City of Seattle

Seattle Department of
Human Resources

WORKFORCE EQUITY STRATEGIC PLAN

Workforce equity is when the workforce is inclusive of people of color and other marginalized or under-represented 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.

July 2016

Contents

Table of Figures

Executive Summary

City of Seattle employees work every day to keep our city running and serve our residents and communities. Ours is a dedicated and passionate workforce of which we are proud, and it is our job as city leaders to continue to remove institutional and structural barriers to opportunity. From recruiting and retaining a diverse workforce, to implementing policies that ensure full and equal participation in employment opportunities, I am committed to ensuring we are an equitable workplace. An inclusive and fully engaged workforce is one that serves our city and communities best.— Mayor Edward B. Murray

Over ten years ago, the City of Seattle launched its Race and Social Justice Initiative (RSJI), to end institutionalized racism and discrimination and address structural barriers to full inclusion in City government. Since Mayor Edward B. Murray took office, significant work has been done to build on the City's RSJI efforts and increase equity in the City's workforce, including the Mayor's issuing executive orders on RSJI and pay equity at the City of Seattle. The Mayor's commitment was further demonstrated in November 2015 by his joint directive with the Seattle City Council to the Director of the Seattle Department of Human Resources (SDHR) to develop the City of Seattle's first-ever Workforce Equity Strategic Plan (the "Plan"). The recommendations outlined in this Plan are a reflection of, and in alignment with, the Mayor's pledge and will create an inclusive workplace that centers on a diverse and fully engaged workforce best able to serve the residents and communities of Seattle. This Plan brings the City closer to the Mayor's vision and continues the City's leadership to remove institutional and structural barriers to full participation in the workplace for all City of Seattle employees.

In developing this Plan, the following data collection was undertaken:

- A review of the literature on the benefits of workforce equity strategies
- A benchmark review of 11 employers that lead on workforce equity
- 18 employee listening sessions, including 253 employees
- An employee survey with 4,454 employee responses, 36 percent response rate
- 25 leadership interviews—including elected officials, department leaders and representatives from the Unions who represent City workers

The data collection resulted in:

- A proposed definition of workforce equity for the City— a critical tool for analyzing and comparing workforce equity strategies
- Development of cost estimates for strategy options
- Analysis of 18 workforce equity strategies that originated from the above sources as well as from Council Greensheet 2016-155-1-A-1

> **Definition of Workforce Equity**
>
> *Workforce equity is when the workforce is inclusive of people of color and other marginalized or under-represented 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.*

Key Findings

The definition of "workforce equity" is both aspirational and operational, describing an environment of full representation and inclusion in the workplace, combined with a call for removing structural and institutional barriers that impede this vision. Achieving this requires fundamental culture change that dismantles barriers, real or perceived, and enables an inclusive workplace, as well as specific investments in the workforce itself. This two-pronged approach is reflected in two distinct types of strategies that form the basis of the recommendations in this Plan:

1. **Platform Strategies:** Workforce equity strategies that catalyze organizational culture change through communication, leadership and accountability in order to decrease barriers to an inclusive workplace.
2. **Workforce Investment Strategies:** Strategies that support career development for all employees while dismantling barriers to full engagement (including access to training, benefits and career growth) for targeted employees.

Platform strategies are foundational to workforce investment strategies. Together they support a workplace where all employees feel valued and the employer leverages the full potential of its labor talent. The platform strategies are the most challenging for an employer to undertake but are paramount to removing barriers to employment in the attraction, selection, participation and retention of employees. True cultural change will take time; progress will be incremental over years, not months. Only through this type of systematic, foundational approach will the City achieve real advancement in terms of greater representation of, and participation by, employees of color and other historically marginalized and under-represented groups in the City's workforce. The resulting increase in the diversity of experience and constructive engagement from employees within the workforce is intended to improve service delivery, employee retention and employee productivity, which is critical to the City of Seattle's ability to best serve the people and communities of Seattle.

Additionally, strategy bundles, rather than single-pronged approaches, have been found in other organizations to have a greater effect on reducing barriers to workforce equity in the workplace. The success of bundling reinforces the concept of the platform strategies, but also suggests that workforce investment strategies should be implemented in a coordinated approach. This approach can be concurrent, but should not exclude the platform strategies that enable effective workforce investment strategies.

The cost estimates of the platform and workforce investment strategies considered in this Plan are in Figure 1. This is not an exhaustive list of all strategies that could deliver progress on workforce equity. Additional strategies that surfaced during the later stages of development of this report will be considered in an annual workforce equity accountability report, the first of which will be delivered in December 2017. A commitment to workforce equity is not new to the City of Seattle. However, as with any new body of work, resources are necessary to implement the work. These high-level cost estimates indicate the necessary resources, but are solely based on new budget impacts and do not capture the secondary costs or potential off-setting benefits to the City that may accompany a strategy.

Figure 1. Workforce Equity Strategies Explored

Workforce Equity Strategies	1st Year Budget Impact Estimate*	Already Underway	New
Platform			
Training to promote unbiased employment decisions	$265,000		X
Sustained & accountable commitment by leadership	$0	X	
Adopted, citywide employee performance management	$270,000	X	
Improved tracking of workforce demographics metrics	TBD[1]		X
Consolidated Human Resources	$255,000[2]	X	
Interactive, externally-facing employee web portal	$200,000-$400,000		X
Workforce Investment			
Employment pathways	$160,000		X
Improved access to flexible scheduling	$200,000		X
Increased access to training	$110,000+TBD[3]		X
Infant at work policy	Absorbed by dept.		X
Leadership development programs	$300,000	X	
Onsite childcare	$1.7-$5.1M		X
Paid family leave (4 weeks)	$590,000		
Paid family leave (8 weeks)	$3,790,000		X
Paid family leave (12 weeks)	$8,370,000		
Paid parental leave (4 weeks)	Already budgeted	X	
Paid parental leave (8 weeks)	$1,730,000		X
Paid parental leave (12 weeks)	$3,990,000		
Revised seniority restarts	$0		X
Step wage increases	$550,000		X
Subsidies for childcare	$1,200,000		X
Targeted recruitment	$50,000	X	
Strategic Plan Accountability			
Strategic Plan Project Manager	$130,000		X
Racial Equity Toolkit	$0	X	

---

[1] TBD is necessary for this strategy because the technology investments necessary to better track workforce demographic data require in-depth exploration and are unknown at this time.

[2] This cost assumes full funding of the Deputy Director of Service Delivery and Director of Strategic Implementation, Organizational Development & Learning positions filled in 2016.

[3] $110,000 reflects only the cost for citywide license access to an E-Learning program and not the additional costs necessary to fund this strategy, which requires further policy direction before a full cost estimate can be developed.

Recommendations

As a result of the finding that coordinated strategy bundles are more effective, platform strategies establishing a culture shift necessary for effective workforce investment are recommended as the top priority, followed by workforce investment strategies. In order to achieve real change leading to increased workforce equity, implementation of the platform strategies is a prerequisite commitment to implementing workforce investment strategies. In other words, platform strategies without investment strategies will still affect structural and institutional change to promote greater workforce equity. The reverse, however, is not true. The final recommendations reflect the need for Plan accountability and annual tracking of the incremental progress this Plan will deliver.

1. **Platform Strategies:** The platform strategies are foundational to removing historical and institutional barriers in the workplace, enabling equitable access to any workforce investment policies. For example, research on promoting diversity and inclusion in the workplace, consistent accountability from leadership at all levels is critical to effective tracking the results of targeted recruitment efforts. The platform strategies addressed in this Plan include:
   - Training to promote unbiased employment decisions
   - Sustained and accountable commitment by leadership
   - Adopted, citywide employee performance management
   - Improved tracking of workforce demographics metrics
   - Consolidated human resources
   - Interactive employee web portal with an external emphasis

2. **Workforce Investment Strategies:** In order to elicit a lasting improvement on workforce equity the workforce investment polices discussed in this Plan are dependent upon the platform strategies; however, implementation can be concurrent with platform strategies. Implementation of the platform strategies are fundamental to the workforce investment strategies, as is demonstrated in the example of increased access to flexible scheduling: the benefits of flexible scheduling are dependent upon consistent, accountable and aligned application of the benefit citywide that will be made possible through the human resources consolidation efforts and performance management program development, both currently underway. With this in mind, the following workforce investment strategies are recommended to reduce barriers to workforce equity and eliminate known disparities at the City:
   - Targeted recruitment
   - Leadership development programs
   - Improved access to flexible scheduling
   - Increased access to training
   - Paid family leave, including paid parental leave and family care leave benefits
   - Employment pathways
   - Revised seniority restarts
   - Step wage increases

It also must be noted that many of the workforce investment strategies proposed in this Plan rely on negotiations with the labor unions that represent City of Seattle employees.

3. **Plan Accountability:** As with any strategic plan, this Plan will only be as good as its implementation. Thus, it is recommended that an annual report be provided to the Mayor and City Council on the activities undertaken to promote workforce equity and the incremental progress that has been demonstrated. The Seattle Department of Human Resources, through the Workforce Equity Director and a designated project manager, will be tasked with delivering this report. In addition, in the past the City has relied on the Workforce Equity Planning and Advisory Committee (WEPAC) to make recommendations on how to reduce barriers to workforce equity. More recently it has also developed a Workforce Equity Interdepartmental Team (IDT), a result of the Mayor's Executive Order 2015-02 on the Workforce Equity Initiative. It is recommended that a group, similar to WEPAC and the IDT, including Labor representatives, be engaged to guide the project and accountability report and that the work of the IDTbe subsumed into this Plan.

As a part of the accountability process, it is also recommended that proposed strategies move through the Racial Equity Toolkit (RET). Steps 1 and 2 were completed as a part of the development of the Plan and steps 3-6 of the RET will be completed during the implementation. This will include revisiting the identified stakeholders to determine the benefits, burdens and potential unintended consequences of the proposed strategies in this Plan and to explore other additional strategies that surfaced through the development of this report. The feedback from stakeholders on the unintended consequences of the strategies will inform the potential adjustments for the workforce equity strategies to advance opportunity and minimize harm. The final steps will require transparent communication with City employees. The continued work of the RET will be included in the annual workforce equity accountability report as a part of this commitment to transparent communication with employees. Any additional strategies that surface during the RET will also be included in the annual accountability report.

Strategies That Are Not Recommended at This Time:

Strategies that are not recommended are workforce investment strategies not found to have an immediate or substantial impact on workforce equity. The literature finds that inclusive workforce investment strategies are more beneficial to workforce equity (Lindsay et al., 2013). Employees validated, through the survey and listening sessions, the below strategies as less inclusive. Additionally, the City of Seattle faces resource constraints and must make choices when investing in workforce equity. The strategies below target parents, especially those with younger children. The workforce equity literature also finds that flexible scheduling and paid family leave policies have greater impact on equity in the workplace for parents than the strategies listed. The strategies that are not recommended in this report include:

- Infant at work
- Onsite childcare
- Subsidies for childcare

Budget

The recommended strategy bundles are captured in Figure 2. It is recommended that the City pursue the platform strategies more immediately, while concurrently phasing in the workforce investment strategies over time.

Figure 2. Workforce Equity Strategic Plan Recommendations

Workforce Equity Strategic Plan Recommendations	Annual Budget Impact Estimated in 2016 dollars
1. Workforce Equity Platform Strategies	
Training to promote unbiased employment decisions	$265,000
Sustained & accountable commitment by leadership	$0
Adopted, citywide employee performance management	$270,000
Improved tracking of workforce demographics metrics	TBD[4]
Consolidated human resources	$255,000[5]
Interactive, externally-facing employee web portal	$200,000-$400,000
Sub Total	**$990,000 - $1,190,000**
2. Workforce Investment Strategies	
Targeted recruitment	$50,000
Leadership development programs	$300,000 ($160,000 year 2)
Paid family leave, including a paid parental leave benefit (4-12 weeks)	$590,000-$8,370,000
Paid parental leave (8-12 weeks)	$1,730,000-$3,990,000
Improved access to flexible scheduling	$200,000
Increased access to training	$110,000+TBD[6]
Employment pathways	$160,000
Revised seniority restarts	$0
Step wage increases	$550,000
Sub Total	**$1,370,000 + TBD**
3. Strategic Plan Accountability	
Completion of Racial Equity Toolkit	$0
Project Manager	$130,000
Sub Total	**$130,000**

---

[4] TBD is necessary for this strategy because the technology investments necessary to better track workforce demographic data require in-depth exploration and are unknown at this time.

[5] This cost assumes full funding of the Deputy Director of Service Delivery and Director of Strategic Implementation, Organizational Development & Learning positions filled in 2016.

[6] $110,000 reflects only the cost for citywide license access to an E-Learning program and not the additional costs necessary to fund this strategy which requires further policy direction before a full cost estimate can be developed.

Timeline

Promoting greater workforce equity relies on removing years of historical and ingrained barriers to an inclusive workplace. This effort requires time, commitment and measurement of incremental progress made possible through the platform strategies. Advancing these strategies over a three to five year timeline will balance the fact that catalyzing a culture shift takes sustained dedication over time. Though incremental progress will be tracked over time, years four and five of the Plan will be critical for beginning to measure the impact of the plan. If the timeline were to be expedited, additional resources would be needed. Additionally, many of these recommendations will need to be negotiated with the Labor Unions that represent many of the City's workforce. It is possible this timing will be adjusted due to the Labor implications of particular strategies.

Implementation of the Plan rests with the Seattle Department of Human Resources Workforce Equity Division in partnership with the Seattle Office of Civil Rights. Over the first two years of Plan implementation, the following actions will be pursued:

1. Obtain direction from policy-makers to narrow the form and function of the recommended strategies and investments.
2. Engage the Workforce Equity Planning and Advisory Committee, or a similar advisory body, to guide the implementation of this strategic Plan.
3. Apply Racial Equity Toolkit steps 3-6 to the strategies, coordinating with the City's Affinity Groups and Race and Social Justice Change Teams.
4. Develop more precise cost estimates for each strategy, including cost estimates for those strategies that require further policy direction before a cost estimate could be developed.
5. Negotiate with the Labor Unions.
6. Develop accountability metrics and a tracking protocol for the annual workforce equity accountability report as well as assessments of additional workforce equity strategies that surfaced during the development of this Plan.
7. Integrate the citywide work of the Workforce Equity Interdepartmental Team (IDT) for Executive Order 2015-02 into implementation of this Plan to focus citywide workforce equity efforts and reduce redundancy. Actions specific to the identified departments may be undertaken separately.
8. Develop an engagement survey to guide and track progress on the Workforce Equity Strategic Plan, beginning with an established baseline in 2017.
9. Hire a project coordinator to manage the timely delivery of each component of the plan at a cost of $130,000.

Conclusion

This first ever Workforce Equity Strategic Plan for the City of Seattle sets the stage for the City to deliver a higher level of service to the residents and communities of Seattle as a result of its commitment to an inclusive and fully engaged workforce. Platform strategies will enable the dismantling of barriers to employee full participation that will support the efficacy of the subsequent workforce investment strategies. Resources and time are necessary for the success of this Plan, but the benefits through a more engaged, productive workforce will position the City of Seattle among the league of national employers leading on workforce equity.

Acknowledgments

This Workforce Equity Strategic Plan exists because of a deep commitment to workforce equity by the leadership and public servants at the City of Seattle.

City of Seattle Public Servants

More than 4,500 City of Seattle employees contributed their insights to the development of this report. Without these employees, this report would not be founded on the authentic employee experience nor adequately motivate the actions the City will undertake in the future. Thank you.

City Leadership

Each individual or group listed below contributed vision and insight in the leadership interviews, helping to frame the path forward described in this report. Thank you:

Edward B. Murray, Mayor
Kate Joncas, Deputy Mayor
Hyeok Kim, Deputy Mayor

Sally Bagshaw, Councilmember
Tim Burgess, Councilmember
Lorena González, Councilmember
Bruce Harrell, Councilmember
Lisa Herbold, Councilmember
Rob Johnson, Councilmember
Debora Juarez, Councilmember
Mike O'Brien, Councilmember
Kshama Sawant, Councilmember

Susan Coskey, Director, Seattle Department of Human Resources
Darby DuComb, Deputy City Attorney, Seattle Law Department
Robert Feldstein, Director, Office for Policy and Innovation
Ray Hoffman, Director, Seattle Public Utilities
Matthew Houghton, Workforce Development Advisor, Office of Economic Development
Patricia Lally, Director, Seattle Office for Civil Rights
Ben Noble, Director, City Budget Office
Kathleen O'Toole, Chief, Seattle Police Department
Harold Scoggins, Chief, Seattle Fire Department
Larry Weis, General Manager, Seattle City Light

Human Resources Leadership Team, City of Seattle
Seattle Office for Civil Rights Team, City of Seattle

Workforce Equity Division Team, Seattle Department of Human Resources

Ian Gordon, Union Coalition Co-Chair, Public Service and Industrial Employees Local 1239
Guadalupe Perez, Union Coalition Co-Chair, Professional and Technical Employees Local 17

Plan Leadership

The development of the Plan could not have occurred without the hands-on efforts of the below:

Steering Committee

Executive Sponsors

Susan Coskey, Director, Seattle Department of Human Resources
Patty Lally, Director, Seattle Office for Civil Rights

Project Lead

Felecia Caldwell, Director, Workforce Equity Division, Seattle Department of Human Resources

Project Coordinator

Bailey Hinckley, Workforce Equity Advisor, Seattle Department of Human Resources

Members

Kathryn Ewing, Economist, City Budget Office
Darlene Flynn, RSJI Policy Analyst, Seattle Office for Civil Rights
David Hennes, Revenue Forecast Manager, City Budget Office
Patricia Lee, Legislative Analyst, Seattle City Council
David Mendoza, Office of Policy and Innovation, Mayor's Office
Joseph Russell, Economist, City Budget Office
Gabriella Sanchez-Stern, RSJI Community Coordinator, Seattle Office for Civil Rights
Cori Simmons, Legislative Aide, Office of Seattle City Councilmember Lorena González

Working Group

Felecia Caldwell, Director, Workforce Equity Division, Seattle Department of Human Resources
Zac Davis, Planning and Development Specialist, Seattle Office for Civil Rights
Jai Elliott, Employee Services Manager, Seattle City Light
Kathryn Ewing, Economist, City Budget Office
Darlene Flynn, RSJI Policy Analyst, Seattle Office for Civil Rights
David Hennes, Revenue Forecast Manager, City Budget Office
Bailey Hinckley, Workforce Equity Advisor, Seattle Department of Human Resources
Dat Nguyen, Classification and Staffing Advisor, Seattle Public Utilities
Joseph Russell, Economist, City Budget Office

Gabriella Sanchez-Stern, RSJI Community Coordinator, Seattle Office for Civil Rights
DonYeta Villavaso-Madden, Equity Training Strategist, Seattle Department of Human Resources
Tamar Zere, Office for Labor Standards Community Liaison, Seattle Office for Civil Rights

Workforce Equity External Consultant

Kaye Foster, Workforce Equity Business Consultant

Labor Partners

This Plan builds on the City's partnership with its 26 labor unions. Their role is fundamental to this Plan including their participation in stakeholder interviews, their leadership on the Gender Equity in Pay Taskforce Report in 2014, their role on the Workforce Equity Planning and Advisory Committee, and their support to involve represented employees in the citywide survey and employee listening sessions. Many of the Plan's recommendations will require that the City continue to partner with Labor, including negotiations where necessary.

Glossary of Terms

citywide employee performance management
A system that enables clarity, transparency and accountability across the City on employee expectations, performance to those expectations, career development opportunities, coaching and discipline, as well as a performance review process where employees have the opportunity to provide feedback on their supervisor.

consolidated human resources
A human resources service delivery model, with central alignment and accountability to enhance consistency and equity in recruiting, benefits, training, promotion and other employment opportunities.

employment pathways
A consistent citywide approach to City internships, apprenticeships, youth employment and job training that reduces barriers to regular employment at the City of Seattle and creates pathways to regular employment for successful internship, apprenticeship, youth employment and job training candidates.

full-engagement
An aim of employee productivity for and loyalty to the employer and the customers they serve.

improved access to flexible scheduling
A centrally administered human resources process to ensure fair consideration of all requests for flexible work scheduling. (Covering any existing strategies, such as telecommuting, flexible hours, "4/10's" or "9/80's," etc.)

improved tracking of workforce demographic metrics tracking
A comprehensive data collection and analytics system(s) that supports City accountability on inclusive practices through a net turnover report by demographics in each department, employee engagement and exit surveys and an annual accountability report, among other data collection strategies.

increased access to training
A set of days each year granted to all employees to take City training programs of their choice, for the purpose of workplace skill development or career advancement. Examples of eligible training include: professional skills, written and verbal communication, leadership development, computer skills and project management courses.

infant at work	A program where the City would accommodate, when possible, employees with infants under the age of 6 months in the workplace, to ease job re-entry after welcoming a new child.
interactive, externally-facing employee web portal	A web portal where all employees can see their eligibility for individualized leave for different life events, training opportunities and career growth pathways.
leadership development programs	A training program and protocol to help more employees attain the eligibility criteria for promotions into higher levels of citywide responsibility.
onsite childcare	A childcare center(s) run by the City of Seattle and located near major employment centers citywide (spaces would be limited).
paid family leave (PFL)	A benefit that includes both paid family care leave and paid parental leave.
paid family care leave (PFCL)	Paid leave to care for a family member with a serious health condition. (For the City of Seattle, it is recommended herein that "family member" be defined based on the City's existing Family Medical Leave policy, which includes an employee's spouse/domestic partner, or a child or parent of the employee or his or her spouse/domestic partner.)
paid parental leave (PPL)	Paid leave for welcoming a new child into the home (birth, adoption or foster care). The City of Seattle currently offers this benefit at 4 weeks.
platform strategy	A workforce equity best practice that catalyzes organizational culture change through communication, leadership and accountability.
race and social justice initiative	A commitment by the City of Seattle to eliminate racial disparities and achieve racial equity in Seattle.
racial equity toolkit	A process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.
revised seniority restarts	A change to seniority calculations for layoffs where a promotion no longer "restarts" an employee's seniority.
step wage increases	A change to eligibility for wage increases where wage progression within an employee's classification is determined by

years of service rather than hours of service.

subsidized childcare   A partial childcare subsidy for families with children under 5 years of age, based on qualifying criteria, valid toward any licensed caregiver.

sustained and accountable commitment by leadership   A practice of consistent communications, actions and accountability to employees on workforce equity and inclusive workplace standards.

targeted recruitment   A revised employee recruitment and job posting protocol that decreases barriers to applying to City jobs, and increases representation of under-represented and marginalized groups in applicant pools.

training to promote unbiased employment decisions   A training requirement for all supervisors and employees involved in hiring and promotion decisions to increase awareness of the potential for unintentional bias in employment decisions, including, but not limited to, hiring, promotions and coaching, and to provide tools to overcome these dynamics in decision-making.

under-leveraged talent   An employee or potential job applicant who faces barriers to their full participation in the workplace or job application process such that their skills are not put to their best, most productive use.

workforce equity   A workforce that is inclusive of people of color and other marginalized or under-represented 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.

workforce investment strategy   An inclusive strategy that supports the career development for all employees while dismantling barriers to full engagement (including access to training, benefits and career development) for targeted employees, creating a workplace where all employees feel valued and labor talent is utilized at its fullest potential.

workplace equity   An inclusive workplace that enables workforce equity.

Introduction

City of Seattle employees work every day to keep our city running and serve our residents and communities. Ours is a dedicated and passionate workforce of which we are proud, and it is our job as city leaders to continue to remove institutional and structural barriers to opportunity. From recruiting and retaining a diverse workforce, to implementing policies that ensure full and equal participation in employment opportunities, I am committed to ensuring we are an equitable workplace. An inclusive and fully engaged workforce is one that serves our city and communities best.— Mayor Edward B. Murray

In November 2015, Mayor Edward B. Murray and the Seattle City Council mandated that the Seattle Department of Human Resources, with the Seattle Office for Civil Rights, develop and produce a Workforce Equity Strategic Plan by July 1, 2016. This report delivers on that request by aligning employee engagement data and workforce equity best practices with an aspirational future state of workforce equity at the City of Seattle. The resulting recommendations will enable progress on internal workforce equity that will enhance both the ever-improving quality of talent and service delivery at the City of Seattle for all people served by the City's workforce.

History of Workforce Equity at the City of Seattle

In 2004, the City of Seattle began its Race and Social Justice Initiative (RSJI), "to end institutionalized racism and race-based discrimination in City government" (Seattle Office for Civil Rights, 2016). Seattle City Council Resolution 31164 in 2009 directed City departments to use available tools to end racial inequities in policy development. In 2014, Executive Order 2014-02 expanded the RSJI work to include measurable outcomes, greater accountability and community-wide efforts to achieve racial equity in the community.

A key component of this work is the practice of RSJI Change Teams within each department, which recommend culture shift practices and workforce equity strategies. The Racial Equity Toolkit has also come from this work and now guides City processes for internally and externally-facing policy changes through an analytical framework that engages stakeholders and identifies racial equity outcomes, unintended racial impacts and potential mitigation strategies (Seattle Office for Civil Rights, 2016). Steps 1-2 of the Toolkit were fundamental to this report with the remaining steps to be a part of the implementation of the report's recommendations.

Subsequent to the introduction of the City's RSJI was the creation of the citywide Workforce Equity Planning and Advisory Committee (WEPAC) in 2007 to identify and address inequities in the City's employment practices. WEPAC's work resulted in several personnel rule changes to increase workforce equity including revisions to out-of-class and driver's license requirements rules. WEPAC has not met recently as the City has focused on consolidating equity-related activities; however, an advisory body similar to WEPAC, including Labor representatives, will be essential to guiding the implementation of this Strategic Plan.

In 2014, a Gender Equity in Pay Taskforce, established prior to the current administration, issued a report highlighting a number of disparities in City of Seattle employment (Gender Equity in Pay Taskforce, 2014). This work led to joint resolution 31523 by the Mayor and the Seattle City Council on gender pay equity and the implementation of comprehensive measures to increase equity at the City of Seattle and throughout the community. This report also catalyzed two more in-depth reports discussed herein (Resolution 31523, 2014).

To build on the Taskforce Report, the Mayor and the City Council commissioned the Seattle Department of Human Resources to conduct a City of Seattle Workforce Pay Equity and Utilization study which was completed by DCI Consulting in 2015 (DCI, 2015). That report found that there are "no indications of systemic gender or race/ethnicity discrimination by the City in its compensation, hiring and promotion practices," and that the City met legal standards for workforce utilization (DCI, 2015).

However, the DCI report found under-representation, relative to availability in the local labor pools, of women and people of color within certain job groups (DCI, 2015). The central conclusion of the report was that the City of Seattle met legal standards for demographic representation in the workforce but still had opportunities to remove barriers to full participation in the workforce for women and people of color (DCI, 2015).[7] Out of 57 job groups (groups of similarly situated employees across departments based on EEO job group and broad census code) women were underutilized in 18 job groups, or 32 percent, and people of color were underutilized in 4 job groups, or 7 percent (DCI, 2015). Additionally, the DCI report found that turnover in 2014 for women and people of color was, respectively, 21 and 12 percent higher than representation in the City workforce. The report recommended steps through which the City could better understand the reasons for these turnover rates (work that is currently ongoing), some of which is included in the recommendations section of this report.

This report led to the Mayor's Executive Order 2015-02 and Joint Resolution 31588 with Council on workforce equity, calling for multiple advances to workforce equity including the formation of an interdepartmental team (IDT) of the Office for Civil Rights, Department of Human Resources, along with Seattle Police, Fire, City Light and Public Utilities Departments, to review and recommend action on some of the disparities identified in the Workforce Pay Equity and Utilization Report (Murray, 2015). The progress of the work by this interdepartmental team is in a separate report submitted concomitantly with this Plan. It is recommended that this Plan subsume the remainder of the work.

---

[7] The available labor pool refers to the people in the metropolitan area who reported occupations that match the skills necessary to perform a particular City job, as determined by census data. An example would be the labor pool available to fill a position for a lawyer—the available labor pool would refer to all individuals in the region who reported their latest occupation as attorney. The City's utilization of the available labor pools for different gender and race groups was found to generally meet this standard in the Workforce Pay Equity and Utilization Report (DCI, 2015). However, the City of Seattle recognizes that, due to historical and structural barriers in the broader society, access to the education and job experience necessary to enter a particular labor pool for a City job is often limited for many residents, with the result that labor pools themselves reflect inequality. For this reason, the City of Seattle aspires to have a workforce that, at all levels, reflects the demographics of the broader society and not just the labor pool for that level. In doing so, the City will have a workforce that better reflects and serves residents while contributing to the deconstruction of societal barriers to opportunity.

The other report that stemmed from the findings of the Gender Equity in Pay Taskforce Report was completed by the consulting firm Towers Watson. The Towers Watson report assessed a potential paid parental leave policy for the City and led to the implementation of a four-week policy (Murray, 2015). At the writing of this report, four weeks of paid parental leave for all employees who welcome a new child less than 18 years of age has been in place for over one year (beginning May 2015), supporting the attraction, participation and retention of parents and foster parents at the City of Seattle (C.B. 118356, 2015). A report on the first year implementation of this policy is submitted at the same time as this Plan.

Project Purpose and Structure

The history of City resources directed towards understanding and reducing disparities in the City of Seattle workforce, as discussed above, laid the groundwork for this Workforce Equity Strategic Plan, which builds on the City's previous and targeted efforts and takes a more comprehensive and systematic view of deconstructing identified structural and institutional barriers to equity moving forward. With this report, the City of Seattle has a Workforce Equity Strategic Plan, "to inform future budget and collective bargaining decisions . . . [with] specific recommendations to improve workforce equity and an implementation budget and timeline," and to track measurable progress towards achieving greater workforce equity (Greensheet 2016-155-1-A-1, 2015).

Deliverables

The 2016 Budget Greensheet 155-1-A-1 from Seattle City Council required two deliverables from this Strategic Plan:

1. An assessment of specific workforce equity strategies including:
    a. Paid parental leave
    b. Elder relative care leave
    c. Alternative work arrangements including telecommuting
    d. Childcare: onsite & subsidized
    e. Internships or similar programs that help create smoother transition opportunities into City employment
    f. Targeted recruitment, retention and training
    g. Other established employer practices focused on increasing and enhancing overall workforce equity.
2. The development of a Workforce Equity Strategic Plan including recommendations, a budget and a timeline.

Project Team

In response to this mandate, the Seattle Department of Human Resources and the Seattle Office for Civil Rights developed the following project team structure:

- Executive Sponsors (project owners):
    - Susan Coskey, Director, Seattle Department of Human Resources (SDHR)
    - Patricia Lally, Director, Seattle Office for Civil Rights (SOCR)

- Project Lead: Felecia Caldwell, Workforce Equity Director, SDHR
- Project Coordinator: Bailey Hinckley, Workforce Equity Advisor, SDHR
- Workforce Equity Consultant: Kaye Foster
- Steering Committee: representatives from the Mayor's Office, City Council, SDHR, SOCR and economists with the City Budget Office (CBO) guided the project
- Working Group: SDHR, SOCR, economists with CBO and human resource representatives from Seattle Public Utilities and Seattle City Light completed the data collection and analysis work in conjunction with the consultant

Project Scope

The Steering Committee defined the project scope to direct the Working Group's development of recommendations for the Strategic Plan:

- Working definition of workforce equity
- Benchmark review of employers who lead on workforce equity and/or compete with the City for talent
- Assessment of potential strategies to advance workforce equity utilizing a Racial Equity Toolkit lens and including an order of magnitude cost estimate of the strategy options

The 18 workforce equity strategies analyzed in this Strategic Plan were originally sourced from Greensheet2016-155-1-A-1, with additional strategies added based on previous work on workforce equity at the City of Seattle. The strategies are shown in Figure 3, which includes how each strategy relates to the requested policy assessments in Greensheet 155-1-A-1, and in Figure 4, which shows the source of each strategy.

Figure 3. Workforce Equity Strategies Cross-Referenced with Greensheet 2016-155-1-A-1.

Workforce Equity Strategies Assessed for this Plan	Greensheet 2016-155-1-A-1 Instruction
Adopted, citywide employee performance management	f. Targeted recruitment, retention and training
Childcare subsidy	d. Childcare: onsite & subsidized
Consolidated human resources	g. Other established employer practices focused on increasing and enhancing overall workforce equity
Employment pathways	e. Internships or similar programs that help create smoother transition opportunities into regular City employment

Workforce Equity Strategies Assessed for this Plan	Greensheet 2016-155-1-A-1 Instruction
Improved access to flexible scheduling	c. Alternative work arrangements including telecommuting
Improved tracking of workforce demographic metrics	g. Other established employer practices focused on increasing and enhancing overall workforce equity
Increased access to training	f. Targeted recruitment, retention and training
Infant at work	d. Childcare: onsite & subsidized
Interactive, employee web portal	g. Other established employer practices focused on increasing and enhancing overall workforce equity
Leadership development programs	f. Targeted recruitment, retention and training
Onsite childcare	d. Childcare: onsite & subsidized
Paid family leave	b. Elder relative care leave
Paid parental leave	a. Paid parental leave
Revised seniority restarts	g. Other established employer practices focused on increasing and enhancing overall workforce equity
Step wage increases for part-time employees	g. Other established employer practices focused on increasing and enhancing overall workforce equity
Sustained and accountable commitment by leadership	g. Other established employer practices focused on increasing and enhancing overall workforce equity
Targeted recruitment	f. Targeted recruitment, retention and training
Training to promote unbiased employment decisions	f. Targeted recruitment, retention and training

Figure 4. Mapping of Workforce Equity Strategies with Three Previous Actions

Workforce Equity Strategies Assessed for the Plan	Greensheet 155-1-A-1	Executive Order 2015-02 Reference	Resolution 31523 Reference
Adopted, citywide employee performance management	YES	Less explicit—1.f.iii.	2.g.
Childcare subsidy	YES		
Consolidated human resources	YES	1.f.i.	2.e.
Employment pathways	YES	1.f.ii.	
Improved access to flexible scheduling	YES		
Improved tracking of workforce demographic metrics	YES	1.f.iii. & 2.c.	2.a.
Increased access to training	YES		
Infant at work	YES		
Interactive, employee web portal	YES	2.b.	2.e.
Leadership development programs	YES	2.b.	2.d.
Onsite childcare	YES		
Paid family leave	YES		
Paid parental leave	YES	2.a.	2.h.
Revised seniority restarts	YES	1.a.	2.b.
Step wage increases for part-time employees	YES	1.a.	2.b.
Sustained and accountable commitment by leadership	YES	4.	
Targeted recruitment	YES	2.e.	
Training to promote unbiased employment decisions	YES	Less explicit—2.e.	2.c.
WFE Project Manager			

Data Collection

This Strategic Plan began with an extensive data collection endeavor including:

1. A review of the literature on the benefits of workforce equity strategies
2. A benchmark review of 11 employers that lead on workforce equity
3. 18 employee listening sessions reaching 253 City of Seattle employees
4. An employee survey with 4,454 employee responses
5. 27 leadership interviews—including elected officials, department leaders and representatives from the Labor Unions who represent City workers—which guided the vision for workforce equity at the City of Seattle

Each data source is discussed in a separate section below, each of which includes a summary, methodology and results.

1. Literature Review –The Business Case for Workforce Equity Strategies

Summary

The implementation of platform strategies designed to address cultural and institutional barriers to full inclusion and participation, prior to adopting workforce investment strategies, is a best practice. The platform strategies will promote workforce equity and produce benefits to business operations consistent with an inclusive workplace including: improved service delivery, larger more diverse labor pools, higher productivity, more engaged employees and reduced turnover.

Methodology

The working group studied the literature on workforce equity strategies that attempt to quantify the effects, benefits and cost reduction opportunities of the strategies assessed in this report.

Results

The organizational benefits from workforce equity policies stem from two strategic approaches to workforce equity: strategies that establish a platform for culture change (referred to as "platform strategies" in this report) and workforce investment strategies. Platform strategies are the foundation for success with workforce investments and include practices that catalyze organizational culture change from the top, through communication, leadership and accountability (Slater, 2008). Workforce investment strategies are inclusive strategies that provide benefits to, or support (such as training) for, the career development of all employees, while dismantling barriers to full engagement for targeted employees, creating a workplace where all employees feel valued and labor talent is utilized to its fullest potential (Slater, 2008).

There must be an investment in platform strategies first, or in conjunction with workforce investment strategies, in order to optimize results (Baral and Barghava, 2010). Investment in platform strategies

without investment in workforce investment strategies will still produce cultural and systemic change; the reverse, however, is not true. For example, it is found that without platform strategies, not all employees will have equal access to workforce investment strategies such as trainings or benefits (Lindsay et al., 2013). For this reason, platform strategies must create a basis in order for workforce investment strategies to have their intended impact.

A key motivation for workforce equity is a commitment to full workplace inclusion and a desire to enhance operational effectiveness. Specifically, the quantifiable benefits of workforce equity best practices include (a full discussion of each of these benefits is found in Appendix A):

1. Improved service delivery as a labor force that is diverse in perspectives and experiences is best able to consider and respond to the complex needs of City residents and communities
2. A larger, more diverse labor pool from which to draw talent due to increased attraction to City employment across the full demographic spectrum
3. Productivity gains from employees who feel more valued and are more engaged and dedicated to their work and their teams, exchanging ideas openly and comfortably, and from employees that are better trained and carry institutional knowledge upward within the City via their career growth
4. Higher retention rates leading to lower turnover costs

2. Competitive Benchmarking Review

Summary

Employers who lead on workforce equity best practices utilize both platform strategies focused on culture change and workforce investment strategies to promote inclusion in the workplace (as described above). Implementing these strategies will increase the City's ability to compete for talent with regional employment competitors.

