



Diversity, Equity, and Engagement
Committee Climate Assessment Survey
Report 2023

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About Southwestern Behavioral Healthcare

Southwestern Behavioral Healthcare (Southwestern Behavioral or SBH) operates 13 locations across Gibson, Posey, Vanderburgh, and Warrick Counties. Since 1971, Southwestern Behavioral has met the mental health and addiction needs of their communities, serving over 7,800 individuals annually across all ages through a variety of services and programs. Southwestern Behavioral's goal to reduce the stigma associated with seeking mental health services is consistently reached through their programs, services, and outreach.

Southwestern Behavioral strives to create an inclusive, diverse culture that respects, celebrates, and embraces differences. Southwestern Behavioral is committed to creating an environment of cultural awareness, acceptance and humility among all staff, patients, and the community they serve. They are committed to providing culturally responsive services through continuous training and support for all staff within Southwestern Behavioral. They strive to mitigate bias and ensure the equitable treatment of their employees and the patients they serve.

Southwestern Behavioral's Diversity, Equity, and Engagement Community (DEE) was tasked with developing a voluntary, systemwide survey to help gain an understanding by learning about staff experiences related to diversity, equity and inclusion while employed by Southwestern Behavioral. The survey included a total of eight questions. The data collected and displayed in this report will be used to understand the present climate and to inform decisions about supporting a diverse, inclusive, and vibrant environment at Southwestern Behavioral.



Executive Summary

The executive summary section highlights several key findings from the Diversity, Equity, and Engagement survey administered to Southwestern Behavioral Healthcare employees. With this being the second iteration of the survey (2021 & 2023), select comparisons between years are made to highlight improvements and decreases on specific survey items.

Respondent Information & Highlights

183 Southwestern Behavioral Healthcare employees responded to the survey (**70% response rate**).

37% identified as a member of a marginalized group.

3% have felt discriminated against at Southwestern Behavioral in the past 12 months.

Perceptions of Diversity, Equity, and Engagement at Southwestern Behavioral Healthcare

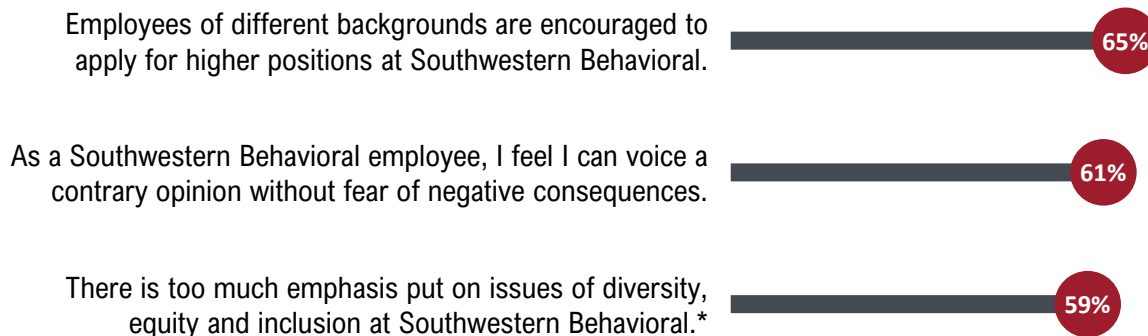
The first part of the survey asked respondents to rate their agreement with 28 statements concerning diversity, equity, and engagement at Southwestern Behavioral Healthcare. Figure 1 shows the three most agreed with and three least agreed with statements.

Figure 1. Statements with the highest and lowest total agreement percentage

Most Agreed with Statements



Least Agreed with Statements

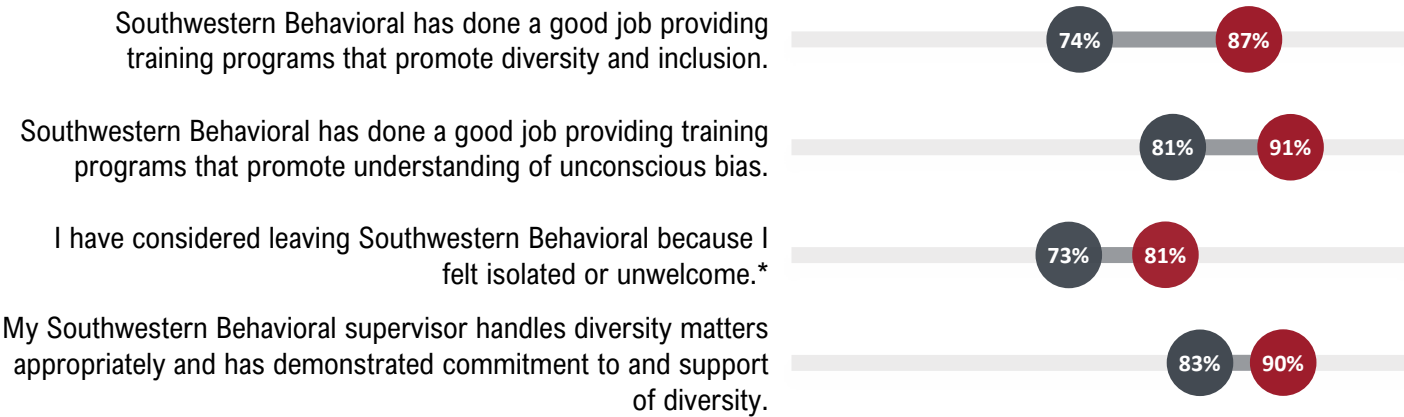


*Total Disagreement % is reported

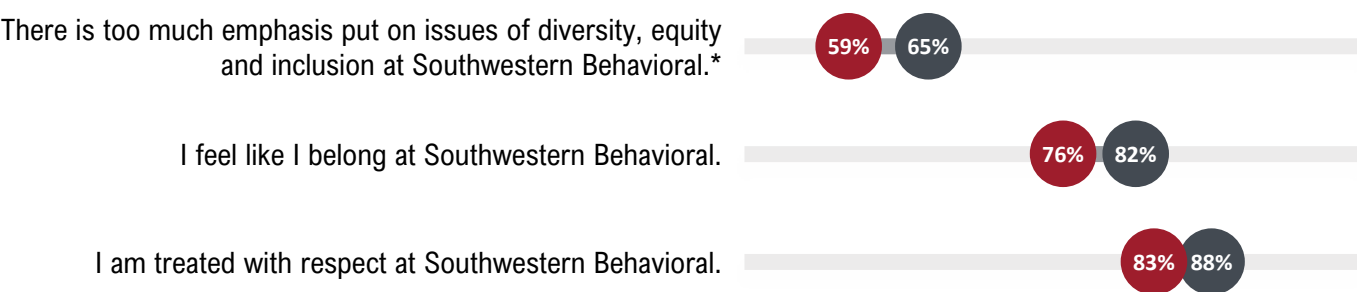
When comparing this year’s responses to the 2021 Diversity, Equity, and Engagement survey, **22** of the 28 statements had a **higher total agreement percentage**. Figure 2 below shows the statements with the largest percentage point increase and decrease from **2021** to **2023**.

Figure 2. Total agreement percentage differences between 2021 and 2023

Largest Percentage Point Increase from 2021 to 2023



Largest Percentage Point Decrease from 2021 to 2023



*Total Disagreement % is reported

Meaningful Interactions with Others from a Different Background

98% of respondents have interacted in a meaningful way with coworkers, clients, or community partners whose gender is different than their own at least once a month in the past 12 months.

98% of respondents have interacted in a meaningful way with coworkers, clients, or community partners whose race or ethnicity is different than their own at least once a month in the past 12 months.

Diversity, Equity, and Engagement in Primary Work Unit

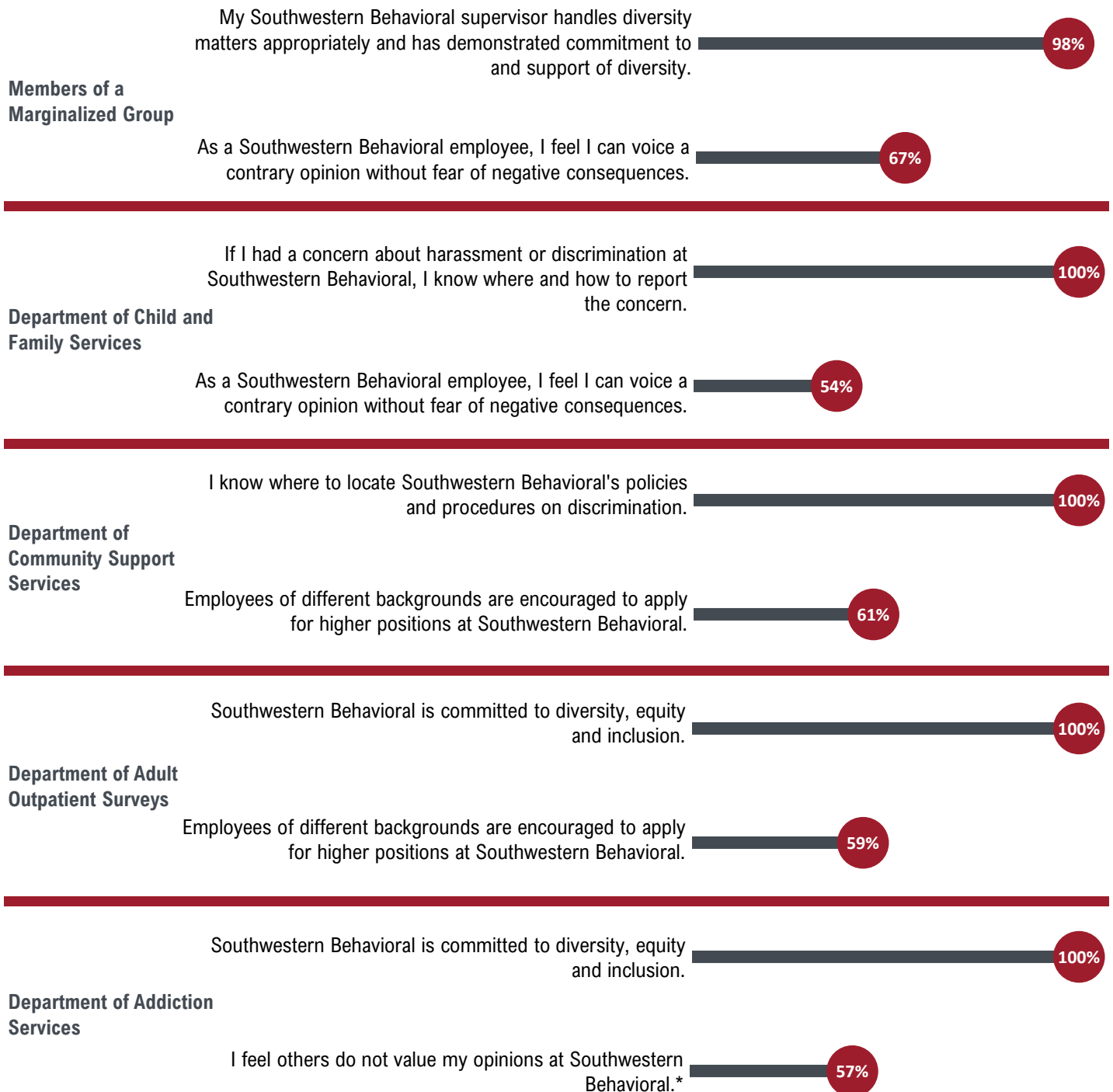
81% of respondents agreed or strongly agreed that their ideas are seriously considered in their work unit.

80% of respondents agreed or strongly agreed that support is fairly and equitably provided in their work unit.

Key Findings by Respondent Type

Responses were disaggregated into several groups related to primary work unit and members of a marginalized group. Key findings from the statements related to Diversity, Equity and Engagement are presented below in Figure 3.

Figure 3. Highest and Lowest Total Agreement Percentage for Diversity, Equity and Engagement Statements by Respondent Type



*Total Disagreement % is reported

Results

Out of all 263 Southwestern Behavioral employees, **183 (70%)** responded to the Diversity, Equity, and Engagement Committee Climate Assessment Survey. The survey asked respondents to rate their agreement with statements related to diversity, equity, and engagement at Southwestern Behavioral Healthcare as a whole and in their primary work unit, indicate the frequency in which they interact with coworkers, clients, or community partners from a different background than themselves in a meaningful way, and their experiences with discrimination at Southwestern Behavioral.

The results section begins by reporting on the results for all respondents. Then, multiple sub-sections are presented, detailing disaggregated responses for those who identify as a member of a marginalized group and by each department with a sufficient number of responses (>10) to respect respondent anonymity.

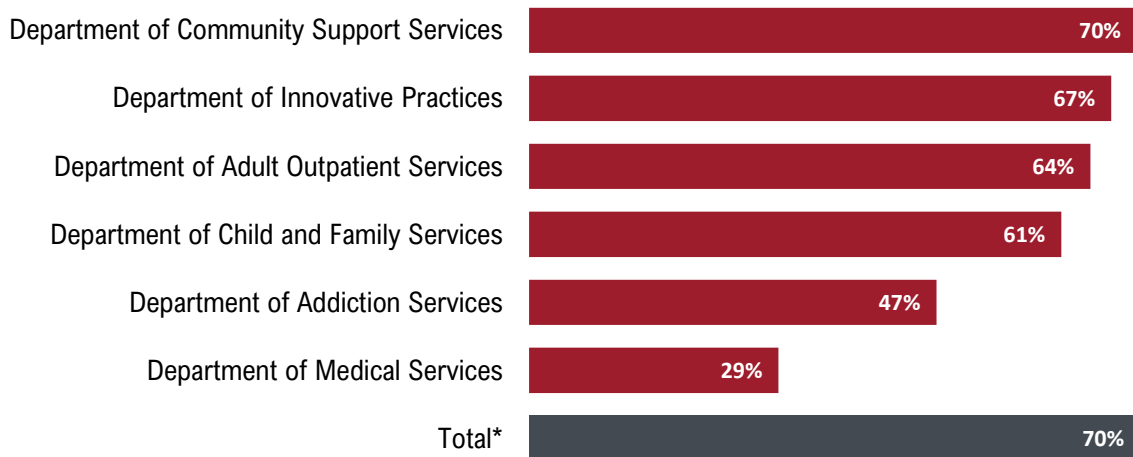
Frequency data for each item can be found in the appendix. The appendix follows the same structure as the results section.

A. All Respondents

Respondent Type

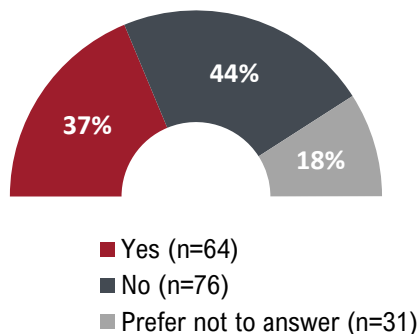
Overall, **70%** of Southwestern Behavioral employees responded to the survey. The department of Community Support Services had the highest response rate among all departments at **70%**.

