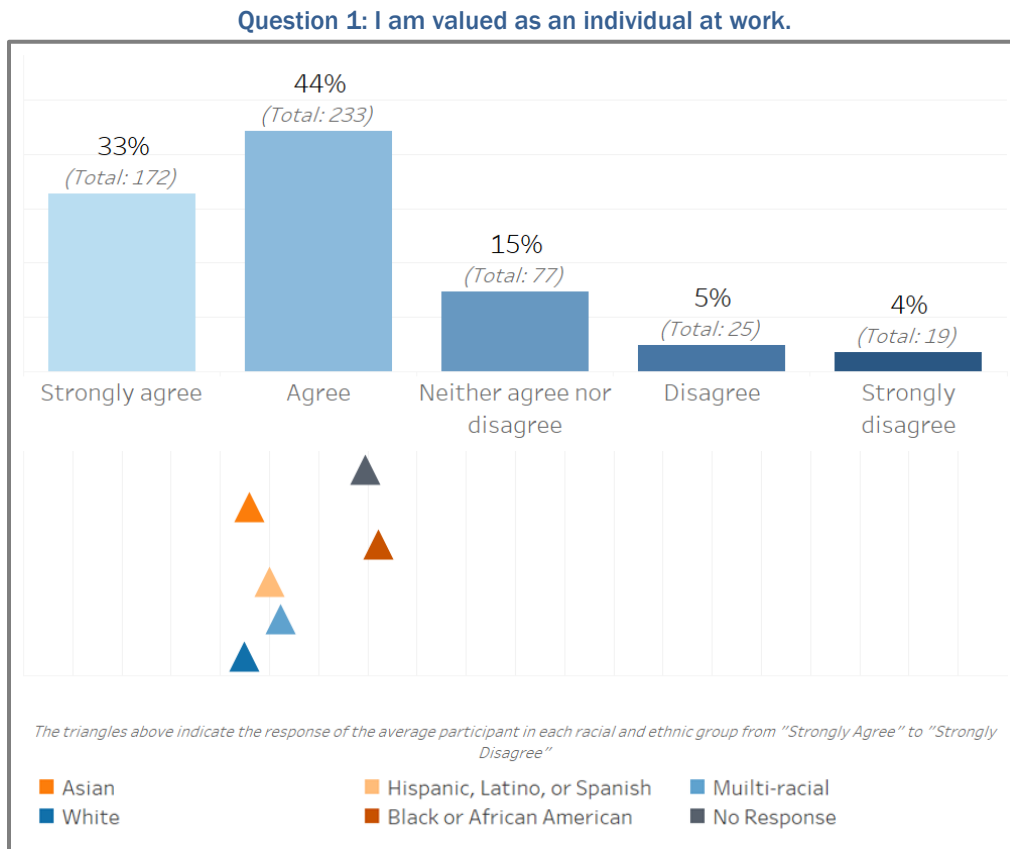
Figure 17: Percent of Responses, All Employees

Question	Prompt	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total Agree	Total Disagree
1	I am valued as an individual at work.	33%	44%	15%	4%	5%	77%	8%
2	I feel comfortable expressing my opinions.	25%	45%	17%	6%	8%	70%	14%
3	I feel supported in the pursuit of my career goals.	22%	36%	29%	6%	7%	58%	14%
4	My department as a whole is a place in which racism is not tolerated.	42%	35%	14%	2%	6%	78%	9%
5	Opportunities for promotion are accessible to everyone regardless of race or ethnicity.	33%	35%	19%	4%	9%	68%	13%
6	Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.	33%	34%	18%	6%	9%	67%	15%
7	I have observed racial tension between employees in my department.	6%	18%	22%	25%	30%	24%	55%
8	Leadership will take appropriate action in response to incidents of harassment and discrimination.	30%	39%	19%	5%	7%	70%	11%
10	I believe that racism is a problem in the San Francisco City government today.	15%	31%	37%	5%	11%	46%	16%
11	I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color.	38%	46%	10%	1%	5%	84%	6%
12	I think it is valuable to examine and discuss the impacts of race at work.	41%	40%	14%	1%	3%	82%	4%

Appendix C: Total Responses and Average Responses by Race and Ethnic Group

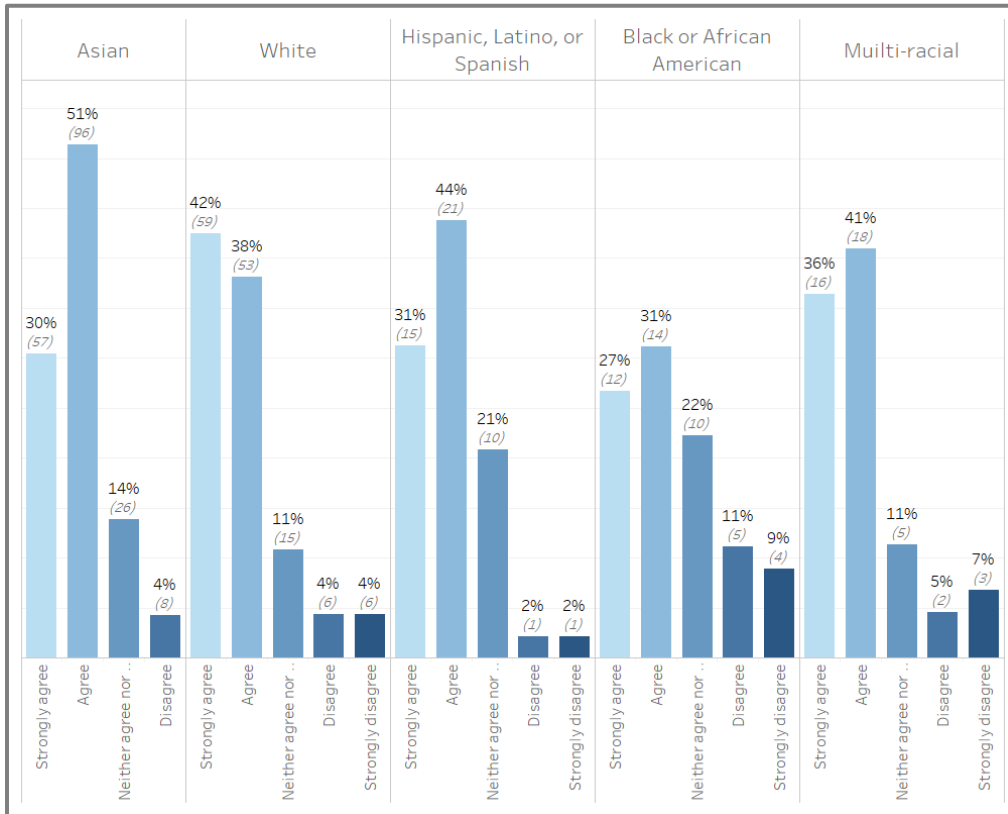
This appendix fully details the responses to all Likert Scale question asked in the survey through the perspective of race and ethnicity. This is achieved through two graphs. The first graph begins with a bar chart displaying the percentage of all survey respondents that choose each option on the scale (including those that did not identify a racial group). Below that bar chart is a series of colored triangles. These triangles are arranged to indicate the responses of the average participant in each racial and ethnic group on the scale of “Strongly Agree” to “Strongly Disagree.”¹⁰

It is important to emphasize that respondents were presented with five discrete options, and this scale is continuous. As a result, these triangles do not exactly align with any one person or answer; the locations point to a hypothetical “average” position for each racial and ethnic group. The function of these triangles is to illustrate the differences between the averages of each group. For most question, the largest difference between any two groups is less than one full response (i.e. less than the difference between “Strongly Agree” and “Agree”).