Methodology

The external benchmark review included an assessment of workforce equity practices and policies used by 11 employers who either lead on workforce equity, are regional competitors with the City of Seattle for labor talent, or both. The assessment included research into the employers' personnel policies, the employers' webpage and the employers' profile on glassdoor.com, as well as interviews with five of the employers. All 11 employers are listed here and the interviewed employers have an asterisk (*):

- Boeing
- Costco
- Deloitte*
- The Gates Foundation*
- Genentech*
- Google
- Johnson & Johnson*
- King County*

- Seattle University
- The State of Washington
- The University of Washington

Results

The comparison of the City of Seattle to other employers identified best practice gaps and established where workforce equity strategies might assist the City of Seattle in capitalizing on the benefits of greater workforce equity. Appendix A outlines these benefits including improved attraction and retention of talent. The employers in the benchmark review have both platform and workforce investment strategies in place. The strategies most frequently used by employers who lead on workforce equity include:

- Clear leadership statements and accountability
- Affinity groups
- Career development programs
- Centralized human resources
- Diversity councils
- Diversity education (or implicit bias training)
- Employee communications and web portals
- Equity groups
- Flexible scheduling
- Internship to employment pathways
- Leadership development programs
- Paid family or parental leave
- Performance management (often with the opportunity for employees to review their managers)
- STEM education programs
- Targeted recruitment
- Tracking of workforce metrics

The information gathered during the benchmark review was a source for strategy recommendations in this Plan and is captured in Figure 5 (platform strategies are shaded dark blue while workforce investment strategies are light blue).

Figure 5. Frequency of Workforce Equity Strategies Across Employers

Benchmarking Workforce Equity Strategy Frequency Chart

Strategy	Value
Consistent Leadership	11
Paid Family or Parental Leave Program	11
Centralized HR	11
Diversity Education and Training	10
Performance Management Systems	9
Internship to Employment Pathways	9
Career Development Pathways & Training	8
Leadership Development	8
Employee Affinity and Equity Groups	7
Employee Comms/ Web Portal	7
Flexible Scheduling	7
Targeted Recruitment	7
STEM education	6
Employee Metrics Tracking	6
Onsite Child Care	5
Infant at Work	1

Legend: Platform Strategy / Workforce Investment Strategy

3. Employee Listening Sessions

Summary

There is a need for a culture shift within the City of Seattle that promotes the deconstruction of historical, ingrained barriers to full employee engagement and workforce equity.

Methodology: Racial Equity Toolkit

The Racial Equity Toolkit is a protocol the City of Seattle utilizes to reduce barriers and mitigate harm for people of color when developing new strategies or projects. The City long ago recognized that in order to address structural and institutional barriers to full inclusion for all employees, any analysis of impacts needed to lead with race; addressing racial barriers would, by definition, address other barriers to inclusion as well.

Steps 1 and 2 of the toolkit were completed for the Plan with steps 3 through 6 planned as a part of the next steps.

Step 1—Racial Equity Outcome

The protocol for the Racial Equity Toolkit began by defining a Racial Equity Outcome. The outcome stems directly from the definition for workforce equity discussed above and is:

Adopt a set of strategies that enable a workforce that is inclusive of people of color and other marginalized or under-represented 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.

Step 2—Map the Current State of Barriers to Workforce Equity

Applying step 2 of the Racial Equity Toolkit was critical to analyzing the strategies discussed in this report. It involved a broad overview of current City of Seattle demographic data, as well as collecting data on employee perceptions of barriers to workforce equity and potential strategies to help deconstruct those barriers.

The Seattle Office for Civil Rights (SOCR) facilitated stakeholder listening sessions with 17 different City of Seattle employee affinity groups and Race & Social Justice change teams who volunteered to participate. SOCR also executed a survey on similar themes at the 2016 Race and Social Justice Summit. In total, SOCR collected detailed responses from 253 employees on their perceptions and experiences of barriers to workforce equity at the City of Seattle. The questions and documented themes of the responses are included below. These themes informed both the analysis of potential workforce equity strategies as well as an assessment of unintended consequences of those strategies. The groups who contributed the detailed, qualitative data are listed here:

RSJI Change Teams
- Department of Arts & Culture
- Department of Early Education & Learning
- Department of Human Resources
- Department of Transportation
- Finance and Administrative Services
- Fire Department
- Law Department
- Seattle Office for Civil Rights
- Seattle Center
- Seattle Public Utilities

Affinity Groups
- African American Affinity Group (AAAG), Seattle Public Utilities
- Asian Pacific Islanders Affinity Group, Seattle Public Utilities
- City of Seattle Native American Employees (CANOES)
- citywide Black Caucus
- Filipino Employees Affinity Group (FACES)
- HOLA/LCE (Latin American Affinity Group)
- SEQual (LGBT Affinity Group)

RSJI Summit
- Listening session questions answered by 40 employees

Results

Key themes of employee perceptions from the listening sessions are detailed in Appendix C. These themes guided the analysis of the relative merits of workforce equity strategies recommended in this report, as well as their unintended consequences. Each of the barriers to workforce equity that surfaced through the listening sessions was also found in the literature, which further emphasized the importance of addressing employee perceptions in any workforce equity strategy (Smeaton et al., 2014).

Question 1: What are the racial equity barriers to gaining employment with the City of Seattle?

The difficulty for external candidates of color to gain entry into City jobs included: how job criteria are developed, a lack of targeted recruitment efforts to communities of color, the interview selection process, racial bias during the application process, and a lack of accountability to candidates.

Question 2: What are the racial equity barriers to retaining employment with the City of Seattle?

Barriers to staying employed with the City of Seattle included: department culture, lack of clarity on the standards and expectations, lack of appropriate support and supervision, and inconsistent terminations and firings.

Question 3: What are the racial equity barriers to career growth in the City of Seattle?

The racial equity challenges to career growth opportunities for people of color in City employment included: a lack of advancement and promotional opportunities, a lack of access to professional development and training coursework, and managerial bias.

Question 4: Are there different or additional barriers related to gender?

Stakeholders identified the gender pay disparity, pay disparities for employees who are mothers, and disproportionate challenges for queer people of color as additional barriers to full employee engagement at the City of Seattle, related specifically to the intersection of gender and race.

4. Employee Survey

Summary

Workforce investment strategies that reduce the tension between life events and career along with strategies that increase opportunities for greater career growth resonated with the almost 4,500 employees who took the survey. The strategies that most resonated included: flexible scheduling, leadership development programs, paid family leave, and training days. Qualitative survey responses highlighted the need for more inclusive workforce equity strategies and messaging.

Methodology

Research on workplace benefits generally finds that higher employee performance and satisfaction is correlated with the availability of a package of supportive benefits which signal to employees the value the employer places on them (Smeaton et. al., 2014). As part of gathering further data on employee preferences and perceptions for workforce equity strategies under consideration, a survey of all City employees was conducted. The survey identified specific workforce equity strategies identified by Greensheet 2016-155-1-A-1 and asked respondents to first rate each potential strategy or benefit based on their own personal valuation. It then presented the list of strategies again and asked the respondent to rate each one based on how they believed it would affect equity among City employees. This survey was intended to help understand how best to direct the City's workforce investment resources as employee perceptions and satisfaction are fundamental to full engagement and participation, a key measure of workforce equity (Smeaton et al., 2014). The 4,454 results for the survey were evaluated as a whole and by subgroup including responses by race, gender, parental status, household income, and employee tenure.

Results

The overarching result is that most groups rated the same collection of strategy options highest. On Value Rating and virtually all Equity Ratings, the same five strategies were among the top five, but in varying orders by demographic. These top five included: improved access to flexible scheduling, leadership development programs, paid family leave (including paid parental leave and family care leave, up to 8 weeks), paid family leave (including paid parental leave and family care leave, up to 12 weeks) and training days. There was an exception, which was that women of color who valued increased labor pool diversity among the top five for their Equity Rating. A full discussion of results is found in appendix E.

5. Leadership Interviews

Summary

City leaders are highly motivated to establish Seattle as a model employer on workforce equity. At the same time, they highlighted the critical understanding of the need for a culture shift in order to fulfill that vision at the City of Seattle, which would also lead, in their collective view, to better service to the people of Seattle.

Methodology

The 27 leadership interviews were conducted primarily in one-on-one sessions with the Mayor, the Deputy Mayors, all members of the Seattle City Council, a subset of City of Seattle Department directors or their staff, and the staff of the Office for Civil Rights, the staff of the Workforce Equity Division of the Seattle Human Resources Department, the Human Resources Leadership Team, which includes human resources representatives from all City departments, and Labor leaders who represent City employees. The questions in the interviews, outlined in Appendix E, covered the value of workforce equity (commitment to workforce equity and operational effectiveness), perceptions of barriers to workforce equity, and recommendations for platform/culture shift and workforce investment strategies.

Results

The themes from the leadership interviews are discussed in Appendix E. Leaders generally agreed that a diverse, inclusive, and fully participating workforce is critical to ensuring the City's customers and communities receive the highest quality services from all City departments. Many expressed concern that holding a consistent and operational commitment to workforce equity strategies when faced with competing and often urgent City of Seattle priorities has been a challenge. Platform strategies were the primary focus of the interviews, including leadership accountability, as a means of keeping the City of Seattle on track to better gain the benefits from workforce equity practices and strategies. Themes taken from these interviews informed the strategies analyzed in this Plan.

Results

The analysis of all data sources discussed in the previous section resulted in:

1. Development of a City definition of workforce equity—a focal point that enables an evaluation checkpoint for all workforce equity strategies.
2. Assessment of cost estimates for strategy options.
3. Analysis of 18 workforce equity strategies that originated from the above sources, as well as from Council Greensheet 2016-155-1-A-1 that called for this Plan.

Strategic alignment of each data source through these three outcomes led to the recommendations included in this Plan.

1. Definition of workforce equity

Summary

Both demographic representation and a reduction of barriers to full employee engagement and career growth were used to define and measure progress on workforce equity. Establishing a definition of workforce equity with a connection to the service delivery of the organization was found as a best practice among benchmarked employers.

Methodology

The working group relied on the academic literature and data collected during City of Seattle employee stakeholder engagement to inform a definition of workforce equity.

Results

The definition of workforce equity adopted in this Plan is:

> *Workforce equity is when the workforce is inclusive of people of color and other marginalized or under-represented 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.*

The first section of the workforce equity definition is an aspirational aim that, despite the many external, societal disparities affecting the labor pool available to the City of Seattle as an employer, under-represented groups would be equally included in each level of employment from the lowest to the highest paid and least to most tenured employees. The definition intentionally does not rely on language about demographic representation in the "available labor pool" because, in the aspirational future state, regardless of the existence or absence of the institutional and structural barriers that

create the inequities currently found in the labor market, the City of Seattle maintains its commitment to a diverse, equitable and highly engaged workforce.[8] The 2015 Workforce Pay Equity and Utilization Report established that the City of Seattle generally met, "available labor pool," thresholds, for the most part, enabling the City of Seattle to push beyond minimum standards for workplace inclusion. Furthermore, this aspirational state calls out the need to use regional demographics, rather than Seattle demographics, to target and track representation in the workplace and workforce because of the documented gentrification currently contributing to the movement of underrepresented groups out of City limits (Governing Data, n.d.).

The second section of the definition is more operational and specifies and expands on representation of marginalized and less represented groups at all levels of City employment by presenting four measures of workforce equity: attraction, selection, participation and retention (Lindsey et al., 2014). Attraction is synonymous with recruitment and applicant pools; selection relates to hiring processes instituted by the City; participation refers to an employee's engagement with his or her work and equal access to opportunity for career growth; and retention is length of tenure or rate of turnover. Equality in these four measures would signal arrival at the aspirational future state of workforce equity and the opportunity for employees to reach their full potential.

2. Policy Costing

Summary

The overall goal of the costing effort was to develop a high-level estimate that provides a sufficient level of information for decision-makers to make an informed preliminary assessment as to whether any one of these strategy options is or is not worth pursuing for the City of Seattle and its employees.

Methodology

There are significant differences in the nature of the strategy options discussed in this report and the resources that would be required for implementation. For example, some require little or no staff to implement and no expenditure for changes in labor costs or material, while others involve more planning, capital expenditures, and labor costs. Despite the range of strategy options and associated types of costs, a common methodology was applied to each. The methodology used was only to deliver

---

[8] The available labor pool refers to the people in the metropolitan area who reported occupations that match the skills necessary to perform a particular City job, as determined by census data. An example would be the labor pool available to fill a position for a lawyer—the available labor pool would refer to all individuals in the region who reported their latest occupation as attorney. The City's utilization of the available labor pools for different gender and race groups was found to generally meet this standard in the Workforce Pay Equity and Utilization Report (DCI, 2015). However, the City of Seattle recognizes that, due to historical and structural barriers in the broader society, access to the education and job experience necessary to enter a particular labor pool for a City job is often limited for many residents, with the result that labor pools themselves reflect inequality. For this reason, the City of Seattle aspires to have a workforce that, at all levels, reflects the demographics of the broader society and not just the labor pool for that level. In doing so, the City will have a workforce that better reflects and serves residents while contributing to the deconstruction of societal barriers to opportunity.

an order of magnitude cost estimate, when possible, and more policy direction will be necessary before development of a final cost estimate.

The first step for costing each strategy option was a preliminary assessment and scoping. This assessment drew on research from the literature, other jurisdictions, and City departmental subject matter experts to help define the intent and relevant variables that would drive costs and were likely to be considered by policymakers to increase or decrease the scope of the strategy option. The second step was to build costing models that captured the fundamental inputs for each strategy, including number of users, staffing assumptions, capital costs, and technology requirements. This review was done while allowing for flexibility to adjust the assumptions around these inputs, as well as service level and workforce effects, as the strategy options are refined for implementation in the next steps of this Strategic Plan.

Results

Without precise policy direction, the cost estimates included in this report only provide an order of magnitude of the 18 workforce equity strategies. This order of magnitude is useful to policy-makers in estimating the budget implications of any strategy choice. With this in mind, policy-makers should study the cost assumptions and options in Appendix F prior to directing implementation of any of the 18 strategies. A full discussion of the strategy costing is found in Appendix F for this reason, but Figure 5 captures the high-level findings of the cost estimate data collection.

The cost estimates reflect only the budgetary costs to the City for the program. The indirect or tertiary social cost (or benefit) of these strategy options can be deduced, to an extent, from the review of the literature on the benefits of workforce equity strategies found in Appendix A. These benefits are difficult to quantify separately for each strategy and were not built in to the cost results below, though it is likely the benefits of workforce equity strategies could mitigate some of these costs. This statement holds with the exception of onsite childcare which has the revenue from a childcare center built into the estimated budget impact. It should be noted that many of the strategies may need to be negotiated with the Labor Unions who represent the City's workforce.

The cost for some of the strategies stems from labor backfill costs at the City. When an employee takes leave, depending on the department and the duration of the leave, another person may need to be brought on to "backfill" the position. For positions that are backfilled, the backfilling employee and the employee on paid leave both receive wages and often benefits. The workforce equity strategies subject to backfill (training days, paid family leave and paid parental leave) see costs go up non-linearly. This is due to the longer the duration of paid leave included in the strategy, the more likely a department is to backfill the positions that use that leave. Due to the impact of backfill on cost, the working group provided an option that could help control costs for paid family care leave. The option is fully discussed in Appendix F and H but could require employees who use the benefit to draw down their vacation and sick leaves to a certain level.

Additionally, due to the complications of backfill cost estimates, it was not possible to hone the assumptions for the training days benefit adequately to develop a cost estimate for the strategy. Before

developing a cost estimate, training days will require policy direction on how to hone the backfill assumptions. The employee web portal will also require additional policy direction prior to the development of a cost estimate, as there are multiple means of developing such an employee web portal.

Figure 6. High-Level Policy Cost Data for 2017

Strategy Option	2017 General Fund Costs	2017 Other Costs	FTE Added/ Capital Costs
Paid parental leave - 8 weeks	$1,047,000	$682,000	
Paid parental leave - 12 weeks	$2,358,000	$1,636,000	
Paid family leave - 4 weeks	$390,000	$195,000	
Paid family leave - 8 weeks	$2,230,000	$1,555,000	
Paid family leave - 12 weeks	$4,716,000	$3,652,000	
Subsidies for childcare	$650,000	$550,000	3.0
Onsite childcare	$200K to $1.0M	$0	$1.5M to $4.1M
Infant at work	Absorbed	Absorbed	Absorbed
Improved access to flexible scheduling	$200,000	$0	2.0
Employee web portal	TBD	TBD	
Step wage increases for part-time employees	$340,000	$210,000	
Revised seniority restarts	$0	$0	
Leadership development programs	$300,000	$0	2.5
Targeted recruitment	$50,000	$0	
Training to promote unbiased employment decisions	$265,000	$0	1.0
Increased access to training	$110,000+TBD	TBD	TBD
Employment pathways	$160,000	$0	1.0
Employee metrics tracking	TBD	TBD	TBD
Leadership accountability	$0	$0	$0
Consolidated Human Resources	$255,000	$0	$255,000
Performance management	$270,000	$0	$270,000

3. Analysis: Strategy Assessment Model

Summary

The evaluation of the 18 workforce equity strategies done by the working group found that platform strategies were fundamental to any equity benefit gained from workforce investment strategies and that inclusive workforce investment strategies would have a greater impact on promoting workforce equity than those more narrowly targeted.

Methodology: Strategy Assessment Model

The working group devised and utilized a strategy assessment model (Appendix G) to evaluate the strategies proposed in Greensheet 2016 155-1-A-1 and other strategies that surfaced during the data collection phase. The strategy assessment model stemmed from theory of change models used in the social sciences and enabled the working group to evaluate the efficacy of each strategy relative to the workforce equity definition above. Strategies were assessed according to their effect on the below components of the employee lifecycle:

- Attraction
- Selection
- Participation
- Retention

Unintended impacts of the strategies and potential mitigation strategies were documented by the strategy assessment model, as well as consideration of the inclusiveness of the strategy option and the affect it might have on particular disparities. Inclusiveness was added as a measure because studies find that workplace strategies dismantle barriers to workforce equity most effectively when they do not exclude particular groups of employees (Lindsay et al., 2013). Inclusive policies do not alienate particular employees or lead to a perceived devaluing of the contributions of targeted employees (Lindsey et al., 2014). The impact on disparate outcomes at the City of Seattle was determined from the data in the listening sessions and the DCI report.

Results from the Strategy Assessment Model

The original workforce equity strategy analysis requested by Greensheet 2016 155-1-A-1 focused primarily on investment in the City of Seattle workforce, which can help build an inclusive workplace. However, workforce investment is just one type of strategy that enables the full benefits of an inclusive workplace (Slater, 2008). Platform strategies that enable culture shifts, including leadership commitment and internal and external communication practices, are foundational to workforce equity (Slater, 2008). The platform strategies below were highlighted in the analysis. Five of the strategies evolved from the analysis itself and one (marked with an asterisk *) was proposed by Greensheet 2016-155-1-A-1:

- Consistent accountability and messaging on workforce equity by leadership
- Consolidated human resources

- Employee web portal
- Improved tracking of employee and applicant demographic metrics
- Performance management with the ability for employees to contribute to their supervisor's performance reviews
- Training to promote unbiased employment decisions*

The findings suggested that the following workforce investment strategies are inclusive of all employees and in line with the City's definition for workforce equity. Assuming the above platform strategies were in place, the strategy assessment model found that these strategies could reduce barriers to full employee engagement at the City of Seattle:

- Improved access to flexible scheduling
- Internship to employment pathways
- Leadership development programs
- More diverse applicant pools
- Paid family leave, including paid parental leave and family care leave benefits
- Training days

Two workforce investment strategies were identified as critical to reduce disparities for women and people of color at the City of Seattle. These surfaced during both the literature review, including the DCI report, and the employee listening sessions:

- Seniority restarts (where employee's seniority is no longer restarted after a promotion)
- Step wage increases for part-time employees (when wage increases are based on years of service and not hours of service)

The strategy assessment model found that the remaining workforce investment strategies did not sufficiently demonstrate an impact to workforce equity that justified investment over other proposed strategies. These strategies were found to be less inclusive of all employees; investment in more inclusive strategies is a best practice in the literature. Qualitative responses in the employee survey and listening sessions also reflected the potential benefits of more inclusive strategies.

It should be noted that the City implemented a 4 week paid parental leave benefit in 2015. Paid family leave proposed in this Plan would include the benefits of paid parental leave but expand those benefits to all employees who find they must care for a family member with a serious health concern. Additionally, the literature and employee survey found that the more inclusive strategies of paid family leave and flexible scheduling have a greater effect on workforce equity than the strategies listed below. The strategy assessment model elevated the more inclusive option of paid family leave that enables the City to continue to lead on supporting parents in the workplace, but is also supportive of employees facing critical life events such as family illness. The strategies that solely support parents in the workplace are listed here:

- Infant at work
- Childcare subsidies

- Paid parental leave, if implemented without a paid family leave benefit
- Onsite childcare

The above workforce equity strategies and practices are listed by their organizational culture shift (platform role) or workforce investment focus and cross-referenced with their data source in Figure 7 below. The strategies are then listed according to the number of data sources where they surfaced. This is for information purposes only as data consensus was not the methodology used to determine a strategy recommendation. (See the strategy assessment methodology discussion above.) Those strategies with an asterisk (*) were not listed on the employee survey.

Figure 7. Preliminary Workforce Equity Strategies by Data Source

Workforce Equity Policies	1st Year Cost Est.	Literature	Benchmarking	Employee Listening Session	Employee Survey	Leadership Interviews
Platform						
Training to Promote Unbiased Employment Decisions	$265,000	X	X	X		X
Employee Metrics*	TBD	X	X	X		X
Performance Management*	$270,000	X	X	X		X
Leadership on Workforce Equity*	$0		X	X		X
Consolidated Human Resources*	$255,000		X	X		X
Employee Web Portal	$200,000-$400,000		X	X		
Labor Capital Investment						
Targeted Recruitment	$50,000	X	X	X	X	X
Flexible Scheduling	$200,000		X	X	X	X
Leadership Development Programs	$300,000		X	X	X	X
Paid Family Leave (4-12 weeks)	$590,000-$8,370,000		X	X	X	
Access to Training	$110,000+TBD		X	X	X	
Seniority Restarts*	$0	X		X		
Employment Pathways	$160,000		X			X
Step Wage Increases*	$550,000	X		X		
Subsidies for Childcare	$1,200,000		X	X		
Infant at Work*	Absorbed by dept.		X			
Onsite Childcare	$1,700,000-$5,100,000		X			
Paid Parental Leave (8-12 weeks)	$1,730,000-$3,990,000		X			

Discussion of Results

The two types of strategies to advance workforce equity explored in this report are platform strategies and workforce investment strategies. Research and benchmarking, along with leadership interviews and listening sessions, clearly establish that **platform strategies, directed at overcoming institutional and structural barriers to full employee participation and inclusion, are foundational to advancing workforce equity** (Slater et al., 2008). In contradiction to the other data findings, however, employees in the employee survey generally did not value the platform strategies as highly as workforce investment strategies for individual or equity value (Appendix D). Rather, the employee survey results trended towards specific workforce investment strategies. This trend could be because the connection from an individual employee to workforce investment strategies, often in the form of increased benefits, is more tangible and potentially immediate than the longer-term culture change focus of platform strategies and practices.

However, when asked to think about overcoming barriers to workforce equity in the leadership interviews and employee listening sessions, these platform strategies were more likely to be themes of the discussion to achieve significant workplace progress in the area of equity. Platform strategies, further, came up in the RET listening sessions (Appendix C) as a means to address unintended impacts of implementing workforce investment strategies, even when the question was not posed directly. Accordingly, all data points other than the employee survey, which focused more on benefits, align behind the importance of the above platform strategies, a key working group finding in this report.

Platform strategies can take different forms, often depending on the practices, challenges and culture of the institution adopting them. In the context of the City at this time, the platform strategies reviewed and recommended in this report are:

- Training for unbiased employment decisions
- Consistent accountability and messaging on workforce equity by leadership
- Citywide performance management where employees have the opportunity to evaluate their supervisor
- Improved tracking of employee and applicant demographic metrics
- Consolidated human resources
- Employee web portal

Adopting platform strategies with greatest potential for impact, aligned with the findings of the working group through the strategy assessment model and other data sources, which found that more inclusive and broadly impactful strategies are better both to promote greater workplace equity as well as to increase operational effectiveness (Heilman & Haynes, 2006). This same finding guided the potential workforce investment strategies recommended here. Research further demonstrates that valuing employee perceptions, in and of itself, is a means of enhancing a more inclusive workplace (Kravitz,

2008). Thus, with 4,454, out of 12,000 employees responding to the employee survey, implementing those workforce investment strategies with greatest support from employees, will demonstrate employer responsiveness to employees, a critical piece of workforce equity. This responsiveness should be tempered with the fact that, in the employee listening sessions, barriers to full employee engagement were primarily focused on platform strategies (Appendix C), which supports the continuing theme that implementing the platform strategies is more foundational to progress on workforce equity and would also be responsive to employee perceptions.

A full discussion of all 18 strategies follows in the Key Findings.

Key Findings

In the literature, inclusive workplace strategies have the greatest effect when implemented in groups or bundles (MacLeod and Clarke, 2010; Eaton, 2001; Gray, 2002; Perry-Smith and Blum 2000; Stavrou, 2005). For this reason, the data collection and analysis were compiled into three groupings of strategies:

- 6 platform strategies
- 8 workforce investment strategies
- 4 strategies that are not recommended at this time

A full discussion of each is found in Appendix G and definitions of each are found in the Glossary. A summary of the reasoning behind each of these is included in the following pages.

Measuring Impact

Critical to each of the workforce equity strategies is measuring how they remove barriers to full employee engagement and enable an inclusive workplace. A part of this measurement will be a periodic assessment of the City's employee population relative to the population at large to measure progress towards greater numbers of people of color at all levels of City employment. This could align with a biennial employee engagement survey. Additionally, the key measures that can be used to measure workforce equity found in the literature are below (Lindsay et al., 2013):

Attraction involves the recruiting and developing of applicant pool talent. The thought is that successful workforce equity strategies will increase the diversity of talent who are recruited and who apply to the City of Seattle because barriers to workforce attraction will be removed. Attraction could be measured through data tracking numbers of women and people of color in recruiting and applicant pools.

Selection encompasses the hiring process from the minimum qualifications put on a job posting, through the interview process, to the drafting of the offer letter. If barriers to employee selection are removed, success can be measured by the greater diversity of highly qualified talent hired at the City of Seattle.

Participation is the full engagement of an employee including career growth and promotions. The rate of promotion, out-of-class opportunities, access to training and turnover can signal success in participation.

Retention relates to employee turnover, including voluntary and involuntary separations. Successful workforce equity strategies reduce the barriers to employee career growth and facilitate constructive feedback from managers. This reduces turnover and increases retention.

Platform Strategy Concept

Platform strategies are recommended because these strategies were found fundamental to workforce equity in the literature, benchmarking analysis and the strategy assessment models completed for this report (Appendix A, B and G). Platform strategies are foundational to addressing the barriers to the employment lifecycle listed in Appendix C.

Organizations which have successfully implemented workforce equity strategies that positively impact organization outcomes report existence of these platform strategies (Appendix B). These platform strategies align with the view that, in order for workforce equity strategies and a "commitment to diversity to become ingrained in corporate culture, there must be visible and ongoing support from senior management, a clear articulation of the business case for diversity, line manager accountability, and training programs directed at communications, conflict resolution, and team building" (Slater et al., 2008). The platform strategies are designed to lay the foundation of the educational and cultural shift for a more inclusive workplace at the City of Seattle.

Platform Strategies: Priority Implementation

Training to Promote Unbiased Employment Decisions

Budget impact: $265,000 annually

If 3,200 managers and supervisors at the City have awareness and tools to address their unintended biases, the barriers to inclusive hiring, promotion and coaching practices, among others, will be reduced. This strategy will help eliminate barriers to employment within the City's hiring process that stem from hiring panel biases, enabling a more inclusive hiring process that results in a diversity of successful candidates (Lindsey et al., 2013; Kravitz, 2008; Pendry, Driscoll & Field, 2007; Hebl & Kleck, 2002).

Sustained and Accountable Commitment by Leadership

Budget impact: $0 annually

Consistent messaging on workforce equity, with an accountability process set up for tracking progress among City leaders and departments, will result in sustainable inclusion in the workplace, attracting and supporting a diversity of employees (Czopp, Monteith & Mark, 2006). For example, accountability could include race and social justice criteria in the awarding of discretionary merit leave, such that employees who remove barriers to workforce equity are rewarded for that behavior. This accountability will also be captured in an annual workforce equity accountability report, which could include the following metrics: a net turnover report by demographics, an accounting of department best practices, department employees acknowledged for their leadership on workforce equity and a count of leadership communications on workforce equity by department each year.

Adopted Citywide Performance Management

Budget Impact: $270,000

Consistently administered performance management enables all employees to support and coach their team members in career growth and development, allows employee reviews to include feedback on explicit bias in the workplace and reduces barriers to equitable access to promotion and career growth opportunities for all employees. This strategy aligns with the 3-5 year ongoing implementation for the City's performance management system, E3 citywide Performance Management, and the core competency of "Equity & Inclusion" that will be expected from all employees. In addition to increasing access to feedback that enables career growth for employees through performance management, City leaders could leverage performance management to celebrate employees and managers leading on workforce equity and could track the effect of workforce equity efforts.

Improved Tracking of Workforce Demographics

Budget Impact: TBD[9]

More detailed data gathering will facilitate identification of, as well as dismantling of, barriers to workforce equity and adequate storytelling of the City of Seattle employee life cycle from recruitment to separation. Greater demographic storytelling to employees aids in a culture shift where employees can track and engage with the progress on workforce equity, increasing their participation and inclusion in the workplace (Lindsay et al., 2013; Kalev et al., 2006).

Consolidated Human Resources

Budget Impact: $255,000[10]

Consolidation will facilitate centrally aligned and accountable employment programs, policies and practices—whether the services are delivered centrally or locally—so that each employee receives equitable treatment (Aguinis, Culpepper & Pierce, 2010). Without centrally aligned and consistently delivered employment and human resource services, there would not be an authority accountable that all employees have equal access to workforce equity strategies; unequal access to these strategies may result in increasing barriers to workforce equity rather than increased support for equity (Aguinis et al., 2010).

---

[9] TBD is necessary for this strategy because the technology investments necessary to better track workforce demographic data require in-depth exploration and are unknown at this time.
[10] This cost assumes full funding of the Deputy Director of Service Delivery and Director of Strategic Implementation, Organizational Development & Learning positions filled in 2016.

Web Portal

Budget Impact: $200,000-$400,000

Standardized information regarding career and work-life balance opportunities helps to dismantle barriers to workplace inclusion (Goldstein & Lundquist, 2010). When employees have tools that enable equitable access to leave and career development opportunities, some of the barriers to workforce equity that stem from discretionary decision-making are removed, boosting employee morale, participation and promotion opportunities.

Workforce Investment Strategies

Paid Family Leave

Budget Impact: $585,000-$8,370,000 (4-12 weeks, including a paid parental leave component)

Extending paid family leave beyond just parental leave would create a more inclusive policy and acknowledge that employees have many family-care obligations that often fall to women and particularly women of color. Similar to paid parental leave, paid family leave is known to increase employee engagement and morale as well as reduce employee anxiety and stress, increasing workforce productivity as well as workplace inclusion for all employees. Appendices E, F and H provide additional discussions on paid family leave.

Targeted Recruitment

Budget Impact: $50,000 annually

Recruiting and hiring practices that are targeted towards removing barriers to the recruitment of more diverse applicant pools will increase the attraction of people of color and other marginalized groups to the City of Seattle workforce. Creating community pipelines for talent and ensuring job postings are shared in venues where a diversity of talent will access them is critical to increasing the diversity of applicant pools (Kravitz, 2008).

Leadership Development Programs

Budget: $300,000 in year 1 and $190,000 annually after that

Leadership Development training should be available to all employees to increase uptake and lead to a greater number of City employees eligible for and successful in movement into higher paying roles. It is thought that increasing the availability of trainings for employees to become supervisors and trainings for supervisors to become managers, the City will see a greater number of its employees eligible for and successful at moving into higher paying roles at the City. Improved employment growth and promotion opportunities increase the participation and retention of employees, resulting in a more inclusive workplace.

The City has implemented the City Leadership Academy, with race and social justice and workforce equity principles fully integrated into the program, and intends to develop a mid-manager leadership program through a similar lens in 2016. The City Leadership Academy could be leveraged as a part of this program but there is still a need for funding to implement the programs.

Increased Access to Training

Budget Impact: $110,000+TBD*

*Further strategy direction is required before a full cost estimate can be developed.

The City of Seattle currently offers extensive training opportunities with an e-Learning training option under development. This strategy would shape and reinforce a culture that encourages and expects employees to pursue training to develop the skills to take on roles with greater responsibility. This strategy will result in more employees with skills necessary for promotional opportunity, increasing retention and participation of all employees as well as enhancing employee access to higher paying roles.

Improved Access to Flexible Scheduling

Budget Impact: $200,000 annually

Increased equity in decision-making around flexible scheduling requests will facilitate lower-paid positions access to flexible scheduling arrangements. Lower-paid positions are typically populated with the same employees who may be more likely to live outside of the City due to the increased costs of living in Seattle, and are most likely to benefit from equitable access to flexible scheduling arrangements allowing for a better work-life balance. Work-life balance strategies are a known mechanism for increasing the participation and retention rates of employees (Smeaton et al., 2014).

Employment Pathways

Budget Impact: $160,000 annually

The City of Seattle experiences greater diversity in its employment pathways programs than in the regular employment applicant pools because of fewer structural barriers to the application process such as minimum education and experience criteria (Schmitt & Quinn, 2009). A consistent citywide approach to City internships, apprenticeships, youth employment and job training, that connects these entry-level roles to regular employment roles for eligible employees will reduce barriers to employment at the City of Seattle and increase the diversity of the workforce.

Additionally, employment pathways programs are a best practice of employers found in the benchmarking review. These pathways allow an employer to capitalize on the job training they have already invested. This strategy aligns with the additional benchmarking trend in hiring for aptitude in the STEM fields, training employees and retaining top performers (Appendix B) (Hough, Oswald & Ployhart, 2001). Mapping the City's current practices, identifying best practices and implementing a citywide

approach could help the City to better leverage their employment pathways programs to reduce selection costs and barriers to regular employment at the City.

Seniority Restarts

Budget: $0 annually

The current seniority restart process creates a barrier to workforce equity as employees who accept a promotion are more exposed to layoff during economic downturns. The DCI report links this to women and people of color's representation in higher-level roles at the City (DCI, 2015). If an employee's seniority is not "restarted" upon promotion, one barrier to upper-level positions at the City of Seattle would be dismantled, better supporting a diversity of employees in accepting promotion opportunities.

Step Wage Increases for Part-Time Employees

Budget Impact: $550,000 annually

As women are more likely to hold part-time positions at the City of Seattle, they are disproportionately impacted by the current step wage strategy for employee wage raises, which, at this time, measures eligibility for raises by hours of service (DCI, 2015). Best practices in the workforce equity report recommend tracking eligibility by years of service as it will increase the participation and retention of part-time employees (DCI, 2015).

Strategies That Are Not Recommended at This Time

The strategies discussed below are not recommended at this time because other strategies were found to reduce barriers to participation in the workplace more than these strategies. Reducing barriers to participation in the workplace for parents is relevant to workforce equity because of the disparate barriers mothers face in the workplace relative to fathers, and the exacerbated barriers to participation mothers of color experience. Despite this, the strategies below that only support parents in the workplace are not recommended for the following reasons.

First, the literature finds that paid family leave, inclusive of paid parental leave, and flexible scheduling have a greater impact on reducing barriers to participation in the workforce for parents than the strategies listed below. Second, the literature cites the importance of implementing strategies that benefit all employees when possible (Lindsay et al., 2013). Strategies that do not include all employees can create resentment among the excluded employees (Golden, Hinkle & Crosby, 2001) or can undermine the self-perceived worth of the target employees (Garcia, Erskine, Hawn & Casmay, 1981; Heilman, Battle, Keller & Lee, 1998). Such sentiments were found in the qualitative survey responses. However, there were also sentiments of altruistic support for strategies that support parents in the workplace among the qualitative data points in the survey (Appendix D). For these reasons, this report recommends paid family leave, inclusive of paid parental leave and family care leave, and flexible scheduling to reduce barriers to participation in the workplace for mothers and particularly mothers of color, but not the below strategies at this time.

Infant at Work

Budget Impact: costs to accommodate infants at work would be absorbed by departments, but could total about $90,000 dispersed across department budgets in the first year.

An infant at work program could address childcare access, transportation and bonding concerns for women upon reentry into the workforce after welcoming a new child. This strategy reduces the anxiety and stress of having children and can increase productivity and loyalty of employees. An Infant at Work program helps to attract and retain women in the City's workforce. However, there are many positions at the City of Seattle where the business role would not support an Infant at Work program, which may create a continued sense of disparity between the office and front-line workers at the City. Greater retention of women in the age demographic who often welcome new children could be a measure of efficacy for this program.

Childcare Subsidy

Budget Impact: $1,200,000 annually

A childcare subsidy would lower the cost of childcare for employees at the City, enabling them to stay in or re-enter the workforce. Additionally, reducing the cost of childcare reduces employee stress and can increase the productivity and loyalty of employees who are parents, further helping to attract and retain employees in the City's workforce. The demographics of employees who use the childcare subsidy would need to be tracked to ensure alignment with the equity target but according to the DCI report, as women and people of color are less likely to be in higher paid positions at the City, subsidized childcare could help dismantle barriers to the workforce for the targeted demographics.

Onsite Childcare

Budget Impact: $3,100,000 (low-cost build-out and operating estimate); $7,100,000 (high-cost build-out and operating estimate); balanced with revenues of $1,400,000 to $2,000,000 annually

Onsite childcare could address childcare access, transportation and bonding concerns for women upon reentry into the workforce after welcoming a new child. This strategy reduces the anxiety and stress of having children and can increase productivity and loyalty of employees, helping to attract and retain women in the City's workforce. A measure of efficacy would be the attraction, promotion and retention rates of women and people of color after welcoming new children.

Paid Parental Leave, if independent of Paid Family Leave

Budget Impact: $1,730,000-$3,990,000 (8-12 weeks, beyond the 4 weeks already offered to employees)

An equitably accessed paid parental leave strategy is a step towards addressing barriers to workforce participation for women and people of color. Paid parental leave is known to increase employee engagement and morale as well as reducing employee anxiety and stress for employees who become parents, delivering a more productive and loyal workforce. However, it was found that paid family leave

was more inclusive of all employees and thus, paid family leave, with a paid parental and family care leave component, is recommended over an isolated paid parental leave benefit. Appendices E, F and H provide additional discussions on paid family leave.

