2018 RSJI Employee Survey

Employee Experiences of Structural Racism Within Seattle City Government

RACE & SOCIAL JUSTICE INITIATIVE

RSJI

Table of Contents

Acknowledgments

Special Thanks

We hold special gratitude to the following:

The community of people and organizations who pushed for the City of Seattle to address institutional racism, Seattle Human Services Department, the founders of the Race and Social Justice Initiative ,anti-racist organizers within Seattle City Government, People's Institute for Survival and Beyond, The Village of Hope, Ven Knox, Darlene Flynn, Glenn Harris, Brenda Anibarro, Silence Breakers, RSJ Affiliates, Department Change Teams, Change Team Leads, RSJI Equity Leads, Anti-harassment Inter Departmental Team, Lady B, Shannon Perez-Darby, Felecia Caldwell, Seattle Department of Human Resources, Seattle Office for Civil Rights, City of Seattle Employees, and Mayor Jenny Durkan.

The following team coordinated the 2018 RSJI Employee Survey project, analyzed data, authored the report, provided substantial editing support, designed the presentation of the report, and provided guiding analysis:

Tamar Zere, Kyana Wheeler, John Page, Loren Othon, Kelly O'Brien, Erin McIntire, Mariko Lockhart, Iman Ibrahim, Marcel Baugh, Yunuen Castorena Romero, and Brenda Anibarro.

COAST SALISH LANDS

" *We were a people before "We the People."*

Jefferson Keel (Chickasaw),
20th President of the National Congress of American Indians

The Office for Civil Rights acknowledges that we live and work on the traditional territories of the Coast Salish Peoples. We recognize this territory as occupied lands and stand in solidarity with the Native communities across the Americas that have resisted more than 500 years of structural violence that separate them from their land, culture, and each other. Native communities remain at the forefront of today's movements to resist corporate greed and government disregard for treaty rights in order to extract wealth from the earth which destroys the life the earth sustains.

We honor the historic relationship of the Puget Salish tribes to the greater Seattle area The Duwamish, Klallam, Lummi, Muckleshoot, Nisqually, Nooksack, Puyallup, Sahewamish, Samish, Sammamish, Sauk-Suiattle, Skagit, S'Klallam, Snohomish, Snoqualmie, Squaxin Island, Suquamish, Swinomish, Tulalip, and Twana First Nations.

While acknowledgement by itself is only a small gesture, truth-telling is an exercise in power. Countering the 'Doctrine of Discovery' with the true story of the first peoples, acknowledgement is a reminder that colonization is an ongoing process intended to benefit government and corporate America. We must reconcile and repair the relationship between the City of Seattle and the Native communities of this land. Decolonization is the meaningful and active resistance to the forces of colonialism that perpetuates the subjugation and exploitation of Native minds, bodies, communities, and lands. Decolonization questions the legitimacy of colonialism and white supremacy. It seeks to identify and interrogate the social, political, institutional, and capitalistic hierarchy and control exercised by government and practiced by society.

Acknowledgement becomes meaningful only when coupled with authentic relationships and informed action. We, at the Seattle Office for Civil Rights, ask that you join us in creating broader public awareness of the history that has brought the City of Seattle to this present moment in time. This necessary step of correcting the stories and practices that erase Indigenous people's history and culture can lead us towards supporting a much larger effort of decolonization and reconciliation in the Americas.

The history of anti-racist organizing in Seattle city government

Racism is America's original sin and deeply woven into its societal, political, and cultural fabric. Early American history details stories of resistance to colonialism, genocide, and chattel slavery. Throughout, the 20th century, organized campaigns used legal, political, and economic pressures to fight and dismantle systemic race-based discrimination and inhumane treatment of communities of color – especially Indigenous and Black communities. Seattle's local racial justice efforts are part of this important history.

In 1996, Ven Knox (then Director of the City's Seattle Human Services Department) attended a four-day People's Institute for Survival and Beyond (PISAB), Undoing Institutionalized Racism workshop in New Orleans. It was a life changing moment for her. She invited PISAB back to Seattle to train her department of nearly 400 employees. Within a few years, PISAB had established a stronghold in the Seattle community; galvanizing a movement for racial justice.

Community organizing by the Black community and strategic application of public pressure on institutional leaders and officials with power, led to an official acknowledgement that institutional racism must be eliminated and the Race and Social Justice Initiative (RSJI) was born in 2004.

Since its founding, the City has restated its commitment to RSJI via Council Resolution (31164) which re-affirmed the infrastructure of RSJI in 2009;

Executive Order 2014-02, which required annual RSJI reporting, Racial Equity Toolkit (RET) application on budget decisions, RSJI workplans, council reports, the Workforce Equity Planning and Advisory Committee (WEPAC) and RSJI Surveys; a 2015 Memo to Directors, which requires a minimum of 4 RETs per department each year; and Executive Order 2017-13, requiring a Citywide assessment of RSJI.

As RSJI celebrates its fifteenth year, a review of the Citywide landscape tells us that we have built an expansive initiative that touches all aspects of City government. We have initiatives addressing environmental justice, equitable development, labor standards, workforce equity, and arts and culture.

Despite these efforts, inequities persist. Low-wage workers of color cannot afford to live in Seattle, as of 2015, Black women in Seattle were the largest group stating they are not experiencing economic opportunities (2015 RSJI Community Survey, City of Seattle), and Native, Black, and other communities of color continue to experience racially inequitable treatment by the criminal legal system. City employees of color continue to face race-based harassment within their departments. Due to continued, and in some cases growing racial inequities experienced by both City employees and residents in the greater Seattle area, there have been internal and public calls for a review of the barriers that keep RSJI from reaching its intended goal.

RSJI's work is enshrined in the following vision:

"The Race and Social Justice Initiative envisions a city where racial disparities have been eliminated and racial equity is achieved."

The mission states:

"The mission of the Race and Social Justice Initiative is to end institutionalized racism in City government and to promote multi-culturalism and full participation by all residents."

It is important to acknowledge the uniqueness of the situation in which RSJI planners found themselves at the outset of this initiative. There was no roadmap for this new work. No American city or other government institution had ever undertaken an initiative that focused explicitly on institutional racism. At various times since the 1980s, the City of Seattle, like most other institutions, had offered a variety of diversity and cultural competency trainings. Such trainings were primarily designed to address issues that arose as the City's workforce diversified.

RSJI's work, accomplishments, challenges, and lessons learned reflect the reality of working without an already-established model for action. The initiative has made use of a wide range of organizing tools, resources, and knowledgeable people both in Seattle and across the country to develop its own model.

Racial justice efforts within the City of Seattle have been historically led and sustained by employees of color. While ongoing administrative changes regularly result in Mayoral priorities shifting and a change in leadership-level staff – often exacerbating racial inequities throughout City government and the community at large – oral history within racial justice movements inside the City of Seattle teaches us that employees of color, those most impacted by institutional racism within the institution, are the ones who have carried the mantle for change. Many of these employees belong to communities that have been or are being displaced from their homes and communities, leaving behind their cultural institutions for more affordable areas outside of the greater Seattle area.

As we examine our efforts to dismantle racism, it's imperative that we honor and uplift the emotional, spiritual, and physical labor of our ancestors in this work and whose memories fortify city workers fighting to make the City a more racially-just employer and government.

As we examine our efforts to dismantle racism, it's imperative that we honor and uplift the emotional, spiritual, and physical labor of our ancestors in this work and whose memories fortify city workers fighting to make the City a more racially-just employer and government.

In 2016, some City employees reported that their colleagues – perhaps emboldened by the results of a presidential election that left much of Seattle reeling – began to openly show racial animus towards their coworkers. This explicit demonstration of bigotry, hate, and racism led to deep organizing within the City. A small group of employees of color submitted a letter to then Mayor Murray, requesting that the administration direct department directors and leadership to take complaints of racial and sexual harassment seriously and address them with consequences. The letter detailed the persistence of racial harassment in many departments and was punctuated by employee stories and testimonials. Employees continued to organize and raise the issue through efforts led by RSJI Affiliates, the Silence Breakers, Change Team Leads, and many other brave employees, despite the risk of retaliation or retribution.

OUR GUIDING PRINCIPLES

In 2017, The Race and Social Justice Initiative adopted The People's Institute for Survival and Beyond's (PISAB) Anti-Racist Principles as our framework for institutional change. Given that RSJI was born out of direct community activism, we recognize that it is necessary to ground our practices in the principles that fostered the development of the initiative. This requires that anti-racist organizers within the institution grapple with 1) the history of governmental and institutional co-opting of community-owned work, 2) the meaning of accountability to anti-racist principles, and 3) the nature of anti-racist work within a government institution permeated by structural racism.

As RSJI looks to the future, we root our practices in the following PISAB principles which provides the framework we use for undoing institutional racism within the City of Seattle.

LEARNING FROM HISTORY
History is a tool for effective organizing. Understanding the lessons of history allows us to create a more humane future.

ANALYZING POWER
As a society, we often believe that individuals and/or their communities are solely responsible for their conditions. Through the analysis of institutional power, we can identify and unpack the systems external to the community that create the internal realities that many people experience daily.

DEVELOPING LEADERSHIP
Anti-racist leadership needs to be developed intentionally and systematically within local communities and organizations.

GATEKEEPING
Persons who work in institutions often function as gatekeepers to ensure that the institution perpetuates itself. By operating with anti-racist values and networking with those who share those values and maintaining accountability in the community, the gatekeeper becomes an agent of institutional transformation.

IDENTIFYING AND ANALYZING MANIFESTATIONS OF RACISM
Individual acts of racism are supported by institutions and are nurtured by the societal practices such as militarism and cultural racism, which enforce and perpetuate racism.

UNDOING RACISM®
Racism is the single most critical barrier to building effective coalitions for social change. Racism has been consciously and systematically erected, and it can be undone only if people understand what it is, where it comes from, how it functions, and why it is perpetuated.

UNDOING INTERNALIZED RACIAL OPPRESSION
Internalized Racial Oppression manifests in two forms:

Internalized Racial Inferiority is the acceptance of and acting out of inferior definition of self, given by the oppressor, is rooted in the historical designation of one's race. Over many generations, this process of disempowerment and disenfranchisement expresses itself in self-defeating behaviors.

Internalized Racial Superiority is the acceptance of and acting out of a superior definition and is rooted in the historical designation of one's race. Over many generations, this process of empowerment and access expresses itself as unearned privileges, access to institutional power and invisible advantages based upon race.

SHARING CULTURE
Culture is the life support system of a community. If a community's culture is respected and nurtured, the community's power will grow.

MAINTAINING ACCOUNTABILITY
To organize with integrity requires that we be accountable to the communities struggling with racist oppression.

About the 2018 RSJI Employee Survey Report

The biennial RSJI Employee Survey provides local government and community at large the opportunity to examine the state of racial justice within the City of Seattle. This is the 5th RSJI Employee Survey to have been completed by staff since 2008.

The survey report contextualizes existing testimonies, experiences, voices, and organizing efforts of employees of color in the face of structural racism.

Readers are encouraged to read all sections to obtain a comprehensive understanding of employee experiences and the application of survey findings to City work. Readers may notice statements and practices that are uncommon in survey reports and which we address below.

CONTEXTUALIZING DATA
Findings from the 2018 RSJI Employee Survey are contextualized within a history of organizing carried by employees of color along with anti-racist analysis that supports organizational development, capacity building, and relationship stewardship held by the RSJI Strategy Team. This three-pronged approach (data – oral history – analysis) helps us understand survey findings by naming the simultaneous and complex challenges faced by City employees in addressing institutional racism.

CENTER PEOPLE MOST IMPACTED
Centering the people most impacted by structural racism in the RSJI Employee Survey was accomplished in a number of ways: 1) review of the qualitative responses from people of color were prioritized; 2) themes from the stories of employees of color were used to provide the framework for this report; 3) analysis of the quantitative responses focused on People of Color with attention to Black / African American respondents; 4) analysis of groups such as Women of Color, Men of Color, People of Color who identified as Transgender, Genderqueer / Gender non-conforming or selected multiple gender identities, and men and women within each racial identity was conducted; 5) the report provides racially aggregated responses but pays special attention to those who disagreed (a combination of somewhat and strongly disagree) to survey questions; 6) oral history from Employees of Color is highlighted alongside survey responses; and 7) levels of racism (internal / interpersonal, institutional, structural) are named alongside survey responses.

NAME RACISM
The report names elements of internal, interpersonal, institutional, and structural racism. It may be difficult to hear that many of our departmental and Citywide efforts cause harm AND it's important that we continue to name how everyday racism is woven into our workplace culture. Naming racism gives us the opportunity to address it.

