# Technical Report

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# Introduction

This is the technical report that accompanies the Annual City of Seattle Workforce Equity Update Report. This report has more detailed information and data analysis than the Update Report. Not all strategies require more detail. For this reason, not every strategy in the Update Report is found here in the Technical Report. Please use this as reference for greater detail while reading the Update Report.

# Measuring Workforce Equity: conceptual framework & results

**Introduction**

The first Workforce Equity Accountability Report (July 2018) introduced a framework for how the City of Seattle will measure progress on its definition of workforce equity (see definition below). The data identified for this measurement include employee demographic data from the City's Human Resources Information System and employee survey responses. This report summarizes the methodology and updates metrics as of December 2020, including showing change across the past three years. However, these metrics track the outcomes of the City's commitment to make broad cultural shifts, and change will ultimately be slow.

Results shown here are only for the first half of the definition of workforce equity, namely the representation of Black, Indigenous, people of color (BIPOC) and other women at all levels of City employment. Data analysis related to the second half of the definition (outcomes for attraction, selection, retention and participation) are currently underway.

Results for workforce representation below are presented by supervisory authority and hourly wages. In both cases, the City's workforce is divided into four levels (quartiles) and representation by race and gender is assessed within each level, and in the workforce overall, to determine where disparities exist. The first section examines representation by race, the second examines representation by gender, and the third examines representation by race/gender groups. In assessments of race, BIPOC populations are presented both collectively and by seven-category race breakdown.[1]

It is important to note that the City's definition of Workforce Equity and the metrics created to support it are intentionally aspirational. A previous report commissioned by the City has examined workforce demographic representation for occupations as compared to estimates of locally available labor pools (see DCI Consulting Group, Inc. (2015), *City of Seattle Workforce*

*Pay Equity and Utilization Report*). This report found that the City generally met the legal standard of non-discrimination. By contrast, the analysis herein reflects the City's ambition to go beyond this threshold and commit itself to a diverse and highly inclusive workforce where, as described in the Strategic Plan, "underrepresented groups would be equally included at each level of employment from the lowest to the highest paid and least to most tenured employees." In doing so, the City aspires to

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[1] The seven-category race breakdown is the level at which the City asks employees to report race. It is also the level at which the U.S. Census Bureau typically provides population estimates, with some distinctions.

have "a workforce that better reflects and serves residents while contributing to the deconstruction of societal barriers to opportunity."[2]

The figures below show the demographics of the City of Seattle workforce compared to those of both Seattle and King County. However, the analysis focuses on the county population because this accounts for the realities of gentrification and displacement in the city, particularly for BIPOC. King County surrounds Seattle and allows for the inclusion of workers who commute into the city daily. These and many others do not live within Seattle city limits but are served by city services and are part of the population we wish to reflect. King County is also more likely to be stable population for future comparison than Seattle where affordability has driven rapid change and displacement.

## Conceptual Framework

The July 2016 Workforce Equity Strategic Plan defined workforce equity as follows:

> *Workforce equity is when the workforce is inclusive of people of color and other marginalized or underrepresented groups at a rate representative of the greater Seattle area at all levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation and retention have been eliminated, enabling opportunity for employment success and career growth.*

For purposes of measurement, this definition of workforce equity can be viewed as two parts. The first part of the definition (before the semi-colon) envisions representation of people of color (also referred to herein as BIPOC, or Black, Indigenous and People of Color) and other marginalized or underrepresented groups that is at least equal to representation in the general population *at all levels* of City employment. This is a primary goal.

The second part of the definition (after the semi-colon) describes specific areas of the employee experience where inequities may be found and where barriers should be eliminated: attraction, selection, participation, and retention. We have referred to these below as the four "pillars" of the employment cycle because they represent the fundamental components of an employee's experience with an employer. In general, these are secondary goals in that achieving equity in these areas is a means of realizing representation at all levels of City employment. The exception to this is participation, which will go beyond headcounts by qualitatively measuring the workplace's culture of inclusion. This, too, is a primary goal.

*Figure 1. Conceptual Diagram of Workforce Equity Metrics*

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[2] Workforce Equity Strategic Plan, 2016.

# Measuring Workforce Equity
## Conceptual Framework

Primary Goals

Representation at All
Levels of the Workforce
("Levels Analysis")

Equal Inclusion
Ratings

Secondary Goals ("Pillars")

Equal Attraction
Rates at All Levels

Equal Selection
Rates at All
Levels

Equal Retention
Rates at All
Levels

Mobility

Equal Participation
Rates at All Levels

Inclusion
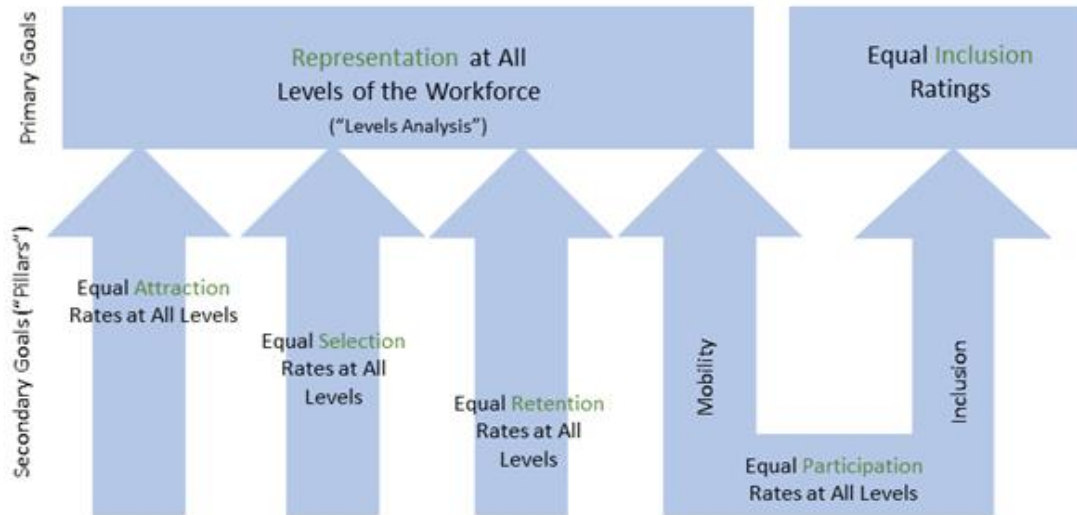
Below is further explanation of the Levels and Pillars analyses. Each metric is introduced separately and concludes with a note regarding its status, which addresses any current technical limitations to producing results for the metric.

*Levels Analysis: Representation at All Levels of the City of Seattle Workforce (Primary Goal)*

This report again presents updated results for this analysis, which are produced at two levels through which the City's hierarchy can be viewed: supervisory authority and hourly wages. In both cases, the City's workforce is divided into four sections (quartiles), and representation relative to the general population is assessed within each level by race and gender, as well as in the workforce overall, to determine where imbalances exist. This is referred to herein as the "Levels Analysis."

Status of Metric: Updated results are shown herein as of December 2020, including a four-year trend in places, reflecting the period over which the City has tracked these metrics. Summary results are presented below under Results: Summary of Key Findings, with detailed tables following. Note that data for the general population will always lag employee data by one year due to the schedule by

which American Community Survey (ACS) population estimates are released by the Census Bureau. This should not be viewed as a significant weakness of this analysis, as population shares by race and gender will likely change only marginally, if at all, from year to year.

*Pillars Analysis: Assessing Outcomes by Race and Gender Across the Four Pillars of the Employment Cycle (Attraction, Selection, Participation, and Retention)*

The four pillars of the employment cycle outlined in the workforce equity definition are attraction, selection, participation, and retention. In combination, these are the broad factors that contribute to representation in the workforce. Thus, by assessing the equity of outcomes in these four areas, attention may be drawn to where improvement is most needed and will most contribute to improvement of representation at all levels of City employment. This is referred to as the "Pillars" analysis.

Further, each of the pillars can be assessed for the City as a whole, as well as at a given level of the workforce, using the definition of "levels" outlined above (with a few exceptions, as noted in following paragraphs). For example, results could find a high turnover rate (retention) or a low application rate (attraction) for women of color at the highest level of supervisory authority. Such findings would allow for specific, tailored action.

Participation is considered exceptional among the four pillars since it is not only a means to achieving equitable representation but is also a necessary end in itself. As explained below, participation involves the inclusion of every employee in the workplace in a state where they experience belonging and are valued for the uniqueness they bring. This is critical for the employee's enjoyment of their work, as well as for their productivity and the overall effectiveness of the organization.

*Pillar 1: Attraction*

Attraction refers to job applications submitted to the City. To assess equity within application rates, the representation of BIPOC and women within applicant pools will be compared to representation in the general population to answer the question, "Do applicant pools reflect the general population?"

Status of Metric: Full production of these metrics has not yet been completed. Last year's report noted several data deficiencies that have slowed progress on this analysis. Specifically, these were 1) difficulty identifying applicants that meet minimum qualifications across all applicant pools, and 2) difficulty matching hired employees to the relevant applicant pool. These issues have not yet been resolved due to employee time and resources being diverted for COVID-19 response. SDHR hopes to make progress on this analysis in 2021, but scarce time and resources remain an issue.

*Pillar 2: Selection*

Selection refers to job applicants selected (hired) for City jobs. To assess equity within selection rates, the representation of BIPOC and women within selected applicants will be compared to representation in the respective hiring pools to answer the question, "Do new hires reflect applicant pools?" (However, this is an aggregate analysis and must use groupings of many job openings to compare representation within hires to representation within applicants. Thus, certain demographic groupings, such as individual race categories, may not have enough sample size at a given level of the workforce to support this analysis.)

Status of Metric: Full production of these metrics has not yet been completed. Last year's report noted that the same data deficiencies that have slowed progress on Pillar 1 above are also problems for Pillar 2. As also noted above, resources for this analysis have been diverted to COVID-19 response and while SDHR hopes to make progress on this analysis in 2021, resources will remain scarce.

*Pillar 3: Retention*

Retention refers to turnover (or its opposite) from employees leaving the City or their department. To assess equity within turnover, the representation of BIPOC and women within departing employees will be compared to representation in the workforce to answer the question, "Do women and BIPOC leave City departments at higher rates?"

Status of Metric: Full production of turnover rates by demographic categories has been included in results reporting for the Citywide Exit Survey (which launched in January 2019) in order to add context to survey responses. An analysis of turnover rates Citywide, for inclusion in this report, was planned for 2020. This analysis would add the lens of wage and supervisory levels in order to assess the impact of turnover on representation within these levels. However, the diversion of City resources to COVID-19 response has resulted in no additional work on this Pillar.

*Pillar 4: Participation*

Participation is a topic with several components. It includes the career opportunities available to an employee during their tenure, such as promotions and skills training. And it also involves the more qualitative component of "inclusion," which refers to the treatment of an employee by coworkers and the institution in a way that is collaborative and fosters a sense of belonging while also allowing the employee to bring their authentic self to work (i.e., not requiring the employee to assimilate or drastically alter themselves to be accepted). Assessment of these concepts is challenging, but will be done as follows:

Mobility/Promotions

To assess equity within promotions, the representation of BIPOC and women within employees receiving promotion will be compared to representation in the workforce to answer the question, "Is the rate of advancement among employees equal across race and gender groupings?"

Status of Metric: Full production of these metrics has not yet been completed. A major challenge is how to define "promotion" in a way that is visible using existing HRIS data. In last year's version of this report, two possible criteria were proposed, either of which could qualify as a promotion: 1) a title change (employees who change to a job title with a higher median pay based on current employees in the two positions) or 2) a raise (employees who have a wage increase above AWI or a union-wide increase). However, investigation of the data found many challenges with clearly identifying employees meeting these criteria and more work is needed to determine if the current criteria will yield consistent and defensible results. This work has been delayed due to resourcing and will hopefully begin in 2021.

Inclusion

To assess inclusion, the City plans to include a battery of 12 questions in a forthcoming engagement survey (the launch of such a survey, planned for 2020, has been postponed by the COVID-19 pandemic, as discussed elsewhere in this report). Once collected, responses will be analyzed by race and gender to answer the question "Are certain groups more likely to experience inclusion in the workplace?" Last year's version of this report discussed in detail the methodology for creating the battery of questions for this purpose. The conclusion is that these will now be a selection of questions proposed by Awaken, a California based workplace consultancy, which devised a survey for assessing inclusion in the workplace and has made it publicly available upon request. That survey contains over 30 questions, but not all are applicable or appropriate in the context of an engagement survey, so a sample of the most relevant have been chosen, with some being modified slightly to better fit a Citywide context.

Status of Metric: Full production of these metrics cannot be completed until the citywide engagement survey has been conducted. See the section of the summary report on the engagement survey for details on this project.

## Results: Summary of Key Findings

*Below are key findings from the Levels Analysis*

As of December 2020, the City of Seattle workforce remains representative of BIPOC populations collectively (42.0% of the City's workforce vs 40.4% of the county population). However, BIPOC are

underrepresented at the top levels of City employment compared to the county population. Among the top 25% (fourth quartile) of supervisors (n=516), BIPOC compose 35.1% of employees. By pay, BIPOC make up 32.2% of the top 25% of wage earners (n=3,041). The figure below presents these results for the past four years, since the City began tracking these metrics. Over this period, representation of BIPOC in the overall City workforce has increased from 39.4% to 42.0%. It has also increased within the top 25% of supervisors (from 33.5% to 35.1%) and within the top 25% of wage earners (from 30.8% to 32.2%). Growth of representation in these top levels of City employment was especially strong in 2020, outpacing the increase in BIPOC representation in both the overall City workforce and the county population.

*Figure 2: Representation at Top Levels of City Employment by Binary Race[3]*

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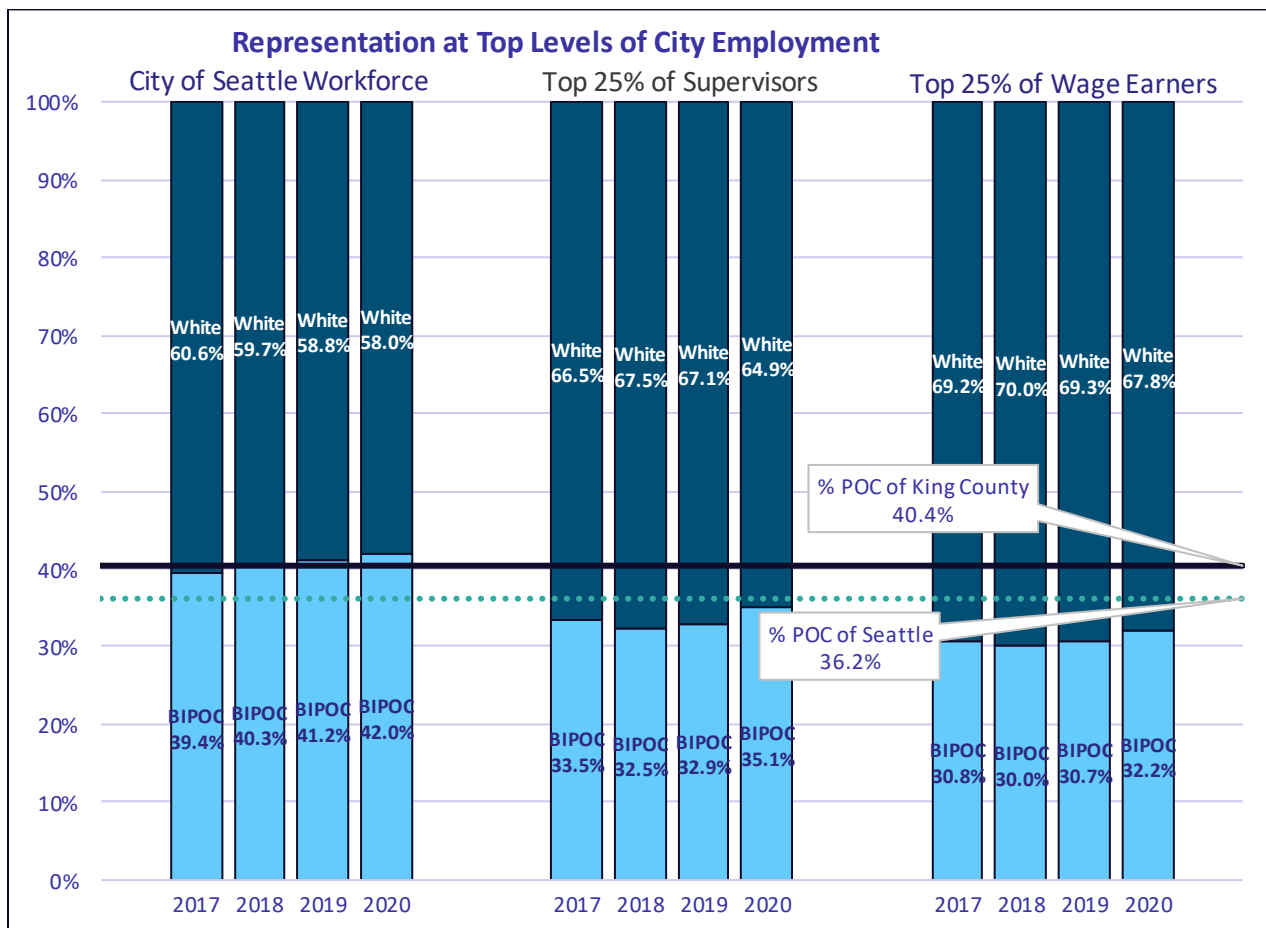
[3] City of Seattle workforce data represent both regular and temporary employees as of year-end. 2019 data were pulled December 28, 2019 from the City's Human Resources Information System. "General population" figures for Seattle and King County are from the 2018 American Community Survey (ACS) five-year sample. Detailed data source information is on page 22.

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By race categories, Latinx employees remain the most underrepresented group across the entire City workforce (5.8% of the City's workforce vs 9.7% of the county population). In fact, this under-representation of Latinx is widespread and is found at all four levels of supervisors and wage earners. Asians and those reporting multiple races are also underrepresented within the overall workforce, as well as at the top levels of the workforce, compared to the county population. Latinx representation in the overall City Workforce increased slightly in 2020 (from 5.6% to 5.8%), but more substantially within the top 25% of supervisors (from 4.6% to 5.8%) and the top 25% of wage earners (4.4% to 4.7%).

*Figure 3: Representation at Top Levels of City Employment: BIPOC by Race Groups, December 2020[4]*

**Representation at Top Levels of City Employment (Dec. 2020), BIPOC by Race Group**
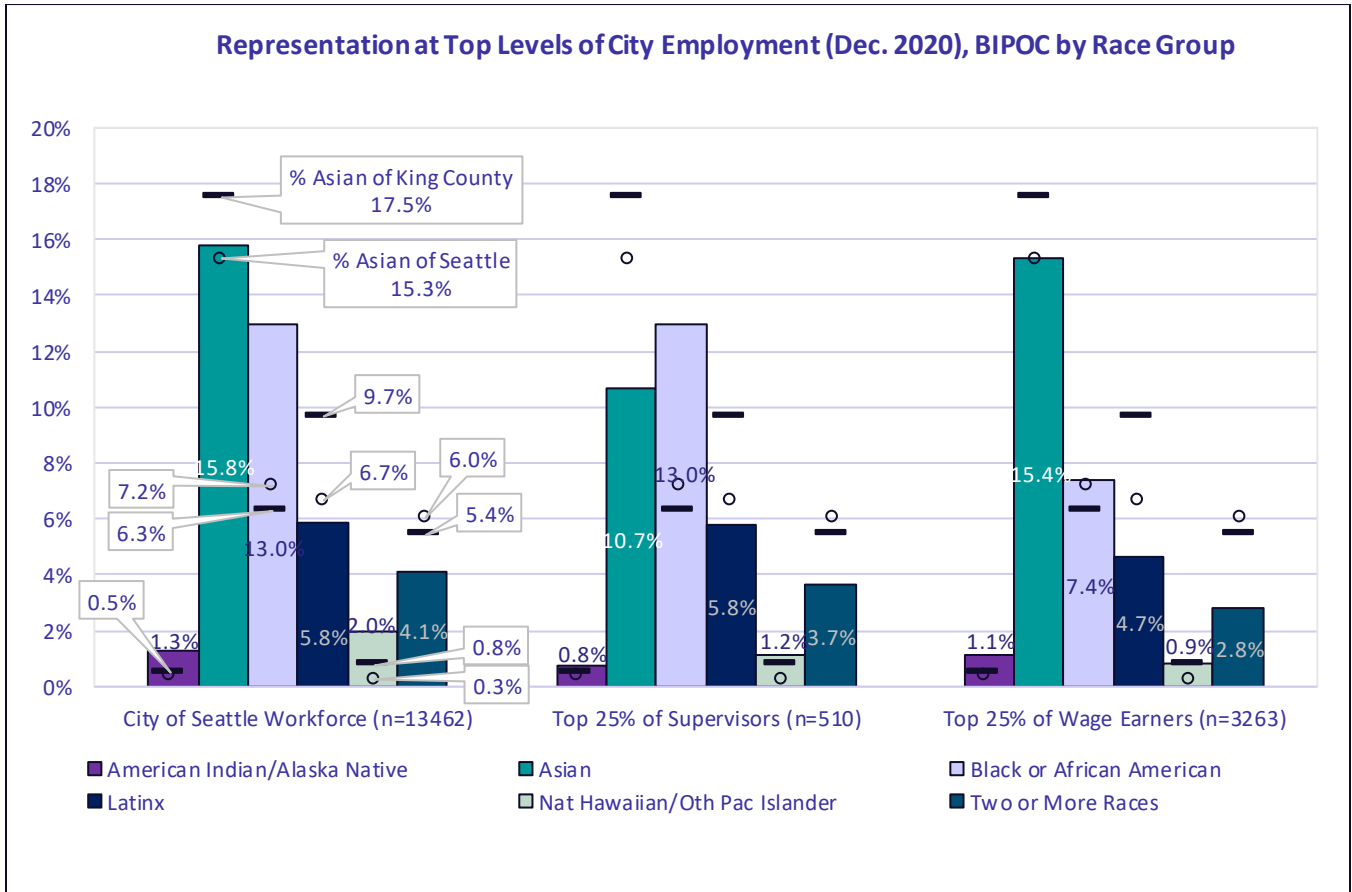


*Figure 4: Representation at Top Levels of City Employment: Latinx, December 2020[5]*

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[4] City of Seattle workforce data were pulled December 31, 2020 from the City's Human Resources Information System. "General population" figures for Seattle and King County are from the 2019 American Community Survey (ACS) five-year sample. Detailed data source information is on page 23.

[5] Ibid.

**Representation at Top Levels of City Employment: Latinx**

City of Seattle Workforce          Top 25% of Supervisors          Top 25% of Wage Earners

% Latinx of King County
9.7%

% Latinx of Seattle
6.7%

City of Seattle Workforce:
2017: 5.3%
2018: 5.4%
2019: 5.6%
2020: 5.8%

Top 25% of Supervisors:
2017: 3.7%
2018: 3.4%
2019: 4.6%
2020: 5.8%

Top 25% of Wage Earners:
2017: 4.1%
2018: 4.2%
2019: 4.4%
2020: 4.7%
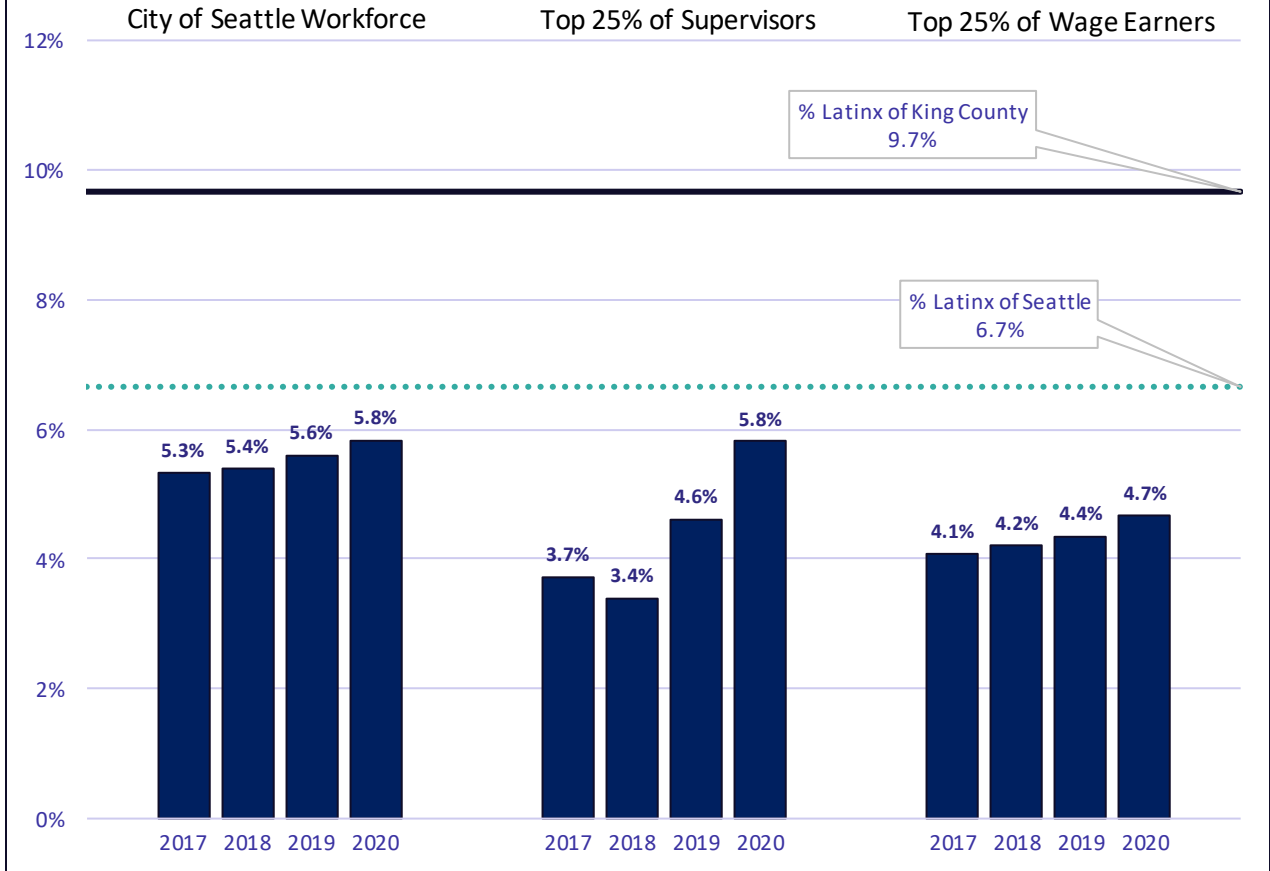
By gender, just 38.8% of City employees are female as compared to 49.9% of the county population. This imbalance is driven by the five largest departments (in order of size: Police, City Light, Seattle Public Utilities, Parks, and Fire) whose collective workforce is just 30.7% female. Given this overall imbalance, it is not surprising that women are underrepresented at most levels of the workforce relative to the general population. Women are underrepresented in all supervisory levels, and in all but the bottom quartile of wage earners. In the top 25% of wage earners, they make up 31.4% of employees. The figure below presents these results for the past four years, since the City began tracking these metrics. Over this period, representation by women in the City workforce has been level, around the current 38.8%. Among the top 25% of supervisors, representation over this period has increased slightly from 34.1% to 35.8%. However, within the top 25% of wage earners, female representation has declined from 33.8% in 2017 to 31.4% in 2020. Among these top levels of supervisors and wage earners, representation increased during 2020.