Figure 8. Workforce Equity Strategies Explored

Workforce Equity Strategies	1st Year Budget Impact Estimate*	Already Underway	New
Platform			
Training to promote unbiased employment decisions	$265,000		X
Sustained & accountable commitment by leadership	$0	X	
Adopted, citywide employee performance management	$270,000	X	
Improved tracking of workforce demographics metrics	TBD[11]		X
Consolidated Human Resources	$255,000[12]	X	
Interactive, externally-facing employee web portal	$200,000-$400,000		X
Workforce Investment			
Employment pathways	$160,000		X
Improved access to flexible scheduling	$200,000		X
Increased access to training	$110,000+TBD[13]		X
Infant at work policy	Absorbed by dept.		X
Leadership development programs	$300,000	X	
Onsite childcare	$1.7-$5.1M		X
Paid family leave (4 weeks)	$590,000		
Paid family leave (8 weeks)	$3,790,000		X
Paid family leave (12 weeks)	$8,370,000		
Paid parental leave (4 weeks)	Already budgeted	X	
Paid parental leave (8 weeks)	$1,730,000		X
Paid parental leave (12 weeks)	$3,990,000		
Revised seniority restarts	$0		X
Step wage increases	$550,000		X
Subsidies for childcare	$1,200,000		X
Targeted recruitment	$50,000	X	
Strategic Plan Accountability			
Strategic Plan Project Manager	$130,000		X
Racial Equity Toolkit	$0	X	

[11] TBD is necessary for this strategy because the technology investments necessary to better track workforce demographic data require in-depth exploration and are unknown at this time.

[12] This cost assumes full funding of the Deputy Director of Service Delivery and Director of Strategic Implementation, Organizational Development & Learning positions filled in 2016.

[13] $110,000 reflects only the cost for citywide license access to an E-Learning program and not the additional costs necessary to fund this strategy, which requires further policy direction before a full cost estimate can be developed.

Recommendations

This Workforce Equity Strategic Plan and the strategies it recommends will require in-depth planning prior to implementation including creation of accountability measures and metrics to track impact, completion of the Racial Equity Toolkit Steps 3-6 for each strategy and, for many of the strategies, negotiation with the City's Labor partners. A staged approach is recommended to implement strategies that make immediate advances on workforce equity while strategies that will take more time (due to planning and labor negotiations) are developed. Results should be encompassed in an annual workforce equity accountability report.

It is recommended the City of Seattle invest in six platform strategies that are fundamental to workforce equity and are relatively low in cost. It is then recommended that the City prioritize eight workforce investment strategies that support all employees. These recommendations are captured in Figure 9.

1. **Platform Strategies:** The platform strategies are foundational to removing historical and institutional barriers in the workplace, enabling equitable access to any workforce investment policies. For example, research on promoting diversity and inclusion in the workplace, consistent accountability from leadership at all levels is critical to effective tracking the results of targeted recruitment efforts. The platform strategies addressed in this Plan include:
   - Training to promote unbiased employment decisions
   - Sustained and accountable commitment by leadership
   - Adopted, citywide employee performance management
   - Improved tracking of workforce demographics metrics
   - Consolidated human resources
   - Interactive employee web portal with an external emphasis

2. **Workforce Investment Strategies:** In order to elicit a lasting improvement on workforce equity the workforce investment polices discussed in this Plan are dependent upon the platform strategies; however, implementation can be concurrent with platform strategies. Implementation of the platform strategies are fundamental to the workforce investment strategies, as is demonstrated in the example of increased access to flexible scheduling: the benefits of flexible scheduling are dependent upon consistent, accountable and aligned application of the benefit citywide that will be made possible through the human resources consolidation efforts and performance management program development, both currently underway. With this in mind, the following workforce investment strategies are recommended to reduce barriers to workforce equity and eliminate known disparities at the City:
   - Targeted recruitment
   - Leadership development programs
   - Improved access to flexible scheduling
   - Increased access to training
   - Paid family leave, including paid parental leave and family care leave benefits

- Employment pathways
- Revised seniority restarts
- Step wage increases

It also must be noted that many of the workforce investment strategies proposed in this Plan rely on negotiations with the labor unions that represent City of Seattle employees.

3. **Plan Accountability:** As with any strategic plan, this Plan will only be as good as its implementation. Thus, it is recommended that an annual report be provided to the Mayor and City Council on the activities undertaken to promote workforce equity and the incremental progress that has been demonstrated. The Seattle Department of Human Resources, through the Workforce Equity Director and a designated project manager, will be tasked with delivering this report. In addition, in the past the City has relied on the Workforce Equity Planning and Advisory Committee (WEPAC) to make recommendations on how to reduce barriers to workforce equity. More recently it has also developed a Workforce Equity Interdepartmental Team (IDT), a result of the Mayor's Executive Order 2015-02 on the Workforce Equity Initiative. It is recommended that a group, similar to WEPAC and the IDT, including Labor representatives, be engaged to guide the project and accountability report and that the work of the IDTbe subsumed into this Plan.

   As a part of the accountability process, it is also recommended that proposed strategies move through the Racial Equity Toolkit (RET). Steps 1 and 2 were completed as a part of the development of the Plan and steps 3-6 of the RET will be completed during the implementation. This will include revisiting the identified stakeholders to determine the benefits, burdens and potential unintended consequences of the proposed strategies in this Plan and to explore other additional strategies that surfaced through the development of this report. The feedback from stakeholders on the unintended consequences of the strategies will inform the potential adjustments for the workforce equity strategies to advance opportunity and minimize harm. The final steps will require transparent communication with City employees. The continued work of the RET will be included in the annual workforce equity accountability report as a part of this commitment to transparent communication with employees. Any additional strategies that surface during the RET will also be included in the annual accountability report.

Strategies That Are Not Recommended at This Time:

Strategies that are not recommended are workforce investment strategies not found to have an immediate or substantial impact on workforce equity. The literature finds that more inclusive workforce investment strategies are more beneficial to workforce equity (Lindsay et al., 2014). Employees validated, through the survey and listening sessions, the below strategies as less inclusive. Additionally, the City of Seattle faces resource constraints and must make choices when investing in workforce equity. The strategies that are not recommended in this report include:

- Infant at work
- Onsite childcare
- Subsidies for childcare

These strategies target parents, especially those with younger children. However, beyond the literature finding that inclusive strategies are more supportive of an inclusive workplace, the workforce equity literature also finds that flexible scheduling and paid family leave policies have greater impact on equity in the workplace for parents than the strategies listed above. Parenthood is relevant to workforce equity due to the workplace disparities linked with motherhood and the exacerbated inequity that occurs when employees face barriers in the workplace due to both race and motherhood.

Recommendations for advancing equity in the workforce cannot and should not be limited to this report. As implementation of the Plan continues, other strategy options will surface and resurface and it is critical that the annual accountability report have a section dedicated to new and additional actions that are backed by significant evidence that they will advance workforce equity at the City of Seattle.

Figure 9. Workforce Equity Strategic Plan Recommendations

Workforce Equity Strategic Plan Recommendations	Annual Budget Impact Estimated in 2016 dollars
4. Workforce Equity Platform Strategies	
Training to promote unbiased employment decisions	$265,000
Sustained & accountable commitment by leadership	$0
Adopted, citywide employee performance management	$270,000
Improved tracking of workforce demographics metrics	TBD[14]
Consolidated human resources	$255,000[15]
Interactive, externally-facing employee web portal	$200,000-$400,000
Sub Total	**$990,000 - $1,190,000**
5. Workforce Investment Strategies	
Targeted recruitment	$50,000
Leadership development programs	$300,000 ($160,000 year 2)
Paid family leave, including a paid parental leave benefit (4-12 weeks)	$590,000-$8,370,000
Paid parental leave (8-12 weeks)	$1,730,000-$3,990,000
Improved access to flexible scheduling	$200,000
Increased access to training	$110,000+TBD[16]
Employment pathways	$160,000
Revised seniority restarts	$0
Step wage increases	$550,000
Sub Total	**$1,370,000 + TBD**
6. Strategic Plan Accountability	
Completion of Racial Equity Toolkit	$0
Project Manager	$130,000
Sub Total	**$130,000**

---

[14] TBD is necessary for this strategy because the technology investments necessary to better track workforce demographic data require in-depth exploration and are unknown at this time.

[15] This cost assumes full funding of the Deputy Director of Service Delivery and Director of Strategic Implementation, Organizational Development & Learning positions filled in 2016.

[16] $110,000 reflects only the cost for citywide license access to an E-Learning program and not the additional costs necessary to fund this strategy which requires further policy direction before a full cost estimate can be developed.

Implementation Timeline & Budget

The Workforce Equity Strategic Plan recommends the following steps:

1. Priority Implementation—Platform Strategies

This report acknowledges that the City of Seattle operates in a resource-constrained environment. For this reason, in order to make decisions based on impact relative to cost, a baseline bundle of workforce equity platform strategies is recommended, at the minimum. Without these in place, it is more difficult for workforce investment or any future strategies to be equitably available to all employees or that results will be well tracked.

The first priority of the platform strategies is to continue progress toward the human resources consolidation effort currently underway to align and standardize human resource programs and services, such as performance management, citywide and enable the collection of data related to identified equity measures currently unavailable in the City's presently diffuse human resource delivery system. (Lindsey et al., 2013). Another clear platform priority is the development and implementation of training to promote unbiased employment decisions and detailed protocol options for leadership accountability measures. The Seattle Department of Human Resources through the Workforce Equity Director will advise on opportunities to advance these initiatives to better support workforce equity. Finally, it is recommended that a subgroup from the Workforce Equity Planning Advisory committee – or a newly formed citywide committee that includes labor representatives –partner with the Department of Information Technology to explore options for the development of the web portal.

2. Workforce Investment Strategies

The workforce investment strategies require further direction that will enable more detailed program design, as well as application of the RET. These next steps have the potential to dramatically alter or even eliminate certain strategies based on the ease of implementation, alignment with the Racial Equity Outcome and more detailed cost estimates.

3. Accountability Requirements

The Workforce Equity Director will own and deliver the next steps of this Strategic Plan and will engage the newly established advisory body similar to WEPAC, including Labor representatives, to guide the work. The Workforce Equity Director will partner with the Seattle Office for Civil Rights to complete the RET work and will hire a project manager to assist with the day-to-day coordination of the project and reporting back to the Mayor and Council on progress.

During the first two years of Plan implementation, the following actions will be necessary:

1. Hire a project manager to coordinate the timely delivery of each component of the plan
2. Obtain direction from policy-makers to narrow the form and function of the recommended strategies and investments

3. Engage the Workforce Equity Planning and Advisory Committee, or a similar advisory body, to guide the implementation of this strategic Plan
4. Apply RET steps 3-6 to the strategies, coordinating with the City's Affinity Groups and Race and Social Justice Change Teams
5. Develop more precise cost estimates for each strategy, including cost estimates for those strategies that require further policy direction before a cost estimate could be developed
6. Negotiate with the Labor Unions
7. Develop accountability metrics and a tracking protocol for the annual workforce equity accountability report as well as assessments of additional workforce equity strategies that surfaced during the development of this Plan
8. Integrate the citywide work of the Workforce Equity Interdepartmental Team (IDT) for Executive Order 2015-02 into implementation of this Plan to focus citywide workforce equity efforts and reduce redundancy, with the understanding that actions specific to the identified departments may be undertaken separately.
9. Develop an engagement survey to guide and track progress on the Workforce Equity Plan, beginning with an established baseline in 2017.

Based on this recommended timeline, the Workforce Equity Strategic Plan shows the start of a 3-5 year strategy in Figure 10. The data in this report (and its appendices) and the completion of steps 3-6 of the RET should be used to guide specific strategy development. Additionally, the benefits of a given workforce equity strategy, particularly from lower turnover and higher productivity (as documented in Appendix A), should be kept in mind as there may be quantifiable benefits that could outweigh the costs of a strategy.

Figure 10. Workforce Equity Strategic Plan Implementation Timeline and Budget

	Action	Planning Begins	Implementation Begins	2016	2017	2018 and beyond
1.	Hire Strategic Plan project manager	July 2016	August 2016	$65,000	$130,000	$130,000
2.	Racial Equity Toolkit steps 3-6	July 2016	2017	$0	$0	$0
3.	Platform Strategies	July 2016	2017		Pending policy direction	Pending policy direction
4.	Paid Family Leave (including a paid parental leave benefit)	July 2016	January 2017		$590,000-$8,370,000	$600,000-$8,540,000
5.	Workforce Investment Strategies	Oct 2016	2017		Pending policy direction	Pending policy direction

Conclusion

This Strategic Plan outlines a path to implement effective workforce equity strategies at the City of Seattle. Fully promoting greater workforce equity requires undoing years of historical and ingrained barriers to full employee engagement and this effort will take time and persistent commitment well beyond the timeline outlined in this plan in order to achieve and measure incremental culture shifts. However, the benefit to the City will be substantial. Addressing the barriers to full employee engagement at the City of Seattle, through implementation of the above Plan, will more fully engage the City's workforce and position the City as a model workforce equity employer in the region. The platform strategies and workforce investment strategies recommended will improve service delivery to those who live, work and play in the City of Seattle and will change the outcomes for the approximately 12,000 employees at the City, and for the region as a whole.

Appendix A: Literature Review—Business Case for Workforce Equity

Why does workforce equity matter?

The directive for a Workforce Equity Strategic Plan shows that the City of Seattle leadership understands that in order to best serve the residents of Seattle, the City of Seattle must be an inclusive workplace. The motives for workforce equity are interrelated but typically fall into one of two categories: a commitment to equity and organizational effectiveness. A commitment to equity catalyzes organizational effectiveness (Avery, McKay, Tonidandel, Volpone & Morris, 2012). The discussion of each is below:

Commitment to Equity

Workforce equity, and the inclusive and equitable workplace it enables, is critical to aligning the City of Seattle as an employer with its values and purpose (Appendix E, Leadership Interviews). Particularly because of the City's role as a regional leader, the City has an opportunity to enact measures and lead workforce equity best practices. This leadership begins with internal employees but could **expand to position the City of Seattle as a national leader and a model on workforce equity best practices**, affecting even more individuals than the approximately 12,000 employees and the 660,000 residents inthe City of Seattle's immediate jurisdiction.

Organizational Effectiveness

Workforce equity best practices require financial investments, which must be balanced against the potential benefits of these expenditures; however, literature asserts that organizations with a strong commitment to equity out-perform their peers financially (Slater et al., 2008). These gains are dependent on an organizational culture shift in terms of a well-communicated commitment and accountability to workforce equity that must accompany any workforce equity strategies to ensure they are practiced effectively (Lindsey et al., 2013).

There are four ways the City of Seattle could improve its organizational effectiveness through the Workforce Equity Strategic Plan:

1. **Improved service delivery** because a labor force that is diverse in perspectives and experiences is best able to consider and respond to the complex needs of City residents
2. **A larger and more diverse labor pool from which to draw talent** due to increased attraction to City employment across the full demographic spectrum
3. **Productivity gains** from employees who are more engaged and dedicated to their work and their team, exchanging ideas openly and comfortably; and from employees that are better trained and carry institutional knowledge upward within the City throughout their career growth
4. **Higher retention rates** leading to lower turnover costs

Each is discussed below:

Improved service delivery

The City of Seattle will better serve and develop strategies for the residents of Seattle by having an inclusive workplace that attracts, engages, and retains a diverse workforce. An inclusive workplace has a diverse, highly engaged workforce, which reflects and, therefore, values both the challenges and opportunities of the current and emerging demographics served by the City of Seattle and because of this, better serves those populations. Research has shown that "organizations employing a diverse workforce can supply a greater variety of solutions to problems in service and sourcing and allocation of resources" (Jayne & Dipboye, 2004). To be effective and sustainable, the City of Seattle workplace must be unconstrained by the structural, institutional, cultural and personal barriers to full employee engagement. The workplace must employ a systematic approach to deconstructing these barriers in order to gain these benefits from a fully engaged workforce.

Increased labor pool talent

Workforce equity strategies can lead to larger and more diverse talent pools due to an improved reputation as an inclusive employer (Thomas & Ely, 1996), through targeted recruitment and augmentation to the perceived compensation package (Caldow, 2009; BT, 2007; Baugham et al., 2003). Inclusive workforce equity practices and strategies could add substantially to a perceived compensation package, enabling the City to compete for high levels of talent throughout the region (Yasbek, 2004; Dex and Scheibl, 2002). The City of Seattle's access to larger talent pools may result in fewer unfilled vacancies and will allow the City to constantly increase the average level of talent employed, improving organizational effectiveness. This access to talent is important because of the competitive market for talent in Seattle at this time and will aid in internal succession planning.

Productivity Gains

Productivity gains occur as a result of workforce equity strategies effecting: increases in employee engagement (Kravitz, 2008; Comfort, et al, 2003; White et al, 2003), reductions of absenteeism and sick leave usage (Nelson, 2004), reductions in employee stress (Yasbek, 2004), improvements in customer service and reductions in negative effects from presenteeism (Smeaton, 2014). Workforce equity encourages fuller engagement of employees (full employee engagement) increasing both employee productivity and commitment to the employer and the employer's mission (Sorenson, 2013). Full engagement is used synonymously in this report with optimizing the participation of the workforce and is the antidote to under-leveraged talent, or talent that faces barriers to their equitable participation in the workforce. The City of Seattle could see gains in employee productivity in the workforce due to full employee engagement through workforce equity strategies.

Reduced costs due to improved talent retention

A quantifiable benefit of workforce equity strategies is the reduced cost that can come with a reduction in the employee turnover rate after workforce equity strategies are implemented (Smeaton, 2014). In

2014, the City of Seattle had approximately 120 additional turnovers by women and 70 by people of color relative to their representation in the City of Seattle workforce (DCI, 2015). Based on the literature's estimate of the cost of employee turnover at 33.33 percent to 200 percent of the annual salary of the new hire, reduced turnovers associated with workforce equity strategies, and an assumption that the right workforce equity strategies could have retained at least half of the additional women and people of color who left the City in 2014, the City could have saved over $2 million in 2014 with effective workforce equity strategies (Bishop, 1996). This estimate is based on the fact that the approximate average salary at the City of Seattle in 2014 was $75,000 and thus employee turnover costs could be estimated at about $25,000 (DCI, 2015). The above cost savings utilized the more conservative 33.33 percent cost of employee turnover and assumed equal turnover among all pay levels at the City of Seattle, but it is possible the City could see even greater gains by better retaining its talent, and institutional knowledge, if these assumptions are changed.

Additional Reduced Costs

It should be noted that the working group found evidence that telecommuting could have large cost savings implications for the City of Seattle (See appendix F for more detail). The strategy explored in this report was focused on improving access to flexible scheduling, not encouraging access to telecommuting specifically. Further exploration may be warranted.

Appendix B: External Benchmark Review

The External benchmark review included an assessment of eleven employers who either are perceived leaders on workforce equity, or are regional competitors with the City of Seattle for workforce talent. Interviews were completed with five of the employers. Because this report measures workforce equity via attraction, selection, participation and retention of employees, an important aspect of the analysis is the comparison of the City of Seattle to other employers, allowing for identification of best practice gaps and ways to better compete for and retain the best talent. The information gathered during the benchmark review was a source for strategy recommendations.

Benchmarking Methodology

The following employers were included in the benchmark review: Costco, Boeing, the University of Washington, Washington State, Seattle University, Johnson & Johnson, Deloitte, King County, the Gates Foundation, Google and Genentech. The benchmark review included a review of the employment practices and policies made public by each of these employers. Phone interviews with five of the companies (King County, the Gates Foundation, Johnson & Johnson, Deloitte and Genentech) further enriched the benchmarking data.

Benchmarking Themes

The benchmarking review was an opportunity to track how employers use workforce equity strategies and practices listed in Greensheet 155-1-A-1 from a talent competition and strategy efficacy standpoint. Additionally, benchmarking against other employers on workforce equity allowed this analysis to elicit workforce equity best practices that were not already a part of this Strategic Plan. These best practices helped inform the platform strategies because, across all effective workforce equity employment leaders, the platform strategies recommended were consistently in use. Below are the themes from the benchmarking reviews, which are also summarized in Figure 10.

A Stated Commitment to Workforce Equity

- All institutions interviewed or reviewed have broadened the definition of workforce equity to cover diversity and inclusion.
- All institutions interviewed or reviewed have extensive workforce equity statements with specific categories of inclusion.
- All institutions publish their statement in the public domain on web and social media sites.
- There is a clear link made between the statement, the employee experience, employee engagement and the success of the institution's work. For example:
    - Seattle University, "celebrates and promotes safe and healthy community life for people of all races, religions…..bound together by our commitment to learning and respect for one another. Excellence and diversity at Seattle University are inextricably linked."

- Boeing's commitment to diversity means, "providing a work environment for all employees that is welcoming, respectful and engaging, with opportunities for personal and professional development. This in turn increases productivity, quality, creativity and innovation."
- Washington State's, "diversity and inclusion efforts are about building the capacity of our workforce to serve the public."

- Some, but not all, institutions measure the link between implementation of strategies or programs and the intended impact on employees, either through employee surveys or audits.

Responsibility & Accountability for Workforce Equity

- All institutions have a leader directly and specifically responsible for workforce equity.
- The accountability for results is held at the senior most level of the institution (CEO, President) while responsibility for results (measured both quantitatively and qualitatively) is shared by all employees, led by the workforce equity leader.
- Some, but not all, institutions publish an annual diversity report reflecting progress made with representation and inclusion. The reports also include any workforce equity awards or recognition the company has gained.
- Most institutions articulate a vision, strategic plan and a set of quantitative and qualitative metrics to track progress.
- Some employers use a protocol that links representation and inclusion metrics (not goals or targets) to performance reviews and compensation for senior leadership. Where it is applied, the employer considers it a critical link to effectively demonstrating commitment to workforce equity and driving outcomes.

Appearance of Workforce Equity Programs

1. **Career development** programs and pathways to support employee progress or promotions were in place at eight of the employers and are generally available to all employees, including part-time employees.
1. **Consistent leadership accountability** on workforce equity existed at all 11 organizations. For example, leaders require disparate impact analysis for underrepresented employee groups with any restructuring strategy, including layoffs.
2. **Consolidated human resource** procedures were a standard practice at all 11 employers.
3. **Diversity education and training** is available at ten of the employers; some of which includes implicit bias training. Trainings occur in both online and onsite settings, with a focus on lecture or roundtable education, skill building and toolkit formats for both employees and supervisors.
4. **Employee communication** regarding workforce equity and life event benefits is used by seven employers with a web-based employee portal as the most prevalent medium. Other communication tools include mobile apps and referral networks.
5. **Employee metrics tracking** is a common practice by six employers as one means of measuring progress on workforce equity.

6. **Employment pathways** programs for interns, apprenticeships and hiring through job training programs that are both paid and unpaid, and full and part-time, are reported to some degree, at nine of the employers. Internship programs typically target students. Apprenticeships focus on entry level or technical skill requirement roles. Hiring through job training programs emphasize specific skillsets from reputable training programs. These types of programs allow the employer to hire for motivation and ability rather than experience, evaluate the hire as they are trained and gain skills and then capitalize on the employer's investment by hiring some full-time workers from the best participants in this pool. A focus on STEM education targeted to women and people of color fills a similar role, enabling the organization to enroll individuals based on aptitude, and increase the diversity of the applicant pools the employer draws from for full-time positions. While six employers reference STEM education, few have comprehensive plans to integrate STEM education into the workforce planning process.

7. **Flexible work arrangements** is a benefit offered by seven of the employers and the type of flexible scheduling depends on the employee role. Where provided, there is training and support for both managers and employees.

8. **Infant at work** is not often in place but one employer, Washington State, reported an infant at work pilot program.

9. **Leadership development** programs range from in-house, formal programs to courses provided by external vendors and are in place with eight employers. Other support mechanisms include tuition support, "manager as coach" and "supervisor as leader" programs. Sponsorship and mentorship programs are targeted at employees identified for their high potential or performance and are inclusive of groups of employees who are historically underrepresented in the institution.

10. **Onsite childcare** is not universally provided, largely due to capacity, geographic and commuting constraints. Onsite childcare is reported by five companies. In lieu of this benefit, if deemed necessary based on current and future workforce demographics, employers offer offsite childcare stipends or subsidies for sick and back-up care. Additionally, some employers offer lactation support ranging from lactation counseling, specific lactation rooms and access to lactation centers.

11. **Paid family or parental leave** is a reported benefit with all 11 institutions reviewed, but the duration and level of pay varies by employer. The benefit generally covers both biological and adopted children. It varies in form and duration, with some employers requiring employees to use some of their own accrued leave and some not, and duration extending from 6 weeks for women to up to 52 weeks for all parents who welcome a new child. Paid time to care for ill family members, is not well documented, though all employers report compliance with the unpaid Federal standard.

12. **Performance management** systems exist at nine of the organizations with an increasing focus on employee development and feedback, and a shift away from hardcopy forms and ratings. This shift is still relatively new for the majority of institutions in the benchmarking analysis.

13. **Targeted recruitment** programs are used by seven employers, ranging from targeted schools (HBCU's, women's colleges) to targeted communities (veterans and disabilities). Some employers provide hiring training and toolkits to support hiring managers.

Workforce Equity Programs that extend beyond Greensheet 155-1-A-1

1. **Employee affinity groups and diversity councils** are reported by seven of the employers. These employee networks and business resource groups provide networking and mentorship opportunities. The most prevalent networks support: Women, Black or African American, Asian & Pacific Islander, Gay, Lesbian, Bisexual, Transgendered, Queer, Latino/a; Native American, Veteran, Disabilities or Other-abled. The diversity councils generally include senior leaders or executives and provide strategic, and at times financial, support for diversity initiatives.
2. **STEM education** investments either, in the internal workforce or supporting skill-development for workforce pipelines from which to hire, occur at six of the employers.

Benchmarking Workforce Equity Strategy Frequency Chart
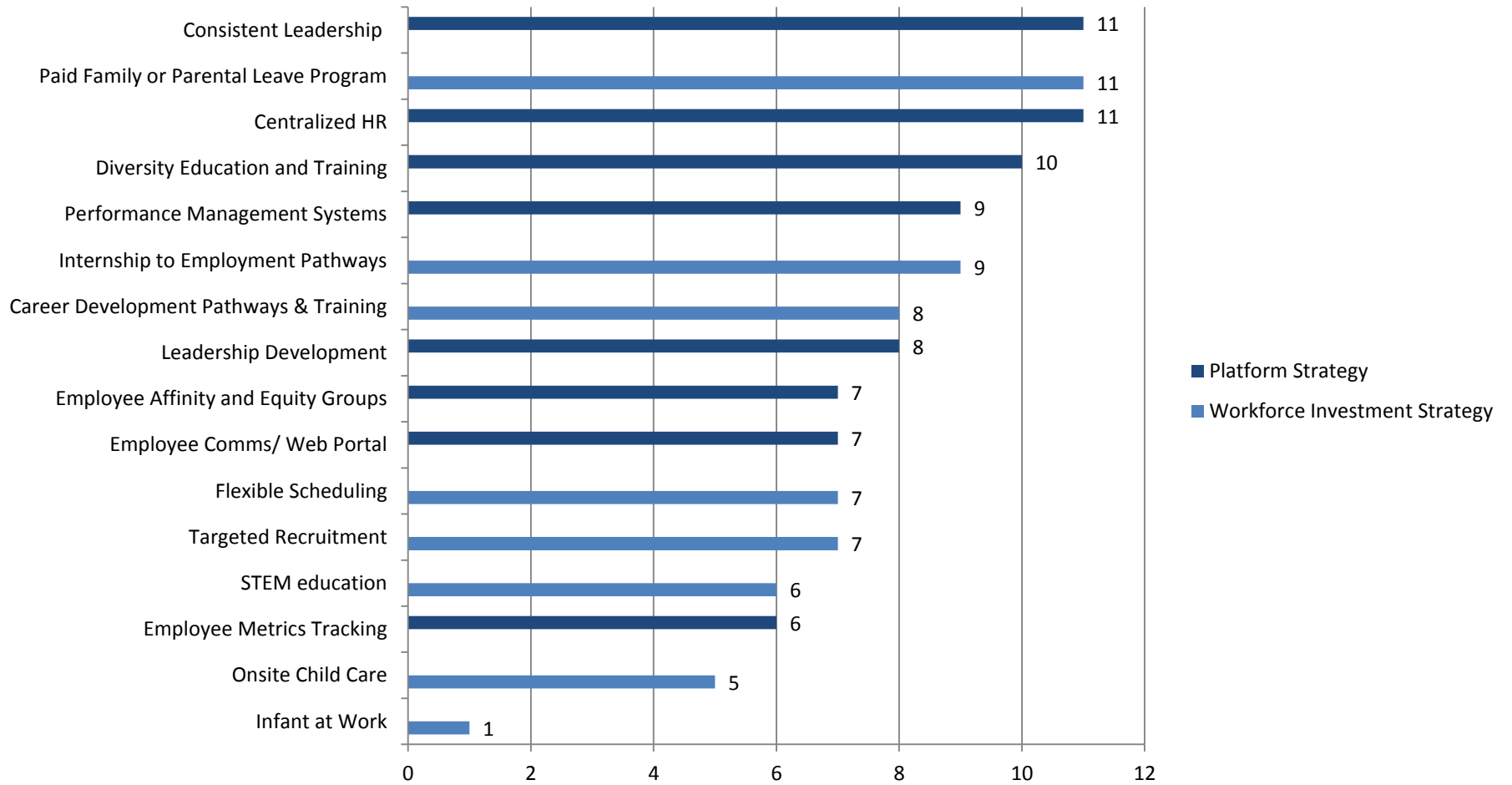
Appendix C: Listening Session Employee Engagement

The Seattle Office for Civil Rights led the workforce equity working group in applying the Racial Equity Toolkit to the development of this Strategic Plan. The toolkit was particularly important in ensuring that the voices of those affected, City of Seattle employees, were foundational to the strategy recommendations made. This section will discuss the contribution of Racial Equity Toolkit steps 1 and 2 to this report and then the plan to complete steps 3 through 6 over the course of the Strategic Plan implementation.

Racial Equity Toolkit Step 1

The working group defined the Racial Equity Outcome for workforce equity based on the definition for workforce equity. All analysis then looked to assess how a strategy supported the Racial Equity Outcome and thus the advancement of workforce equity at the City of Seattle.

Racial Equity Outcome: *Adopt a set of strategies that enable a workforce that is inclusive at a rate representative of the greater Seattle area, of people of color and other marginalized groups, 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.*

Racial Equity Toolkit Step 2

The Seattle Office for Civil Rightsheld stakeholder listening sessions with 17 different City of Seattle employee affinity groups and Race & Social Justice Initiative Change Teams and a survey with the same listening session questions was distributed and collected at the 2016 Race and Social Justice Summit. In total, OCR collected detailed responses from 253 employees on the barriers to workforce equity at the City of Seattle via 18 different listening session sources. The questions and documented themes of the responses are included below. A theme means the concept surfaced in more than one listening session. The themes from the employee responses to the questions informed potential workforce equity strategies but also helped to highlight any unintended consequences of these strategies. The groups who contributed the detailed, qualitative data included the following:

RSJI Change Teams
- Department of Arts & Culture
- Department of Early Education & Learning
- Department of Human Resources
- Department of Transportation
- Finance and Administrative Services
- Fire Department
- Law Department
- Seattle Office for Civil Rights
- Seattle Center
- Seattle Public Utilities

Affinity Groups
- African American Affinity Group (AAAG), Seattle Public Utilities
- Asian Pacific Islanders Affinity Group, Seattle Public Utilities
- City of Seattle Native American Employees (CANOES)
- Citywide Black Caucus
- Filipino Employees Affinity Group (FACES)
- HOLA/LCE (Latin American Affinity Group)
- SEQual (LGBT Affinity Group)

RSJI Summit
- Listening session questions answered by 40 employees

Question 1: What are the racial equity barriers to gaining employment with the City of Seattle?

The internal stakeholders voiced many concerns about the difficulty experienced by external candidates of color when trying to gain access to City jobs. Concerns included the qualifications listed with job postings, lack of targeted recruitment efforts to communities of color, interview selection processes, racial bias during the interview process and lack of accountability to candidates.

Job Announcements, Job Requirements and Actual Job Duties

Stakeholders identified that the City of Seattle job announcements and requirements act as structural barriers for workers of color as they attempt to obtain employment with the City of Seattle. For example, the City of Seattle has an ordinance (Fair Chance Employment) that prohibits categorical exclusion based on criminal history. However, many City departments continue to inquire about applicant criminal history in their job announcements. This disconnect has necessitated additional training to City department(s) on this ordinance.

Another prevalent concern for stakeholders is the idea that job requirements listed in job announcements are often not the same as the actual responsibilities the role entails. One stakeholder said, "Managers sometimes utilize unnecessary job criterion (artificial requirements) and/or establish unnecessarily short application deadlines to reduce the high volume of applicants," which can eliminate people of color and low income applicants. Additionally, many entry-level positions require degrees and prior experience and yet, many people of color do not have equitable access to formal education to meet the education criteria and many youth of color do not have the employment experience to be competitive. We know that employers that use transferable skills criteria and the language about potential applicants' abilities to perform job duties rather than experience and education level often attract a more diverse pool of applicants. Lastly, stakeholders noted that applicants of color could benefit from guidance through the application process in order to succeed, as access to internal networks is a barrier to employment at the City for people of color.

Outreach to Communities of Color

All stakeholders discussed the lack of effective outreach to communities of color for open City positions. Stakeholders cited nepotism and cronyism as institutional barriers in open and competitive positions as well as use of temporary positions as a barrier to regular employment with the City. Stakeholders suggested the community college system, cultural and community events, job fairs, social networks centered on race and ethnicity, and communities of color outside of the Seattle City limits as potentially effective recruiting outreach strategies. Stakeholders speculated that, "they would historically do outreach, but use criteria to eliminate people of color from interviews because they already wanted a white lady." This idea of positions intended for specific candidates threaded throughout the stakeholder conversations. In fact, stakeholders discussed how managers ruled out candidates of color by claiming the candidate was not the right "fit." To stakeholders, fit aligns with white candidates only. Finally, stakeholders observed that they, "end up with a less diverse applicant pool when there are tighter and rushed timelines," which discounts cultural methods of recruitment via social networking and word of mouth.

The Interview Process

Stakeholders discussed how, for people of color, cultural, language, formal education, bureaucracy and implicit bias barriers compound the challenges of the face-to-face interview process. Stakeholders were unequivocal in their assessment that the City does a particularly poor job of interviewing people of color. One comment that stood out was that, "interviewing tactics are culturally skewed," because people of color are not socialized toward self-promotion and struggle through an artificial setting that requires they discuss their skills and experience in a certain way. The interview process tends to favor white, normative culture where creative minds and perspectives are unwelcome. Additionally, for English as a Second Language applicants, the interview setting is complicated by a language and cultural barrier that is challenging to negotiate. Stakeholders recommended that interview committees be diverse, have implicit bias training and awareness, have a race and social justice related question and be willing to hire candidates that do not look like them. As a City, stakeholders said, "We must be specific we want women and people of color."

Bias

Stakeholders stated that decision-makers in individual City departments have a lot of power in the hiring process. From making decisions based on their personal relationship with an applicant to filing a position too quickly, these decision-makers make hiring decisions that perpetuate inequities in the City's workforce.

Accountability

Community members and residents consistently seek accountability from City government, and job applicants are no different. All stakeholders stated that the City could do a better job of communicating with candidates and applicants about their prospects once they apply for job openings. For those not invited for an interview, there needs to be a feedback loop that notifies them in a timely manner. For

those invited for an interview, the City needs to provide them with meaningful feedback so that they improve their potential for future employment opportunities with the City.

Question 2: What are the racial equity barriers to employee retention with the City of Seattle?

According to stakeholders, there are many racial equity barriers to employee retention at the City of Seattle. These barriers include department culture, lack of clarity on standards and expectations, appropriate support and supervision, and terminations and firings.

Department Culture

The stakeholders perceived that stereotypes and micro-aggressions are common in the workplace. In one listening session, stakeholders stated that Black, City employees were viewed as aggressive. In fact, these same employees described their workplace as "the plantation" and plainly stated, "something is wrong with the environment when Black folks feel that way about their work life." The toll of working in a racially hostile environment was described with the word "exhausting". For these workers, a common fear was the elimination of their positions and then, that the work would be given to a white person. These stakeholders recommended that a welcoming and supportive environment that celebrates the totality of the human experience was critical to retain our diverse workforce.

Employment Standards and Expectations

Stakeholders described surveillance, scrutiny, double standards and racial superiority in the enforcement of departmental expectations and standards as a reality for workers of color. Stakeholders said, "People of color are held to different standards," where unspoken rules and cultural cues were often difficult to discern and may lead to dismissal as not a "good fit." One stakeholder stated that, "extra eyes are on me because they can't believe I got the position," highlighting the burden of navigating a biased workplace. While this scrutiny had many consequences, the stakeholders discussed two common fears: making mistakes and outperforming white colleagues. There are documented physical, mental and emotional consequences to internalizing these experiences (Wizdom, 2010).

Appropriate Support and Supervision

Stakeholders overwhelmingly recommended that their supervisors and managers receive cultural competency and management training to better support racially diverse teams. Two way communication and open access came up as critical skills that management training should teach. Additionally, stakeholders stressed that, "subordinates need to give their supervisors critical feedback. There is no way to evaluate and give critical feedback without backlash." Lastly, one stakeholder perceived that the City was "trying to force African-Americans out by using performance reviews and evaluations. Employees who have been receiving favorable performance reviews are now receiving negative reviews with disciplinary actions included."

Terminations and Firings

Stakeholders described terminations and firings for people of color as "last in, first out." For many, the number of people of color affected by position terminations during recent departmental layoffs exemplified this. Further, stakeholders discussed how exempt workers of color are risk averse because they are afraid of termination.

Question 3: What are the racial equity barriers to career growth in the City of Seattle?

Stakeholders identified racial equity challenges to career growth opportunities for people of color in City employment that included lack of advancement and promotional opportunities, lack of access to professional development and training coursework, and managerial bias. They asked, "Who is responsible for ensuring employee growth?"