ORAL HISTORY
Native peoples and resistance movements have relied on oral histories as a way of life, to share culture, teachings, practices and stories in the face of systematic destruction. Anti-racist organizers within the City of Seattle have also relied on storytelling and oral history to survive within a racist institution and a means to organize. These are stories of resilience, stories of struggle, and stories that capture patterns of oppression. While the content of these stories may differ by each person's social location and adopted or modified behaviors that have allowed them to navigate institutional racism, the institution's response to staff concerns are similarly patterned across the City. Additionally, a lack of institutional support for racial justice efforts and the often-swift retribution for addressing racism, have led many employees to mobilize and build networks of support outside of institutionally- approved channels. Readers will find oral history and its lessons often mentioned in this report.

FOCUS ON RESPONDENTS WHO DISAGREE
Often, the most valuable feedback will come from those who disagree that we are making progress in our efforts. Understanding who disagrees and why they do so, gives us an idea of the impact of our work. Racial justice work is also both specific and nuanced, which is why findings are presented in different ways.

COMBINATION OF SURVEY RESPONSES

Survey questions presented staff with a series of statements to which staff responded by selecting their level of satisfaction, dissatisfaction, "don't know", or left questions blank. In some situations, we felt it informative to combine the responses of those who disagreed and those who selected "don't know". In situations where we combined responses in this way, percentages of both "disagree" and "don't know" are also provided. Combining percentages of staff who disagree or don't know that racially just practices are taking place, helps us identify how much work we need to do as a City.

SCOPE - A STRUCTURAL APPROACH

This report and its analysis focus on City of Seattle Employees of Color. In order to honor that survey respondents are people who organize, live, work, and commute across King County and who are a product of an ongoing history of 500 years of resistance to white supremacy, we will often mention geographic areas outside of the City of Seattle and topics outside of the employment of City government but which deeply impact all of our experiences as City employees.

METHODOLOGY

SURVEY COLLECTION

Race and Social Justice Initiative Employee Surveys are open to all employees. As in previous years, the 2018 survey was voluntary and confidential with no identifying information linked to survey responses. The survey was open for three weeks and most employees completed it online; employees without ready access to computers had the option to complete a hard copy paper survey. Change Team Leads, Change Teams, Equity Leads, and City organizers were critical in promoting the survey within their own departments and providing and collecting paper surveys from staff located Citywide. Efforts were made to achieve representation across job category, departments, race and other demographic characteristics. Paper surveys were manually inputted by SOCR staff.

SURVEY DESIGN

The survey was composed of 57 questions (survey questions available in the Appendix) and captured demographic information, employee thoughts and understanding about the Race and Social Justice Initiative, departmental efforts toward RSJI in the areas of workforce equity and workplace culture, workplace bullying, contracting equity, inclusive outreach and public engagement, immigrant and refugee access to services, the racial equity toolkit, and citywide RSJI efforts.

Responses to questions were based on a 4-point scale ranging from Strongly Agree to Somewhat Agree, Somewhat Disagree and Strongly Disagree, along with the option to select Don't Know. For the purposes of this report, whenever the term "agree" is used, it includes the categories of Strongly Agree and Somewhat Agree. When the term "disagree" is used, it includes the categories of Strongly Disagree and Somewhat Disagree.

Additional questions were included in the 2018 survey to assist in the Anti-Harassment Interdepartmental Team's efforts to address the intersections of racial and gender harassment within City government; 12 questions replaced the 3 workforce equity questions that had been asked in previous years. Respondents were asked to identify behaviors they had experienced or observed of racial and gender harassment, if they sought help, who they reported the incident to and level of satisfaction with its resolution.

Space for written responses was provided in five demographic questions, five questions relating to workforce equity and workplace culture, three questions on workplace bullying, and two open-ended questions about RSJI.

DATA SORTING

Descriptive and cross-tabulation statistics were used to analyze quantitative results. Responses were disaggregated by race and gender to help shed light on the nuances within the intersections of social identities. Descriptive statistics were also used to understand responses within employees' racial group and employees' racial and gender group. Often, percentages were calculated within the groups People of Color, Women of Color, or Men of Color to explore representation of specific racial groups within survey responses. These include the racial categories of American Indian / Alaska Native, Asian, Pacific Islander, Black / African American, Latino / Hispanic, Middle Eastern, Multiracial, and Multiple Racial Identities.

Qualitative responses were reviewed for themes that appeared across multiple departments and are included in the key themes highlighted in this report as well as in staff quotes.

The survey included racial categories which the City of Seattle does not ask from its employees; "Multiracial," "Middle Eastern," and "Pacific Islander." As such, we were not able to compare employee response rates for these groups. The City includes the category of "Native Hawaiian / Other Pacific Islander," while the survey included a different wording, "Pacific Islander." For employees who selected multiple racial identities but did not identify as "Multiracial," an additional category was created reflecting that selection, "Multiple Racial Categories," The survey also included the gender categories of "Transgender" and "Genderqueer / Gender non-conforming" which the City does not capture, prohibiting us from comparing response rates. For respondents who selected multiple gender identities, an additional category was also created, "Multiple Gender Identities."

DATA ANALYSIS AND FRAMEWORK

The 2018 RSJI Employee Survey was designed and implemented within a collaborative framework. The RSJI Strategy Team reviewed qualitative and quantitative data for each survey question, gathered themes, and authored this report.

The report analysis centers the Anti-Racist Principles as the core framework for data analysis. An anti-racist data framework takes the numerical and narrative response and analyzes how it is situated within the historical and present-day context of inequity.

Operating with an anti-racist data analysis requires understanding of one's own socialization in a society built on structural racism. This effort required the group to investigate, scrutinize, and evaluate our own personal and collective understanding of historical structural racism, our roles as gatekeepers, our personal social identities and resulting positionality, the impact of our internalized racial inferiority or superiority on our approach, and our racial and gender biases.

To accomplish this, the 2018 RSJI Employee Survey embeds an intersectional approach to the data analysis. Intersectionality, a term coined by Kimberlè Crenshaw, is intended to highlight the impact of multiple marginalizing social identities. It centers the marginalized identities of race, indigeneity, gender, age, class, sexual orientation, ability, national origin, language, education, and religion, which shifts our focus from the experiences of identities with structural power to the impact of what it means to live with multiple marginalized identities.

This practice requires the institution to focus on the intersecting needs of POC who are also indigenous, non cis-male, LGBTQ, immigrant and refugees, people with disabilities, poor and working class, non-English speaking and English learners, non-Christian, informally and under educated, youth and elders. When the City of Seattle uses phrases such as 'underserved' we must be clear that these groups, who hold multiple marginalized identities, are the groups we are underserving. This is the practice of intersectionality established by the author, and these social identities and their intersections are the focal point of the 2018 Employee Survey. To this end, analysis for both quantitative and qualitative responses centers the experiences of employees of color and may include responses from White employees to help contextualize the data.

Members of the RSJI Strategy Team have had the privilege of receiving some of these stories, have stood as witnesses alongside employees, and have also experienced institutional racism's impacts. In order to look at employee survey data through an intersectional, anti-racist, people-centered approach, the timeline for the project was extended beyond that of previous years.

As this section highlights, data is subjective and steeped in a history of colonization, racism, sexism, ableism, heterosexism, elitism, classism, ageism, adultism, nationalism, Christian hegemony and the socialization that forms our individual and societal understanding of the world. As such, it is impossible to assume any measure of objectivity in the data or the people who analyze it. For the City of Seattle to live up to its mandate of dismantling institutional racism, we must center race in all aspects of our work, including data.

Key Findings

Five overarching areas of concern arose from the stories told by City staff and were used to structure the report: *culture shift, accountability, leadership, workforce equity* and *structural change*. Employee narrative responses enrich our understanding of the quantitative responses and provide deeper understanding of the institutional culture in which we work. Below are key findings that are further explored in the body of the report.

CULTURE SHIFT

As a collective of racial justice organizers working toward upending institutional and structural racism within the City of Seattle, we know that meaningful community impact is not possible without changing the workplace culture of the departments tasked with programming, critical services, policy development and resource allocation.

Staff expressed a need for authentic commitment to RSJI, less talk and more meaningful action. Staff also called attention to a need for increased understanding around multiple forms of oppression and their intersections while we lead with race. Both intersectionality and a call for meaningful action point to our institutional work culture and are woven throughout survey findings.

ACCOUNTABILITY

To be accountable is to be able to answer for one's decisions and actions; to give an account, a description, a tally detailing one's motives, decisions, processes, policies, values, beliefs and hopes. For the Race and Social Justice Initiative, we apply this process in reference to the principles of anti-racist organizing (see Anti-Racist Principles).

Many respondents stressed a desire for more accountability – namely to learn from and take responsibility for the City's roles in perpetuating institutional racism – within their departments and across the City. In addition, staff relayed that the City needs to establish partnerships with entities who share the same racial justice values. Below are additional findings that point toward a need for accountability to racial justice:

- 49% of respondents either disagree or don't know if their department seeks input and assistance from Communities of Color.
- 55% of respondents either disagree or don't know if their department incorporates community input into policies, programs and initiatives.
- 38% of respondents are not sure if their department promotes equitable access for Women and Minority-owned Businesses Enterprises (WMBE) to compete for purchasing and consulting contracts.
- 61% of respondents either disagree or are not sure if the use of the Racial Equity Toolkit has helped improve their department's policies, initiatives, programs, and budget decisions.

LEADERSHIP

The report names elements of internal, interpersonal, institutional, and structural racism. It may be difficult to hear that many of our departmental and Citywide efforts cause harm AND it's important that we continue to name how everyday racism is woven into our workplace culture. Naming racism gives us the opportunity to address it.

For anti-racist leadership work to be accountable, it must also be community-based. The following concerns raised by the internal community of City staff provide an opportunity for critical reflection.

Staff dissatisfaction with leadership was evident throughout the survey and specific calls to action were made: the need for leadership-level commitment to RSJI actions, trainings, and accountability measures; the need to hire leadership who bring with them a racial justice analysis; and the need for leadership to understand the time it takes to do impactful RSJI work. Staff noted that management is selective about RSJI work -- what it's applied to, who does it, and when it happens -- resulting in differential treatment based on employee positionality within the institution. Below are additional findings that further illustrate a call for leadership commitment:

- 45% of respondents either disagree or don't know if their department provides support for resolving workplace issues involving institutional racism.
- 36% of staff disagree or don't know if their department encourages staff to use paid work hours to participate in RSJI trainings and activities.
- 3 out of 8 respondents disagree or don't know if people in leadership participate in and support discussions of institutional racism within departments.

WORKFORCE EQUITY

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

- Workforce Equity Strategic Plan, City of Seattle, 2016

This definition is both aspirational and operational, describing an environment of full representation and inclusion in the workplace. This is combined with a call for removing structural and institutional barriers that impede this vision and specific investments in the workforce itself.

Staff emphasized the need for racial justice to be embedded within workforce equity. In addition, employees noted that the stewardship of racial justice work typically falls on women of color. Below are additional findings in the area of workforce equity.

The top four areas of concern about management behaviors for respondents of color point to a lack of information, transparency, and racist and sexist practices. The behavior most widely reported among respondents of color was different treatment because of race or ethnicity (24%).

- Different treatment due to race or gender were the top forms of harassment or discrimination that employees of color identified.
- More respondents of color (41%) say bullying from co-workers and from supervisors happened in the last 12 months than White respondents (35%).
- 79% of respondents of color who experienced or observed race-based and 76% who experienced or observed gender-based harassment or discrimination did not report it.
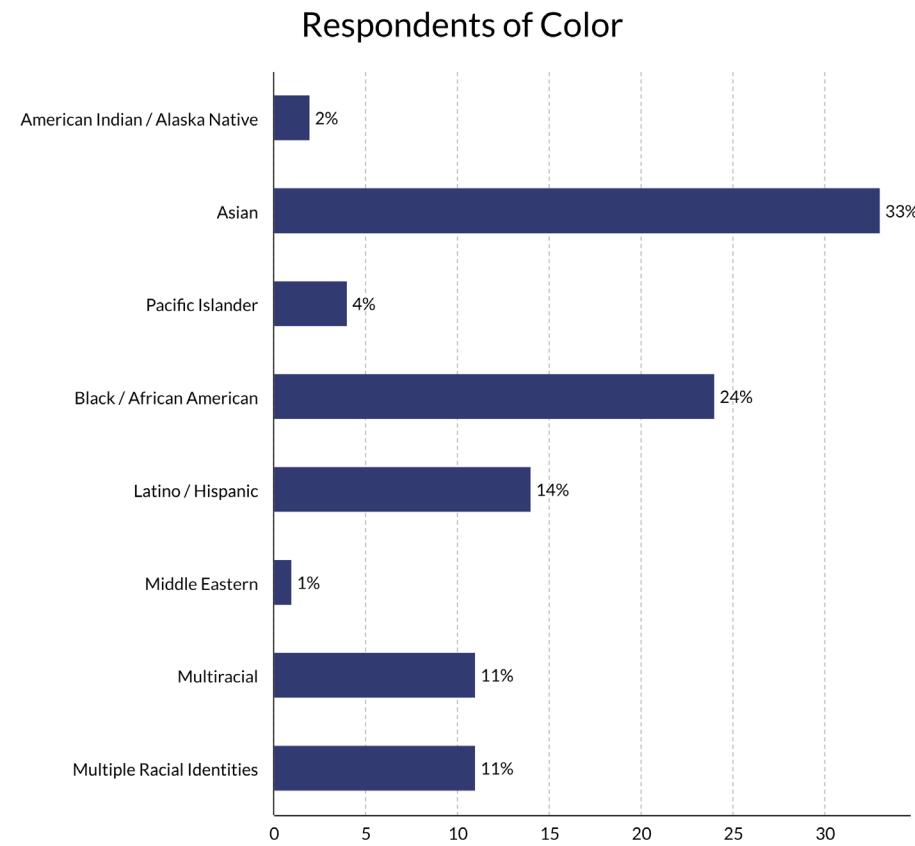
STRUCTURAL CHANGE

Structural change is a dramatic shift in the way an institution operates for the purpose of correcting the historical, present and future harms caused by the institution's practices and beliefs. Structural change alters the assumptions and expectations that the institution holds about the employees they resource and the communities they serve.