*Figure 5: Representation at Top Levels of City Employment by Gender[6]*

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[6] City of Seattle workforce data include regular and temporary employees. 2019 data were from December 28, 2019 from the City's Human Resources Information System. "General population" figures for Seattle and King County are from the 2018 American Community Survey (ACS) five-year sample. Detailed data source information is on page 23.

## Representation at Top Levels of City Employment

| | City of Seattle Workforce | Top 25% of Supervisors | Top 25% of Wage Earners |
|---|---|---|---|

**City of Seattle Workforce**

| Year | Male | Female |
|---|---|---|
| 2017 | 61.2% | 38.8% |
| 2018 | 60.8% | 39.2% |
| 2019 | 61.2% | 38.8% |
| 2020 | 61.2% | 38.8% |

**Top 25% of Supervisors**

| Year | Male | Female |
|---|---|---|
| 2017 | 65.9% | 34.1% |
| 2018 | 64.7% | 35.3% |
| 2019 | 65.5% | 34.5% |
| 2020 | 64.2% | 35.8% |

**Top 25% of Wage Earners**

| Year | Male | Female |
|---|---|---|
| 2017 | 66.2% | 33.8% |
| 2018 | 68.6% | 31.4% |
| 2019 | 69.7% | 30.3% |
| 2020 | 68.6% | 31.4% |

% Female of Seattle (49.6%) and King County (49.9%)
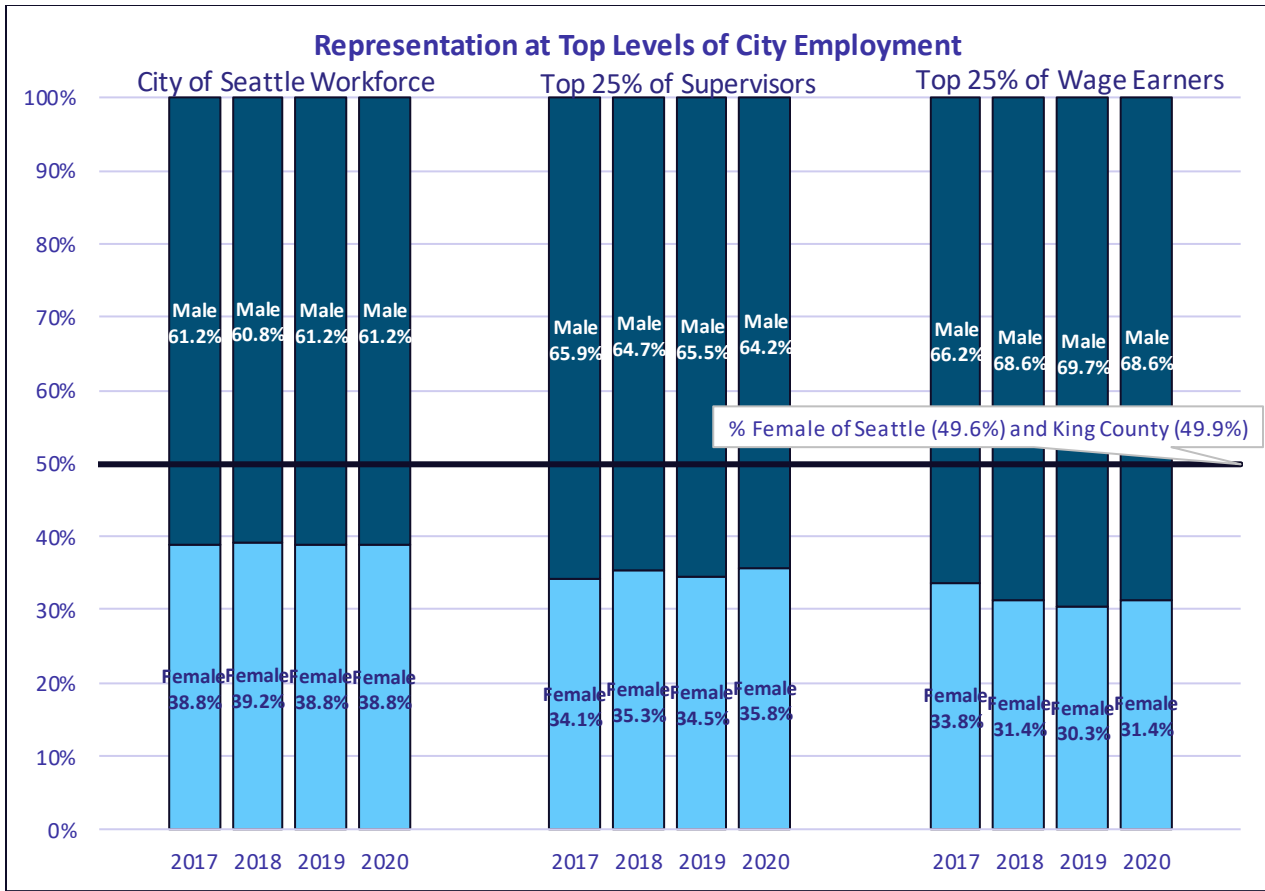
When examining the intersection of race and gender, both women of color and White women are underrepresented in the overall City workforce, as the overall gender imbalance suggests. Women of color are most underrepresented at the top levels of City employment. This group makes up 20.3% of the county population but just 14.2% of the top level of supervisors and just 10.7% of the top level of wage earners in 2020. However, representation of women of color has been increasing steadily in the overall City workforce, as well as in the top 25% of supervisors and wage earners since 2017 when the City began tracking these metrics, with particular progress made from 2019 to 2020. Since 2017, the share of women of color in the overall City workforce has increased from 16.9% to 18.2%, in the top 25% of supervisors from 11.0% to 14.2%, and in the top 25% of wage earners from 10.2% to 10.7%.

**Representation at Top Levels of City Employment (Dec. 2020), By Race and Gender**

City of Seattle Workforce (n=13462)
- BIPOC/Female: 18.2%
- BIPOC/Male: 23.8%
- White/Female: 20.8%
- White/Male: 37.2%
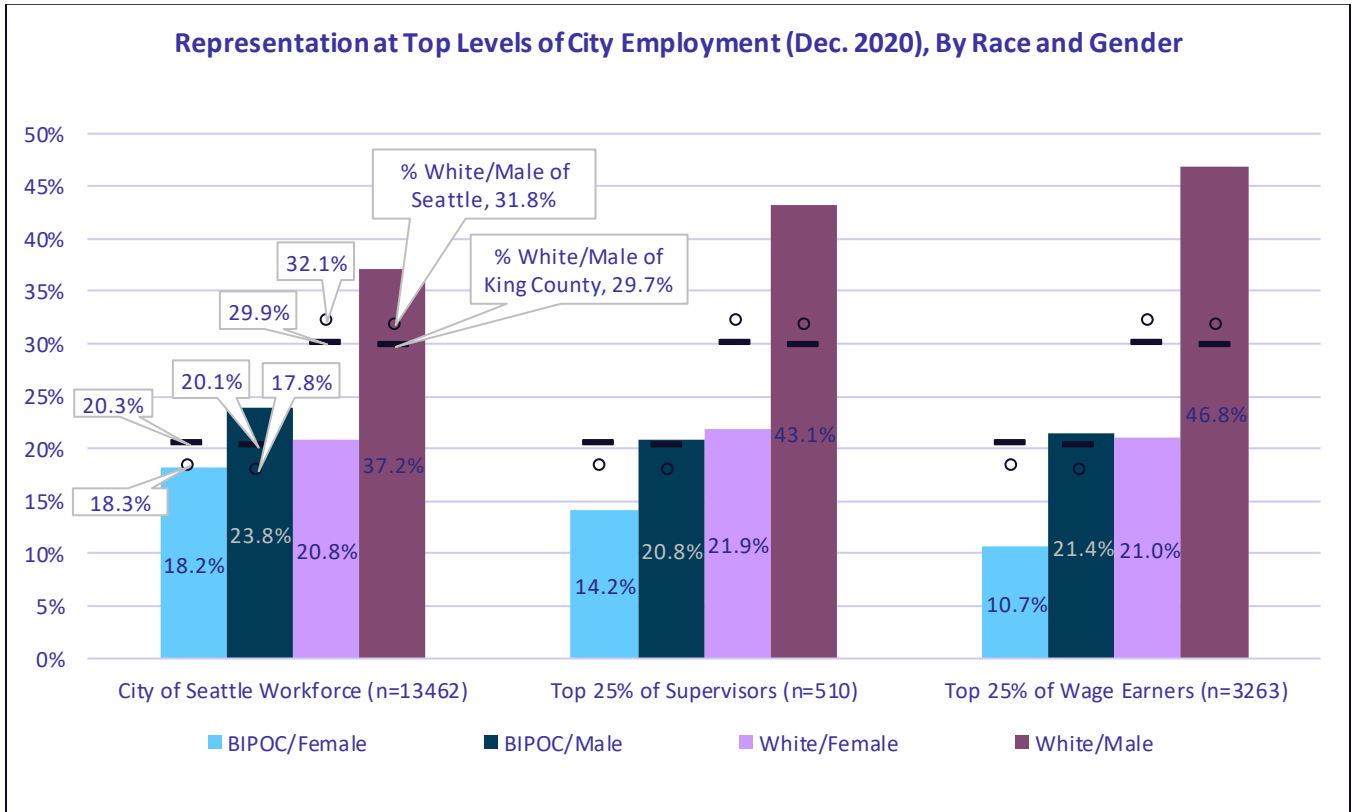
Top 25% of Supervisors (n=510)
- BIPOC/Female: 14.2%
- BIPOC/Male: 20.8%
- White/Female: 21.9%
- White/Male: 43.1%

Top 25% of Wage Earners (n=3263)
- BIPOC/Female: 10.7%
- BIPOC/Male: 21.4%
- White/Female: 21.0%
- White/Male: 46.8%

% White/Male of Seattle, 31.8%
% White/Male of King County, 29.7%

20.3%, 18.3%, 20.1%, 29.9%, 32.1%, 17.8%

Legend: ■ BIPOC/Female ■ BIPOC/Male ■ White/Female ■ White/Male

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*Figure 7: Representation at Top Levels of City Employment: BIPOC/Female, December 2020[8]*

**Representation at Top Levels of City Employment: BIPOC/Female**

City of Seattle Workforce | Top 25% of Supervisors | Top 25% of Wage Earners

% BIPOC/Female of King County 20.3%

% BIPOC/Female of Seattle 18.3%

City of Seattle Workforce:
- 2017: 16.9%
- 2018: 17.5%
- 2019: 17.7%
- 2020: 18.2%

Top 25% of Supervisors:
- 2017: 11.0%
- 2018: 10.8%
- 2019: 11.4%
- 2020: 14.2%

Top 25% of Wage Earners:
- 2017: 10.2%
- 2018: 9.4%
- 2019: 9.7%
- 2020: 10.7%
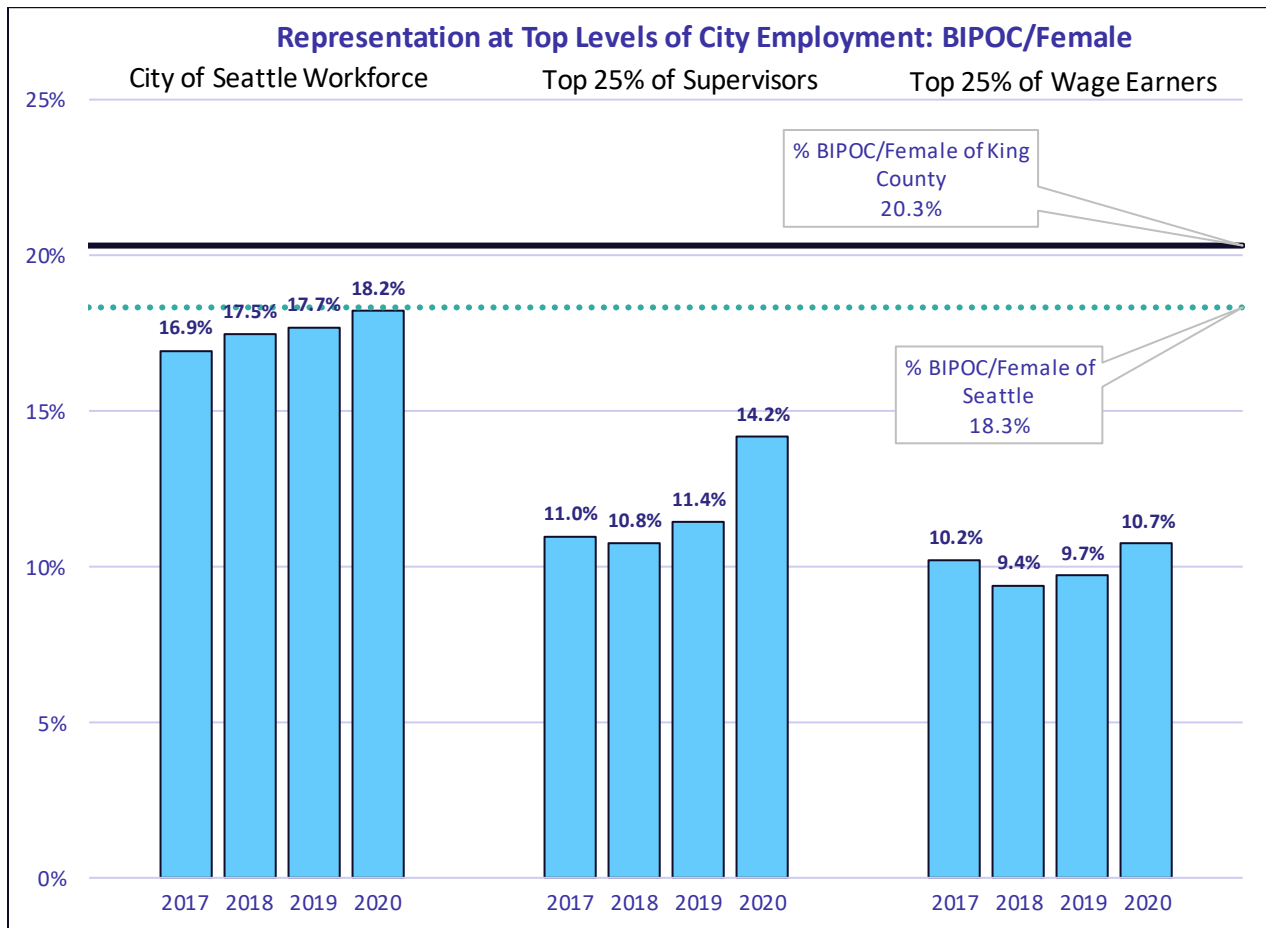
[8] Ibid.

## Results: Complete 2020 Workforce Equity Metrics

Below are detailed findings from results of the Levels Analysis for 2020.

*Key Assumptions*

A. There are limitations to how inclusive this data analysis can be due to both how the City and the U.S. Census Bureau collect data. The Seattle Department of Human Resources recognizes that there are opportunities to advance workforce equity in how we collect and report on employee demographic data and will continue to develop more inclusive practices whenever possible.

B. For 2020, City of Seattle workforce data are a snapshot of employees at December 31, 2020.

C. "General population" figures for Seattle and King County are from the 2019 American Community Survey (ACS) five-year sample. However, the gender percentage splits (% male vs % female) of each race group are based on the 2010 ACS 5-year sample (the decennial census) as more recent data on these splits are unavailable.

D. City workforce numbers include temporaries (10.5% of 12,935 total employees).

E. City employees not reporting race (2.6% of total) have been removed from analyses involving race.

F. City employee records not containing supervisor data (2.7% of total) have been removed in the creation of supervisor levels.

G. The U.S. Census Bureau considers "Hispanic or Latino" as an ethnicity, not a race. Thus, to match City data (which contain "Hispanic or Latino", herein referred to as "Latinx", as a race), Hispanic or Latino has been re-coded as a race in Census data using all respondents who selected Hispanic or Latino ethnicity, regardless of race selection.

H. Figures for 'Percent difference between the % City Workforce and the % General Population' use a two-proportions z-test of statistical significance. All figures are statistically significant at the 90% confidence level unless otherwise noted.

## *By Race*

## Race: Overall Representation

In total, the City of Seattle's workforce shows only slight differences in representation for BIPOC collectively and White employees compared to King County's population. BIPOC make up 40.4% of the county population and 42.0% of City employees (4.1% greater representation), while Whites are 59.6% of the county population and 58.0% of City employees (2.8% lower representation).

Results for overall representation using more specific race categories show that Latinx and those reporting multiple races are underrepresented in the City's workforce. For example, Latinx employees make up 9.7% of the county population but just 5.8% of the City workforce (39.7% lower representation).

*Figure 8: Overall Representation by Race (BIPOC/White)*

### Overall Representation by Race (BIPOC/White), December 2020

| Race Group | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC[#] |
|---|---|---|---|---|
| BIPOC | 36.2% | 40.4% | 42.0% | +4.1% |
| White | 63.8% | 59.6% | 58.0% | -2.8% |

Total employees = 12,601

Percent difference between the % City of Seattle workforce and the % county population. For example, "The share of POC in the City workforce is 4.1% greater than the share of POC in the county population." A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

## Overall Representation by Race (Seven Race Categories), December 2020

| Race Group | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC# |
|---|---|---|---|---|
| American Indian/Alaska Native | 0.4% | 0.5% | 1.3% | +159.0% |
| Asian | 15.3% | 17.5% | 15.8% | -9.7% |
| Black or African American | 7.2% | 6.3% | 13.0% | +106.2% |
| Latinx | 6.7% | 9.7% | 5.8% | -39.7% |
| Nat Hawaiian/Other Pac Islander | 0.3% | 0.8% | 2.0% | +164.4% |
| Two or More Races | 6.0% | 5.4% | 4.1% | -23.6% |
| White | 63.8% | 59.6% | 58.0% | -2.8% |
| Total employees = 12,601  #Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions). | | | | |

The table below shows the basic race composition of the largest City departments. The five largest departments, which collectively account for 58.2% of the City's workforce, are collectively representative of people of color (39.9% of total). However, individually, these departments range from 26.3% people of color in the Fire Department to 53.8% people of color in the Parks Department.

*Figure 10: Large City Departments by Race (BIPOC/White)*

| Large City Departments by Race (BIPOC/White), December 2020 | | | |
|---|---|---|---|
| **Departments (by size)** | **% City workforce** | **% BIPOC** | **% White** |
| Police | 14.3% | 31.6% | 68.4% |
| City Light | 13.0% | 41.0% | 59.0% |
| Parks | 10.6% | 53.8% | 46.2% |
| SPU | 11.0% | 47.6% | 52.4% |
| Fire | 9.3% | 26.3% | 73.7% |
| All Other | 41.8% | 45.0% | 55.0% |
| **TOTAL** | 100.0% | 42.0% | 58.0% |
| Total employees = 12,601 | | | |

## Race: Across Supervisor Levels

In the figure below, employees who are supervisors have been split roughly evenly into four levels (quartiles) based on the number of employees they supervise,[9] relative to the size of their department. For example, a small department that has only four employees who are supervisors would place one supervisor in each of the four levels; a department with eight supervisors would place two in each level, etc. Thus, all department directors are found in the top level (fourth quartile) because, by nature, they supervise the most employees in their department. Results show that people of color, collectively, are somewhat underrepresented in the top and secondary levels of supervisors at the City relative to the county population. People of color, who make up 40.4% of the county population, represent 35.1%

[9] "Employees supervised" is the sum of all employees below an individual on the department's org chart. For example, if the department's org chart has a director and five supervisors, who each have five people reporting to them, then the director has 30 people counted toward their supervisory status and the supervisors each have five.

of the top level (13.2% lower representation) and 32.0% of the third quartile of supervisors (20.8% lower representation).[10]

*Figure 11: Supervisor Levels by Race (BIPOC/White)*

## Supervisor Levels by Race (BIPOC/White), December 2020

| Race Group | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC# |
|---|---|---|---|---|
| Fourth quartile of supervisors: 76-100% (obs. = 516 supervisors) | | | | |
| BIPOC | 36.2% | 40.4% | 35.1% | -13.2% |
| White | 63.8% | 59.6% | 64.9% | +8.9% |
| Third quartile of supervisors: 51-75% (obs. = 600 supervisors) | | | | |
| BIPOC | 36.2% | 40.4% | 32.0% | -20.8% |
| White | 63.8% | 59.6% | 68.0% | +14.1% |
| Second quartile of supervisors: 26-50% (obs. = 483 supervisors) | | | | |
| BIPOC | 36.2% | 40.4% | 37.3% | -- |
| White | 63.8% | 59.6% | 62.7% | -- |
| First quartile of supervisors: 0-25% (obs. = 453 supervisors) | | | | |
| BIPOC | 36.2% | 40.4% | 34.0% | -15.8% |
| White | 63.8% | 59.6% | 66.0% | +10.7% |
| Non-supervisors (obs. = 10,549 employees) | | | | |
| BIPOC | 36.2% | 40.4% | 43.5% | +7.7% |
| White | 63.8% | 59.6% | 56.5% | -5.2% |

#Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

Using more specific race categories, results show that Latinx are underrepresented at each supervisor level at the City relative to the county's population. In the top quartile, for example, Latinx represent 5.8% of supervisors compared to 9.7% of the county population (39.9% lower representation). Asians and those reporting multiples races are also underrepresented at top levels of supervisors, though to less extent than Latinx.

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[10] To put these differences in perspective, in a category like the top level, with 516 supervisors, it would require a "swing" of 27 from White to POC to exactly match representation in the county population. In the third quartile, with 600 supervisors, the required "swing" would be 50.