Lack of Advancement and Promotional Opportunities

Promotional opportunities are a way that employers retain and develop valuable employees, however, stakeholders perceived that employees of color do not have equal access to, or support for, these opportunities. Some employees were unable to access training opportunities needed for advancement. Particularly, field workers faced uniquely challenging work schedules and crew sizes that limited their ability to participate in training or out-of-class opportunities. On the other hand, stakeholders also discussed that when employees of color did receive out-of-class opportunities, sometimes they did not receive training or support, discouraging others from seeking these types of opportunities. Additionally, out-of-class experience did not always translate into a promotion when the position opens as captured when stakeholder said, "employees who have worked an out of class assignment for a long period of time and gained the required experience are still not able to be promoted into the position permanently. There are always excuses that the employee is lacking something." While out-of-class opportunities can provide employees with new skills and experiences, managers and supervisors are the gatekeepers for these opportunities and the potential for them to turn into permanent roles.

The stakeholders also explained that well-advertised career growth plans did not exist in some departments. While this may be a lack of communication, some stakeholders believed that some workers were unable to advance because their existing classification and titles kept them static. Finally, our stakeholders provided us with the following insight, "African-Americans are the very least hired into executive positions. When they do get hired, they aren't there very long." Other stakeholders captured this anti-black sentiment in other statements, including one that, "African-Americans are mostly pigeon holed into entry-level, trade and labor positions."

Professional Development and Training

Stakeholders noted training and professional development as an important investment in employees. Outside of the required new employee trainings, stakeholders lamented the limited opportunities to pursue relevant and culturally appropriate professional development courses. Stakeholders also recommended informal training structures such as mentorship, affinity groups and coaches as

alternatives to costly training. One stakeholder rhetorically asked, "Why would I want to stay with an organization that doesn't support me?" Lastly, workers of color viewed the discretionary supervisor approval process for training opportunities as daunting.

Managerial Bias

Many stakeholders stated that subjective criteria biased promotional and advancement decisions despite the inclusion of objective measures such as credentials and formal education. Stakeholders believe that, "supervisors can interfere with upward mobility for people on their team and staff fear backlash or getting a bad reference," and therefore tolerate the behavior. The idea that managers and supervisors fail to prioritize workers of color was persistent. Stakeholders consistently stated that their white supervisors were more comfortable hiring and promoting other white individuals. This was described as the, "friends and family group plan."

Question 4: Are there different or additional barriers related to gender?

Stakeholders identified the gender pay disparity, motherhood pay disparities and disproportionate challenges for queer people of color as additional barriers to full employee engagement at the City of Seattle related specifically to the intersection of gender and race. A discussion of each is below.

The listening sessions revealed that internal employees were concerned by the gender pay gap, the penalty for child rearing on women employees, and gender segregation by occupation. For example, one stakeholder stated that, "I kind of see [the gender pay gap] in my department. The men are paid higher, receive a very high percentage of the broadband pay increases and are even reclassified to manager level positions. What is bad is [women] do better work than their male counterparts. They even take cast-off duties from their male counterparts and without an increase in pay." Many stakeholders noted that there was a penalty for women who chose to have families or who accessed the paid parental leave program. In one case, a stakeholder said that when women in one department requested a breastfeeding room, they were told that, "you should have thought of that before you came in."

The experiences of queer women of color and transgender people of color was cited by stakeholders as the most oppressive as they negotiate potentially the most complex barriers to workforce equity. Stakeholders suggested that the City needs to formalize the connection between our Race and Social Justice Initiative and LGTBQ Equity work to better support the City's growing queers of color community.

Next Steps

The next steps in the Racial Equity Toolkit requires developing strategies to thoughtfully and deliberately address the barriers described by employees during the listening sessions. This includes revisiting the stakeholders to determine the benefits, burdens and potential unintended consequences of the 18 proposed strategies in this Strategic Plan. Feedback from stakeholders on the unintended consequences will inform appropriate adjustments for the workforce equity strategies to advance opportunity and minimize harm. Final steps will require further synthesis, evaluation and transparent communication with City employees. Based on the City's previous experience, the Racial Equity Toolkit as a part of this

Strategic Plan should be considered long-term and ongoing. A possible timeline is 1 to 3 years. The Workforce Equity Planning Advisory Committee (WEPAC) or an equivalent interdepartmental group should be responsible for this work and the work should be included in the continued accountability reports tracking the progress of this plan.

Appendix D: Employee Survey

As a part of the employee engagement for the Workforce Equity Strategic Plan, the Seattle Department of Human Resources Rights conducted a survey of all City employees in order to understand staff preferences and perceptions of different strategies under consideration. The results of the survey were evaluated by: all respondents, race, gender, parental status, household income, and employee tenure. A full discussion of results is below.

Please note that the strategies presented in the survey were titled and defined differently than how they are titled throughout the rest of the report. As information from the survey and other data inputs such as the employee listening sessions was compiled, the strategy titles and definitions took more detailed shape. The basis for each strategy remained the same but the wording around it evolved. Figure 12 reflects what survey respondents saw when taking the survey. The survey feedback informed the more robust strategy definitions and titles found in the rest of the report.

Survey Analysis

Methodology

The survey asked respondents to first rate each potential strategy (see Figure 12 below) based on their own personal valuation. It then presented the list of strategies again and asked the respondent to rate each one based on how they believed it would affect equity among City employees. Research on workplace benefits generally finds that higher employee performance and satisfaction is correlated with the availability of a package of supportive benefits which signal to employees the value the employer places on them (Smeaton et. Al, 2014). With this in mind, the objective of the survey was to understand the likely benefit of each strategy in terms of employee satisfaction, noting that satisfaction is likely to improve desired equity goals of attraction, retention and participation.

The robust demographic data collected in the survey allowed for ratings to be compared across different groupings of City employees to understand if and how the perception of strategies differs. Meanwhile, the rating of each strategy based on both personal value and equity perception allowed for an understanding of which strategies were most likely to advance employee satisfaction along one or both measures. As discussed below, a respondent's personal valuation is inherently more inward focused, indicating how a strategy might affect personal satisfaction with overall compensation received from the City. By contrast, the equity rating evokes respondents' consideration of others in the workplace and can thus be interpreted as a measure of how a strategy would improve employee satisfaction with specific regard to how equitably the City treats employees. The survey did not give a definition of equity for respondents to apply, but rather allowed each respondent to apply their own understanding, with the intention that their rating could be interpreted as the *perceived* equity effect of a strategy.

Figure 12. Potential Strategies Presented to Survey Respondents

Policy Option*	Description Presented in Survey
Paid Parental Leave (up to 8 weeks)	4 additional weeks of paid parental leave, in addition to the 4 weeks currently allowed (8 weeks total)
Paid Parental Leave (up to 12 weeks)	8 additional weeks of paid parental leave, in addition to the 4 weeks currently allowed (12 weeks total)
Paid Family Leave (up to 8 weeks)	8 weeks of paid family leave to care for ·a new child (birth, adoption, or foster) OR ·a spouse, domestic partner, child, or parent with a serious health condition OR ·a serious personal health condition
Paid Family Leave (up to 12 weeks)	12 weeks of paid family leave to care for ·a new child (birth, adoption, or foster) OR ·a spouse, domestic partner, child, or parent with a serious health condition OR ·a serious personal health condition
Subsidized Childcare	A partial childcare subsidy based on qualifying criteria, valid toward any licensed caregiver
Onsite Childcare	Discounted childcare at centers run by the City of Seattle and located near major employment centers citywide (spaces limited)
Improved Access to Flexible Scheduling	A centrally administered HR process to ensure fair consideration of all requests for flexible work scheduling. (Covering any existing strategies, such as work from home, flexible hours, "4/10's" or "9/80's," etc.)
Leadership Programs	Leadership development programs to 1) help staff to become supervisors and 2) help supervisors become managers
More Diverse Applicant Pools	Employee recruitment programs that help improve the diversity of applicant pools
Training to Promote Unbiased Employment Decisions	Provide and require yearly training to all supervisors and employees involved in hiring to help decrease the potential for bias in employment decisions
Training Days	A couple days per year granted to all employees to take City training programs of their choice, for the purpose of workplace

	skill development or career advancement
Internship-to-Employment Pathways	A change to City internships to allow for a direct pathway to regular employment for successful candidates

*The order in which strategy options appeared in the survey was randomized in order to avoid response bias.

See the end of this section for a copy of the survey.

Respondent Attributes

Employee respondents completed the survey, without employee identification numbers attached, between March 31 and April 15, 2016. It was sent to all active City of Seattle employee email address (12,329 total) with paper copies made available to field teams via local department human resources staff. Complete responses were received from 4,454 employees (a 36% response rate), including 270 paper surveys (6% of all responses).[17] Respondents were generally representative of City employees by race (38% non-White, compared to 37% of City staff), age (41% below age 44, compared to 40% of City staff) and wage (55% below median wage), while women were over-represented in the sample (57% female, compared to 37% of City staff). Also, despite a concerted effort to make paper surveys available, respondents who likely work in office jobs were over-represented, based on reported job category, likely due to the ease of electronic survey taking for this group.

---

[17] Certain results below may show slightly fewer observations than the total count of respondents because some respondents did not answer every question and responses that were contradictory, clearly strategic or showed a lack of genuine engagement with the survey were removed for the particular question (other responses for the individual remained). This is a standard practice in analyzing survey data.

Figure 13: Survey Respondents by Equal Employment Opportunity Commission (EEOC) Job Category

Job Category	Respondents	Share of Respondents	Share of City Workforce
Professionals/Paraprofessionals	1,708	43%	36%
Protective Service Workers	536	13%	17%
Administrative Support	613	15%	12%
Service & Maintenance Workers	203	5%	11%
Technicians	323	8%	10%
Skilled Craft Workers	251	6%	9%
Officials/Administrators	375	9%	5%

Overall Themes from the Data

Figures 14 through 18 give average value and equity ratings by high-level population breakouts including gender, race, parental status, household income and employee tenure. Each figure begins by detailing the results for the overall surveyed population for comparison purposes. The Value Rating can be interpreted as the survey respondents' preferences on a particular strategy. These preferences may be completely inward looking with no regard for others in the workplace, but may also include components of altruism depending on the respondents' interpretation of "value." The Equity Rating was meant to show how well a strategy option might improve a respondents' perception of equity in the workplace. For these questions, respondents were not given a definition of equity to apply to each strategy; rather they were left to rate a strategy's workplace impact based on their own understanding of equity. As such, the Equity Ratings tend to be outward looking for the respondent and should be interpreted as the perceived equity of each strategy. While the figures below do not go into detail on value and equity ratings by strategy, they give an overall picture of the ratings across different populations. There will be a more complete discussion of the results for each strategy in the next section.

To begin, it is important to note that the average ratings for both Value and Equity Ratings were very similar across strategies regardless of demographics (most strategies were valued on average between six and nine on a 0-10 scale and perceived as having an equity impact between two and three on a 0-5 scale—i.e., between "some" improvement and "strong" improvement). The results were so clustered that the average ratings for two strategies appearing next to each other in the rankings may not be statistically significant from each other. Consequently, it is best to interpret these results as a whole rather than trying to delineate between two strategies that appear close in the rankings. That said, results show that Paid Family Leave (PFL) (up to 8 weeks) consistently rates highest by Value Rating, no matter the high-level demographic grouping, and is always above PFL (up to 12 weeks). The overarching

result from this high-level analysis is that most groups rated the same strategies highest for both Value Ratings and Equity Ratings. These strategies are (in no particular order): paid family leave (up to 8 weeks), paid family leave (up to 12 weeks), training days, improved access to flexible scheduling, and leadership programs. These strategies were in the top five for Value Ratings among all groups and were also top five for Equity Rating among all groups except women of color. While these strategies were the top five for most groups, there were some ordering differences for the Equity Ratings between the groups. A deeper discussion of these differences follows.

Results by Gender

Figure 14 details the survey results for both Value and Equity Ratings by gender. The top five strategy options by Value for female respondents mirrored the order of the population as a whole. The only difference in the rankings of male respondents was that leadership programs surpassed improved access to flexible scheduling. Women tended to rate the equity of paid family leave and improved access to flexible scheduling higher than men and the overall population.

Figure 14. Average Value and Equity Survey Ratings by Gender

All Employees-Value (4,047 avg. obs.)	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

Female-Value (1,903 avg. obs.)	Mean
Childcare Subsidy	6.50
Onsite Childcare	6.72
Internship to Employment Path	6.94
PPL - 12 weeks	7.01
PPL - 8 weeks	7.11
Diverse App Pools	7.31
Trng for Unbiased Employment Dec	7.36
Leadership Programs	7.88
Impr Access to Flex Sched	8.14
Training Days	8.17
PFL - 12 weeks	8.75
PFL - 8 weeks	8.89

Male-Value (1,921 avg. obs.)	Mean
Onsite Childcare	5.73
Childcare Subsidy	5.76
Diverse App Pools	5.96
Trng for Unbiased Employment Dec	6.49
PPL - 12 weeks	6.49
Internship to Employment Path	6.63
PPL - 8 weeks	6.72
Impr Access to Flex Sched	7.34
Leadership Programs	7.55
Training Days	7.87
PFL - 12 weeks	8.06
PFL - 8 weeks	8.24

All Employees-Equity (4,122 avg. obs.)	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

Female-Equity (2,005 avg. obs.)	Mean
Internship to Employment Path	2.33
PPL - 8 weeks	2.37
Childcare Subsidy	2.42
PPL - 12 weeks	2.47
Onsite Childcare	2.48
Trng for Unbiased Employment Dec	2.58
Diverse App Pools	2.64
Training Days	2.64
Leadership Programs	2.72
PFL - 8 weeks	2.74
Impr Access to Flex Sched	2.75
PFL - 12 weeks	2.81

Male-Equity (1,924 avg. obs.)	Mean
Diverse App Pools	2.12
Childcare Subsidy	2.14
Onsite Childcare	2.14
PPL - 8 weeks	2.17
PPL - 12 weeks	2.20
Trng for Unbiased Employment Dec	2.22
Internship to Employment Path	2.27
PFL - 8 weeks	2.39
Impr Access to Flex Sched	2.45
PFL - 12 weeks	2.46
Training Days	2.51
Leadership Programs	2.54

Figure 15 details the survey results for both Value and Equity Ratings by race with one added grouping of women of color. The Value Ratings for all three subgroups, people of color, white employees, and women of color, exactly mirror the top five valued strategy options for the survey respondents as a whole. On Equity, people of color tended to favor training days and leadership programs more than the white respondents. These strategies may have been viewed as pathways to promotion and mobility that would help increase inclusion at all levels. The Equity Ratings for women of color prioritize paid family leave, just as in the subset of all women, but also place more diverse applicant pools in the top five, with training days falling to sixth. One might interpret these results as emphasizing increased flexibility for caretaking responsibilities, as well as a desire for more diversity in applicant pools. This preference for diversity in applicant pools may be due to disparate access to application and recruiting techniques among different groups or it could be the desire for more diversity in the workforce itself.

Figure 15. Average Value and Equity Survey Ratings by Race

All Employees-Value (4,047 avg. obs.)	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

People of Color-Value (1,431 avg. obs.)	Mean
Childcare Subsidy	6.41
Onsite Childcare	6.44
PPL - 12 weeks	7.02
PPL - 8 weeks	7.17
Internship to Employment Path	7.20
Diverse App Pools	7.35
Trng for Unbiased Employment Dec	7.46
Leadership Programs	7.95
Impr Access to Flex Sched	7.97
Training Days	8.44
PFL - 12 weeks	8.62
PFL - 8 weeks	8.68

White-Value (2,386 avg. obs.)	Mean
Childcare Subsidy	5.95
Onsite Childcare	6.06
Diverse App Pools	6.18
Internship to Employment Path	6.53
PPL - 12 weeks	6.58
Trng for Unbiased Employment Dec	6.59
PPL - 8 weeks	6.76
Leadership Programs	7.57
Impr Access to Flex Sched	7.59
Training Days	7.78
PFL - 12 weeks	8.27
PFL - 8 weeks	8.48

Women of Color-Value (718 avg. obs.)	Mean
Childcare Subsidy	6.81
Onsite Childcare	6.89
PPL - 12 weeks	7.23
PPL - 8 weeks	7.23
Internship to Employment Path	7.32
Trng for Unbiased Employment Dec	7.77
Diverse App Pools	7.93
Leadership Programs	7.99
Impr Access to Flex Sched	8.39
Training Days	8.56
PFL - 12 weeks	8.99
PFL - 8 weeks	9.00

All Employees-Equity (4,122 avg. obs.)	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

People of Color-Equity (1,506 avg. obs.)	Mean
Childcare Subsidy	2.33
PPL - 8 weeks	2.34
Onsite Childcare	2.35
PPL - 12 weeks	2.41
Internship to Employment Path	2.42
Trng for Unbiased Employment Dec	2.57
Diverse App Pools	2.59
PFL - 8 weeks	2.63
Impr Access to Flex Sched	2.68
PFL - 12 weeks	2.69
Training Days	2.71
Leadership Programs	2.73

White-Equity (2,410 avg. obs.)	Mean
Internship to Employment Path	2.22
PPL - 8 weeks	2.23
Diverse App Pools	2.25
Childcare Subsidy	2.25
PPL - 12 weeks	2.29
Onsite Childcare	2.29
Trng for Unbiased Employment Dec	2.30
Training Days	2.48
PFL - 8 weeks	2.53
Impr Access to Flex Sched	2.55
Leadership Programs	2.56
PFL - 12 weeks	2.60

Women of Color-Equity (778 avg. obs.)	Mean
PPL - 8 weeks	2.44
Internship to Employment Path	2.44
Childcare Subsidy	2.47
Onsite Childcare	2.52
PPL - 12 weeks	2.56
Trng for Unbiased Employment Dec	2.72
Training Days	2.76
Leadership Programs	2.77
Impr Access to Flex Sched	2.80
PFL - 8 weeks	2.81
Diverse App Pools	2.82
PFL - 12 weeks	2.86

Figure 16 details the survey results for both Value and Equity Ratings by parental status with one added grouping of employees who reported that they are not expecting a new child in the next two years ("non-expecting" employees). The Value Ratings for all three subgroups, parents, nonparents, and non-expecting employees, exactly mirror the top five valued strategy options for the survey respondents as a whole. Equity Ratings are also very alike for parents, nonparents, and respondents as a whole. Non-expecting employees are the respondents who *do not* expect to use paid family leave to welcome a new child, rather these are the respondents who may use paid family leave for the care of an immediate family member with a serious illness. These respondents placed the Equity of paid family leave (up to 12 weeks) relatively lower than the other respondents, and lower than training days, improved access to flexible scheduling and leadership programs.

Figure 16. Average Value and Equity Survey Ratings by Parental Status

All Employees-Value (4,047 avg. obs.)	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

Parents-Value (2,471 avg. obs.)	Mean
Onsite Childcare	6.27
Childcare Subsidy	6.29
Diverse App Pools	6.34
Internship to Employment Path	6.74
PPL - 12 weeks	6.76
Trng for Unbiased Employment Dec	6.80
PPL - 8 weeks	7.04
Leadership Programs	7.63
Impr Access to Flex Sched	7.64
Training Days	7.98
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

Nonparents-Value (1,546 avg. obs.)	Mean
Childcare Subsidy	5.59
Onsite Childcare	5.87
PPL - 12 weeks	6.45
PPL - 8 weeks	6.46
Internship to Employment Path	6.65
Diverse App Pools	6.77
Trng for Unbiased Employment Dec	6.85
Leadership Programs	7.67
Impr Access to Flex Sched	7.78
Training Days	7.99
PFL - 12 weeks	8.32
PFL - 8 weeks	8.48

Non-Expecting-Value (2,879 avg. obs.)	Mean
Childcare Subsidy	5.65
Onsite Childcare	5.81
PPL - 12 weeks	6.14
PPL - 8 weeks	6.38
Diverse App Pools	6.49
Internship to Employment Path	6.73
Trng for Unbiased Employment Dec	6.81
Leadership Programs	7.56
Impr Access to Flex Sched	7.59
Training Days	7.91
PFL - 12 weeks	8.13
PFL - 8 weeks	8.35

All Employees-Equity (4,122 avg. obs.)	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

Parents-Equity (2,541 avg. obs.)	Mean
Diverse App Pools	2.28
Internship to Employment Path	2.29
PPL - 8 weeks	2.30
Onsite Childcare	2.32
PPL - 12 weeks	2.33
Childcare Subsidy	2.33
Trng for Unbiased Employment Dec	2.34
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
PFL - 12 weeks	2.60
Leadership Programs	2.61

Nonparents-Equity (1,550 avg. obs.)	Mean
Childcare Subsidy	2.14
PPL - 8 weeks	2.17
Onsite Childcare	2.24
Internship to Employment Path	2.26
PPL - 12 weeks	2.28
Trng for Unbiased Employment Dec	2.42
Diverse App Pools	2.46
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.62
PFL - 12 weeks	2.64

Non-Expecting-Equity (2,925 avg. obs.)	Mean
PPL - 8 weeks	2.12
PPL - 12 weeks	2.15
Childcare Subsidy	2.16
Onsite Childcare	2.18
Internship to Employment Path	2.28
Diverse App Pools	2.31
Trng for Unbiased Employment Dec	2.35
PFL - 8 weeks	2.44
PFL - 12 weeks	2.48
Training Days	2.52
Impr Access to Flex Sched	2.54
Leadership Programs	2.57

Results by Household Income

Figure 17 details the survey results for both Value and Equity Ratings by household (HH) income. About 44% of the survey respondents had a household income less than $100,000 per year. This split was the closest to 50/50 (and thus closest to a median value for household income) that the data would allow given the response categories presented. Household incomes under $75,000 is also shown as the population that represents the closest response category to the areas' median incomes according to the U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates (King County $73,035, Seattle/Tacoma/Bellevue Metropolitan area $68,969, and City of Seattle $67,365). The top five strategies by Value Rating for lower-income respondents mirrored the order of the population as a whole. The only difference in the higher-income respondents' rankings was that leadership programs surpassed improved access to flexible scheduling (similar to the male respondents ordering, but again with low difference in the overall ratings in real terms). The Equity Ratings of lower income respondents prioritized paid family leave and training days while higher income respondents somewhat prioritized leadership programs.

Figure 17. Average Value and Equity Survey Ratings by Household Income

All Employees-Value (4,047 avg. obs.)	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

HH Income < $75K-Value (860 avg. obs.)	Mean
Childcare Subsidy	6.71
Onsite Childcare	6.80
Diverse App Pools	7.03
Internship to Employment Path	7.30
PPL - 12 weeks	7.54
PPL - 8 weeks	7.60
Trng for Unbiased Employment Dec	7.68
Leadership Programs	7.90
Impr Access to Flex Sched	8.21
Training Days	8.49
PFL - 12 weeks	8.85
PFL - 8 weeks	8.86

HH Income < $100K-Value (1,618 avg. obs.)	Mean
Childcare Subsidy	6.44
Onsite Childcare	6.55
Diverse App Pools	6.76
Internship to Employment Path	6.96
PPL - 12 weeks	7.17
Trng for Unbiased Employment Dec	7.25
PPL - 8 weeks	7.26
Leadership Programs	7.79
Impr Access to Flex Sched	8.05
Training Days	8.28
PFL - 12 weeks	8.64
PFL - 8 weeks	8.73

HH Income >= $100K-Value (2,082 avg. obs.)	Mean
Childcare Subsidy	5.94
Onsite Childcare	5.97
PPL - 12 weeks	6.46
Diverse App Pools	6.49
Trng for Unbiased Employment Dec	6.59
Internship to Employment Path	6.64
PPL - 8 weeks	6.71
Impr Access to Flex Sched	7.49
Leadership Programs	7.66
Training Days	7.80
PFL - 12 weeks	8.21
PFL - 8 weeks	8.42

All Employees-Equity (4,122 avg. obs.)	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

HH Income < $75K-Equity (892 avg. obs.)	Mean
Internship to Employment Path	2.45
Childcare Subsidy	2.46
Diverse App Pools	2.49
PPL - 8 weeks	2.52
Onsite Childcare	2.53
Trng for Unbiased Employment Dec	2.60
PPL - 12 weeks	2.62
Leadership Programs	2.75
Impr Access to Flex Sched	2.78
PFL - 8 weeks	2.81
Training Days	2.83
PFL - 12 weeks	2.94

HH Income < $100K-Equity (1,676 avg. obs.)	Mean
Childcare Subsidy	2.38
Internship to Employment Path	2.38
PPL - 8 weeks	2.40
Diverse App Pools	2.42
Onsite Childcare	2.43
PPL - 12 weeks	2.48
Trng for Unbiased Employment Dec	2.52
Leadership Programs	2.69
PFL - 8 weeks	2.69
Impr Access to Flex Sched	2.72
Training Days	2.73
PFL - 12 weeks	2.81

HH Income >= $100K-Equity (2,122 avg. obs.)	Mean
PPL - 8 weeks	2.20
Internship to Employment Path	2.23
Childcare Subsidy	2.24
PPL - 12 weeks	2.24
Onsite Childcare	2.25
Trng for Unbiased Employment Dec	2.30
Diverse App Pools	2.34
Training Days	2.45
PFL - 8 weeks	2.49
Impr Access to Flex Sched	2.52
PFL - 12 weeks	2.52
Leadership Programs	2.58

Results by Employee Tenure

Figure 18 details the survey results for both Value and Equity Ratings by Employee Tenure. For higher tenured respondents, the top five strategies by Value Rating mirrored the order of the population as a whole. For lower tenured respondents, the only difference was, again, that leadership programs surpassed improved access to flexible scheduling by a small margin, similar to the male and higher-income respondents' ordering mentioned above. In Equity Ratings, lower tenured employees prioritized paid family leave while higher tenured employees generally prioritized improved access to flexible scheduling, training days, and leadership programs. This prioritization may result from varying leave balances for lower-tenured verses higher-tenured employees. Lower-tenured employees tend to have smaller leave balances making them less able to take paid leave in case of a family health emergency or for bonding with a new child. The higher-tenured employees may not perceive this strategy option as an equity issue at the same rate since they generally have more paid leave banked.

Figure 18. Average Value and Equity Survey Ratings by Employee Tenure

All Employees-Value (4,047 avg. obs.)

	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

Tenure <= 5yrs-Value (1,438 avg. obs.)

	Mean
Onsite Childcare	6.74
Childcare Subsidy	6.76
Diverse App Pools	6.77
Internship to Employment Path	6.91
Trng for Unbiased Employment Dec	7.11
PPL - 8 weeks	7.50
PPL - 12 weeks	7.52
Impr Access to Flex Sched	7.98
Leadership Programs	7.99
Training Days	8.20
PFL - 12 weeks	8.75
PFL - 8 weeks	8.82

Tenure > 5yrs-Value (2,559 avg. obs.)

	Mean
Childcare Subsidy	5.64
Onsite Childcare	5.79
PPL - 12 weeks	6.19
Diverse App Pools	6.38
PPL - 8 weeks	6.47
Internship to Employment Path	6.61
Trng for Unbiased Employment Dec	6.68
Leadership Programs	7.48
Impr Access to Flex Sched	7.54
Training Days	7.88
PFL - 12 weeks	8.12
PFL - 8 weeks	8.32

All Employees-Equity (4,122 avg. obs.)

	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

Tenure <= 5yrs-Equity (1,472 avg. obs.)

	Mean
Internship to Employment Path	2.31
PPL - 8 weeks	2.49
Childcare Subsidy	2.49
Trng for Unbiased Employment Dec	2.50
Diverse App Pools	2.52
Onsite Childcare	2.53
PPL - 12 weeks	2.58
Training Days	2.64
Impr Access to Flex Sched	2.71
Leadership Programs	2.74
PFL - 8 weeks	2.74
PFL - 12 weeks	2.84

Tenure > 5yrs-Equity (2,611 avg. obs.)

	Mean
PPL - 8 weeks	2.12
Childcare Subsidy	2.14
Onsite Childcare	2.17
PPL - 12 weeks	2.17
Diverse App Pools	2.25
Internship to Employment Path	2.27
Trng for Unbiased Employment Dec	2.31
PFL - 8 weeks	2.45
PFL - 12 weeks	2.49
Impr Access to Flex Sched	2.52
Training Days	2.53
Leadership Programs	2.54

Deeper Strategy Analysis

This section will detail a deeper analysis of the strategies with a look at more specific groups that each strategy option might target. However, some of the strategies target a broad range of employees and consequently will not be further considered in this section; their full analysis is handled in the groupings in the previous section. The strategies that target very specific groups of employees tended not to rank as high in the overall strategy analysis. This result is supported in the literature which suggests that benefits and strategies that apply to more people tend to increase productivity and retention and reduce absence (which are part of this report's proxy for equity) better than strategies that focused on a smaller subset of a population, such as new parents (Smeaton et. al., 2014; Lindsey et. al., 2013). It follows then that the strategies that require more detailed groupings for analysis tended to rank lower when viewed by all respondents.

Again, each figure begins by detailing the results for the overall surveyed population for comparison purposes.

Paid Parental Leave

Figure 19 provides a deeper analysis of the paid parental leave (PPL) strategy by focusing detailed survey results for both Value and Equity Ratings by expecting parents (employees who are expecting to add a child to their home in the next two years). Expecting parents rated both paid parental leave and paid family leave the highest of all the strategies for both the Value and Equity Ratings, which follows since this targeted group is focused on banking paid leave for welcoming an anticipated child.

Figure 19. Paid Parental Leave Analysis

All Employees-Value (4,047 avg. obs.)	Mean	Expecting Parents-Value (414 avg. obs.)	Mean
Childcare Subsidy	6.03	Diverse App Pools	6.55
Onsite Childcare	6.13	Internship to Employment Path	6.64
Diverse App Pools	6.52	Trng for Unbiased Employment Dec	6.76
PPL - 12 weeks	6.65	Onsite Childcare	7.65
Internship to Employment Path	6.71	Childcare Subsidy	7.90
Trng for Unbiased Employment Dec	6.82	Impr Access to Flex Sched	7.98
PPL - 8 weeks	6.82	Leadership Programs	8.01
Leadership Programs	7.65	Training Days	8.08
Impr Access to Flex Sched	7.69	PPL - 8 weeks	8.96
Training Days	7.99	PPL - 12 weeks	9.00
PFL - 12 weeks	8.34	PFL - 8 weeks	9.20
PFL - 8 weeks	8.50	PFL - 12 weeks	9.30

All Employees-Equity (4,122 avg. obs.)	Mean	Expecting Parents-Equity (430 avg. obs.)	Mean
PPL - 8 weeks	2.25	Internship to Employment Path	2.26
Childcare Subsidy	2.26	Diverse App Pools	2.46
Internship to Employment Path	2.28	Trng for Unbiased Employment Dec	2.48
Onsite Childcare	2.29	Training Days	2.60
PPL - 12 weeks	2.31	Leadership Programs	2.71
Diverse App Pools	2.35	Childcare Subsidy	2.75
Trng for Unbiased Employment Dec	2.37	Impr Access to Flex Sched	2.77
PFL - 8 weeks	2.55	Onsite Childcare	2.81
Training Days	2.57	PPL - 8 weeks	2.95
Impr Access to Flex Sched	2.59	PFL - 8 weeks	3.04
Leadership Programs	2.61	PPL - 12 weeks	3.06
PFL - 12 weeks	2.62	PFL - 12 weeks	3.23

Paid Family Leave

The Paid Family Leave strategy does not target a particular group that needs further analysis. Please refer to the ***Overall Themes from the Data*** discussion from the previous section for the analysis of this option.

Subsidized Childcare and Onsite Childcare

Figure 20 provides a deeper analysis of the subsidized childcare and onsite childcare levers by focusing detailed survey results for both Value and Equity Ratings by employees with children five years old and under. The analysis for the subsidized childcare strategy further leveraged the subsample by focusing on employees whose wage is in the bottom quartile (lowest 25%) of City wages. For both subsets, neither childcare levers appear in the top five Value Rated levers and onsite childcare rated somewhat below the childcare subsidy in the rankings. Childcare subsidy levers did appear in the top five Equity ranked levers after paid parental leave (up to 12 weeks), paid family leave (8 and 12 weeks) and improved access to flexible scheduling. These results indicate that parents of young children may not personally value the childcare benefits as highly as other strategies, but they do think these strategies would help contribute to a more equitable workforce.

Figure 20. Subsidized Childcare and Onsite Childcare Analysis

All Employees-Value (4,047 avg. obs.)	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

Lowest 25% Wage w/ Children-Value (148 avg. obs.)	Mean
Diverse App Pools	6.95
Internship to Employment Path	7.23
Trng for Unbiased Employment Dec	7.67
Onsite Childcare	7.74
Leadership Programs	7.82
Childcare Subsidy	8.08
Impr Access to Flex Sched	8.08
Training Days	8.47
PPL - 12 weeks	8.58
PPL - 8 weeks	8.61
PFL - 8 weeks	9.09
PFL - 12 weeks	9.21

Employment w/ Children-Value (615 avg. obs.)	Mean
Diverse App Pools	6.45
Internship to Employment Path	6.56
Trng for Unbiased Employment Dec	6.75
Onsite Childcare	7.35
Impr Access to Flex Sched	7.60
Childcare Subsidy	7.79
Leadership Programs	7.84
Training Days	7.91
PPL - 12 weeks	8.16
PPL - 8 weeks	8.23
PFL - 8 weeks	8.80
PFL - 12 weeks	8.81

All Employees-Equity (4,122 avg. obs.)	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

Lowest 25% Wage w/ Children-Equity (151 avg. obs.)	Mean
Internship to Employment Path	2.36
Diverse App Pools	2.42
Trng for Unbiased Employment Dec	2.58
Onsite Childcare	2.79
Leadership Programs	2.79
PPL - 8 weeks	2.79
Training Days	2.85
Childcare Subsidy	2.89
Impr Access to Flex Sched	2.91
PPL - 12 weeks	2.92
PFL - 8 weeks	2.97
PFL - 12 weeks	3.07

Employment w/ Children-Equity (634 avg. obs.)	Mean
Internship to Employment Path	2.21
Diverse App Pools	2.33
Trng for Unbiased Employment Dec	2.34
Training Days	2.51
PPL - 8 weeks	2.62
Leadership Programs	2.63
Onsite Childcare	2.63
Childcare Subsidy	2.67
Impr Access to Flex Sched	2.68
PPL - 12 weeks	2.73
PFL - 8 weeks	2.76
PFL - 12 weeks	2.88

Improved Access to Flexible Scheduling

The improved access to flexible scheduling strategy option does not target a particular group that needs further analysis. Please refer to the **Overall Themes from the Data** discussion from the previous section for the analysis of this strategy option.

Leadership Programs

Figure 21 provides a deeper analysis of the leadership programs strategy by focusing on detailed survey results for both Value and Equity Ratings from employees who are non-managers, and may consequently want to move into a management position, as well as a look at employees who are already in a management or supervisory role. Leadership programs Value Ratings of non-managers mirror those of the total employee population while managers valued these programs somewhat higher. There is a starker difference in the Equity Ratings in that non-managers tend to rate Leadership Programs lower than other strategies while managers rate it as the highest Equity rated strategy. This result is surprising in that we would certainly expect employees already in management positions to prioritize different strategy options in the Value Ratings (they did, but only the PFL strategy options surpassed Leadership Programs) and potentially in the Equity Ratings since their answers are not likely to be entirely altruistic. That did not happen in the Equity ratings; Leadership Programs is decidedly on top. It would follow that managers who answered the survey believe leadership programs would be successful in creating a more equitable management structure.

Figure 21. Leadership Programs Analysis

All Employees-Value (4,047 avg. obs.)		Non-Managers-Value (2,732 avg. obs.)		Managers-Value (1,212 avg. obs.)	
	Mean		Mean		Mean
Childcare Subsidy	6.03	Childcare Subsidy	6.23	Childcare Subsidy	5.71
Onsite Childcare	6.13	Onsite Childcare	6.30	Onsite Childcare	5.84
Diverse App Pools	6.52	Diverse App Pools	6.53	PPL - 12 weeks	6.12
PPL - 12 weeks	6.65	Internship to Employment Path	6.75	PPL - 8 weeks	6.36
Internship to Employment Path	6.71	PPL - 12 weeks	6.96	Diverse App Pools	6.59
Trng for Unbiased Employment Dec	6.82	Trng for Unbiased Employment Dec	6.96	Trng for Unbiased Employment Dec	6.63
PPL - 8 weeks	6.82	PPL - 8 weeks	7.10	Internship to Employment Path	6.71
Leadership Programs	7.65	Leadership Programs	7.62	Impr Access to Flex Sched	7.01
Impr Access to Flex Sched	7.69	Impr Access to Flex Sched	8.02	Training Days	7.62
Training Days	7.99	Training Days	8.17	Leadership Programs	7.85
PFL - 12 weeks	8.34	PFL - 12 weeks	8.58	PFL - 12 weeks	7.88
PFL - 8 weeks	8.50	PFL - 8 weeks	8.68	PFL - 8 weeks	8.15

All Employees-Equity (4,122 avg. obs.)		Non-Managers-Equity (2,813 avg. obs.)		Managers-Equity (1,229 avg. obs.)	
	Mean		Mean		Mean
PPL - 8 weeks	2.25	Internship to Employment Path	2.27	PPL - 8 weeks	2.07
Childcare Subsidy	2.26	Childcare Subsidy	2.32	PPL - 12 weeks	2.12
Internship to Employment Path	2.28	Onsite Childcare	2.34	Childcare Subsidy	2.17
Onsite Childcare	2.29	PPL - 8 weeks	2.35	Onsite Childcare	2.21
PPL - 12 weeks	2.31	Diverse App Pools	2.36	Impr Access to Flex Sched	2.32
Diverse App Pools	2.35	Trng for Unbiased Employment Dec	2.41	Internship to Employment Path	2.33
Trng for Unbiased Employment Dec	2.37	PPL - 12 weeks	2.41	Trng for Unbiased Employment Dec	2.33
PFL - 8 weeks	2.55	Leadership Programs	2.61	Diverse App Pools	2.35
Training Days	2.57	Training Days	2.64	PFL - 8 weeks	2.37
Impr Access to Flex Sched	2.59	PFL - 8 weeks	2.64	PFL - 12 weeks	2.39
Leadership Programs	2.61	Impr Access to Flex Sched	2.72	Training Days	2.43
PFL - 12 weeks	2.62	PFL - 12 weeks	2.73	Leadership Programs	2.66

More Diverse Applicant Pools

Figure 22 provides a deeper analysis of the more diverse applicant pools strategy option by focusing detailed survey results for both Value and Equity Ratings by different groups of managers (managers of color, female managers, and female managers of color). The targeted employee group for this strategy is not all employees, but employees who make the most hiring decisions. Therefore, this analysis looks at managers who are of historically marginalized groups since they might be more sensitive to what may be lacking in the City's hiring processes. Because this strategy option focuses on employees yet to be hired, it is best to look at the Equity ratings of current employees since these ratings are more focused on the working environment external to themselves. The results show that diverse applicant pools had the second highest Equity Rating for managers of color and female managers and the highest Equity Rating for female managers of color.