The key to structural change is the transforming the fundamental system dynamics that uphold the status quo norms that result in inequity. Structural change is a deep reaching effort that shifts the way authority, capital, information and accountability flows within the City infrastructure.

Staff identified structural barriers faced by employees of color as they seek to move racial justice work forward. Respondents noted that: understaffing of the Seattle Office for Civil Rights and RSJI negatively affects City departments; Change Teams are not supported, lack power, and are under-resourced; and that while some staff take RSJI trainings, this does not lead to racially equitable outcomes in promotions, hiring, and general workforce equity. Below are additional findings that reflect both positive outcomes and a further need for structural change:

- Women of color make up 35% of Change Team members and 35% of RSJI Equity Team members but only make up 17% of RSJI Executive Sponsors and hold 25% of paid RSJI positions.
- 1,190 respondents or 28%, have used a Racial Equity Toolkit in their work.
- Approximately 69% of respondents agree that RSJI training or education has provided them tools to address institutional racism in the workplace, an increase from 2016.
- 92% of respondents consider it valuable to address the impacts of institutional racism.
- 80% of respondents can identify examples of institutional racism.
- 84% of respondents understand why RSJI approaches equity and social justice through the lens of race.
- 44% of respondents do not feel they are able to or are not sure if they can participate in RSJI Change Team activities.
- Recommendations from staff include structural support for racial equity work (e.g., funds, time, staffing); more effective and frequent use of Racial Equity Toolkits across the City, including City Council; and a requirement that RSJI principles be embedded throughout all City aspects (e.g., initiatives, policies, practices, work evaluations, work culture, etc.).
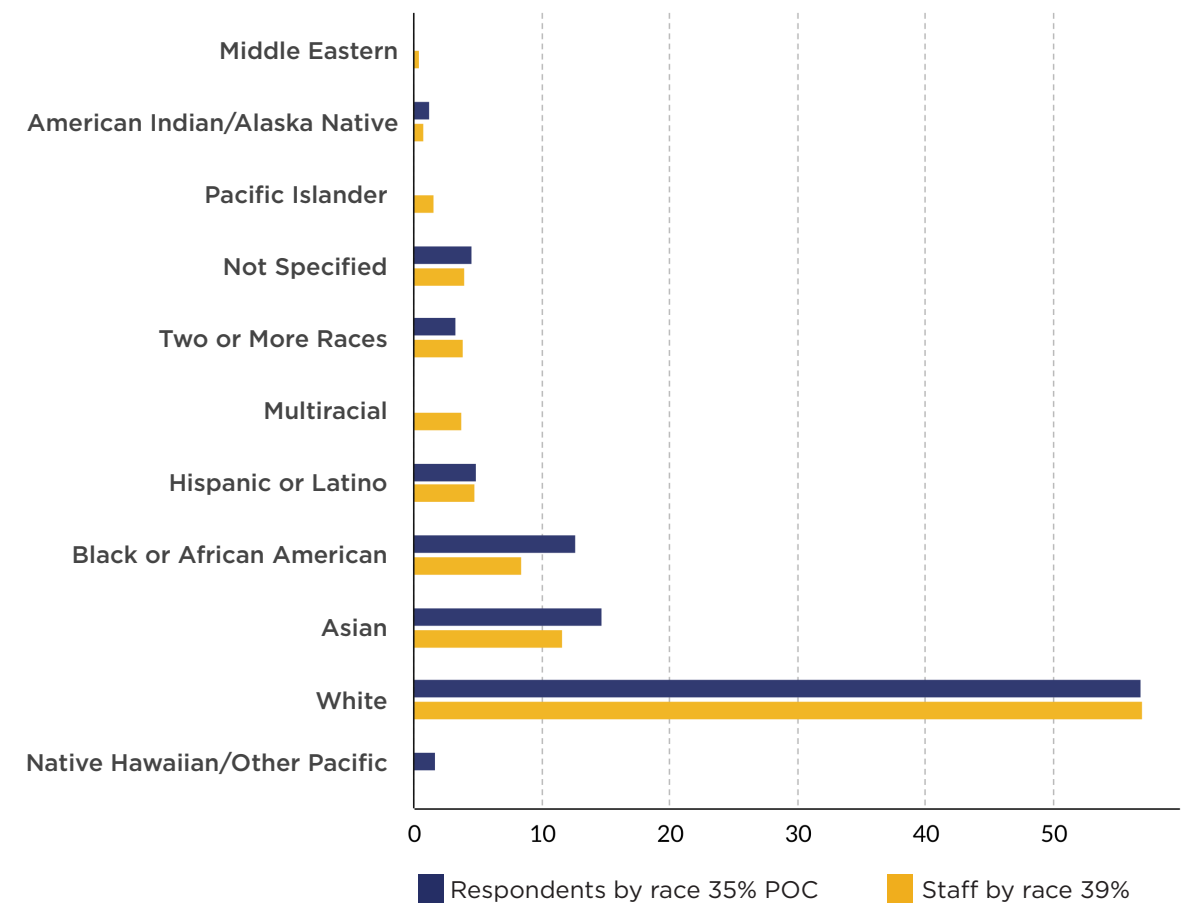
Employee Demographics

Respondents of Color

Category	Value
American Indian / Alaska Native	2%
Asian	33%
Pacific Islander	4%
Black / African American	24%
Latino / Hispanic	14%
Middle Eastern	1%
Multiracial	11%
Multiple Racial Identities	11%

City Workforce & Survey Respondent Racial Demographics

Categories (top to bottom): Middle Eastern, American Indian/Alaska Native, Pacific Islander, Not Specified, Two or More Races, Multiracial, Hispanic or Latino, Black or African American, Asian, White, Native Hawaiian/Other Pacific

■ Respondents by race 35% POC   ■ Staff by race 39%

HOW DO CITY STAFF IDENTIFY?

Survey respondent demographics can help us understand the sample of City employees who answered the survey and point toward larger City workforce trends. They also hint at the experiences, biases, and social privileges that impact people's responses to this survey and shape their experiences as City of Seattle employees. We call this social positionality. Anti-racist principles call for us to examine our own histories, our internalized racial inferiority or superiority, and to maintain accountability. One of the ways we practice maintaining accountability to racial justice work is naming how we are socially positioned and how this impacts our engagement with one another and our work.
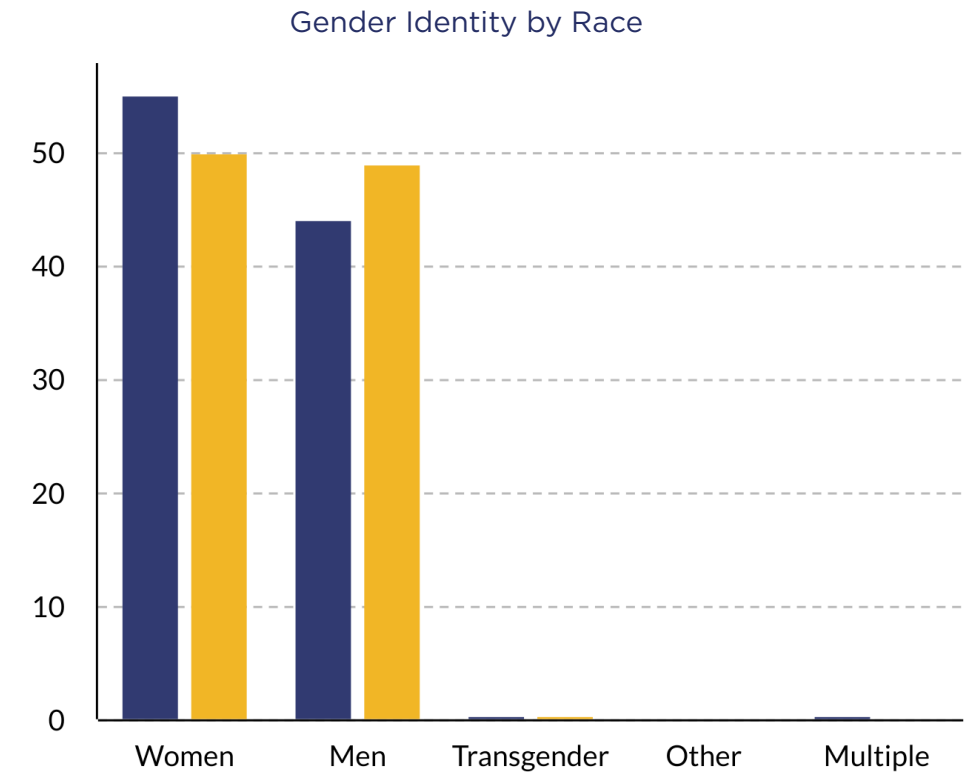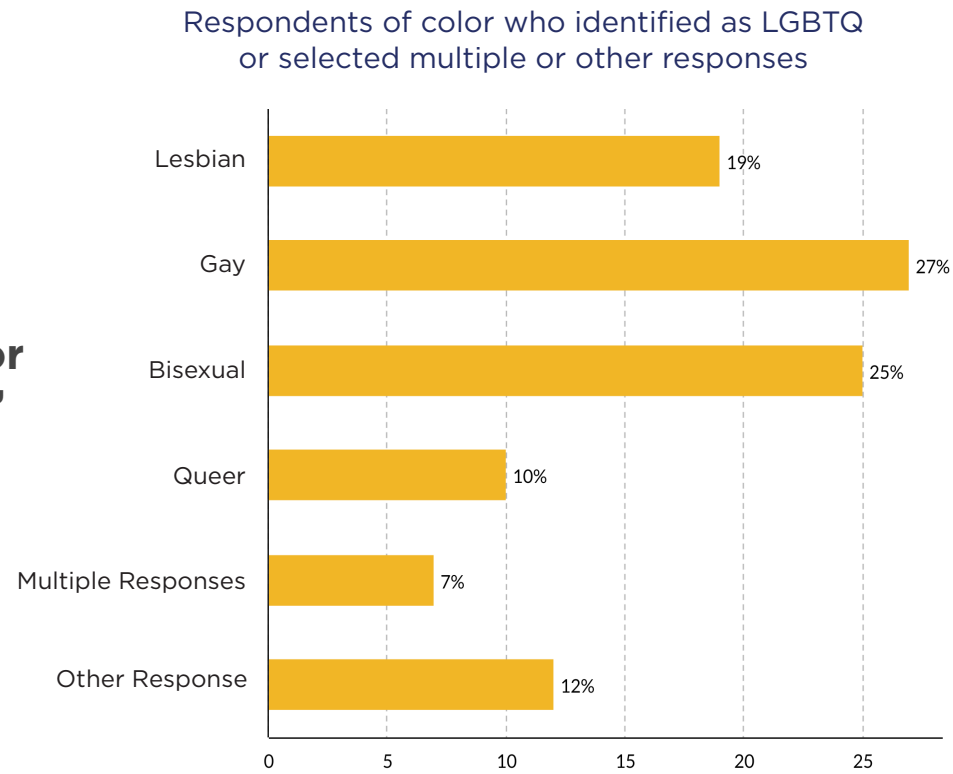
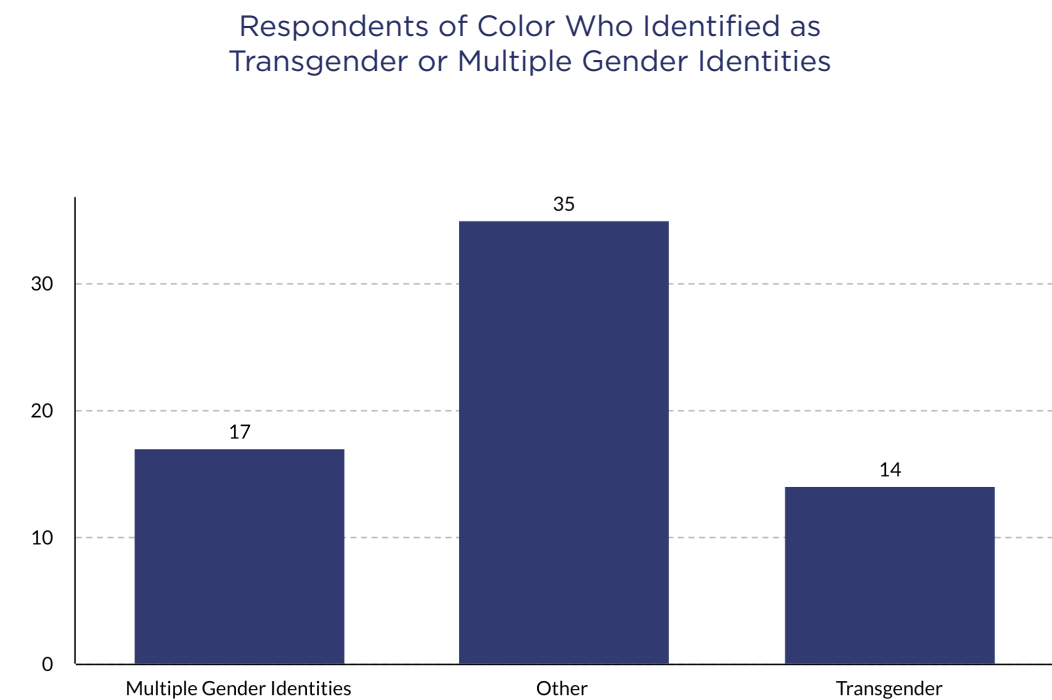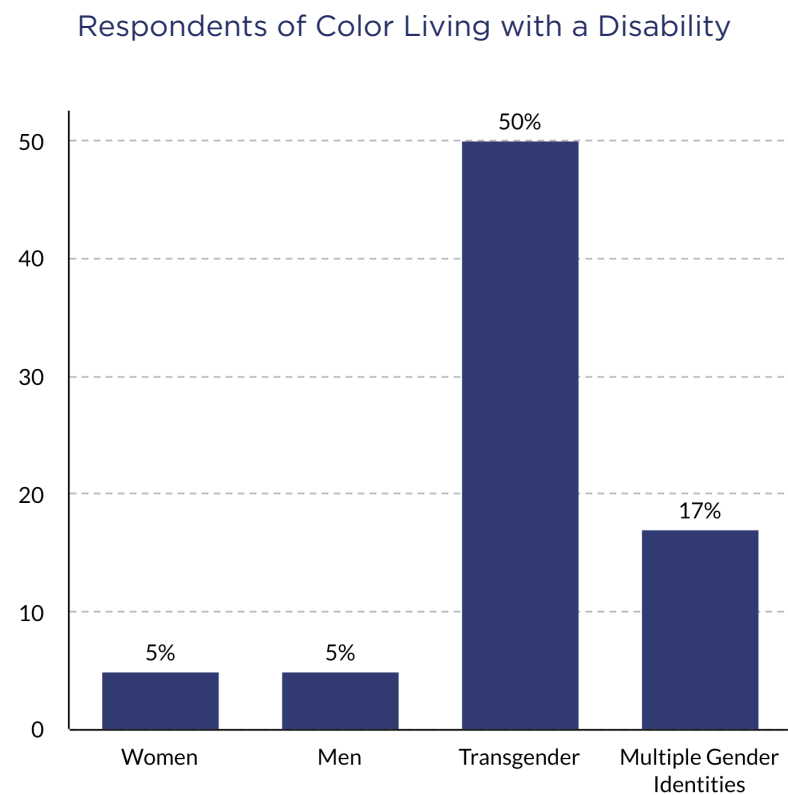## HOW ARE CITY STAFF POSITIONED WITHIN THE INSTITUTION?