*Figure 12: Supervisor Levels by Race (Seven Race Categories)*

## Supervisor Levels by Race (Seven Race Categories), December 2020

| Race Group | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC # |
|---|---|---|---|---|
| **Fourth quartile of supervisors: 76-100%  (obs. = 516 supervisors)** | | | | |
| American Indian/Alaska Native | 0.4% | 0.5% | 0.8% | -- |
| Asian | 15.3% | 17.5% | 10.7% | -39.1% |
| Black or African American | 7.2% | 6.3% | 13.0% | +106.7% |
| Latinx | 6.7% | 9.7% | 5.8% | -39.9% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 1.2% | -- |
| Two or More Races | 6.0% | 5.4% | 3.7% | -32.1% |
| White | 63.8% | 59.6% | 64.9% | +8.9% |
| **Third quartile of supervisors: 51-75%  (obs. = 600 supervisors)** | | | | |
| American Indian/Alaska Native | 0.4% | 0.5% | 1.0% | +100.2% |
| Asian | 15.3% | 17.5% | 12.7% | -27.6% |
| Black or African American | 7.2% | 6.3% | 9.3% | +48.6% |
| Latinx | 6.7% | 9.7% | 4.5% | -53.5% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 1.0% | -- |
| Two or More Races | 6.0% | 5.4% | 3.5% | -35.4% |
| White | 63.8% | 59.6% | 68.0% | +14.1% |
| **Second quartile of supervisors: 26-50%  (obs. = 483 supervisors)** | | | | |
| American Indian/Alaska Native | 0.4% | 0.5% | 1.4% | +190.2% |
| Asian | 15.3% | 17.5% | 16.4% | -- |
| Black or African American | 7.2% | 6.3% | 11.2% | +78.0% |
| Latinx | 6.7% | 9.7% | 3.9% | -59.3% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 1.0% | -- |
| Two or More Races | 6.0% | 5.4% | 3.3% | -38.9% |
| White | 63.8% | 59.6% | 62.7% | -- |
| **First quartile of supervisors: 0-25%  (obs. = 453 supervisors)** | | | | |

| | | | |
|---|---|---|---|
| American Indian/Alaska Native | 0.4% | 0.5% | 1.3% | +165.2% |
| Asian | 15.3% | 17.5% | 12.6% | -28.1% |
| Black or African American | 7.2% | 6.3% | 11.5% | +82.7% |
| Latinx | 6.7% | 9.7% | 4.2% | -56.6% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 0.4% | -- |
| Two or More Races | 6.0% | 5.4% | 4.0% | -- |
| White | 63.8% | 59.6% | 66.0% | +10.7% |
| **Non-supervisors (obs. = 10,549 employees)** | | | | |
| American Indian/Alaska Native | 0.4% | 0.5% | 1.3% | +165.7% |
| Asian | 15.3% | 17.5% | 16.4% | -6.5% |
| Black or African American | 7.2% | 6.3% | 13.3% | +111.7% |
| Latinx | 6.7% | 9.7% | 6.1% | -37.2% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 2.2% | +192.0% |
| Two or More Races | 6.0% | 5.4% | 4.2% | -21.7% |
| White | 63.8% | 59.6% | 56.5% | -5.2% |

[#]Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

# Race: Across the Pay Scale

In the table below, the entire City workforce has been divided into four approximately equal levels based on hourly wage. Employees who earn the most by hourly wage are in the top level and employees who earn the least are in the bottom level. Results show that people of color (shown as BIPOC) are underrepresented in the top two levels of hourly wages relative to the county population. In the top level, for example, people of color represent 32.2% of City employees (40.4% of the county population) and Whites represent 67.8% of employees (59.6% of the county population).[11] By contrast, in the bottom level, people of color represent 58.4% of employees and Whites represent just 41.6% of employees.

*Figure 13: Pay Scale Levels by Race (POC/White)*

| Race Group | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC# |
|---|---|---|---|---|
| **Pay Scale Levels by Race (POC/White), December 2020** | | | | |
| Fourth quartile of wages: 76-100% (obs. = 3,041 employees) | | | | |
| BIPOC | 36.2% | 40.4% | 32.2% | -20.4% |
| White | 63.8% | 59.6% | 67.8% | +13.8% |
| Third quartile of wages: 51-75% (obs. = 3,154 employees) | | | | |
| BIPOC | 36.2% | 40.4% | 34.1% | -15.6% |
| White | 63.8% | 59.6% | 65.9% | +10.6% |
| Second quartile of wages: 26-50% (obs. = 3,137 employees) | | | | |
| BIPOC | 36.2% | 40.4% | 42.6% | +5.4% |
| White | 63.8% | 59.6% | 57.4% | -3.7% |
| First quartile of wages: 0-25% (obs. = 3,263 employees) | | | | |
| BIPOC | 36.2% | 40.4% | 58.4% | +44.5% |
| White | 63.8% | 59.6% | 41.6% | -30.1% |
| #Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions). | | | | |

---

[11] For perspective, of the 3,041 employees in the top wage quartile, a "swing" of 251 from White to BIPOC would be required to exactly match representation within the county population. In the third quartile, with 3,154 total employees, the swing would be 199 people.

Using more specific race categories, results show, that Latinx, Asians, and those reporting multiple race are underrepresented in the top half of the City's pay scale relative to the county population. This difference is largest for Latinx, who make up 9.6% of the county's population but just 4.7% of employees at the top pay level (51.7% lower representation).

*Figure 14: Pay Scale Levels by Race (Seven Race Categories)*

**Pay Scale Levels by Race (Seven Race Categories), December 2020**

| Race Group | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC# |
|---|---|---|---|---|
| Fourth quartile of wages: 76-100% (obs. = 3,041 employees) | | | | |
| American Indian/Alaska Native | 0.4% | 0.5% | 1.1% | +123.9% |
| Asian | 15.3% | 17.5% | 15.4% | -12.3% |
| Black or African American | 7.2% | 6.3% | 7.4% | +17.3% |
| Hispanic or Latino | 6.7% | 9.7% | 4.7% | -51.7% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 0.9% | -- |
| Two or More Races | 6.0% | 5.4% | 2.8% | -48.4% |
| White | 63.8% | 59.6% | 67.8% | +13.8% |
| Third quartile of wages: 51-75% (obs. = 3,154 employees) | | | | |
| American Indian/Alaska Native | 0.4% | 0.5% | 1.0% | +109.5% |
| Asian | 15.3% | 17.5% | 13.0% | -25.9% |
| Black or African American | 7.2% | 6.3% | 8.8% | +39.3% |
| Hispanic or Latino | 6.7% | 9.7% | 5.6% | -42.3% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 1.0% | -- |
| Two or More Races | 6.0% | 5.4% | 4.8% | -12.3% |
| White | 63.8% | 59.6% | 65.9% | +10.6% |
| Second quartile of wages: 26-50% (obs. = 3,137 employees) | | | | |
| American Indian/Alaska Native | 0.4% | 0.5% | 1.3% | +161.7% |
| Asian | 15.3% | 17.5% | 14.3% | -18.2% |
| Black or African American | 7.2% | 6.3% | 13.4% | +112.6% |
| Hispanic or Latino | 6.7% | 9.7% | 6.2% | -35.4% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 2.7% | +254.0% |
| Two or More Races | 6.0% | 5.4% | 4.7% | -13.6% |
| White | 63.8% | 59.6% | 57.4% | -3.7% |
| First quartile of wages: 0-25% (obs. = 3,263 employees) | | | | |

| | | | |
|---|---|---|---|
| American Indian/Alaska Native | 0.4% | 0.5% | 1.7% | +237.5% |
| Asian | 15.3% | 17.5% | 20.4% | +16.8% |
| Black or African American | 7.2% | 6.3% | 21.8% | +246.4% |
| Hispanic or Latino | 6.7% | 9.7% | 6.8% | -29.9% |
| Nat Hawaiian/Oth Pac Islander | 0.3% | 0.8% | 3.4% | +349.7% |
| Two or More Races | 6.0% | 5.4% | 4.3% | -20.8% |
| White | 63.8% | 59.6% | 41.6% | -30.1% |

# Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

## *By Gender*

## Gender: Overall Representation

In total, the City of Seattle workforce is under-representative of women: just 38.8% of City employees are female (37.5% of regular[12] employees), compared to 49.9% of the county population.

*Figure 15: Overall Representation by Gender*

### Overall Representation by Gender, December 2020

| Gender Group | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC[#] |
|---|---|---|---|---|
| Female | 49.4% | 49.9% | 38.8% | -22.2% |
| Male | 50.6% | 50.1% | 61.2% | +22.1% |
| Total employees = 12,928 [#]Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions). | | | | |

The gender imbalance is greatest among the Fire, City Light and Police Departments (14.7%, 28.5% and 30.0%, respectively). However, it is found in all the largest City departments: among the other two departments that make up the largest five, the share female is 41.6% (Parks) and 37.4% (SPU). Removing the top five departments, the remainder of the City reaches exact gender parity (that is, while many of the smaller departments also have significant gender imbalances, these collectively offset each other).

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[12] Regular means all non-temporary employees. Unless otherwise stated, figures in this report include both regular and temporary employees.

*Figure 16: Large City Departments by Gender*

| Large City Departments by Gender, December 2020 | | | |
|---|---|---|---|
| **Departments (by size)** | **% City workforce** | **% Female** | **% Male** |
| Police | 14.4% | 30.0% | 70.0% |
| City Light | 13.3% | 28.5% | 71.5% |
| Parks | 10.4% | 41.6% | 58.4% |
| SPU | 11.0% | 37.4% | 62.6% |
| Fire | 9.2% | 14.7% | 85.3% |
| All Other | 41.7% | 50.0% | 50.0% |
| **TOTAL** | **100.0%** | **38.8%** | **61.2%** |
| Total employees = 12,928 | | | |

## Gender: Across Supervisor Levels

Given the overall underrepresentation of women in the City's workforce, it is not surprising then that women are underrepresented among supervisors when compared to the general population. The table below divides the City workforce into supervisor levels the same way shown previously for race. Results show that women are underrepresented relative to the general population in all but the lowest level of supervisors. From highest to lowest supervisory authority, the share women at each level is: 35.8%[13], 37.7%, 42.9% and 44.0%.[14]

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[13] For perspective, of the 523 supervisors in the top supervisor quartile, a "swing" of 74 from male to female would be required to exactly match representation within the county population.
[14] If comparing to the City's overall workforce (i.e., 38.8% female), women are still under-represented in the top two levels of supervisors (35.8% and 37.7%), though the difference is within the margin of error.

## Supervisor Levels by Gender, December 2020

| Gender | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC[#] |
|---|---|---|---|---|
| Fourth quartile of supervisors: 76-100% (obs. = 523 supervisors) | | | | |
| Female | 49.4% | 49.9% | 35.8% | -28.3% |
| Male | 50.6% | 50.1% | 64.2% | +28.2% |
| Third quartile of supervisors: 51-75% (obs. = 613 supervisors) | | | | |
| Female | 49.4% | 49.9% | 32.8% | -34.2% |
| Male | 50.6% | 50.1% | 67.2% | +34.1% |
| Second quartile of supervisors: 26-50% (obs. = 494 supervisors) | | | | |
| Female | 49.4% | 49.9% | 42.9% | -13.9% |
| Male | 50.6% | 50.1% | 57.1% | +13.9% |
| First quartile of supervisors: 0-25% (obs. = 459 supervisors) | | | | |
| Female | 49.4% | 49.9% | 44.0% | -11.7% |
| Male | 50.6% | 50.1% | 56.0% | +11.7% |
| Non-supervisors (obs. = 10,839 employees) | | | | |
| Female | 49.4% | 49.9% | 38.6% | -22.6% |
| Male | 50.6% | 50.1% | 61.4% | +22.5% |

[#]Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

## Gender: Across the Pay Scale

Also, not surprising, given the Citywide gender imbalance, is that women are underrepresented at most levels of the pay scale, compared to the general population. The table below divides the City workforce into levels based on hourly wage the same way shown previously for race. As shown below, women are underrepresented in the top three quartiles of hourly wages

(31.4%, 32.8% and 41.1%, respectively), but have similar representation in the bottom quartile (49.0%).[15,16]

*Figure 18: Pay Scale Levels by Gender*

| Pay Scale Levels by Gender, December 2020 | | | | |
|---|---|---|---|---|
| Gender | % Seattle Population | % King County Population | % City of Seattle Workforce at Level | % Difference, WF vs KC# |
| Fourth quartile of wages: 76-100% (obs. = 3,119 employees) | | | | |
| Female | 49.4% | 49.9% | 31.4% | -37.0% |
| Male | 50.6% | 50.1% | 68.6% | +36.8% |
| Third quartile of wages: 51-75% (obs. = 3,229 employees) | | | | |
| Female | 49.4% | 49.9% | 32.8% | -34.2% |
| Male | 50.6% | 50.1% | 67.2% | +34.1% |
| Second quartile of wages: 26-50% (obs. = 3,222 employees) | | | | |
| Female | 49.4% | 49.9% | 41.1% | -17.5% |
| Male | 50.6% | 50.1% | 58.9% | +17.4% |
| First quartile of wages: 0-25% (obs. = 3,351 employees) | | | | |
| Female | 49.4% | 49.9% | 49.0% | -- |
| Male | 50.6% | 50.1% | 51.0% | -- |
| # Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions). | | | | |

## *By Race/Gender*
## Race/Gender: Overall

Women of color (shown as BIPOC/Female) are slightly underrepresented at the City relative to the King County population (18.2% of employees vs 20.3% of the county population). Thus, the slight over-representation of people of color is driven by men of color being over-represented (23.8% vs 20.1%). White men are also over-represented (37.2% vs 29.7%), so the slight under-representation of Whites,

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[15] When comparing only to the City's overall workforce (i.e., 38.8% female), women are still under-represented in the top two wage quartiles, though by lower percent differences (-19.0% and -15.4%, respectively) than when comparing to the general population, but have greater representation in the second and first quartiles (+6.1% and +26.4%, respectively).
[16] For perspective, of the 3,119 employees in the top wage quartile, a "swing" of 576 from male to female would be required to exactly match representation within the county population.

collectively, is driven by the dramatic under-representation of White women (20.8% vs 29.9%).[17] As shown below, White women are the most underrepresented of these groupings in the City workforce overall with 30.4% lower representation at the City than in the county population. However, women of color are the most under-represented at the highest levels of City employment, by both supervisory authority and pay, as shown in subsequent tables.

*Figure 19: Overall Representation by Race and Gender (BIPOC/White)*

## Overall Representation by Race and Gender (BIPOC/white), December 2020

| Race/Gender | % Seattle Population | % King County Population | % City Workforce | % Difference, WF vs KC# |
|---|---|---|---|---|
| BIPOC all | 36.2% | 40.4% | 42.0% | +4.1% |
| BIPOC/Female | 18.3% | 20.3% | 18.2% | -10.4% |
| BIPOC/Male | 17.8% | 20.1% | 23.8% | +18.7% |
| White all | 63.8% | 59.6% | 58.0% | -2.8% |
| White/Female | 32.1% | 29.9% | 20.8% | -30.4% |
| White/Male | 31.8% | 29.7% | 37.2% | +25.2% |
| Female all | 49.4% | 49.9% | 38.8% | -22.2% |
| Male all | 50.6% | 50.1% | 61.2% | +22.1% |

Total employees = 12,598
# Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

Using individual race categories, results show that Latinx women, white women, Asian women, and women of multiple races are all under-represented within the City's workforce relative to the county population. Among men, only Latinx and those of multiple races are under-represented. In other words, only among Latinx and multi-race people are both men and women under-represented at the City.

---

[17] That both women of color and White women are under-represented at the City is expected given the overall under-representation of women (just 38.8% of the City workforce). A more interesting question might be whether the City is at least representative by race *within* gender groups. Within women, Whites are somewhat under-represented (53.3% of female employees vs 59.6% of women in the county population). Within men, people of color are slightly under-represented (39.1% of male employees vs 40.4% of men in the county population).

*Figure 20: Overall Representation by Race and Gender (Seven Race Categories)*

## Overall Representation by Race and Gender (Seven Race Categories), December 2020

| Race/Gender Group | % Seattle Population | % King County Population | % City Workforce at Level | % Difference, WF vs KC# |
|---|---|---|---|---|
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.3% | +159.0% |
| /Female | 0.2% | 0.2% | 0.5% | +81.5% |
| /Male | 0.2% | 0.3% | 0.8% | +234.7% |
| Asian all | 15.3% | 17.5% | 15.8% | -9.7% |
| /Female | 8.3% | 9.2% | 7.4% | -19.4% |
| /Male | 7.1% | 8.3% | 8.4% | -- |
| Black or African American all | 7.2% | 6.3% | 13.0% | +106.2% |
| /Female | 3.6% | 3.1% | 5.5% | +79.5% |
| /Male | 3.6% | 3.2% | 7.4% | +130.9% |
| Latinx all | 6.7% | 9.7% | 5.8% | -39.7% |
| /Female | 3.0% | 4.5% | 2.2% | -50.9% |
| /Male | 3.7% | 5.2% | 3.6% | -30.0% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 2.0% | +164.4% |
| /Female | 0.1% | 0.4% | 0.7% | +82.1% |
| /Male | 0.1% | 0.4% | 1.3% | +245.5% |
| Two or More Races all | 6.0% | 5.4% | 4.1% | -23.6% |
| /Female | 3.1% | 2.7% | 1.8% | -32.7% |
| /Male | 3.0% | 2.7% | 2.3% | -14.9% |
| White all | 63.8% | 59.6% | 58.0% | -2.8% |
| /Female | 32.2% | 30.0% | 20.8% | -30.6% |
| /Male | 31.9% | 29.8% | 37.2% | +24.9% |
| Female all | 49.4% | 49.9% | 38.8% | -22.2% |
| Male all | 50.6% | 50.1% | 61.2% | +22.1% |

Total employees = 12,598

# Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

## Race/Gender: Across Supervisor Levels

Examining the representation of race/gender groups across different levels of supervisors shows again that the under-representation of people of color collectively in the top quartile, relative to the county population, is driven by the under-representation of women of color who are the most under-represented group at this level, making up 20.3% of the county population but just 14.2% of employees (30.2% lower representation). Similarly, the over-representation of Whites in this category masks the underrepresentation of White women (21.9% of employees vs 21.9% of the county population, or 26.7% lower representation). In fact, both white women and women of color are under-represented in all but the first (bottom) quartile of supervisors.

*Figure 21: Supervisor Levels by Race and Gender (BIPOC/White)*

## Supervisor Levels by Race and Gender (BIPOC/white), December 2020

| Race/Gender Group | % Seattle Population | % King County Population | % City Workforce at Level | % Difference, WF vs KC# |
|---|---|---|---|---|
| Fourth quartile of supervisors: 76-100% (obs. = 515 supervisors) | | | | |
| BIPOC all | 36.2% | 40.4% | 35.1% | -13.2% |
| BIPOC/Female | 18.3% | 20.3% | 14.2% | -30.2% |
| BIPOC/Male | 17.8% | 20.1% | 20.8% | -- |
| White all | 63.8% | 59.6% | 64.9% | +8.9% |
| White/Female | 32.1% | 29.9% | 21.9% | -26.7% |
| White/Male | 31.8% | 29.7% | 43.1% | +45.2% |
| Female all | 49.4% | 49.9% | 35.8% | -28.3% |
| Male all | 50.6% | 50.1% | 64.2% | +28.2% |
| Third quartile of supervisors: 51-75% (obs. = 600 supervisors) | | | | |
| BIPOC all | 36.2% | 40.4% | 32.0% | -20.8% |
| BIPOC/Female | 18.3% | 20.3% | 14.2% | -30.3% |
| BIPOC/Male | 17.8% | 20.1% | 17.8% | -- |
| White all | 63.8% | 59.6% | 68.0% | +14.1% |
| White/Female | 32.1% | 29.9% | 23.8% | -20.4% |
| White/Male | 31.8% | 29.7% | 44.2% | +48.8% |
| Female all | 49.4% | 49.9% | 37.7% | -24.4% |
| Male all | 50.6% | 50.1% | 62.3% | +24.3% |
| Second quartile of supervisors: 26-50% (obs. = 483 supervisors) | | | | |
| BIPOC all | 36.2% | 40.4% | 37.3% | -- |
| BIPOC/Female | 18.3% | 20.3% | 16.8% | -17.4% |
| BIPOC/Male | 17.8% | 20.1% | 20.5% | -- |
| White all | 63.8% | 59.6% | 62.7% | -- |
| White/Female | 32.1% | 29.9% | 26.5% | -- |
| White/Male | 31.8% | 29.7% | 36.2% | +22.1% |
| Female all | 49.4% | 49.9% | 42.9% | -13.9% |
| Male all | 50.6% | 50.1% | 57.1% | +13.9% |
| First quartile of supervisors: 0-25% (obs. = 453 supervisors) | | | | |
| BIPOC all | 36.2% | 40.4% | 34.0% | -15.8% |
| BIPOC/Female | 18.3% | 20.3% | 17.7% | -- |
| BIPOC/Male | 17.8% | 20.1% | 16.3% | -18.7% |
| White all | 63.8% | 59.6% | 66.0% | +10.7% |
| White/Female | 32.1% | 29.9% | 26.3% | -12.2% |
| White/Male | 31.8% | 29.7% | 39.7% | +33.9% |
| Female all | 49.4% | 49.9% | 44.0% | -11.7% |
| Male all | 50.6% | 50.1% | 56.0% | +11.7% |

| Non-supervisors (obs. = 10,547 employees) | | | |
|---|---|---|---|
| BIPOC all | 36.2% | 40.4% | 43.5% | +7.7% |
| BIPOC/Female | 18.3% | 20.3% | 18.7% | -7.9% |
| BIPOC/Male | 17.8% | 20.1% | 24.8% | +23.5% |
| White all | 63.8% | 59.6% | 56.5% | -5.2% |
| White/Female | 32.1% | 29.9% | 20.1% | -32.9% |
| White/Male | 31.8% | 29.7% | 36.4% | +22.6% |
| Female all | 49.4% | 49.9% | 38.6% | -22.6% |
| Male all | 50.6% | 50.1% | 61.4% | +22.5% |

[#]Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

Using more specific race categories results show, among other findings, that under-representation of Asians at all supervisor levels (relative to the county population) is driven by underrepresentation of women in this group, rather than men. By contrast, the under-representation of Latinx employees is relatively even across men and women.

*Figure 22: Supervisor Levels by Race and Gender (Seven Race Categories)*

## Supervisor Levels by Race and Gender (Seven Race Categories), December 2020

| Race/Gender Group | % Seattle Population | % King County Population | % City Workforce at Level | % Difference, WF vs KC# |
|---|---|---|---|---|
| **Fourth quartile of supervisors: 76-100% (obs. = 515 supervisors)** | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 0.8% | -- |
| /Female | 0.2% | 0.2% | 0.2% | -- |
| /Male | 0.2% | 0.3% | 0.6% | -- |
| Asian all | 15.3% | 17.5% | 10.7% | -39.1% |
| /Female | 8.3% | 9.2% | 3.5% | -62.1% |
| /Male | 7.1% | 8.3% | 7.2% | -- |
| Black or African American all | 7.2% | 6.3% | 13.0% | +106.7% |
| /Female | 3.6% | 3.1% | 5.2% | +70.2% |
| /Male | 3.6% | 3.2% | 7.8% | +142.5% |
| Latinx all | 6.7% | 9.7% | 5.8% | -39.9% |
| /Female | 3.0% | 4.5% | 3.1% | -- |
| /Male | 3.7% | 5.1% | 2.7% | -47.2% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 1.2% | -- |
| /Female | 0.1% | 0.4% | 0.6% | -- |
| /Male | 0.1% | 0.4% | 0.6% | -- |
| Two or More Races all | 6.0% | 5.4% | 3.7% | -32.1% |
| /Female | 3.1% | 2.7% | 1.6% | -43.3% |
| /Male | 3.0% | 2.7% | 1.9% | -- |
| White all | 63.8% | 59.6% | 64.9% | +8.9% |
| /Female | 32.1% | 29.9% | 21.9% | -26.7% |
| /Male | 31.8% | 29.7% | 43.1% | +45.2% |
| Female all | 49.4% | 49.9% | 35.8% | -28.3% |
| Male all | 50.6% | 50.1% | 64.2% | +28.2% |
| **Third quartile of supervisors: 51-75% (obs. = 600 supervisors)** | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.0% | +100.2% |
| /Female | 0.2% | 0.2% | 0.2% | -- |
| /Male | 0.2% | 0.3% | 0.8% | +232.4% |
| Asian all | 15.3% | 17.5% | 12.7% | -27.6% |

| | | | | |
|---|---|---|---|---|
| /Female | 8.3% | 9.2% | 5.5% | -40.3% |
| /Male | 7.1% | 8.3% | 7.2% | -- |
| Black or African American all | 7.2% | 6.3% | 9.3% | +48.6% |
| /Female | 3.6% | 3.1% | 4.2% | -- |
| /Male | 3.6% | 3.2% | 5.2% | +61.3% |
| Latinx all | 6.7% | 9.7% | 4.5% | -53.5% |
| /Female | 3.0% | 4.5% | 2.0% | -55.7% |
| /Male | 3.7% | 5.1% | 2.5% | -51.4% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 1.0% | -- |
| /Female | 0.1% | 0.4% | 0.7% | -- |
| /Male | 0.1% | 0.4% | 0.3% | -- |
| Two or More Races all | 6.0% | 5.4% | 3.5% | -35.4% |
| /Female | 3.1% | 2.7% | 1.7% | -- |
| /Male | 3.0% | 2.7% | 1.8% | -- |
| White all | 63.8% | 59.6% | 68.0% | +14.1% |
| /Female | 32.1% | 29.9% | 23.8% | -20.4% |
| /Male | 31.8% | 29.7% | 44.2% | +48.8% |
| Female all | 49.4% | 49.9% | 37.7% | -24.4% |
| Male all | 50.6% | 50.1% | 62.3% | +24.3% |
| **Second quartile of supervisors: 26-50% (obs. = 483 supervisors)** | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.4% | +190.2% |
| /Female | 0.2% | 0.2% | 0.4% | -- |
| /Male | 0.2% | 0.3% | 1.0% | +312.9% |
| Asian all | 15.3% | 17.5% | 16.4% | -- |
| /Female | 8.3% | 9.2% | 8.1% | -- |
| /Male | 7.1% | 8.3% | 8.3% | -- |
| Black or African American all | 7.2% | 6.3% | 11.2% | +78.0% |
| /Female | 3.6% | 3.1% | 5.0% | +61.4% |
| /Male | 3.6% | 3.2% | 6.2% | +94.0% |
| Latinx all | 6.7% | 9.7% | 3.9% | -59.3% |
| /Female | 3.0% | 4.5% | 1.0% | -77.1% |
| /Male | 3.7% | 5.1% | 2.9% | -43.7% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 1.0% | -- |
| /Female | 0.1% | 0.4% | 0.6% | -- |
| /Male | 0.1% | 0.4% | 0.4% | -- |
| Two or More Races all | 6.0% | 5.4% | 3.3% | -38.9% |
| /Female | 3.1% | 2.7% | 1.7% | -- |