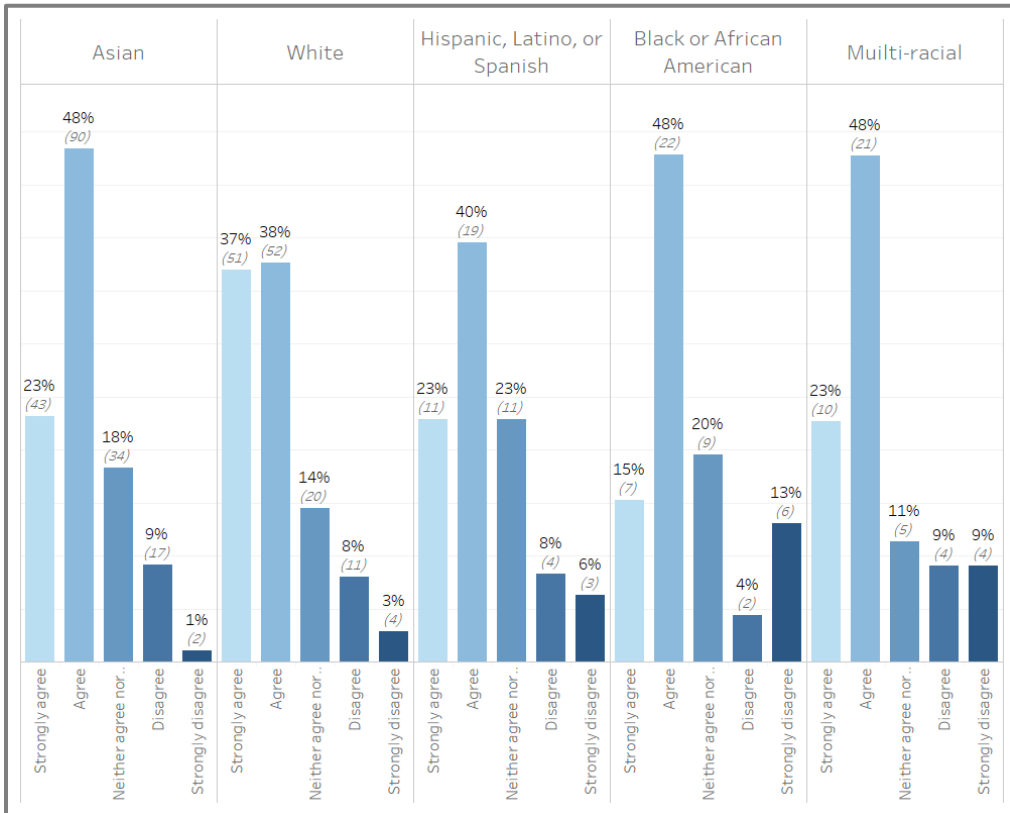
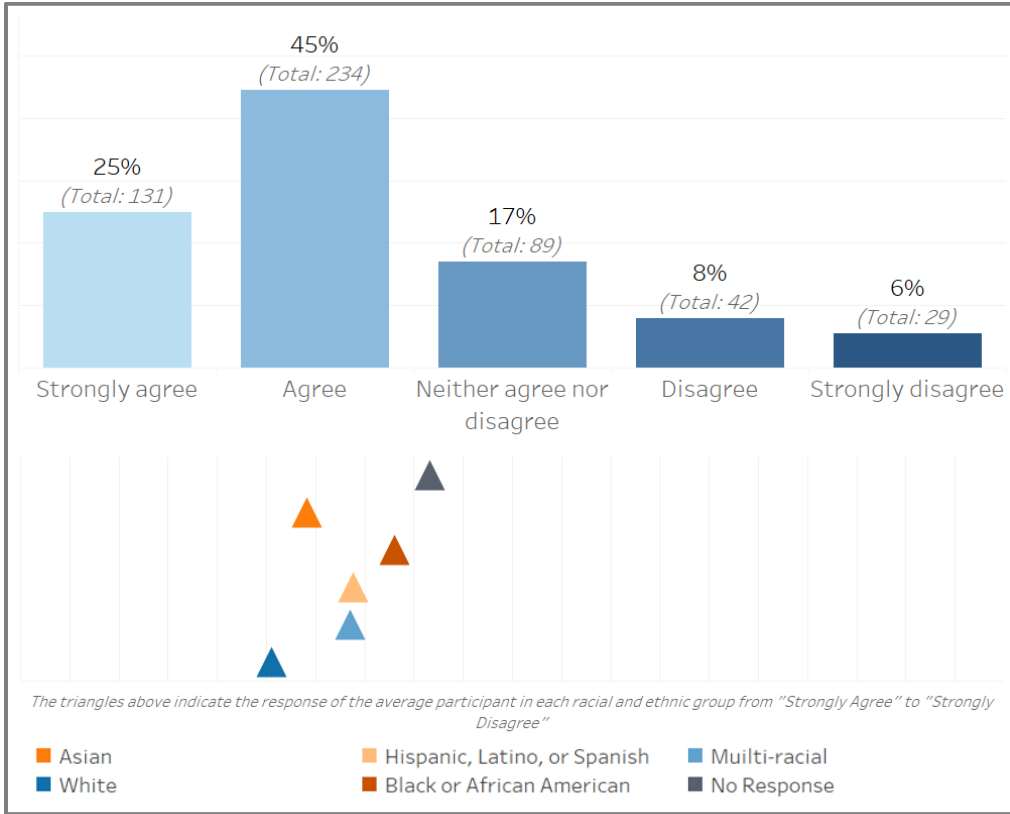


¹⁰The scale was generated by assigning a number value to each of the five options, with “Strongly disagree” assigned a value of zero and “Strongly Agree” assigned a value of four. The average score for each group was calculated by adding all the scores together and dividing by the number of respondents in each group for the question.