An employee's positionality within an institution plays a key role in that person's experience of institutional racism, their influence and decision-making authority over funding, staffing, program development, access to leadership development and career mobility, and their opportunity to network and organize for institutional change. The amount of time an employee has worked within the institution, their employment status, job category, primary worksite, position as supervisor or manager, and level of education help us understand the complexities of an employee's positionality. Anti-racist principles call for us to analyze power, become liberated gatekeepers and identify manifestations of racism. As City employees, we cannot identify manifestations of racism unless we acknowledge our institutional power and positionality and how it impacts every aspect of our work.

Women were **49%** of respondents and make up **39%** of the City's workforce.

Respondents of color who identified as LGBTQ or selected multiple or other responses

Category	Value
Lesbian	19%
Gay	27%
Bisexual	25%
Queer	10%
Multiple Responses	7%
Other Response	12%

90%

of respondents of color identified as 'Straight.'

Gender Identity by Race

Respondents of Color Living with a Disability

Category	Value
Women	5%
Men	5%
Transgender	50%
Multiple Gender Identities	17%

6%

of respondents identified living with a disability

Respondents of Color Who Identified as Transgender or Multiple Gender Identities

Category	Value
Multiple Gender Identities	17
Other	35
Transgender	14

What is the City doing to recruit, retain, and invest in Black/African American Women?

Women of Color Across Age Groups

Legend: Black/African American | Middle Eastern | Women of Color
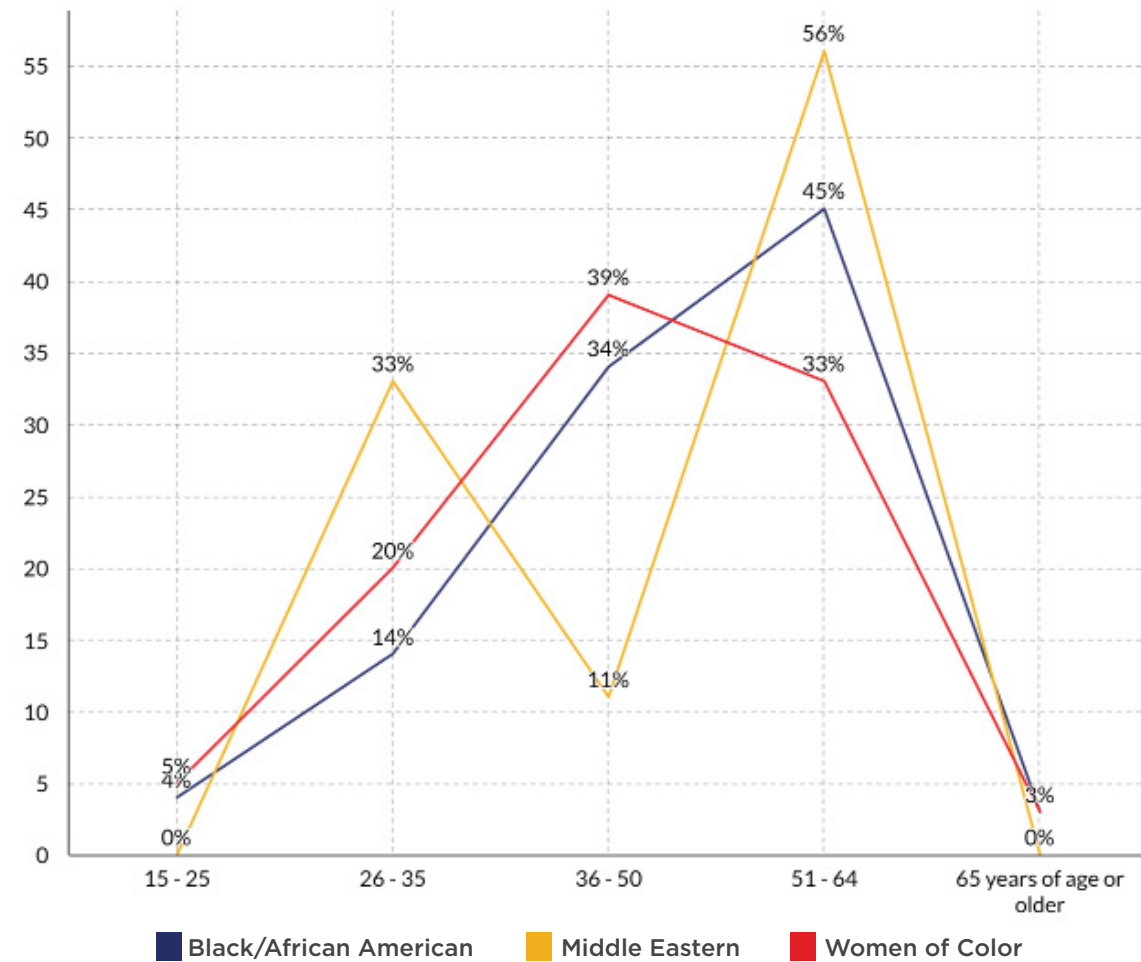
A generation of Black/African American women is approaching retirement age: a larger group (45%) than those who are positioned to replace them (34%).

As the chart above illustrates, 39% of women of color fall between the ages of 36 and 50 and 33% between the ages of 51 and 64, suggesting that there is a pipeline of employees who will move into the older age bracket and will replace, perhaps at larger numbers, those who are retiring within their own racial groups.

However, this is not the case for either Black / African American or Middle Eastern women; 45% of Black / African American women fall within the 51- and 64-year age bracket while only 34% are in the 36- and 50-year age bracket, and 56% of Middle Eastern women are in the 51- and 64-year age bracket while only 11% are in the 36 – 50- year age bracket.

It is important to note that, with their retirement, the City will face a great loss of institutional memory, knowledge, and wisdom, especially as Black / African American women have been the stewards of anti-racist work in the City.

46% of respondents of color were **hired within the last five years.**

Length of Employment


Legend: POC | White NonHispanic
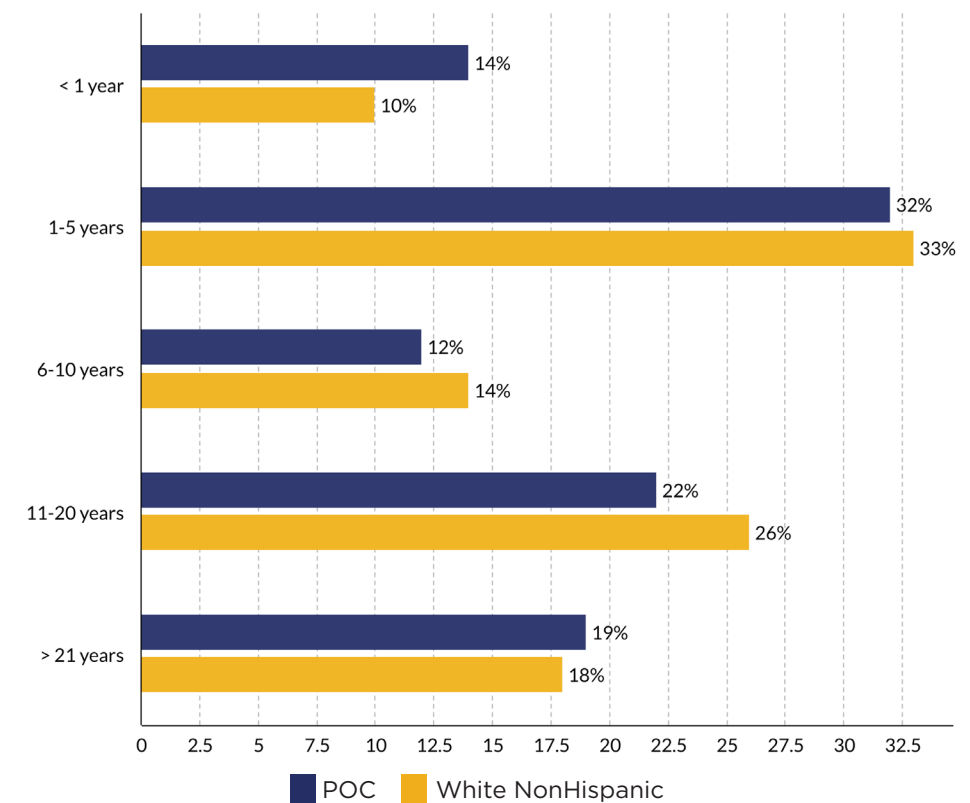
As the chart shows, 46% of respondents of color have been hired within the last five years but only 12% within the last 6-10 years. What are the institutional barriers to job hiring, retention, and promotion for employees of color?

When considering an employee's length of time working for the City of Seattle, it is necessary to be mindful of the historical, structural, and social conditions that employees have had to navigate in order to obtain and retain a well-paid City job. Working in structurally racist conditions may force employees to develop survival tactics that influence how they navigate their work environment.

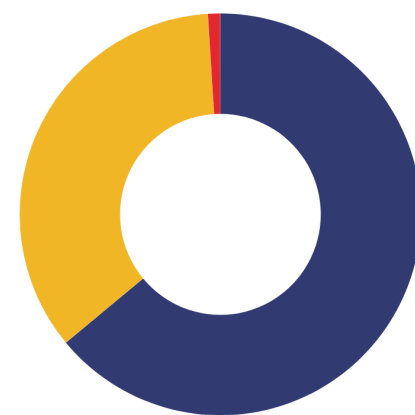## Women of color comprise 68% of employees of color who work part-time.