Figure 22. More Diverse Applicant Pools Analysis

All Employees-Value (4,047 avg. obs.)	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

Manager of color-Value (406 avg. obs.)	Mean
Childcare Subsidy	5.95
Onsite Childcare	6.22
PPL - 12 weeks	6.43
PPL - 8 weeks	6.68
Internship to Employment Path	7.12
Trng for Unbiased Employment Dec	7.19
Diverse App Pools	7.24
Impr Access to Flex Sched	7.43
Leadership Programs	8.02
Training Days	8.12
PFL - 12 weeks	8.29
PFL - 8 weeks	8.45

Female Manager -Value (525 avg. obs.)	Mean
Childcare Subsidy	6.17
PPL - 12 weeks	6.44
Onsite Childcare	6.48
PPL - 8 weeks	6.72
Internship to Employment Path	6.98
Trng for Unbiased Employment Dec	7.11
Diverse App Pools	7.33
Impr Access to Flex Sched	7.41
Training Days	7.66
Leadership Programs	8.12
PFL - 12 weeks	8.30
PFL - 8 weeks	8.61

Female Manager of color-Value (162 avg. obs.)	Mean
Childcare Subsidy	6.50
Onsite Childcare	7.02
PPL - 12 weeks	7.04
PPL - 8 weeks	7.14
Internship to Employment Path	7.43
Trng for Unbiased Employment Dec	7.53
Impr Access to Flex Sched	7.76
Training Days	7.99
Diverse App Pools	8.12
Leadership Programs	8.16
PFL - 12 weeks	8.78
PFL - 8 weeks	8.96

All Employees-Equity (4,122 avg. obs.)	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

Managers of color-Equity (428 avg. obs.)	Mean
PPL - 8 weeks	2.11
PPL - 12 weeks	2.16
Childcare Subsidy	2.21
Onsite Childcare	2.27
Impr Access to Flex Sched	2.42
PFL - 8 weeks	2.44
Internship to Employment Path	2.48
PFL - 12 weeks	2.49
Trng for Unbiased Employment Dec	2.51
Training Days	2.55
Diverse App Pools	2.56
Leadership Programs	2.72

Female Manager -Equity (548 avg. obs.)	Mean
PPL - 8 weeks	2.18
PPL - 12 weeks	2.26
Childcare Subsidy	2.32
Onsite Childcare	2.37
Internship to Employment Path	2.42
Impr Access to Flex Sched	2.46
Training Days	2.49
Trng for Unbiased Employment Dec	2.54
PFL - 8 weeks	2.56
PFL - 12 weeks	2.58
Diverse App Pools	2.60
Leadership Programs	2.74

Female Manager of color-Equity (180 avg. obs.)	Mean
PPL - 8 weeks	2.32
Childcare Subsidy	2.39
PPL - 12 weeks	2.42
Impr Access to Flex Sched	2.51
Onsite Childcare	2.56
Internship to Employment Path	2.56
Training Days	2.62
Trng for Unbiased Employment Dec	2.69
PFL - 12 weeks	2.75
PFL - 8 weeks	2.75
Leadership Programs	2.77
Diverse App Pools	2.89

Training to Promote Unbiased Employment Decisions

Figure 23 provides a deeper analysis of the training to promote unbiased employment decisions strategy by focusing detailed survey results for both Value and Equity Ratings by different historically marginalized groups including people of color, women, and employees who identify as lesbian, gay, bisexual, transgender and/or questioning (LGBTQ). These groups historically have a higher likelihood to be subject to biased employment decisions. The Value and Equity Ratings by people of color and women for this type of training are ranked in the middle of all strategy options and are very similar to the total employee population. This result is similar in the Value Rating for the LGBTQ community, but training to promote unbiased employment decisions appears amongst the top five strategy options in the Equity Ratings.

Figure 23. Training to Promote Unbiased Employment Decisions Analysis

All Employees-Value (4,047 avg. obs.)	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

People of Color-Value (1,431 avg. obs.)	Mean
Childcare Subsidy	6.41
Onsite Childcare	6.44
PPL - 12 weeks	7.02
PPL - 8 weeks	7.17
Internship to Employment Path	7.20
Diverse App Pools	7.35
Trng for Unbiased Employment Dec	7.46
Leadership Programs	7.95
Impr Access to Flex Sched	7.97
Training Days	8.44
PFL - 12 weeks	8.62
PFL - 8 weeks	8.68

Female-Value (1,903 avg. obs.)	Mean
Childcare Subsidy	6.50
Onsite Childcare	6.72
Internship to Employment Path	6.94
PPL - 12 weeks	7.01
PPL - 8 weeks	7.11
Diverse App Pools	7.31
Trng for Unbiased Employment Dec	7.36
Leadership Programs	7.88
Impr Access to Flex Sched	8.14
Training Days	8.17
PFL - 12 weeks	8.75
PFL - 8 weeks	8.89

LGBTQ-Value (395 avg. obs.)	Mean
Childcare Subsidy	5.75
Onsite Childcare	6.00
PPL - 12 weeks	6.44
PPL - 8 weeks	6.49
Internship to Employment Path	6.56
Diverse App Pools	7.04
Trng for Unbiased Employment Dec	7.33
Leadership Programs	7.74
Impr Access to Flex Sched	7.86
Training Days	7.96
PFL - 12 weeks	8.28
PFL - 8 weeks	8.55

All Employees-Equity (4,122 avg. obs.)	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

People of Color-Equity (1,506 avg. obs.)	Mean
Childcare Subsidy	2.33
PPL - 8 weeks	2.34
Onsite Childcare	2.35
PPL - 12 weeks	2.41
Internship to Employment Path	2.42
Trng for Unbiased Employment Dec	2.57
Diverse App Pools	2.59
PFL - 8 weeks	2.63
Impr Access to Flex Sched	2.68
PFL - 12 weeks	2.69
Training Days	2.71
Leadership Programs	2.73

Female-Equity (2,005 avg. obs.)	Mean
Internship to Employment Path	2.33
PPL - 8 weeks	2.37
Childcare Subsidy	2.42
PPL - 12 weeks	2.47
Onsite Childcare	2.48
Trng for Unbiased Employment Dec	2.58
Diverse App Pools	2.64
Training Days	2.64
Leadership Programs	2.72
PFL - 8 weeks	2.74
Impr Access to Flex Sched	2.75
PFL - 12 weeks	2.81

LGBTQ-Equity (409 avg. obs.)	Mean
PPL - 8 weeks	2.13
Childcare Subsidy	2.17
Internship to Employment Path	2.20
PPL - 12 weeks	2.26
Onsite Childcare	2.27
Training Days	2.50
Impr Access to Flex Sched	2.54
Diverse App Pools	2.58
Trng for Unbiased Employment Dec	2.59
PFL - 8 weeks	2.59
Leadership Programs	2.65
PFL - 12 weeks	2.67

Training Days

The Training Days strategy does not target a particular group that needs further analysis. Please refer to the **Overall Themes from the Data** discussion from the previous section for the analysis of this strategy option.

Internship-to-Employment Pathways

Figure 24 provides a deeper analysis of the Employment Pathways strategy by focusing detailed survey results for both Value and Equity Ratings by the youngest set of employees. Specifically, this analysis targets 18- to 24-year-old employees since they are the most representative group who most recently may have benefitted from a program such as this one. For this group, the strategy appeared higher for both the Value and Equity Ratings than that of the total population, but tended to be more toward the middle of the rankings. The group of people targeted for this program (interns) was not delineated in the survey results due to privacy reasons.

Figure 24. Employment Pathways

All Employees-Value (4,047 avg. obs.)	
	Mean
Childcare Subsidy	6.03
Onsite Childcare	6.13
Diverse App Pools	6.52
PPL - 12 weeks	6.65
Internship to Employment Path	6.71
Trng for Unbiased Employment Dec	6.82
PPL - 8 weeks	6.82
Leadership Programs	7.65
Impr Access to Flex Sched	7.69
Training Days	7.99
PFL - 12 weeks	8.34
PFL - 8 weeks	8.50

18 to 24 Years Old-Value (68 avg. obs.)	
	Mean
Onsite Childcare	6.50
Childcare Subsidy	6.91
Diverse App Pools	6.94
Trng for Unbiased Employment Dec	7.09
Leadership Programs	7.47
Impr Access to Flex Sched	7.62
Training Days	7.71
Internship to Employment Path	7.77
PPL - 8 weeks	7.87
PPL - 12 weeks	8.00
PFL - 12 weeks	8.74
PFL - 8 weeks	8.78

All Employees-Equity (4,122 avg. obs.)	
	Mean
PPL - 8 weeks	2.25
Childcare Subsidy	2.26
Internship to Employment Path	2.28
Onsite Childcare	2.29
PPL - 12 weeks	2.31
Diverse App Pools	2.35
Trng for Unbiased Employment Dec	2.37
PFL - 8 weeks	2.55
Training Days	2.57
Impr Access to Flex Sched	2.59
Leadership Programs	2.61
PFL - 12 weeks	2.62

18 to 24 Years Old-Equity (66 avg. obs.)	
	Mean
Trng for Unbiased Employment Dec	2.47
Childcare Subsidy	2.50
Onsite Childcare	2.52
Diverse App Pools	2.58
PPL - 8 weeks	2.62
Training Days	2.63
Internship to Employment Path	2.65
Impr Access to Flex Sched	2.70
PPL - 12 weeks	2.71
Leadership Programs	2.82
PFL - 8 weeks	2.82
PFL - 12 weeks	2.94

Each of the 1,322 open-ended responses from the employee survey were read and categorized as seen in Figure 25. Beyond just these categorizations, as the reader of the responses was also a part of the strategy assessment, the nuances of each response contributed to the final strategy recommendations. Additionally, these responses were recognized to often align with the listening session and leadership interview feedback gathered.

Of interest from the open-ended responses is the fact that inclusive strategies surfaced here with more positive employee perceptions. Many employee comments shared negative perceptions of strategies that only support one demographic group. The working group chose to prioritize inclusive strategies because, in the literature, they are deemed more effective (Smeaton et al., 2014). Non-inclusive strategies can work against workforce equity due to backlash from the groups who are not included by the strategy and due to the fact that the targeted groups can end up perceiving they do not deserve the opportunities they have earned (Smeaton et al., 2014). For this reason, the working group recommends inclusive workforce equity strategies and inclusive messaging around workforce equity as a whole.

Feedback from the open-ended question that was not heard in the listening sessions and leadership interviews as often is captured in theme number 5 in Figure 25. A majority of respondents to theme number 5 advocated for merit-based or "blind" hiring and promotion decisions. This is consistent with the point made above on the importance of messaging workforce equity strategies in an inclusive way (Smeaton et al., 2014). Advancing the City of Seattle as an inclusive employer will add to the value of the services the City provides to its residents by drawing from a larger pool of talent with a more diverse set of skills for public service. Workforce equity is about acknowledging and reducing barriers that prevent opportunity for some but not others. For example, the literature suggests phrasing job postings with the terminology, "able to," rather than, "experience with," as it provides space for applicants to decide how they will demonstrate why they will succeed in the role, increasing the pool of applicants and thus increasing the quality of talent to hire from. From a perspective of barrier deconstruction, all employees (and applicants) gain from the career growth opportunities and better service delivery provided by workforce equity strategies, but the open-ended responses drive home the importance of consistent messaging around workforce equity strategy changes such that all employees can engage in the workforce equity effort.

Figure 25. **Survey Responses to Only Open-Ended Question:**

Open-Ended Survey Question: Is there anything you would like to add regarding your previous responses? (1,322 responses)			
Theme	**Respondents**	**% of open-ended write ins**	**% of all respondents**
1. Comment or suggestion showing support or engagement	889	52%	20%
2. Of which: Expressed support for a particular strategy option	*420*	*25%*	*9%*
3. Of which: Provided clarification of a response	*400*	*23%*	*9%*
4. Of which: Wanted additional strategies or approaches to be considered	*233*	*14%*	*5%*
5. Skeptical of the project due to equity skepticism or cost concerns*	271	16%	6%
6. Skeptical that strategy options would help advance equity or survey would be useful	197	12%	4%

*Most of this group (204/271 or 75%) expressed support for the idea of purely merit-based or "blind" hiring and promotion decisions. Many of these felt there was too much emphasis being placed on equity to the potential detriment of competency. However, the sentiment behind these comments vis-a-vis equity outcomes was often not clear (for example, whether unconcerned with diversity in the workplace or truly believing that this is the path to diversity).

Figure 26. Employee Survey Example

City of Seattle Employee Survey of Workforce Programs[18]

Employees,

We need your help!

SDHR and SOCR have been asked by the Mayor and City Council (greensheet 155-1-A-1-2015) to work on a citywide Workforce Equity Strategic Plan. In addition to looking at improving workforce equity more broadly, we would like to understand employees' feelings about specific potential programs, strategies and approaches meant to promote greater workforce equity at the City of Seattle. Please help us by completing this voluntary survey (click here), which should take about 15 minutes to complete. Your response is extremely important to us. Thank you for your participation.

https://www.surveymonkey.com/r/263CTTY

Patricia Lally, Director, SOCR

Susan Coskey, Director, SDHR

---

[18] It should be noted that the strategies presented in the survey were titled and defined differently than how they are titled throughout the rest of the report. As information from the survey and other data inputs such as the employee listening sessions was compiled, the strategy titles and definitions took more detailed shape. The basis for each strategy remained the same but the wording around it evolved. What is found in Figure 26 reflects what survey respondents saw when taking the survey. The survey feedback informed the more robust strategy definitions and titles found in the rest of the report.

Thank you for your willingness to take this voluntary survey. Results will be reported in summary format only and no names or employee ID numbers will be attached to any responses.

Instructions

Below you will find a list of ideas for workplace improvements for City of Seattle employees. Please rate each of the following items based on how you would value it. The order in which items appear on the list is not important; please consider each one individually and not in comparison to other items. Please answer honestly and to the best of your ability.

1. **Value and Use Ratings (*note: items on the list below appeared in random order*)**

	What value would you place on this program?	How likely would you be to use this program?
	0 = No value at all 10 = Extremely valuable	Definitely Not / Unlikely / Somewhat likely / Likely / Definitely Yes

Paid Parental Leave (up to 8 weeks): 4 additional weeks of paid parental leave, in addition to the 4 weeks currently allowed (8 weeks total).

0 1 2 3 4 5 6 7 8 9 10
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

☐ ☐ ☐ ☐ ☐

Paid Parental Leave (up to 12 weeks): 8 additional weeks of paid parental leave, in addition to the 4 weeks currently allowed (12 weeks total).

0 1 2 3 4 5 6 7 8 9 10
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

☐ ☐ ☐ ☐ ☐

	What value would you place on this program?											**How likely would you be to use this program?**				
	0 = No value at all 10 = Extremely valuable											Definitely Not	Unlikely	Somewhat likely	Likely	Definitely Yes
Paid Family Leave (up to 8 weeks): 8 weeks of paid family leave to care for ·a new child (birth, adoption, or foster) OR ·a spouse, domestic partner, child, or parent with a serious health condition OR ·a serious personal health condition.	0 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐	☐	☐	☐	☐	☐
Paid Family Leave (up to 12 weeks): 12 weeks of paid family leave to care for ·a new child (birth, adoption, or foster) OR ·a spouse, domestic partner, child, or parent with a serious health condition OR ·a serious personal health condition.	0 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐	☐	☐	☐	☐	☐
Subsidized Childcare: A partial childcare subsidy based on qualifying criteria, valid toward any licensed caregiver.	0 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐	☐	☐	☐	☐	☐
Onsite Childcare: Discounted childcare at centers run by the City of Seattle and located near major employment centers citywide (spaces strategy assessment eliminated).	0 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐	8 ☐	9 ☐	10 ☐	☐	☐	☐	☐	☐

	What value would you place on this program?	**How likely would you be to use this program?**

	0 = No value at all 10 = Extremely valuable	Definitely Not	Unlikely	Somewhat likely	Likely	Definitely Yes
Improved Access to Flexible Scheduling: A centrally administered HR process to ensure fair consideration of all requests for flexible work scheduling. (Covering any existing strategies, such as work from home, flexible hours, "4/10's" or "9/80's," etc.)	0 1 2 3 4 5 6 7 8 9 10 ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐	☐	☐	☐	☐	☐
Leadership Programs: Leadership development programs to 1) help staff to become supervisors and 2) help supervisors become managers.	0 1 2 3 4 5 6 7 8 9 10 ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐	☐	☐	☐	☐	☐
More Diverse Applicant Pools: Employee recruitment programs that help improve the diversity of applicant pools.	0 1 2 3 4 5 6 7 8 9 10 ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐	☐	☐	☐	☐	☐
Training to Promote Unbiased Employment Decisions: Provide and require yearly training to all supervisors and employees involved in hiring to help decrease the potential for bias in employment decisions.	0 1 2 3 4 5 6 7 8 9 10 ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐	☐	☐	☐	☐	☐

What value would you place on this program?

How likely would you be to use this program?

0 = No value at all

10 = Extremely valuable

| | Definitely Not | Unlikely | Somewhat likely | Likely | Definitely Yes |

Training Days: A couple days per year granted to all employees to take City training programs of their choice, for the purpose of workplace skill development or career advancement.

0 1 2 3 4 5 6 7 8 9 10

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

☐   ☐   ☐   ☐   ☐

Internship-to-Employment Pathways: A change to City internships to allow for a direct pathway to regular employment for successful candidates.

0 1 2 3 4 5 6 7 8 9 10

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

☐   ☐   ☐   ☐   ☐

Now please consider again the same list of workplace changes, this time thinking about the effect of each item on *workforce equity* across City of Seattle employees. Please give each item a ranking based on how you believe it would improve equity. (Items are the same as above, but may appear in a different order.)

2. **Equity Rating (*note: items on the list below appeared in random order*)**

How do you believe this change would improve equity among City of Seattle employees?

	No difference	Minimal improvement	Some improvement	Strong improvement	Very strong improvement	Not sure
Paid Parental Leave (up to 8 weeks): 4 additional weeks of paid parental leave, in addition to the 4 weeks currently allowed (8 weeks total).	☐	☐	☐	☐	☐	☒
Paid Parental Leave (up to 12 weeks): 8 additional weeks of paid parental leave, in addition to the 4 weeks currently allowed (12 weeks total).	☐	☐	☐	☐	☐	☐
Paid Family Leave (up to 8 weeks): 8 weeks of paid family leave to care for ·a new child (birth, adoption, or foster) OR ·a spouse, domestic partner, child, or parent with a serious health condition OR ·a serious personal health condition.	☐	☐	☐	☐	☐	☐

How do you believe this change would improve equity among City of Seattle employees?

	No difference	Minimal improvement	Some improvement	Strong improvement	Very strong improvement	Not sure
Paid Family Leave (up to 12 weeks): 12 weeks of paid family leave to care for ·a new child (birth, adoption, or foster) OR ·a spouse, domestic partner, child, or parent with a serious health condition OR ·a serious personal health condition.	☐	☐	☐	☐	☐	☐
Subsidized Childcare: A partial childcare subsidy based on qualifying criteria, valid toward any licensed caregiver.	☐	☐	☐	☐	☐	☐
Onsite Childcare: Discounted childcare at centers run by the City of Seattle and located near major employment centers citywide (spaces strategy assessment eliminated).	☐	☐	☐	☐	☐	☐
Improved Access to Flexible Scheduling: A centrally administered HR process to ensure fair consideration of all requests for flexible work scheduling. (Covering any existing strategies, such as work from home, flexible hours, "4/10's" or "9/80's," etc.)	☐	☐	☐	☐	☐	☐

How do you believe this change would improve equity among City of Seattle employees?

	No difference	Minimal improvement	Some improvement	Strong improvement	Very strong improvement	Not sure
Leadership Programs: Leadership development programs to 1) help staff to become supervisors and 2) help supervisors become managers.	☐	☐	☐	☐	☐	☐
More Diverse Applicant Pools: Employee recruitment programs that help improve the diversity of applicant pools.	☐	☐	☐	☐	☐	☐
Training to Promote Unbiased Employment Decisions: Provide and require yearly training to all supervisors and employees involved in hiring to help decrease the potential for bias in employment decisions.	☐	☐	☐	☐	☐	☐
Training Days: A couple days per year granted to all employees to take City training programs of their choice, for the purpose of workplace skill development or career advancement.	☐	☐	☐	☐	☐	☐
Internship-to-Employment Pathways: A change to City internships to allow for a direct pathway to regular employment for successful candidates.	☐	☐	☐	☐	☐	☐

3. Please choose the option that best describes you (select all that apply):

   "As I was rating the items above based on workforce equity, I was generally thinking about improving outcomes based on _____."

   ☐ Gender
   ☐ Race
   ☐ Sexual orientation
   ☐ Other groupings
   ☐ No particular groupings
   ☐ I'm not sure

4. Is there anything you would like to add regarding your responses above?

The following questions are critical to the analysis of survey results and will help to increase understanding of City of Seattle employee opinions. Your responses are very much appreciated.

5. How long have you worked for the City of Seattle?

   ☐ Less than 1 year
   ☐ 1-5 years
   ☐ 6-10 years
   ☐ 11-20 years
   ☐ 21 or more years

6. What is your race/ethnicity? (Select all that apply)

☐ American Indian, Alaska Native or First Nations
☐ Asian
☐ Native Hawaiian or Pacific Islander
☐ Black, African American, or Black African
☐ Latino or Hispanic
☐ White or European American

7. What is your gender? (Select all that apply)

☐ Female
☐ Male
☐ Transgender

8. Are you Gay, Lesbian, Bisexual, Queer, Transgender and/or Questioning?

☐ Yes
☐ No

9. What is your age?

    ☐ 18-24 years
    ☐ 25-34 years
    ☐ 35-44 years
    ☐ 45-59 years
    ☐ 60 years or older

10. What is your hourly wage?

☐ Less than $25 per hour (less than $52,200 per year at full time)
☐ $25 to $30 per hour ($52,200 to $62,640 per year at full time)
☐ $31 to $40 per hour ($62,641 to $83,520 per year at full time)
☐ $41 to $50 per hour ($83,521 to $104,400 per year at full time)
☐ More than $50 per hour (more than $104,401 per year at full time)

11. What is your family's annual household income (gross)?

☐ Less than $20,000
☐ $20,000 to $34,999
☐ $35,000 to $49,999
☐ $50,000 to $74,999
☐ $75,000 to $99,999
☐ $100,000 to $149,999
☐ $150,000 to $199,999
☐ $200,000 or more

12. How many children do you have (any age)?

☐ None
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5
☐ 6 or more

13. How many dependent children under age 5 do you have (living with you at least ½ time)?

☐ None
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5
☐ 6 or more

14. Do you plan to have, adopt or foster additional children in the next two years?

☐ Yes
☐ No
☐ Not sure

15. Are you currently responsible for the care or well-being of an elderly parent?

☐ Yes
☐ No

16. How many hours do you work per week?

☐ 40 hours (full time)
☐ Less than 40 hours (part time)

17. What is your job category?

☐ Service & Maintenance Worker (e.g., drivers, custodial employee, gardener, construction laborer)

☐ Skilled Craft Worker (e.g., mechanic, electrician, heavy equipment operator)

☐ Protective Service Worker (e.g., police patrol, firefighter, correctional officer, park ranger)

☐ Administrative Support Staff (e.g., assistant, bookkeeper, dispatcher)

☐ Official / Administrator (e.g., department head, director, deputy director, division director, manager)

☐ Professional / Paraprofessional (e.g., project manager, analyst, strategic advisor, and engineer)

☐ Technician (e.g., IT professional, computer programmer, drafter)

18. Do you manage or supervise other employees?

☐ Yes
☐ No

19. If you answered Yes to being a manager, please estimate the *shortest* length of employee leave for which you would typically hire a temporary replacement (i.e., "backfill") for that employee?

☐ 1-2 weeks
☐ 3-4 weeks
☐ 5-6 weeks
☐ 7-8 weeks
☐ 9-10 weeks
☐ 11-12 weeks
☐ 13-14 weeks
☐ 15-16 weeks
☐ More than 16 weeks
☐ Not sure

20. Where is your primary worksite?

☐ Downtown Seattle

☐ North of Downtown

☐ South of Downtown

☐ Central Seattle (i.e., Capitol Hill, U District, etc.)

☐ citywide

☐ Outside of Seattle

Thank you very much for participating in this survey. Your time and effort is greatly appreciated!

Appendix E: Leadership Interviews

A key component of the workforce equity plan focused on data gathering, specifically conducting a series of 27 leadership interviews. These interviews were conducted primarily in one-on-one sessions with the Mayor, Deputy Mayors, all members of the City Council, a subset of City of Seattle Department Directors and Labor Leaders who represent City employees. The themes from these interviews informed the structure and ordering of the 18 strategies analyzed in this strategic plan. Policies that were thematic in the leadership interviews were evaluated similarly to those raised in the survey or the listening session.

The discussion below documents key themes identified in these interviews.

What does workforce equity mean?

a. **Workforce equity means removing existing systemic barriers to work opportunities by creatively forming City strategy, processes, and practices that take into account:**
    i. more complex and differentiated needs in the workforce (race, age, gender, sexual orientation, immigration history and culture)
    ii. a broader view of the employee journey (awareness and recruitment, hiring, retention, mentoring & training, title, pay, promotion, discipline and separation)
b. **The meaning of workforce equity relies on employee perceptions** in that potential and existing participants in the City workforce *feel* that they were treated fairly, that "a fair deal is available," that "You can see the game and be in the game." Perception, and not just practice, is necessary to the meaning and success of equity in the workplace.
c. **Fairness within the meaning of workforce equity** is particularly concerned with maintaining consistency of output expectations across work and workers while flexibly adjusting for the various paths a potential worker might take to discover, enter, and develop within a City career.
d. **Workforce equity is different from and not necessarily implied by "diversity."** Diversity is typically a mere snapshot of workforce demographics, a rough measure of representation. Most critically, "diversity" is non-predictive in that it says little about systematic, organizational process-based potential for different groups to participate and advance in the workforce.
e. **Workforce equity is a "live" system that, when working, has inertia,** just as *in*equity, when "working," is typically self-sustaining and requires little maintenance. The design goal should be to push workforce equity into that self-sustaining operating zone. Narrow or local solutions are insufficient. For example, a department seeking outside help for diversity recruiting may help in the short term, but more lasting internal training for workforce equity as it pertains to recruiting is necessary to compel workforce equity further.

How and why does workforce equity have an impact?

a. **Workforce equity more systematically ensures a City workforce that reflects the diversity of the City population itself, which leads to three key kinds of impact:**

 i. **Diversity fundamentally empowers the City workforce to create a "psychological contract" by understanding and relating to the City population.** Residents see that "people like them" are also in the "City ranks" and identify with them, which builds trust. As the City becomes even more diverse, requisite diversity in the City workforce will become even more important to this "contract" with the public.

 ii. **Diversity fundamentally enables the City workforce to more effectively deliver services to the City**. A diverse workforce that reflects the demographics of the communities it serves best supports the direct interactions by public servants with those communities. For example, an anecdote was shared by one City leader about an Armenian fire fighter who could best deliver emergency services to Armenian residents due to, at the very least, a shared language. At the minimum, workforce diversity supports better public service across language and cultural diversity.

 iii. **Diversity fundamentally improves effectiveness of policy development** by ensuring policy reflects and is appropriate for needs and desires of the actual City population. This is particularly important in an atmosphere increasingly marked by discussions of inequality that may be attributed to policy development. A more transparent application of a racial equity lens in policy development is critical to success.

b. **Workforce equity may have impact in other various ways:**

 i. Data has (reportedly) shown that an equitable workforce contributes overall to higher workforce motivation, reduced turnover, and higher quality of service.

 ii. City workforce equity may set an example for organizations in the private sector.

What are some narratives on workforce equity?

a. **There is a need to create a stronger "excellence" narrative** connecting workforce equity to City effectiveness and performance**.** City leaders see some practical need to get the workforce equity narrative and mindset away from fairness and social justice, general (moral) values, or specific population groups. There is a need to create usable "language" around connection between workforce equity and broadly desired performance or other functional outcomes. Further, moral imperatives will get leaders off the ground, but connections to outcomes are necessary to validate and encourage those leaders. However, at least a couple respondents were worried that the City could forget that the moral case is ultimately more important than a business one.

b. **There is a need for a clearer narrative** from City leadership on the goals and priorities of workforce equity. Workforce equity is a big an umbrella with many priorities, and there is not a framework for ranking those priorities and making resource trade-offs. Racial Equity Toolkits (RETs) are useless if workers do not precisely understand what goals they are trying to accomplish. Further, there is not a clear operational language for what "equity" is supposed to

mean across the City. It is not good enough to simply state, "equal pay." Lastly, there is insufficient transparency on the overall direction of workforce equity at the City. As a result of all these things, it is difficult for managers to consistently take workforce equity-directed action.

c. **There is a need for a more consistent narrative** from City leadership on the goals and priorities of workforce equity**.** Government prioritization of workforce equity seems to be "on/off."

d. **There is a need for rich, compelling, and humanizing workforce equity stories** showing specific times when it really mattered, worked, and made sense. This will partly combat the fact that arguments around business needs sometimes automatically paint workforce equity as something fundamentally suspicious or otherwise negative.

How is workforce equity operationalized?

a. **The operationalization challenge is that workforce equity must be more than just signaled, but must be practiced.** Leadership is signaling commitment to and the importance of workforce equity, but work needs to convert, or "trickle down," this commitment into tangible action. Respondents discussed two basic sub-challenges:

   i. **Internal consistency on definitions and practices:** Broad alignment on internal definitions and practices is necessary for operationalizing workforce equity to get desired outcomes. Note that this is firstly a practical matter of having parts of the organization work in the same direction: alignment does not necessarily mean perfect agreement. Secondly, consistency is also a matter of ensuring that workforce equity, when expressed in real work practices, is fair. An example is the current push to consolidate and make the interpretation and practical application of City Human Resources strategies and practices more consistent.

   ii. **Make workforce equity a core characteristic of basic work practice.** Workforce equity practices need to shift in their design and implementation from being a non-core "add-on," "appendage," "extra-curricular," or other such "attachment to the system," to instead become fully "ingrained" or "baked" into daily work at every level. This permeation is what will produce "systematic accountability." One respondent noted this might mean focusing less on a workforce equity mindset of "the people we serve" and instead a more banal focus on "the processes we adhere to" in the course of our normal work. This aligns with the City's racial equity toolkit focus on removing barriers to workforce equity. Workforce equity is beyond employee demographic representation; it requires removing barriers to workforce equity in the day-to-day workings of the City's employee attraction, selection, participation and retention practices.

b. **Deeper solutions, if there is the mandate, involve serious audits of the entire worker career pipeline as well as the redesign and centralization of relevant human resource strategies, processes, and practices.**

    i. **Equity (and inequity) is expressed in both processes and work roles.** Increasing equity will require auditing, redesigning, and testing how to build workforce equity principles into existing personnel process codes (hiring, training, promotion, etc.), but will also require empathizing with the reality of managerial roles required to interpret and implement those codes by better standardizing the information they receive.

    ii. **City departments vary in their workforce equity integration levels**, so assumptions about the entire workforce should not be made based on audits of one area. (Even better, areas should compare, contrast, and learn from each other's situations, solutions, and results.)

How should workforce equity be approached?—Worker career pipeline as intervention map

Regardless of department, key phases of the worker career pipeline help to meaningfully delineate and prioritize workforce equity opportunity areas as part of a larger interconnected system.

a. **Address the supply side by growing and locating the talent pool.** There is often no obvious diverse talent pool from which underrepresented individuals can be brought into the workforce. This is aggravated by hiring managers preferring internal hires over increasing external access to the City workforce. Key opportunities include:

    i. **Strategic partnerships to produce appropriate talent.** Consider how there are three community colleges yet no Fire Science programs, which results in a thin talent pool for SFD, let alone a (gender) diverse one. However, "finding money for new programs is not the problem." Rather, a deeper solution is needed where a coordinated approach to workforce equity is agreed on and enacted through strategic partnerships between community colleges, local businesses, community organizations, and various City agencies. This kind of network buy-in will provide wide support for the kinds of strategies and actual programs needed to create the necessary labor pool.

    ii. **Increase targeted awareness.** Even when a potential labor pool exists, it is often systematically unaware of City opportunities. The City "doesn't market well." Specifically, the City needs to, "actively and publically recruit where the demographic is – high schools and community colleges." Moreover, awareness should be executed genuinely. The goal is help target individuals get a real and motivating sense of, "I can see myself in that job, in that role."

    iii. **Build targeted feeder programs.** There is an opportunity to increase youth "feeder jobs" and "pre-apprenticeship" pipelines, targeted at distressed communities, for entry-level City positions. This basic idea of scaffolding entry into more substantive City careers might replicate well elsewhere.

iv. **Leverage contracting on large projects.** The City should continue to guarantee targeted communities are getting into jobs on a systematic basis through the Priority Hire program.

b. **Improve talent selection processes.** Early-phase selection processes often bleed into talent pool processes because selection mechanisms may be built into education programs and apprenticeships. Still, selection has some unique challenges and opportunities:

i. **Adjust legacy selection processes that are tuned to narrow demographics.** Underrepresented recruits have a relatively high failure rate in "recruit school" for some jobs, but the reasons for them failing are sometimes irrelevant to job competence. For example, women in fire department recruit school are often injured and drop out, not because they cannot handle the workload but because the program never thought to develop training for how female bodies should go about safely doing the same jobs as men (e.g., more critical to lift with your legs). Because there are so few underrepresented people in such programs to begin with, even just a few failures have a big impact on representation.

ii. **Adjust selection criteria to target ability and a variety of experience**. There are many people who are capable of performing City jobs, but the selection criteria for these jobs still depend on formal selection mechanisms such as generic standardized tests, certifications, or standardized education and job experience that renders them ineligible. It may be possible in some cases to reasonably adjust criteria to capture talent without arbitrarily excluding those who were not raised to take aptitude tests or attend certain educational or vocational programs. Individuals with immigrant status, for example, are often assumed (incorrectly) to be incompetent. A more effective and equitable selection system would be able to pick out a wider variety of competent individuals. See also c.iii below.

iii. **Interview panels should be more diverse in some situations.** It is a psychological fact that we like and choose people who seem more like us. Interview panel diversity may help counter some of these biases. However, given the broadness of workforce equity – gender, race, skin color, socioeconomic status, sexual orientation, immigrant status, etc. – City leaders did not provide much clarity on how to implement "interview panel diversity" on a general basis.

c. **Make training, development and promotion proactive—not reactive.**

i. **Develop intentional structures to facilitate career advancement** and role aspiration within the City system, rather than reacting to sudden opening of positions. The most commonly available way to move up is to "lateral" from one City organization to another, yet there is little training or mentorship that guides individuals in assessing "where they can go."

ii. **Improve directed technical training.** Technical training, such as "Certification in Excel 3" can greatly increase an individual's career mobility. Yet most of these programs were cut during the recession, and although IT is being modernized in the City, there are no programs formally training people how to use the new systems.

iii. **Adjust selection criteria to target appropriate competence**. As with the discussion of selection above, advancement selection criteria may arbitrarily exclude individuals who in fact are well or even best qualified for the desired role. For example, often employee "longevity" plays a significant role in determining career advancement at the City. This is not only a mediocre proxy for "leadership skills," but arbitrarily excludes younger applicants who nevertheless might be excellent senior personnel. Opportunities to make improvements in this manner are likely pervasive across the City of Seattle.

How should workforce equity drive change?

There are several key concerns that should be taken into account when striving to improve workforce equity at any given point in the City worker career pipeline.

a. **Use grounded cases to drive more meaningful change.**
   i. Development of new strategies, programs, processes, and practices should be based on a **tangible understanding of what real employees have experienced in terms of workforce equity barriers**. This movement is especially important given the diversity of who workforce equity refers to. It means setting aside accepted generalities and talking to actual workers on the ground in specific workplaces to more deeply empathize with their struggles and accomplishments. Further, respondents noted that some kind of SDHR structures should be put in place that regularly connect cabinet members to employees whose experiences can guide strategy and raise the criticality of workforce equity issues.
   ii. It is equally critical to **increase the empathy and understanding of middle managers** who make the large majority of hiring, firing, and promotion decisions. Research into their work situations should uncover "what drives them" and explain why certain outcomes occur in different parts of the City workforce. Empathetic research to understand managers' decisions and daily work experiences may also help abate their worry that social justice initiatives are painting them as fundamentally bad people – a mindset that makes managerial interventions exceedingly difficult.
   iii. Lastly, **progress can be made in terms of figuring out what data (both quantitative and qualitative) to regularly collect, and then collecting it**. This will ultimately help focus workforce equity-related discussions and decisions.
b. **Support productive innovation of workforce equity solutions from the ground up.**
   i. To enact a workforce equity related change, some people feel there is unnecessary red-tape; one "doesn't need 6 pairs of eyes on everything." For example, especially in some departments, there is a lack of freedom to be creative, prototype, and experiment flexibly with hiring processes.

  ii. In light of the equally important need for workforce equity consistency, the opportunity here is to productively harness a desire to try things out by developing and providing a set of guidelines at the right level of specificity.

  iii. A larger question raised by ground-up innovation is that there is a need to think carefully about what challenges or goals can and should be met with more formal processes or informal guidelines versus made more flexible to allow for innovation.

c. **Manage conflicts of mindset.**

  i. There is general agreement that workforce equity solution development is still trying to "be all things to all people" and is "constrained by the tyranny of the urgent." Respondents noted a need to shift away from short-term reactive jumps towards a long-term "investor mindset." The City is a long term employer, so it should look for long-term sustainable adjustments. As one put it, "How can we keep moving the ball and not just score a quick goal?"

  ii. An admitted challenge to this shift is the fact that while the problems are "long term," leaders are "short term." The problems are long term because they involve slow culture change; leaders are short term, even if well intentioned, because they are trying to make an impact before they move on. The workforce equity program itself cannot help but trend towards short term thinking, too, because it needs to justify staffing with credible gains.