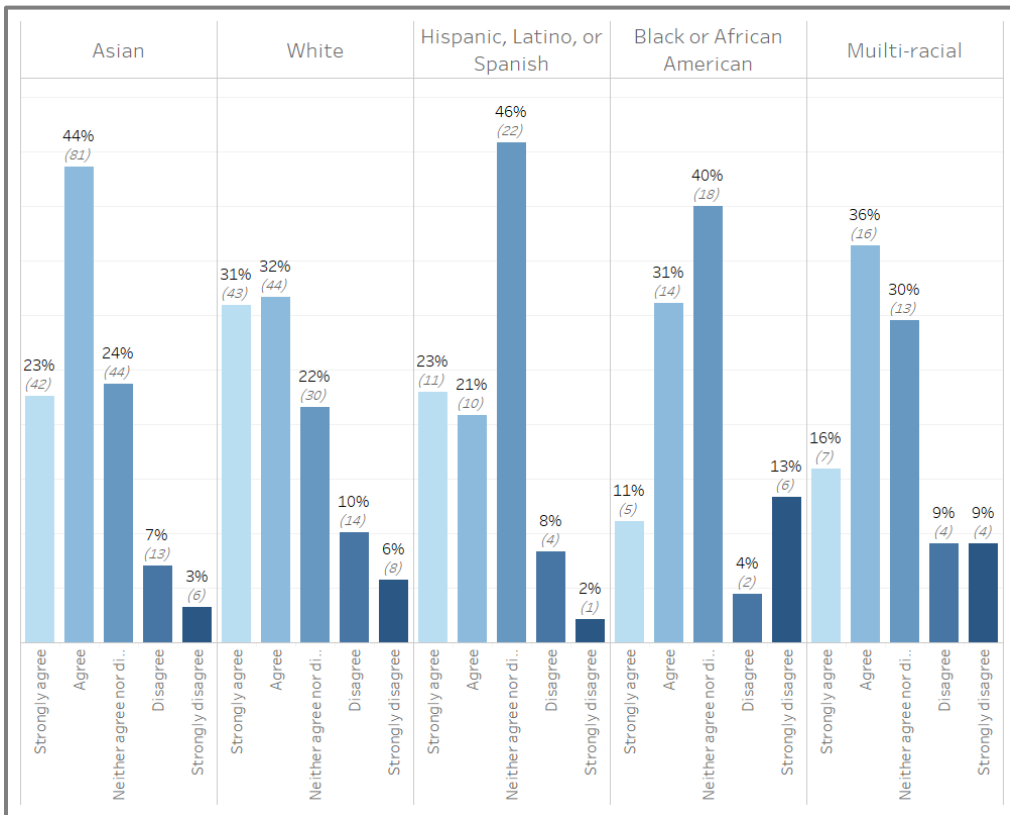
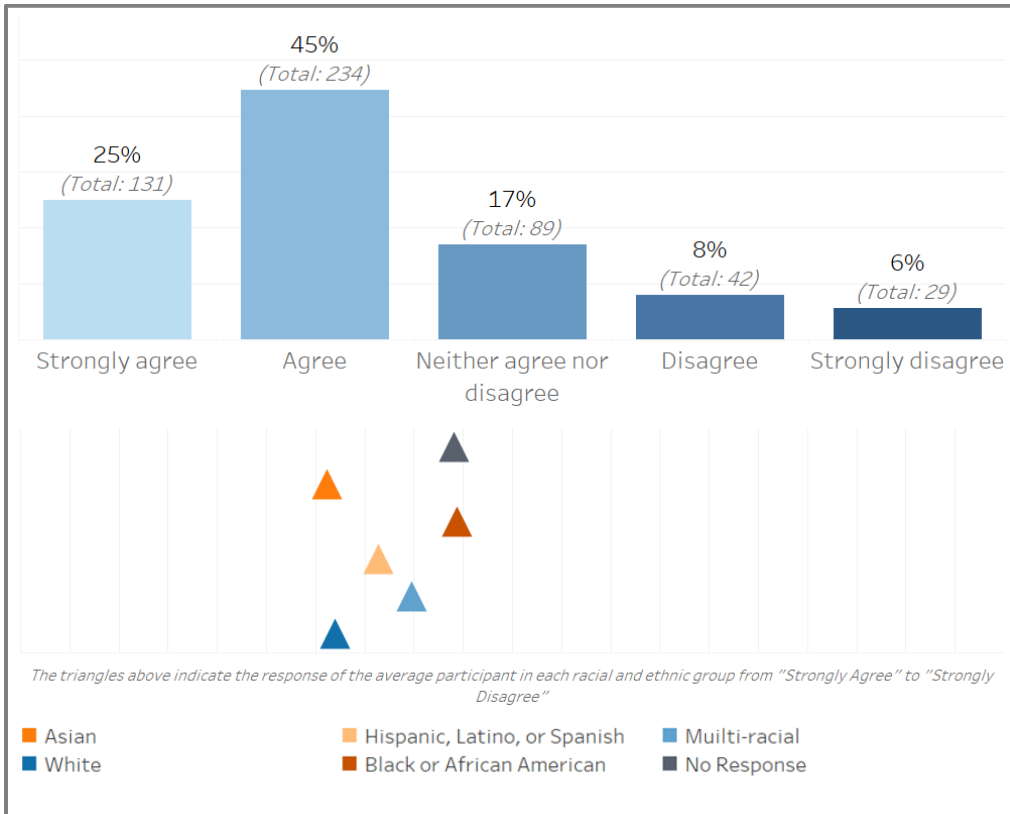
The second graph in this section explores the responses of each racial and ethnic group in more detail. It details the total number of respondents in each group that choose each option, and the percentage of each group that choose each option. This provides more context on the averages displayed in the first graph above. The groups are arranged by number of respondents so that our largest pool is on the left (Asian respondents) and the smallest is on the right (Multi-racial respondents).