Survey responses point to the vulnerability that Women of Color face as City employees, especially as Black / African American, Latino / Hispanic and Asian women make up a large portion of Employees of Color who are designated part-time and temporary employees.
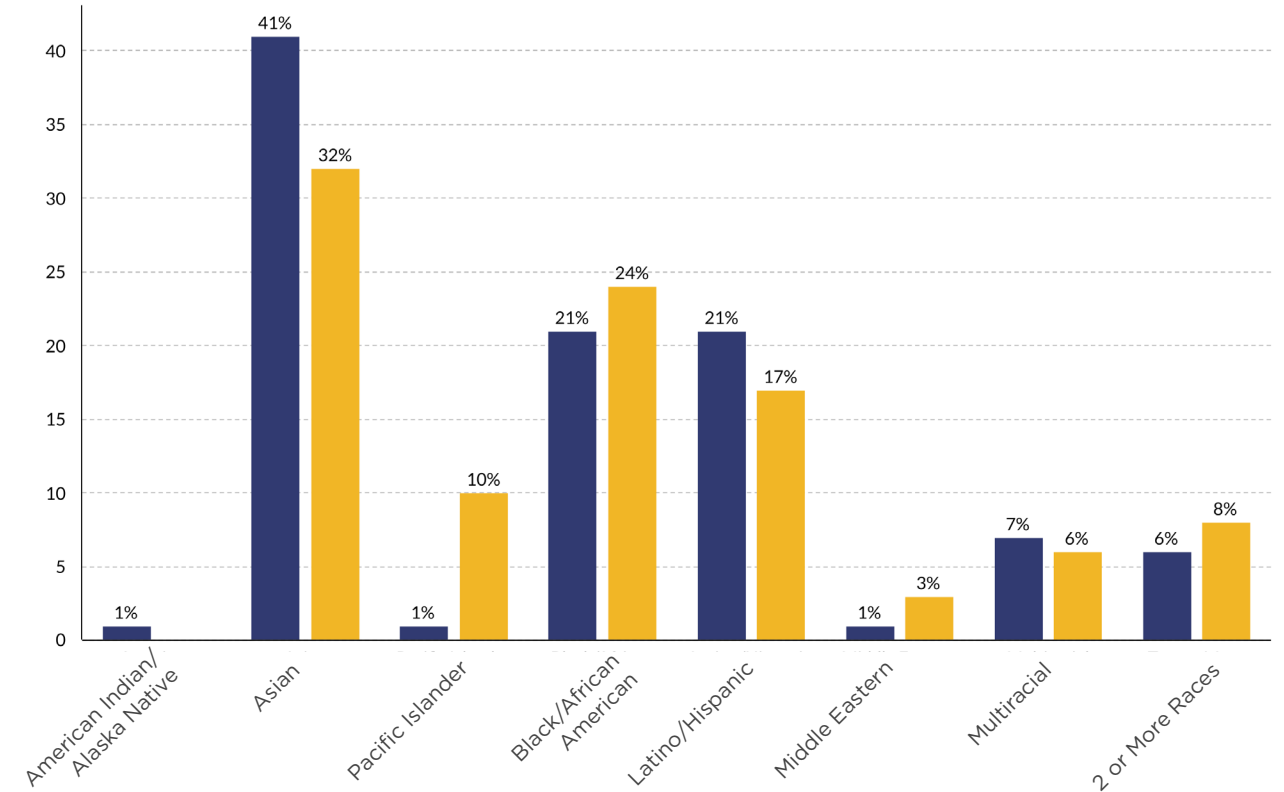
Employees of Color: Part-Time
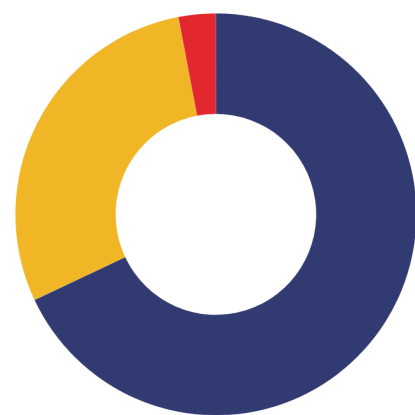
Women (68%)   Men (29%)
Transgender & Multiple Gender Identities (3%)

Employees of Color: Temporary

Women of Color (64%)   Men of Color (35%)
Other Response (1%)

Racial Makeup of Women of Color who are Part-Time or Temporary

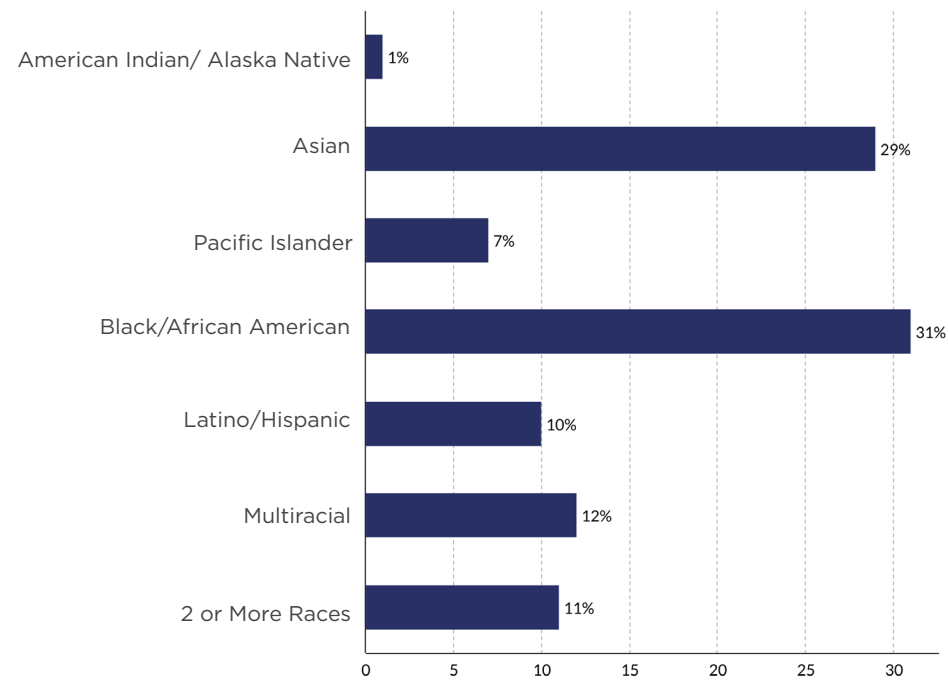## Black/African American respondents make up 31% of employees of color in the highest ranking positions.

The distribution of employees of color across job categories helps map out the different ways that employees of color are positioned within the institution, have access to positional power and influence, and the barriers they may face in moving racial justice forward.

Seventy six percent of respondents of color hold office-type jobs and 22% hold mobile-type jobs. For the purposes of this report, "office-type" jobs include the survey categories of Official/Administrator, Professional/ Paraprofessional, Technician, and Administrative Support while "mobile-type jobs" include the survey categories of Protective Service Worker, Skilled Craft Worker, and Service & Maintenance.

Black / African American survey respondents make up 31% of all employees of color within the highest-ranking positions (Official/Administrator). Of these, 68% are Black / African American women.

Employees of Color with 'Official/Administrator' Job Category by Race

| Race	Percentage
American Indian/ Alaska Native	1%
Asian	29%
Pacific Islander	7%
Black/African American	31%
Latino/Hispanic	10%
Multiracial	12%
2 or More Races	11%

Black/African American Employees with 'Official/Administrator' Job Category by Gender

Women 68%   **Men 32%**
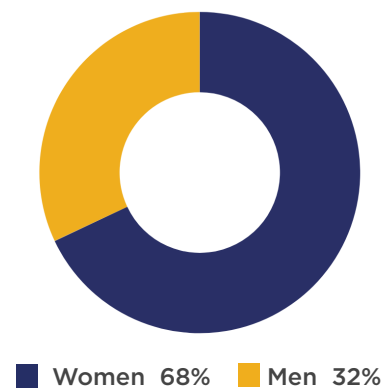
We need the leadership and voices of those most impacted by structural racism throughout all levels of government, especially in the highest-ranking leadership level positions. But, the presence alone of Black / African American women will not eliminate institutional racism. Anti-racism principles require that we challenge the values, norms and practices that are part of the White

Supremacy Culture in which we work, provide equitable support for Black / African American women in these positions, and look at the entire pipeline of employment within the City of Seattle to ensure our policies, practices, and budgetary decisions support the recruitment, retention, promotion and leadership development of women of color.

Supervisors by Race & Gender

Women of Color 16%   **Men of Color 16%**
White Women 32%   **White Men 36%**
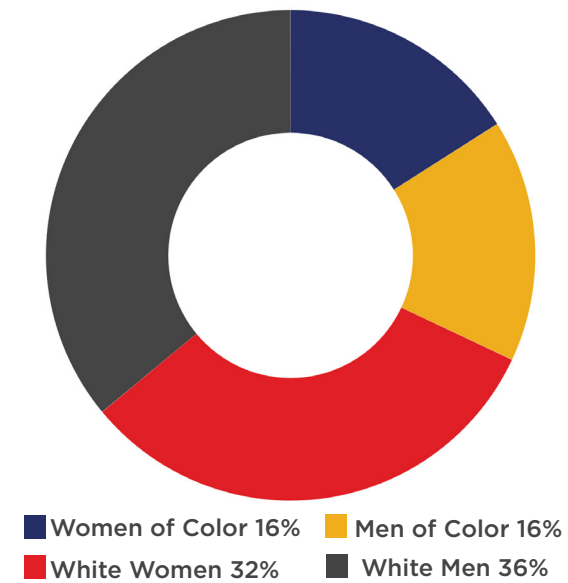
Approximately 1 in 3 respondents are in leadership positions. 68% are White.

An oral history shared by women of color tells us that that the consequences for pushing against the dominant work culture, naming racism, and organizing for institutional change can result in stagnation or elimination of that person's position. This sets a bleak precedent for the development and retention of Black / African American women in current leadership positions.

Asian and Black / African American respondents make up the largest groups of Supervisors/Managers of color. Among Asian respondents, women are more represented in these positions; among Black / African American respondents, men are slightly more represented.
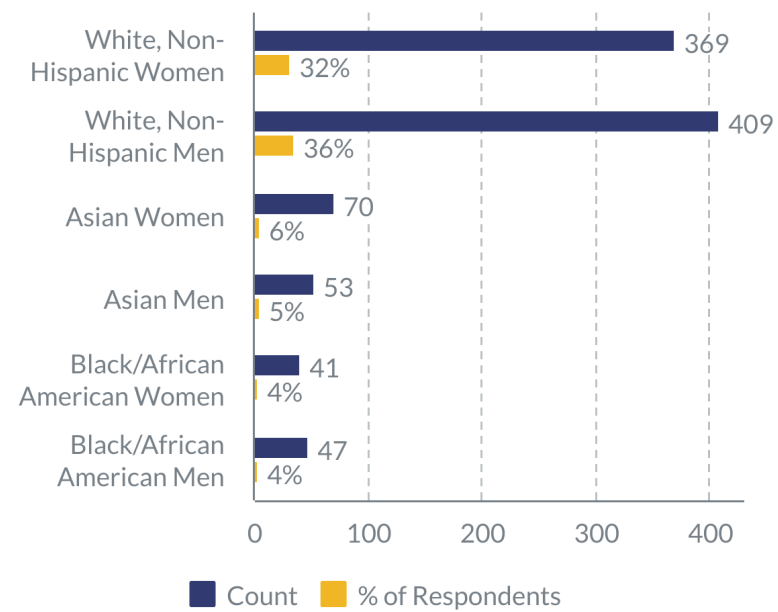
While we see that for some racial groups, women may be more strongly represented as a percentage of their intersectional identity, the fact remains that due to the larger makeup of men within those positions, the perspectives, analysis, and decisions are still largely dominated by men.

"I am still being singled out with no advancement."

- Black/African American Woman

Supervisors by Race & Gender

White, Non-Hispanic Women: 369 | 32%
White, Non-Hispanic Men: 409 | 36%
Asian Women: 70 | 6%
Asian Men: 53 | 5%
Black/African American Women: 41 | 4%
Black/African American Men: 47 | 4%

■ Count ■ % of Respondents

"We need more than token efforts and more people of color, women and queer people in places of power and part of the decision-making process."

-Multiracial woman

Men of color make up 65% of people of color working outside of downtown or at multiple job locations.

The primary worksite for most employees of color is Downtown Seattle. Approximately 69% of respondents of color work Downtown and 31% work outside of Downtown or at multiple job locations. Men of Color make up most of the respondents of color working somewhere other than Downtown.