| | | | | |
|---|---|---|---|---|
| /Male | 3.0% | 2.7% | 1.7% | -- |
| White all | 63.8% | 59.6% | 62.7% | -- |
| /Female | 32.1% | 29.9% | 26.5% | -- |
| /Male | 31.8% | 29.7% | 36.2% | +22.1% |
| Female all | 49.4% | 49.9% | 42.9% | -13.9% |
| Male all | 50.6% | 50.1% | 57.1% | +13.9% |
| First quartile of supervisors: 0-25% (obs. = 453 supervisors) | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.3% | **+165.2%** |
| /Female | **0.2%** | **0.2%** | **0.7%** | +166.3% |
| /Male | **0.2%** | **0.3%** | **0.7%** | +164.1% |
| Asian all | 15.3% | 17.5% | 12.6% | **-28.1%** |
| /Female | **8.3%** | **9.2%** | **6.6%** | -28.1% |
| /Male | **7.1%** | **8.3%** | **6.0%** | -28.1% |
| Black or African American all | 7.2% | 6.3% | 11.5% | **+82.7%** |
| /Female | **3.6%** | **3.1%** | **6.6%** | +115.1% |
| /Male | **3.6%** | **3.2%** | **4.9%** | +51.6% |
| Latinx all | 6.7% | 9.7% | 4.2% | **-56.6%** |
| /Female | **3.0%** | **4.5%** | **1.5%** | -65.8% |
| /Male | **3.7%** | **5.1%** | **2.6%** | -48.5% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 0.4% | **--** |
| /Female | **0.1%** | **0.4%** | **0.2%** | -- |
| /Male | **0.1%** | **0.4%** | **0.2%** | -- |
| Two or More Races all | 6.0% | 5.4% | 4.0% | **--** |
| /Female | **3.1%** | **2.7%** | **2.0%** | -- |
| /Male | **3.0%** | **2.7%** | **2.0%** | -- |
| White all | 63.8% | 59.6% | 66.0% | **+10.7%** |
| /Female | **32.1%** | **29.9%** | **26.3%** | -12.2% |
| /Male | **31.8%** | **29.7%** | **39.7%** | +33.9% |
| Female all | 49.4% | 49.9% | 44.0% | **-11.7%** |
| Male all | 50.6% | 50.1% | 56.0% | **+11.7%** |
| Non-supervisors (obs. = 10,547 employees) | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.3% | +165.7% |
| /Female | 0.2% | 0.2% | 0.5% | +90.6% |
| /Male | 0.2% | 0.3% | 0.9% | +240.3% |
| Asian all | 15.3% | 17.5% | 16.4% | -6.5% |

| | | | | |
|---|---|---|---|---|
| /Female | 8.3% | 9.2% | 7.8% | -15.8% |
| /Male | 7.1% | 8.3% | 8.6% | -- |
| Black or African American all | 7.2% | 6.3% | 13.3% | +111.7% |
| /Female | 3.6% | 3.1% | 5.6% | +82.3% |
| /Male | 3.6% | 3.2% | 7.7% | +140.1% |
| Latinx all | 6.7% | 9.7% | 6.1% | -37.2% |
| /Female | 3.0% | 4.5% | 2.3% | -49.6% |
| /Male | 3.7% | 5.1% | 3.8% | -26.3% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 2.2% | +192.0% |
| /Female | 0.1% | 0.4% | 0.7% | +90.5% |
| /Male | 0.1% | 0.4% | 1.5% | +293.7% |
| Two or More Races all | 6.0% | 5.4% | 4.2% | -21.7% |
| /Female | 3.1% | 2.7% | 1.9% | -31.5% |
| /Male | 3.0% | 2.7% | 2.4% | -11.6% |
| White all | 63.8% | 59.6% | 56.5% | -5.2% |
| /Female | 32.1% | 29.9% | 20.1% | -32.9% |
| /Male | 31.8% | 29.7% | 36.4% | +22.6% |
| Female all | 49.4% | 49.9% | 38.6% | -22.6% |
| Male all | 50.6% | 50.1% | 61.4% | +22.5% |

#Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

# Race/Gender: Across the Pay Scale

Examining the representation of race/gender groups across the City's pay scale, it is evident that the underrepresentation of people of color relative (BIPOC) to the general population in the top two quartiles of the pay scale is driven by the underrepresentation of women of color. While men of color are over-represented in all but the third quartile, women of color, who represent 20.3% of the county population, represent just 10.7% of employees in the top quartile (47.2% lower representation), making them the most underrepresented group at that level. Women of color are also just 13.5% of the third quartile (33.6% lower representation). Similarly, the over-representation of White employees overall in the top half of the pay scale relative to the general population masks an underrepresentation of White women, who are under-represented in all four quartiles of the pay scale.

*Figure 23: Pay Scale Levels by Race and Gender (POC/White)*

## Pay Scale Levels by Race and Gender (POC/White), December 2020

| Race/Gender Group | % Seattle Population | % King County Population | % City Workforce at Level | % Difference, WF vs KC[#] |
|---|---|---|---|---|
| **Fourth quartile of wages: 76-100% (obs. = 3,041 employees)** | | | | |
| POC all | 36.2% | 40.4% | 32.2% | -20.4% |
| POC/Female | 18.3% | 20.3% | 10.7% | -47.2% |
| POC/Male | 17.8% | 20.1% | 21.4% | +6.8% |
| White all | 63.8% | 59.6% | 67.8% | +13.8% |
| White/Female | 32.1% | 29.9% | 21.0% | -29.8% |
| White/Male | 31.8% | 29.7% | 46.8% | +57.8% |
| Female all | 49.4% | 49.9% | 31.4% | -37.0% |
| Male all | 50.6% | 50.1% | 68.6% | +36.8% |
| **Third quartile of wages: 51-75% (obs. = 3,153 employees)** | | | | |
| POC all | 36.2% | 40.4% | 34.1% | -15.6% |
| POC/Female | 18.3% | 20.3% | 13.5% | -33.6% |
| POC/Male | 17.8% | 20.1% | 20.6% | -- |
| White all | 63.8% | 59.6% | 65.9% | +10.6% |
| White/Female | 32.1% | 29.9% | 19.5% | -34.8% |
| White/Male | 31.8% | 29.7% | 46.4% | +56.4% |
| Female all | 49.4% | 49.9% | 32.8% | -34.2% |
| Male all | 50.6% | 50.1% | 67.2% | +34.1% |
| **Second quartile of wages: 26-50% (obs. = 3,136 employees)** | | | | |
| POC all | 36.2% | 40.4% | 42.6% | +5.4% |
| POC/Female | 18.3% | 20.3% | 18.8% | -7.7% |
| POC/Male | 17.8% | 20.1% | 23.8% | +18.6% |
| White all | 63.8% | 59.6% | 57.4% | -3.7% |
| White/Female | 32.1% | 29.9% | 22.7% | -24.0% |
| White/Male | 31.8% | 29.7% | 34.7% | +16.9% |
| Female all | 49.4% | 49.9% | 41.1% | -17.5% |
| Male all | 50.6% | 50.1% | 58.9% | +17.4% |
| **First quartile of wages: 0-25% (obs. = 3,262 employees)** | | | | |
| POC all | 36.2% | 40.4% | 58.4% | +44.5% |
| POC/Female | 18.3% | 20.3% | 29.1% | +43.4% |
| POC/Male | 17.8% | 20.1% | 29.2% | +45.6% |
| White all | 63.8% | 59.6% | 41.6% | -30.1% |
| White/Female | 32.1% | 29.9% | 20.0% | -33.0% |
| White/Male | 31.8% | 29.7% | 21.6% | -27.3% |
| Female all | 49.4% | 49.9% | 49.0% | -- |
| Male all | 50.6% | 50.1% | 51.0% | -- |

Using more specific race categories results show, among other findings, that women of all race groups, except American Indian/Alaska Native and Native Hawaiian/Pacific Islander, are under-represented in the top quartile of the pay scale relative to the county population. For men, all categories are over-represented in the top quartile except Latinx and those reporting multiple races. Over-representation among African Americans and Whites in general at the top of the pay scale masks under-representation among women of those race categories. Meanwhile, again, under-representation of Latinx is present regardless of gender.

*Figure 24: Pay Scale Levels by Race and Gender (Seven Race Categories)*

**Pay Scale Levels by Race and Gender (Seven Race Categories), December 2020**

| Race/Gender Group | % Seattle Population | % King County Population | % City Workforce at Level | % Difference, WF vs KC# |
|---|---|---|---|---|
| Fourth quartile of wages: 76-100% (obs. = 3,041 employees) | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.1% | +123.9% |
| /Female | 0.2% | 0.2% | 0.2% | -- |
| /Male | 0.2% | 0.3% | 1.0% | +280.3% |
| Asian all | 15.3% | 17.5% | 15.4% | -12.3% |
| /Female | 8.3% | 9.2% | 5.5% | -40.1% |
| /Male | 7.1% | 8.3% | 9.8% | +18.6% |
| Black or African American all | 7.2% | 6.3% | 7.4% | +17.3% |
| /Female | 3.6% | 3.1% | 2.1% | -32.7% |
| /Male | 3.6% | 3.2% | 5.3% | +65.3% |
| Latinx all | 6.7% | 9.7% | 4.7% | -51.7% |
| /Female | 3.0% | 4.5% | 1.4% | -68.7% |
| /Male | 3.7% | 5.1% | 3.3% | -36.8% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 0.9% | -- |
| /Female | 0.1% | 0.4% | 0.4% | -- |
| /Male | 0.1% | 0.4% | 0.5% | -- |
| Two or More Races all | 6.0% | 5.4% | 2.8% | -48.4% |
| /Female | 3.1% | 2.7% | 1.2% | -56.8% |
| /Male | 3.0% | 2.7% | 1.6% | -39.9% |
| White all | 63.8% | 59.6% | 67.8% | +13.8% |
| /Female | 32.1% | 29.9% | 21.0% | -29.8% |
| /Male | 31.8% | 29.7% | 46.8% | +57.8% |
| Female all | 49.4% | 49.9% | 31.4% | -37.0% |
| Male all | 50.6% | 50.1% | 68.6% | +36.8% |
| Third quartile of wages: 51-75% (obs. = 3,153 employees) | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.0% | +109.5% |
| /Female | 0.2% | 0.2% | 0.3% | -- |
| /Male | 0.2% | 0.3% | 0.8% | +216.2% |
| Asian all | 15.3% | 17.5% | 13.0% | -25.9% |
| /Female | 8.3% | 9.2% | 5.9% | -36.0% |
| /Male | 7.1% | 8.3% | 7.1% | -14.7% |
| Black or African American all | 7.2% | 6.3% | 8.8% | +39.3% |

| | | | | |
|---|---|---|---|---|
| /Female | 3.6% | 3.1% | 3.0% | -- |
| /Male | 3.6% | 3.2% | 5.7% | +78.3% |
| Latinx all | 6.7% | 9.7% | 5.6% | -42.3% |
| /Female | 3.0% | 4.5% | 2.1% | -53.0% |
| /Male | 3.7% | 5.1% | 3.5% | -32.8% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 1.0% | -- |
| /Female | 0.1% | 0.4% | 0.3% | -- |
| /Male | 0.1% | 0.4% | 0.7% | +92.9% |
| Two or More Races all | 6.0% | 5.4% | 4.8% | -12.3% |
| /Female | 3.1% | 2.7% | 1.9% | -30.5% |
| /Male | 3.0% | 2.7% | 2.8% | -- |
| White all | 63.8% | 59.6% | 65.9% | +10.6% |
| /Female | 32.1% | 29.9% | 19.5% | -34.8% |
| /Male | 31.8% | 29.7% | 46.4% | +56.4% |
| Female all | 49.4% | 49.9% | 32.8% | -34.2% |
| Male all | 50.6% | 50.1% | 67.2% | +34.1% |
| Second quartile of wages: 26-50% (obs. = 3,136 employees) | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.3% | +161.7% |
| /Female | 0.1% | 0.2% | 0.5% | +92.3% |
| /Male | 0.1% | 0.3% | 0.8% | +230.7% |
| Asian all | 15.3% | 17.5% | 14.3% | -18.2% |
| /Female | 3.6% | 9.2% | 6.9% | -24.9% |
| /Male | 3.1% | 8.3% | 7.4% | -11.2% |
| Black or African American all | 7.2% | 6.3% | 13.4% | +112.6% |
| /Female | 1.6% | 3.1% | 6.3% | +106.1% |
| /Male | 1.6% | 3.2% | 7.0% | +119.1% |
| Latinx all | 6.7% | 9.7% | 6.2% | -35.4% |
| /Female | 1.3% | 4.5% | 2.2% | -50.6% |
| /Male | 1.6% | 5.1% | 4.0% | -22.0% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 2.7% | +254.0% |
| /Female | 0.1% | 0.4% | 0.7% | +93.9% |

| | | | | |
|---|---|---|---|---|
| /Male | 0.1% | 0.4% | 1.9% | +414.4% |
| Two or More Races all | 6.0% | 5.4% | 4.7% | -13.6% |
| /Female | 1.4% | 2.7% | 2.0% | -25.5% |
| /Male | 1.3% | 2.7% | 2.6% | -- |
| White all | 63.8% | 59.6% | 57.4% | -3.7% |
| /Female | 14.1% | 29.9% | 22.7% | -24.0% |
| /Male | 14.0% | 29.7% | 34.7% | +16.9% |
| Female all | 49.4% | 49.9% | 41.1% | -17.5% |
| Male all | 50.6% | 50.1% | 58.9% | +17.4% |
| First quartile of wages: 0-25% (obs. = 3,262 employees) | | | | |
| American Indian/Alaska Native all | 0.4% | 0.5% | 1.7% | +237.5% |
| /Female | 0.1% | 0.2% | 0.9% | +257.5% |
| /Male | 0.1% | 0.3% | 0.8% | +217.9% |
| Asian all | 15.3% | 17.5% | 20.4% | +16.8% |
| /Female | 2.7% | 9.2% | 11.2% | +21.8% |
| /Male | 2.3% | 8.3% | 9.2% | +11.3% |
| Black or African American all | 7.2% | 6.3% | 21.8% | +246.4% |
| /Female | 1.2% | 3.1% | 10.3% | +235.5% |
| /Male | 1.2% | 3.2% | 11.4% | +257.1% |
| Latinx all | 6.7% | 9.7% | 6.8% | -29.9% |
| /Female | 1.0% | 4.5% | 3.1% | -32.2% |
| /Male | 1.2% | 5.1% | 3.7% | -27.9% |
| Nat Hawaiian/Oth Pac Islander all | 0.3% | 0.8% | 3.4% | +349.7% |
| /Female | 0.0% | 0.4% | 1.4% | +264.7% |
| /Male | 0.0% | 0.4% | 2.0% | +435.1% |

| | | | | |
|---|---|---|---|---|
| Two or More Races all | 6.0% | 5.4% | 4.3% | -20.8% |
| /Female | 1.0% | 2.7% | 2.2% | -18.3% |
| /Male | 1.0% | 2.7% | 2.1% | -23.4% |
| White all | 63.8% | 59.6% | 41.6% | -30.1% |
| /Female | 10.6% | 29.9% | 20.0% | -33.0% |
| /Male | 10.5% | 29.7% | 21.6% | -27.3% |
| Female all | 49.4% | 49.9% | 49.0% | -- |
| Male all | 50.6% | 50.1% | 51.0% | -- |

[#]Percent difference between the % City workforce and the % county population. A percent difference of "--" indicates that the difference is within the margin of error (i.e., no statistically significant difference between proportions).

# Targeted Recruitment

The original Targeted Recruitment Plan is in the 2018 Technical Report. Please refer there for more detail on the data analysis behind this Targeted Recruitment Plan. The data reviewed two job categories to focus on for City Targeted Recruitment in 2019-2024. The focus is: Officials & Administrators and Skilled Crafts. These roles are defined as follows:

- Officials & Administrators- jobs that have Strategic Advisor, Manager, and Director in their titles
- Skilled Crafts- jobs like Cement Finisher, Electrician, Line worker and Maintenance Laborer

Currently, SHR oversees recruiting for 18 departments. In these departments, Officials & Administrators are more common than Skilled Crafts allowing faster implementation of strategies for Officials & Administrators. For this reason, this Targeted Recruitment Plan will continue to take a strategic focus on Officials & Administrators in 2020 along with creating consistent hiring practices across the City.

The Targeted Recruitment Plan will:

- Market the City as one employer, with many career opportunities;
- Look at recruitment on a Citywide level, identify Citywide recruitment challenges, and develop priorities and processes for 2020;
- Provide data-driven Citywide outreach and recruitment efforts; and
- Recruit and hire internally and externally in a way that centers the opinions, experiences, and identities of those we serve.

## *Desired Outcomes*

The above strategies are all aimed at achieving the below desired outcomes. The action plan to realize these outcomes follows.

a. Increase the number of People of Color and women of color in Official & Administrator positions; and
b. Recruit more women of color into the Skilled Crafts with a potential focus on recruiting from pre-apprenticeship programs that serve diverse populations.

It is important to note that these desired outcomes will take time. After one year of implementing this Action Plan, SDHR will be able to attach benchmarks and targets to these goals for 2020 through 2024. An initial metric on the racial demographics of the hires in 2018 and 2019 in SDHR supported departments to Officials & Administrator and Skilled Crafts jobs is in the figures below.

*Figure 25: Hiring demographics for the 18 departments supported by SDHR*

|  | BIPOC | Women of color | Women | Total (n) |
|---|---|---|---|---|
| Regular & Temporary Hires |  |  |  |  |
| 2017 | 57.5% | 35.6% | 61.2% | 152 |
| 2018 | 62.3% | 38.9% | 64.6% | 199 |

| | | | | |
|---|---|---|---|---|
| 2019 | 60.3% | 42.0% | 70.7% | 131 |
| 2020 | 61.7% | 43.2% | 71.1% | 81 |
| Regular Hires Only | | | | |
| 2017 | 57.1% | 27.3% | 54.4% | 79 |
| 2018 | 56.6% | 43.4% | 79.5% | 76 |
| 2019 | 57.1% | 34.9% | 64.1% | 63 |
| 2020 | 57.7% | 38.5% | 65.4% | 52 |
| King County Demographics (most current available) | | | | |
| 2019 | 40.4% | 20.3% | 49.9% | 2,195,502 |

*Figure 26: King County Population by Race Groups, 2019 (ACS, U.S. Census Bureau)[18]*

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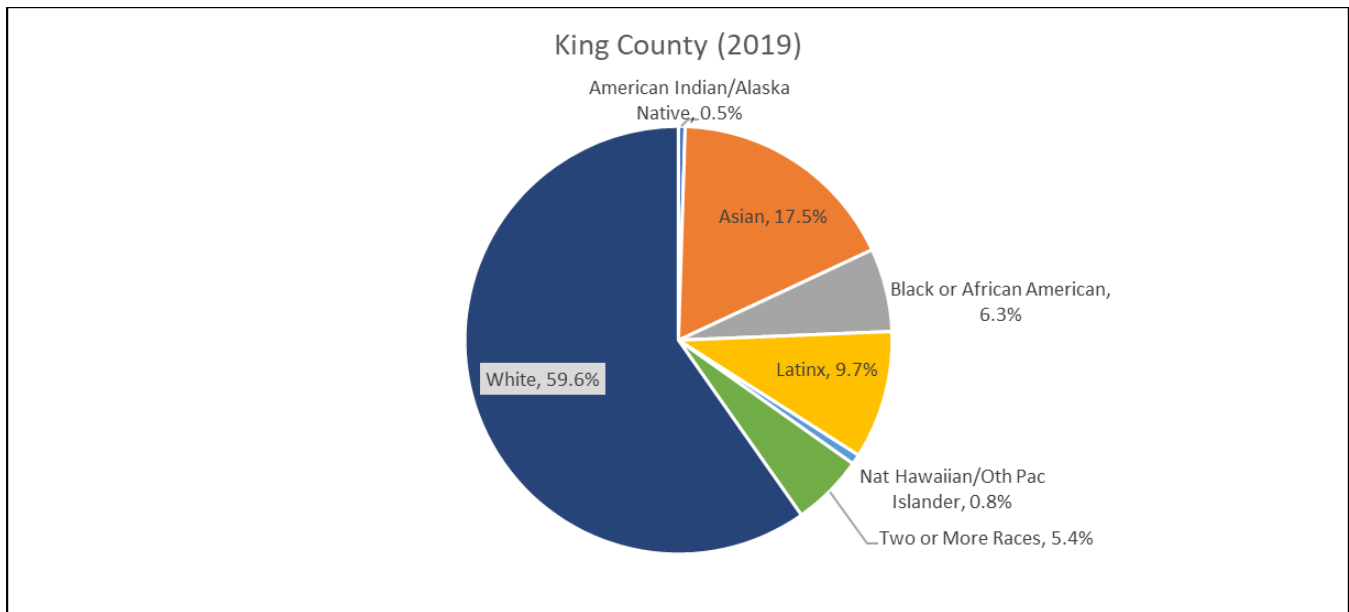
[18] The U.S. Census Bureau considers "Hispanic or Latino" as an ethnicity, not a race. Thus, to match City data (which contain "Hispanic or Latino", herein referred to as "Latinx", as a race), Hispanic or Latino has been re-coded as a race in Census data using all respondents who selected Hispanic or Latino ethnicity, regardless of race selection.

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*Figure 27: City Employee racial demographics for the job category Officials & Administrators[19]*



Officials and Administrators, Racial Demographics (Dec. 2018)

American Indian/Alaska Native, 1%
Asian, 13%
Black or African American, 13%
Latinx, 4%
Nat Hawaiian/Oth Pac Islander, 1%
Two or More Races, 3%
White, 65%



Officials and Administrators, Racial Demographics (Dec. 2019)

American Indian/Alaska Native, 0%
Asian, 14%
Black or African American, 12%
Latinx, 5%
Nat Hawaiian/Oth Pac Islander, 1%
Two or More Races, 4%
White, 64%

[19] City of Seattle workforce data is from January 10, 2021

**Officials and Administrators, Racial Demographics (Dec. 2020)**

- American Indian/Alaska Native, 1%
- Asian, 14%
- Black or African American, 11%
- Latinx, 6%
- Nat Hawaiian/Oth Pac Islander, 1%
- Two or More Races, 5%
- White, 63%
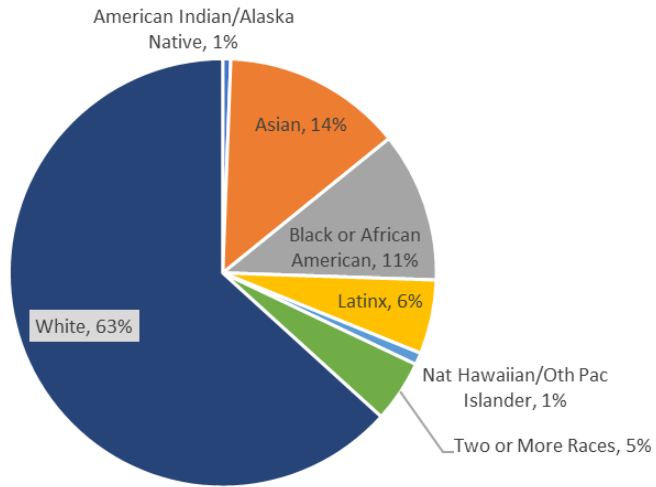
*Figure 28: City Employee racial demographics for the job category Skilled Crafts[20]*

**Skilled Craft, Racial Demographics (Dec. 2018)**

- American Indian/Alaska Native, 2%
- Asian, 10%
- Black or African American, 11%
- Latinx, 6%
- Nat Hawaiian/Oth Pac Islander, 3%
- Two or More Races, 3%
- White, 64%

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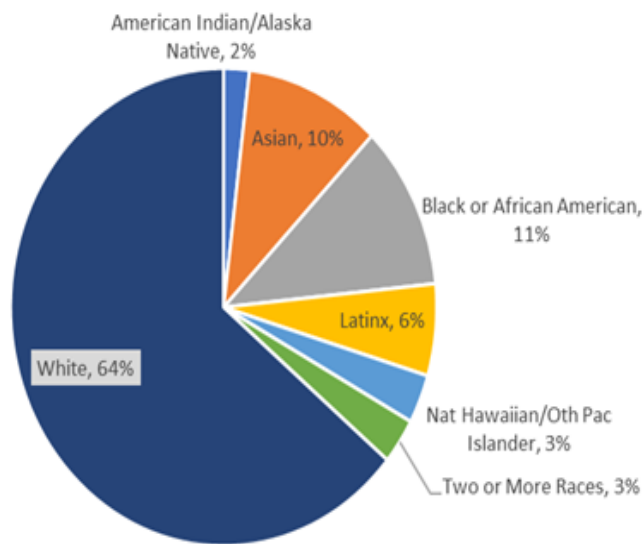
[20] City of Seattle workforce data is from January 23, 2020 from the Human Resource Information System.