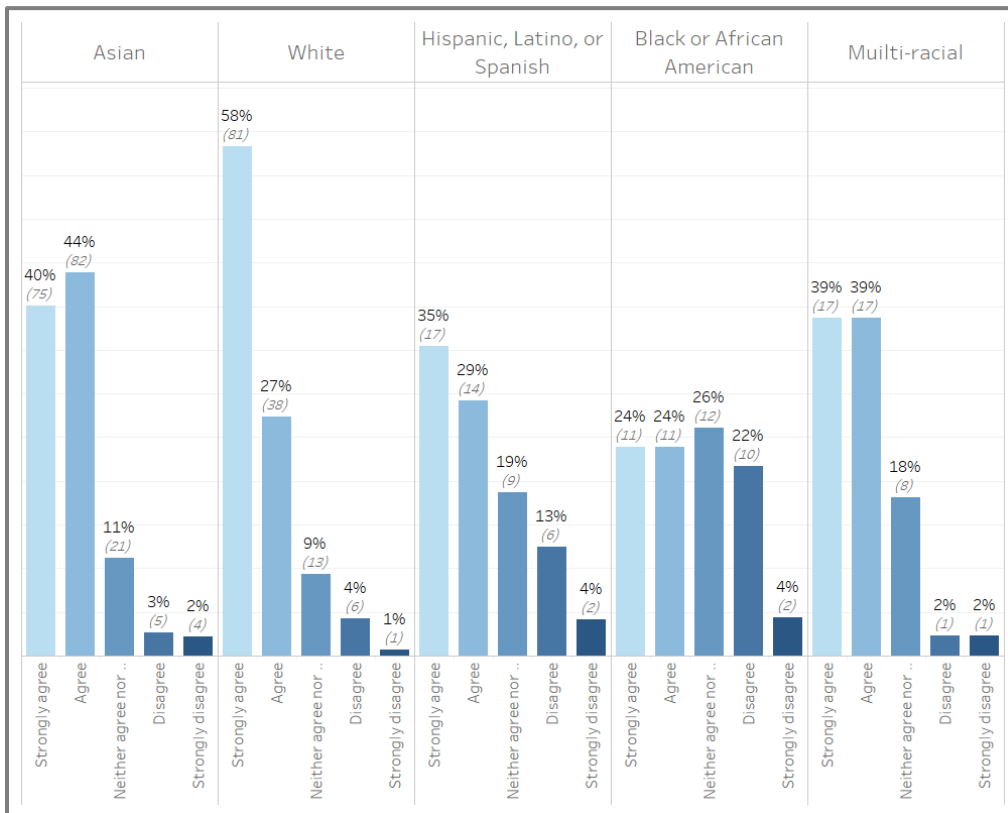
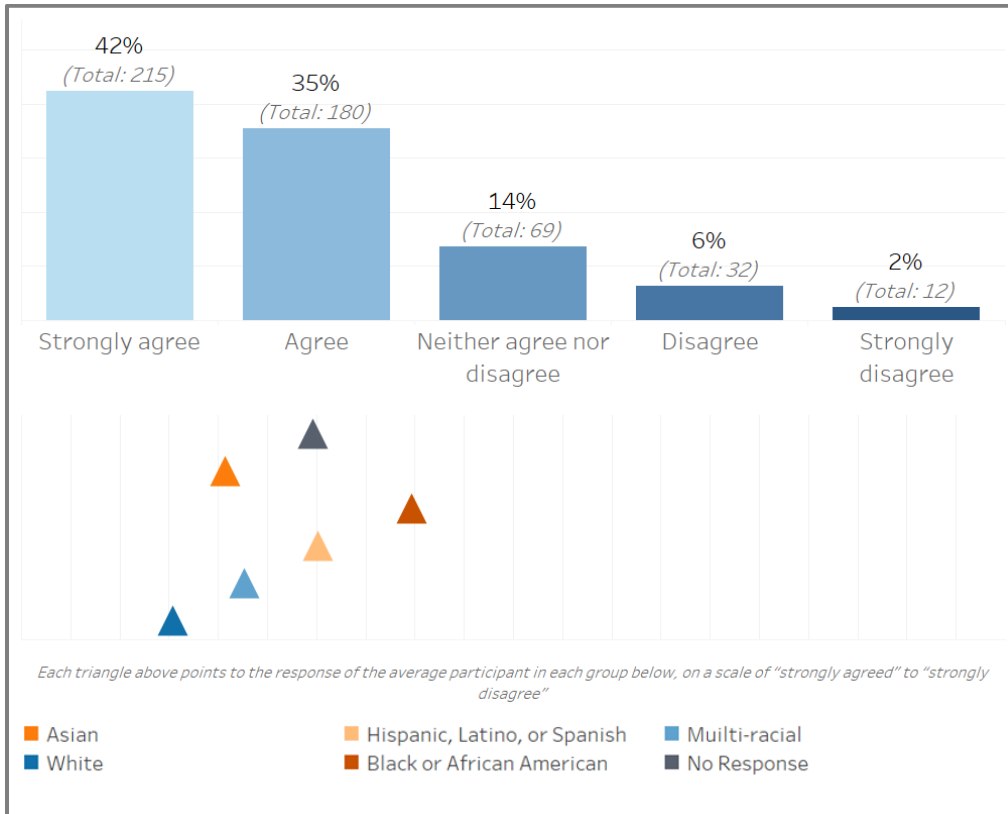
Question 2: I feel comfortable expressing my opinions.



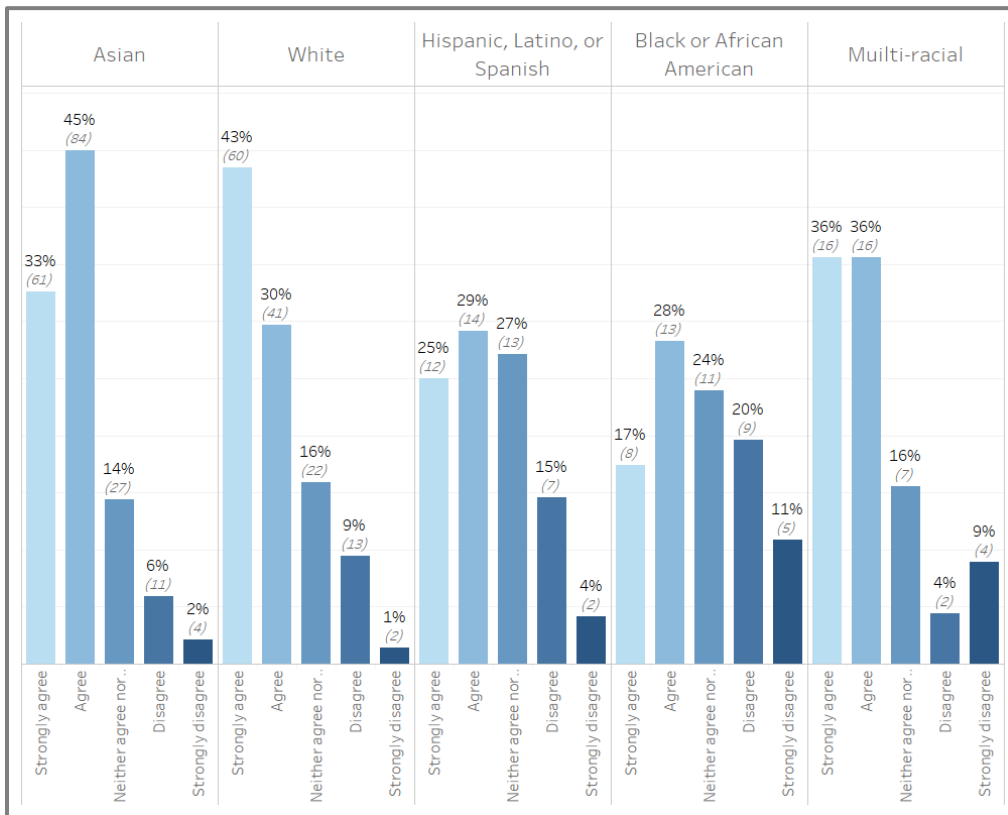
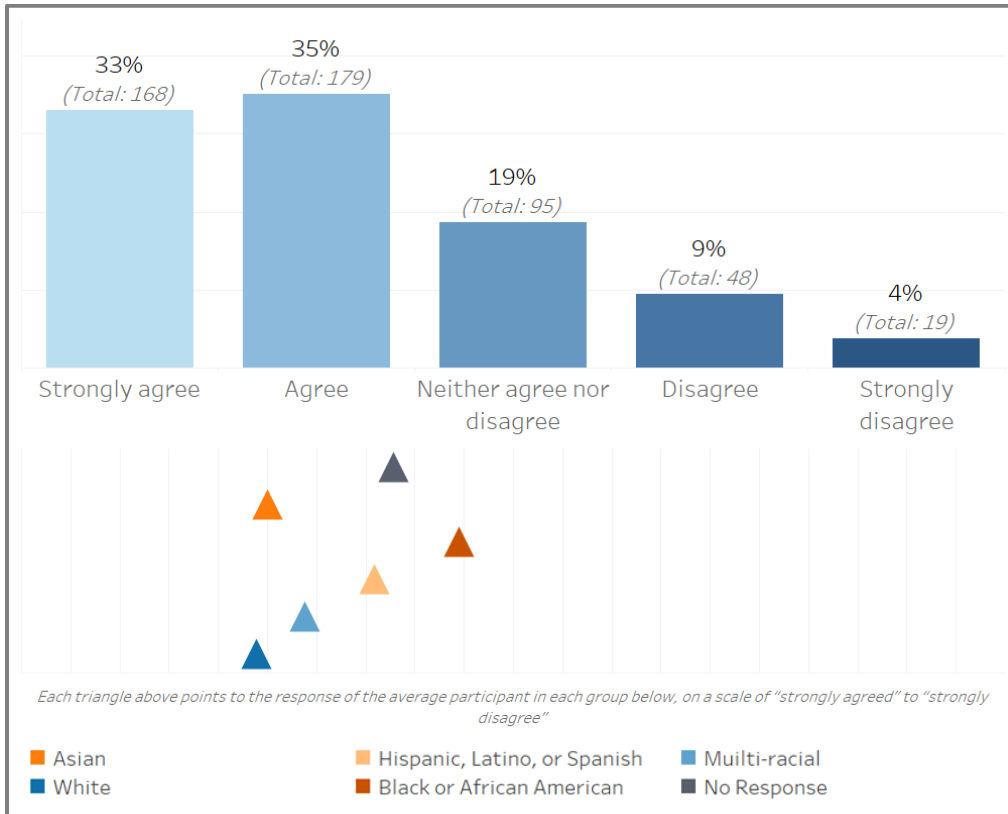
Question 3: I feel supported in the pursuit of my career goals.