Figure A.1. Response rate by department



*32 respondents did not specify a department or selected 'Prefer not to answer'

Figure A.2. Do you identify as a member of a marginalized group?



Over one-third (37%) of respondents identify as a member of a marginalized group. Further, **18%** indicated that they preferred not to answer, and **44%** do not identify as a member of a marginalized group.

Perceptions of Diversity, Equity, and Engagement at Southwestern Behavioral

The first survey question asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentages for each statement are presented in Figure A.3. Responses were positive across all statements. **Nearly all respondents (97%)** agreed that they know where to locate Southwestern Behavioral's policies and procedures on discrimination. Further, **77%** agreed that the culture of Southwestern Behavioral aligns with their identity, values, and beliefs, the least agreed with statement.

Figure A.3. Total agreement percentage for statements related to diversity, equity, and engagement at SBH



The second survey question also asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentage, or total disagreement percentage (denoted with *), for each statement is presented below in Figure A.4. Of all respondents, **83% agreed** they are treated with respect at SBH, and **83% disagreed** with the statement about feeling isolated or unwelcome. The least positively responded to item was, “There is too much emphasis put on issues of diversity, equity and inclusion at Southwestern Behavioral.” at **58% total disagreement**.

Figure A.4. Total agreement percentage for statements related to diversity, equity, and engagement at SBH

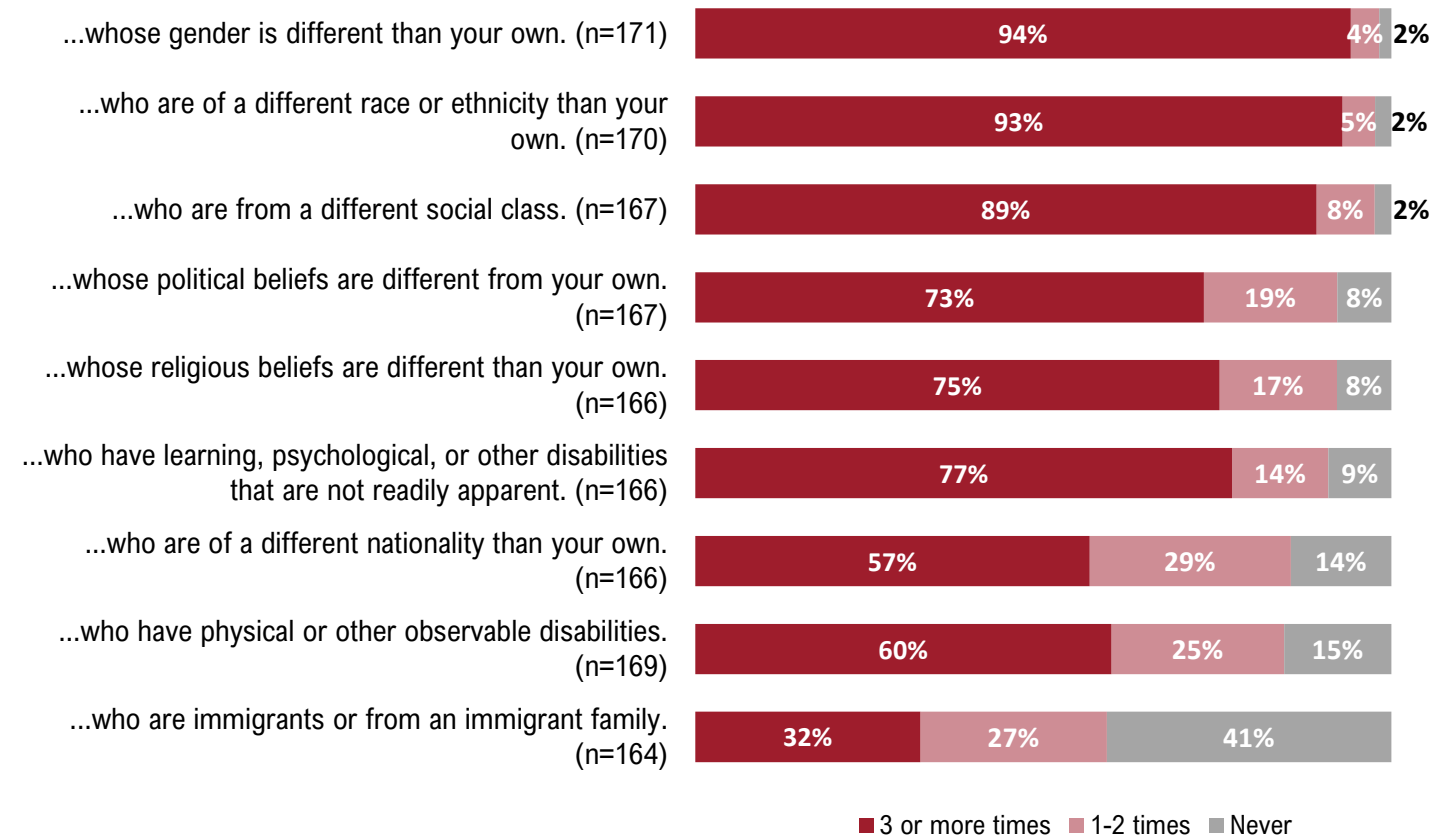


*Total Disagreement % is reported

Meaningful Interactions with Others from a Different Background

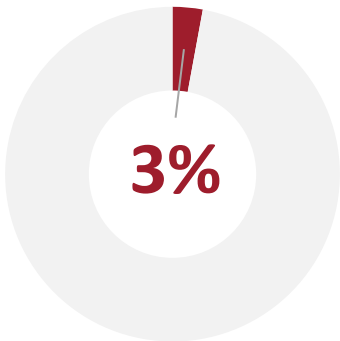
Respondents were asked to indicate how frequently a month they have interacted in a meaningful way with coworkers, clients, or community partners during the past year at Southwestern Behavioral. Among all respondents, **98%** typically interact in a meaningful way with coworkers, clients, or community partners whose gender is different, and who are of a different race or ethnicity at least once a month.

Figure A.5. During the past 12 months at Southwestern Behavioral, how often in a month do you interact in a meaningful way with coworkers, clients, or community partners...



Discrimination at Southwestern Behavioral

Figure A.6. Percentage of respondents who have felt discriminated against at Southwestern Behavioral.



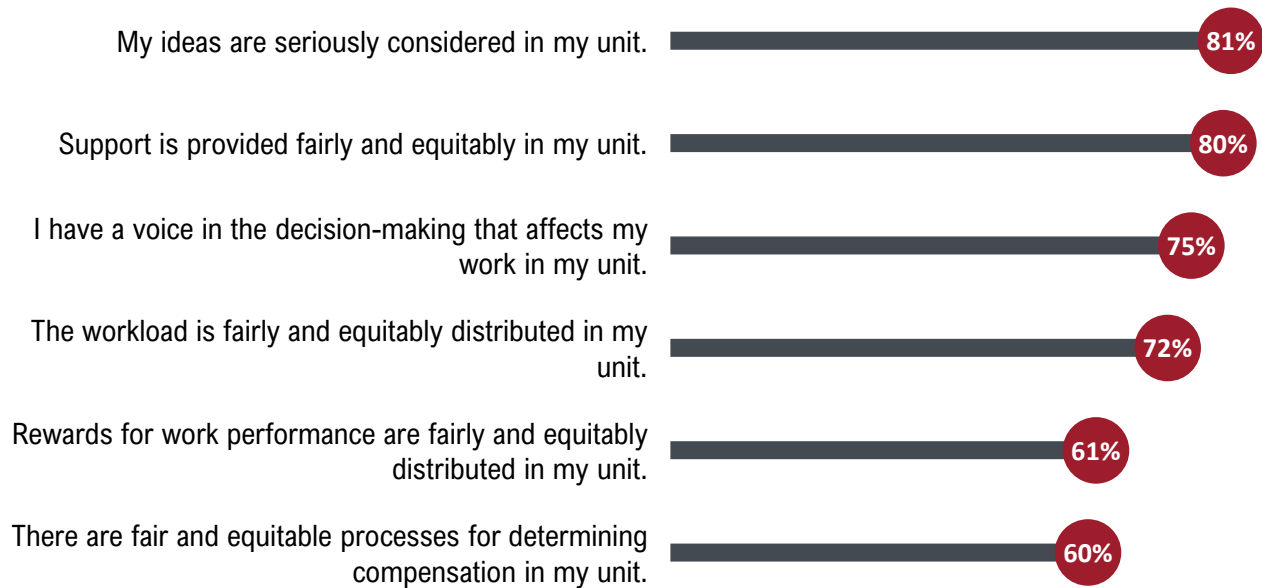
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respondents indicated they have felt discriminated against at Southwestern Behavioral in the past 12 months. A breakdown of types of discrimination experienced is presented in Table A.7. in the appendix.

Diversity, Equity, and Engagement in Primary Work Unit

Respondents were asked to rate their agreement with six statements related to diversity, equity, and engagement in their primary work unit. Responses were generally positive with over **80%** agreeing that their ideas are seriously considered and that their support is provided fairly and equitably in their unit.

Figure A.7. Total agreement percentage for statements related to diversity, equity, and engagement in respondent's primary work unit.



B. Members of a Marginalized Group

This section details the results for respondents who identify as a member of a marginalized group.

Perceptions of Diversity, Equity, and Engagement at Southwestern Behavioral Healthcare

The first survey question asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentages for each statement are presented in Figure B.1. Responses were positive across all statements. **Nearly all respondents (98%)** agreed that their supervisor handles diversity matters appropriately and has demonstrated commitment to and support of diversity.

Figure B.1. Total agreement percentage for statements related to diversity, equity, and engagement at SBH



The second survey question also asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentage, or total disagreement percentage (denoted with *) for each statement is presented below in Figure B.2. Of all respondents, **89% disagreed** that they feel isolated or unwelcome at SBH.

Figure B.2. Total agreement percentage for statements related to diversity, equity, and engagement at SBH

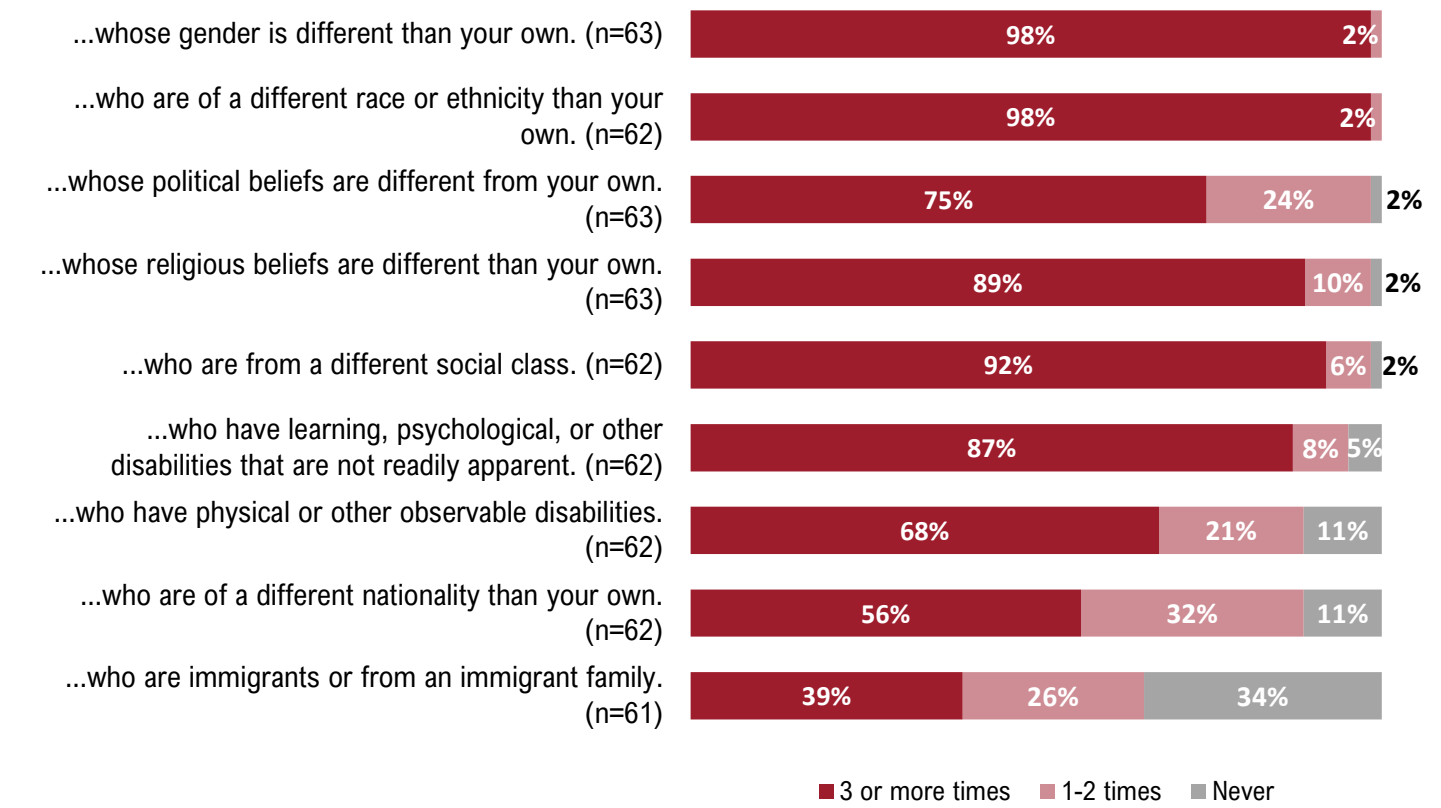


*Total Disagreement % is reported

Meaningful Interactions with Others from a Different Background

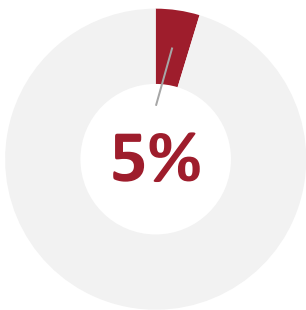
Respondents were asked to indicate how frequently a month they have interacted in a meaningful way with coworkers, clients, or community partners during the past year at Southwestern Behavioral. **All respondents** indicated that they typically interact in a meaningful way with coworkers, clients, or community partners whose gender is different, and who are of a different race or ethnicity at least once a month.

Figure B.3. During the past 12 months at Southwestern Behavioral, how often in a month do you interact in a meaningful way with coworkers, clients, or community partners...



Discrimination at Southwestern Behavioral

Figure B.4. Percentage of respondents who have felt discriminated against at Southwestern Behavioral.