Skilled Craft, Racial Demographics (Dec. 2019)

American Indian/Alaska Native, 2%
Asian, 10%
Black or African American, 11%
Latinx, 7%
Nat Hawaiian/Oth Pac Islander, 4%
Two or More Races, 3%
White, 63%



Skilled Craft, Racial Demographics (Dec. 2020)

American Indian/Alaska Native, 1%
Asian, 9%
Black or African American, 11%
Latinx, 7%
Nat Hawaiian/Oth Pac Islander, 4%
Two or More Races, 4%
White, 63%
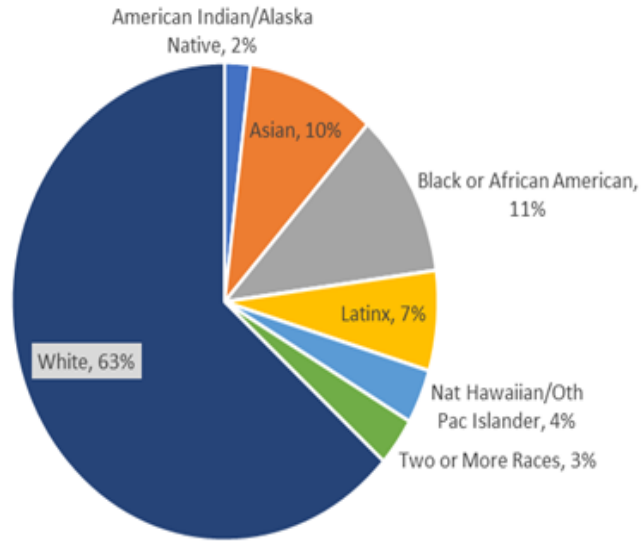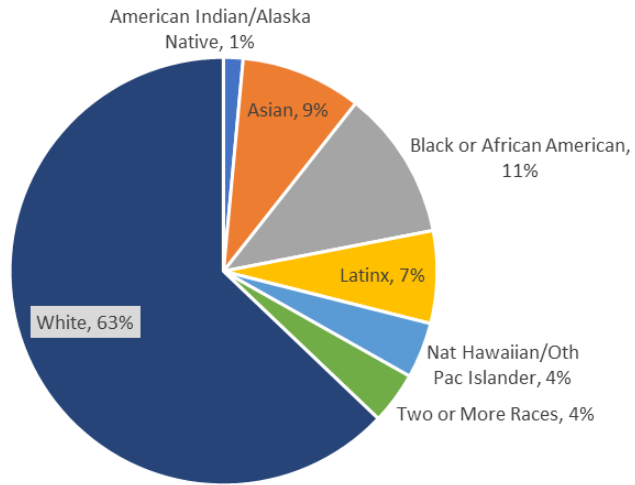
## *Targeted Recruitment Action Plan*

The following table is the Targeted Recruitment Action Plan included in the original City Targeted Recruitment Plan. The table includes updates for work that took place in the first year operationalizing the Targeted Recruitment Plan at the City.

| Goal | Outcome | Outcome Indicators | Status Update on Work Completed in 2020 |
|---|---|---|---|
| Establish a Citywide brand. | Market the City as one employer, with many career opportunities. | c. Create branding materials that target Women of Color.<br>d. SDHR's homepage is updated to include testimonials and pictures geared around employment with the City.<br>e. Testing of the branding with targeted talent leads to more applications from targeted talent. | a. Was not initiated due to budget constraints.<br>b. Currently being completed in partnership with Deferred Compensation Manager.<br>c. Not implemented due to budget constraints. |
| Create processes and plan to deliver consistent Talent Acquisition services. | Look at recruitment on a Citywide level, identify Citywide recruitment challenges, develop priorities and processes for 2020. | a. Institutionalize equitable processes for women and people of color competing for Official & Administrative and skilled trade positions.<br>b. SDHR will release "Interview Process Best Practices" for departments to adopt.<br>c. Priorities, processes, and plan will be submitted by departments for 2020 implementation. | a. Ongoing efforts<br>b. Activated required training for panel participants June 3rd, 2019. Currently 90% employees who were required have completed the training.<br>c. Implemented community of practice forum in the form of Talent Table Talks, Recruiter sub-committees and Talent Manager reoccurring meetings to tackle current citywide recruitment challenges. |
| Map outreach and recruitment efforts and use data to determine which outreach and recruitment events to attend. | Data driven Citywide outreach and recruitment efforts. | a. Establish outreach and recruitment event baseline data.<br>b. Increase participation at career events that target people of color and Women of Color for Official and Administrative positions and Skilled Trades roles.<br>c. Analyze data regarding Official & Administrative roles and skilled trade positions. The disparity gap will have decreased by the end of 2020.<br>d. Job postings (drafting and location) are decided with intentional strategies used to target Women of Color and people of color | a. Created excel sheet to track all outreach activities which includes number of attendees and cost of event.<br>b. Attendance has increased from 5 events in 2018 to 15. 9 of those 15 were focused on POC and Women.<br>c. Ongoing efforts to review department demographics pre-recruitment at recruiting strategy meetings to effectively design recruiting plans to address this issue .<br>d. Created external posting database which indicates if it is a diversity site or ethnicity specific. |

| | | | |
|---|---|---|---|
| | | e. Partner with community-based organizations to foster a talent pipeline that reflects the people we serve not limited to Rainier Scholars, Young Executives of Color's, SYEP high school program, university organizations and/or unions led by people of color.<br>f. SDHR will continue to foster relationships with organizations like El Centro de la Raza/Seattle Urban League and host 2019 workshops on successful interviewing and resume drafting for people in the Latinx and African American community. Exit surveys will be used as assessments measuring effectiveness and learning at the workshops.<br>g. Create new metrics and benchmarks for 2020. | e. Partnered with Young Executives of Color, Urban League and the UW's NESBE chapter to share the City of Seattle's mission and create employment pipelines.<br>f. Recruiting & Compliance Analyst sat on resume review team for Urban League of Metropolitan Seattle during their annual Diversity Career Fair. Exit survey is in development.<br>g. Analyzing 2019 metrics and actively setting 2020 goals. |
| Create an internal and external outreach plan to present to the interdepartmental Human Resources Leadership Team (HRLT) for input, investment, and co-development to present to departments for adoption. | Recruit internally and externally in a way that centers the opinions, experiences, and identities of those we serve. | a. Hold a forum inviting all City employee resource groups and/or affinity groups to both recognize their contributions to the City's cultural climate and co-create strategies and goals to reach our desired outcome.<br>b. Create a networking event targeting Women of Color and people of color employed at the City and within Community. This will serve as both an opportunity to celebrate various cultures, identities, and differences, and a chance to connect with and | A. Created Talent Table Talk, community of practice for recruiters across the city to discuss standards, practices and the current cultural climate.<br>b. Please refer to E.<br>c. Please refer to E<br>d. Need will be assessed in 2020.<br>e. Talent Acquisition was able to pilot citywide employment fair in partnership with WorkSource that focused on current temporary workers, POC and Women. Resume workshops and over 12 departments were represented offering employment opportunities.<br>f. Ongoing development. |

|  |  | celebrate the diversity among the Community we serve. |  |
|  |  | c. By Q4, 2019, SDHR will have achieved: (1) sponsoring, partnering on, and/or hosting two or more events with organizations led by people of color and/or women for targeted recruitment. |  |
|  |  | d. A survey in Q4 will be given to the HR Leadership Team assessing departmental interest in adopting the framework for our internal and external outreach plan. Two or more departments indicating interest in adopting the framework for 2020-2021 signifies progress towards our objective. |  |
|  |  | e. Host an internal recruiting event in the Q3 where regular and temporary employees can meet with city departments to learn about employment opportunities, ask questions, and connect with external resources like Work Source and the Center for Working Adults about career assistance and educational options and resources. |  |
|  |  | f. Develop partnerships with pre-apprenticeships programs through the Regional Pre-Apprenticeship Collaborative (RPAC) that serve people of color and Women of Color to promote skilled trades jobs at the City. |  |

**Conclusion**

The City of Seattle strives to maintain a reputation of being the employer of choice. We work to attract the most talented individuals for our workforce, and center equity when we do. This Targeted Recruitment Plan will help us expand our applicant pools equitably and create systems that will attract outstanding talent, particularly for women and people of color interested in Officials & Administrators and Skilled Crafts positions.

# Employee Exit Survey Results

The City aims to have a vibrant and safe workplace where all employees can bring their full selves to work and grow in their roles. In 2015, Council Resolution 31588 called on the City of Seattle to implement an employee exit survey in order to understand why employees of color and women were leaving City employment at disproportionately high rates.[21] (The resolution also called for an employee engagement survey, an initiative that is reviewed elsewhere in this report.) After a pilot in 2018, the Citywide Employee Exit Survey launched for all departments in January 2019. The survey is sent to regular and temporary employees in all departments, as well as departing interns and those transferring between City departments. A Racial Equity Toolkit (RET) was completed on the survey project in Fall 2019, leading to various changes to the survey and the implementation process for 2020.

**Distribution**

Due to the complexities of Human Resource Information System (HRIS) data entry and the need to get surveys to departing employees as fast as possible, the exit survey currently relies on manual input from HR Business Partners to notify the survey system to send the survey. For this reason, 2019 was a year of constant learning and improvement as department HR staff integrated the survey into their exit procedures and protocols, including for temporaries, interns and transfers. In 2019, 34% of employees leaving a department received a survey. This rate was lowest for men of color (32%), with white women receiving the survey most often (42%). 2020 saw an overall improvement in survey distribution, with 47% of all eligible employees receiving the survey. Men of color continued to have the lower distribution rate, but it increased from 32% to 43%. The City will continue to focus on getting the survey to employees ending temporary assignments (19% distribution rate in 2020) and those in service and maintenance positions (13% distribution rate in 2020), where distribution rates have lagged and where men of color are an outsized share of the workforce.

*Figure 29: Citywide Exit Survey 2020, Distribution Rates (n=1,870)*

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[21] This finding came from DCI Consulting Group, Inc. (2015). City of Seattle Workforce Pay Equity and Utilization Report. Retrieved May 17, 2016, from: http://murray.seattle.gov/wp-content/uploads/2015/03/City-of-Seattle-Workforce-Pay-Equity-and-Utilization-Report-FINAL.pdf

## By Race/Gender

Received survey  Did not receive survey    Return to sheet Response Rate

| | Received survey | Did not receive survey | Total |
|---|---|---|---|
| Grand Total | 47% | 53% | |
| POC female | 47% | 53% | 315 |
| POC male | 43% | 57% | 380 |
| White female | 50% | 50% | 390 |
| White male | 55% | 45% | 536 |
| Unknown | 31% | 69% | 249 |
| | | | 1,870 |
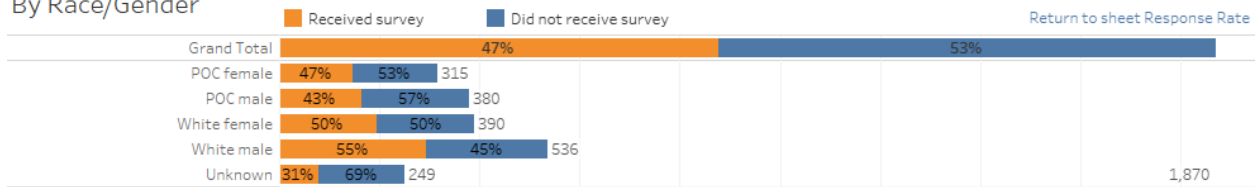
## By Departure Reason (as coded in HRIS)
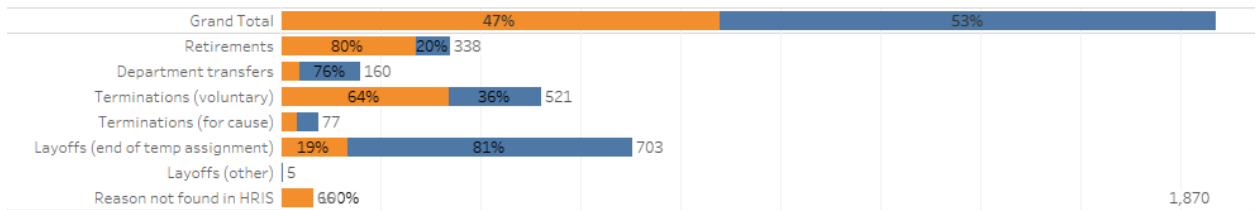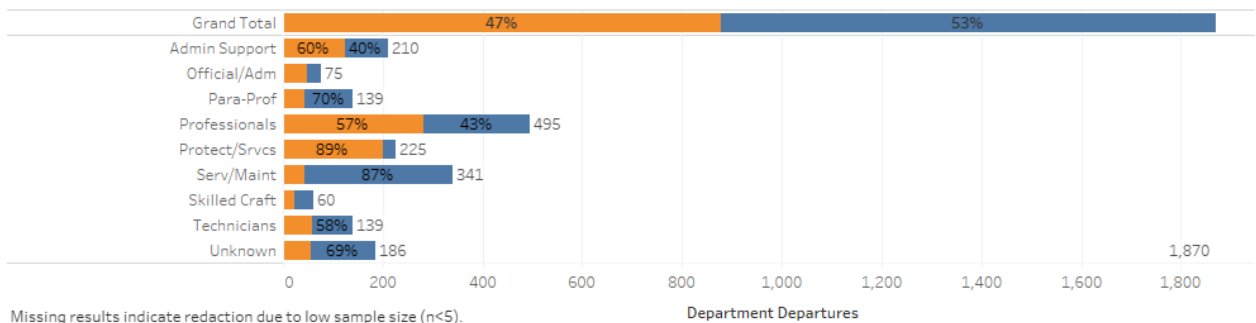
| | Received survey | Did not receive survey | Total |
|---|---|---|---|
| Grand Total | 47% | 53% | |
| Retirements | 80% | 20% | 338 |
| Department transfers | | 76% | 160 |
| Terminations (voluntary) | 64% | 36% | 521 |
| Terminations (for cause) | | | 77 |
| Layoffs (end of temp assignment) | 19% | 81% | 703 |
| Layoffs (other) | | | 5 |
| Reason not found in HRIS | 6.60% | | |
| | | | 1,870 |

Terminations of inactive Temporary employees are not included in this data. Temporary employees should be surveyed at time of layoff, when assignment ends.

## By Occupation (EEO groups)

| | Received survey | Did not receive survey | Total |
|---|---|---|---|
| Grand Total | 47% | 53% | |
| Admin Support | 60% | 40% | 210 |
| Official/Adm | | | 75 |
| Para-Prof | | 70% | 139 |
| Professionals | 57% | 43% | 495 |
| Protect/Srvcs | 89% | | 225 |
| Serv/Maint | | 87% | 341 |
| Skilled Craft | | | 60 |
| Technicians | | 58% | 139 |
| Unknown | | 69% | 186 |
| | | | 1,870 |

0   200   400   600   800   1,000   1,200   1,400   1,600   1,800

Department Departures

Missing results indicate redaction due to low sample size (n<5).

## Response Rates

In 2020, the overall response rate for the exit survey was 43% (371 responses out of 853 surveys sent), an improvement from the 2019 rate of 39%. There were no strong differences in response rates by race, but women of color were somewhat more likely to respond (44%) and men of color the least likely (36%). Regular employees responded at a rate of 45% while temporary employees only responded at a rate of 28%. Technician positions were most likely to respond in 2020 (59%), while service and maintenance positions were least likely (17%). Below is a figure showing the composition of 2020 survey respondents across various demographic categories.

The combination of distribution and response rates mean that, in 2020, 20% of all exiting employees participated in the exit survey. This was an improvement from just 15% in 2019, but still well below the City's target of 60% participation. The data suggest that this low participation number is driven largely by an ongoing failure to adequately send the survey to staff ending temporary assignments, transferring between departments, or leaving service and maintenance jobs (overall distribution improved in 2020, but not in these categories).

## Reasons for Leaving

Turnover fell in 2020 with total departures of regular employees down 26% from 2019, likely due to the COVID-19-induced recession and weakened job market. However, the reasons given by survey respondents for leaving were generally similar to 2019. Among regular (non-temporary and non-intern) employees, reasons for leaving related to professional advancement were the most frequently cited in both years (52% of respondents in 2020 chose at least one such reason). Relative to 2019, there was an increase in the share of respondents citing reasons related to conflict or culture (46% vs 39%), but the difference was not statistically significant. Notable, given the pandemic, was that employees were no more likely to select personal or family reasons (which include caring for children or sick relatives) in 2020 than in 2019. (For more on this, see below under the header "Did the COVID-19 Pandemic Impact City Turnover?")

*Figure 30: Citywide Exit Survey, Stated Reasons for Leaving by Theme, Regular Employees (2019 n=391, 2020 n=280)*



Regular Employees

Respondent were asked to identify their primary and secondary reasons, and then were allowed to choose as many "other" reasons as desired. The data include any mention, whether primary, secondary or other (so, total will be greater than 100%).
y = Difference with next year is statistically significant (95% confidence level); n = Difference with next year is not statistically significant (95% confidence level)

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## Experience Ratings

In addition to reasons for leaving, exiting employees were asked to rate their experience as an employee of their department across an array of topics. Across all respondents in 2020, the theme of Relationship with Supervisor rated the highest (71% positive, meaning either somewhat or strongly positive). Questions related to Well-being rated the lowest (50% positive). Themes shown below consisted of between two and six underlying questions. The theme of Well-being included only two questions: 'During my work day, I rarely felt very tense or stressed out' (41% positive) and 'I had the resources I needed to manage my physical and mental health' (58% positive).

*Figure 32: Citywide Exit Survey 2020, Experience Ratings by Theme, All Respondents (average n=362)*

| Themes (Ranked by % Positive) | | % Positive (green) |
|---|---|---|
| 1 | Relationship with Supervisor | 71% |
| 2 | Growth & Development | 69% |
| 3 | Mission Alignment | 68% |
| 4 | Peer Culture | 66% |
| 5 | Race & Social Justice | 61% |
| 6 | Freedom on the Job | 60% |
| 7 | Job & Resources | 60% |
| 8 | Quality of Product/Service | 58% |
| 9 | Overall Engagement | 58% |
| 10 | Department Leadership | 51% |
| 11 | Well-being | 50% |

## Employees of Color and Women

As noted, a motivating force for the creation of this survey was the finding that employees of color and women were leaving City employment at disproportionately high rates. Subsequent analysis of turnover rates has found that this trend is particularly true for women, who leave regular employment at rates 30-60% higher than men. For employees of color as a whole, turnover rates are higher when temporary positions are included, but among regular employees, turnover is slightly lower than white employees, though higher among certain race groups, particularly Native American employees. (Over the past five years, 2016-2020, turnover among Native American employees in regular positions has averaged 10.6%, compared to a Citywide average of 8.2%.) Understanding the reasons for these turnover rates has been a key emphasis for this project.

For employees of color leaving regular positions, reasons involving professional advancement were the most often cited (58% cited at least one such reason). This was especially true for women of color, 68% of whom cited one such reason. Specific reasons under this theme include a range of topics from pay to decision making authority to personal challenge and growth. Among these, most commonly selected reason was "Seeking a better fit for my interests and skills," which was selected by 30% of employees of color and 54% of women of color).

Reasons involving conflict or culture were the second most commonly cited for employees of color leaving a department (42%), but this was driven by women of color, 54% of whom cited at least one such reason (for men of color, it was just 33%). In both 2019 and 2020, women and especially women of color were more likely to cite reasons of conflict or culture for leaving, though differences across groups were not statistically significant. In 2019, 46% of women of

color cited one such reason, while just 33% of White men did. In 2020, this gap was smaller at 54% vs 48%, respectively.

*Figure 33: Citywide Exit Survey 2020, Stated Reasons for Leaving by Race and Theme, Regular Employees (POC n=90; white n=176)*



Regular Employees by Race
Respondent were asked to identify their primary and secondary reasons, and then were allowed to choose as many "other" reasons as desired. The data include any mention, whether primary, secondary or other (so, total will be greater than 100%).
y = Difference with next year is statistically significant (95% confidence level); n = Difference with next year is not statistically significant (95% confidence level)

*Figure 34: Citywide Exit Survey 2020, Stated Reasons for Leaving by Gender and Theme, Regular Employees (Female n=106; Male n = 163)*



Regular Employees by Gender
Respondent were asked to identify their primary and secondary reasons, and then were allowed to choose as many "other" reasons as desired. The data include any mention, whether primary, secondary or other (so, total will be greater than 100%).
y = Difference with next year is statistically significant (95% confidence level); n = Difference with next year is not statistically significant (95% confidence level)
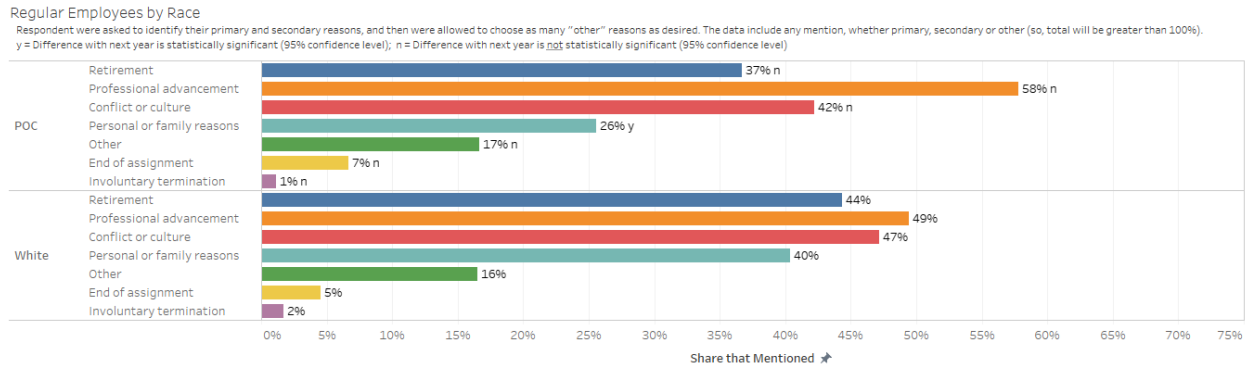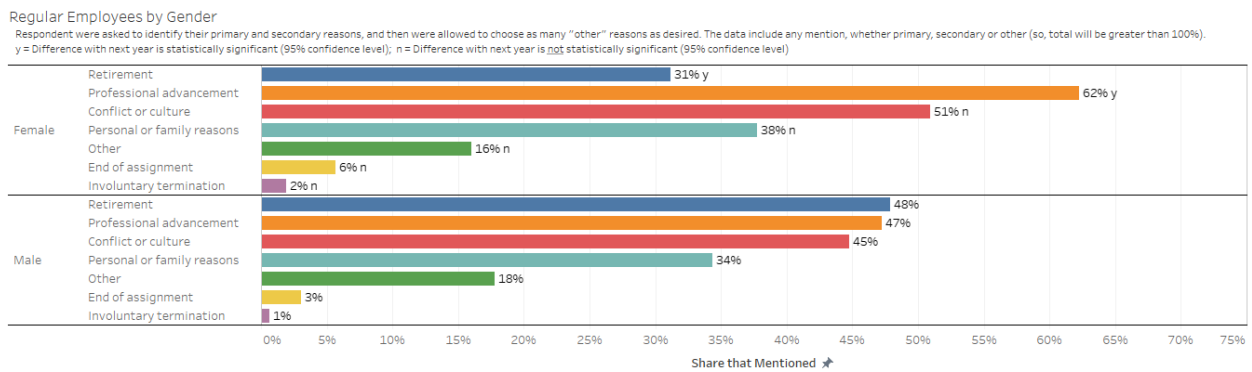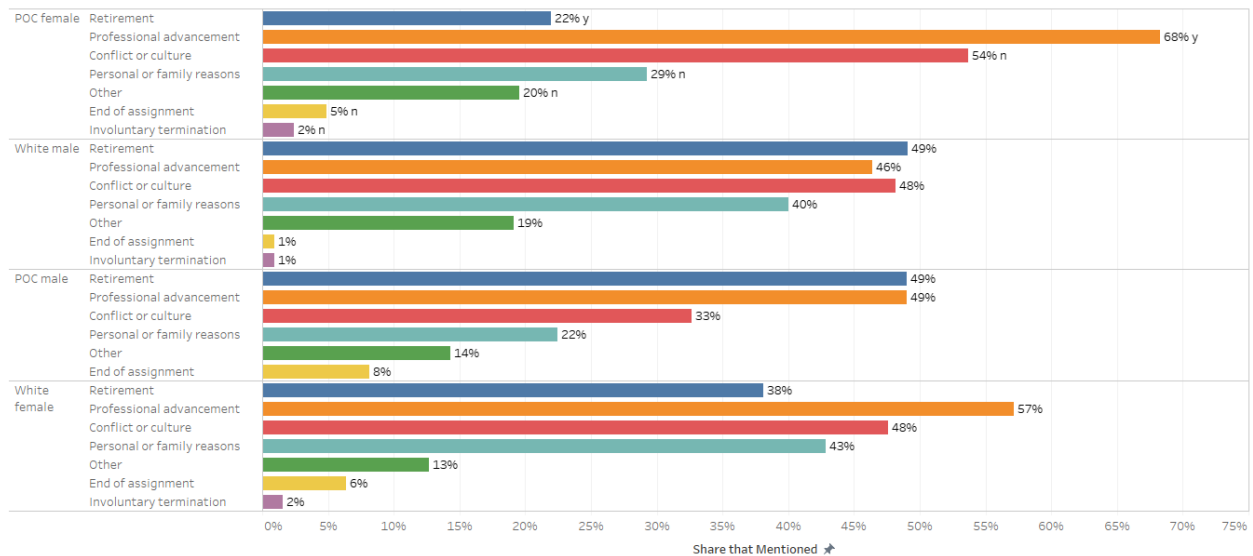
*Figure 35: Citywide Exit Survey 2020, Stated Reasons for Leaving by Race/Gender and Theme, Regular Employees (POC Female n=41; white male n = 110; POC male n=49; white female n=63)*

Respondent were asked to identify their primary and secondary reasons, and then were allowed to choose as many "other" reasons as desired. The data include any mention, whether primary, secondary or other (so, total will be greater than 100%).
y = Difference with next year is statistically significant (95% confidence level); n = Difference with next year is not statistically significant (95% confidence level)



| | | |
|---|---|---|
| POC female | Retirement | 22% y |
| | Professional advancement | 68% y |
| | Conflict or culture | 54% n |
| | Personal or family reasons | 29% n |
| | Other | 20% n |
| | End of assignment | 5% n |
| | Involuntary termination | 2% n |
| White male | Retirement | 49% |
| | Professional advancement | 46% |
| | Conflict or culture | 48% |
| | Personal or family reasons | 40% |
| | Other | 19% |
| | End of assignment | 1% |
| | Involuntary termination | 1% |
| POC male | Retirement | 49% |
| | Professional advancement | 49% |
| | Conflict or culture | 33% |
| | Personal or family reasons | 22% |
| | Other | 14% |
| | End of assignment | 8% |
| White female | Retirement | 38% |
| | Professional advancement | 57% |
| | Conflict or culture | 48% |
| | Personal or family reasons | 43% |
| | Other | 13% |
| | End of assignment | 6% |
| | Involuntary termination | 2% |

Share that Mentioned

## 36

## Did the COVID-19 Pandemic Impact City Turnover?

The devastating effects of the COVID-19 pandemic on workforce participation in the United States have been widely documented in 2020 and 2021 by academic studies. One repeated finding shows that women in particular left the labor force in large numbers in order to care for family at home. At the City of Seattle, overall turnover was down in 2020, as noted above. Among women, turnover fell even more than among men. Turnover among women in regular positions was 11.8% in 2019 and just 8.0% in 2020, compared to 7.4% vs 7.0% for men. (Note: If removing the Police Department, for whom 2020 was a year of exceptional turnover, female turnover was 12.5% in 2019 and 7.7% in 2020 and male turnover was 7.5% in 2019 and 5.8% in 2020. Thus, even when excluding SPD, turnover among women in 2020 fell more sharply than among men, just to a lesser degree.)