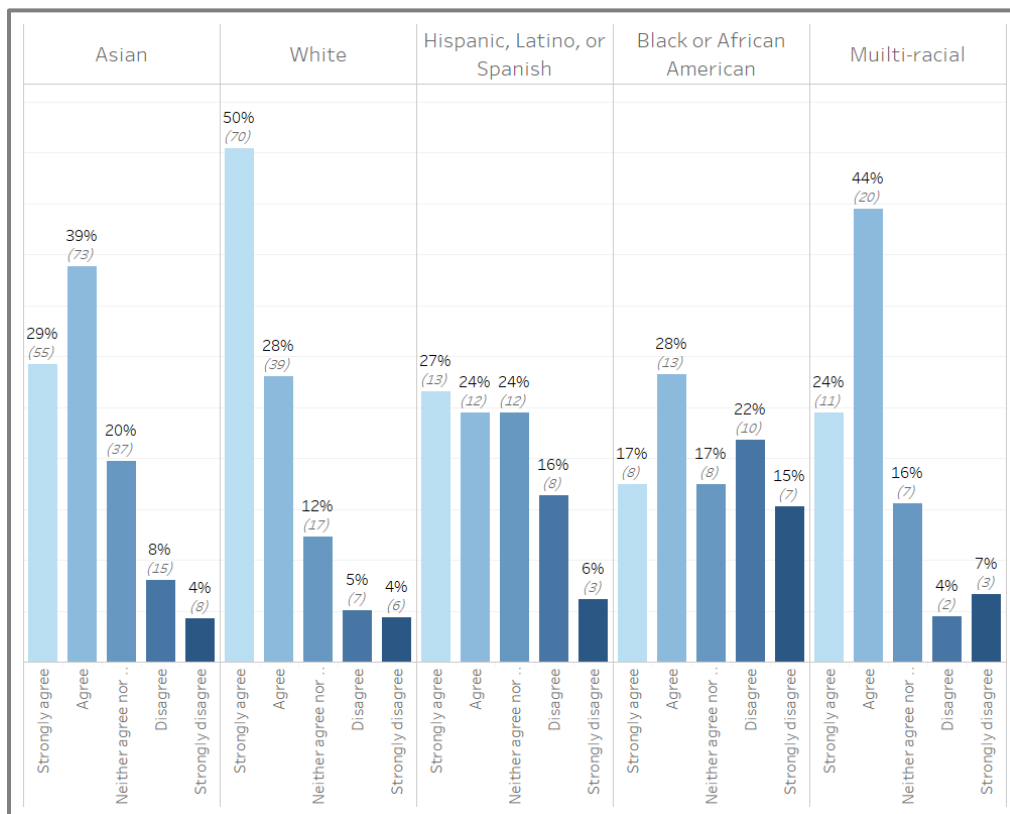
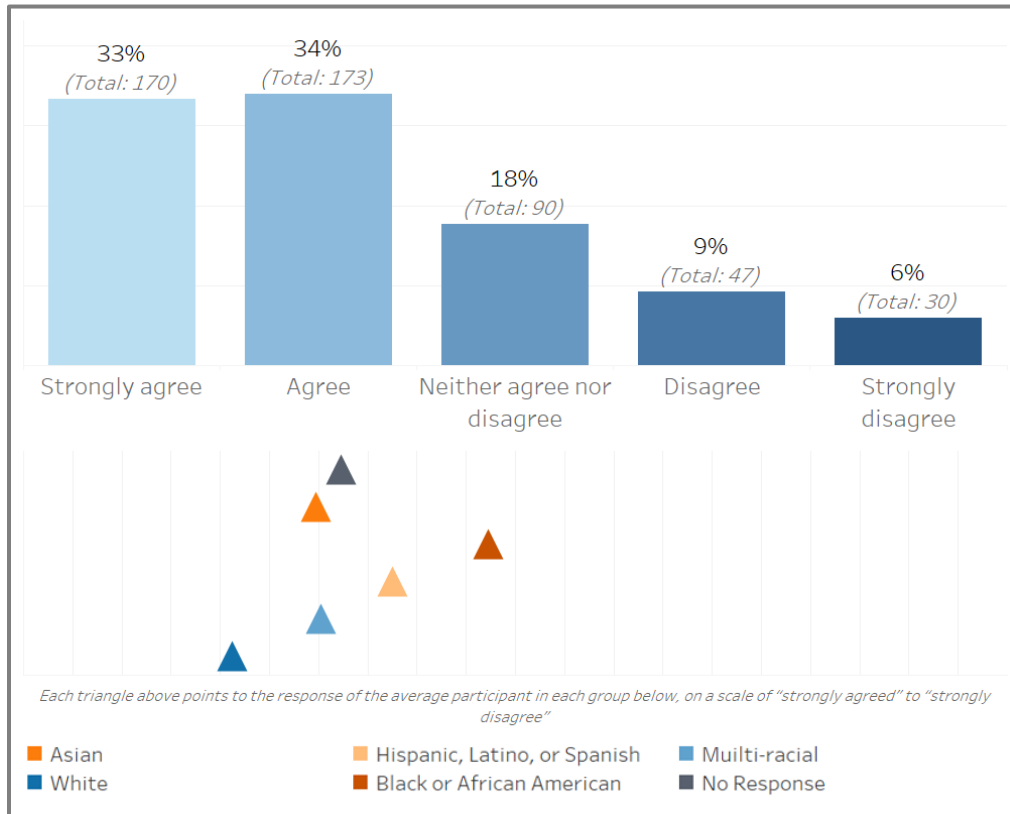
Question 4: My department as a whole is a place in which racism is not tolerated.