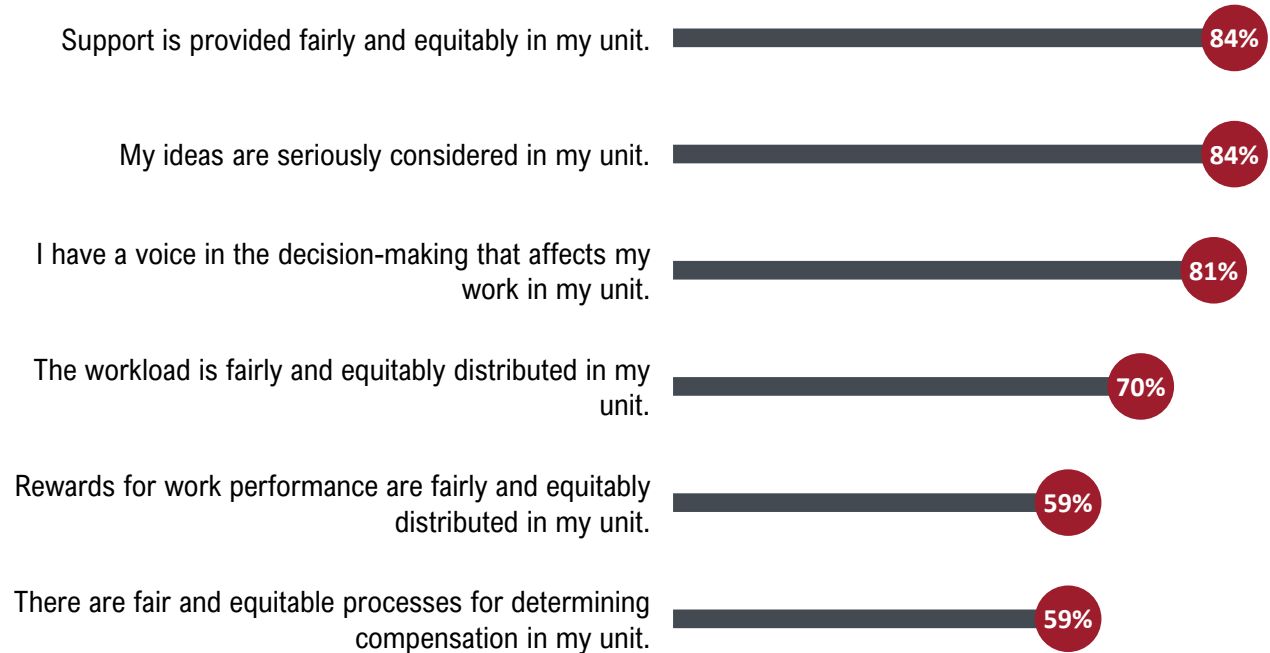


3 respondents who identify as a member of a marginalized group indicated they have felt discriminated against at Southwestern Behavioral in the past 12 months. A breakdown of types of discrimination experienced is presented in Table B.5. in the appendix.

Diversity, Equity, and Engagement in Primary Work Unit

Respondents were asked to rate their agreement with six statements related to diversity, equity, and engagement in their primary work unit. Among those who identify as a member of a marginalized group, **84%** agreed that support is provided fairly and equitably in their unit, and that their ideas are seriously considered in their unit.

Figure B.5. Total agreement percentage for statements related to diversity, equity, and engagement in respondent's primary work unit.



C. Department of Child and Family Services

This section details the results for the **50** respondents (**61% response rate**) who indicated the Department of Child and Family Services as their primary work unit.

Perceptions of Diversity, Equity, and Engagement at Southwestern Behavioral Healthcare

The first survey question asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentages for each statement are presented in Figure C.1. Responses were positive across all statements. **All respondents** agreed if they had a concern about harassment or discrimination at SBH, they know where and how to report the concern.

Figure C.1. Total agreement percentage for statements related to diversity, equity, and engagement at SBH



The second survey question also asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentage, or total disagreement percentage (denoted with *) for each statement is presented below in Figure C.2. Of all respondents, **90% agreed** that they feel valued as an individual and they can be successful as their true self at SBH.

Figure C.2. Total agreement percentage for statements related to diversity, equity, and engagement at SBH

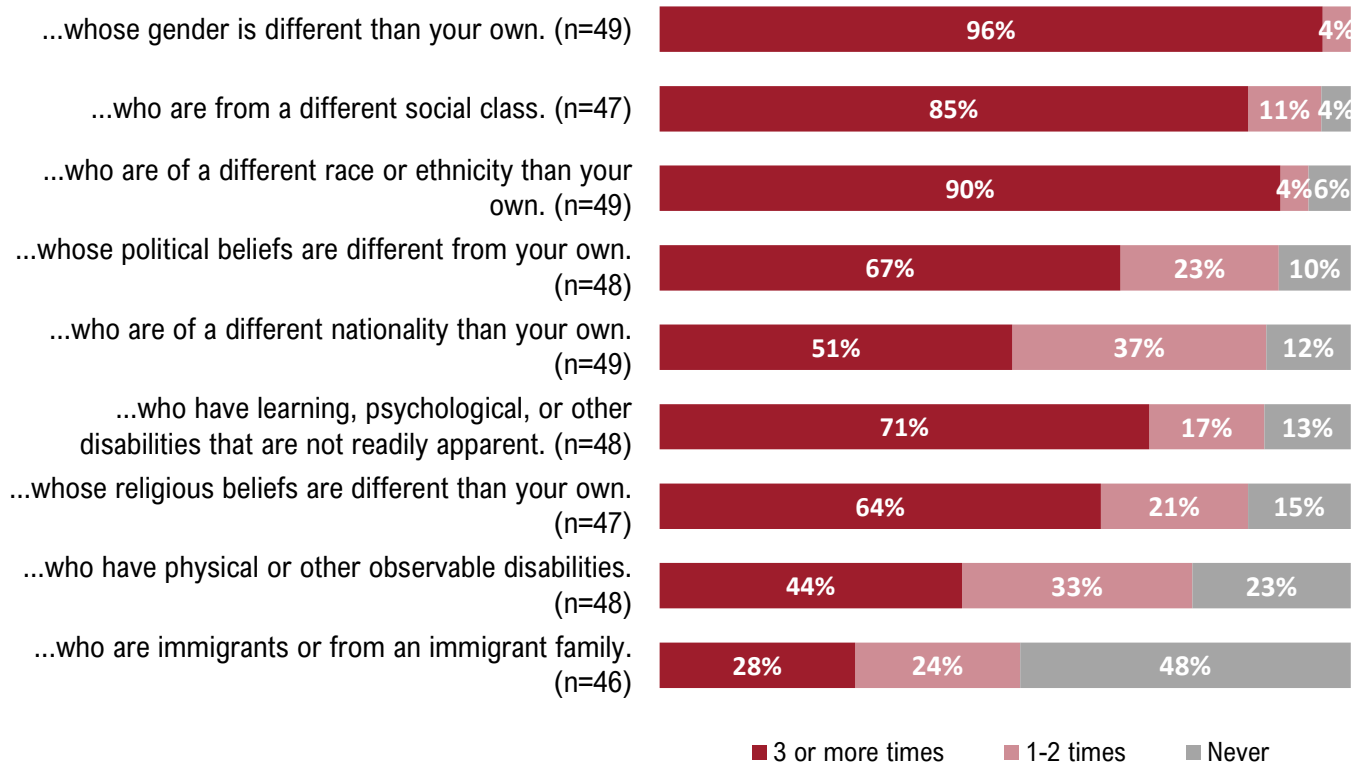


*Total Disagreement % is reported

Meaningful Interactions with Others from a Different Background

Respondents were asked to indicate how frequently a month they have interacted in a meaningful way with coworkers, clients, or community partners during the past year at Southwestern Behavioral. **All respondents** indicated that they typically interact with coworkers, clients, or community partners whose gender is different than their own in a meaningful way.

Figure C.3. During the past 12 months at Southwestern Behavioral, how often in a month do you interact in a meaningful way with coworkers, clients, or community partners...



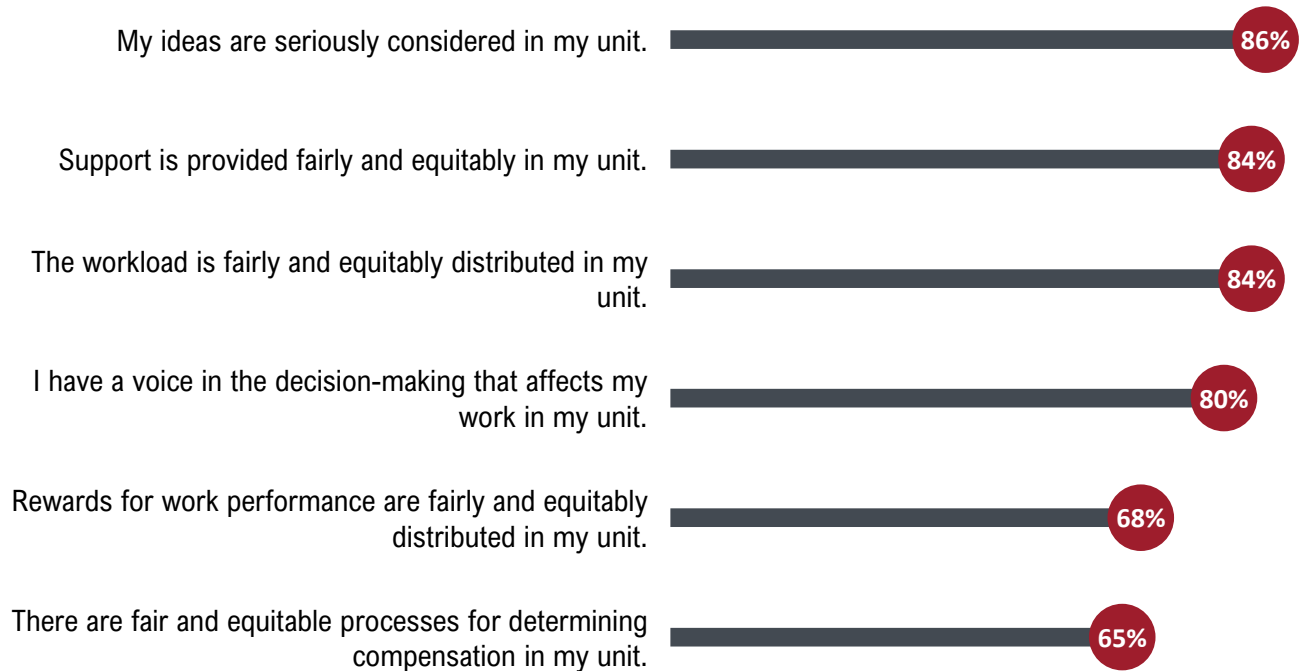
Discrimination at Southwestern Behavioral

0 respondents whose primary work unit is the department of child and family services indicated they have felt discriminated against at Southwestern Behavioral in the past 12 months.

Diversity, Equity, and Engagement in Primary Work Unit

Respondents were asked to rate their agreement with six statements related to diversity, equity, and engagement in their primary work unit. Among those whose primary work unit is the department of child and family services, **86%** agreed that their ideas are seriously considered in their unit.

Figure C.4. Total agreement percentage for statements related to diversity, equity, and engagement in respondent's primary work unit.



D. Department of Community Support Services

This section details the results for the **39** respondents (**70% response rate**) who indicated the Department of Community Support Services as their primary work unit.

Perceptions of Diversity, Equity, and Engagement at Southwestern Behavioral Healthcare

The first survey question asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentages for each statement are presented in Figure D.1. Responses were positive across all statements. **All respondents** agreed that they know where to locate SBH's policies and procedures on discrimination.

Figure D.1. Total agreement percentage for statements related to diversity, equity, and engagement at SBH



The second survey question also asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentage, or total disagreement percentage (denoted with *) for each statement is presented below in Figure D.2. Of all respondents, **82% disagreed** that they feel isolated or unwelcome at SBH.

Figure D.2. Total agreement percentage for statements related to diversity, equity, and engagement at SBH

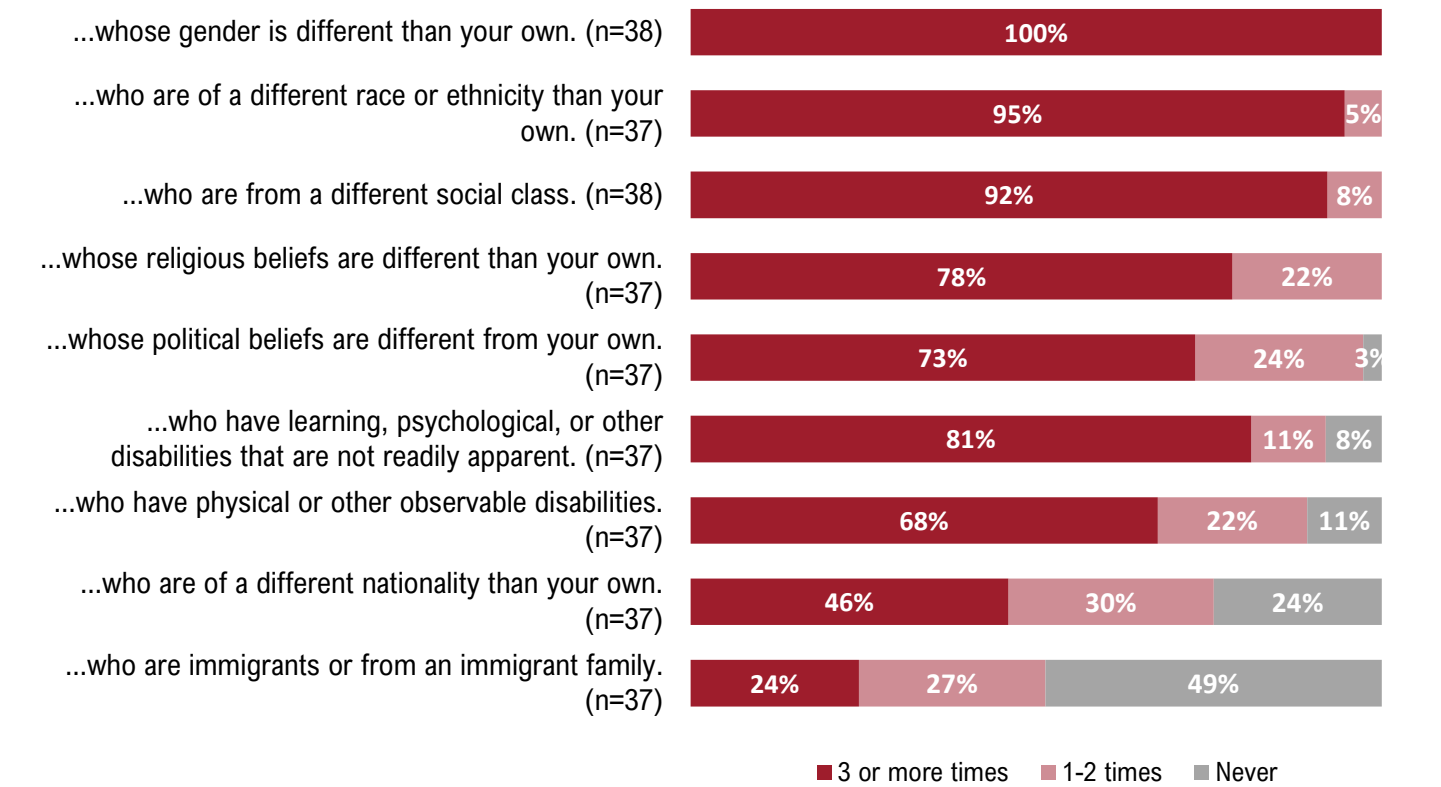


*Total Disagreement % is reported

Meaningful Interactions with Others from a Different Background

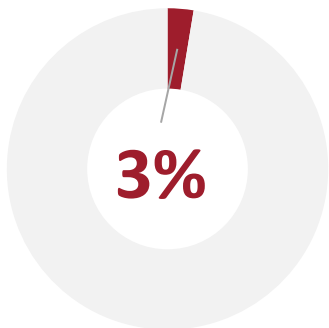
Respondents were asked to indicate how frequently a month they have interacted in a meaningful way with coworkers, clients, or community partners during the past year at Southwestern Behavioral. **All respondents** indicated that they typically interact in a meaningful way with coworkers, clients, or community partners whose gender, race or ethnicity, social class, and religious beliefs are different from their own at least once a month.