Among women who did leave regular City employment in 2020 but were not retiring, the rate of those citing family reasons (either caring for children, caring for aging or sick relatives or other personal or family reasons) jumped from 15% in 2019 (n=156) to 21% in 2020 (n=87). Men saw a similar increase, from 14% (n=125) to 19% (n=105). (While notable, neither increase is statistically significant due to low sample size.) The increase in citing these reasons was lower for women of color (just 17% to 18%) than for white women (15% to 22%). This suggests that the increase among women was driven mainly by white women citing these reasons.

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In conclusion, it does not appear that the pandemic caused women to leave the City workforce in large numbers in 2020, though the data suggest it may have been a factor for some employees, both women and men.

# Employee Covid-19 Survey Results

**July 2020 Employee Survey Summary of Some Key Results**

This employee survey is an initiative of the Workforce Equity Planning & Advisory Committee (WEPAC). If you have questions or comments or have a strong racial justice lens and are interested in joining WEPAC, please contact: bailey.hinckley@seattle.gov. Each department has about one representative on WEPAC, and WEPAC is always recruiting.

**Summary:**

SDHR administered a survey to all employees that was open July 13-21, 2020, to assess employees' well-being during the COVID-19 pandemic and telework experience and to gain information to help shape eventual teleworker return to worksite policies.

- Response rate: 48% (6,581 employees)
- Distribution of respondents:
    - 42% identified as Black, Indigenous, or a Person of Color (BIPOC)
    - 53% identified as white
    - 8% shared they work in a "service and maintenance" position
    - 36% shared they work in a "professional" position such as strategic advisor

Key findings of the survey fall into three categories: Employee Well-Being, Teleworking, and Return to Worksites. Additional analysis is found in the appendix. The analysis aims to mostly center the experiences of employees who identify with known marginalized identities in line with the City's Race and Social Justice Initiative (RSJI).

**Next Steps:**

Each department is expected to develop 3 actions based on the survey results to help address employee barriers to well-being and a healthy and equitable workplace experience. Toolkits for this action-planning will be shared in early September to start the process.

**Analysis:**

**1. Tableau Survey Analysis Dashboard (click this link with your VPN on to filter for results for your department)**

**2.** Survey Analysis Summary:

***Employee Emotional Health:*** How are employees doing during COVID-19 and momentum in racial justice activism in terms of their mental and emotional well-being?

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_____

*Key Take Away*

    a.  24% of responding employees in public-facing roles report a low[22] well-being score[23] compared to 16% of responding employees who currently do not work in person with anyone. 12% of responding employees who are teleworking[24] report a low well-being score, compared to 24% of those who are not. 22% of Black respondents in public facing roles and 25% Indigenous respondents in public facing roles reported low well-being[25].

*Trends to Note*

    b.  104 written responses in the survey from employees across the City revealed the need for greater RSJ skill development for all employees. These are the cumulative responses recorded for the questions regarding: feelings, last thoughts, people leader needs, and share your additional racial identity.

*What's Working Well*

    c.  68% of respondents state that they are receiving adequate support from their department during COVID-19.
    d.  13% of BIPOC respondents reported a low well-being score, compared with 16% of white respondents. This higher rate of low well-being persisted after controlling for important situational factors[26]. 15% of Black and 24% of Indigenous respondents reported low well-being[27].

*Key Disparities*

    e.  24% of employees who identified as Indigenous reported a low well-being score. After adjusting for situational factors[28], this difference holds. 34% of respondents who identified with a non-binary gender identity reported low well-being. This difference holds even after taking into account situational factors[29].
    f.  Childcare Responsibilities: Though reported well-being levels for those with childcare responsibilities are similar to those who do not have childcare

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[22] "Low" we define as 1 or 2 on the seven-point scale from "terrible" (1) to "great" (7)

[23] "Low" well-being is defined as selecting a 1 or 2 on the seven-point scale from "terrible" (1) to "great" (7) in the question, "How are you feeling this week?" The well-being question measured how an employee was feeling based on a scale of 7 choices from "terrible" to "ok" in the middle to "great".

[24] Defined as the presence of "I am teleworking" in Q8

[25] No statistically significant difference to out-groups, as might be expected from relatively low sample sizes of subset.

[26] Situational factors included for gender, department, jobtype, worksite and childcare responsibilities

[27] No statistically significant difference to out-groups, as might be expected from relatively low sample size.

[28] Situational factors included for gender, department, jobtype, worksite and childcare responsibilities

[29] Situational factors included for gender, department, jobtype, worksite and childcare responsibilities

responsibilities, after controlling for important situational factors, respondents reporting childcare responsibilities have a slightly higher likelihood of reporting low well-being than those who do not. Employees who reported a gender identity of female were 16% less likely to report childcare responsibilities than employees who identified with male, non-binary, or additional gender identities; no statistically significant difference was observed between gender identities in reporting rates of childcare-related concerns[30].

*Employee Needs*

g. Respondents share their well-being is most impacted by their personal stress or mental health (145 responses) or stress related to COVID-19 (90 responses). Respondents also share they are greatly impacted by current event stress related to the momentum for Black Lives Matter across the country (76 responses). This current event stress either aligns with racialized trauma, and the need for this trauma to at minimum be recognized by supervisors, managers, and HR practitioners, or growing awareness of whiteness. Employees express a need for support with the traumas of racialized oppression on top of the COVID-19 pandemic.

***Teleworking***: How is teleworking for employees and people leaders[31] and what do they need to be more effective or productive while teleworking?
*Key Take Away*

a. 78% of employees who are teleworking overall enjoy teleworking and 77% of people leaders share their employees are just as effective or more effective teleworking.

*Trends to Note:*

b. People Leaders share that computer hardware and software needs most impact their ability to be an effective people leader.
c. Employees share that their ability to telework is greatly impacted by lack of ergonomic equipment, City-provided computer or monitor, access to IT support & training, and reliable internet. 40 employees shared unsolicited they had spent their own money to purchase the equipment needed to telework.

*What's Working Well*

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[30] [Q55== "Very concerned" | Q55== "A little concerned"]
[31] People leaders include appointing authorities, managers, supervisors, and human resources professionals.

d. Respondents with female gender identity were 48% more likely than those with male gender identity to report enjoying telework. No statistically-significant difference was observed between racial identities.

*Key Disparities*

e. Access to Alternative Work Arrangements[32]:

- 23% of Black (n=169) and 24% of Indigenous (n=51) survey respondents currently have access to telework or an alternative work arrangement whereas 35% of Asian, 28% Latinx, 24% Pacific Islander, 24% Middle Eastern North African, and 36% of white survey respondents have access.
- 2% of Black and Indigenous employees (22 people) report being denied access to an alternative work arrangement, compared to 2% of all non-Black and Indigenous POC (33 people), and 2% of all survey respondents (130 people).

f. 17% of Latinx respondents who are teleworking shared they do not have what they need to effectively telework, compared to 12% of Asian, 15% of Black and 13% of Indigenous and 14% of Middle Eastern North African, Native Hawaiian Pacific Islander, and white teleworking survey respondents.

g. One way of measuring the impact of barriers to teleworking is seeing what impact each had on respondents' reported enjoyment of teleworking. The barriers that get in the way of employees enjoying teleworking and the relative weight of the barrier to people whose enjoyment is impacted is below:

- Feelings of isolation or loneliness (-16[33])
- Missing human interaction with my colleagues (-12)
- Lack of knowledge of how to use City supported technology (-11)
- Lack of a dedicated workspace (-11)
- Adult family members or roommates (-10)
- Increased email (-6)
- Computer or hardware issues (-4)
- Lack of reliable internet (-4)

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[32] Q16 == "Yes--I requested a teleworking option and was approved" | Q16 == "Yes--I requested a new or updated compressed work week schedule and was approved"

[33] Values represent percentage point impact on likelihood of enjoying telework; coefficients of regression of all barriers (without controls) on dependent variable of enjoying telework

h.  Employees who are teleworking face the following barriers to telework effectively:

| Teleworker needs | Black or African | America n Indian, | Native Hawaiia | East Asian or | Middle Eastern | Latinx or Hispanic | South Asian, | White telework | All telework |
|---|---|---|---|---|---|---|---|---|---|
| Missing.human.interaction.with.my.colleagues | 49% | 47% | 59% | 56% | 45% | 45% | 49% | 60% | 55% |
| Computer.or.hardware.issues | 23% | 29% | 22% | 21% | 24% | 19% | 22% | 22% | 23% |
| Lack.of.reliable.internet | 12% | 12% | 10% | 10% | 9% | 15% | 11% | 9% | 9% |
| Feelings.of.isolation.or.loneliness | 19% | 31% | 17% | 17% | 16% | 15% | 18% | 21% | 18% |
| Lack.of.ergonomic.equipment.or.office.supplies | 41% | 39% | 36% | 42% | 48% | 37% | 33% | 42% | 40% |
| Childcare.responsibilities | 20% | 18% | 17% | 14% | 17% | 20% | 13% | 16% | 15% |
| Increased.email | 16% | 14% | 26% | 23% | 25% | 19% | 18% | 23% | 23% |
| Software...other.IT.issues | 19% | 35% | 20% | 22% | 22% | 14% | 10% | 18% | 19% |
| Household.chores.and.responsibilities | 14% | 20% | 13% | 11% | 11% | 6% | 10% | 9% | 9% |
| None | 12% | 12% | 10% | 12% | 11% | 18% | 21% | 11% | 12% |
| Lack.of.a.dedicated.workspace | 16% | 22% | 19% | 18% | 22% | 23% | 12% | 20% | 18% |
| Pets.needing.attention | 4% | 8% | 6% | 4% | 11% | 5% | 5% | 7% | 6% |
| Adult.family.members.or.roommates | 5% | 18% | 11% | 8% | 10% | 7% | 7% | 8% | 8% |
| Lack.of.knowledge.on.how.to.use.City.supported.technology | 3% | 0% | 4% | 4% | 5% | 4% | 5% | 5% | 4% |
| Lack.of.VPN.access.to.the.City.s.network | 3% | 10% | 5% | 4% | 6% | 5% | 4% | 3% | 3% |
| Eldercare.responsibilities | 4% | 4% | 3% | 3% | 1% | 1% | 2% | 2% | 2% |

**Returning to Worksites:** What do employees expect to change when a return to worksites is possible, including health and safety protections, commutes, and ongoing alternative work arrangement options?
*Key Take Aways*

a.  Trends in what survey respondents shared they would need to feel safe returning to a worksite included: Comprehensive & accountable returning to worksite planning (231 responses), Personal protective equipment and mandatory mask enforcement (229 responses), A well-used and effective vaccine (143 responses), Continuing to telework (142 responses), and Elevator and building protocols (95 responses) among many other needs.

b.  Commute Changes: 79% (3,065 of 3,873) of respondents who reported using public transit (bus, light rail train, ferry) in their commute expect to stop using public transit if they must return to worksites during the COVID-19 pandemic. 40%[34] (2,636 respondents) report continuing to drive or changing to driving if they must return to worksites during the COVID-19 pandemic.

*What's Working Well*

c.  Alternative Work Arrangement (AWA) Options: 57% of employees surveyed shared they will request a permanent alternative work arrangement when returning to worksites is allowed including either telework or a schedule change.

*Trends to Note*

d.  Ongoing AWA requests anticipated by worksite:

| Worksite | Anticipate permanent AWA request | | Currently teleworking | | Currently teleworking & anticipate permanent AWA request | |
|---|---|---|---|---|---|---|
| | # | % | # | % | # | % |
| Downtown campus | 2818 | 75% | 3429 | 91% | 2719 | 72% |
| Seattle, not the downtown campus | 683 | 41% | 948 | 57% | 562 | 34% |
| Citywide, multiple locations | 157 | 23% | 197 | 29% | 91 | 13% |
| Outside of Seattle | 87 | 40% | 96 | 44% | 68 | 31% |
| Other | 85 | 35% | 99 | 41% | 56 | 23% |

[34] Note that this number is suppressed by the current logic of the question requiring a response to Q21, which has a high number of "na" values

*Key Disparities*

    e.  2,432 employees (40% of respondents) reported commutes prior to COVID-19 of 15 miles or further. 829 BIPOC employees (44% of BIPOC respondents) reported commutes prior to COVID-19 of 15 miles or further.

*Employee Needs*

    f.  Changes in Commute Needs:

| Worksite | Prior to COVID-19 drove self or in carpool[35] | | Prior to COVID-19 took public transit | | Anticipate change in commute from transit to driving post COVID-19[36] | | Anticipate change in commute to driving from transit & permanent AWA request[37] | | Anticipate using public transit & a permanent AWA request[38] | |
|---|---|---|---|---|---|---|---|---|---|---|
| | % | # | % | # | % | # | % | # | % | # |
| Downtown campus | 33% | 1,249 | 82% | 3,090 | 85% | 1,071 | 85% | 904 | 83% | 1362 |
| Seattle, not the downtown campus | 78% | 1,301 | 31% | 523 | 84% | 113 | 86% | 82 | 67% | 113 |
| Citywide, multiple locations | 84% | 578 | 22% | 149 | 81% | 22 | 67% | 10 | 53% | 16 |
| Outside of Seattle | 84% | 182 | 5% | 11 | 100% | 2 | 100% | 1 | 33% | 1 |
| Other | 70% | 170 | 29% | 71 | 82% | 14 | 75% | 6 | 48% | 11 |

[35] Note – because multiple commute options could be selected, totals will not sum to 100% (or response totals)

[36] Denominator is those anticipating a change, who previously included at least one mode of public transit in commuting

[37] Denominator is those anticipating a change, who previously included at least one mode of public transit in commuting AND anticipate an AWA change (Q17 != No")

[38] Count of those who anticipate AWA (see above) who either 1) include public transit in current plan AND do not anticipate change or 2) anticipate a change in commute and future commute plans include at least one mode of public transit, vs those fulfilling the transit case but not the AWA case

# Fire and Police Hiring Equity

In 2017, the Seattle Department of Human Resources (SDHR), the Seattle Police Department (SPD), and the Seattle Fire Department (SFD) partnered on a hiring equity analysis of the entry-level police officer and firefighter hiring processes.  This was in response to Council Resolution 31588 and Executive Order 2015-02. The result was the below action plans for hiring equity.

While neither SPD's nor SFD's overall hiring process was found to have barriers to equity for any demographic group, steps of the hiring process do pose barriers to equity for particular demographic groups. For this reason, each action plan recommends strategies to remove identified barriers to equity in the hiring process. Each strategy is tied to the barrier that it is intended to address and the impact it is proposed to affect. The actions are ordered according to the implementation priority at the time the plans were written. As each action is undertaken, the aim is to remove barriers to equity through a more simplified and transparent process. This is the guiding principle of any changes made moving forward.

After three years of implementation, updates on progress and notes on efficacy of the action plan recommendations can be found in the right-hand column. More information on the action plans can be found in prior Workforce Equity Update Reports. Additionally, updates on the testing component of the hiring process for SPD and SFD can be found below.

## Fire Hiring Equity Action Plan Update

| Strategy | Barrier(s) to Equity | Action Steps | Status |
|---|---|---|---|
| 1. Eliminate identified barriers to applicant success | For example, the hiring process is infrequent, has too many steps, and takes too long, causing loss of highly competitive candidates. Other jurisdictions hire candidates more quickly. | a. Enable hiring cycles more often than once every two years;<br>b. Develop a strategy to reduce the number of steps in, and timeframe of, the hiring process;<br>c. Ensure participation in unbiased decision-making employment training for any civilian or uniformed staff involved in the hiring process; and<br>d. Remove or mitigate disqualifying criteria that impacts one demographic group more than others. | a. **Updated.** Due to the risks and costs of administering a large exam during COVID-19, the entry fire examination process will be pushed back approximately one year and then return to a bi-annual cycle.<br>b. **Complete.** The screening steps performed by the Fire Department were reviewed by the Law Department and SDHR in 2018. The number of steps has been reduced to include: Candidate Physical Ability Test (CPAT), Suitability Assessment Report (SAR), Fire Chief interview, medical, psychological, background check.<br>c. **Complete.** 175 oral board panelists (approximately 122 Uniformed SFD personnel and 53 non-uniformed City employees from 22 departments) completed unbiased decision-making training in January 2020.<br>d. **Ongoing.** Currently, there is no adverse impact in fire or police exams. Background disqualifiers have been reviewed. |
| 2. Build a support system for each stage of the hiring process to include mentoring & expanding existing cadet programs | Stages of the SFD hiring process impact some demographic groups more than others. For example, women were less likely to pass drill school. | a. Develop a program for applicant to recruit communications, workshops, and a mentorship strategy tied to targeted recruitment goals for each stage of the hiring process;<br>b. Particularly, expand existing programs including the fire cadet program and formalize drill school practice workshops with direct support to candidates and recruits of historically underrepresented | a. **Ongoing.** SFD HR staff will be tasked with identifying new programs for targeted recruit communications. Email notifications to a GovDelivery list of over 22,000 individuals are sent to candidates throughout the application and hiring period.<br>b. **Ongoing.** Recruit preparation sessions were provided to candidates with conditional offers, prior to Recruit Schools 110-114 (Jan 2019 – Feb 2021). Existing peer fitness trainers lead these |

| Strategy | Barrier(s) to Equity | Action Steps | Status |
|---|---|---|---|
| | | groups starting in the recruiting phase of hiring;<br>c. Assess how drill school is predictive of firefighter recruit success and remove barriers to equity in drill school, such as ramping up the physical requirements throughout drill school with testing occurring at later stages; and<br>d. Standardize the criteria utilized to recommend a firefighter recruit who did not pass drill school the first time to be put on the recommended rehire list & add embedded mentoring into drill school. | sessions. Additionally, a pilot preparation program (SeaPrep) was launched in January 2019 for candidates who do not hold conditional offers. Both prep programs operated throughout 2020 in a COVID modified manner.<br>c. **Ongoing.** The Seattle Fire Department RSJI Core Team performed an RSJ toolkit in 2020 which led to several recommendations for the Recruit School program. The Department's Training Division implemented course schedule, equipment, and re-evaluation processes for Recruit Class 113. These changes contributed to a stellar pass rate of 95% for that class.<br>d. **Complete.** The rehire recommendation process has been standardized. Department contacts continue to be made available throughout recruit school via voluntary practice sessions scheduled on Saturdays. |
| 3. Ensure employment decisions are equitable and transparent | For example, lack of File Review transparency makes it difficult to explain why Black, white, and API candidates are less likely to get a conditional offer. | a. Ensure each step on the SFD side of the hiring process (after a register is sent to SFD) is administered transparently, in a pass/fail manner, and tracked for the impact on candidate pool demographics;<br>b. Particularly, eliminate the File Review phase and move components that are necessary, and tied to the job task analysis, to the Public Safety and Civil Service side of the hiring process;<br>c. Proactively review & refresh the hiring register to ensure continued candidate eligibility; and<br>d. Establish and share criteria for the Chief's interview with candidates. | a. **Complete.** Each step in the pre-employment screening phase of hiring is pass/fail. Demographic assessment are performed once hiring from each register is completed.<br>b. **Complete.** File review was eliminated.<br>c. **Complete.** Proactive review of candidate eligibility is being performed, as needed.<br>d. **Complete.** The Fire Chief interview includes structured questions for use in final selection of candidates. |

| Strategy | Barrier(s) to Equity | Action Steps | Status |
|---|---|---|---|
| 4. Build outreach and engagement programs | Application rates by women of color, white women, and Asian candidates are not representative of King County demographics.[39] | a. Develop a SFD branding strategy that is structured and funded to meet targeted outreach and recruitment goals to address applicant demographic gaps;<br>b. Design a strategy for SFD targeted recruitment that ensures ongoing coordination with the SFD targeted recruitment team;<br>c. Ensure online information about hiring and timelines is reviewed with a racial equity lens, simplified, and clarified; and<br>d. Collaborate with and learn from the SPD targeted recruitment group. | An RSJI Toolkit on recruitment was performed in 2020. Final recommendation is to establish a Recruitment Committee consisting of SFD HR, Black FF Assn, Women's Alliance, and Military representatives. The Fire Chief approved this recommendation establishing the committee in 2021. The committee's first meeting is scheduled Q1 2021. Identifying community groups and targeted outreach for the purpose of recruitment will be a responsibility of this new Committee. |
| 5. Ensure exam process is accessible & equitable | Black applicants attend the written exam at a low rate.[39] | a. Increase testing pre-workshops and locations leading up to the exams;<br>b. Increase testing frequency and locations; and<br>c. Develop a strategy for the SFD recruitment group to address differences in exam attendance across applicant demographics. | a. **Ongoing.** SDHR, in partnership with SFD, hosted 13 pre-testing workshops prior to and during the exam window for the 2019/2020 entry fire hiring cycle.<br>b. **Complete.**<br>c. The SFD Recruitment Committee will be exploring solutions to the exam attendance rates. |
| 6. Update PSCSC exam tools | Black and Hispanic candidates pass the exam at low rates. [40]<br><br>Women of color and men of color | a. Replace the written exam with a video exam;[40]<br><br>b. Apply a racial equity toolkit to the SFD exam and oral board process, continue to evaluate the impacts and benefits of | a. **Complete.**<br>b. **Complete.**<br>c. **Complete.** SDHR held two stakeholder meetings with members of SFD, SDHR, CBO, and Local 27 to discuss the changes, their impact, and identify opportunities for improvement. Based on this stakeholder feedback, SDHR made |

[39] This barrier to equity was found to be statistically significant at a 95% confidence level in the City Economist's statistical analysis of the SFD's hiring process.
[40] The video testing consultant for SPD is the same consultant SFD hired to remedy the barriers to equity found in the SFD testing process. SPD does not currently fully utilize the administration nor scoring that the consultant recommends. The SPD Testing Consultant has verified that utilizing their full suite of products will help remove the barriers to equity in the current SPD testing phase.

| Strategy | Barrier(s) to Equity | Action Steps | Status |
|---|---|---|---|
| | candidates are less likely to be in the top 25 percent of candidates who pass the oral board exam.[39] | exam components and adjust or eliminate as needed;<br><br>c. Annually adjust exam and oral board tools based on data analysis of results; and<br><br>d. Implement shifts in the oral board process from the below options that continue oral board process but remove barriers to equity by including 50% community member and 50% uniform review panels, independent scoring of candidate responses, and a transparent pass/fail scoring structure. | several changes to the exam process. The two major changes included increasing the weight of the oral board to 25% and increasing testing flexibility by allowing candidates who meet certain criteria to transfer test scores to Seattle.<br><br>d. **Complete.** SDHR added one non-uniformed City employee to the oral boards in lieu of a uniformed panelist (2 uniformed panelists, 1 non-uniformed city employee). Mechanical, math, and reading components of the video exam were scored as pass/fail; rank was based on combined Human Relations (50%), Work Attitudes (now 25%), and Oral Board (now 25%) scores. |
| 7. Build ongoing data analysis capabilities | The SFD hiring data collection process is not resourced nor set up for continued process improvement to meet hiring equity objectives. | a. Develop a process for SFD hiring data collection utilizing NEOGOV software;<br>b. Perform ongoing data collection and analysis with process reassessment occurring every six months;<br>c. Coordinate budget and operational impact assessment for recommended changes; and<br>d. Assess hiring data outcomes relative to hiring equity objectives and make changes when and where necessary. | a. **Complete.** SDHR provided SFD bi-weekly updates during the 2019/2020 exam process that included the number of applicants and demographic information and the flow of candidates through the process.<br>b. **Ongoing.** Data collection and assessment is performed after each hiring register is complete.<br>c. **Ongoing.**<br>d. **Ongoing.** |
| 8. Equitably apply preference points | Women and person of color applicants are less likely to have veteran's status. In 2015 and 2016, only male candidates benefited from | a. Preference points are not a recommended strategy to remove barriers to equity for SFD applicants;<br>b. Military targeted recruitment and community targeted recruitment are recommended strategies to balance the | a. In 2018, SDHR found veterans preference application did not significantly change the demographic makeup of the top 25% of the register.<br>b. SFD will continue to build upon ongoing targeted recruitment efforts.<br>c. No action has been taken at this time. |

| Strategy | Barrier(s) to Equity | Action Steps | Status |
|---|---|---|---|
|  | veteran's preference points. [41] | impact of veteran's preference in SFD hiring; and<br><br>c. If additional preference points were pursued, it is recommended that the preference points be tied to the role and duties of firefighter and assessed for potential disparate impact. |  |

## *Fire Testing Detailed Update*

<u>Background</u>

The Seattle Department of Human Resources (SDHR), under the guidance and oversight of the Public Safety Civil Service Commission (PSCSC), administers all entry and promotional exams for uniformed personnel in the Seattle Police and Fire Departments. SDHR strives to have a testing process that is:

- **equitable** and focused on minimizing barriers in the SFD entry-level hiring process for people of color and other historically marginalized or underrepresented groups;
- **compliant** with all applicable laws and policies, and
- **transparent** and easily navigable by applicants and firefighters.