Appendix F: Strategy Costing

This contains the individual costings of workforce equity strategy or program options. Some of these are strategy options suggested by Council in the Greensheet 2016-155-1-A-1 while others are from broader research or from other jurisdictions or studies. Council's Greensheet called for an implementation budget and these cost estimates are intended to meet that request. A final cost estimate for any of these strategy options will require finer determination of a variety of parameters and rules. All strategy options below include multiple assumptions about the scope, duration, depth, etc. of the benefit or service provided by the strategy option, but staff could not assume that these presumptions would be the final position of elected officials. Thus, the overall goal of the costing effort presented herein is to develop a high-level estimate that provides a sufficient level of information for decision-makers to make an informed preliminary assessment as to whether any one of these strategy options is or is not worth pursuing for the City of Seattle and its employees. Costs include an attempt to estimate what portion would be borne by the General Fund and what additional portion by Other Funding Sources. As this work continues beyond this report, and receives the review of Council, labor and others, staff will have an opportunity to incorporate changes, and return with a finer estimate of the expected costs of the chosen strategies. Furthermore, the cost estimates presented herein reflect only the budgetary costs to the City of program implementation. Due to time and data limitations, no attempt was made to determine the indirect or tertiary social costs or benefits of these policies, such as effects on productivity or retention.

Methodology

As can be seen from the list of strategies, there are significant differences in the nature of these options and thus what resources would be required to implement them in the City. For example, some are fundamentally strategy changes that require little or no staff to implement and no expenditure for changes in labor costs or material, while others involve significantly more planning, capital expenditures and labor costs to implement. Despite the range of options and associated costs, each strategy option was assessed within a common methodology.

The first step for costing each strategy option was a preliminary assessment and scoping. This assessment drew on research from the literature, other jurisdictions, and of City departmental subject experts to help define the intent and salient variables that would drive costs and were likely to be influenced by policy makers to increase or decrease the scope of the strategy option. The second step was to build costing models that captured the fundamental inputs including number of users, staffing assumptions, capital costs, technology requirements, etc. for each strategy option while allowing for flexibility to adjust these assumptions, as well as service level and workforce effects, as this work proceeds in the future. For example, in building the costing model for paid-family and paid-parental leave programs, the model had to allow for adjustments to the length of the leave benefit and estimate the growth in the workforce effects and backfill costs of an individual being out on increasingly longer

leave. For subsidized childcare, for example, an assumption was made and a variable was incorporated into the model related to the income requirements for program participants.

An important limitation on staff's ability to model the expected costs was the availability of data to be used in determining reasonable assumptions. Staff utilized the City's own data whenever possible, but also drew on external sources when necessary. For example, in constructing a model for Paid Family Leave, staff drew on U.S. Department of Labor data on use of the Family Medical Leave Act (FMLA) in order to more accurately draw assumptions of the likelihood of leave use by City employees. In this case, City data on Paid Parental Leave was not sufficient due to likely demographic differences in those using these leave types. Wherever possible, staff drew upon the work of other City staff with expertise in training, childcare, or other relevant subject areas in order to build out a more realistic model and estimate of likely costs, including those for labor, technology and capital.

Paid Parental Leave Increase to 8 weeks/12weeks

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
Citywide	8 weeks: $1,047,000	8 weeks: $682,000	0.0
	12 weeks: $2,358,000	12 weeks: $1,636,000	

Summary

Paid Parental Leave (PPL) of up to four weeks was granted to City of Seattle employees beginning May 17, 2015. The current proposal would extend the availability of leave to eight or 12 weeks.

Additional Details

As with the initial four-week strategy, leave available under this extension could be used at one time or intermittently during the 12 months following the birth, adoption or fostering of a child, and no more than the allowed duration of PPL could be taken in any 12 month period. Administration of the current four-week PPL policy falls mostly to department-level HR staff and costs herein assume that no additional human resources staff are required for an extension of PPL duration.

All cost estimates provided below pertain to backfilling of leave taking employees. Employees taking paid parental leave may be temporarily replaced ("backfilled") by a temporary hire or internal displacement ("out of class") during their absence. Not all managers will decide to temporarily fill a leave-taking employee's position, instead choosing to suspend the work of that employee until his/her return or to distribute that work across other department staff without incurring additional labor costs. For positions that are backfilled, wages and benefits must be paid to the backfilling employee and, in some cases, these rates may be more or less than those of the leave taking employee. Furthermore, the share of positions being backfilled is very likely to increase as duration of PPL increases. The rate of this increase was estimated using a survey of City managers that assessed backfill decisions at different durations of leave.[19]

Results estimate total costs for an additional four weeks of PPL to be $1,729,000 per year (a total cost of $2,481,000 per year for eight weeks of PPL). For an additional eight weeks of PPL, the estimated cost is $3,994,000 ($4,746,000 total for 12 weeks PPL).[20]

---

[19] The City Budget Office (CBO) administers General Fund dollars budgeted for PPL and works with departments that use the General Fund for salary costs to provide backfill dollars, should this need arise and such a request be made. It is anticipated that the majority of PPL backfill requests will be addressed in the fourth quarter supplemental given that the amount of appropriation authority departments have earlier in the year is insufficient.

[20] A report on costs for backfilling employees during the first year of the four-week PPL policy (the status quo) will be provided to Council in July 2016. In the meantime, the annual cost of this policy has been projected as $752,000, including wages and benefits. This calculation uses the same assumptions stated above. The 2016

These fully loaded cost estimates use employee wages for all employees except uniform firefighters as of December 31, 2015 multiplied by 4.04% to account for the AWI adjustments that were not included in that snapshot and an additional 2.5% for 2017 AWI.[21] For uniform firefighters, December 31, 2015 wages are multiplied by 2.2% to account for retroactive 2015 AWI adjustments that were not included in that snapshot and an additional 1.1% for 2016 and 3.5% for 2017 AWI. Costs are estimated to increase by 2.75% in 2018.

Further, cost estimates assume that PPL leave is taken consecutively, not intermittently, and that backfilled employees take the entire duration of allowable leave and are replaced at their normal wage. Preliminary policy assessment data for the first year of PPL suggests that these assumptions may be overly conservative, but trends will require more time to establish with certainty.

Additionally, a policy specification that is presented elsewhere in relation to a broader Paid Family Leave (PFL) policy could require a partial leave-exhaustion or leave "draw-down." Such a policy would require that an employee applying for PFL be required to exhaust both vacation and sick leave accumulations down to a specified level before the PFL benefit would be triggered. This requirement is not recommended for PPL (see following section on PFL costing for further explanation).

Adopted Budget appropriates $500,000 in Finance General to accommodate PPL backfill that cannot be accommodated within GF departments' annual underspend. Preliminary actual data suggests that some assumptions, in particular the share of leave time backfilled, may be conservative relative to actual behavior during the first year, and may thus cause this projected cost to be higher than the actual cost during the first year. However, as the projection uses backfill shares that are based on survey responses across a large sample of managers, future behavior may eventually resemble these shares more closely than behavior in the first year of the PPL policy.

[21] Certain non-Fire union negotiations were still ongoing at the time of preparation of this document and AWI adjustments have been assumed at Coalition rates for these Unions.

Paid Family Leave 4 weeks/8 weeks/12weeks

Depts w/ Costs	2017 General Fund Cost*	2017 Other Costs*	FTE Added
citywide	4 weeks: $390,000	4 weeks: $195,000	0.0
	8 weeks: $2,230,000	8 weeks: $1,555,000	
	12 weeks: $4,716,000	12 weeks: $3,652,000	

*Costs shown assume the requirement of draw-down of vacation (to 40 hours) and sick (to 120 hours) leave balances prior to provision of PFL benefit. See below for details.

Summary

Paid Family Leave (PFL)[22] would grant fully compensated leave to employees for up to four, eight or 12 weeks for welcoming a new child or to care for a family member with a serious health condition. The City's paid sick leave policy, under which employees accrue 12 days per year, currently allows for leave to be taken for care of ill family members (spouse, domestic partner, parent, child, sibling, or grandparent, or the parent, child, sibling, or grandparent of a spouse or domestic partner). In addition, Paid Parental Leave (PPL) for welcoming a new child for up to four weeks was granted to City of Seattle employees beginning May 17, 2015. Thus, the current proposal would enhance currently offered leave benefits, with some policy limitations on eligibility of family members.

Additional Details

Administration of the current four-week PPL policy and job protection under family medical leave strategies falls mostly to department-level HR staff and costs herein assume that no additional human resources staff are required to administer a PFL benefit.

Employees taking paid family leave may be temporarily replaced ("backfilled") by a temporary hire or internal displacement ("out of class") during their absence, so costs for PFL would come in the form of wages for backfilling employees. Not all managers will decide to temporarily fill a leave-taking employee's position, instead choosing to suspend the work of that employee until his/her return or to distribute that work across other department staff incurring no additional labor costs are incurred for the City. For positions that are backfilled, wages and benefits must be paid to the backfilling employee

---

[22] Note on terminology: This section pertains to "Paid Family Leave" which is assumed to include two types of leave: Paid Parental Leave (for welcoming a new child) and Paid Family Care Leave (to care for an ill family member). This definition is consistent with academic literature, as well as the PFL policy of the District of Columbia. However, costs below will separate the two leave types as City of Seattle policymakers may choose to implement them as separate benefits/policies or at different allowable durations.

and, in some cases, these rates may be more or less than those of the leave taking employee. Additionally, the share of positions being backfilled is very likely to increase as duration of PFL increases.[23]

The figure below shows annual costs of PFL at different maximum leave durations with and without draw-down requirements (see below for discussion of this requirement). Total costs are separated by leave taken to welcome a new child (parental) and leave taken to care for an ill family member (family).

Figure 27. Annual Costs of Paid Family Leave at Different Maximum Leave Durations

PFL Max Duration	Cost with Leave Draw-Down for Family Care*	Cost without Leave Draw-Down
4 Weeks	$585,000 ($390,000 General Fund) • Family: $585,000 ($390,000 GF) • Parental: N/A	$2,513,000 ($1,710,000 GF) • Family: $2,513,000 ($1,710,000 GF) • Parental: N/A
8 Weeks	$3,785,000 ($2,231,000 GF) • Family: $2,055,000 ($1,184,000 GF) • Parental: $1,730,000 ($1,047,000 GF)	$10,565,000 ($6,157,000 GF) • Family: $8,835,000 ($5,111,000 GF) • Parental: $1,730,000 ($1,046,000 GF)
12 Weeks	$8,368,000 ($4,716,000 GF) • Family: $4,374,000 ($2,358,000 GF) • Parental: $3,994,000 ($2,358,000 GF)	$21,244,000 ($11,800,000 GF) • Family: $17,250,000 ($9,442,000 GF) • Parental: $3,994,000 ($2,358,000 GF)
*Draw-down requirements assumed at 40 hours vacation, 120 hours sick leave remaining.		

Key Policy Decisions and Current Assumptions

1. Eligibility for PFL is assumed to be limited to: 1) welcoming a newborn, newly adopted or newly fostered child, or 2) care for a serious personal health condition of a spouse, domestic partner, child, or parent.[24]

   a. Under these eligibility criteria, cost estimates assume that 10.2% of City employees take PFL leave each year (approximately 2.3% for welcoming a new child and 7.9% for family care, though a small number of employees may experience both events in one year). Rates of leave taken for welcoming a new child are estimated using City data on PPL, while rates of leave for caring for an ill family member are taken from an analysis of data from a nation-wide survey on trends in leave needed and leave taken for a variety of reasons covered by

---

[23] The City Budget Office (CBO) would administer General Fund dollars budgeted for PFL and work with departments that use the General Fund for salary costs to provide backfill dollars, should this need arise and such a request be made. It is anticipated that the majority of PFL backfill requests will be addressed in the fourth quarter supplemental given the amount of appropriation authority departments have earlier in the year is insufficient.

[24] A serious health condition, as defined by the City of Seattle's Family Medical Leave (FML) guidelines as an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility; or continuing treatment by a health care provider.

the federal Family Medical Leave Act (FMLA) conducted by the U.S. Department of Labor in 2012.[25]

b. Eligible conditions under the proposed PFL policy do not include personal health issues as the intended policy objective is to increase equity among City employees wherein women are assumed to face family care responsibilities at a higher rate than men. This exclusion is also consistent with the PFL policy offered to employees of the District of Columbia. However, D.C. also offers employees a Short-Term Disability insurance program, which could be an option for the City of Seattle should policymakers determine that there is unmet demand for short-term, own-illness care among City employees. (The provision of such insurance could also justify lower sick-leave draw-down triggers for family care leave under a PFL policy, which would decrease the cost of the policy for the City – see next item.) Currently, City of Seattle provides only sick days for use in the case of an employee's own short-term disability, which accrue at a rate of 12 days per year with unlimited roll-over of accrual from year to year. (The City also currently provides Long-Term Disability (LTD) insurance for an employee's own health condition, which covers up to $400 per month in wages at no cost to employees with an option to purchase additional insurance to cover up to 60% of base pay. However, this benefit does not apply until after 90 days, making it most likely non-concurrent with PFL.)

c. Eligible relationships under the proposed PFL policy follow the City of Seattle's Family Medical Leave (FML) guidelines. These relationships include: an employee's spouse/domestic partner, or a child or parent of the employee or his or her spouse/domestic partner. This would be more limited than current sick leave policy for City of Seattle employees which allows leave to be taken for care of a spouse/domestic partner, or the child, parent, *sibling*, or *grandparent* of the employee or his or her spouse/domestic partner.[26]

2. As cost estimates above illustrate, an essential decision for policy makers will be whether to require the partial exhaustion (or "draw-down") of other accumulated (sick and vacation) leave before PFL for family care will be triggered. Under such a rule, where an employee submits a request for qualifying care leave not related to the birth, adoption or fostering of a new child, the PFL benefit would only be made available at the point when the leave taker has drawn down sick and vacation leave reserves to a specified level. Such a policy would acknowledge that the City's flexible sick leave policies already allow staff to take paid time to care for themselves as well as a wide range of family members, and by allowing staff to roll over unused days each year, these policies provide a "bank" of accumulated paid leave for most employees. Requiring employees to use some portion of their paid leave reserves also results in substantially lower costs to the City, as staff with longer tenure at

---

[25] Specific and robust data for family care leave within the City of Seattle workforce does not exist, so data from the Department of Labor is used. For this reason, all numbers are approximations. Data files, technical reports and coding manuals available for download at https://www.dol.gov/asp/evaluation/fmla.

[26] For both City FML and sick leave policies, parent and child relationships are permitted for cases in which a parental or child relationship exists due to an individual who stood in loco parentis.

the City tend to have significant leave accumulation. The table above present costs with and without a draw-down requirement for family care. (Trigger levels assumed are when the employee has no more than 40 hours of vacation leave and 120 hours of sick leave available.)

a. Reducing these trigger levels would lower the cost of PFL for the City, but may also leave PFL takers with less accumulated leave for future illness or vacation at a time of high personal stress.

b. A draw-down requirement is not recommended for leave to welcome a new child for several reasons. First, the existing 4-week PPL policy does not require a draw-down of leave and a change to this policy may cause confusion for employees and administration staff. Second, outcomes may be inequitable, particularly across wage levels and job classifications within the City. As the birth, adoption or fostering of a new child is typically a foreseeable event, employees with accumulated leave beyond the trigger levels would be incentivized to use this leave in advance of a child's arrival in order not to "lose" it (from the employee perspective). The request for vacation or sick leave prior to the arrival of a new child, as well as its approval by supervisors, particularly when forthcoming parental leave is known, could be unequal across the City workforce, with employees at higher wage levels potentially enjoying relationships with supervisors that facilitate such strategic behavior.[27]

Other Assumptions and Model Inputs

3. Cost estimates shown are net of projected 4-week PPL costs (i.e., the status quo).

a. A report on costs for backfilling employees during the first year of the four-week PPL policy (the status quo) will be provided to Council in July 2016. In the meantime, the annual cost of this strategy has been projected as $752,000, including wages and benefits, using the same assumptions listed herein. The 2016 Adopted Budget appropriates $500,000 in Finance General to accommodate PPL backfill that cannot be accommodated within GF departments' annual underspend. Preliminary data suggest that some assumptions, in particular the share of leave time backfilled, may be conservative relative to actual behavior during the first year, and may thus cause this projected cost ($752,000) to be higher than the actual cost during the first year. However, as the projection uses backfill shares that are based on survey responses across a large sample of managers (see below), future behavior may eventually

---

[27] This assumes that parental leave would continue to be administered under current rules, wherein the employee is required to apply for the benefit within 30 days of the birth, adoption or fostering of a new child, whenever the need is foreseeable, and furthermore that under a draw-down requirement, the benefit would then be issued in order to "top up" the employee with paid leave up to the maximum benefit duration. An alternative administration, wherein an employee can file an application at any time within a year following the arrival of the child, and where a draw-down requirement would only consider the employee's leave reserves at the time of application, would likely diminish the incentive for the employee to take paid sick or vacation leave prior to the arrival. However, this rule change would likely have other ramifications, such as a larger discrepancy in time taken for welcoming a new child between women and men, with the latter being less likely to draw down existing leave stock in order to access the paid parental leave benefit.

resemble these shares more closely than behavior by a small number of managers in the first year of the PPL policy.

4. Cost estimates are fully loaded and use employee wages for all employees except uniform Firefighters as of December 31, 2015 multiplied by 4.04% to account for the AWI adjustments that were not included in that snapshot and an additional 2.5% for 2017 AWI.[28] For uniform Firefighters, December 31, 2015 wages are multiplied by 2.2% to account for retroactive 2015 AWI adjustments that were not included in that snapshot and an additional 1.1% for 2016 and 3.5% for 2017 AWI. Costs are estimated to increase by 2.75% in 2018.

5. Just as with current PPL policy, PFL is assumed to be usable at one time or intermittently during the 12 months following the granting of leave; no more than the allowed total weeks of PFL could be taken in any 12 month period; and employees are not limited in the number of times (12-month periods) they can take PFL.

   a. The expected distribution of total time needed among employees for a family care event was generated by analyzing 2012 survey data from the Department of Labor, as referenced above.

   b. The PFL benefit would be made available for the duration documented as necessary by the certification of a health care professional. However, costing assumes that employees who qualify for the benefit use the full duration of allowed leave.

      i. The City's administration of PFL leave would seek documentation from a health care provider on the nature of the condition and expected durations. However, City human resource staff would need to rely exclusively on the health care provider's statement of necessary duration, which in practice are likely to be at the discretion of the employee. Thus, a conservative assumption is that leave taking employees are granted and take the full leave duration for any qualifying condition (under a draw-down requirement, employees whose accumulated leave usage does not meet the necessary time would access the full benefit). The experience of the District of Columbia during the first year of its eight-week PFL staff benefit validates this assumption, with average duration of leave having been approximately eight weeks (100% of allowable time).[29] Any attempt to assign eligible durations of leave based on health condition (something that has not been done in D.C.) would require additional administration costs which are not incorporated herein.

---

[28] Certain non-Fire union negotiations were still ongoing at the time of this preparation of this document and AWI adjustments have been assumed at Coalition rates for these unions.

[29] See Slide 11 of Testimony of Jefferey S. DeWitt, Chief Financial Officer, Government of the District of Columbia, January 14, 2016, available at:
http://cfo.dc.gov/sites/default/files/dc/sites/ocfo/release_content/attachments/DeWitt%20Testimony%20--%20Universal%20Paid%20Leave%20Testimony%20011416.pdf

6. The rate of backfill was estimated using a survey of City managers in non-uniform (non-Police/Fire) positions that assessed backfill decisions at different durations of leave (at 4 weeks, 23% of employees are assumed to be backfilled; at 8 weeks, 53%; at 12 weeks, 74%).

    a. Backfilled employees are assumed to be replaced for the full duration of time they are on leave and at their normal wage.

    b. The share of leave-taking employees being backfilled is assumed to be the same at all age levels. However, there may be reason to believe that older (and generally more tenured and higher wage) staff work in more senior positions that are impractical to backfill during a period of short-term leave, meaning that backfill rates would decrease with age and thus wage.

For more data on accumulated leave at the City of Seattle and projected need for paid leave, see Appendix H.

Subsidies for Childcare

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
citywide, SDHR, and DEEL	$650,000	$550,000	3.0

Summary

An employee would be eligible for the childcare subsidy program based on hourly wage and number of dependent preschool-age children attending a licensed childcare center. The Department of Education and Early Learning (DEEL) would administer this program since this and their Childcare Assistance program is administered similarly.

Additional Details

The proposed childcare subsidy helps reduce the burden of childcare expenses easing the decision for a parent to enter the workforce. This program is designed to target workers with wages in the smallest quartile (lowest 25% of wages as of 12/31/2015) in the City of Seattle workforce. The subsidy is *loosely* based on the DEEL's Childcare Assistance program in that it is based on both wage and number of pre-school (or lower) age dependent children. Participating parents may use DEEL's pre-vetted list of caregivers, but will not be limited to these caregivers since they are only located within city limits. All childcare providers chosen by employees receiving the subsidy must be licensed by the Washington State Department of Early Learning.

Costs associated with this program were estimated using City dependent data as of 2/1/2016 (Firefighters were omitted since they are not on the City's healthcare and the City's HRIS system does not contain their dependent data). The subsidy would be applicable to 314 dependent children in 255 families from the above data snapshot. Childcare costs vary depending on age and were taken from DEEL's Childcare Assistance program assumptions, which are established at the 75th percentile of childcare centers by tuition. The program will conclude when dependent children enter kindergarten. The chart below details the assumed subsidy that the City would cover. This subsidy was designed to ease the burden of childcare costs, but not discourage an employee from seeking promotional or other career advancement.

Figure 28. Assumed Subsidy by Wage and Number of Children

Assumed Subsidy							
Number of Dependent Children	Hourly Wage $15.00	$17.50	$20.00	$22.50	$25.00	$27.50	$29.42
1	39%	33%	27%	21%	15%	9%	3%
2	41%	35%	29%	23%	17%	11%	5%
3	43%	37%	31%	25%	19%	13%	7%
4 or more	45%	39%	33%	27%	21%	15%	9%

The estimated cost of one year of these subsidies using the assumptions described above is about $900,000.

The administration of this program would leverage DEEL's existing Childcare Assistance Program. For successful administration, that program would need additional staffing including: two additional Intake Representatives, one additional Accounting Tech II and more dedicated time from existing staff and resources. These administration costs would be charged to the departments that have employees participating in the program and are estimated to be $300,000.

The total cost of providing a wage-based and family size-based childcare subsidy to employees using the above assumptions is $1.2 million. About 54% of the costs, or $650,000 are estimated to be General Fund with the remaining 46%, or $550,000, classified as Other. These costs are estimated to increase 2.75% in 2018 (Puget Sound estimated CPI increase).

Framing this cost further, if the City were to provide a 15% childcare subsidy to all employees with infant and pre-school-age children the total subsidy cost would be more than $3.8 million (more than $2 million in General Fund) for 1,617 children and 1,236 families. This estimate is low since it excludes Firefighters (for which we do not have dependent data). The administrative costs could be around $1.5 million ($850,000 in General Fund) since there will be at least five times as many children in the program. Total costs for a 15% childcare subsidy is estimated to be more than $5.3 million (more than $2.85 million in General Fund). This equalizing strategy, however, does not achieve the goal of a more equitable workforce since it does not specifically target the population who may be forced out of the workforce due to childcare costs and does not help ease entry in a graduated manor so as not to dissuade professional achievement.

The targeted Childcare Subsidy program would be an ongoing program and costs would fluctuate depending on number of eligible dependent children. Program costs are expected to increase as

childcare costs increase. It would be an employee benefit that would need to be negotiated with unions by the Seattle Department of Human Resources (SDHR) and would be administered in DEEL.

Workforce Impacts

This program would require additional staff in DEEL:

        2.0 FTE Intake Representative
        1.0 FTE Accounting Tech II

Onsite Childcare

Depts	General Fund Cost	Revenues	Capital Costs
FAS, Finance General, and Others	$1.6 million to $3.0 million	$1.4 million to $2.0 million	$1.5 million to $4.1 million

Summary

This proposal considers the creation of onsite childcare centers for City of Seattle employees. As in-depth research on this issue is currently underway, this document will rely heavily on the preliminary findings of the interdepartmental team (IDT) preparing a response to SLI 76-2-A-2 which is due to Council June 30, 2016. That group is currently examining costs for a downtown center located within the City's Civic Center campus.

Additional Details

The SLI that requests the study into how the City might provide onsite childcare seeks to resolve a downtown childcare capacity problem rather create equity within the workforce. Additional childcare in the downtown core would ease parents' difficulties with childcare waitlists and finding appropriate care for their child when they return to work. This problem is, however, not an equity problem since it applies to all parents in the downtown Seattle core. The equity issue arises when a lower-paid worker is forced out of the workforce because of the high cost of childcare while a higher-paid worker may not have to contemplate the same barrier. The Childcare Subsidy option provides a better solution to address this inequitable obstacle.

At the current stage of research, the IDT has found limited options for spaces on or near the City's downtown campus. The team is determining whether a licensed space could potentially be made available in the Seattle Municipal Tower, which would require relocation or eviction of current occupants. The space would include approximately 6,100 square feet of usable indoor space, as well as 4,200 square feet of required outdoor play space. Once control is resolved, the estimated timeline to develop the space would be 18-24 months at a cost of between $150-$400 per square foot, depending on the desired configuration and access. The General Fund would not cover the entire capital cost to build out the daycare space; since employees of the utilities would benefit from the daycare, SCL and SPU and other enterprise funds would be expected to contribute to the buildout. On-going costs of operation would range from $1.5 million to $2.9 million (with number of children assumed to be 80-120 and cost per child ranging from $18,000 to $24,000 per year). The cost of foregone rent from current tenants would be approximately $65,000 per year and the City would also incur additional costs to relocate current storage capacity on the proposed site.

On-going costs for operating a downtown childcare center depend heavily on the number of children (size of the space), the age mix of children, and the amount of capital and operating subsidies provided

to the provider and/or offered to families. At present, the IDT believes that the age mix of children is a decision that must be made by the operator once they have viewed the site and can determine the appropriate age mix based on their operating model. The team also notes that infant care in particular is often in high demand but is very labor intensive and expensive for childcare centers, which typically offer this service at a loss or break even in order to attract families.

Regardless of the number and mix of children, the IDT believes that any childcare program would need deep capital and operating subsidies to provide affordable childcare to families (keeping in mind the assumption that affordable childcare is often considered no greater than 10% of monthly income). Subsidies could be offered to the provider in order to allow for lower tuition fees for families, or in the form of direct assistance to families to pay market-rate fees. However, these subsidies would most likely have to be funded by the City as the Seattle Preschool Program and other city operating subsidies do not support employer preference child care programs (assuming this would be the strategy for the center) and most city employees would have too high of an income for the program to receive subsidies from our Child Care Assistance Program (CCAP), Early Childhood Education and Assistance Program (ECEAP) or Step Ahead program. In general, costs would need to be balanced with appropriate revenue sources as program objectives are established.

In regards to funding sources for site development, the IDT reports that $1.5M in Child Care Bonus (CCB) funds have been identified in 2017-2018 green sheet 76-1-A for a potential project on the city campus should it prove viable. However, the availability of any additional CCB funds would depend on availability of these funds, which face high demand relative to supply. CCB funds also require that no less than 20% of the families served annually have income less than 80% of the area median, and it is not clear if these funds can be used to build a center serving city employees exclusively.

At this time, this project has many undetermined variables, as noted above. However, a broad cost range for a single (downtown) center can be determined as follows:

One-time (capital) costs:	$1,545,000 - $4,100,000 for 10,300 square feet of indoor and outdoor space
On-going (operating) costs:	$1.5 – $2.9 million per year
On-going cost of foregone rent revenue:	$65,000 per year

Fluctuations within these cost ranges are dependent on the size of the center and strategy decisions related to any subsidies provided to parents accessing the program. Deeper subsidies will increase affordability but also increase the annual obligation by the City to subsidize the center costs.

The childcare center would collect revenues by charging families fees for childcare and preschool somewhat offsetting operating costs. Childcare costs vary depending on age and were taken from DEEL's Childcare Assistance program assumptions which are established at the 75th percentile of childcare centers by tuition which were then evenly distributed in the 80-120 children estimate. Considering these assumptions, revenues are estimated to be between $1.4 million and $2.0 million.

Infant at Work Policy

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
Citywide	$0	$0	0.0

Summary

An Infant at Work strategy would provide an option for parents of infants (six weeks to six months old) to bring their baby to work, given that appropriate department approvals are in place.

Additional Details

This program provides the support for a parent to bring an infant to work which increases parental bonding at early stages of life, encourages nursing, and may allow for an earlier reentry back into work. The Washington State Department of Health has successfully implemented an Infant at Work program within their offices and it would benefit the City to use its program as a model. The program would accommodate an employee bringing a single infant into an office setting. This program may not work for all types of office workers or office settings. Each parent would provide all necessary furniture and equipment suitable for the infant's needs and the child cannot be overly disruptive. The City would provide diaper changing tables in a restroom near the employee's workstation and feeding areas in existing lactation rooms or other unoccupied meeting rooms. The employees would sign an agreement waiving any liability for themselves and their child while participating in this program.

The participating employee will be providing all furniture and equipment associated with caring for an infant in the workspace setting. Lactation rooms (and other break-out rooms) are already available in office settings at the City. There would not be centralized administration of this strategy (although there would be centralized paperwork) and specific processing would be handled within the department. The only City cost associated with this program would be the one-time fixed cost of installing a changing table in a restroom. FAS Capital Development and Construction Management (CDCM) estimates the costs to install a changing table in a restroom to be between $1,000 and $2,000 per changing table (details below). Changing tables would only be installed in the appropriate restroom if an employee is approved to participate in this program and the costs would not be re-incurred if a subsequent employee (of the same gender if the restroom is gendered) would participate in the program in the same work area. These costs are assumed to be absorbed into existing budget by the requesting department.

CDCM Estimate:
Work Package Assumptions:
- Specific site is ADA compliant
- Wall structure changes for a wall mount is not necessary

Changing Table (lower end / plastic unit / Koala Baby Changing) $500
Installation (does not require wall backing /not recessed/easy wall mount) $300
Construction Contract Administration $500
10% Contingency $130

Infant at Work would either be piloted in a single or a few departments or would be a citywide change in strategy and could consequently affect all City departments.

Improved Access to Flexible Scheduling

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR	$200,000	$0	2.0*

*Costs for additional human resources staff have been included under General Fund only pursuant to current SDHR funding. However, with HR consolidation expected in January of 2018, salaries for these positions may no longer be paid in full from the General Fund.

Summary

This proposal would establish a change to City procedures for regular employees seeking flexible schedule arrangements, requiring that these employees are referred to a centrally administered process to ensure fair consideration of all requests for flexible work accommodations not impacting City business and add 2.0 FTEs for program administration.

Additional Details

Personnel rule 9.1 for alternative work schedules and 9.2 for telecommuting and several labor contracts allow for employee work schedules outside of 5 days per week/8 hours per day and/ or the ability for employees to work from home. Employees currently request permission from their supervisors to take advantage of these flexible schedules. The lack of consistent guidelines across departments for flexible schedule request considerations contributes to unintended, disparate approval of these requests impacting employee participation and retention and thus City business delivery. The City would provide 2 FTEs to implement and deliver a central flexible scheduling approval process, establishing consistent guidelines and a centrally administered process for approval of flexible scheduling requests.

The additional positions will administer the program. The Administrative Specialist II will receive the applications sent for consideration, track and monitor the processing of the applications, and send notifications of approval or denial to the individual, supervisor and department HR lead. The Senior Personnel Specialist will review the applications, engage with the supervisor and department HR lead, recommend approval or denial and resolve any disagreements with the departments.

Add 2.0 FTE
1.0 Personnel Analyst, Senior; Regular position, non-represented at $120,000 in 2017 and $121,131 in 2018.
1.0 Administrative Specialist II; Regular position, non-represented at $80,000 in 2017 and $81,016 in 2018.

The cost summary presented herein assumes that the only costs for this strategy are staff costs for program administration. However, the program could have costs in terms of increased use of alternative schedules or work arrangements. It is possible that such arrangements could diminish or raise

productivity, but this would likely depend heavily on the type of work done by the employee. Another type of costs are technology costs of allowing staff to work from home. In this regard, when an employee utilizes a flexible schedule to work from home, the costs to the City of supporting the employee's work increase. The possible costs under two different scenarios are explored below. However, as these are highly speculative, these costs have not been included in the estimated costs shown above.

Potential Costs for Occasional Work From Home

In a circumstance where an employee is working from home only occasionally, and thus still requires their typical onsite workspace, costs below assume that the City will not supply additional hardware (computer, modem, printer, etc.), but will provide virtual access to the employee's office computer, if that computer is a desktop, via a virtual private network (VPN) license to be used on the employee's personal computer.

According to SeaIT, the City currently has licenses for 200 concurrent VPN users, with an allotment for overage of up to 2.7 million concurrent minutes (over the life of the contract) which can be shared by up to 800 users. Current daily averages for concurrent VPN usage are unknown, but to date only 60 minutes of the overage allotment have been used on the City's current contract, indicating that usage very rarely surpasses 200 users. If one assumes typical rates of concurrent usage at 150 users (75% of allowed base) and that increased access to work-from-home arrangements would double this amount, the City would require 100 additional VPN licenses, which would carry a one-time cost of $16,579 and an on-going support cost of $3,033 per year (for a total cost of $19,612 in the first year).

An important caveat to this costing is that, on par, demand for VPN licenses are expected to decline in coming years as the City moves more of the employee's software and file access needs online (into "the cloud"). Already employees can access e-mail, calendars and the suite of Office applications online using Office 365 and SharePoint allows for documents to be stored and shared online. Additionally, SeaIT projects that network shared drives used by City employees will be migrated online within the next five years, further reducing the need for VPN. In this scenario, the only likely need for VPN would be for employees who need to access specialized (e.g. database, statistical or design) applications on a desktop computer.

Costs for Permanent Work From Home

Another scenario that is not assumed herein, but that should be considered in the long-term, is that the City may also consider accommodating staff who wish to work from home permanently or on a more regular basis. This type of flexible work arrangement is currently being examined by some private sector firms as a way of accommodating employee work-life requests while saving money for the firm.

In this scenario, costs per employee would include:
 <u>Startup cost:</u>

Laptop: $1,400
Phone: hardware (iPhone 6) - $200
Sub-Total: $1,600

On-going cost:
Phone data plan/usage: $30-$90/month: $720 per year on average.
VPN Connection: Free (but see above for aggregate cost estimate)
Internet connection: about $50 per month, therefore $600 per year on average.
Sub-Total: $1,320

Total cost in the first year of transitioning an employee to a telecommuting arrangement: $2,920

Relative to the costs of downtown desk space per employee of about $18,550, it is possible that telecommuting arrangements could save the City as much as $15,630 per employee, if the employee worked only from the home. If the equivalent of 500 downtown FTEs telecommuted full time, the City could see a savings as great as $7,815,000. This does not take into account the current leasing commitments the City has, nor the need for central meeting locations and how desk sharing would reduce the cost savings, among other costs and benefits to transitioning some FTEs to telecommuting. There are also additional costs and benefits to employee productivity that must be quantified for telecommuting accommodations.

The strategy change would be ongoing and could have cost implications beyond the two FTEs if this program significantly changes the number of employees utilizing the flexible schedule accommodations. The net budget impact, if there were a significant increase in employees who worked from home, over time, could vary as the changes in City cubicle and desk space necessary per employee at the City of Seattle could decrease (currently, downtown desk space per employee costs $18,550). Desk-sharing and other accommodations for flexible scheduling and remote work arrangements could potentially reduce the desk, materials and resource cost per employee at the City over time. This would impact all departments but particularly those with a heavier reliance on computer or desk employees.

Workforce Impacts

Add 2.0 FTE to SDHR:
      1.0 Personnel Analyst, Senior; Regular position, non-represented
      1.0 Administrative Specialist II; Regular position, non-represented

"Step" Wage Increases for Part-Time Employees

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
Citywide	$340,000	$210,000	0.0

Summary

This proposal would establish a change to City strategy for regular, part-time employees (working more than 50%) in "step" positions to base salary progression on years of service, rather than total hours worked.

Additional Details

Currently, part-time employees in step progression positions move according to hours worked, not calendar years in job. For example, a person working 50% (0.5 FTE) would earn a step increase in two calendar years while a full-time employee would earn the same step increase in one year. This new strategy would have both workers in this example elevate through the steps in tandem according to calendar years of service.

Costs associated with this program were calculated using payroll data for the 781 employees this strategy would affect as of 12/31/2015 (AWI and other wage adjustments had not been fully implemented at the point of calculation). This strategy would accelerate the promotion of part-time regular employees in step positions who work 0.5 FTE or higher. Consequently, fully loaded costs are calculated using the difference between the current costs and the costs for these employees one year from the snapshot assuming all part-time step employees would move up one step at the same time. Under current strategy, none of these part-time employees would move up a step in a calendar year since they work less than full time. Fully loaded costs were then multiplied by 4.04% to account for the AWI adjustments that were not included in the 12/31/15 snapshot and an additional 2.5% for 2017 AWI. Total costs for this strategy change are estimated to be about $550,000 per year. About 62% of that cost, or $340,000, is estimated to be General Fund and 38%, or $210,000, is estimated to be Other funds. These costs are estimated to increase by 2.75% in 2018.

There will be some small time savings from the reduced effort for various department HR and payroll staff to calculate and implement part-time employees step increases under the current strategy since these increases are not automated.

This strategy change would be ongoing and costs would fluctuate depending on the make-up of part-time employees in step positions (are employees topping out at the highest step which may result in lower costs due to less upward movement or are more at a lower step increasing through the ranks resulting in higher costs). The costs associated with this new strategy are expected to increase as labor

costs increase. The step wage Increase for part-timers strategy change would be subject to negotiations and affect all departments with part-time step employees.

Revised Seniority Re-Starts

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
Citywide w/ SDHR	$0	$0	0.0

Summary

This proposal would change the current strategy of re-setting an employee's seniority when promoted to another position or transferred to another department and instead would allow seniority, for the purposes of lay-off, to accrue from the time an employee is appointed into any regular position provided they have passed their probationary period in said position.

Additional Details

According to Personnel Rule 6.2.1 M and many of the negotiated agreements, "Seniority" shall mean a regular employee's length of continuous service, based on total straight-time regular pay hours, in his or her present classification and all higher classifications since original appointment to the present classification.