Figure D.3. During the past 12 months at Southwestern Behavioral, how often in a month do you interact in a meaningful way with coworkers, clients, or community partners...



Discrimination at Southwestern Behavioral

Figure D.4. Percentage of respondents who have felt discriminated against at Southwestern Behavioral.

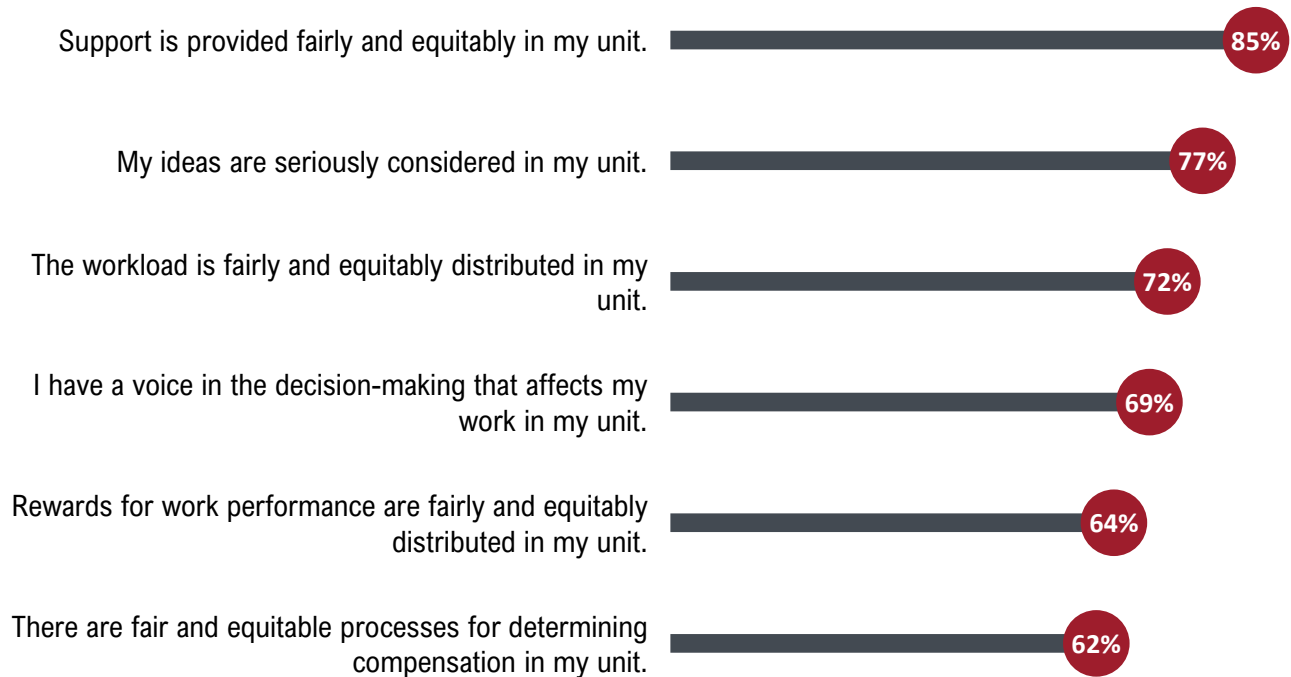


1 respondent whose primary work unit is the department of community support services indicated they have felt discriminated against at Southwestern Behavioral in the past 12 months. A breakdown of types of discrimination experienced is presented in Table D.5. in the appendix.

Diversity, Equity, and Engagement in Primary Work Unit

Respondents were asked to rate their agreement with six statements related to diversity, equity, and engagement in their primary work unit. Among respondents whose primary work unit is the department of community support services, **85%** agreed that support is provided fairly and equitably in their unit, and that their ideas are seriously considered in their unit.

Figure D.5. Total agreement percentage for statements related to diversity, equity, and engagement in respondent's primary work unit.



E. Department of Adult Outpatient Services

This section details the results for the **27** respondents (**64% response rate**) who indicated the Department of Adult Outpatient Services as their primary work unit.

Perceptions of Diversity, Equity, and Engagement at Southwestern Behavioral Healthcare

The first survey question asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentages for each statement are presented in Figure E.1. Responses were positive across all statements. **All respondents** agreed with four of the statements. Among these statements, **all respondents** agreed that SBH is committed to diversity, equity, and inclusion.

Figure E.1. Total agreement percentage for statements related to diversity, equity, and engagement at SBH



The second survey question also asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentage, or total disagreement percentage (denoted with *) for each statement is presented below in Figure E.2. Of all respondents, **93% agreed** that their pay is based on their professional achievements and is not influenced by their personal characteristics.

Figure E.2. Total agreement percentage for statements related to diversity, equity, and engagement at SBH

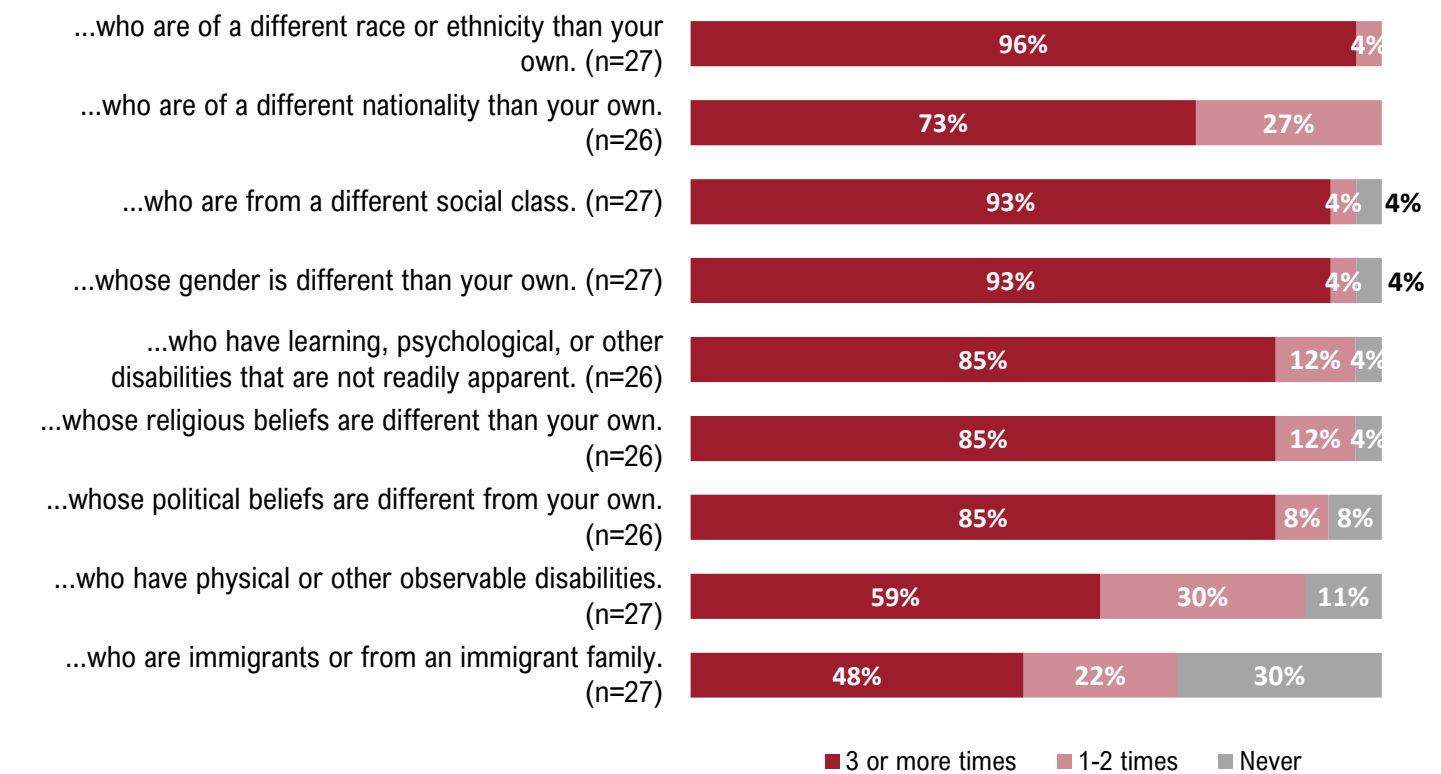


*Total Disagreement % is reported

Meaningful Interactions with Others from a Different Background

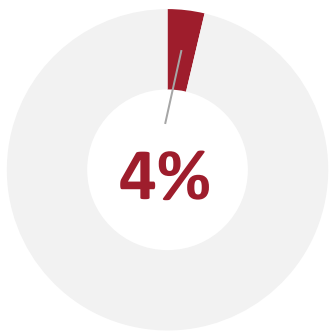
Respondents were asked to indicate how frequently a month they have interacted in a meaningful way with coworkers, clients, or community partners during the past year at Southwestern Behavioral. **All respondents** indicated that they typically interacted in a meaningful way with coworkers, clients, or community partners whose race or ethnicity and nationality are different from their own at least once a month.

Figure E.3. During the past 12 months at Southwestern Behavioral, how often in a month do you interact in a meaningful way with coworkers, clients, or community partners...



Discrimination at Southwestern Behavioral

Figure E.4. Percentage of respondents who have felt discriminated against at Southwestern Behavioral.

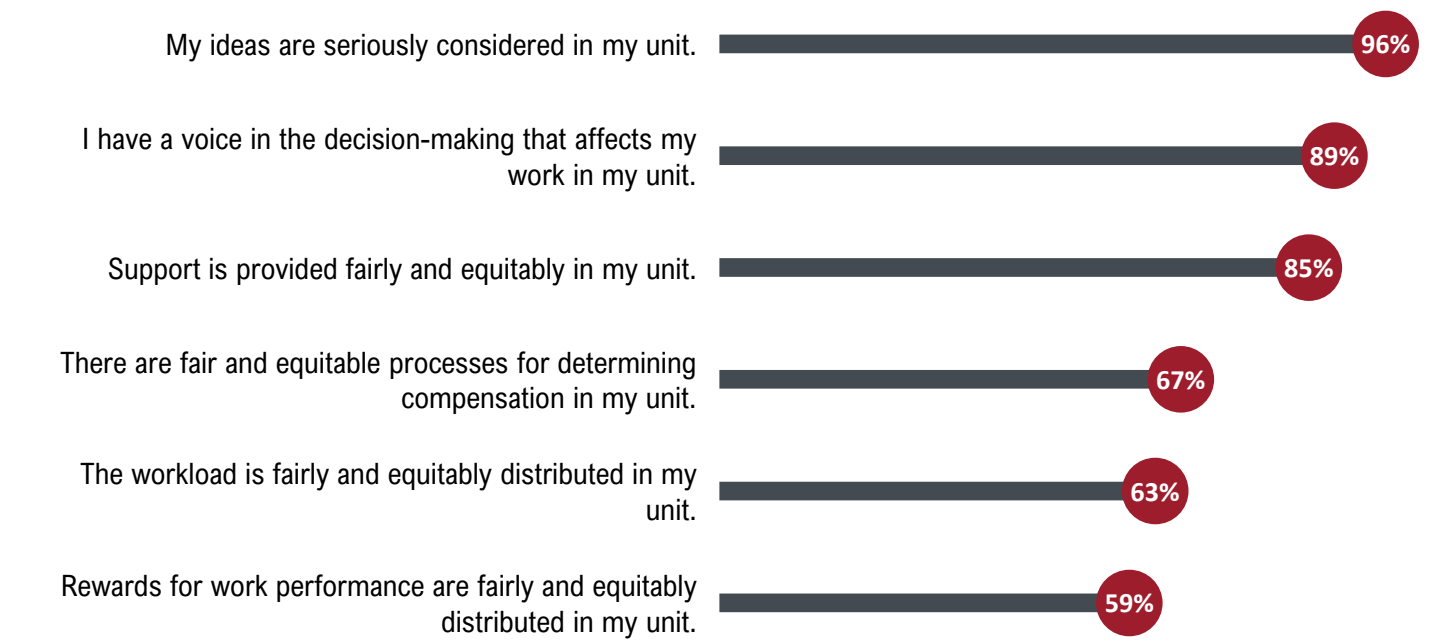


1 respondent whose primary work unit is the department of adult outpatient services indicated they have felt discriminated against at Southwestern Behavioral in the past 12 months. A breakdown of types of discrimination experienced is presented in Table E.5. in the appendix.

Diversity, Equity, and Engagement in Primary Work Unit

Respondents were asked to rate their agreement with six statements related to diversity, equity, and engagement in their primary work unit. Among respondents whose primary work unit is the department of community support services, **96%** agreed that their ideas are seriously considered in their unit.

Figure E.5. Total agreement percentage for statements related to diversity, equity, and engagement in respondent's primary work unit.



F. Department of Addiction Services

This section details the results for the **21** respondents (**47% response rate**) who indicated the Department of Addiction Services as their primary work unit.

Perceptions of Diversity, Equity, and Engagement at Southwestern Behavioral Healthcare

The first survey question asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentages for each statement are presented in Figure F.1. Responses were positive across all statements. **All respondents** agreed that SBH is committed to diversity, equity, and inclusion.

Figure F.1. Total agreement percentage for statements related to diversity, equity, and engagement at SBH



The second survey question also asked respondents to rate their agreement with fourteen statements regarding diversity, equity, and engagement at Southwestern Behavioral. Total agreement percentage, or total disagreement percentage (denoted with *) for each statement is presented below in Figure F.2. Of all respondents, **86% agreed** that they feel like they belong at SBH, and **86% disagreed** with the statement, “I feel like I am isolated or unwelcome at SBH.”