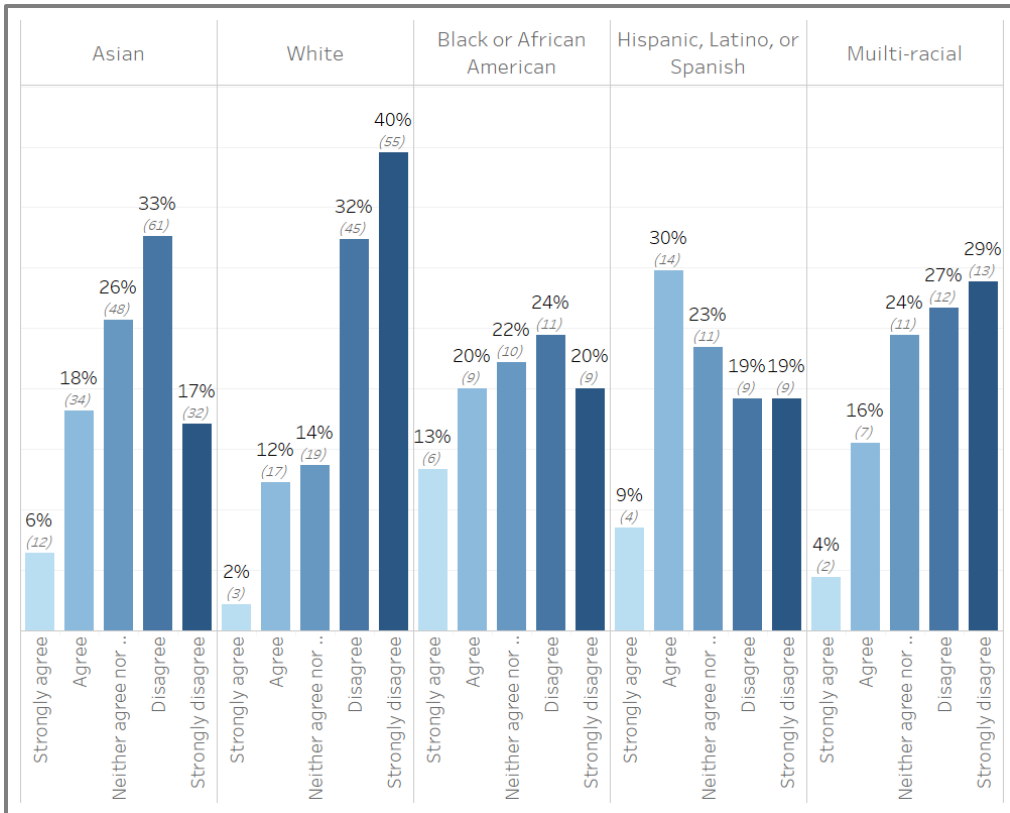
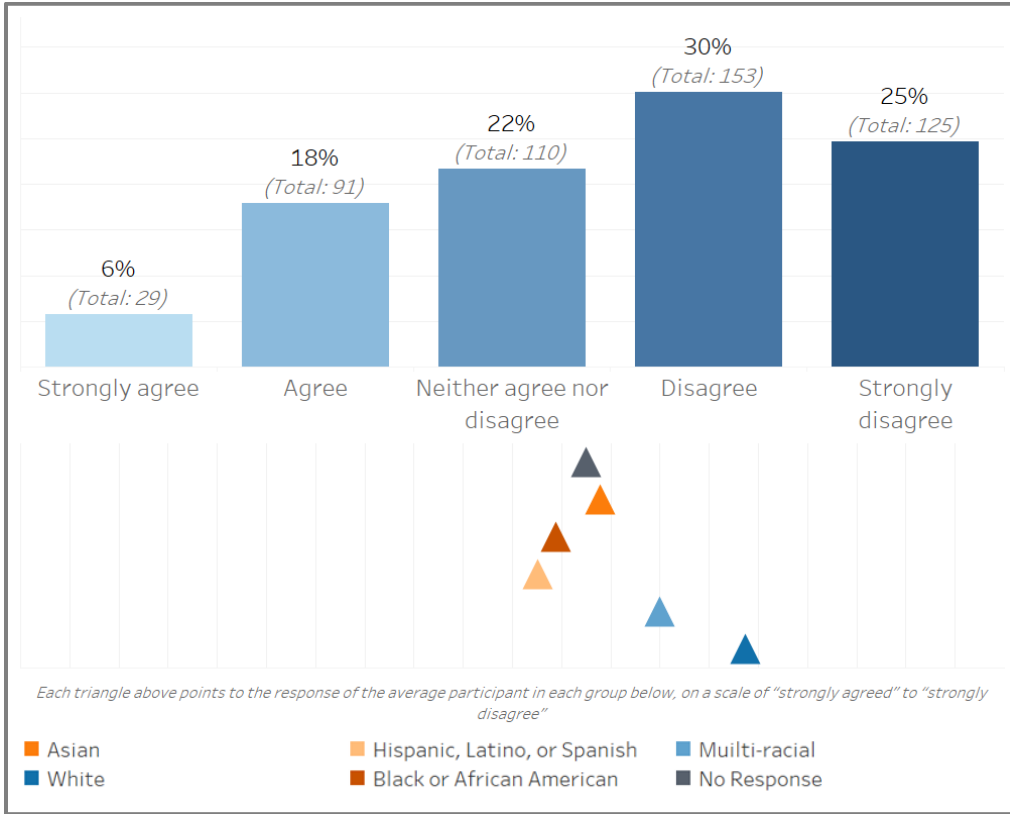
Question 5: Opportunities for promotion are accessible to everyone regardless of race or ethnicity.