Respondents of Color by Work Location
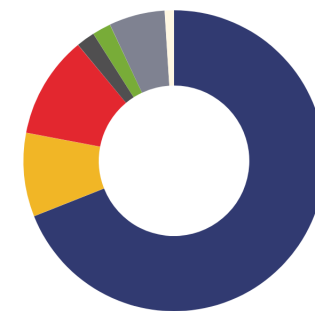
■ Downtown Seattle (69%) ■ North of Downtown (9%)
■ South of Downtown (11%) ■ Central Seattle (2%)
■ Outside of Seattle (2%) ■ Citywide (6%)
■ Multiple Work Sites (1%)

Respondents of Color Who Work Outside of Downtown, Across the City, or at Multiple Job Sites

■ Women of Color 35% ■ Men of Color 65%

It is important to consider the proximity of an employee's worksite to spaces conducive to organizational relationship-building. Employees of Color who work in geographically isolated locations face barriers including work culture, pay, inconsistent work schedules and a lack of physical access to a larger community of employees. Employees of Color have noted that relationship-building activities like caucusing, affinity groups, racial justice events, and networking are crucial ways employees create community and connect with RSJI.

Differences in formal education are seen across racial groups.

Highest Level of Education by Race

Legend:
- **Grade School, Some High School or High School Graduate** (dark blue)
- **Some College, Technical, Vocational, 2-Year Degree, or 4-Year College Graduate** (yellow)
- **Post-Graduate Work or Graduate** (red)

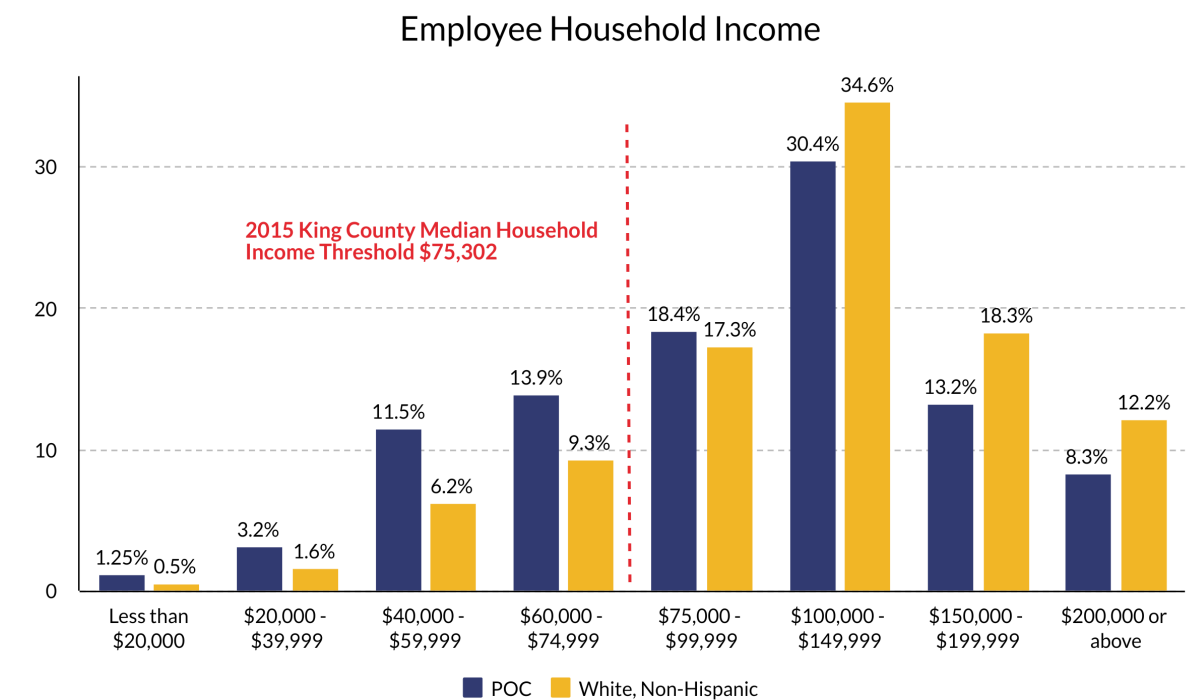| Race	Grade School / HS	Some College	Post-Graduate
Pacific Islander	35%	61%	5% / 0.4%
American Indian / Alaska Native	20%	67%	13% / .05%
Black / African American	6%	75%	19%
Multiracial	4%	66%	30%
Two or more responses	4%	66%	30%
Latino / Hispanic	6%	63%	32%
Asian	4%	63%	34%
White, nonHispanic	4%	59%	37%
Middle Eastern	6%	53%	41%
Employees of Color as a Group	6%	66%	27%

As shown in the graph above, Middle Eastern and White, Non-Hispanic respondents have some of the highest levels of education among City Employees. For most racial groups, 30% or more employees have done post graduate work or have a graduate degree. However, that is not the case for Black / African American, American Indian / Alaska Native or Pacific Islander respondents.

Institutions tend to value and reward formal education. Rewards may come in the form of higher salaries, more inclusive benefits, leadership positions, opportunities for advancement, mentorship, and other opportunities. These can all impact the financial stability of a household and, in turn, an employee's sense of wellness. Likewise, institutions tend to de-value lived experience and work experience outside of formal education.

Given these institutional preferences, it is worrisome that the aforementioned racial groups have some of the highest rates of grade school or high school education and the lowest rates of post graduate degrees. Compared to Middle Eastern and Latino / Hispanic respondents – who share the same level of grade school and high school attainment - Black / African American respondents report the lowest rate of post graduate degrees. This positions staff to be more vulnerable to institutional norms and preferences in addition to the racism they may experience. This is a clear example of the different ways racial groups are impacted by structural racism and its impact on educational opportunities, attainment of a well-paid City job, and the opportunity for career development within City government or elsewhere.

Black /African American and Pacific Islander respondents report lower household incomes than other racial groups.

Employee Household Income

2015 King County Median Household Income Threshold $75,302

Income	POC	White, Non-Hispanic
Less than $20,000	1.25%	0.5%
$20,000 - $39,999	3.2%	1.6%
$40,000 - $59,999	11.5%	6.2%
$60,000 - $74,999	13.9%	9.3%
$75,000 - $99,999	18.4%	17.3%
$100,000 - $149,999	30.4%	34.6%
$150,000 - $199,999	13.2%	18.3%
$200,000 or above	8.3%	12.2%

Note: Since the King County Median Household Income of $75,302 falls inside the $75,000 - $99,999 income category included in the survey we use all categories below $74,999 to approximate being at or below the King County Median Household Income. The American Community Survey has since released the 2013-2017 five-year estimates which estimate the 2017 KCMHI to be at $83,571.

The disaggregated data of Black / African American and Pacific Islander respondents tell a different story, as illustrated in the graph below; 42% of those within both racial groups have a household income below the KCMHI, a 13%-point difference to other racial groups. The largest percentage of women who noted that their household income was approximately at or below the KCMHI were Black / African American (53%) and Pacific Islander (46%) women. Both groups noted higher percentages than men in their racial categories. Among respondents of color, Multiracial (79%), Asian (76%), and Latino / Hispanic (76%) respondents had the largest percentages of employees making above $75,000. In all racial groups, men noted more often than women that their household income was at or above the KCMHI.

Employee Household Income Above or Below the 2015 King County
Median Household Income
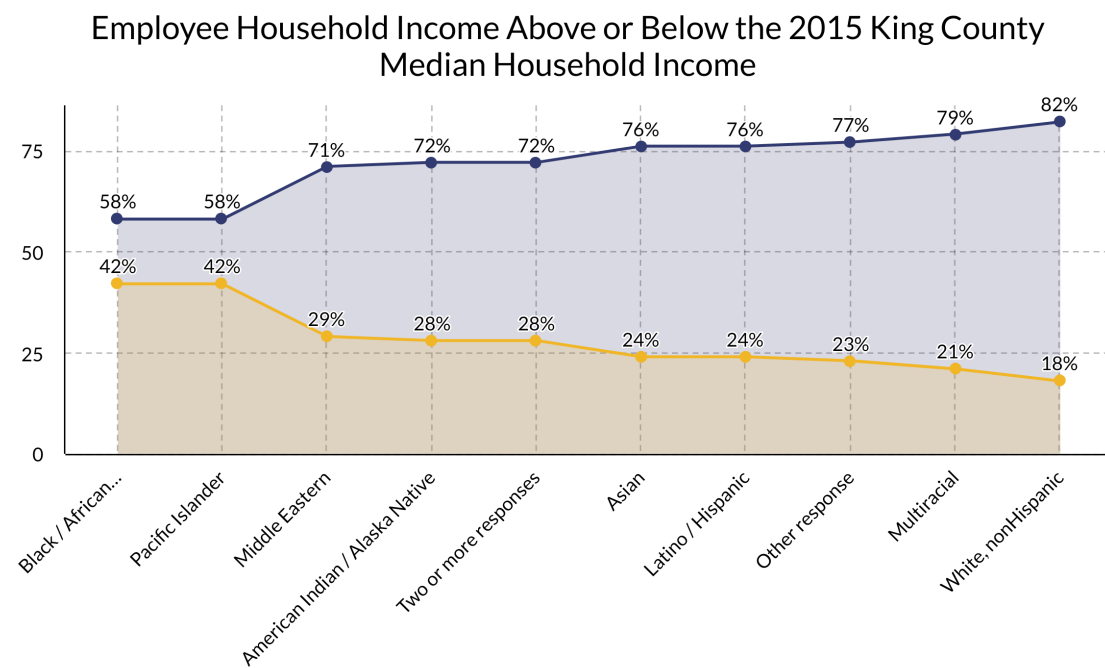
While the survey does not include information about employee salary, household income hints at the complex barriers faced by employees of color within City government. Simultaneously, it is also limiting because we do not have information about the number of people per household.

A well-paying City job may make a huge difference for the quality of life of Households of Color. However, racial justice work requires that we ask critical questions about our work culture, programs, policies, budget, and other decisions that often make us uncomfortable and go against our understanding of loyalty, hierarchy, power, authority, and professional culture. Continuously pushing against our institutional understanding of these concepts toward anti-racist ways of being often results in being ostracized from our teams, alienated

from decision-making spaces, forced to leave a toxic work environment, or facing termination.

In addition to the emotional, psychological, spiritual, and physical labor of navigating these barriers, employees of color must also consider the devastating impact of the loss of income on their households. Survey data show that White employees have larger household incomes. A history of institutional investment in whiteness means that White families often have funds to fall back on or other job prospects. Structural racism has resulted in families of color being excluded from the opportunity of accumulated wealth (The Asset Value of Whiteness: Understanding the Racial Wealth Gap, Demos 2013) and, in fact, there has been a structural de-investment in the economic health of families of color.

The potential loss of income for employees of color can be devastating and exacerbate the structural racism households face. For many, displacement and the continued risk of displacement further risks destabilizing an already burdened household.

One of the many myths of White Supremacy Culture in America is the idea of meritocracy: if we work hard enough, study hard enough, or change ourselves enough to be accepted - we will reach the 'American Dream.' Merit would mean we would be entitled to what we have because we have worked hard for it. However, racism and anti-blackness are structurally baked into our systems, culture and life outcomes and thereby decide whose hard work matters in our society. This practice is mirrored in Seattle City government.

Where I live (South Seattle) the big concern isn't getting sidewalks or fast response to complaints, it is all about displacement due to the rising cost of living. Displacement can come from climate change or rising home prices related to shining new parks and green infrastructure"

-Middle Eastern man

"There is an urgent need and strong interest from the "rank-and-file members" to participate in efforts to eliminate racism and advancing racial equity. However, supervisors/management/executive are not supportive to provide the necessary City time for the employees to support or participate in such efforts. It is common practice and acceptable that any employee in a HIGHER position can fully participate in any amount of time in these RSJI meetings. These higher-ranking employees have input that reflects their opinions and views as a sup., mgr., or executive. On the other hand, those in lower positions are limited and not given the time/opportunity to participate (due to work time restraints) and are, therefore, VOICELESS.