Figure F.2. Total agreement percentage for statements related to diversity, equity, and engagement at SBH

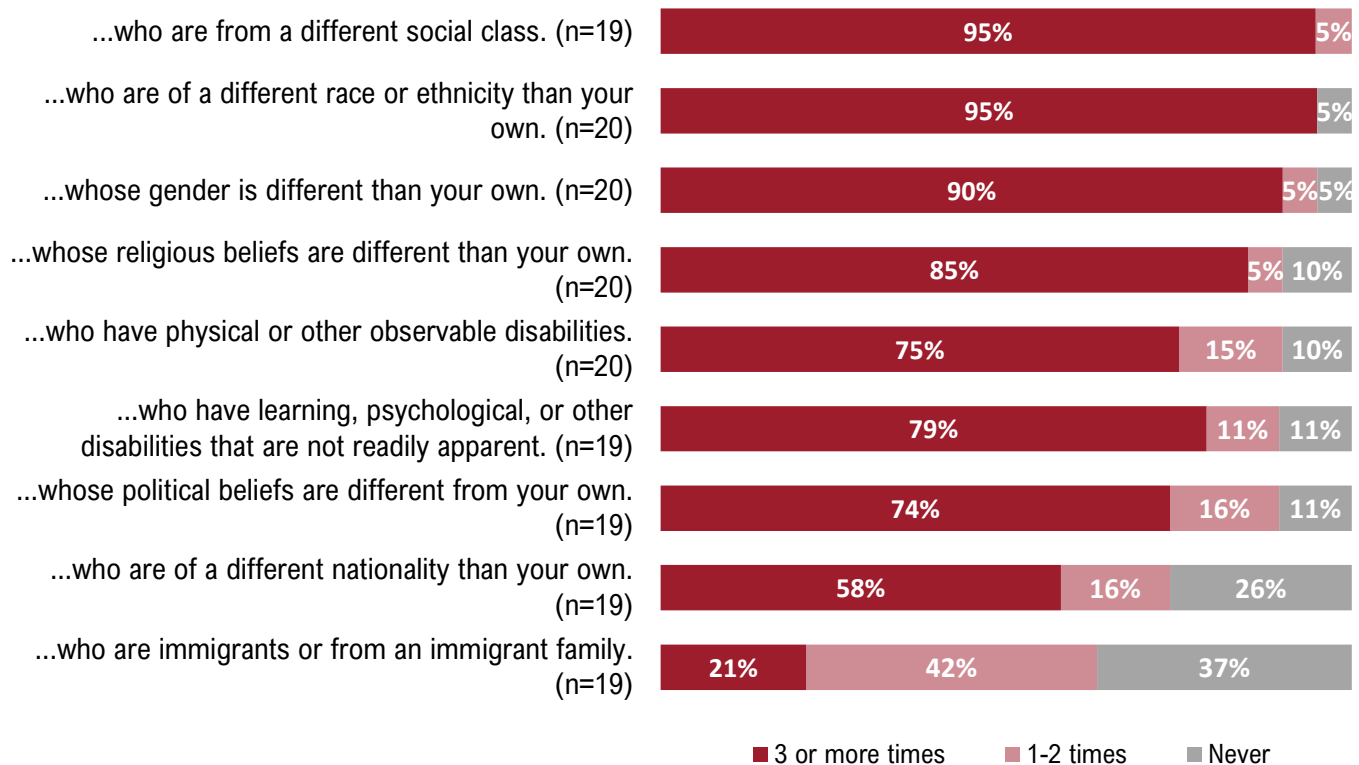


*Total Disagreement % is reported

Meaningful Interactions with Others from a Different Background

Respondents were asked to indicate how frequently a month they have interacted in a meaningful way with coworkers, clients, or community partners during the past year at Southwestern Behavioral. **All respondents** indicated that they typically interact in a meaningful way with coworkers, clients, or community partners whose gender is different than their own.

Figure F.3. During the past 12 months at Southwestern Behavioral, how often in a month do you interact in a meaningful way with coworkers, clients, or community partners...



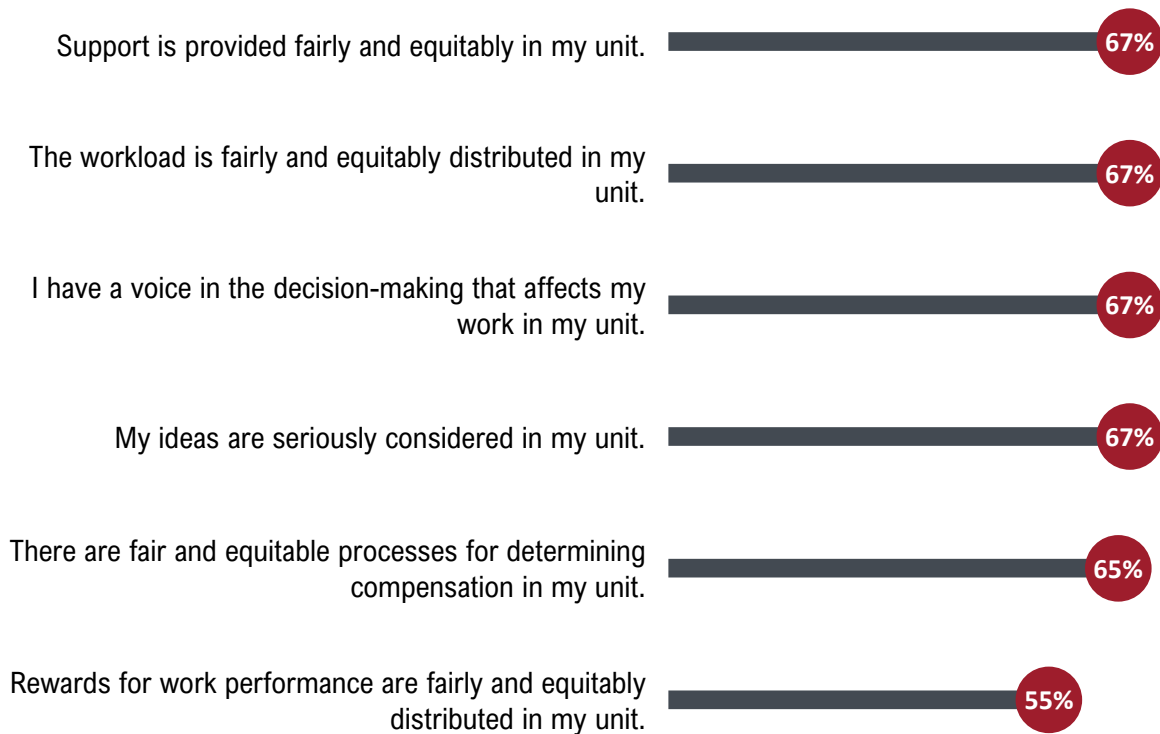
Discrimination at Southwestern Behavioral

0 respondents whose primary work unit is the department of addiction services indicated they have felt discriminated against at Southwestern Behavioral in the past 12 months.

Diversity, Equity, and Engagement in Primary Work Unit

Respondents were asked to rate their agreement with six statements related to diversity, equity, and engagement in their primary work unit. Roughly **one-third** of the respondents agreed with five of the six statements. Total agreement percentages for each item are presented below in Figure F.4.

Figure F.4. Total agreement percentage for statements related to diversity, equity, and engagement in respondent's primary work unit.



Appendix

The appendix is broken into sections based on respondent type.

A. All Respondents (N=183)

Respondent Type

Table A.1. In which department do you work?

Department	Total Employees	Respondents	Response Rate
Department of Child and Family Services	82	50	61%
Department of Community Support Services	56	39	70%
Department of Addiction Services	45	21	47%
Department of Adult Outpatient Services	42	27	64%
Department of Innovative Practices	12	8	67%
Department of Medical Services	21	6	29%
Unspecified/Prefer Not to Answer	--	32	--
Total	263	183	70%

Table A.2. Do you identify as a member of a marginalized group?

	Yes	No	Prefer not to answer	N
Do you identify as a member of a marginalized group?	37.4% (n=64)	44.4% (n=76)	18.1% (n=31)	171

Employee Perception of Diversity, Equity, and Engagement

Table A.3. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) Southwestern Behavioral is committed to diversity, equity and inclusion.	0.5% (n=1)	1.1% (n=2)	2.7% (n=5)	51.4% (n=94)	44.3% (n=81)	183
b) Southwestern Behavioral provides an environment for the free and open expression of ideas, opinions and beliefs.	2.2% (n=4)	7.1% (n=13)	13.1% (n=24)	44.3% (n=81)	33.3% (n=61)	183
c) Southwestern Behavioral leadership values diversity and inclusion among its employees.	0.5% (n=1)	2.7% (n=5)	8.8% (n=16)	49.5% (n=90)	38.5% (n=70)	182
d) My Southwestern Behavioral supervisor handles diversity matters appropriately and has demonstrated commitment to and support of diversity.	--	1.6% (n=3)	8.2% (n=15)	36.8% (n=67)	53.3% (n=97)	182
e) People of all cultures and backgrounds are respected and valued at Southwestern Behavioral.	--	2.7% (n=5)	9.9% (n=18)	41.2% (n=75)	46.2% (n=84)	182
f) The culture of Southwestern Behavioral aligns with my identity, values and beliefs.	1.1% (n=2)	8.2% (n=15)	13.2% (n=24)	40.1% (n=73)	37.4% (n=68)	182
g) I am comfortable talking about my background and cultural experiences with my Southwestern Behavioral colleagues.	2.7% (n=5)	4.9% (n=9)	13.7% (n=25)	41.0% (n=75)	37.7% (n=69)	183
h) Southwestern Behavioral Management demonstrates a commitment to meeting the needs of employees with disabilities.	1.1% (n=2)	3.9% (n=7)	13.3% (n=24)	44.4% (n=80)	37.2% (n=67)	180

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
i) Racial, ethnic, and gender-based jokes are not tolerated at Southwestern Behavioral.	--	2.2% (n=4)	9.3% (n=17)	40.7% (n=74)	47.8% (n=87)	182
j) If I had a concern about harassment or discrimination at Southwestern Behavioral, I know where and how to report the concern.	--	1.1% (n=2)	3.3% (n=6)	43.4% (n=79)	52.2% (n=95)	182
k) I know where to locate Southwestern Behavioral's policies and procedures on discrimination.	0.5% (n=1)	1.1% (n=2)	1.1% (n=2)	41.8% (n=76)	55.5% (n=101)	182
l) I believe Southwestern Behavioral will take appropriate action in response to incidents of discrimination.	0.6% (n=1)	2.2% (n=4)	11.7% (n=21)	46.1% (n=83)	39.4% (n=71)	180
m) Southwestern Behavioral has done a good job providing training programs that promote diversity and inclusion.	0.6% (n=1)	0.6% (n=1)	8.3% (n=15)	44.8% (n=81)	45.9% (n=83)	181
n) Southwestern Behavioral has done a good job providing training programs that promote understanding of unconscious bias (unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness)	0.6% (n=1)	1.1% (n=2)	11.0% (n=20)	44.8% (n=81)	42.5% (n=77)	181

Table A.4. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) At Southwestern Behavioral, I can be successful as my true self.	--	5.7% (n=10)	12.0% (n=21)	42.3% (n=74)	40.0% (n=70)	175
b) I feel like I belong at Southwestern Behavioral.	--	2.9% (n=5)	21.1% (n=37)	36.6% (n=64)	39.4% (n=69)	175
c) As a Southwestern Behavioral employee, I feel I can voice a contrary opinion without fear of negative consequences.	4.6% (n=8)	13.7% (n=24)	20.6% (n=36)	32.0% (n=56)	29.1% (n=51)	175
d) I feel like I am isolated or unwelcome at Southwestern Behavioral.*	47.7% (n=83)	35.6% (n=62)	10.9% (n=19)	2.9% (n=5)	2.9% (n=5)	174
e) I have considered leaving Southwestern Behavioral because I felt isolated or unwelcome.*	47.7% (n=83)	32.8% (n=57)	8.6% (n=15)	8.0% (n=14)	2.9% (n=5)	174
f) Southwestern Behavioral enables me to balance my work and cultural practices/beliefs.	--	5.7% (n=10)	20.1% (n=35)	39.1% (n=68)	35.1% (n=61)	174
g) Employees of different backgrounds are encouraged to apply for higher positions at Southwestern Behavioral.	--	0.6% (n=1)	34.7% (n=59)	31.8% (n=54)	32.9% (n=56)	170
h) I feel like I may have been passed over for a promotion based on my unique characteristics (physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation) during my time at Southwestern Behavioral.*	48.8% (n=84)	27.3% (n=47)	19.2% (n=33)	2.9% (n=5)	1.7% (n=3)	172
i) My Southwestern Behavioral performance evaluations reflect my job performance and are not influenced by my unique personal characteristics (e.g., physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation).	1.1% (n=2)	3.4% (n=6)	15.5% (n=27)	35.1% (n=61)	44.8% (n=78)	174

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
j) At Southwestern Behavioral, my pay is based on my professional achievements and is not influenced by my personal characteristics.	1.7% (n=3)	4.6% (n=8)	15.6% (n=27)	41.0% (n=71)	37.0% (n=64)	173
k) I feel valued as an individual at Southwestern Behavioral.	1.1% (n=2)	6.9% (n=12)	13.1% (n=23)	44.0% (n=77)	34.9% (n=61)	175
l) I am treated with respect at Southwestern Behavioral.	--	3.4% (n=6)	13.1% (n=23)	47.4% (n=83)	36.0% (n=63)	175
m) I feel others do not value my opinions at Southwestern Behavioral.*	37.9% (n=66)	32.8% (n=57)	15.5% (n=27)	9.8% (n=17)	4.0% (n=7)	174
n) There is too much emphasis put on issues of diversity, equity and inclusion at Southwestern Behavioral.*	36.3% (n=62)	22.2% (n=38)	25.7% (n=44)	7.6% (n=13)	8.2% (n=14)	171

*Negative statements: disagreement responses are considered positive

Meaningful Interactions with Others from a Different Background

Table A.5. Frequency of meaningful interactions with coworkers, clients, or community partners				
During the past 12 months at Southwestern Behavioral, how often have you interacted in a meaningful way with coworkers, clients, or community partners...	Never	1-2 times	3 or more times	N
a) ...whose religious beliefs are different than your own?	7.8% (n=13)	16.9% (n=28)	75.3% (n=125)	166
b) ...whose political beliefs are different from your own?	7.8% (n=13)	19.2% (n=32)	73.1% (n=122)	167
c) ...who are immigrants or from an immigrant family?	40.9% (n=67)	26.8% (n=44)	32.3% (n=53)	164
d) ...who are of a different nationality than your own?	14.5% (n=24)	28.9% (n=48)	56.6% (n=94)	166
e) ...who are of a different race or ethnicity than your own?	2.4% (n=4)	4.7% (n=8)	92.9% (n=158)	170
f) ...whose gender is different than your own?	1.8% (n=3)	4.1% (n=7)	94.2% (n=161)	171
g) ...who are from a different social class?	2.4% (n=4)	8.4% (n=14)	89.2% (n=149)	167
h) ...who have physical or other observable disabilities?	15.4% (n=26)	24.9% (n=42)	59.8% (n=101)	169
i) ...who have learning, psychological, or other disabilities that are not readily apparent?	9.0% (n=15)	13.9% (n=23)	77.1% (n=128)	166