Under this definition, whatever an employee's total years of experience with the City, when a layoff occurs their layoff order is determined by, in most cases, the job they were last appointed to. With this knowledge, employees choose not to be promoted because it puts their employment at risk when layoffs occur.

This strategy option will seek to change the strategy and re-negotiate labor agreements to calculate seniority for all lay-offs based upon an employee's total time with the City. This change will help employees feel more secure when faced with accepting a promotional opportunity and will promote the workforce equity principle to have people of color and women represented at all levels of employment.

Although no FTEs would be eliminated due to this proposal, the hours staff currently spend calculating, re-calculating and verifying calculations for orders of lay-off can be greatly reduced and the staff can instead use that time performing different duties. All departments will be affected and the change will need to be negotiated with Labor.

Leadership Development Programs

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR	$300,000	$0	2.5*

*Costs for additional human resources staff have been included under General Fund only pursuant to current SDHR funding. However, with HR consolidation expected in January of 2018, salaries for these positions may no longer be paid in full from the General Fund.

Summary

Create and implement leadership development programs with a focus on people of color and other under-represented and marginalized employees to 1) help staff become supervisors and 2) help supervisors become managers.

Additional Details

A review of the demographics of City of Seattle positions reveals that women earn 90.5 cents for every dollar a man earns, and that that number drops when analyzing race along with gender. The 2015 DCI report on City of Seattle indicates that overall the city is paying similarly-situated employees at similar rates regardless of race/ethnicity and that likely the observed salary differences are a result of differences in occupational distribution by gender and race/ethnicity. People of color and women have lower representation in higher level positions. This proposal would provide employees a training program that would increase their ability to promote to higher level, and therefore higher paid positions. Completion of the training programs could then be used as education or experience equivalencies to help the participants qualify for the promotion.

This program requires 2.5 FTEs consisting of a Training and Education Coordinator, Senior to design two training programs; a Training and Education Coordinator to deliver training to 100 manager trainees and 100 supervisor trainees each year; and a Training and Education Coordinator, Assistant to assist with program tracking, monitoring, reporting, preparation, etc.

1.0 FTE Training & Education Coordinator, Senior 1, one year temporary, non-represented at $110,000 per year.
1.0 FTE Training and Education Coordinator, regular at $140,000 in 2017 and $137,462 in 2018.
0.5 FTE Training and Education Coordinator, Assistant; regular $50,000 in 2017 and $50,698 in 2018.

The Senior 1.0 FTE Training and Education Coordinator, Senior position is a one year temporary role that only requires temporary funding. The program support supplied by the 1.5 remaining FTE requires ongoing funding. The training program may require updates every few years which may require additional temporary FTEs over time.

This leadership training will impact all departments and may include bargaining and engagement with Labor.

Workforce Impacts

This program would require additional staff in SDHR:

      1.0 FTE Training & Education Coordinator, Senior 1, one year temporary, non-represented

      1.0 FTE Training and Education Coordinator

      0.5 FTE Training and Education Coordinator, Assistant

Employee Benefits Web Portal

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR w/ SeaIT	$200,000-$400,000	TBD	TBD

Summary

This proposal would improve communications about family-friendly benefits, training opportunities, and employment advancement opportunities for staff and applicants by creating an externally facing web portal to house the information. Costs to maintain include 0.3 FTE of a Management Systems Analyst and the costs of the technology development which are limited to a range of $200,000-$400,000 until further strategy direction.

Additional Details

The City of Seattle has a robust benefit program that may be under-utilized by current employees and is not advertised widely to applicants. By providing a single place on the external web (PAN) to access information about benefits linked to Employee Self-Service and to pages that applicants frequent, all benefit information would be accessible to both employees and the public any time. Having complete and publically available information on benefits like the City's Paid Parental Leave benefit could increase the applications of women and lower-wage earners who are disproportionally people of color.

The staffing required for this program is to keep the benefit information up to date would require the reassignment of duties from an existing position equivalent to a 0.3 FTE Management Systems Analyst, regular, non-represented, on-going. The total cost of this position reassignment is $41,736 but does not require additional funding. These additional duties would be ongoing and include the development, launch and maintenance of the web portal. Seattle IT would be consulted in the development and launch of the web portal and thus the exact technology needs for the web portal, and the costs, are dependent on further strategy direction before the exact cost can be determined.

The cost estimate for the technology is based on preliminary research into current offerings available for purchase on a per-employee basis ranging from about $1-$4 per employee per month.

Targeted Recruitment

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR	$50,000	$0	0.0

Summary

A targeted recruitment program would increase the diversity of applicant pools. This component of hiring strategy pushes employers further in attracting and selecting higher quality talent and will improve the functioning of the City of Seattle through more inclusive employment of Communities of Color and Women.

Additional Details

Currently the City of Seattle relies heavily on individual departments to recruit for open positions. The resources available at the department level varies widely and often results in departments relying on applicants finding positions on the Neo.Gov website. SDHR has a small recruitment unit to assist those departments without recruiters. However the number of recruitments requiring assistance has increased dramatically over the past two years (52 recruitments in 2014, 151 in 2015 and a conservative estimate of 181 in 2016).

In 2015, Council added a Gender Equity Recruiter position to SDHR to begin to address diversity and gender equity recruiting in under-represented communities. With that individual in place, the department still needs funding for outreach and additional recruitment activities. Having a consistent presence at job fairs, and placing paid targeted advertisements as opposed to posting only on free web-sites, will increase the likelihood of attracting more diverse applicants.

Paid advertising @ a range of $250 per recruitment w/ about 180 recruits in 2017
Spot at career fairs at approximately $250 w/ about 25 in 2017

As of May, 2016, SDHR has attended 31 recruiting events in 5 months, or about 6 events per month. Typically, a community recruiting event coordinator contacts the City to attend their events. In order to more proactively have City recruiting resources where members of under-represented communities and women are more likely to learn about City employment, it will be important to have funding available to expand the number of recruiting events the City attends in a targeted manner. An increase in recruiting event attendance to 25 more events per year, or about a 34% increase in recruiting event attendance, would enable the City to increase the recruiting events the City would proactively attend where under-represented communities and women are more likely to be seeking employment information.

All departments could benefit from a targeted recruiting strategy in addition to the City's current recruiting assistance. The departments who currently rely on SDHR for hiring might benefit most immediately from this program: DEEL, OIRA, OED, CBO, MO, OH, OIR and the Police Commission.

However, success with this program could inform the recruiting practices of other departments, especially upon completion of citywide HR consolidation.

Training to Promote Unbiased Employment Decisions

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR & SOCR	$265,000	$0	2.0*

*Costs for additional human resources staff have been included under General Fund only pursuant to current SDHR funding. However, with HR consolidation expected in January of 2018, salaries for these positions may no longer be paid in full from the General Fund.

Summary

This program would require all managers, supervisors and employees involved in employee recruiting, hiring, promotion and discipline processes and decisions to participate in implicit bias training in order to proactively address bias and increase equity in all employment decisions.

Additional Details

This program would require all managers, supervisors and employees involved in employee recruiting, hiring, promotion and discipline processes and decisions to participate in 6 hours of implicit bias training at regular intervals (potentially every other year). The curriculum would be embedded into SDHR's current supervisor, manager and executive level training programs and SDHR would design other learning opportunities, such as E learning sessions, to ensure that the curriculum reaches the target audiences. To enable this program, two full time senior level training and education coordinators with specific expertise in implicit bias training and how implicit bias affects day-to-day employment decisions in the workplace would be required.

2.0 Training & Ed Coordinators, Sr. $265,000 in 2017 and $270,000 in 2018.

This program will have indirect costs, particularly within the first year, as getting all employees involved in hiring decisions through the implicit bias training within 12 months. It will require departments to prioritize training and release participants to attend training. The facilitators will also lose productivity from their regular positions to conduct the trainings. All departments would experience some indirect costs as employees involved in hiring would be absent from work for training for a total of 6 hours.

Workforce Impacts

This program would require one Training & Ed Coordinators, Sr. to coordinate and facilitate the program. This new training may include bargaining and engagement with Labor.

Increased Access to Training

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
Citywide	$110,000+TBD	TBD	0.0

Summary

This proposal would grant all regular employees 16 hours of leave (prorated by FTE) to attend City training programs of their choice, for the purpose of workplace skill development or career advancement. The costs are to be determined (TBD) pending more study. $110,000 reflects only the cost for citywide license access to an E-Learning program and not the additional costs necessary to fund this strategy, which requires further policy direction before a full cost estimate can be developed.

Additional Details

This proposal provides regular employees 16 leave hours (prorated by FTE) which would be specifically designated for training purposes, thus eliminating the need for employees to negotiate their own time away from work for job-related or promotional education. These hours are "use or lose" in nature and would be added to employees leave balances at the beginning of the calendar year and not be rolled over into the next year (similar to floating holidays.) $110,000 reflects only the cost for citywide license access to an E-Learning program which will ensure that there are trainings that meet employee needs for skill advancement.

If the Increase Access to Training program is pursued, it will need additional study into existing programs and levels of training in departments prior to assigning the appropriate costs.

Employment Pathways

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR	$160,000	$0	1.0*

*Costs for additional human resources staff have been included under General Fund only pursuant to current SDHR funding. However, with HR consolidation expected in January of 2017, salaries for these positions may no longer be paid in full from the General Fund.

Summary

This program would facilitate the development of internal City talent by enabling qualified interns to more easily transition to full employment at the City.

Additional Details

Currently, there are not any formal pathways for qualified City interns to transition to City employment. A formal internship program is a best practice among employers where employer time and resources invested in interns is recouped by supporting the interns who demonstrate a high level of performance in job applications within the organization. Additionally, as the demographics of City of Seattle interns are more representative of under-represented communities in Seattle, creating a formal internship to employment pathway could have an impact on workforce demographic diversity.

Such a program would require changes to the personnel rules for internal applicants, allowing interns to apply as internal applicants or would add language to the personnel rules regarding a competitive process where interns could be appointed to regular positions upon meeting a set criteria. Additionally, this program would need a 1.0 FTE SA3 to collaborate with departments citywide to develop the program. Programmatic considerations would need to include further standardizing of the application process for City internships while ensuring intern applicant pools reflect regional demographic diversity, criteria for interns to be eligible for the career bridge into full time positions, the most effective means of informing interns of their options to move into fulltime roles, and whether interns could be appointed into regular positions without further competition, with competition among other interns or developing and revising classifications that would allow interns to apply as internal applicants for regular positions within the City.

This program would require a 2 year sunsetted 1.0 FTE SA3 to develop and implement the internship to employment pathway program. The strategy changes themselves would need to be negotiated and would benefit from close collaboration with Labor and Labor's apprenticeship programs.

The cost for this proposal would sun-set after two years with $160,000 for 2017 and $164,000 for 2018 with healthcare benefits for an SA3. Depending upon the efficacy of the program, streamlined internship-to-employment pathways could create efficiencies in employee recruiting, enabling staff to focus their attention on other gaps in the City of Seattle employee attraction and selection process.

All departments would be affected by an internship-to-employment-pathways program. However departments who utilize a larger number of interns, such as SCL, SPU, SDOT and Parks, investing time and resources in training interns and summer youth employees, may be more affected (and potentially benefit) more than others. Departments with formalized apprenticeship programs such as SCL and SPU may be critical resources in designing the internship pathway to employment program.

Workforce Impacts

This program would require additional staff in SDHR:
     1.0 FTE Strategic Advisor 3, sunsetted after two years

Adopted, Citywide Employee Performance Management

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR	$270,000	$0	2.0*

*Costs for additional human resources staff have been included under General Fund only pursuant to current SDHR funding. However, with HR consolidation expected in January of 2018, salaries for these positions may no longer be paid in full from the General Fund.

Summary

This program would institute a system that enables clarity, transparency and accountability across the City on employee expectations, performance to those expectations, career development opportunities, coaching and discipline, as well as a performance review process where employees have the opportunity to provide feedback on their supervisor.

Additional Details

Employee performance management is a foundation of the City's commitment to creating an equitable and aligned performance driven culture. It is fundamental to workforce equity because a consistently administered performance management system reduces barriers to participation in an equitable and aligned, performance-driven culture, yielding a more inclusive workplace through greater feedback and support to employees at all levels of employment. Since March of 2015, SDHR has led the citywide effort to develop a more consistent and equitable employee performance management process and program, without dedicated internal resources. Timing of this effort was driven by several departments who were already beginning to implement the technology and processes and to integrate their plans into a citywide context. SDHR has addressed resource gaps to support the timing of this project by relying heavily on outside consultants for process design and project management. The new process, powered by the Cornerstone on Demand Performance Cloud technology, is scheduled to deploy to four pilot departments in June of 2016. With this project come two major shifts, a move in how the City does performance management from the people perspective, and the switch from a decentralized paper-centric process to a consistent cloud based electronic system.

To ensure a successful deployment of the new process and technology to remaining City departments over the next 18-36 months, SDHR needs to have a dedicated Strategic Advisor 2 to implement the work and a Strategic Advisor 1 to drive design and training for the change management strategy. Currently, one of SDHR's three trainers is being redeployed to support this effort, which impacts SDHR's ability to provide day-to-day training offerings. This position will be responsible for finalizing design of the citywide process and program, developing and executing a training and change management strategy, and bringing all departments on line with the new process. To build credibility, and achieve the longer term City objective of creating an equitable experience where employees are valued, motivated and

recognized for their contributions, SDHR needs a dedicated internal program lead and a supporting position to handle implementation procedures.

1.0 SA1 $130,000 and 1.0 SA2 $140,000

This program will have indirect costs, particularly within the first years, as getting all employees trained in performance management would be front-loaded. All departments would experience some indirect costs as employees involved in training on performance management would be absent for up to a day of training.

Workforce Impacts

This program would require 1 SA1 $130,000 and 1.0 SA2 $140,000. Performance management would not need to be bargained.

Consolidated Human Resources

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR	$255,000	$0	3.0*

*Costs for additional human resources staff have been included under General Fund only pursuant to current SDHR funding. However, with HR consolidation expected in January of 2017, salaries for these positions may no longer be paid in full from the General Fund.

Summary

This program would deliver a Human Resources service delivery model, with central accountability, to enhance consistency and equity in recruiting, benefits, training, promotion and other employment programs and services. This funding model presumes that the direct reporting shift of HR professionals to SHR will be postponed from 2017 to 2018 – and that HR professionals will have matrixed accountability to SHR and their assigned departments in 2017.

Additional Details

Consolidation will enable employment programs, policies and practices that are centrally aligned, and accountable—whether the services are delivered centrally or locally—so that each employee receives equitable treatment. Without centrally aligned and consistently delivered employment and human resource services, there would not be the accountability necessarily to improve workforce equity. This assumes full funding of the Deputy Director of Service Delivery and Director of Strategic Implementation, filled in 2016.

1.0 SA1 TLT 2 years $130,000 and 1.0 MSA $125,000

The project manager would work closely with the Deputy Director and Director of Strategic Implementation in managing the implementation of the HR consolidation process. The PM will coordinate and manage the implementation of the HR Strategic Plan, engage with the consultant on the change management plan and the consolidation communication plan, and ensure that the SHR Director is supported in ongoing citywide consolidation meetings, including all department executive teams and HR teams. This position is integral in ensuring a seamless implementation of consolidating HR staff under one department. This role will be supported by the HR Consolidation Logistics Coordinator, allowing this position to focus on strategic engagement and high level project management.

This position will work closely with the HR Consolidation Project Manager and Deputy Director and will coordinate the logistical details of implementing and operationalizing the consolidation plan. This includes assisting the PM with tracking and identifying needs and resources, coordinating and executing all citywide HR consolidation meetings, and engaging with the SHR Executive Assistant to ensure alignment with the SHR Director and Executive Team. This role will assist the PM in ensuring timelines are met, and all consolidation documents and materials are current and accessible. Additionally, This position will be a central logistical resource for all things consolidation related, including creation of new

email distribution lists, working with relevant staff to identify any necessary logistical or administrative consolidation needs, and establishing and implementing processes as needed.

Workforce Impacts

This program requires an SA1 and an MSA at $130,000 and $125,000, respectively. HR consolidation will not need to be bargained.

Improved Tracking of Workforce Demographic Metrics

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR & CBO	TBD	TBD	0

Summary

This proposal would advance the City's aim of better tracking progress on workforce equity by improving the metrics currently tracked on workforce demographics. The costs are to be determined (TBD) pending more study.

Additional Details

This proposal provides more information for decision-makers and transparency to employees:

1. On the current state of demographic representation at the City
2. To track progress on workforce equity strategies.

As the strategies in this report are put in place, an exact understanding of the metrics that will be used to track progress will be possible as well as the potential costs if there are gaps in the City's technological capabilities.

Sustained and Accountable Commitment by Leadership

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR	$0	$0	0

Summary

This proposal is a practice of consistent communications, actions and accountability to employees on workforce equity and inclusive workplace standards. The development of these standards would be completed by by the Workforce Equity Strategic Plan Project Manager role.

Additional Details

This proposal would require the development of metrics and accountability measures for all City leaders to deliver and to be included in an annual workforce equity accountability report.

Workforce Impacts

This does not have a workforce impact. Certain actions from this program may require negotiations with the City's Labor Partners.

Workforce Equity Strategic Plan Project Manager

Depts w/ Costs	2017 General Fund Cost	2017 Other Costs	FTE Added
SDHR	$130,000	$0	1.0*

*Costs for additional human resources staff have been included under General Fund only pursuant to current SDHR funding. However, with HR consolidation expected in January of 2017, salaries for these positions may no longer be paid in full from the General Fund.

Summary

This position would drive and coordinate the implementation of the Workforce Equity Strategic Plan, align the work with input from the completion of the Racial Equity Toolkit and an advisory body similar to WEPAC, integrate the Workforce Equity plan and priorities into the HR Consolidation Plan, coordinate ongoing work, inputs and metrics determinations (as with WEPAC) and deliver the annual workforce equity accountability report.

Additional Details

A new position is necessary to meet the demands of both the Mayor's vision of a more consolidated HR and the Workforce Equity Executive Order implementation, both included in the Workforce Equity Strategic Plan. The implementation of the Workforce Equity Strategic Plan, in accordance with Executive Order 2015-02 and Seattle City Council Greensheet 155-1-A-1, is multi-faceted and will require an SA1 to coordinate, drive, and track progress on workforce equity policies, programs, and services across City Departments.

A Workforce Equity Advisor will keep the Strategic Plan implementation on schedule and coordinate the next steps of the plan, including the development of accountability measures, continued stakeholder engagement, and steering the day-to-day plan implementation. A single point of contact is needed to manage all communications related to the implementation of the Strategic Plan, surfacing new recommendations and ensuring accountable delivery on recommendations from the Strategic Plan. Additionally, this position will deliver an annual workforce equity accountability report, detailing the state of the city, progress to date on workforce equity and an evaluation of additional workforce equity actions prior to their implementation each year. This staff position will oversee contracts and work performed by consultants related to new Workforce Equity projects, as well as coordinate efforts to determine workforce equity metrics to be included in the accountability report. Without an SA1 to perform a Workforce Equity Advisor role, SDHR will lack the person-hours to implement the Workforce Equity Strategic Plan.

1.0 SA1 $130,000.

Workforce Impacts

This position reflects 1.0 SA1 $130,000 to coordinate and facilitate the Workforce Equity Strategic Plan program. This position would not need to be bargained however, the City's Labor Partners would be integral to the work the project manager would deliver.

Appendix G: Strategy Assessment Model

The directive for this workforce equity Strategic Plan was made by the Seattle City Council in November, 2015 through budget greensheet 155-1-A-1-2016. In that greensheet, an assessment of seven strategy options was specifically requested to be included this report:

a. Paid parental leave
b. Elder relative care leave
c. Alternative work arrangements including telecommuting
d. Childcare: onsite & subsidized
e. Internships or similar programs that help create smoother transition opportunities into City employment
f. Targeted recruitment, retention and training
g. Other established employer practices focused on increasing and enhancing overall workforce equity

The Working Group used a strategy assessment model (discussed below) and data from other inputs (detailed below) in order to provide the recommended strategies (adding 12 strategy options to support workforce equity) and to assess the efficacy of the strategy options.

Strategy analysis also includes:

a. Literature Review
b. External Benchmarking Data
c. Internal, City of Seattle interview with 27 City Leaders
d. 18 City of Seattle employee listening sessions including 253 employees from over 18 departments
e. A workforce equity employee survey on the strategy options where 4,454 employees participated, including 1,312 employee written comments submitted with the workforce equity employee survey

The strategy assessment model discussion continues below.

Strategy Assessment Model

The Strategy Assessment Model, devised by the Strategic Plan working group, was used to evaluate the efficacy of the workforce equity strategies that had surfaced during the data collection phase and from greensheet 2016-155-1-A-1. The only strategies that were not analyzed with the strategy assessment model were those that surfaced during the benchmarking and employee engagement processes and which the working group found necessary to adopt to mitigate unintended impacts of some of the proposed strategies. The unanalyzed strategies are a part of the workforce equity platform strategy package and are: sustained and accountable commitment by leadership, adopted citywide performance

management, improved tracking of workforce demographic metrics, consolidated human resources, and an interactive, employee web portal. For this reason, these strategies are discussed more concisely under the platform strategy section.

Platform Strategy Assessment Detailed Discussions

Training to Promote Unbiased Employment Decisions

Disparity & Equity Target: Training to promote unbiased employment decisions would help address the City of Seattle employee under-representation, relative to the composition of the greater Seattle-area population, of people of color, women and other population sub-groups at all levels of City of Seattle employment. The success of a this strategy could be measured through increased representation of people of color, women and other under-represented populations in the attraction and selection stages of the City of Seattle employment life-cycle, and also could be measured in the rates of participation and retention as well, since implicit bias training would also impact promotion decisions.

Barriers: This strategy would help to overcome the barriers of employment at the City of Seattle. These barriers include an implicit bias "for white" and against people of color and women, the intentional and unintentional use of information about an applicant during the hiring process, and the perception of the City of Seattle as an accessible and inclusive place to work.

Hypothesis for Intervention: The thought is that if all employees involved in hiring decisions and employment processes understand their own inherent bias and the equity lens that can help overcome that bias, the City of Seattle could see a marked change in the selection, participation and retention of people of color and other marginalized groups in the City of Seattle workforce. The success of increasing implicit bias training could be measured by tracking the number of hires, promotions and separations by year relative to the respective candidate pool for each, and comparing this to the demographics of those decisions that occurred prior to the implementation of this strategy. A periodic census of the City of Seattle's employee population relative to the greater Seattle area population could also track how the City of Seattle is selecting and retaining a diverse workforce.

Unintended Impacts and Mitigation: A training to reduce bias in employment decisions strategy is a critical part of increasing workforce equity at the City of Seattle, but does not remove all barriers to equal access to employment opportunities at the City of Seattle. In order for implicit bias training to be successful, certain other biased barriers to employment would need to be addressed including the accessibility of the NeoGov and online job application format, and the types of minimum qualifications and screening practices used in the application and interview process. A system to make certain that communities of color are adequately recruited is critical to success. Additionally, an inclusive attraction and retention strategy would need to be coupled with a consistent communications and accountability plan from City Leaders regarding the City of Seattle's commitment to workforce equity, as well as enforcing the commitment, potentially through performance management. A lack of clear messaging and accountability from City of Seattle Leaders could undermine the efficacy of implicit bias training in improving workforce equity.

Sustained and accountable commitment by leadership

This strategy became necessary during the strategy assessment model work to mitigate unintended impacts of the other strategies and thus, does not have as robust a discussion.

Consistent messaging on workforce equity, with an accountability process set up for tracking progress among City of Seattle leaders and departments, will result in sustainable inclusion in the workplace, attracting and supporting a diversity of employees (Czopp, Monteith & Mark, 2006). For example, accountability could include race and social justice criteria in the awarding of discretionary merit and executive leave, such that employees who remove barriers to workforce equity are rewarded for that behavior. It could also take the form of a net turnover report by demographics, an accounting of department best practices, and a count of leadership communications on workforce equity by department each year in conjunction with Departmental submissions of budget requests.

Adopted, citywide performance management

This strategy became necessary during the strategy assessment model work to mitigate unintended impacts of the other strategies and thus, does not have as robust a discussion.

An accountable, performance management system that includes an opportunity for employees to review their supervisors and clarifies career growth opportunities for employees is fundamental to an inclusive workplace that supports and retains its talent. Performance management is a tool utilized by all employers that lead on workforce equity as it enables all employees to support and coach their team members in career growth and development. This strategy is in alignment with the 3-5 year ongoing implementation for the City of Seattle's performance management system and the core competency of "Equity & Inclusion" that will be expected from all employees, and ultimately the 100 percent implicit bias training participation rate by all City of Seattle employees. In addition to increasing access to feedback that facilitates career growth for employees, through performance management, City of Seattle leaders could leverage performance management to celebrate employees and managers leading on workforce equity culture change and could track the effect of their workforce equity efforts.

Improved tracking of workforce demographic metrics

This strategy became necessary during the strategy assessment model work to mitigate unintended impacts of the other strategies and thus, does not have as robust a discussion.

More detailed data gathering will aid in the identification of, as well as dismantling of, barriers to workforce equity and adequate storytelling of the City of Seattle employee life cycle from recruitment to separation. Greater demographic storytelling will help with a culture shift where employees can track and engage with the progress on workforce equity increasing their participation and inclusion in the workplace (Lindsay et al., 2013; Kalev et al., 2006). Additionally, the costs of certain workforce equity strategies cannot be fully estimated without further data collection. For example, the working group could not estimate the potential increase in telecommuters that might occur with the implementation

of the increased access to flexible scheduling strategy because of the lack of data on current users. The number of metrics added to the City of Seattle employee demographic data collection system can be an immediate measure of advancement of this strategy, with more targeted workforce equity efforts resulting from this data collection over time.

Consolidated Human Resources

This strategy became necessary during the strategy assessment model work to mitigate unintended impacts of the other strategies and thus, does not have as robust a discussion.

Consolidation will facilitate centrally aligned and accountable employment programs, policies and practices—whether the services are delivered centrally or locally—so that each employee receives equitable treatment (Aguinis, Culpepper & Pierce, 2010). Without centrally aligned and consistently delivered employment and human resource services there would be no accountability for all employees to have equal access to workforce equity strategies; unequal access to these strategies may result in increased barriers to workforce equity rather than increased support for equity (Aguinis et al., 2010). Under the current de-centralized human resources system, strategies such as paid parental leave are administered differently by each department, even though the personnel rule is standardized and leave should be equally accessible to all employees. As consolidated human resources is already underway, centralized administration of human resource strategies is already in process. The benefits of consolidation (including leveraging recruiting efforts across departments, ensuring the employee selection process is inclusive, and standardizing onboarding procedures) will lead to more equitable employee access to opportunities for career growth at the City of Seattle. Qualitative surveys on the employee lifecycle from attraction and selection through retention and turnover, as it relates to the consolidated human resources, could serve as the measure of the success of this strategy.

Web Portal

This strategy became necessary during the strategy assessment model work to mitigate unintended impacts of the other strategies and thus, does not have as robust a discussion.

Standardized information regarding career and work-life balance opportunities helps to dismantle barriers to workplace inclusion (Goldstein & Lundquist, 2010). When employees have tools that enable equitable access to leave and career development opportunities, some of the barriers to workforce equity that stem from discretionary decision-making are removed, thereby boosting employee morale, participation and opportunities for promotion. This strategy can be measured through employee user numbers, increased use of training and career development programs and, overall, more women and people of color accessing higher levels of employment at the City of Seattle.

Workforce Investment Strategy Assessment Detailed Discussions

Improved Access to Flexible Scheduling

Disparity & Equity Target: Improved access to flexible scheduling, including both alternative work schedules and telecommuting options, would address the discretion that is currently allowed in flexible scheduling decisions. Currently, some employees, particularly those at lower pay scales, may be more likely to be denied access to flexible scheduling, even if there is not a compelling business need for the denial. The equity target is for all employees to have equitable access to flexible scheduling (within the business needs of their role) thus affecting the City of Seattle's attraction, participation, promotion and retention of employees. Flexible scheduling could be particularly inclusive for employees who no longer can afford to live in the City of Seattle due to increasing costs and could allow them to either telecommute or commute during non-peak traffic hours.

Barriers: Equitable access to Flexible Scheduling would help employees overcome the barriers to equitable participation in City of Seattle employment, including the management preference to measure employee performance based on desk time rather than employee productivity, and in tying a Monday-Friday work schedule with business needs, even when that is not the best practice for certain lines of business. (Desk time is not supported in the literature as a viable means of measuring employee performance, while employee productivity is increased with increased flexibility and other workforce equity strategies.)

Hypothesis for Intervention: The thought is that if flexible scheduling requests and appeals of denials are monitored by a central agency, the rules of flexible scheduling requests will be more objectively applied and that the City of Seattle will see lower-paid positions having access to flexible scheduling arrangements. The lower-paid positions are the same employees who may be more likely to live outside of City limits due to the increased costs of living in Seattle; therefore, they are most likely to benefit from equitable access to flexible scheduling arrangements through better work-life balance. Work-life balance strategies are a known mechanism for increasing the participation and retention rates of employees. The efficacy of this strategy could be measured in the rate of acceptances and denials for flexible schedules by employee demographics. For this reason, it is best to begin data collection immediately as the City prepares to implement a centralized flexible scheduling request process.

Unintended Impacts & Mitigation: Improved Access to Flexible Scheduling will not create equal access to flexible scheduling across job titles. Certain services to the residents of Seattle currently require employees to be at the work site according to a set work schedule. Police and Fire services are such roles. This does not mean that some flexibility could not be achieved even within the most work-site-based roles, and the potential extent of flexibility would have to be determined by each job title. Despite a role-by-role assessment, each role will be subject to different flexible scheduling evaluations and models. For this reason, in order for flexible scheduling to not increase inequities between job titles, this strategy option must be coupled with implicit bias training, performance management, and consolidated human resources to alleviate the sense that employees are "stuck" in certain roles and could never realize a promotion into a role with greater flexible scheduling opportunities. Additional strategy options

that would mitigate the unequal access to flexible scheduling by job title would include the Leadership Development Programs and Training Days, which could increase employee upward mobility in City of Seattle employment where the possibility for flexible scheduling is less likely to be eliminated by business needs.

Targeted Recruitment

Disparity & Equity Target: More diverse applicant pools would address the under-representation of women and people of color in certain job groups as identified in the DCI report, (DCI, 2015). The success of this strategy could be measured through increased representation of people of color, women and other under-represented populations in the attraction and selection stages of the City of Seattle employment cycle that would result from a conscious removal of barriers to employment in the City of Seattle's attraction and selection process.

Barriers: More diverse applicant pools would help to overcome the implicit bias "for white" and against people of color and women, the intentional and unintentional use of information about an applicant during the hiring process, the reputation that the City of Seattle only hires internally or perpetuates a white culture, and the perception that the City of Seattle is an accessible and inclusive place to work. In order to have more diverse applicant pools, certain other barriers would need to be addressed, including the accessibility of the NeoGov and online job application format, and the types of minimum qualifications and screening practices used in the application and interview process.

Hypothesis for Intervention: The thought is that re-evaluating the rules and procedures for City of Seattle recruiting and hiring practices with an equity lens could increase applicant pool diversity and therefore increase the attraction, selection, participation and potentially the retention of people of color and other marginalized groups in the City of Seattle workforce. The success of increasing applicant pool diversity could be measured by tracking the number of hires by year, relative to the number of applicants, and comparing this to the demographics of hires prior to the implementation of this strategy. A periodic census of the City of Seattle's employee population relative to the greater Seattle area population could also track how the City of Seattle is doing in attracting diverse applicant pools.

Unintended Impacts and Mitigation: A diverse applicant pool strategy is a critical part of increasing workforce equity at the City of Seattle but does not remove all barriers to equal access to employment opportunities at the City of Seattle. An assessment of the City's hiring strategies and protocols must also include removing barriers in the applicant selection process and that ensuring that applicant pool diversity does not "tokenize" certain demographic representation. A system to make certain that communities of color are recruited is critical to success. Additionally, an inclusive attraction strategy would need to be coupled with a consistent communications plan from the City of Seattle to the public regarding the City of Seattle's commitment to being a diverse workplace. A lack of clear messaging could undermine any targeted recruiting efforts.

Leadership Development Programs

Disparity & Equity Target: A Leadership Development Program could benefit all employees in gaining the skills necessary to become effective managers and supervisors. A leadership development program to help employees become eligible for and transition into managerial and supervisory roles could affect participation and retention opportunities first and foremost, but also could impact the attraction and selection measures of workforce equity. The equity target for Leadership Development Programs would be that employees at all levels of employment, regardless of race, have equitable access to promotion, inclusion, and to becoming the next leaders in the City of Seattle workforce.

Barriers: Leadership Development Programs would help employees overcome the barriers to equitable participation in City of Seattle employment, including the level of education, inconsistencies in employee skill criteria necessary to move into manager and supervisor roles, and skill development of employees despite the inconsistent coaching and feedback given to employees of color relative to other employees.

Hypothesis for Intervention: It is thought that Leadership Development Training needs to be more widely available to employees to increase uptake, and thus increasing the pool of employees eligible to move into managerial and supervisory roles. The success of this program could be tracked with data on rates of promotion to manager and supervisor roles at the City of Seattle relative to the increased eligible pool of employees and also by how Leadership Training is weighed in the selection process. Additionally, access to Out-of-Class opportunities, where new skills and experiences are gained, could also be a metric for measuring the impact of the Leadership Development Training Program.

Unintended Impacts & Mitigation: If the Leadership Development Programs are not accompanied by an effective tracking mechanism that ensures equitable access to participation by all employees, the program could worsen workforce equity at the City of Seattle, as not all employees would have equal, non-discretionary access to the leadership opportunities. Additionally, for such equitable access to a Leadership Development Program, and the leadership roles that may follow, it is important that this strategy is coupled with implicit bias training for all employees who make promotion decisions at the City of Seattle.

Increased Access to Training

Disparity & Equity Target: increased access to training could benefit all employees in skill development and benefit the City of Seattle by improved workforce talent. If accessed equitably, two training days set aside for employee skill development per year could affect participation and retention opportunities, as well as attraction and selection measures of workforce equity. The equity target for this strategy is that employees at all levels of employment, regardless of race, have equitable access to promotion in order to become the next City of Seattle leaders.

Barriers: Increased access to training would help employees overcome the barriers to equitable participation in City of Seattle employment, such as lack of education and skill development, inconsistent permission from supervisors to access training, and inconsistent coaching and feedback given to employees of color relative to other employees.

167

Hypothesis for Intervention: It is thought that if increased access to training were set aside similar to floating holidays, employees would have more equitable access to training to prepare for promotions or other career development opportunities and these trainings could help all employees become the future leaders of the City of Seattle. Equitable access to increased access to training can be measured in the leave codes used by employees. There would also need to be a mechanism to track training day denials, or discouraging use by managers, to ensure all employees have the opportunity to develop themselves and add to the talent level in the City of Seattle workforce.

Unintended Impacts & Mitigation: If the increased access to training is not accompanied by an effective tracking mechanism that ensures equitable access to training by all employees, increased access to training could exacerbate existing disparities at the City of Seattle. Barriers to training opportunities must also be tracked and dismantled. Additionally, information about increased access to training would need to be coupled with information about access to the City of Seattle's Career Quest program, which provides volunteer coaches and potential scholarship funding to employees to help cover external education and training opportunities. This tracking is necessary to ensure equitable access to trainings that the City of Seattle does not currently offer, but that may be more costly for lower-paid employees relative to higher paid employees.

Employment Pathways

Disparity & Equity Target: Employment Pathways could remove barriers to regular (non-temporary) City of Seattle employment for City of Seattle interns, apprentices (including pre-apprenticeship), youth employees and those in job training programs. Currently the City of Seattle pre-entry-level job opportunities have fewer barriers to employment and thus have applicant pools that have greater diversity than the City of Seattle's other applicant pools. However, the City of Seattle does not have a robust pathway for those interns, youth and job trainees who demonstrate a high level of motivation and aptitude to become regular City of Seattle employees. The disparity is that, for certain employment positions, the City of Seattle does not see their diversity similar to citywide demographics due to the barriers to employment that exist in the City of Seattle's attraction and selection processes. Nor does the City of Seattle have the same number of entry-level roles it once did to make regular City of Seattle employment possible for those with high motivation to serve the residents of Seattle but less experience, especially interns, pre-apprentices, youth and those in the City of Seattle's job training programs. For this reason, the equity target is increased representation of all demographic groups across the employment pipeline into regular employment and full employee engagement at all levels of City of Seattle employment.

Barriers: Currently, barriers to access employment at the City of Seattle includes a lack of a formal pipelines from internship, apprenticeship, youth employment and job training programs to regular employment and fewer entry-level roles to fill for applicants with high levels of motivation but less experience. Talented employment-pathways candidates must compete against 400-500 candidates for the small number of regular entry-level roles available.

Hypothesis for Intervention: Currently, the City of Seattle sees greater diversity in its internship and youth employment pools than in the regular applicant pools. More formalized pathways to employment, similar to apprenticeship programs, could help address this issue. This program could be measured by the number of hires by demographic group each year relative to the number of applicants, and the promotion and retention rates of these hires over time, as well as the number of interns hired into regular positions each year. A periodic census of the City of Seattle's employee population relative to the population at large would be necessary to measure progress towards greater numbers of people of color at all levels of City employment.

Unintended Impacts & Mitigation: The internship, apprenticeship, youth employment and job training pools must be representative of the greater Seattle regional population for this strategy to be effective. The employment pathways program should include recruitment from community colleges, certificate programs, pre-apprenticeship programs, apprenticeship programs and career pathways to ensure socio-economic diversity as well. It is critical that the formal pathway be accompanied by implicit bias training for employees who participate in the selection process to ensure that all eligible candidates have an equitable opportunity to pursue regular employment at the City of Seattle. Additionally, though formal employment pathways are a critical component of retaining motivated employees within an organization, employment pathways do not comprehensively address the lack of diversity in the regular employment applicant pools. The targeted recruitment strategy is better suited to address this issue.