-Asian woman

Estimated RSJI Employee Survey Participation by Department Over Time

The number of survey respondents was higher for the 2018 survey (4,231) than the 2016 survey (3,940). The response rate is difficult to ascertain as several factors impacted the calculation including 1) a shortened length of time (3 weeks versus 6 weeks in previous surveys), 2) an increase in the number of City employees and 3) the decentralized calculation of City employees by departments. Using a total number of City employees of 14,053 we approximate a response rate of 30 percent. This total does not explicitly include temporary or seasonal employees although some survey respondents identified as temporary employees.

| DEPARTMENT	2008	2010	2012	2016	2018
Sustainability & Environment	-	-	-	-	78%
Planning & Community Development	37%	66%	86%	42%	75%
Labor Standards	-	-	-	-	73%
Arts & Culture	92%	100%	100%	76%	69%
Civil Rights	91%	100%	100%	59%	69%
Mayor's Office/CBO/OIR	53%	66%	100%	32%	61%
Finance & Administrative Services	31% (Fleets/Facilities), 47% (Executive Administration)	61%	49%	32%	61%
City Attorney's Office	-	91%	59%	74%	61%
Human Resources	29%	65%	66%	51%	60%
Neighborhoods	40%	70%	66%	53%	58%
Immigrant & Refugee Affairs	-	-	-	-	58%
Public Utilities	36%	63%	59%	22%	52%
Economic Development	32%	91%	100%	82%	51%
Construction & Inspections	-	-	-	-	48%
Education & Early Learning	-	-	-	-	46%
Legislative/City Council/Auditor	-	42%	66%	-%	45%
Employee Retirement System	-	-	-	-	43%
Information Technology	61%	76%	74%	31%	39%
Housing	74%	69%	94%	70%	36%
Library	31%	44%	16%	16%	30%
City Light	23%	44%	41%	22%	23%
Police	9%	40%	20%	36%	21%
Fire	22%	26%	27%	38%	18%
Human Services	57%	44%	59%	33%	18%
Transportation	64%	59%	71%	38%	17%
Seattle Center	25%	39%	51%	17%	13%
Municipal Court	-	37%	2%	34%	10%
Parks & Recreation	22%	34%	41%	16%	6%
Other/Small	-	89%	9%	18%	-

Accountability

Sixteen years after the start of the Race and Social Justice Initiative, organizing efforts have produced several equity initiatives and citywide efforts that address internal workforce equity, environmental justice, transportation equity, equitable development, labor standards, and arts and culture. The RSJI Employee Survey asked about approaches to equitable contracting, community engagement, the racial equity toolkit, and efforts to increase access for immigrant and refugee communities. All of these represent changes in institutional policies and, to different degrees, have been absorbed into the everyday workings of City government. There may be more awareness and workplace expectations around these efforts, but what started as people-centered initiatives are often implemented in transactional ways.

The need for accountability within RSJI and accountability to racial justice values were key concerns expressed by respondents. In this section, we explore accountability as the City's ability to learn about the historical and present harms brought by our own practices and proactive engagement with communities in determining our actions. As we carry out equity initatives across the City, anti-racist principles should be at the center of our practices and guide our approach.
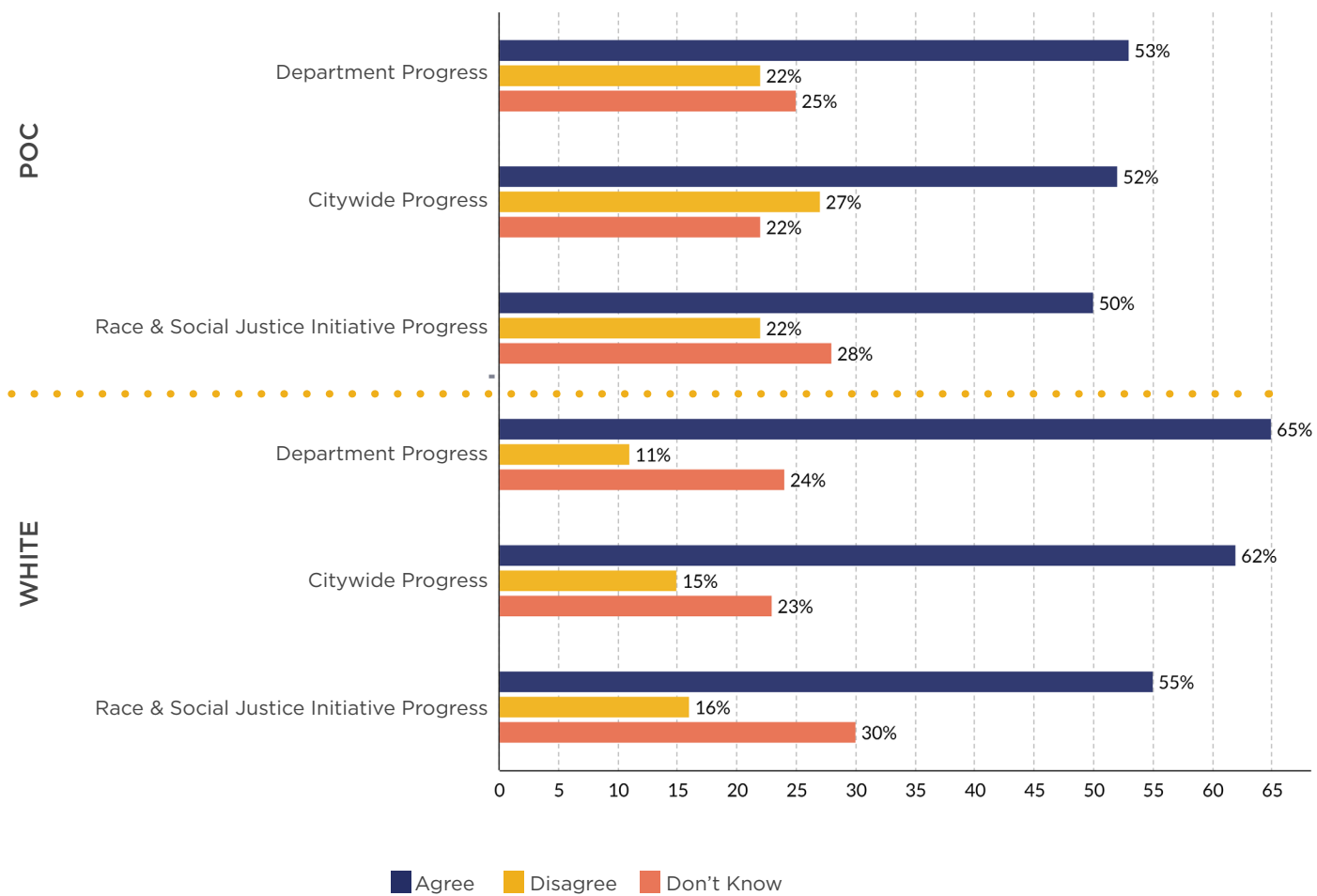
CITYWIDE PROGRESS TOWARD ENDING INSTITUTIONAL RACISM

Effectively transforming a historically racist institution into an anti-racist body takes time, commitment, funds, and people. While the following is an attempt to gauge staff perceptions on the City of Seattle's progress to end institutional racism, employee responses throughout this survey point to many areas where we need to re-examine our institutional commitment, taking into account the harm that continues to impact employees of color.

Progress Toward Ending Institutional Racism Over Time

Legend: ■ Citywide Progress ■ Department Progress
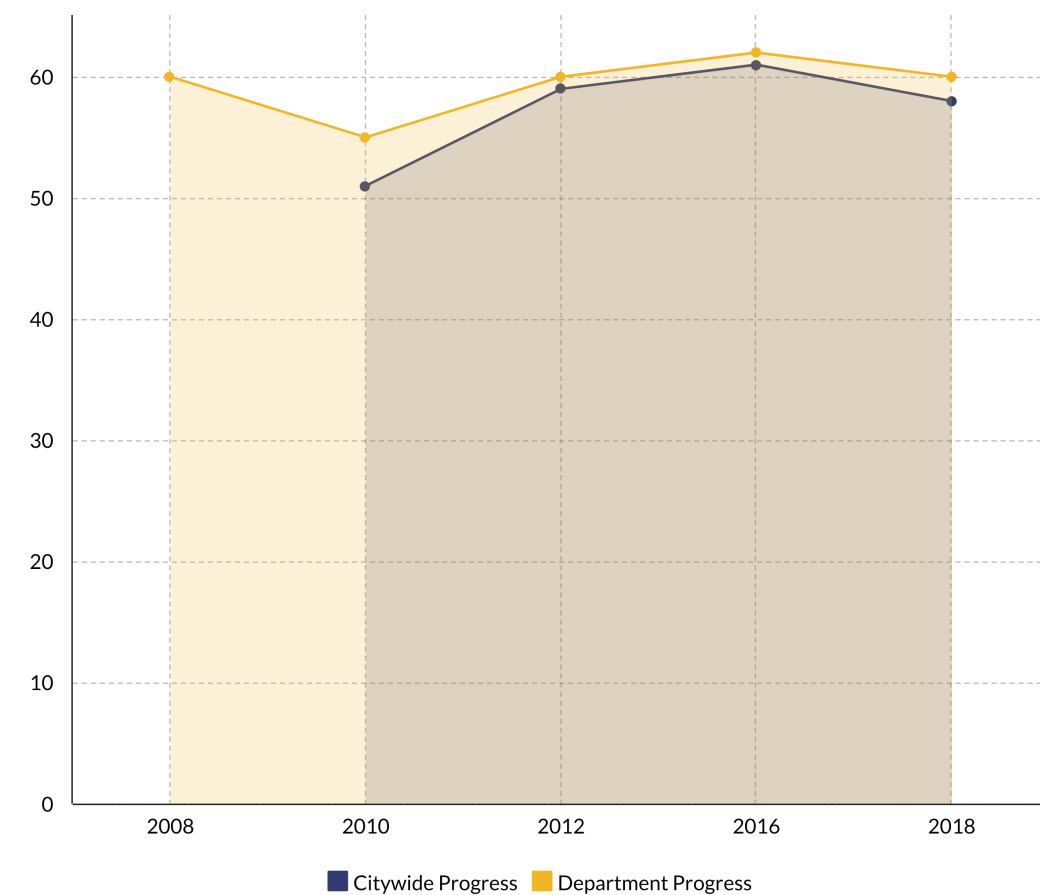
Staff confidence in both department and citywide progress toward ending institutional racism and advancing racial equity has declined slightly since 2016. This represents a change in the trend from the last two surveys (2012 and 2016) which reported slight increases. While employee perceptions have shifted slightly from year to year, they have remained at approximately 60% over the last 10 years.

POC

Department Progress — 53% / 22% / 25%

Citywide Progress — 52% / 27% / 22%

Race & Social Justice Initiative Progress — 50% / 22% / 28%

WHITE

Department Progress — 65% / 11% / 24%

Citywide Progress — 62% / 15% / 23%

Race & Social Justice Initiative Progress — 55% / 16% / 30%

(X-axis: 0 5 10 15 20 25 30 35 40 45 50 55 60 65)

Legend: ■ Agree ■ Disagree ■ Don't Know

DEPARTMENT PROGRESS
Both Respondents of Color and White respondents feel more confident in department-specific progress, rather than overall Citywide or RSJI progress, towards ending institutional racism.

CITY GOVERNMENT PROGRESS
A larger percentage of employees of color than White employees disagree that the City is making progress toward ending institutional racism. In fact, employees of color feel more strongly about a lack of Citywide progress than they do about a lack of RSJI or departmental progress.

RACE AND SOCIAL JUSTICE INITIATIVE PROGRESS
For both Respondents of Color and White respondents, staff feel most unsure about the overall progress of the initiative.

While there are some similarities in responses between employees of color and White employees, employees of color have between 5% and 10% less confidence in all three areas than White employees, signaling a difference in how employees of color perceive efforts made by the institution. While White respondents may feel that their department is making strides at eliminating institutional racism, employees of color need their departments to make more meaningful commitments in order to see a difference. The same is true for Citywide and RSJI progress.

66 *Honestly, I don't see how the City can pretend that it cares about ending institutional racism, when we are standing silently by as King County builds a multi-million dollar youth jail in the CD -- racist infrastructure that demonstrates how insincere our "zero youth detention" resolution is, and illustrates how self-serving Seattle's "progressive" identity is. Black and brown people see no meaningful changes in their conditions."*

-Respondent of color who identifies with multiple gender identities.

CONTRACTING FOR RACIAL EQUITY

City departments are charged with conducting outreach to and tracking the percentage of contracts awarded to Women and Minority Owned Businesses (WMBE). As a large contractor, funder, policymaker and enforcer, the City of Seattle has power and influence over the livelihood of families of color who run businesses. Identifying racially just outcomes for Businesses of Color in King County calls for the institution to apply holistic and structural approaches. The following captures respondent perceptions of Citywide and departmental approaches to WMBE.

38% of respondents don't know if their department promotes equitable access for women and minority-owned business enterprises (WMBE) to compete for purchasing and consulting contracts.

My department promotes equitable access by WMBE to contracting.

■ Agree (57%)   ■ Disagree (5%)   ■ Don't Know (38%)
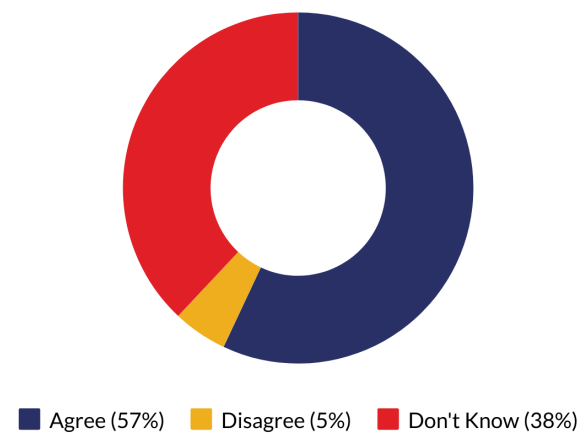
Survey responses indicate that 57% of respondents agree that their department promotes equitable access by women and minority-owned business enterprises, 5% disagree, and 38% don't know. More work needs to be done to make sure that staff across departments, particularly those that handle purchasing and contracting, are aware of the City's policies toward promoting WMBE access. Those who disagreed most were Black / African American women (16%) and those who selected the highest percentage of

"don't know" were American Indian / Alaska Native women (71%).