Discrimination at Southwestern Behavioral

Table A.6. Felt discriminated against at Southwestern Behavioral				
	Yes	No	Prefer not to answer	N
In general, over the past 12 months, have you felt discriminated against at Southwestern Behavioral?	2.9% (n=5)	90.9% (n=159)	6.3% (n=11)	175

Table A.7. Types of Discrimination Experienced (Select all that apply)

Discrimination related to:	N
Religion	2
Ability or disability	1
Age	1
Height or weight	1
Political orientation	1
Social class	1
I have not experienced discrimination for any of these reasons	1

Conditions in Respondent's Primary Work Unit

Table A.8. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) My ideas are seriously considered in my unit.	2.3% (n=4)	5.7% (n=10)	10.9% (n=19)	44.3% (n=77)	36.8% (n=64)	174
b) I have a voice in the decision-making that affects my work in my unit.	4.0% (n=7)	8.0% (n=14)	12.6% (n=22)	39.1% (n=68)	36.2% (n=63)	174
c) The workload is fairly and equitably distributed in my unit.	4.6% (n=8)	8.0% (n=14)	15.5% (n=27)	38.5% (n=67)	33.3% (n=58)	174
d) There are fair and equitable processes for determining compensation in my unit.	5.2% (n=9)	6.3% (n=11)	27.0% (n=47)	31.0% (n=54)	29.3% (n=51)	172
e) Support is provided fairly and equitably in my unit.	2.3% (n=4)	5.7% (n=10)	11.5% (n=20)	38.5% (n=67)	41.4% (n=72)	173
f) Rewards for work performance are fairly and equitably distributed in my unit.	3.4% (n=6)	10.9% (n=19)	23.0% (n=40)	31.6% (n=55)	29.9% (n=52)	172

B. Members of a Marginalized Group Respondents (N=64)

Employee Perception of Diversity, Equity, and Engagement

Table B.1. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) Southwestern Behavioral is committed to diversity, equity and inclusion.	--	1.6% (n=1)	4.7% (n=3)	50.0% (n=32)	43.8% (n=28)	64
b) Southwestern Behavioral provides an environment for the free and open expression of ideas, opinions and beliefs.	--	4.7% (n=3)	15.6% (n=10)	46.9% (n=30)	32.8% (n=21)	64
c) Southwestern Behavioral leadership values diversity and inclusion among its employees.	--	1.6% (n=1)	12.5% (n=8)	46.9% (n=30)	39.1% (n=25)	64
d) My Southwestern Behavioral supervisor handles diversity matters appropriately and has demonstrated commitment to and support of diversity.	--	--	1.6% (n=1)	40.6% (n=26)	57.8% (n=37)	64
e) People of all cultures and backgrounds are respected and valued at Southwestern Behavioral.	--	3.1% (n=2)	10.9% (n=7)	39.1% (n=25)	46.9% (n=30)	64
f) The culture of Southwestern Behavioral aligns with my identity, values and beliefs.	--	1.6% (n=1)	7.8% (n=5)	46.9% (n=30)	43.8% (n=28)	64
g) I am comfortable talking about my background and cultural experiences with my Southwestern Behavioral colleagues.	3.1% (n=2)	1.6% (n=1)	6.3% (n=4)	43.8% (n=28)	45.3% (n=29)	64
h) Southwestern Behavioral Management demonstrates a commitment to meeting the needs of employees with disabilities.	1.6% (n=1)	3.1% (n=2)	15.6% (n=10)	40.6% (n=26)	39.1% (n=25)	64
i) Racial, ethnic, and gender-based jokes are not tolerated at Southwestern Behavioral.	--	4.7% (n=3)	12.5% (n=8)	31.3% (n=20)	51.6% (n=33)	64
j) If I had a concern about harassment or discrimination at Southwestern Behavioral, I know where and how to report the concern.	--	1.6% (n=1)	1.6% (n=1)	39.1% (n=25)	57.8% (n=37)	64
k) I know where to locate Southwestern Behavioral's policies and procedures on discrimination.	--	--	3.1% (n=2)	31.3% (n=20)	65.6% (n=42)	64
l) I believe Southwestern Behavioral will take appropriate action in response to incidents of discrimination.	--	1.6% (n=1)	12.7% (n=8)	50.8% (n=32)	34.9% (n=22)	63
m) Southwestern Behavioral has done a good job providing training programs that promote diversity and inclusion.	--	--	11.1% (n=7)	34.9% (n=22)	54.0% (n=34)	63
n) Southwestern Behavioral has done a good job providing training programs that promote understanding of unconscious bias (unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness)	--	--	6.3% (n=4)	46.0% (n=29)	47.6% (n=30)	63

Table B.2. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) At Southwestern Behavioral, I can be successful as my true self.	--	3.1% (n=2)	14.1% (n=9)	39.1% (n=25)	43.8% (n=28)	64
b) I feel like I belong at Southwestern Behavioral.	--	3.1% (n=2)	14.1% (n=9)	40.6% (n=26)	42.2% (n=27)	64
c) As a Southwestern Behavioral employee, I feel I can voice a contrary opinion without fear of negative consequences.	3.1% (n=2)	9.4% (n=6)	20.3% (n=13)	35.9% (n=23)	31.3% (n=20)	64
d) I feel like I am isolated or unwelcome at Southwestern Behavioral.*	50.8% (n=32)	38.1% (n=24)	9.5% (n=6)	1.6% (n=1)	--	63
e) I have considered leaving Southwestern Behavioral because I felt isolated or unwelcome.*	50.0% (n=32)	32.8% (n=21)	6.3% (n=4)	9.4% (n=6)	1.6% (n=1)	64
f) Southwestern Behavioral enables me to balance my work and cultural practices/beliefs.	--	1.6% (n=1)	21.9% (n=14)	37.5% (n=24)	39.1% (n=25)	64
g) Employees of different backgrounds are encouraged to apply for higher positions at Southwestern Behavioral.	--	--	27.4% (n=17)	37.1% (n=23)	35.5% (n=22)	62
h) I feel like I may have been passed over for a promotion based on my unique characteristics (physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation) during my time at Southwestern Behavioral.*	60.3% (n=38)	19.0% (n=12)	14.3% (n=9)	6.3% (n=4)	--	63
i) My Southwestern Behavioral performance evaluations reflect my job performance and are not influenced by my unique personal characteristics (e.g., physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation).	--	4.8% (n=3)	11.1% (n=7)	36.5% (n=23)	47.6% (n=30)	63
j) At Southwestern Behavioral, my pay is based on my professional achievements and is not influenced by my personal characteristics.	1.6% (n=1)	4.8% (n=3)	14.5% (n=9)	41.9% (n=26)	38.7% (n=24)	62
k) I feel valued as an individual at Southwestern Behavioral.	--	9.4% (n=6)	12.5% (n=8)	43.8% (n=28)	34.4% (n=22)	64
l) I am treated with respect at Southwestern Behavioral.	--	3.1% (n=2)	14.1% (n=9)	45.3% (n=29)	37.5% (n=24)	64
m) I feel others do not value my opinions at Southwestern Behavioral.*	42.9% (n=27)	28.6% (n=18)	15.9% (n=10)	9.5% (n=6)	3.2% (n=2)	63
n) There is too much emphasis put on issues of diversity, equity and inclusion at Southwestern Behavioral.*	51.6% (n=32)	21.0% (n=13)	22.6% (n=14)	4.8% (n=3)	--	62

*Negative statements: disagreement responses are considered positive

Meaningful Interactions with Others from a Different Background

Table B.3. Frequency of meaningful interactions with coworkers, clients, or community partners				
During the past 12 months at Southwestern Behavioral, how often have you interacted in a meaningful way with coworkers, clients, or community partners...	Never	1-2 times	3 or more times	N
a) ...whose religious beliefs are different than your own?	1.6% (n=1)	9.5% (n=6)	88.9% (n=56)	63
b) ...whose political beliefs are different from your own?	1.6% (n=1)	23.8% (n=15)	74.6% (n=47)	63
c) ...who are immigrants or from an immigrant family?	34.4% (n=21)	26.2% (n=16)	39.3% (n=24)	61
d) ...who are of a different nationality than your own?	11.3% (n=7)	32.3% (n=20)	56.5% (n=35)	62
e) ...who are of a different race or ethnicity than your own?	0.0% (n=0)	1.6% (n=1)	98.4% (n=61)	62
f) ...whose gender is different than your own?	0.0% (n=0)	1.6% (n=1)	98.4% (n=62)	63
g) ...who are from a different social class?	1.6% (n=1)	6.5% (n=4)	91.9% (n=57)	62
h) ...who have physical or other observable disabilities?	11.3% (n=7)	21.0% (n=13)	67.7% (n=42)	62
i) ...who have learning, psychological, or other disabilities that are not readily apparent?	4.8% (n=3)	8.1% (n=5)	87.1% (n=54)	62

Discrimination at Southwestern Behavioral

Table B.4. Felt discriminated against at Southwestern Behavioral				
	Yes	No	Prefer not to answer	N
In general, over the past 12 months, have you felt discriminated against at Southwestern Behavioral?	4.7% (n=3)	92.2% (n=59)	3.1% (n=2)	64

Table B.5. Types of Discrimination Experienced (Select all that apply)	
Discrimination related to:	N
Religion	2
Height or weight	1
Political orientation	1
I have not experienced discrimination for any of these reasons	1

Conditions in Respondent's Primary Work Unit

Table B.6. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) My ideas are seriously considered in my unit.	3.1% (n=2)	4.7% (n=3)	7.8% (n=5)	42.2% (n=27)	42.2% (n=27)	64
b) I have a voice in the decision-making that affects my work in my unit.	3.1% (n=2)	9.4% (n=6)	6.3% (n=4)	39.1% (n=25)	42.2% (n=27)	64
c) The workload is fairly and equitably distributed in my unit.	4.7% (n=3)	4.7% (n=3)	20.3% (n=13)	29.7% (n=19)	40.6% (n=26)	64
d) There are fair and equitable processes for determining compensation in my unit.	6.3% (n=4)	3.1% (n=2)	31.3% (n=20)	29.7% (n=19)	29.7% (n=19)	64
e) Support is provided fairly and equitably in my unit.	1.6% (n=1)	6.3% (n=4)	7.8% (n=5)	39.1% (n=25)	45.3% (n=29)	64
f) Rewards for work performance are fairly and equitably distributed in my unit.	4.7% (n=3)	7.8% (n=5)	28.1% (n=18)	26.6% (n=17)	32.8% (n=21)	64

C. Department of Child and Family Services (N=50)

Employee Perception of Diversity, Equity, and Engagement

Table C.1. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) Southwestern Behavioral is committed to diversity, equity and inclusion.	--	2.0% (n=1)	4.0% (n=2)	40.0% (n=20)	54.0% (n=27)	50
b) Southwestern Behavioral provides an environment for the free and open expression of ideas, opinions and beliefs.	--	6.0% (n=3)	16.0% (n=8)	38.0% (n=19)	40.0% (n=20)	50
c) Southwestern Behavioral leadership values diversity and inclusion among its employees.	--	4.0% (n=2)	10.0% (n=5)	40.0% (n=20)	46.0% (n=23)	50
d) My Southwestern Behavioral supervisor handles diversity matters appropriately and has demonstrated commitment to and support of diversity.	--	4.0% (n=2)	8.0% (n=4)	26.0% (n=13)	62.0% (n=31)	50
e) People of all cultures and backgrounds are respected and valued at Southwestern Behavioral.	--	4.0% (n=2)	4.0% (n=2)	32.0% (n=16)	60.0% (n=30)	50
f) The culture of Southwestern Behavioral aligns with my identity, values and beliefs.	2.0% (n=1)	6.0% (n=3)	12.0% (n=6)	32.0% (n=16)	48.0% (n=24)	50
g) I am comfortable talking about my background and cultural experiences with my Southwestern Behavioral colleagues.	2.0% (n=1)	2.0% (n=1)	18.0% (n=9)	38.0% (n=19)	40.0% (n=20)	50
h) Southwestern Behavioral Management demonstrates a commitment to meeting the needs of employees with disabilities.	2.0% (n=1)	2.0% (n=1)	14.3% (n=7)	36.7% (n=18)	44.9% (n=22)	49
i) Racial, ethnic, and gender-based jokes are not tolerated at Southwestern Behavioral.	--	--	6.0% (n=3)	36.0% (n=18)	58.0% (n=29)	50
j) If I had a concern about harassment or discrimination at Southwestern Behavioral, I know where and how to report the concern.	--	--	--	36.0% (n=18)	64.0% (n=32)	50
k) I know where to locate Southwestern Behavioral's policies and procedures on discrimination.	2.0% (n=1)	--	--	38.0% (n=19)	60.0% (n=30)	50
l) I believe Southwestern Behavioral will take appropriate action in response to incidents of discrimination.	--	4.0% (n=2)	14.0% (n=7)	34.0% (n=17)	48.0% (n=24)	50
m) Southwestern Behavioral has done a good job providing training programs that promote diversity and inclusion.	2.0% (n=1)	--	10.0% (n=5)	36.0% (n=18)	52.0% (n=26)	50
n) Southwestern Behavioral has done a good job providing training programs that promote understanding of unconscious bias (unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness)	2.0% (n=1)	--	18.0% (n=9)	30.0% (n=15)	50.0% (n=25)	50