Paid Family Leave

Disparity & Equity Target: Paid Family Leave would benefit all employees at the City of Seattle who welcome children into their home, and/or who experience illness in their family. Paid family leave is a benefit that supports women and women of color who often have more family responsibilities than their male counterparts, and which helps them to stay and participate in the City of Seattle workforce. Critically, however, the use of paid family leave by men must be equal to the use by their female counterparts in order to reduce the employer bias against women, and particularly women who are responsible for dependent care. The equity target is that all women and people of color have equal access to paid family leave, have the rules of paid family leave applied equitably to them, and are not disproportionately affected by this leave-use, as all employees use the leave at the same rate. From this, the equity target can broaden in that pay, promotion and retention are the same across all employee demographics and that employees experience equal access and no undue burden from taking leave.

Barriers: The barriers that paid family leave addresses at the City of Seattle include: women not participating or staying in the workforce, inconsistent use of backfill as a reason an employee cannot take leave for dependent or family care, disproportionate family responsibilities for care that fall to women, bias against women needing to take leave for family care and in favor of men, inequitable access to promotion due to family care responsibilities, wage and leave access discrepancies for women and people of color, bias against resume gaps due to family care needs, the motherhood pay gap, and higher "presentee-ism" for women, as they bank their leave for dependent care needs.

Hypothesis for Intervention: An equitably-accessed paid family leave strategy at the City of Seattle is a step towards addressing the above barriers to workforce participation for women and people of color. Paid family leave is known to increase employee engagement and morale as well as reduce employee anxiety and stress, delivering a more productive and loyal workforce at the City of Seattle. Key measures of the effectiveness of a paid family leave strategy would be the attraction and retention of women and people of color after instituting and broadly communicating the change in City of Seattle leave strategies.

Unintended Impacts & Mitigation: Paid family leave by itself will not change the biases women and people of color experience at the City of Seattle around their use of employer-provided paid leave without strong leadership supporting use of the strategy by all employees, and accountability measures to ensure all employees at the City of Seattle have equal access to the leave. This strategy will be most effective if communications around the strategy implementation are consistent and reach all levels of the City of Seattle. Particularly, City of Seattle managers and supervisors must understand that access to paid family leave is not a discretionary benefit to employees. Consolidated human resources, performance management, the web portal and implicit bias training would be critical to the efficacy of this strategy and ensuring it does not create greater inequity for women and people of color.

Paid Parental Leave

Disparity & Equity Target: Expanding Paid Parental Leave would benefit employees at the City of Seattle who welcome a new child. Paid parental leave is a benefit that supports women and women of color, who often have more family responsibilities than their male counterparts, to stay in and participate in the City of Seattle workforce. Critically, however, the use of paid parental leave by men at a rate equal to the use by their female counterparts must also occur to reduce the employer bias against women, and particularly women who are responsible for dependent care. The equity target is that all women and people of color have equal access to paid parental leave, have the rules of paid parental leave applied equitably to them and are not disproportionately affected by this leave-use when all eligible employees use the leave at the same rate. From this, the equity target can broaden in that pay, promotion and retention are the same across all employee demographics at the City of Seattle and that employees experience equal access and no undue burden from taking leave.

Barriers: The barriers paid parental leave addresses at the City of Seattle are similar to those for paid family leave and include: women not participating or staying in the workforce, inconsistent use of backfill as a reason an employee cannot take leave to welcome a new child, disproportionate family responsibilities falling to women, bias against women needing to take leave for family care and in favor of men, inequitable access to promotion due to family care responsibilities, wage and leave access discrepancies for women and people of color, bias against resume gaps due to family care needs, the motherhood pay gap, and higher "presentee-ism" for women as they bank their leave for dependent care needs.

Hypothesis for Intervention: An equitably accessed paid parental leave strategy at the City of Seattle is a step towards addressing the above barriers to workforce participation for women and people of color.

Paid parental leave is known to increase employee engagement and morale as well as reduce employee anxiety and stress for employees who become parents, delivering a more productive and loyal workforce at the City of Seattle. Key measures of the effectiveness of a paid parental leave strategy would be the attraction and retention of women and people of color after instituting and broadly communicating the expansion of City of Seattle paid parental leave strategies.

Unintended Impacts & Mitigation: Paid parental leave by itself will not change the biases women and people of color experience around their use of employer-provided paid leave without strong leadership supporting use of the strategy by all employees, and accountability measures to ensure all City of Seattle employees have equal access to the leave. This strategy will be most effective if communications around the strategy implementation are consistent and reach all levels of the City of Seattle. Particularly, City of Seattle managers and supervisors must understand that access to paid parental leave is not a discretionary benefit to employees. The web portal and implicit bias training would be critical to the efficacy of this strategy and ensuring it does not create greater inequity for women and people of color.

Strategies Not Recommended at This Time

Subsidized Childcare

Disparity & Equity Target: Subsidized Childcare could benefit all City of Seattle employees who need care for their dependent children up to age five. As childcare is expensive, and often a stated reason for withdrawal from the workforce, a childcare subsidy could help with retention of employees on the lower end of the City of Seattle's pay scale and eventually their promotion. The equity target would therefore be increased retention of those at lower paid levels and increased promotions for those employees into higher paid positions.

Barriers: A childcare subsidy would reduce barriers to staying, entering or re-entering the workforce after welcoming a new child for women, people of color, single parents and employees in the lower paid levels at the City of Seattle. Particularly, disproportionate levels of childcare responsibilities fall to women, and a childcare subsidy could help alleviate that burden and increase retention of women in the City of Seattle's workplace as well as increase participation of women by reducing the motherhood pay gap and resume gaps for women due to childcare responsibilities.

Hypothesis for Intervention: A childcare subsidy would lower the cost of childcare. Reducing the cost of childcare reduces the anxiety and stress of having children for parents and can increase productivity and loyalty of City of Seattle employees who are parents because of this, helping to attract and retain employees in the City of Seattle's workforce. The demographics of employees who use the childcare subsidy would need to be tracked to ensure alignment with the equity target.

Unintended Impacts & Mitigation: A key unintended impact of the childcare subsidy is that it does not benefit all City of Seattle employees in the way that paid family leave could benefit every employee at the City of Seattle. At the same time, all employees can benefit from greater retention and productivity of their colleagues and increased attraction of talent to the City of Seattle workforce. Implicit bias training, performance management, the web portal, consolidated human resources and increased

applicant pool diversity would be fundamental to ensuring that all employees are equitably affected by the retention, productivity and attraction gains made by reduced cost childcare for City of Seattle employees.

Onsite Childcare

Disparity & Equity Target: Onsite Childcare could benefit employees who need care for their dependent infant and pre-school-aged children. As childcare is expensive and often a stated reason for withdrawal from the workforce, onsite childcare could help with retention of City of Seattle employees (particularly women) as an onsite childcare would increase the number of available childcare slots in the Seattle area. The equity target would therefore be increased retention of women and increased promotions of women into higher paid positions.

Barriers: An onsite childcare facility would reduce barriers to staying, entering or re-entering the workforce after welcoming a new child for women, single parents, and all employees at the City of Seattle. Particularly, disproportionate levels of childcare responsibilities fall to women and an onsite childcare center could help alleviate that burden, as the stress and anxiety of locating a childcare center would be reduced, and there is an increased benefit to parental bonding and breast-feeding to parents when their childcare is near their workplace. Onsite childcare, and the way it reduces the difficulties of childcare for women, could therefore also impact the motherhood pay gap and resume gaps for women, due to childcare responsibilities that build on the above barriers.

Hypothesis for Intervention: Onsite childcare could particularly address childcare access, transportation and bonding concerns for women upon re-entry into the City of Seattle workforce after welcoming a new child. This reduces the anxiety and stress of having children and can increase productivity and loyalty of employees because of this, helping to attract and retain women in the City of Seattle's workforce. The demographics of employees who use the onsite childcare would need to be tracked to determine progress on the equity target.

Unintended Impacts & Mitigation: It is suggested that an onsite childcare facility program, if implemented, include multiple locations across the City of Seattle, as employees live and work throughout the Seattle area and some work well beyond City of Seattle borders. For this reason, it would be challenging for an onsite childcare facility to increase workforce equity for all employees, even if facilities were located across the City of Seattle. At the very least, it would be most equitable to have City of Seattle childcare locations in more locations than just downtown. Additionally, an onsite childcare center does not benefit all City of Seattle employees, as not all employees have children within the eligible age-bracket, nor do they plan to have or welcome young children into their homes.

Infant at Work

Disparity & Equity Target: Infant at Work could benefit employees who return to work after welcoming an infant and need care for their infant during their work hours. As childcare is expensive and often a stated reason for withdrawal from the workforce, Infant at Work could help with retention of City of Seattle employees (particularly women) as Infant at Work would enable employees to bring their infant

to work, up to age six months, as they transition back to the workplace, while not assuming high costs for infant-care or separate from their new infant during work hours. The equity target would therefore be increased retention of women and increased promotions of women into higher paid positions.

Barriers: Infant at Work would reduce barriers to staying, entering or re-entering the workforce after welcoming a new infant for women, single parents, and all employees at the City of Seattle. Particularly, disproportionate levels of childcare responsibilities fall to women and Infant at Work could help alleviate that burden, as the stress and anxiety of locating a childcare center would be reduced, and there is an increased benefit to parental bonding and breast-feeding to parents when their child is located near them. Infant at work, and the way it reduces the difficulties of childcare for women, could therefore also impact the motherhood pay gap and resume gaps for women, due to childcare responsibilities that build on the above barriers.

Hypothesis for Intervention: Infant at Work could particularly address childcare access, transportation and bonding concerns for women upon re-entry into the City of Seattle workforce after welcoming a new infant. This reduces the anxiety and stress of having children and can increase productivity and loyalty of employees because of this, helping to attract and retain women in the City of Seattle's workforce. The demographics of employees who use the Infant at Work would need to be tracked to determine progress on the equity target.

Unintended Impacts & Mitigation: Infant at Work would not increase workforce equity for all employees, as many employees welcome children into their families who are older than 6 months of age. Additionally, not all employees work in an environment that can accommodate an infant at work program. Finally, Infant at Work does not benefit all City of Seattle employees, as not all employees plan to have or welcome an infant into their homes. It is suggested that Infant at Work, if implemented, mitigate the potential impact such a program might have on employees who welcome new children into their families who are older than 6 months of age or who's work environment does not accommodate an infant at work program.

Appendix H: Data on Leave Accrual and Dependent Care Need

Figure 29. Average Sick and Vacation Leave Available for City of Seattle Employees*

	Avg. Vacation Accumulated (weeks)	Avg. Sick Accumulated (weeks)	Avg. Total Accumulated (Vacation + Sick) (weeks)**
ALL City of Seattle Employees	**4**	**7**	**10**
Female	3	5	8
Male	4	8	12
Native American	4	5	9
Asian	4	7	12
Black/African American	4	5	9
Hispanic/Latino	3	5	8
Hawaiian/Pac Islander	3	3	6
Multiple Races	3	4	7
All Non-White	4	6	10
White	4	7	11
18-24 years old	1	1	2
25-29	2	2	4
30-34	2	3	5
35-39	3	4	6
40-44	3	5	8
45-49	4	7	10
50-54	4	8	13
55-59	5	9	14
60-67	5	10	15
68 or over	5	10	15
< 1 year tenure	1	1	2
1-2 years	2	2	4
3-4 years	2	3	6
5-9 years	3	5	8
10-14 years	4	6	10
15+ years	6	12	18

*Average hours are calculated using a snap-shot of data on April 25, 2016 and include all City employees except uniform Firefighters (due to their unique leave accumulation patterns). Figures are expressed in full-time equivalence, meaning that accumulations for employees with standard hours of less than 40 per week were weighted in order to make comparable to full-time employees. Average age = 47.0 years; average tenure = 11.9 years.

**Due to rounding, totals may differ from the sum of the average vacation and average sick accumulations shown in the previous columns.

The Figure above shows average accumulations of paid sick and paid vacation leave across City of Seattle employees. The average City employee, who is 47 years of age and has tenure of almost 12 years, has ten total weeks of accumulated leave. For women, the average is 8 total weeks, while men have an average of 12 weeks. White employees have an average of 11 weeks, while non-White employees have 10 weeks.

Figure 30. All Paid Leave Types and Accrual Rates for City of Seattle Employees

Leave Type	Eligible Groups[30]	Annual Amount[31]	Rules for Use
Sick Leave	All City employees[32]	96 hours[33]	• Employees may use for own/family member's medical reasons, bonding with a new child, or for safe leave reasons. • Eligible family members include: spouse/domestic partner, parent, child, sibling or grandparent of the employee or of the employee's spouse/domestic partner.
Sick Leave Transfer	All City employees	Up to 560 hours per qualifying incident[34]	• For employee's own health condition (including pregnancy complications or recovery from childbirth) • Employee must have exhausted or be near exhausting own sick and vacation leave • Departments solicit sick leave donations, participation is voluntary

[30] Chart shows paid leaves for regularly appointed employees only; exceptions are noted in footnotes. Shaded rows indicate leave benefits that are discretionary. Benefits-eligible temporary employees receive the same paid leave benefits as regularly appointed employees. Temporary employees who do not receive fringe benefits are paid up to an additional 25% of their base pay (Scannell premium) in lieu of benefits and are eligible for paid sick leave under the Sick/Safe Leave Ordinance. The Library has different rules and benefits for their temporary employees.

[31] Leave is pro-rated for part-time employees. Amount shown in chart has been rounded up to the nearest whole hour. Elected officials do not accrue or receive paid leave.

[32] LEOFF 1 employees do not receive sick leave because they are eligible for short-term disability under the State benefit program. LEOFF I employees receive 72 hours of sick leave per year for family members' medical reasons (child who is under 18 or incapable of self-care, grandparent, or parent), or safe leave reasons.

[33] Sick leave is accrued on straight-time hours worked. Fire Operations staff may earn up to 108 hours per year based on a 45.23 hour work week.

[34] Library employees are only eligible for 560 hours for their entire career, not per qualifying incident.

Leave Type	Eligible Groups	Annual Amount	Rules for Use
Vacation	All City employees	Examples of employee group vacation schedules[35]: Most Employees Schedule • 96 hours for new employees • 128 hours for 10-year employees • 160 hours for 20-year employees Fire Operations Schedule • 192 hours new for employees • 216 hours for 10-year employees • 264 hours for 20-year employees Library Schedule A • 104 hours for new employees • 120 hours for 10-year employees • 152 hours for 20-year employees Library Schedule B • 176 hours for new employees and 10-year employees • 200 hours for 20-year employees	Subject to approval by supervisor

---

[35] For most employees, vacation leave is accrued on straight-time hours worked and is prorated for part-time employees. Examples are provided above, but do not provide an exhaustive list of the vacation accrual rates. Appointing authorities receive 30 days of "use-or-lose" vacation leave per year and are not eligible for executive or merit leave.

Leave Type	Eligible Groups	Annual Amount	Rules for Use
Floating Holidays	All City employees	Most Employees[36] • 16 hours for new employees • 32 hours for 10-year employees Library (Vacation) Schedule B • 8 hours for new employees • 24 hours for 10-year employees	Must be used in whole-day increments, subject to approval by supervisor
Paid Parental Leave	All City employees	• 160 hours	• For bonding with a newborn child or child placed with the employee or the employee's spouse or domestic partner (within one year of birth or placement)
Executive Leave	Salaried employees	• 32 hours	Must be used in whole-day increments, subject to approval by supervisor
Merit Leave	Salaried employees	• Up to 48 hours	Amount of leave granted is based on employee performance. Must be used in whole-day increments, subject to approval by supervisor
Emergency Leave	• Most Coalition and Local 77 employees • Firefighters	• 8 hours • 12 hours	To care for a serious accident or injury of a member of the immediate family; for emergency circumstances related to a close relative
Uniformed Fire Merit Leave	• Fire operations and Fire Alarm staff only	• 8 hours	Subject to approval by supervisor

[36] Local 27 fire suppression staff receive 264 hours (11 shifts) in lieu of fixed holidays. Local 27 fire administrative staff receive 16 hours regardless of seniority. Local 2898 fire suppression staff receive 96 hours (4 shifts), and administrative staff receive 16 hours. Police Dispatchers receive 112 hours annually for floating holidays in lieu of fixed holidays.

Leave Type	Eligible Groups	Annual Amount	Rules for Use
Uniformed Police Sick Leave Incentive	• SPMA • SPOG	• Employees receive additional sick leave if they use minimal sick leave during a calendar year: 16 hours if no sick leave used, 12 hours if 1-2 days used, 8 hours if 3-4 days used	
Police Sickness/Serious Injury in Family Leave	• SPOG • SPMA	• 2 days • Amount of time reasonably necessary	For the sudden, unexpected disabling illness/injury to an employee or member of the employee's immediate family, to stabilize the employee's family situation. Granting of leave is at the discretion of the Police Chief
Furlough Return Leave[37]	• Non-Library employees who furloughed in 2010 • Library employees who furloughed in 2009, 2010, 2011, or 2012	• Up to 40 hours in 2016 and 2017 • Up to 40 hours in 2016, 2017, and 2018	Must be used in whole-day increments, subject to approval by supervisor

---

[37] This leave program is in recognition of furloughs taken by employees in previous years and is not an ongoing program. The program is active in 2016 and 2017 for non-Library employees; and 2016, 2017 and 2018 for Library employees.
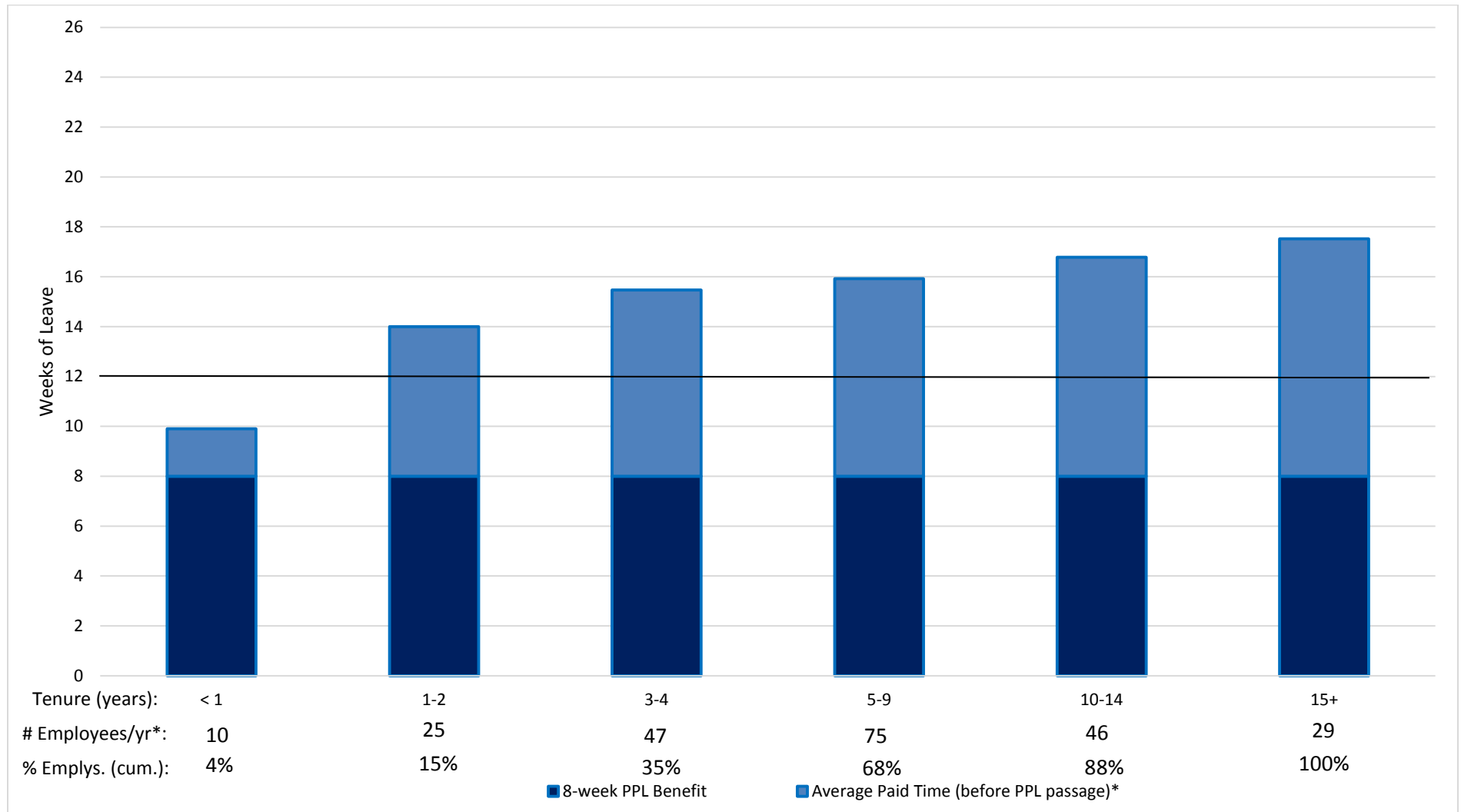
Figure 31. Average Total Leave Available for Welcoming a New Child

Average Annual Utilization of Time Off Benefits (both paid and unpaid) (from Towers Watson report)*					City of Seattle Existing and Potential Policies	
	New Parents per Year	Median Tenure	Total Time Taken	Paid Time Taken	Unpaid Time Taken	Average Total Paid Leave w/ Existing 4 wk PPL benefit (projected)	Average Total Paid Leave w/ 8 wk PPL benefit (projected)
Females	59	6 years	18 weeks	9 weeks	8 weeks	13 weeks	17 weeks
Males	171	6 years	7 weeks	7 weeks	0	11 weeks	15 weeks
Total	**230**	**6 years**	**10 weeks**	**8 weeks**	**2 weeks**	**12 weeks**	**16 weeks**

Tenure	New Parents per Year	Average - Total Time Taken (weeks)	Average - Paid Time (weeks)	Average - Unpaid Time (weeks)	Average Total Paid Leave w/ Existing 4 wk PPL (projected weeks)	Average Total Paid Leave w/ 8 wk PFL (projected weeks)
Females						
< 1	1	5	1	4	5	9
1-2	8	16	6	10	10	14
3-4	11	17	9	8	13	17
5-9	23	19	10	9	14	18
10-14	12	18	11	7	15	19
15+	5	20	12	8	16	20
Males						
< 1	9	3	2	1	6	10
1-2	17	7	6	1	10	14
3-4	36	8	7	1	11	15
5-9	52	7	7	0	11	15
10-14	34	8	8	0	12	16
15+	24	9	9	0	13	17
Total	**232**	**10**	**8**	**2**	**12**	**16**

* Annual averages for 2011 and 2012, from Towers Watson report (Feb. 2015)

The Figure above shows data from a report produced by consulting firm Towers Watson that reflects average leave taken by City employees welcoming a child prior to the introduction of a formal Paid Parental Leave policy. The final two columns show projections for total paid leave given supplemental PPL benefits of four and eight weeks, respectively. Results show that under a four-week PPL supplement, the average employee welcoming a new child has six years of tenure and is projected to take 12 weeks of paid leave. Under an eight-week policy, this average is projected to be 16 weeks. (If past behavior continues, employees welcoming a new child, particularly women, are likely to take additional unpaid time as well. The extent to which the PPL benefit will replace unpaid time taken, as opposed to adding on top, is not yet known.)

Figure 32. Projected Average Paid Leave Taken by Employees Welcoming a New Child under an 8-Week Paid Parental Leave Benefit

Tenure (years):	< 1	1-2	3-4	5-9	10-14	15+
# Employees/yr*:	10	25	47	75	46	29
% Emplys. (cum.):	4%	15%	35%	68%	88%	100%

■ 8-week PPL Benefit   ■ Average Paid Time (before PPL passage)*

*Annual weighted averages for men and women new parents in 2011 and 2012, from Towers Watson report (Feb. 2015).

Using data from Figure 31, the chart in Figure 32 shows projected average paid leave taken by tenure for employees welcoming a new child under a hypothetical eight-week PPL supplement policy. Results show that 96% of employees would be expected to reach at least 12 weeks of paid parental leave.

Figure 33. Estimated Need for Paid Leave to Care for a Family Member with a Serious Health Condition under Various Paid Family Care Leave (PFCL) Supplement Policies

	No PFCL benefit	4 Weeks PFCL	6 Weeks PFCL	8 Weeks PFCL	10 Weeks PFCL	12 Weeks PFCL
Cost (fam. care only), Total	$0	$600,000	$1,300,000	$2,000,000	$2,900,000	$4,400,000
Cost (fam. care only), General Fund	*$0*	*$400,000*	*$800,000*	*$1,200,000*	*$1,600,000*	*$2,300,000*
Employees With Full Need Met (#)*	662	833	858	867	877	882
Employees With Un-met Need (#)*	238	67	42	32	23	18
Share with Un-met Need, of All Who Need Leave (est. 900)	*26.4%*	*7.4%*	*4.7%*	*3.6%*	*2.5%*	*2.0%*
Share with Un-met Need, of All Employees (est. 11,344)	*2.1%*	*0.6%*	*0.4%*	*0.3%*	*0.2%*	*0.2%*
Cost per Additional Employee w/ Full Need Met (vs. prior PFCL duration)	N/A	$3,515	$28,038	$73,495	$95,678	$286,349

*Estimated total employees needing leave per year = 900 (7.93% of 11,344)

Figure 34. Estimated Need for Paid Leave to Care for a Family Member with a Serious Health Condition by Paid Family Care Leave (PFCL) Supplement Policies
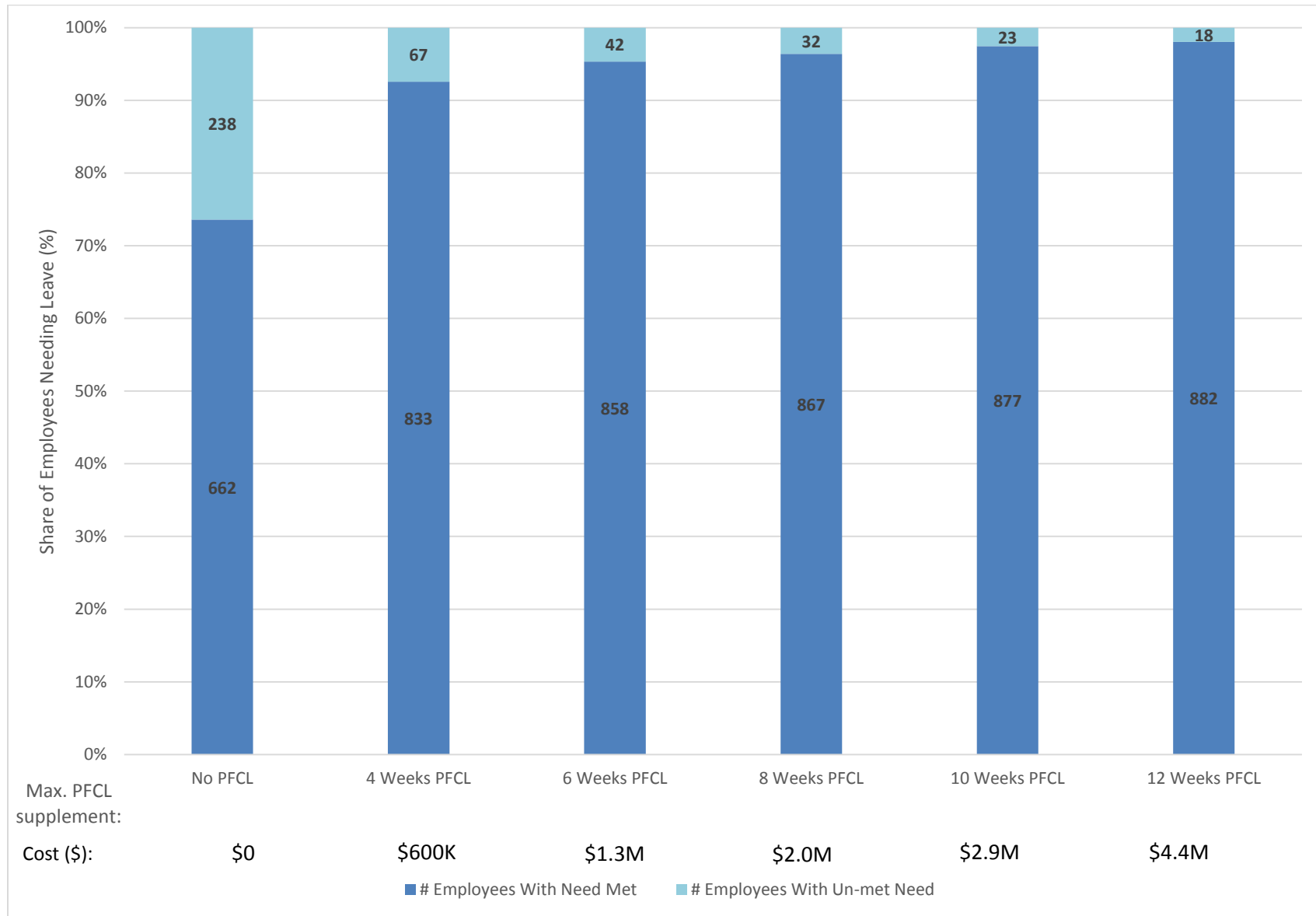
Figure 33 and 34 show estimates for the number of employees who would have their need for paid leave fully met under various durations of a paid family care leave (PFCL) supplemental benefit using a mix of sick, vacation and the supplement (this does not consider other leave types such as merit, executive, etc.). For example, results show that a four-week PFCL policy would ensure that approximately 92.6% (100%-7.4%, or 833) of the estimated 900 City employees who will experience a need for family care leave in a given year will be able to take that leave fully paid. [38]

Estimates of the share of employees who will need to take leave to care for a family member with a serious health condition, as well as the expected distribution of total time needed among those employees, was generated by analyzing 2012 survey data from the Department of Labor on national trends in leave needed and leave taken for a variety of reasons covered by the federal Family Medical Leave Act (FMLA).[39] For more information on data and assumptions, see Paid Family Leave in Appendix F (Strategy Costing).

---

[38] An employee with an un-met need for paid leave will still receive the PFCL supplement, but will not have the full duration of needed time covered by paid sick, vacation and PFCL. Under current City rules, which do not require City Family Medical Leave to be taken concurrently with sick or vacation leave, such an employee could exhaust these paid leave benefits and then take unpaid leave of up to 13 additional weeks under the City's FML, with the job protection provided thereunder.

References

Avery, D. R, McKay, P.F,. Tonidandel, S,. Volpone, S. D., & Morris, M. A. (2012). Is there a method to the madness? Examining how racial ethnic matching influences retail store productivity. *Personnel Psychology, 65,* 167-199.

Behson, S.J. (2005). The relative contribution of formal and informal organizational work-family support. *Journal of Vocational Behaviour*, *66*, 487-500. doi:10.1016/j.jvb.2004.02.004

Bloom, N. & Van Reenan, J. (2002). Management Practices, Work Life Balance and Productivity: A Review of Some Recent Evidence. *Oxford review of Economic Policy, 22*(4), 457-482.

C.B. 118356 (2015) (enacted). Paid Parental Leave Benefit. City of Seattle. Retrieved May 10, 2016, from http://clerk.seattle.gov/~scripts/nph-brs.exe?s3=&s4=&s5=paid parental leave&s1=&s2=&S6=&Sect4=AND&l=0&Sect2=THESON&Sect3=PLURON&Sect5=CBORY&Sect6= HITOFF&d=ORDF&p=1&u=/~public/cbor1.htm&r=1&f=G

Caldow, J. (2009). Working Outside the Box: A Study of the Growing Momentum in Telework. *Institute for Electronic Government, IBM Corporation.*

Comfort, D., Johnson, K., & Wallace D. (2003). Part-time work and family friendly practices in Canadian workplaces*. The Evolving Workplace Series*. *Statistics Canada* (Catalogue No. 71-584-MIE No. 6). Ottawa. Ministry of Industry.

Czopp, A. M,. Monteith, M. & Mark, A. Y. (2006). Standing up for a change: Reducing bias through interpersonal confrontation*. Journal of Personality and Social Psychology, 90, 784-803.*

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

Dex, F and Scheibl, F (2002) SMEs and Flexible Working Arrangements. York: Joseph Rowntree Foundation.

Dex, S. & Scheibl, F. (2001) Flexible and family-friendly working arrangements in UK-based SMEs: business cases. *British Journal of Industrial Relations, 39* (3). 411-431. doi:10.1093/oxrep/grj027

Eaton, S. C. (2001) If You Can Use Them: Flexibility Policies, Organizational Commitment and Perceived Performance. *John F. Kennedy School of Government, Harvard University Faculty Research Working Papers Series. RWP01-009.*

Gender Equity in Pay Taskforce, 2014. *Gender Equity in Pay at the City of Seattle* (Rep.). Retrieved April 29, 2016, from City of Seattle website: http://murray.seattle.gov/wp-content/uploads/2014/04/Gender-Equity-In-Pay-Task-Force-Report.pdf

Golden, H., Hinlke S., & Crosby, F. J. (2001). Reactions to affirmative action: Substance and semantics. *Journal of Applied Social Psychology, 31*, 73-88.

Goldstein, I. L,. & Lundunquist, K. K. (2010). A five-year journey with Coca-cola. In Outtz, J. L. (Ed.), Adverse impact*: Implications of organizational staffing and high stakes selection* (pp. 473-501). New York, NY: Taylor & Francis Group.

Governing Data (n.d.). Seattle Gentrification Maps and Data. Retrieved May 22, 2016, from http://www.governing.com/gov-data/seattle-gentrification-maps-demographic- data.html

Gray, M., and Tudball, J. (2002). "Family-Friendly Work Practices: Differences within and between Workplaces." *Journal of Industrial Relations, 45*, 269-291.

Greensheet 2016-155-1-A-1 (2015) (enacted). Retrieved from the City of Seattle website: http://clerk.seattle.gov/dtsearch.html

Heilman, M. E., & Haynes, M. C.(2006). Affirmative action: Unintended adverse effects. In M.F. Karsten (Ed.), Gender,race,and ethnicity in the workplace (*Vol. 2*, pp. 1-24). Westport, CT: Greenwood.

Jayne, M. E., & Dipboye, R. L. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human Resource Management, 43*(4), 409-424. doi:10.1002/hrm.20033

Kalev, A, Dobbin, F, & Kelly, E. (2006). Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies. *American Sociological Review*, 7*1*, 589-617.

Kravitz, D. A.(2008) The diversity-validity dilemma: Beyond selection- the role of affirmative action. *Personnel Psychology, 61*,173-193.

Lindsey, A., King, E., McCausland, T., Jones, K.& Dunleavy, E., (2013). What we know and don't: eradicating employment discrimination 50 years after the civil rights act. *Industrial and Organizational Psychology, 6* (2013), 391–413.

Macleod, D. and Clarke, N., (2010). Engaging for success: enhancing performance through employee engagment - A report to Government. Office of Public Sector Information, Information Policy Team, United Kingdom. Retrieved May 20, 2016, from http://dera.ioe.ac.uk/1810/1/file52215.pdf

Murray, E. B. (2015). *Executive Order 2015-02* (City of Seattle, Mayor's Office). Retrieved May 13, 2016, from http://murray.seattle.gov/wp-content/uploads/2015/03/2015-Exec- Order-3-31-15-Final.pdf

Nelson A , Nemec K, Solvik P & Ramsden C (2004) The evaluation of the Work-Life Balance Challenge Fund. *Employment Relations Research Series No. 32*. London: DTI.

Pendry, L. F., Driscoll, D. M., & Field, C. T. (2007). Diversity training: Putting theory into practice. *Journal of Occupational and Organizational* Psychology, 80, 227-250.

Perry-Smith JE, Blum TC. (2000). Work-family resource bundles and perceived organizational performance. *Academy of Management Journal 43*(6), 1107–1117.

Prognos (2005) *Work Life Balance: Engine for economic growth and social stability: analysis of macroeconomic effects*. Berlin: Prognos AG.

Resolution 31523 (2014) (enacted). Retrieved from the City of Seattle website: http://clerk.seattle.gov/~scripts/nph-brs.exe?d=RESF&s1=31523.resn.&Sect6=HITOFF&l=20&p=1&u=/%7Epublic/resn1.htm&r=1&f=G

Seattle Department of Human Resources. (2016). *City of Seattle Benefits*. City of Seattle Retrieved May 29, 2016, from http://www.seattle.gov/personnel/benefits/pubs/2016BenefitsAtAGlance.pdf

Seattle Office for Civil Rights. (2016). *About RSJI*. City of Seattle. Retrieved May 15, 2016, from http://www.seattle.gov/rsji/about

Smeaton, D., Ray, K., & Knight, G. (2014). Costs and Benefits to Business of Adopting Work Life Balance Working Practices: A Literature Review. *United Kingdom, Department for Business Innovation & Skills, Employment Relations*. Retrieved May, 2016, from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/323290/bis-14-903-costs-and-benefits-to-business-of-adopting-work-life-balance-working-practices-a-literature-review.pdf

Sorenson, S. (2013). How Employee Engagemet Drives Growth. Retrieved May, 27, 2016 from http://www.gallup.com/businessjournal/163130/employee-engagement-drives-growth.aspx

Stavrou, E. (2005). Flexible work bundles and organizational competitiveness: a cross-national study of the European work context. *Journal of Organisational Behaviour, 26(8),* 923–947. DOI: 10.1002/job.356.

Thomas, D. A. & Ely, R. Making Differences Matter: A New Paradigm for Managing Diversity. *Harvard Business Review 74*(5), 79–90. Retrieved May 16, 2016, from https://hbr.org/1996/09/making-differences-matter-a-new-paradigm-for-managing-diversity/ar/1

U.S. Department of Labor, 2016. *Bureau of Labor Statistics*. Retrieved June, 2016, from
https://www.dol.gov/asp/evaluation/fmla.

White. M, Hill.S, McGovern.P, Mills.C & Smeaton.D (2003) High performance management
practices, working hours and work life. *British Journal of Industrial Relations*, *41* (2), 175-195.
DOI: 10.1111/1467-8543.00268

Wizdom P. A., Marion G., & Irene H. Y. (2010). Workplace Discrimination and Depressive Symptoms: A
study of Multi-Ethic Hospital Employees. *Race Soc Probl, 2* (1),: 19-30. DOI: 10.1007/s12552-
010-9024-0

Yasbek, P. (2004). The business case for firm-level work-life balance policies: A review of the literature.
Wellington, New Zealand: Labour Market Policy Group, Department of Labour. Retrieved May 2
5, 2016, from http://www.dol.govt.nz/PDFs/FirmLevelWLB.pdf.