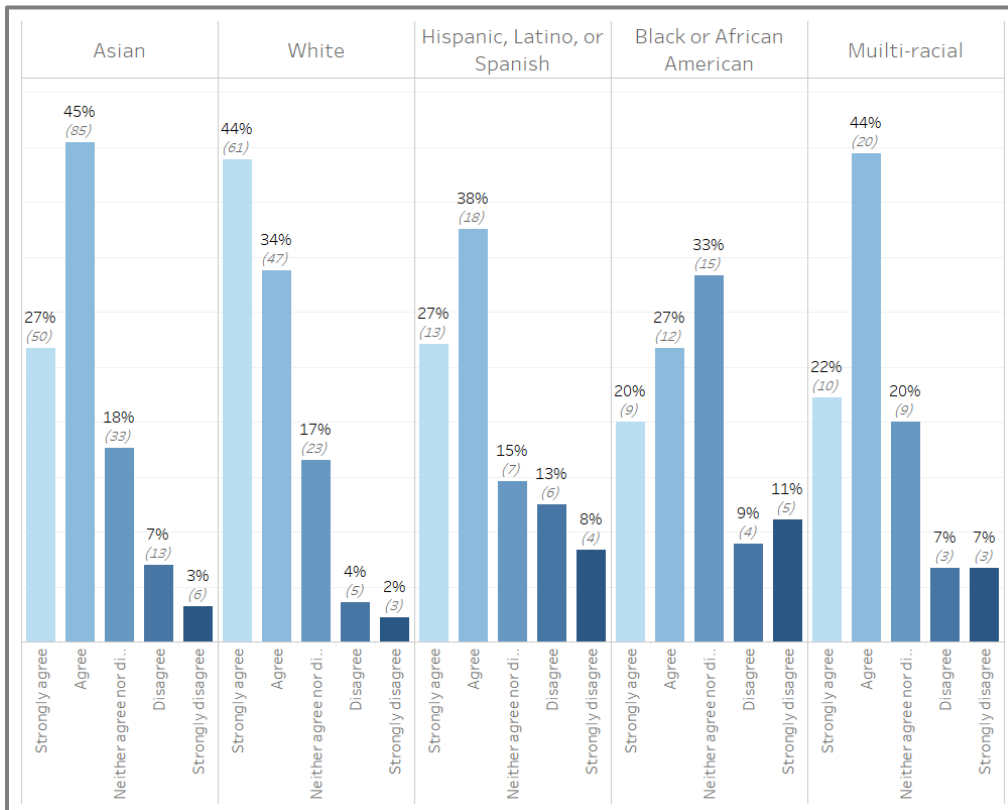
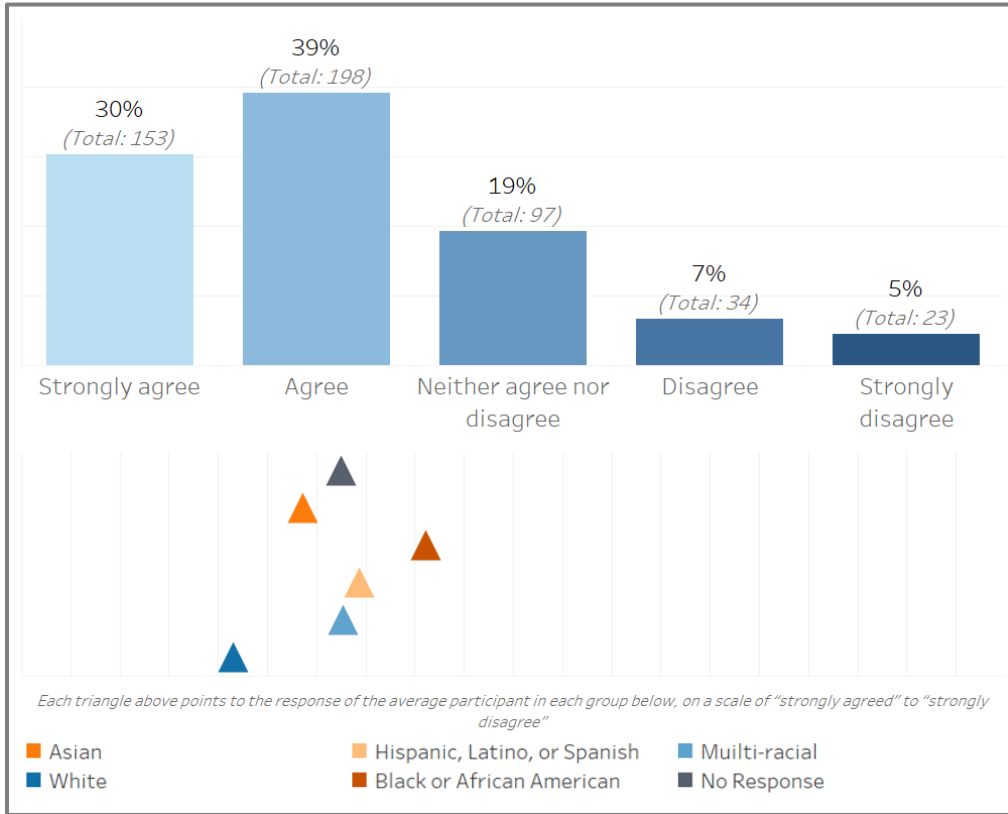
Question 6: Supervisors hold all employees to the same workplace expectation and disciplinary standards regardless of race or ethnicity.



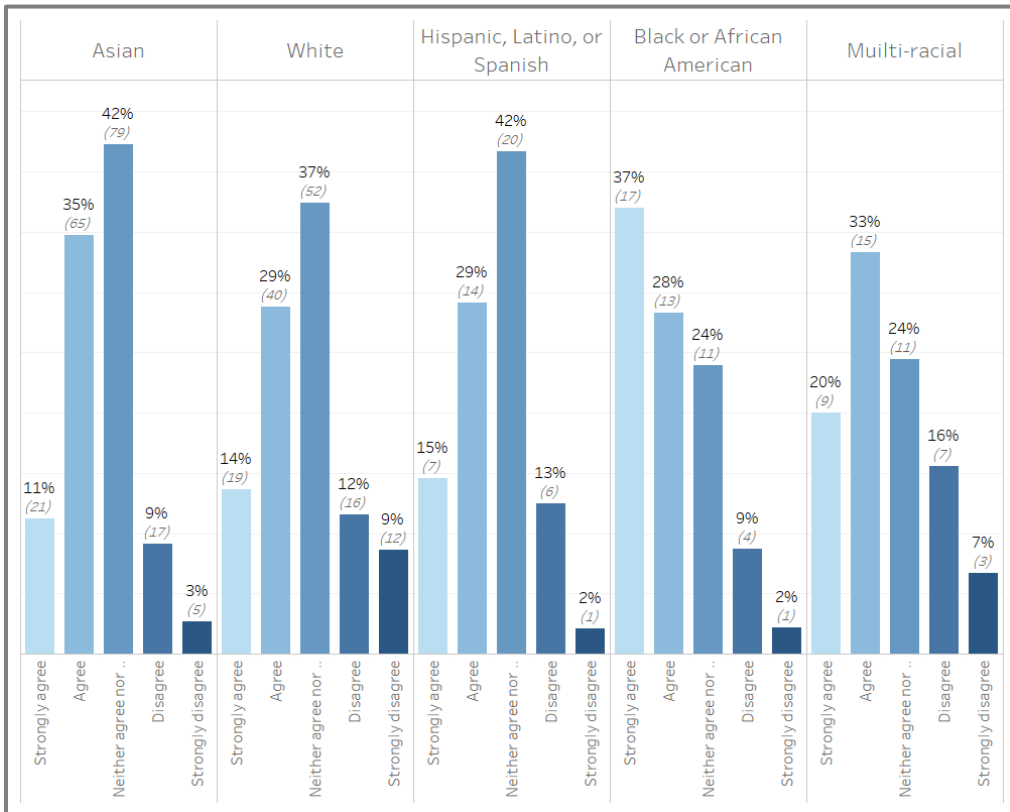
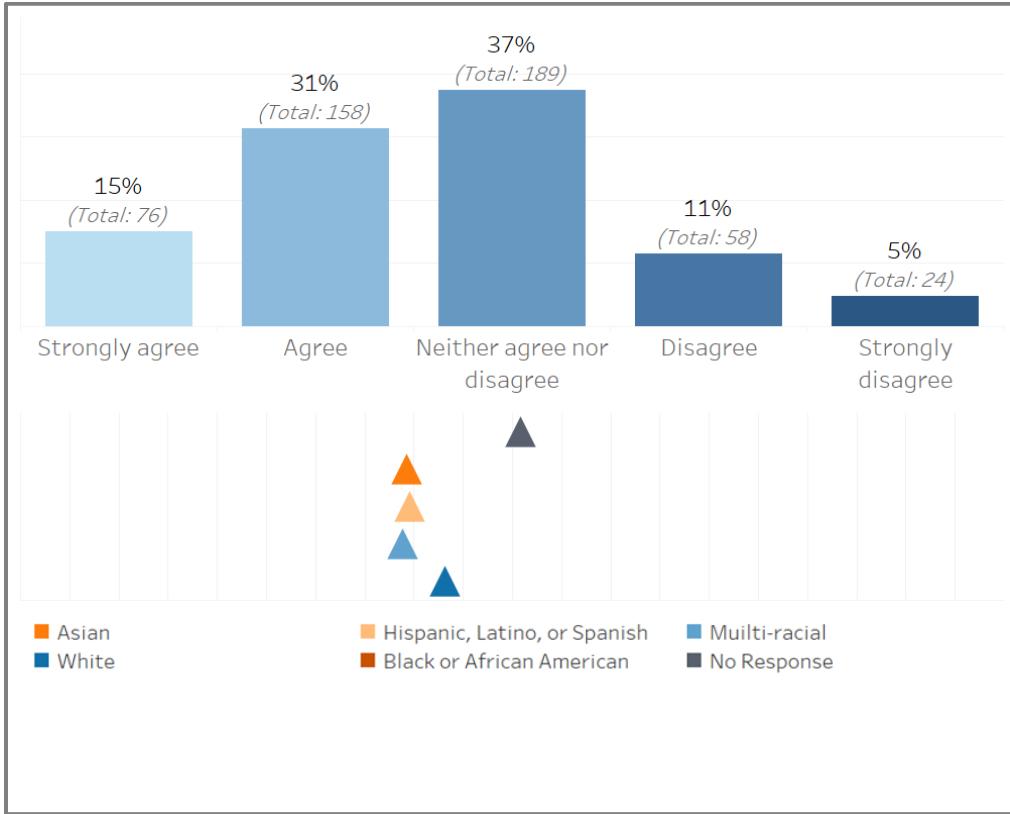
Question 7: I have observed racial tension between employees in my department.