Table C.2. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) At Southwestern Behavioral, I can be successful as my true self.	--	2.0% (n=1)	8.0% (n=4)	42.0% (n=21)	48.0% (n=24)	50
b) I feel like I belong at Southwestern Behavioral.	--	2.0% (n=1)	16.0% (n=8)	34.0% (n=17)	48.0% (n=24)	50
c) As a Southwestern Behavioral employee, I feel I can voice a contrary opinion without fear of negative consequences.	2.0% (n=1)	12.0% (n=6)	32.0% (n=16)	24.0% (n=12)	30.0% (n=15)	50
d) I feel like I am isolated or unwelcome at Southwestern Behavioral.*	53.1% (n=26)	34.7% (n=17)	8.2% (n=4)	2.0% (n=1)	2.0% (n=1)	49
e) I have considered leaving Southwestern Behavioral because I felt isolated or unwelcome.*	51.0% (n=25)	30.6% (n=15)	6.1% (n=3)	10.2% (n=5)	2.0% (n=1)	49
f) Southwestern Behavioral enables me to balance my work and cultural practices/beliefs.	--	4.0% (n=2)	10.0% (n=5)	44.0% (n=22)	42.0% (n=21)	50
g) Employees of different backgrounds are encouraged to apply for higher positions at Southwestern Behavioral.	--	2.2% (n=1)	32.6% (n=15)	28.3% (n=13)	37.0% (n=17)	46
h) I feel like I may have been passed over for a promotion based on my unique characteristics (physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation) during my time at Southwestern Behavioral.*	43.8% (n=21)	33.3% (n=16)	20.8% (n=10)	--	2.1% (n=1)	48
i) My Southwestern Behavioral performance evaluations reflect my job performance and are not influenced by my unique personal characteristics (e.g., physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation).	--	4.0% (n=2)	8.0% (n=4)	32.0% (n=16)	56.0% (n=28)	50
j) At Southwestern Behavioral, my pay is based on my professional achievements and is not influenced by my personal characteristics.	--	6.1% (n=3)	12.2% (n=6)	32.7% (n=16)	49.0% (n=24)	49
k) I feel valued as an individual at Southwestern Behavioral.	--	2.0% (n=1)	8.0% (n=4)	48.0% (n=24)	42.0% (n=21)	50
l) I am treated with respect at Southwestern Behavioral.	--	2.0% (n=1)	10.0% (n=5)	46.0% (n=23)	42.0% (n=21)	50
m) I feel others do not value my opinions at Southwestern Behavioral.*	32.7% (n=16)	36.7% (n=18)	12.2% (n=6)	14.3% (n=7)	4.1% (n=2)	49
n) There is too much emphasis put on issues of diversity, equity and inclusion at Southwestern Behavioral.*	38.3% (n=18)	23.4% (n=11)	21.3% (n=10)	8.5% (n=4)	8.5% (n=4)	47

*Negative statements: disagreement responses are considered positive

Meaningful Interactions with Others from a Different Background

Table C.3. Frequency of meaningful interactions with coworkers, clients, or community partners

During the past 12 months at Southwestern Behavioral, how often have you interacted in a meaningful way with coworkers, clients, or community partners...	Never	1-2 times	3 or more times	N
a) ...whose religious beliefs are different than your own?	14.9% (n=7)	21.3% (n=10)	63.8% (n=30)	47
b) ...whose political beliefs are different from your own?	10.4% (n=5)	23.4% (n=11)	68.1% (n=32)	48
c) ...who are immigrants or from an immigrant family?	47.8% (n=22)	23.9% (n=11)	28.3% (n=13)	46
d) ...who are of a different nationality than your own?	12.2% (n=6)	36.7% (n=18)	51.0% (n=25)	49
e) ...who are of a different race or ethnicity than your own?	6.1% (n=3)	4.1% (n=2)	89.8% (n=44)	49
f) ...whose gender is different than your own?	0.0% (n=0)	4.1% (n=2)	95.9% (n=47)	49
g) ...who are from a different social class?	4.3% (n=2)	10.6% (n=5)	85.1% (n=40)	47
h) ...who have physical or other observable disabilities?	22.9% (n=11)	33.3% (n=16)	43.8% (n=21)	48
i) ...who have learning, psychological, or other disabilities that are not readily apparent?	12.5% (n=6)	16.7% (n=8)	70.8% (n=34)	48

Discrimination at Southwestern Behavioral

Table C.4. Felt discriminated against at Southwestern Behavioral				
	Yes	No	Prefer not to answer	N
In general, over the past 12 months, have you felt discriminated against at Southwestern Behavioral?	--	94.0% (n=47)	6.0% (n=3)	50

Conditions in Respondent's Primary Work Unit

Table C.5. Rate your agreement with the following statements.						
Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) My ideas are seriously considered in my unit.	--	4.0% (n=2)	10.0% (n=5)	50.0% (n=25)	36.0% (n=18)	50
b) I have a voice in the decision-making that affects my work in my unit.	2.0% (n=1)	2.0% (n=1)	16.0% (n=8)	42.0% (n=21)	38.0% (n=19)	50
c) The workload is fairly and equitably distributed in my unit.	2.0% (n=1)	2.0% (n=1)	12.0% (n=6)	46.0% (n=23)	38.0% (n=19)	50
d) There are fair and equitable processes for determining compensation in my unit.	2.0% (n=1)	4.1% (n=2)	28.6% (n=14)	36.7% (n=18)	28.6% (n=14)	49
e) Support is provided fairly and equitably in my unit.	4.0% (n=2)	4.0% (n=2)	8.0% (n=4)	44.0% (n=22)	40.0% (n=20)	50
f) Rewards for work performance are fairly and equitably distributed in my unit.	2.0% (n=1)	8.0% (n=4)	22.0% (n=11)	36.0% (n=18)	32.0% (n=16)	50

D. Department of Community Support Services (N=39)

Employee Perception of Diversity, Equity, and Engagement

Table D.1. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) Southwestern Behavioral is committed to diversity, equity and inclusion.	2.6% (n=1)	--	5.1% (n=2)	48.7% (n=19)	43.6% (n=17)	39
b) Southwestern Behavioral provides an environment for the free and open expression of ideas, opinions and beliefs.	5.1% (n=2)	5.1% (n=2)	15.4% (n=6)	46.2% (n=18)	28.2% (n=11)	39
c) Southwestern Behavioral leadership values diversity and inclusion among its employees.	2.6% (n=1)	2.6% (n=1)	15.4% (n=6)	46.2% (n=18)	33.3% (n=13)	39
d) My Southwestern Behavioral supervisor handles diversity matters appropriately and has demonstrated commitment to and support of diversity.	--	2.6% (n=1)	5.1% (n=2)	41.0% (n=16)	51.3% (n=20)	39
e) People of all cultures and backgrounds are respected and valued at Southwestern Behavioral.	--	2.6% (n=1)	7.7% (n=3)	53.8% (n=21)	35.9% (n=14)	39
f) The culture of Southwestern Behavioral aligns with my identity, values and beliefs.	--	5.3% (n=2)	15.8% (n=6)	44.7% (n=17)	34.2% (n=13)	38
g) I am comfortable talking about my background and cultural experiences with my Southwestern Behavioral colleagues.	2.6% (n=1)	2.6% (n=1)	15.4% (n=6)	30.8% (n=12)	48.7% (n=19)	39
h) Southwestern Behavioral Management demonstrates a commitment to meeting the needs of employees with disabilities.	2.6% (n=1)	7.9% (n=3)	13.2% (n=5)	36.8% (n=14)	39.5% (n=15)	38
i) Racial, ethnic, and gender-based jokes are not tolerated at Southwestern Behavioral.	--	2.6% (n=1)	15.4% (n=6)	35.9% (n=14)	46.2% (n=18)	39
j) If I had a concern about harassment or discrimination at Southwestern Behavioral, I know where and how to report the concern.	--	2.6% (n=1)	2.6% (n=1)	43.6% (n=17)	51.3% (n=20)	39
k) I know where to locate Southwestern Behavioral's policies and procedures on discrimination.	--	--	--	43.6% (n=17)	56.4% (n=22)	39
l) I believe Southwestern Behavioral will take appropriate action in response to incidents of discrimination.	2.6% (n=1)	5.1% (n=2)	7.7% (n=3)	46.2% (n=18)	35.9% (n=14)	38
m) Southwestern Behavioral has done a good job providing training programs that promote diversity and inclusion.	--	2.6% (n=1)	7.7% (n=3)	43.6% (n=17)	46.2% (n=18)	39
n) Southwestern Behavioral has done a good job providing training programs that promote understanding of unconscious bias (unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness)	--	2.6% (n=1)	5.3% (n=2)	44.7% (n=17)	47.4% (n=18)	38

Table D.2. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) At Southwestern Behavioral, I can be successful as my true self.	--	7.7% (n=3)	15.4% (n=6)	35.9% (n=14)	41.0% (n=16)	39
b) I feel like I belong at Southwestern Behavioral.	--	7.7% (n=3)	23.1% (n=9)	30.8% (n=12)	38.5% (n=15)	39
c) As a Southwestern Behavioral employee, I feel I can voice a contrary opinion without fear of negative consequences.	10.3% (n=4)	10.3% (n=4)	17.9% (n=7)	33.3% (n=13)	28.2% (n=11)	39
d) I feel like I am isolated or unwelcome at Southwestern Behavioral.*	48.7% (n=19)	33.3% (n=13)	7.7% (n=3)	5.1% (n=2)	5.1% (n=2)	39
e) I have considered leaving Southwestern Behavioral because I felt isolated or unwelcome.*	46.2% (n=18)	30.8% (n=12)	2.6% (n=1)	12.8% (n=5)	7.7% (n=3)	39
f) Southwestern Behavioral enables me to balance my work and cultural practices/beliefs.	--	2.6% (n=1)	31.6% (n=12)	28.9% (n=11)	36.8% (n=14)	38
g) Employees of different backgrounds are encouraged to apply for higher positions at Southwestern Behavioral.	--	--	39.5% (n=15)	31.6% (n=12)	28.9% (n=11)	38
h) I feel like I may have been passed over for a promotion based on my unique characteristics (physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation) during my time at Southwestern Behavioral.*	55.3% (n=21)	23.7% (n=9)	10.5% (n=4)	7.9% (n=3)	2.6% (n=1)	38
i) My Southwestern Behavioral performance evaluations reflect my job performance and are not influenced by my unique personal characteristics (e.g., physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation).	5.4% (n=2)	2.7% (n=1)	21.6% (n=8)	32.4% (n=12)	43.2% (n=16)	37
j) At Southwestern Behavioral, my pay is based on my professional achievements and is not influenced by my personal characteristics.	5.4% (n=2)	5.4% (n=2)	13.5% (n=5)	43.2% (n=16)	37.8% (n=14)	37
k) I feel valued as an individual at Southwestern Behavioral.	5.4% (n=2)	13.5% (n=5)	13.5% (n=5)	35.1% (n=13)	37.8% (n=14)	37
l) I am treated with respect at Southwestern Behavioral.	--	7.7% (n=3)	12.8% (n=5)	43.6% (n=17)	35.9% (n=14)	39
m) I feel others do not value my opinions at Southwestern Behavioral.*	41.0% (n=16)	38.5% (n=15)	7.7% (n=3)	7.7% (n=3)	5.1% (n=2)	39
n) There is too much emphasis put on issues of diversity, equity and inclusion at Southwestern Behavioral.*	39.5% (n=15)	31.6% (n=12)	18.4% (n=7)	7.9% (n=3)	2.6% (n=1)	38

*Negative statements: disagreement responses are considered positive

Meaningful Interactions with Others from a Different Background

Table D.3. Frequency of meaningful interactions with coworkers, clients, or community partners				
During the past 12 months at Southwestern Behavioral, how often have you interacted in a meaningful way with coworkers, clients, or community partners...	Never	1-2 times	3 or more times	N
a) ...whose religious beliefs are different than your own?	--	21.6% (n=8)	78.4% (n=29)	37
b) ...whose political beliefs are different from your own?	2.7% (n=1)	24.3% (n=9)	73.0% (n=27)	37
c) ...who are immigrants or from an immigrant family?	48.6% (n=18)	27.0% (n=10)	24.3% (n=9)	37
d) ...who are of a different nationality than your own?	24.3% (n=9)	29.7% (n=11)	45.9% (n=17)	37
e) ...who are of a different race or ethnicity than your own?	--	5.4% (n=2)	94.6% (n=35)	37
f) ...whose gender is different than your own?	--	--	100.0% (n=38)	38
g) ...who are from a different social class?	--	7.9% (n=3)	92.1% (n=35)	38
h) ...who have physical or other observable disabilities?	10.8% (n=4)	21.6% (n=8)	67.6% (n=25)	37
i) ...who have learning, psychological, or other disabilities that are not readily apparent?	8.1% (n=3)	10.8% (n=4)	81.1% (n=30)	37

Discrimination at Southwestern Behavioral

Table D.4. Felt discriminated against at Southwestern Behavioral				
	Yes	No	Prefer not to answer	N
In general, over the past 12 months, have you felt discriminated against at Southwestern Behavioral?	2.6% (n=1)	92.3% (n=36)	5.1% (n=2)	39

Table D.5. Types of Discrimination Experienced (Select all that apply)	
Discrimination related to:	N
Ability or disability status	1

Conditions in Respondent's Primary Work Unit

Table D.6. Rate your agreement with the following statements.						
Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) My ideas are seriously considered in my unit.	7.7% (n=3)	7.7% (n=3)	7.7% (n=3)	38.5% (n=15)	38.5% (n=15)	39
b) I have a voice in the decision-making that affects my work in my unit.	12.8% (n=5)	7.7% (n=3)	10.3% (n=4)	28.2% (n=11)	41.0% (n=16)	39
c) The workload is fairly and equitably distributed in my unit.	5.1% (n=2)	5.1% (n=2)	17.9% (n=7)	33.3% (n=13)	38.5% (n=15)	39
d) There are fair and equitable processes for determining compensation in my unit.	10.3% (n=4)	2.6% (n=1)	25.6% (n=10)	33.3% (n=13)	28.2% (n=11)	39
e) Support is provided fairly and equitably in my unit.	5.1% (n=2)	7.7% (n=3)	2.6% (n=1)	33.3% (n=13)	51.3% (n=20)	39
f) Rewards for work performance are fairly and equitably distributed in my unit.	7.7% (n=3)	10.3% (n=4)	17.9% (n=7)	30.8% (n=12)	33.3% (n=13)	39

E. Department of Adult Outpatient Services (N=27)

Employee Perception of Diversity, Equity, and Engagement

Table E.1. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) Southwestern Behavioral is committed to diversity, equity and inclusion.	--	--	--	59.3% (n=16)	40.7% (n=11)	27
b) Southwestern Behavioral provides an environment for the free and open expression of ideas, opinions and beliefs.	3.7% (n=1)	--	--	63.0% (n=17)	33.3% (n=9)	27
c) Southwestern Behavioral leadership values diversity and inclusion among its employees.	--	--	--	59.3% (n=16)	40.7% (n=11)	27
d) My Southwestern Behavioral supervisor handles diversity matters appropriately and has demonstrated commitment to and support of diversity.	--	--	--	40.7% (n=11)	59.3% (n=16)	27
e) People of all cultures and backgrounds are respected and valued at Southwestern Behavioral.	--	--	7.4% (n=2)	40.7% (n=11)	51.9% (n=14)	27
f) The culture of Southwestern Behavioral aligns with my identity, values and beliefs.	3.7% (n=1)	3.7% (n=1)	3.7% (n=1)	51.9% (n=14)	37.0% (n=10)	27
g) I am comfortable talking about my background and cultural experiences with my Southwestern Behavioral colleagues.	3.7% (n=1)	--	3.7% (n=1)	59.3% (n=16)	33.3% (n=9)	27
h) Southwestern Behavioral Management demonstrates a commitment to meeting the needs of employees with disabilities.	--	7.4% (n=2)	11.1% (n=3)	40.7% (n=11)	40.7% (n=11)	27
i) Racial, ethnic, and gender-based jokes are not tolerated at Southwestern Behavioral.	--	--	--	59.3% (n=16)	40.7% (n=11)	27
j) If I had a concern about harassment or discrimination at Southwestern Behavioral, I know where and how to report the concern.	--	--	3.7% (n=1)	48.1% (n=13)	48.1% (n=13)	27
k) I know where to locate Southwestern Behavioral's policies and procedures on discrimination.	--	3.7% (n=1)	--	40.7% (n=11)	55.6% (n=15)	27
l) I believe Southwestern Behavioral will take appropriate action in response to incidents of discrimination.	--	--	7.4% (n=2)	59.3% (n=16)	33.3% (n=9)	27
m) Southwestern Behavioral has done a good job providing training programs that promote diversity and inclusion.	--	--	3.7% (n=1)	55.6% (n=15)	40.7% (n=11)	27
n) Southwestern Behavioral has done a good job providing training programs that promote understanding of unconscious bias (unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness)	--	--	7.4% (n=2)	51.9% (n=14)	40.7% (n=11)	27