<u>2019/2020 Updates</u>

<u>Fire</u>

SDHR implemented 2 major changes to the 2019/2020 cycle after a debrief of the 2018 cycle and as part of the Racial Equity Toolkit:

- **Exam scoring**: Scored mechanical, math, and reading remained pass/fail; rank was based on combined Human Relations (50%), Work Attitudes (weighting decreased from 35 to 25%), and Oral Board (weighting increased from 15% to 25%) scores.
- **Testing Flexibility**: Give candidates who have already taken the FireTEAM test in Washington State, within the past 6 months, the ability to transfer their score for free (as opposed to sit for the same exam a second time)

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[41] This barrier to equity was found to be statistically significant at a 95% confidence level in the City Economist's statistical analysis of the SPD's hiring process.

Outcome of 2019/2020 changes
- 54.4% show rate to the video exam (consistent with 2018 show rate at 55%).
- No adverse impact at any stage of the testing.

## 2019/2020 Entry Fire Dashboard

| Race | Submitted Application % | Scheduled Video & WAQ Exams % | Completed Video & WAQ Exams % | Passed Video & WAQ Exams % | Completed Oral Board % | Passed Oral Board/Placed On Register % | Top 25% (Pre Vet Pref) % | Hired by SFD % | King County Demographics (2018) % | Seattle Demographics (2018) % |
|---|---|---|---|---|---|---|---|---|---|---|
| Indigenous/Native American/American Indian or Alaska Native | 1.5% | 1.3% | 1.5% | 1.6% | 1.6% | 1.7% | 1.7% | 0.0% | 0.5% | 0.5% |
| Asian or Pacific Islander | 8.6% | 7.5% | 7.6% | 7.5% | 7.7% | 7.3% | 8.4% | 21.1% | 17.0% | 14.9% |
| Black | 9.6% | 9.0% | 8.0% | 6.8% | 7.2% | 7.0% | 7.4% | 7.9% | 6.1% | 6.8% |
| Hispanic | 15.9% | 13.1% | 13.6% | 13.1% | 12.5% | 12.6% | 11.1% | 7.9% | 9.6% | 6.6% |
| White | 60.4% | 62.9% | 65.2% | 66.5% | 66.6% | 66.7% | 66.0% | 55.3% | 60.4% | 64.5% |
| Native Hawaiian and Other Pacific Islander* |  |  |  |  |  |  |  |  | 0.8% | 0.3% |
| Two or More Races* |  |  |  |  |  |  |  |  | 5.3% | 6.0% |
| Undisclosed/Prefer Not to Respond | 4.0% | 6.2% | 4.0% | 4.4% | 4.3% | 4.7% | 5.4% | 7.9% |  |  |
| **Total** | N = 3696 | N = 2488 | N = 2013 | N = 1545 | N = 1295 | N = 1185 | N = 297 | N = 38 |  |  |
| **Gender** | % |  | % | % | % | % | % | % | % | % |
| Female | 12.4% | 13.2% | 13.7% | 13.4% | 13.3% | 14.0% | 10.1% | 7.9% | 49.9% | 49.6% |
| Male | 86.3% | 84.7% | 84.9% | 84.9% | 85.1% | 84.2% | 88.9% | 92.1% | 50.1% | 50.4% |
| Undisclosed/Prefer Not to Respond | 1.3% | 2.1% | 1.4% | 1.7% | 1.6% | 1.8% | 1.0% | 0.0% |  |  |
| **Total** | N = 3696 | N = 2488 | N = 2013 | N = 1545 | N = 1295 | N = 1185 | N = 297 | N = 38 |  |  |

Note:

*This is not identical to the certification as it does not include ties or certifications for additional vacancies.*

*The categories of "Native Hawaiian and Other Pacific Islander" and "Two or More Races" are reflected in Census data, but not in NEOGOV applicant data.*

*King County and Seattle Demographic data taken from City of Seattle CBO (2018).*

## Police Hiring Equity Action Plan Update

| Strategy | Barrier(s) to Equity | Entry Police Hiring Action Steps | Update |
|---|---|---|---|
| 1. Eliminate identified barriers to applicant success | For example, women pass the medical exam at a low rate. [42] | a. Ensure participation in unbiased decision-making employment training for any civilian or uniformed staff involved in the hiring process;<br>b. Remove or mitigate disqualifying criteria that impacts one demographic group more than others;<br>c. In particular, assess each potentially disqualifying criteria of the medical exam for impacts to demographic groups and linkages to the job task analysis; and<br>d. Assess why the Seattle Fire Department does not have this barrier to equity in their medical exam and adopt learned practices. | a. This was completed for all 2020 hires.<br>b. Recruiting event attendance were limited by COVID-19 and it's impacts.<br>c. The medical review is conducted by an outside medical professional who makes an independent determination of whether someone is medically fit to perform the essential functions of being an officer.<br>d. Not feasible for SPD to undertake this analysis. |
| 2. Ensure employment decisions are equitable and transparent to the applicant | For example, men of color pass the pre-polygraph interview at a disproportionately low rate and men, especially men of color, pass the polygraph at a lower rate, but often candidates never understand if they should reapply or not.[42] | a. Ensure each step on the SPD side of the hiring process (after a register is sent to SPD) is administered transparently to the applicant, in a pass/fail manner, and tracked for the impact on candidate pool demographics;<br>b. Add yearly racial equity and implicit bias training for polygraph and backgrounding administrators specific to the impacts of the backgrounding stage of the hiring process;<br>c. Add preparation for applicants prior to the polygraph to demystify the process, including a discussion of how the process may affect the candidate; | a. In each step of the testing process, written/video, PAT and oral boards the candidate is notified of their results either in person or in writing.<br>b. Implicit Bias training was mandatory for SPD Sworn employees in 2019 and all training will be completed in 2020.<br>c. The polygraph exam is covered in detail during the workshop and background investigators are part of the workshop cadre to cover the PHI and subsequent polygraph parameters.<br>d. A thorough disparate review was done qin 2019 and BIPOC hiring is above |

[42] This barrier to equity was found to be statistically significant at a 95% confidence level in the City Economist's statistical analysis of the SPD's hiring process.

| Strategy | Barrier(s) to Equity | Entry Police Hiring Action Steps | Update |
|---|---|---|---|
| | | d. Complete a racial equity toolkit on the backgrounding and polygraph process and implement mitigation strategies; and<br>e. Share with candidates the general basis for applicant disqualification during backgrounding and inform the candidate whether they should consider reapplying in the future. | representation in the King County population.<br>e. Candidates are notified of their results during each step of the process. A formal letter is sent if found "not competitive". They are given the Background Sergeant's name and phone number if they have any questions regarding the letter. |
| 3. Build a support system for each stage of the hiring process | Stages of the SPD hiring process impact some demographic groups more than others. For example, women of color, white women,[42] and Native American / Alaska Native candidates pass the first physical agility test (PAT) at a low rate. | a. Develop an applicant communication, workshop, and mentorship strategy tied to targeted recruitment goals for each stage of the hiring process;<br>b. Particularly, expand physical agility test workshops with direct support to candidates of historically underrepresented groups starting in the outreach and recruiting phase of hiring;<br>c. Add an automatic offer for mentoring and retesting to all candidates who do not pass the PAT but fell within a certain threshold beyond the passing score;<br>d. Explore how the City-run PAT is predictive of candidate success and remove barriers to equity in it; and<br>a. Initiate a partnership with the State's Criminal Justice Training Academy to evaluate barriers to equity during the academy process. | a. SPD recruiters respond to all calls or emails as soon as possible and are the candidates' main point of contact until the testing. Workshops are offered free of charge each year.<br>b. Based on response and turnout, this option was not successful. Each year we have also offered women in law enforcement career fairs where we demo and offer suggestions for PAT preparation and success and provide PAT preparation materials at each workshop.<br>c. This does not currently occur. SPD could potentially offer PAT prep courses if we can successfully advertise this option beyond the current marketing and advertising.<br>d. The city run PAT is the same requirement as the State Academy PAT and is required under WAC rules for admittance to the academy.<br>e. The internal partnership between Human Resources and Training at SPD has significantly improved the barrier to equity on strategy 3 because of the pre-hiring process hosted at the Academy. This process provides extra training for recruits |

| Strategy | Barrier(s) to Equity | Entry Police Hiring Action Steps | Update |
|---|---|---|---|
| | | | who are already hired and are going to be taking the PAT. The benefits are being subject to a boot camp like environment that provides an all-out physical exercise before testing for the PAT with opportunity to engage in extra practice for each subject area of the PAT hosted by SPD sworn personnel. |
| 4. Expand existing outreach and engagement programs | Application rates of women of color, white women, and API candidates are not representative of King County demographics.[43] | a. Continue to evolve the SPD branding strategy that is structured and funded to meet targeted outreach and recruitment goals to address applicant demographic gaps;<br>b. Continue to resource a strategy for SPD's targeted recruitment efforts that ensures ongoing coordination with the SPD targeted recruitment team;<br>c. Ensure online information about hiring and timelines is reviewed with a racial equity lens, simplified, and clarified; and<br>a. Collaborate with SFD targeted recruitment group. | a. Each year we review the applicant data and evolve our recruiting strategy to address gaps. We also attend recruiting and retention conferences to ensure that we are also looking at nationwide recruiting issues and looking to new and innovative marketing and community engagement opportunities. SPD rolled out a new branding campaign in early 2020.<br>b. We continue to build our recruiting support team and have SPDALL messaging in the works from the Chief of Police regarding the important role that all or personnel make in attracting candidates.<br>c. We are constantly adjusting our media and print ads to reflect our agency makeup and to include inclusive language on all our materials and website.<br>d. We collaborate with SFD and SDHR to collaborate and share ideas across all hiring efforts in the City of Seattle. SFD does not have any dedicated recruiters. |

[43] This barrier to equity was found to be statistically significant at a 95% confidence level in the City Economist's statistical analysis of the SPD's hiring process.

| Strategy | Barrier(s) to Equity | Entry Police Hiring Action Steps | Update |
|---|---|---|---|
| 5. Ensure exam is accessible & equitable | Women of color, Black, and Native American /Alaskan Native applicants attend the written and video exam at low rates. [43] | a. Increase testing pre-workshops and locations leading up to the exams; and<br>b. Develop a strategy for the SPD recruitment group to address differences in exam attendance across applicant demographics. | a. We continue to offer 5 free workshops prior to each exam, and they are offered on the weekends and evenings to assist with candidates' schedules for attendance.<br>b. **Complete/Ongoing.** SDHR worked with the Mayor's Office Innovation and Policy team to update our communication templates in 2019. Five (5) pre-test workshops are offered at Police HQ prior to each entry-level testing cycle (four entry-level exams in-state per year). In 2014 SPD Recruiting coordinated with CBO's (Community Based Organizations) to conduct workshops outside Police HQ and within different parts of the community. Recruiting coordinated with Edith Elion and Tony Benjamin from the Atlantic Street Center, Emma Catague from the Filipino Community Center and Sergio Camacho from the El Centro de la Raza Community Center. We offered at least one workshop per month at each of the three locations with an average of 2-3 attendees per workshop. We average approximately 20 attendees per workshop at HQ. Civil Service also provides a link to the SPD website regarding the free pre-test workshops at HQ when they apply for the exam.<br>Recruiting also has information regarding the workshop dates and times when at recruiting events or festivals. The dates and times are included with the Recruiting flyer which outlines test dates, pay, and benefits. |

| Strategy | Barrier(s) to Equity | Entry Police Hiring Action Steps | Update |
|---|---|---|---|
| 6. Update PSCSC exam tools | Asian Pacific Islander, Black, and women of color candidates pass the video exam at low rates.[43]<br><br>Men of Color pass the oral board interviews at a low rate.[43] | a. In the immediate term, confirm that the video test has been validated by the vendor and make the oral board pass fail;<br>b. Utilize a testing administration practice from the video testing consultant that includes scoring;[44]<br>c. Apply a racial equity toolkit to the SPD exam and oral board process, continue to evaluate the impacts and benefits of exam components and adjust or eliminate as needed;<br>d. Annually review exam and oral board tools based on data analysis of results; and<br>e. Implement shifts in the oral board process from the below options that continue oral board process but remove barriers to equity by including 50% community member and 50% uniform review panels, independent scoring of candidate responses, and a transparent pass/fail scoring structure. | a. **Complete.** SDHR has confirmed with the National Testing Network (NTN) that the police video exam is validated.<br>b. **Complete.** SDHR now utilizes the consultant's recommended scoring practice.<br>c. **Incomplete.** The exam used by the department as part of its police officer hiring process is generated by a consultant retained by the city. The consultant generates police tests nationally and uses data generated from that process to validate the results and control for disparate impact. The oral board questions used by the department are drawn from the CalPOST test question bank, which is also validated and controlled for disparate impact. A formal RET has not happened yet.<br>d. **Complete/Ongoing.** The efforts outlined in response to Strategy 6c above are undertaken on a continuous basis to ensure the validity and equity of the test and oral board process.<br>e. **Complete.** One out of three oral board panel members are currently non-sworn. Oral boards are currently independently scored by the panel members and scores are clearly noted as pass/fail. SPD has expressed interest in |

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[44] The video testing consultant for SPD is the same consultant SFD is hiring to remedy the barriers to equity found in the SFD testing process. SPD does not currently fully utilize the administration nor scoring that the consultant recommends.

| Strategy | Barrier(s) to Equity | Entry Police Hiring Action Steps | Update |
|---|---|---|---|
| | | | utilizing RSJ trained employees (similar to SFD). |
| 7. Build ongoing data analysis capabilities | The SPD hiring data collection process is not resourced nor set up for continued process improvement to meet hiring equity objectives. | a. Develop a process for SPD hiring data collection utilizing NeoGov software; <br> b. Perform ongoing data collection and analysis with process reassessment occurring every 6 months; and <br> c. Assess hiring data outcomes relative to hiring equity objectives and make changes when and where necessary. | a. **Complete.** We combine NeoGov data with our exam data to produce dashboards that monitor any equity impacts. <br> b. **Complete/ongoing.** <br> c. **Complete/ongoing.** This annual report serves this purpose. |
| 8. Equitably apply preference points | Military veteran's preference points do not currently impact SPD hiring, however, if they did impact SPD hiring, Hispanic[45] and Black applicants are more likely and women[45] candidates are less likely to have veteran's status. | a. Preference points are not a recommended strategy to remove barriers to equity for SPD candidates, particularly as targeted recruitment will have a greater impact on candidate pool demographics and skills than preference points; and <br> b. If additional preference points were pursued, it is recommended that the preference points be tied to the role and duties of patrol officer and assessed for potential disparate impact. | a. **Complete.** The PSCSC, after reviewing Council Ordinance 125315, directed SDHR to implement Language Preference Points (PSCSC rule 9.20). In 2019, 4 candidates successfully utilized these points for proficiency in (Russian, French, German, and Spanish). In 2020, 9 candidates tested and received language preference points (4 Spanish, 1 Mandarin, 1 Vietnamese, 1 Arabic, 1 Tagalog, 1 German). All candidates would have moved forward in the process without these points applied. <br> b. **Ongoing.** The PSCSC, in collaboration with SPD and the Community Police Commission, is discussing ways to operationalize community preference points called out in Council Ordinance 125315. |

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[45] This barrier to equity was found to be statistically significant at a 95% confidence level in the City Economist's statistical analysis of the SPD's hiring process.

## Police Exam Changes Update
## Data Summary
## 2020 Entry Police Exams Dashboards

| | Submitted Application | Scheduled Written/Video Exam | Completed Written/Video Exam | Passed Written/Video Exam | Hired by SPD | King County Demographics (2018) | Seattle Demographics (2018) |
|---|---|---|---|---|---|---|---|
| **Race** | % | % | % | % | % | % | % |
| Indigenous/Native American/American Indian or Alaska Nativ | 1.8% | 1.9% | 0.0% | 0.0% | 2.0% | 0.5% | 0.5% |
| Asian or Pacific Islander | 10.9% | 10.9% | 10.5% | 10.7% | 5.9% | 17.0% | 14.9% |
| Black | 19.3% | 19.1% | 15.7% | 14.3% | 3.9% | 6.1% | 6.8% |
| Hispanic | 16.3% | 15.9% | 17.6% | 15.5% | 17.6% | 9.6% | 6.6% |
| White | 48.8% | 49.3% | 53.3% | 56.5% | 58.8% | 60.4% | 64.5% |
| Native Hawaiian and Other Pacific Islander* | | | | | | 0.8% | 0.3% |
| Two or More Races* | | | | | 7.8% | 5.3% | 6.0% |
| Undisclosed/Prefer Not to Respond | 2.9% | 3.0% | 2.9% | 3.0% | 3.9% | | |
| **Total** | N = 734 | N = 698 | N = 210 | N = 168 | N = 51 | | |
| **Gender** | % | % | % | % | % | % | % |
| Female | 15.9% | 15.6% | 11.4% | 11.3% | 13.7% | 49.9% | 49.6% |
| Male | 83.5% | 83.8% | 88.6% | 88.7% | 86.3% | 50.1% | 50.4% |
| Undisclosed/Prefer Not to Respond | 0.5% | 0.6% | 0.0% | 0.0% | 0.0% | | |
| **Total** | N = 734 | N = 698 | N = 210 | N = 168 | N = 51 | | |

Notes:

*The categories of "Native Hawaiian and Other Pacific Islander" and "Two or More Races" are reflected in Census data, but not in NEOGOV applicant data.*

*King County and Seattle Demographic data taken from City of Seattle CBO (2018).*

# Paid Parental & Paid Family Care Leave

Creating a more robust paid parental leave benefit and extending paid family leave beyond parental leave were both workforce investment strategies in the 2016 Work Force Equity Strategic Plan. The City's paid parental leave (PPL) benefit, originally created in 2015, was enhanced in 2017 and 2019. The City's paid family care leave (PFCL) benefit, introduced in 2017, acknowledged that employees have many family-care obligations which often fall to women, and this is particularly true for women of color. Like paid parental leave, paid family leave has been proven to increase employee engagement and morale, reduce employee anxiety and stress, and increase workforce inclusion and productivity.

Through these benefits, the City has sought to provide ample time for City government employees to care for their families at times of critical need. This initiative has evolved significantly over the past five years. A timeline of effective changes is below:

- May 2015: Seattle City Council passed Ordinance 124753 that created a four-week PPL benefit for City of Seattle employees. That benefit became available to any eligible employee welcoming a new child via birth, adoption or fostering on or after May 17, 2015 and provided four weeks of fully paid leave (pro-rated for part-time employees) for bonding with the child.
- January 2017: Ordinance 125260 extended the PPL benefit to a total of 12 possible weeks, with the final four weeks being subject to the availability of other leave balances of the employee (the employee must use any sick and/or vacation accumulations beyond two weeks and one week, respectively, to supplement some or all of the final four-week period). The ordinance also created, for the first time, the PFCL benefit, which provided additional leave for City employees to care for a seriously ill family member for up to four weeks. This benefit was also subject to the availability of other leave (the employee must have sick leave accumulations at or below two weeks and vacation leave accumulations at or below one week before the benefit can be accessed). The ordinance was passed by Council in February of 2017, but PFCL and the added weeks of PPL became available, retroactively, starting January 1, 2017.
- October 2019: The City modified the rules governing use of PPL by removing the requirement that the final four weeks of the 12-week benefit be subject to the existence of leave accumulations, effectively providing 12 unconditional weeks to employees. This change took effect October 2, 2019.
- January 2020: The City modified the rules governing use of PFCL by removing the requirement that the (full) four-week benefit be subject to the existence of leave accumulations, effectively providing four unconditional weeks to employees. At this time, the City also expanded the list of eligible family relationships under PFCL to include grandparents, grandchildren and siblings of employees (this change, which was also made to the City's unpaid Family Medical Leave policy, created alignment with the new Washington State Paid Family Leave program, noted below). These changes took effect January 1, 2020.

In January 2020, employees also became eligible to apply for paid leave benefits through the new Washington State Paid Family Leave insurance program, which covers all workers in the State of Washington (Senate Bill 5975, June 2017). This program will generally allow up to 12 weeks per year of partially paid family leave to care for an employee's own serious illness or medical event; bond with a new child; care for a family member experiencing a serious illness or medical event; or attend to family needs after certain military-connected events. (Additional time is available for employees in special circumstances.) Use of the State's program by City government employees will not affect eligibility for benefits under PPL or PFCL.

The following report provides details on usage and backfill costs for the City benefit programs, PPL and PFCL. It represents the fifth such annual update for PPL and the second for PFCL.[46] In order to better understand the impact of policy enhancements over time (as listed above), the report divides figures by "event" year rather than the year in which the leave was taken. Event year refers to the year in which the employee *began* taking a leave under one of these benefits (in general, this will be the year in which the event, such as a new child or illness, occurred). This should better reflect the rules that governed the benefit at the time of its application.

The report is divided into these sections:
1. Use of Leave by Department, Tenure and Gender
2. Backfill Costs for Leave Takers
3. Use of Leave by Job Title

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[46] This report fulfills the requirements stated in Section 4.27.100 and Section 4.29.100 of Ordinance 125260 (February 2016) that "City departments, via the City's payroll system, shall track data related to employees who utilize the paid parental leave (paid family care leave) provided in this Chapter 4.27 (4.29). The data should include employee gender, tenure with the City, hours of paid parental leave used, job title, and employing City department at the time the leave was used. In addition, information on the approximate backfill cost to the City, by department, should be identified. An annual report containing the information in the immediately preceding paragraph shall be submitted by the Seattle Department of Human Resources to the Mayor and City Council in the annual Workforce Equity Accountability Report."

## Use of Leave by Department, Tenure and Gender

*Figure 37: Summary of Usage for Paid Parental Leave (PPL) and Paid Family Care Leave (PFCL), 2016-2020*

| | Event Year[a] | | | | |
|---|---|---|---|---|---|
| **Paid Parental Leave (PPL)** | | | | | |
| | 2016 (4-week policy) | 2017 (12-week policy, final 4 restricted) | 2018 (12-week policy, final 4 restricted) | 2019[b] (12-week policy, restrictions removed Oct. 2) | 2020[c] (12-week policy, unrestricted) |
| **Count of Beneficiaries** | 408 | 385 | 376 | 484 | 344 |
| **Share of Female Beneficiaries** | 30.6% | 27.3% | 29.0% | 28.9% | 28.5% |
| **Average Age of Beneficiaries** | 36.4 | 36.2 | 36.3 | 36.9 | 36.0 |
| **Average Tenure of Beneficiaries[d]** | 7.9 | 7.1 | 7.1 | 7.5 | 6.7 |
| **Average Hours Used[e]** | 128 | 340 | 372 | 287 | 360 |
| **Paid Family Care Leave (PFCL)** | | | | | |
| | 2016 (no policy) | 2017 (4-week policy, restricted) | 2018 (4-week policy, restricted) | 2019 (4-week policy, restricted) | 2020[c] (4-week policy, unrestricted) |
| **Count of Beneficiaries** | N/A | 158 | 195 | 223 | 420 |
| **Share of Female Beneficiaries** | N/A | 63.3% | 63.6% | 57.8% | 42.4% |
| **Average Age of Beneficiaries** | N/A | 48.1 | 46.8 | 47.2 | 46.6 |
| **Average Tenure of Beneficiaries[d]** | N/A | 11.9 | 10.9 | 10.1 | 13.4 |
| **Average Hours Used[e]** | N/A | 124 | 122 | 117 | 103 |

[a]Event year refers to the year in which leave was first taken by the beneficiary and may not necessarily be the year the event (birth, illness, etc.) occurred, nor the year in which all leave under the benefit was taken, as both benefits allow for use within 12 months of the event date (PPL) or leave approval (PFCL).
[b]Effective October 2, 2019, the final four weeks of PPL were no longer restricted based on available leave accumulations (see introduction for details on all leave restrictions).
[c]Data for 2020 cannot be considered final as of the publication of this report as the 12-month window for use of leave has not yet closed for many of beneficiaries. (Data are current as of January 20, 2021.)
[d]Average tenure of beneficiaries is based on time since hire at the City (not total hours worked).
[e]Average hours used is calculated using full-time employees only.
For comparison, all benefitted City employees as of December 2020: 37.9% female, average age of 46.6 years, and average tenure of 13.2 years.
Data source: HRIS, January 20, 2021.