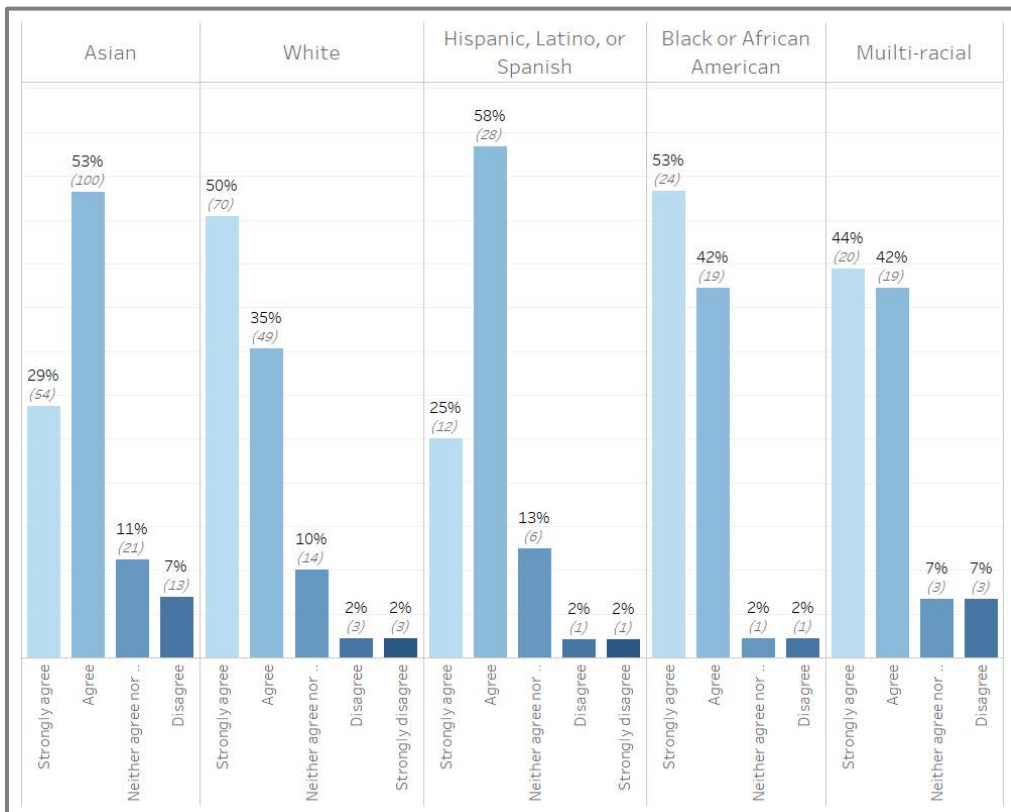
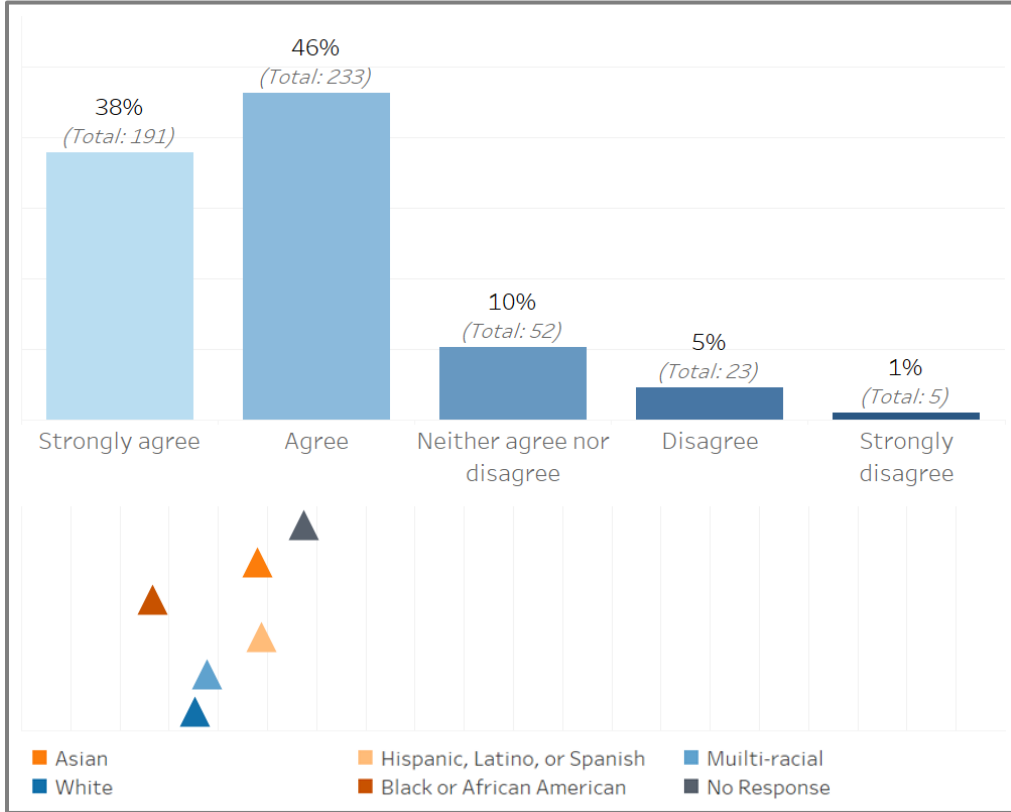
Question 8: Leadership will take appropriate action in response to incidents of harassment and discrimination.



Question 10: I believe that racism is a problem in the San Francisco City government today.



Question 11: I believe racism can exist even when no one is trying to intentionally harm or disadvantage people of color.



Question 12: I think it is valuable to examine and discuss the impacts of race at work.