Table E.2. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) At Southwestern Behavioral, I can be successful as my true self.	--	3.7% (n=1)	11.1% (n=3)	44.4% (n=12)	40.7% (n=11)	27
b) I feel like I belong at Southwestern Behavioral.	--	--	18.5% (n=5)	44.4% (n=12)	37.0% (n=10)	27
c) As a Southwestern Behavioral employee, I feel I can voice a contrary opinion without fear of negative consequences.	3.7% (n=1)	--	22.2% (n=6)	37.0% (n=10)	37.0% (n=10)	27
d) I feel like I am isolated or unwelcome at Southwestern Behavioral.*	55.6% (n=15)	25.9% (n=7)	7.4% (n=2)	7.4% (n=2)	3.7% (n=1)	27
e) I have considered leaving Southwestern Behavioral because I felt isolated or unwelcome.*	55.6% (n=15)	33.3% (n=9)	11.1% (n=3)	--	--	27
f) Southwestern Behavioral enables me to balance my work and cultural practices/beliefs.	--	7.4% (n=2)	18.5% (n=5)	44.4% (n=12)	29.6% (n=8)	27
g) Employees of different backgrounds are encouraged to apply for higher positions at Southwestern Behavioral.	--	--	40.7% (n=11)	25.9% (n=7)	33.3% (n=9)	27
h) I feel like I may have been passed over for a promotion based on my unique characteristics (physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation) during my time at Southwestern Behavioral.*	59.3% (n=16)	18.5% (n=5)	22.2% (n=6)	--	--	27
i) My Southwestern Behavioral performance evaluations reflect my job performance and are not influenced by my unique personal characteristics (e.g., physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation).	--	3.7% (n=1)	18.5% (n=5)	37.0% (n=10)	40.7% (n=11)	27
j) At Southwestern Behavioral, my pay is based on my professional achievements and is not influenced by my personal characteristics.	--	7.4% (n=2)	--	63.0% (n=17)	29.6% (n=8)	27
k) I feel valued as an individual at Southwestern Behavioral.	--	7.4% (n=2)	14.8% (n=4)	44.4% (n=12)	33.3% (n=9)	27
l) I am treated with respect at Southwestern Behavioral.	--	3.7% (n=1)	11.1% (n=3)	59.3% (n=16)	25.9% (n=7)	27
m) I feel others do not value my opinions at Southwestern Behavioral.*	48.1% (n=13)	29.6% (n=8)	14.8% (n=4)	3.7% (n=1)	3.7% (n=1)	27
n) There is too much emphasis put on issues of diversity, equity and inclusion at Southwestern Behavioral.*	40.7% (n=11)	18.5% (n=5)	25.9% (n=7)	7.4% (n=2)	7.4% (n=2)	27

*Negative statements: disagreement responses are considered positive

Meaningful Interactions with Others from a Different Background

Table E.3. Frequency of meaningful interactions with coworkers, clients, or community partners				
During the past 12 months at Southwestern Behavioral, how often have you interacted in a meaningful way with coworkers, clients, or community partners...	Never	1-2 times	3 or more times	N
a) ...whose religious beliefs are different than your own?	3.8% (n=1)	11.5% (n=3)	84.6% (n=22)	26
b) ...whose political beliefs are different from your own?	7.7% (n=2)	7.7% (n=2)	84.6% (n=22)	26
c) ...who are immigrants or from an immigrant family?	29.6% (n=8)	22.2% (n=6)	48.1% (n=13)	27
d) ...who are of a different nationality than your own?	--	26.9% (n=7)	73.1% (n=19)	26
e) ...who are of a different race or ethnicity than your own?	--	3.7% (n=1)	96.3% (n=26)	27
f) ...whose gender is different than your own?	3.7% (n=1)	3.7% (n=1)	92.6% (n=25)	27
g) ...who are from a different social class?	3.7% (n=1)	3.7% (n=1)	92.6% (n=25)	27
h) ...who have physical or other observable disabilities?	11.1% (n=3)	29.6% (n=8)	59.3% (n=16)	27
i) ...who have learning, psychological, or other disabilities that are not readily apparent?	3.8% (n=1)	11.5% (n=3)	84.6% (n=22)	26

Discrimination at Southwestern Behavioral

Table E.4. Felt discriminated against at Southwestern Behavioral				
	Yes	No	Prefer not to answer	N
In general, over the past 12 months, have you felt discriminated against at Southwestern Behavioral?	3.7% (n=1)	96.3% (n=26)	--	27

Table E.5. Types of Discrimination Experienced (Select all that apply)	
Discrimination related to:	N
Age	1
Social Class	1

Conditions in Respondent's Primary Work Unit

Table E.6. Rate your agreement with the following statements.						
Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) My ideas are seriously considered in my unit.	--	--	3.7% (n=1)	55.6% (n=15)	40.7% (n=11)	27
b) I have a voice in the decision-making that affects my work in my unit.	--	3.7% (n=1)	7.4% (n=2)	48.1% (n=13)	40.7% (n=11)	27
c) The workload is fairly and equitably distributed in my unit.	--	18.5% (n=5)	18.5% (n=5)	40.7% (n=11)	22.2% (n=6)	27
d) There are fair and equitable processes for determining compensation in my unit.	--	7.4% (n=2)	25.9% (n=7)	29.6% (n=8)	37.0% (n=10)	27
e) Support is provided fairly and equitably in my unit.	--	--	14.8% (n=4)	44.4% (n=12)	40.7% (n=11)	27
f) Rewards for work performance are fairly and equitably distributed in my unit.	--	7.4% (n=2)	33.3% (n=9)	25.9% (n=7)	33.3% (n=9)	27

F. Department of Addiction Services (N=21)

Employee Perception of Diversity, Equity, and Engagement

Table F.1. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) Southwestern Behavioral is committed to diversity, equity and inclusion.	--	--	--	71.4% (n=15)	28.6% (n=6)	21
b) Southwestern Behavioral provides an environment for the free and open expression of ideas, opinions and beliefs.	--	--	23.8% (n=5)	42.9% (n=9)	33.3% (n=7)	21
c) Southwestern Behavioral leadership values diversity and inclusion among its employees.	--	--	4.8% (n=1)	61.9% (n=13)	33.3% (n=7)	21
d) My Southwestern Behavioral supervisor handles diversity matters appropriately and has demonstrated commitment to and support of diversity.	--	--	9.5% (n=2)	52.4% (n=11)	38.1% (n=8)	21
e) People of all cultures and backgrounds are respected and valued at Southwestern Behavioral.	--	--	14.3% (n=3)	47.6% (n=10)	38.1% (n=8)	21
f) The culture of Southwestern Behavioral aligns with my identity, values and beliefs.	--	4.8% (n=1)	19.0% (n=4)	52.4% (n=11)	23.8% (n=5)	21
g) I am comfortable talking about my background and cultural experiences with my Southwestern Behavioral colleagues.	--	4.8% (n=1)	9.5% (n=2)	47.6% (n=10)	38.1% (n=8)	21
h) Southwestern Behavioral Management demonstrates a commitment to meeting the needs of employees with disabilities.	--	--	19.0% (n=4)	52.4% (n=11)	28.6% (n=6)	21
i) Racial, ethnic, and gender-based jokes are not tolerated at Southwestern Behavioral.	--	4.8% (n=1)	14.3% (n=3)	42.9% (n=9)	38.1% (n=8)	21
j) If I had a concern about harassment or discrimination at Southwestern Behavioral, I know where and how to report the concern.	--	--	9.5% (n=2)	38.1% (n=8)	52.4% (n=11)	21
k) I know where to locate Southwestern Behavioral's policies and procedures on discrimination.	--	--	4.8% (n=1)	38.1% (n=8)	57.1% (n=12)	21
l) I believe Southwestern Behavioral will take appropriate action in response to incidents of discrimination.	--	--	19.0% (n=4)	38.1% (n=8)	42.9% (n=9)	21
m) Southwestern Behavioral has done a good job providing training programs that promote diversity and inclusion.	--	--	9.5% (n=2)	42.9% (n=9)	42.9% (n=9)	20
n) Southwestern Behavioral has done a good job providing training programs that promote understanding of unconscious bias (unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness)	--	--	4.8% (n=1)	66.7% (n=14)	28.6% (n=6)	21

Table E.2. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) At Southwestern Behavioral, I can be successful as my true self.	--	--	19.0% (n=4)	42.9% (n=9)	38.1% (n=8)	21
b) I feel like I belong at Southwestern Behavioral.	--	4.8% (n=1)	9.5% (n=2)	52.4% (n=11)	33.3% (n=7)	21
c) As a Southwestern Behavioral employee, I feel I can voice a contrary opinion without fear of negative consequences.	--	14.3% (n=3)	14.3% (n=3)	42.9% (n=9)	28.6% (n=6)	21
d) I feel like I am isolated or unwelcome at Southwestern Behavioral.*	42.9% (n=9)	42.9% (n=9)	14.3% (n=3)	--	--	21
e) I have considered leaving Southwestern Behavioral because I felt isolated or unwelcome.*	47.6% (n=10)	33.3% (n=7)	9.5% (n=2)	9.5% (n=2)	--	21
f) Southwestern Behavioral enables me to balance my work and cultural practices/beliefs.	--	4.8% (n=1)	14.3% (n=3)	52.4% (n=11)	28.6% (n=6)	21
g) Employees of different backgrounds are encouraged to apply for higher positions at Southwestern Behavioral.	--	--	38.1% (n=8)	33.3% (n=7)	28.6% (n=6)	21
h) I feel like I may have been passed over for a promotion based on my unique characteristics (physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation) during my time at Southwestern Behavioral.*	42.9% (n=9)	33.3% (n=7)	23.8% (n=5)	--	--	21
i) My Southwestern Behavioral performance evaluations reflect my job performance and are not influenced by my unique personal characteristics (e.g., physical/mental difficulties, gender, race, ethnicity, age, religion, sexual orientation).	--	4.8% (n=1)	19.0% (n=4)	38.1% (n=8)	38.1% (n=8)	21
j) At Southwestern Behavioral, my pay is based on my professional achievements and is not influenced by my personal characteristics.	--	4.8% (n=1)	28.6% (n=6)	33.3% (n=7)	33.3% (n=7)	21
k) I feel valued as an individual at Southwestern Behavioral.	--	9.5% (n=2)	9.5% (n=2)	52.4% (n=11)	28.6% (n=6)	21
l) I am treated with respect at Southwestern Behavioral.	--	--	19.0% (n=4)	47.6% (n=10)	33.3% (n=7)	21
m) I feel others do not value my opinions at Southwestern Behavioral.*	42.9% (n=9)	14.3% (n=3)	23.8% (n=5)	14.3% (n=3)	4.8% (n=1)	21
n) There is too much emphasis put on issues of diversity, equity and inclusion at Southwestern Behavioral.*	23.8% (n=5)	33.3% (n=7)	33.3% (n=7)	4.8% (n=1)	4.8% (n=1)	21

*Negative statements: disagreement responses are considered positive

Meaningful Interactions with Others from a Different Background

Table F.3. Frequency of meaningful interactions with coworkers, clients, or community partners

During the past 12 months at Southwestern Behavioral, how often have you interacted in a meaningful way with coworkers, clients, or community partners...	Never	1-2 times	3 or more times	N
a) ...whose religious beliefs are different than your own?	10.0% (n=2)	5.0% (n=1)	85.0% (n=17)	20
b) ...whose political beliefs are different from your own?	10.5% (n=2)	15.0% (n=3)	70.0% (n=14)	19
c) ...who are immigrants or from an immigrant family?	36.8% (n=7)	42.1% (n=8)	21.1% (n=4)	19
d) ...who are of a different nationality than your own?	26.3% (n=5)	15.8% (n=3)	57.9% (n=11)	19
e) ...who are of a different race or ethnicity than your own?	5.0% (n=1)	--	95.0% (n=19)	20
f) ...whose gender is different than your own?	5.0% (n=1)	5.0% (n=1)	90.0% (n=18)	20
g) ...who are from a different social class?	--	5.3% (n=1)	94.7% (n=18)	19
h) ...who have physical or other observable disabilities?	10.0% (n=2)	15.0% (n=3)	75.0% (n=15)	20
i) ...who have learning, psychological, or other disabilities that are not readily apparent?	10.5% (n=2)	10.5% (n=2)	78.9% (n=15)	19

Discrimination at Southwestern Behavioral

Table F.4. Felt discriminated against at Southwestern Behavioral

	Yes	No	Prefer not to answer	N
In general, over the past 12 months, have you felt discriminated against at Southwestern Behavioral?	--	95.2% (n=20)	4.8% (n=1)	21

Conditions in Respondent's Primary Work Unit

Table F.5. Rate your agreement with the following statements.

Statement	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	N
a) My ideas are seriously considered in my unit.	--	4.8% (n=1)	28.6% (n=6)	28.6% (n=6)	38.1% (n=8)	21
b) I have a voice in the decision-making that affects my work in my unit.	--	14.3% (n=3)	19.0% (n=4)	33.3% (n=7)	33.3% (n=7)	21
c) The workload is fairly and equitably distributed in my unit.	9.5% (n=2)	4.8% (n=1)	19.0% (n=4)	38.1% (n=8)	28.6% (n=6)	21
d) There are fair and equitable processes for determining compensation in my unit.	5.0% (n=1)	5.0% (n=1)	25.0% (n=5)	30.0% (n=6)	35.0% (n=7)	20
e) Support is provided fairly and equitably in my unit.	--	9.5% (n=2)	23.8% (n=5)	23.8% (n=5)	42.9% (n=9)	21
f) Rewards for work performance are fairly and equitably distributed in my unit.	5.0% (n=1)	10.0% (n=2)	30.0% (n=6)	20.0% (n=4)	35.0% (n=7)	20