*Figure 38: Paid Parental Leave (PPL) and Paid Family Care Leave (PFCL) Beneficiaries by Department, 2016-2020*

| Department | Paid Parental Leave (PPL) | | | | | Paid Family Care Leave (PFCL) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2016 | 2017 | 2018 | 2019 | 2020 | 2016 | 2017 | 2018 | 2019 | 2020 |
| Arts and Culture | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 2 |
| City Auditor | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| City Budget Office | 2 | 3 | 3 | 1 | 2 | 0 | 0 | 1 | 0 | 3 |
| City Light | 54 | 63 | 70 | 47 | 42 | 0 | 20 | 45 | 40 | 45 |
| Community Police Commission | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| Construction and Inspections | 7 | 10 | 5 | 14 | 8 | 0 | 7 | 8 | 8 | 13 |
| Education and Early Learning | 4 | 4 | 2 | 3 | 3 | 0 | 1 | 3 | 1 | 2 |
| Employees Retirement Syst | 1 | 2 | 1 | 1 | 1 | 0 | 0 | 0 | 1 | 0 |
| Finance and Administrative Services | 14 | 12 | 14 | 16 | 10 | 0 | 11 | 9 | 9 | 10 |
| Fire Department | 61 | 50 | 45 | 50 | 54 | 0 | 5 | 6 | 3 | 59 |
| Housing | 3 | 1 | 0 | 0 | 1 | 0 | 2 | 1 | 0 | 0 |
| Human Resources | 6 | 3 | 3 | 6 | 3 | 0 | 3 | 5 | 3 | 8 |
| Human Services | 11 | 11 | 12 | 14 | 5 | 0 | 19 | 13 | 23 | 20 |
| Immigrant and Refugee Affairs | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Intergovernmental Relations | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| Law Department | 8 | 7 | 9 | 9 | 8 | 0 | 1 | 3 | 7 | 4 |
| Legislative-City Council | 2 | 0 | 6 | 6 | 4 | 0 | 0 | 0 | 1 | 1 |
| Mayor's Office | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Municipal Court | 1 | 5 | 6 | 8 | 6 | 0 | 7 | 7 | 9 | 10 |
| Neighborhoods Department | 1 | 1 | 5 | 2 | 1 | 0 | 0 | 2 | 0 | 7 |
| Office for Civil Rights | 0 | 0 | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| Office of Economic Development | 2 | 0 | 0 | 5 | 1 | 0 | 0 | 0 | 2 | 2 |
| Office of Labor Standards | 0 | 0 | 3 | 2 | 2 | 0 | 0 | 1 | 2 | 1 |
| Office of Sustainability and Environment | 5 | 9 | 1 | 2 | 3 | 0 | 1 | 1 | 1 | 4 |
| Office of the Inspector General | | | 0 | 0 | 1 | | | | 0 | 0 |
| Parks Department | 30 | 25 | 29 | 19 | 20 | 0 | 11 | 18 | 21 | 32 |
| Planning and Community Development | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 3 |
| Police Department | 74 | 81 | 72 | 172 | 71 | 0 | 12 | 20 | 20 | 81 |
| Seattle Center | 3 | 3 | 6 | 5 | 4 | 0 | 2 | 6 | 3 | 1 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Seattle Dept of Transportation | 40 | 28 | 28 | 24 | **35** | 0 | 17 | 14 | **25** | **32** |
| Seattle Information Technology | 7 | 16 | 9 | 19 | **13** | 0 | 17 | 5 | **9** | **19** |
| Seattle Public Library | 24 | 20 | 14 | 17 | **9** | 0 | 6 | 7 | **9** | **34** |
| Seattle Public Utilities | 46 | 30 | 27 | 39 | **35** | 0 | 16 | 17 | **26** | **27** |
| TOTAL | 408 | 385 | 376 | 485 | 344 | 0 | 158 | 195 | 223 | 420 |

Year refers to the year leave was first taken by the beneficiary and may not necessarily be the year the event (birth, illness, etc.) occurred, nor the year in which all leave under the benefit was taken, as both benefits allow for use within 12 months of the event date (PPL) or leave approval (PFCL).
Department refers to where the beneficiary worked at time of leave approval. In some cases, a beneficiary may have transferred departments during the window of eligibility for leave use.
Data source: HRIS, January 20, 2021.

## Backfill Costs for Employees Taking Leave

Backfill costs are the costs associated with temporarily replacing an employee while they are on leave in order to ensure their responsibilities are covered while absent. The backfill dollars in the figures below represent costs associated with hours coded as PPL backfill or PFCL backfill on employee timesheets, as kept by departments. However, the costs shown are likely understated. Departments that receive funding via the General Fund were directed to track backfill costs related to the paid parental leave benefit in order to request backfill dollars earmarked for paid parental leave (set aside in the Finance General fund). These departments can request backfill dollars at year-end if they do not have the funds necessary to cover these additional costs. Non-General Fund departments must absorb what they can using their existing budgets because they are not reimbursed in this manner. Consequently, these departments face less incentive to track backfill totals carefully, and thus the costs below may under-estimate actual backfill costs to the City, particularly regarding the portion from "Other Funds."

| Department | Backfill Hours | Est. Backfill Costs, Total | Est. Backfill Costs, General Fund | Est. Backfill Costs, Other Funds |
|---|---|---|---|---|
| City Budget Office | 614 | $46,847 | $46,847 | $0 |
| City Light | 27 | $756 | $0 | $756 |
| Construction and Inspections | 452 | $17,913 | $1,557 | $16,356 |
| Education and Early Learning | 972 | $49,433 | $8,780 | $40,653 |
| Finance and Administrative Services | 921 | $28,562 | $3,990 | $24,572 |
| Fire Department* | 17,017 | $1,095,412 | $1,095,412 | $0 |
| Human Resources | 501 | $20,733 | $20,733 | $0 |
| Human Services | 4,091 | $161,886 | $72,789 | $89,097 |
| Municipal Court | 8 | $223 | $223 | $0 |
| Neighborhoods Department | 634 | $33,979 | $32,624 | $1,355 |
| Office for Civil Rights | 144 | $6,910 | $6,910 | $0 |
| Office of Economic Development | 684 | $36,878 | | $36,878 |
| Office of Sustainability and Environment | 450 | $25,598 | $19,640 | $5,958 |
| Parks Department | 452 | $14,434 | $8,714 | $5,720 |
| Seattle Public Library | 3,781 | $121,064 | $0 | $121,064 |
| Seattle Public Utilities | 60 | $2,185 | $38 | $2,147 |
| Total | 30,806 | $1,662,814 | $1,318,256 | $344,558 |

Data pertain to leave events beginning in 2019. Due to the 12-month window for use, this is the most recent event year where costs can be considered final as of the production of this report.

Department refers to the department to which the backfilling employee charged their work hours. This may not be the same as the department of the leave-taking employee for whom the person is backfilling. In certain cases, departments may plan to reimburse other departments for employees backfilling via out-of-class assignments.

*Backfill for the Fire Department is not tracked via payroll records as with other departments due to the department's mandatory staffing levels. Rather, all beneficiaries are assumed to be backfilled in full, with backfilling employees receiving a 50% overtime wage premium.

Data source: HRIS, January 20, 2021.

| Department | Backfill Hours | Est. Backfill Costs, Total | Est. Backfill Costs, General Fund | Est. Backfill Costs, Other Funds |
|---|---|---|---|---|
| Fire Department* | 389 | $12,631 | $12,631 | $0 |
| Human Services | 389 | $16,623 | $7,474 | $9,149 |
| Parks Department | 375 | $11,718 | $7,074 | $4,644 |
| Seattle Public Library | 212 | $5,838 | $0 | $5,838 |
| TOTAL | 1,364 | $46,810 | $27,180 | $19,630 |

Data pertain to leave events beginning in 2019. Due to the 12-month window for use, this is the most recent event year where costs can be considered final as of the production of this report.

Department refers to the department to which the backfilling employee charged their work hours. This may not be the same as the department of the leave-taking employee for whom the person is backfilling. In certain cases, departments may plan to reimburse other departments for employees backfilling via out-of-class assignments.

*Backfill for the Fire Department is not tracked via payroll records as with other departments due to the department's mandatory staffing levels. Rather, all beneficiaries are assumed to be backfilled in full, with backfilling employees receiving a 50% overtime wage premium.

Data source: HRIS, January 20, 2021.

## Use of Leave by Job Title

The table below reflects data requested in City of Seattle Ordinance 125260 on employee use of leave benefit by job title.

*Figure 41: Paid Parental Leave (PPL) and Paid Family Care Leave (PFCL) Use by Job Title, 2020 Events*

| 2020 Events | PPL | | PFCL | |
|---|---|---|---|---|
| Job Title | Beneficiaries | Avg. Tenure | Beneficiaries | Avg. Tenure |
| Accountant | 3 | 7.6 | 3 | 12.1 |
| Act Exec | 1 | 5.5 | 0 | 0.0 |
| Actg Tech II | 0 | 0.0 | 5 | 6.7 |
| Actg Tech III | 1 | 12.4 | 5 | 9.6 |
| Actg Tech Supv | 0 | 0.0 | 1 | 18.7 |
| Admin Spec I | 3 | 1.9 | 3 | 12.3 |
| Admin Spec II | 2 | 3.8 | 5 | 10.4 |
| Admin Spec III | 3 | 2.5 | 3 | 10.3 |
| Admin Staff Anlyst | 3 | 3.7 | 2 | 9.0 |
| Admin Staff Asst | 0 | 0.0 | 4 | 10.7 |
| AMH Syst Op | 1 | 7.5 | 1 | 15.1 |

| 2020 Events | PPL | | PFCL | |
| --- | --- | --- | --- | --- |
| Job Title | Beneficiaries | Avg. Tenure | Beneficiaries | Avg. Tenure |
| Animal Contrl Ofcr I | 1 | 4.6 | 0 | 0.0 |
| Arboriculturist | 0 | 0.0 | 1 | 20.9 |
| Arts Prgm Spec | 0 | 0.0 | 1 | 3.3 |
| Asphalt Raker | 1 | 5.3 | 0 | 0.0 |
| Asst Mgr | 0 | 0.0 | 3 | 33.1 |
| Asst Mnging Librn | 0 | 0.0 | 1 | 15.5 |
| Auto Mechanic | 1 | 2.1 | 0 | 0.0 |
| Auto Sheet Metal Wkr | 0 | 0.0 | 1 | 0.8 |
| Bailiff | 0 | 0.0 | 1 | 27.7 |
| Benefits Asst | 0 | 0.0 | 1 | 2.4 |
| Bldg Inspector | 1 | 5.0 | 1 | 5.5 |
| Bldg Plans Examiner | 1 | 2.5 | 1 | 2.8 |
| Business Ofc&Actg Mgr | 0 | 0.0 | 1 | 21.7 |
| Capital Plng&Strat Ints Mgr | 0 | 0.0 | 1 | 6.9 |
| Capital Prjts Coord | 4 | 4.2 | 2 | 6.5 |
| Capital Prjts Coord Supv | 1 | 4.8 | 0 | 0.0 |
| Carpenter | 0 | 0.0 | 1 | 4.6 |
| Cblspl Aprn | 1 | 12.8 | 0 | 0.0 |
| Cblspl CC | 1 | 8.3 | 0 | 0.0 |
| Cement Finisher | 2 | 3.7 | 2 | 3.2 |
| City Attorney | 1 | 4.0 | 0 | 0.0 |
| City Prosecutor | 4 | 4.4 | 0 | 0.0 |
| Civil Engr | 7 | 8.3 | 6 | 12.5 |
| Civil Engr Supv | 1 | 12.1 | 1 | 27.2 |
| Civil Engrng Spec | 5 | 4.3 | 6 | 8.4 |
| Civil Engrng Spec Supv | 0 | 0.0 | 1 | 4.5 |
| Com Dev Spec | 1 | 1.5 | 1 | 16.1 |
| Constr&Maint Equip Op | 0 | 0.0 | 1 | 13.7 |
| Counslr | 2 | 4.4 | 5 | 9.4 |
| Court Clerk | 1 | 0.9 | 2 | 1.7 |
| Court Clerk Supv | 1 | 6.5 | 0 | 0.0 |
| Cust Svc Rep | 1 | 3.3 | 2 | 2.8 |
| Disposal CC I | 0 | 0.0 | 1 | 16.5 |
| Drainage&Wstwtr Coll CC | 1 | 18.9 | 0 | 0.0 |
| Drainage&Wstwtr Coll Lead Wkr | 0 | 0.0 | 1 | 3.2 |
| Drainage&Wstwtr Coll Wkr | 5 | 5.0 | 0 | 0.0 |
| Drainage&Wstwtr Coll Wkr CI | 2 | 3.8 | 0 | 0.0 |
| Drainage&Wstwtr Lead Wkr CII | 2 | 9.7 | 0 | 0.0 |
| Early Ed Spec | 1 | 5.4 | 0 | 0.0 |

| 2020 Events | PPL | | PFCL | |
| --- | --- | --- | --- | --- |
| Job Title | Beneficiaries | Avg. Tenure | Beneficiaries | Avg. Tenure |
| Elctn | 8 | 2.8 | 2 | 9.9 |
| Elctn CC | 0 | 0.0 | 1 | 20.4 |
| Elecl Constr&Maint Supv | 0 | 0.0 | 2 | 20.1 |
| Elecl Engr | 3 | 7.2 | 0 | 0.0 |
| Elecl Engrng Spec | 0 | 0.0 | 2 | 25.8 |
| Elecl Insp | 0 | 0.0 | 2 | 10.0 |
| Elecl Inspector | 0 | 0.0 | 1 | 4.1 |
| Elecl Pwr Systs Engr | 1 | 12.9 | 1 | 23.8 |
| Elecl PwrSystsEngr | 1 | 12.8 | 1 | 11.9 |
| Elecl Svc Engr | 1 | 5.5 | 0 | 0.0 |
| Elecl Svc Rep | 0 | 0.0 | 1 | 18.5 |
| Electric Util Exec 2 | 0 | 0.0 | 1 | 28.3 |
| Electric Util Exec 3 | 1 | 2.1 | 1 | 19.8 |
| Elevator Inspector(J) | 1 | 2.7 | 0 | 0.0 |
| Engrng Aide | 0 | 0.0 | 2 | 10.9 |
| Engrng Emerg Laborer | 1 | 24.3 | 1 | 12.7 |
| Enrgy Mgmt Anlyst | 0 | 0.0 | 2 | 7.3 |
| Envrnmtl Anlyst | 1 | 4.4 | 1 | 6.6 |
| Equip Svcr | 2 | 1.3 | 0 | 0.0 |
| Equip&Facilities Coord | 1 | 13.7 | 1 | 13.6 |
| Events Svc Rep | 1 | 22.2 | 0 | 0.0 |
| Evidence Warehouser | 0 | 0.0 | 1 | 6.3 |
| Exec Asst | 1 | 0.7 | 1 | 23.0 |
| Executive2 | 1 | 13.1 | 1 | 31.1 |
| Executive3 | 3 | 5.8 | 2 | 8.3 |
| Executive4 | 0 | 0.0 | 1 | 5.0 |
| Fin Anlyst | 2 | 1.6 | 4 | 12.3 |
| Fire Battalion Chief | 0 | 0.0 | 5 | 30.3 |
| Fire Capt | 0 | 0.0 | 4 | 28.8 |
| Fire Chief | 0 | 0.0 | 2 | 35.7 |
| Fire Equip Tech | 0 | 0.0 | 2 | 4.9 |
| Fire Lieut | 4 | 17.3 | 7 | 27.8 |
| Fire Prev Tech | 0 | 0.0 | 1 | 17.0 |
| Fireftr | 48 | 6.8 | 36 | 16.3 |
| Gardener | 1 | 3.2 | 4 | 12.6 |
| Generation Supv | 1 | 16.1 | 0 | 0.0 |
| Grounds Maint Lead Wkr | 1 | 4.7 | 0 | 0.0 |
| Human Resources Manager | 0 | 0.0 | 1 | 33.7 |
| Human Svcs Coord | 0 | 0.0 | 1 | 2.4 |

| 2020 Events | PPL | | PFCL | |
| --- | --- | --- | --- | --- |
| Job Title | Beneficiaries | Avg. Tenure | Beneficiaries | Avg. Tenure |
| Human Svcs Prgm Supv | 0 | 0.0 | 3 | 15.5 |
| Hydro Maint Wkr I | 0 | 0.0 | 1 | 8.7 |
| Identification Tech | 1 | 13.0 | 0 | 0.0 |
| Info Technol Prof A | 5 | 3.1 | 1 | 2.1 |
| Info Technol Prof B | 2 | 5.9 | 12 | 13.3 |
| Info Technol Prof C | 1 | 1.4 | 3 | 8.1 |
| Inspection Support Anlyst | 0 | 0.0 | 1 | 19.9 |
| Installation Maint Wkr | 1 | 1.0 | 0 | 0.0 |
| Janitor | 1 | 4.0 | 1 | 4.1 |
| Laborer | 4 | 4.6 | 3 | 6.5 |
| Land Use Plnr II | 1 | 4.1 | 1 | 6.2 |
| Land Use Plnr IV | 0 | 0.0 | 1 | 15.0 |
| Latent Print Supv | 1 | 7.0 | 1 | 6.4 |
| Legal Asst | 0 | 0.0 | 1 | 4.4 |
| Legislative Asst | 3 | 2.6 | 1 | 4.2 |
| Library Assoc I | 2 | 10.2 | 2 | 5.3 |
| Library Assoc II | 2 | 7.3 | 7 | 12.7 |
| Library Assoc IV | 1 | 20.5 | 3 | 19.3 |
| Library Tech II | 1 | 10.2 | 1 | 10.1 |
| Librn | 2 | 9.1 | 11 | 15.0 |
| Licenses&Standards Inspector | 1 | 10.5 | 1 | 2.9 |
| Line C CC | 1 | 12.4 | 3 | 22.4 |
| Lnwkr | 2 | 4.3 | 3 | 4.2 |
| Lnwkr Pre | 1 | 26.5 | 0 | 0.0 |
| Mach Spec | 0 | 0.0 | 1 | 41.1 |
| Maint Laborer | 4 | 9.5 | 12 | 12.2 |
| Manager1 | 0 | 0.0 | 1 | 4.6 |
| Manager2 | 2 | 4.8 | 2 | 16.3 |
| Manager3 | 3 | 4.3 | 2 | 6.2 |
| MatSup | 2 | 11.1 | 1 | 5.8 |
| Meter Elctn | 1 | 5.8 | 0 | 0.0 |
| Meter Reader | 1 | 4.8 | 0 | 0.0 |
| Mgmt Systs Anlyst | 3 | 3.1 | 6 | 16.4 |
| Muni Court Marshal | 0 | 0.0 | 1 | 2.5 |
| Ofc/Maint Aide | 0 | 0.0 | 1 | 17.4 |
| Opns Manager | 0 | 0.0 | 1 | 26.7 |
| Paralegal | 1 | 5.2 | 1 | 5.0 |
| Parking Enf Ofcr | 1 | 1.0 | 4 | 19.3 |
| Parking Enf Ofcr Supv | 0 | 0.0 | 1 | 13.2 |

| 2020 Events | PPL | | PFCL | |
| --- | --- | --- | --- | --- |
| Job Title | Beneficiaries | Avg. Tenure | Beneficiaries | Avg. Tenure |
| Parking Meter Collector | 1 | 2.3 | 0 | 0.0 |
| Parking Pay Stat Tech | 1 | 12.0 | 0 | 0.0 |
| Parks Maint CC | 1 | 17.1 | 0 | 0.0 |
| Payroll Supv | 0 | 0.0 | 1 | 14.1 |
| Permit Spec I | 0 | 0.0 | 1 | 3.3 |
| Permit Spec Supv | 1 | 15.7 | 0 | 0.0 |
| Permit Tech | 1 | 0.5 | 0 | 0.0 |
| Personnel Anlyst | 1 | 5.2 | 1 | 20.7 |
| Personnel Anlyst Supv | 0 | 0.0 | 1 | 1.5 |
| Personnel Spec | 3 | 2.5 | 2 | 9.0 |
| Plng&Dev Spec | 6 | 6.4 | 4 | 6.6 |
| Plng&Dev Spec II | 2 | 5.0 | 2 | 17.9 |
| Plnt Ecologist | 1 | 15.4 | 0 | 0.0 |
| Plumber | 0 | 0.0 | 1 | 19.0 |
| Pntr | 1 | 6.1 | 1 | 6.5 |
| Pol Comms Dispatcher I | 1 | 0.9 | 4 | 10.7 |
| Pol Comms Dispatcher II | 3 | 3.7 | 1 | 4.5 |
| Pol Comms Dispatcher Supv | 0 | 0.0 | 1 | 17.6 |
| Pol Data Tech | 0 | 0.0 | 1 | 12.6 |
| Pol Lieut | 1 | 19.7 | 0 | 0.0 |
| Pol Ofcr | 51 | 7.4 | 47 | 12.2 |
| Pol Sgt | 4 | 13.9 | 12 | 23.3 |
| Pool Maint Wkr | 1 | 5.3 | 0 | 0.0 |
| Prgm Intake Rep | 0 | 0.0 | 1 | 15.6 |
| Prob Counslr | 1 | 5.4 | 1 | 5.4 |
| Prob Counslr I | 1 | 15.1 | 1 | 5.6 |
| Project&Ops Lead | 0 | 0.0 | 1 | 6.9 |
| Publc Relations Spec | 2 | 2.9 | 1 | 3.8 |
| Pwr Anlyst | 1 | 9.6 | 1 | 19.9 |
| Pwr Dispatcher | 2 | 17.9 | 0 | 0.0 |
| Pwr Structs Mechanic | 2 | 8.0 | 0 | 0.0 |
| Pwr Structs Mechanic CC | 0 | 0.0 | 2 | 32.2 |
| Real Property Agent | 1 | 5.5 | 2 | 4.1 |
| Rec Attendant | 1 | 6.6 | 4 | 15.0 |
| Rec Cntr Coord | 1 | 21.2 | 1 | 12.7 |
| Rec Leader | 1 | 0.5 | 4 | 10.9 |
| Rec Prgm Coord | 1 | 20.0 | 0 | 0.0 |
| Rec Prgm Spec | 0 | 0.0 | 2 | 10.3 |
| Registered Nurse Consultant | 0 | 0.0 | 1 | 12.5 |

| 2020 Events | PPL | | PFCL | |
| --- | --- | --- | --- | --- |
| Job Title | Beneficiaries | Avg. Tenure | Beneficiaries | Avg. Tenure |
| Remittance Proc Tech | 1 | 3.7 | 1 | 6.9 |
| Sfty/Ocuptnl Hlth Coord | 0 | 0.0 | 1 | 3.4 |
| Store Clerk | 0 | 0.0 | 1 | 11.9 |
| StratAdvsr | 1 | 1.7 | 0 | 0.0 |
| StratAdvsr1 | 12 | 5.0 | 9 | 8.3 |
| StratAdvsr2 | 17 | 4.5 | 11 | 8.0 |
| StratAdvsr3 | 0 | 0.0 | 3 | 4.0 |
| Street Paving CC | 0 | 0.0 | 1 | 11.7 |
| Strucl Iron Wkr | 0 | 0.0 | 1 | 6.5 |
| Strucl Plans Engr | 0 | 0.0 | 1 | 5.7 |
| Traffic Sign&Marking Lead Wkr | 1 | 15.1 | 0 | 0.0 |
| Transp Plnr | 3 | 7.4 | 2 | 6.7 |
| Tree Trimmer | 2 | 3.2 | 0 | 0.0 |
| Trng&Ed Coord | 0 | 0.0 | 2 | 6.5 |
| Truck Drvr | 1 | 3.0 | 1 | 30.0 |
| Util Act Rep I | 1 | 8.7 | 3 | 14.0 |
| Util Act Rep II | 0 | 0.0 | 4 | 19.5 |
| Util Astnce Supv | 0 | 0.0 | 1 | 21.1 |
| Util Constr Wkr | 1 | 1.3 | 0 | 0.0 |
| Util Laborer | 2 | 7.9 | 1 | 12.1 |
| Util Svc Rep | 0 | 0.0 | 1 | 24.8 |
| Victim Advocate | 0 | 0.0 | 2 | 15.0 |
| Video Spec II | 2 | 3.9 | 0 | 0.0 |
| Volunteer Prgms Coord | 1 | 9.1 | 0 | 0.0 |
| Warehouser | 0 | 0.0 | 1 | 7.7 |
| Wtr Laboratory Tech | 0 | 0.0 | 1 | 7.5 |
| Wtr Pipe Wkr | 1 | 12.9 | 0 | 0.0 |
| Wtr Pipe Wkr Sr | 1 | 20.3 | 1 | 21.2 |
| Wtr Quality Anlyst | 1 | 2.1 | 0 | 0.0 |
| Wtr Treatment Equip Tech | 0 | 0.0 | 1 | 0.7 |
| Wtrshed Inspector | 1 | 5.6 | 1 | 5.2 |