Promoting racially equitable access by WMBE for purchasing and contracting opportunities is one of the ways we operationalize racial justice. The need for racially equitable access by WMBEs to City purchasing and contracting funds is rooted in a historical preference for whiteness and marginalization, oppression, and exploitation of communities of color, particularly women, transgender and genderqueer individuals within those communities. Institutional support for WMBE requires that all staff are aware of that history, regardless of whether we deal with purchasing and contracting or not, so that our policies and practices are constructed with that history in mind.

**43% of respondents don't know if their department is improving processes to encourage successful selection of WMBE.**

My department is improving internal processes for the successful selection of WMBE.

■ Agree (49%)   ■ Disagree (8%)   ■ Don't Know (43%)
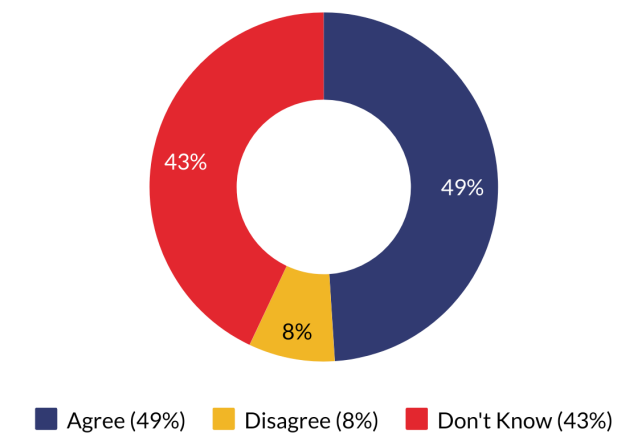
Almost half of question respondents, 49%, feel that their department is improving internal processes to encourage successful selection of WMBEs, 8% disagree, and 43% don't know. Those who disagreed most were Black / African American women (59%), and those who selected the highest rate of "don't know" were Multiracial men (52%).

Compared to staff awareness of WMBE promotion, a smaller percentage of respondents feel that their department is improving internal processes to select WMBEs and a larger percentage doesn't know. While employees might not know because they are not involved in WMBE selection processes, staff often feel that decisions are made by department leadership, or a select few, without the knowledge or input from those who are directly working on the project or program, as mentioned in the quote below. This often results in outcomes that negatively impact people of color.

I am involved in contracting.

Not Involved (66%)　　Involved (27%)　　Don't Know (7%)
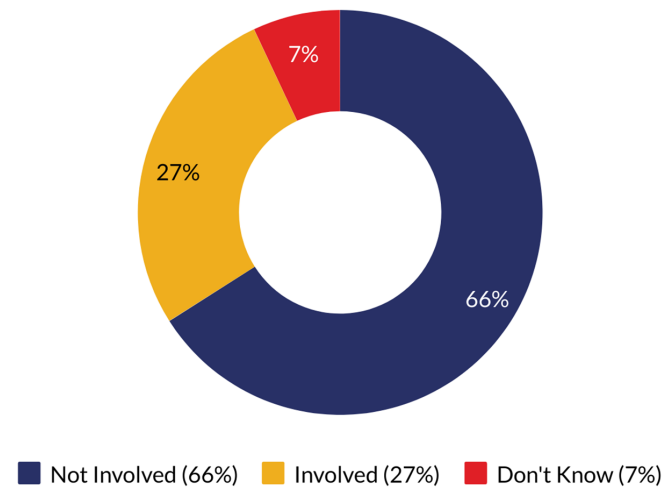
" *Even organizations with people of color at the top, can still exhibit symptoms of White Supremacy Culture because this culture derives from decades of racism in this country. Changing this culture will take long term professional and personal commitment from city leaders, department heads and managers and probably can only occur with outside help... To make decisions that support equity and NOT equality. Practicing decision making that is transparent; not made behind closed doors. We need leaders who are willing to listen carefully to voices who do not agree with them and move away from patriarchal leadership.*

-Latina/Hispanic Woman

66% of respondents are not involved in contracting.

Approximately 66% of respondents are not involved in contracting, 27% are, and 7% don't know. American Indian / Alaska Native employees were most often not involved in contracting (80%). Responses among other racial groups ranged from 51% – 71%.

Asian and Black/African American women together make up 60% of all women of color who are not involved in contracting. Respondents of color as a group have access to 33% of the positions that are involved in contracting and White people have access to 64%. Staff who are involved in contracting may have a larger level of influence over who is or is not awarded funds, the amount, frequency, etc. They have access to institutional power via financial resources.

In addition to increased representation of employees of color in these positions, racially just outcomes for businesses of color require that we challenge the white dominant institutional culture that centers whiteness and the historical exclusion of City funds to people of color.

" *When our managers and leaders don't have a nuanced, thoughtful, ever-evolving analysis of race, gender, class, and disability, it sets a tone for the rest of our department (and for the city). We can take things like RSJI more seriously by making concrete efforts to weave them into the everyday workings of our city departments -- and by hiring consultants that have the analysis we aspire to..."*

-Respondent of color who identifies with multiple gender identities

INCLUSIVE OUTREACH & PUBLIC ENGAGEMENT

Inclusive Outreach and Public Engagement (IOPE) is a strategy that the City of Seattle adopted to be a more inclusive City government and improve its community engagement efforts. While the Race and Social Justice Initiative's approach toward institutional relationships with communities most impacted by structural racism has shifted over time, approaches to program development, funding, and decision-making vary across departments and divisions.

49% of respondents either disagree or don't know if their department seeks input and assistance from communities of color.

About half of survey respondents, 52%, agree that their department seeks input and assistance from communities of color, 13% disagree, and 36% don't know. Approximately 49% either disagree or don't know if their department seeks community input. If departments are not seeking input from communities of color, what guides our institutional approach? While our intent as a City might be to undo institutional racism, our outcomes will continue to perpetuate racism if the voices of those most impacted by structural racism are not at the center of our strategies.

Employees who most often disagreed were Latina / Hispanic (86%), Middle Eastern (67%), and Black/African American (56%) women.

As anti-racist organizers, we continuously craft strategies to address racial injustices propagated by the institution, and continually modify our approach. Government has historically told communities of color what is best for them, when it is best for them, and how to move accordingly. IOPE has helped steer us toward including communities of color in institutional decision-making. However, one of the lessons we've learned is that, to truly address racism, our approach to inclusion must analyze power, account for the history of structural racism, and evaluate our position as institutional gatekeepers.

Inviting community to the table has, at times, been hugely successful for the City and communities impacted by our work, but it has also been a source of harm to communities of color. We should ensure that in our attempts at inclusion we, 1) compensate community members for their time and expertise, 2) coordinate efforts across City departments to avoid duplicative requests in the same communities, 3) seek feedback on projects in their early stages, rather than once projects are nearly complete and little, if anything, can be changed; 4) work with community to advance projects that center their priorities and strategies, instead of approaching community members for feedback on projects that do not reflect community needs.
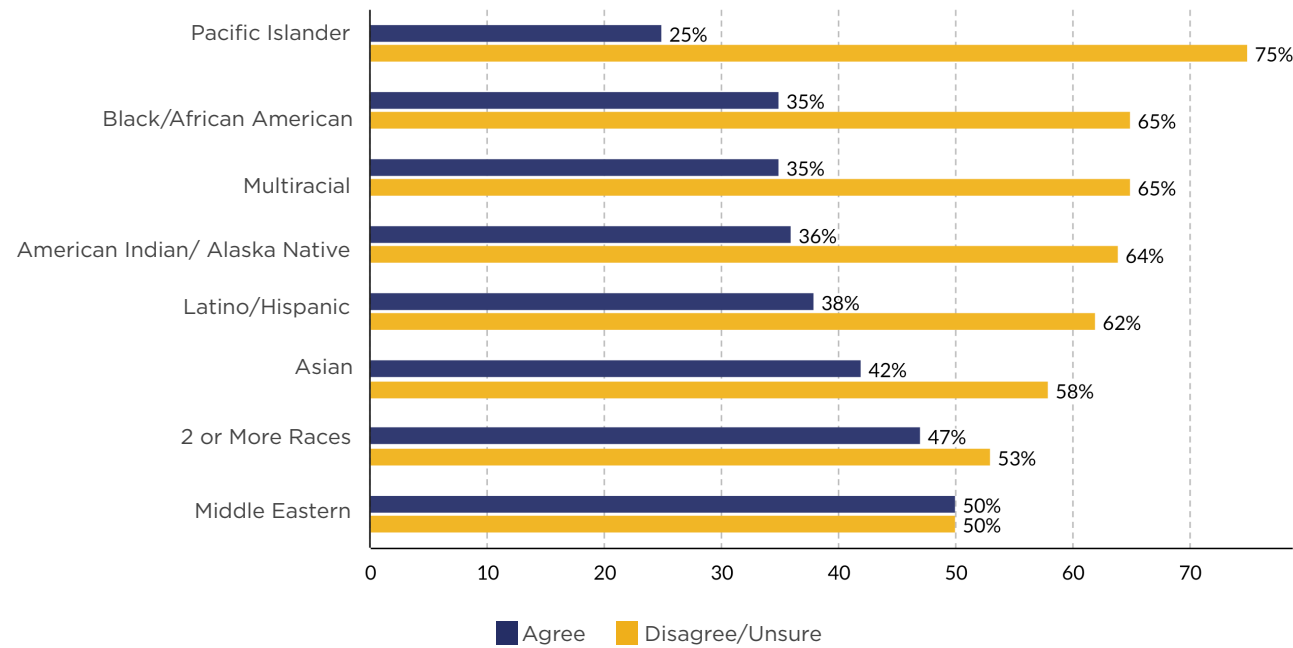
55% of respondents either disagree or don't know if their department incorporates community input into policies, programs, and initiatives.

While 49% of respondents either disagree or don't know if we seek input from communities of color, an even higher percentage of respondents (55%) disagree or don't know if that input is then incorporated into department policies, programs, and initiatives (46% agree that it is incorporated, 15% disagree, and 40% don't know).

Respondent narratives indicate a feeling that departments are inauthentic in their commitment to the Race and Social Justice Initiative. In other words: because we are expected to, we will say we care about racial justice but will not shift our decision-making, actions, or funding strategies to align with our values.

As the following chart illustrates, women of color disagreed or said they didn't know (combined percentages) at higher rates than the overall staff response of 55%. Additionally, a disaggregated approach shows that perceptions vary across groups; a much larger percentage of Pacific Islander women (75%) disagreed or didn't know if community input was incorporated than Asian (58%) or women who identified under multiple racial identities (47%).

My department incorporates input from communities of color into policies, programs, & initiatives. (Responses from women of color)

Category	Agree	Disagree/Unsure
Pacific Islander	25%	75%
Black/African American	35%	65%
Multiracial	35%	65%
American Indian/ Alaska Native	36%	64%
Latino/Hispanic	38%	62%
Asian	42%	58%
2 or More Races	47%	53%
Middle Eastern	50%	50%

■ Agree   ■ Disagree/Unsure

Responses hint at a lack of knowledge about the City's efforts to meaningfully incorporate community into decision-making processes as well as differential treatment of communities of color within institutional efforts. For example, City employee racial justice movements have addressed the anti-blackness embedded in the City's approach to community relationships. At times, administrations have made efforts to build relationships or prioritize the voices of immigrant and non-Black communities of color while ignoring or discrediting the voices of American Indian / Alaska Native and Black / African American communities in Seattle and King County.

> *RSJI is seen for the most part as being owned by the RSJI Change Team. RSJ principles have not been integrated into our everyday work and our decisions, especially BUDGET DECISIONS. Our low-income communities keep asking for more program hours, like 9am to 9pm and on Saturdays. However, meeting these requests means we would have to make some tough decisions that would be unpopular with many taxpayers and voters. Moving from Equality to Equity will hopefully become more than a popular slogan one day.*
>
> -Latina/Hispanic Woman

Accountable Community Relationships

The term "accountability" often goes misunderstood, as does the word "community." For RSJI, it is important to understand these terms and how they relate to our work, because accountable community relationships serve as the backbone for the struggle to dismantle institutional racism.

To be accountable is to be able to answer for one's decisions and actions; to give an account, a description, a tally detailing one's motives, decisions, processes, policies, values, beliefs and hopes. This is what someone is asking for when they ask for accountability. It is often a tall order, and thus often avoided. On the other hand, the term community is equally amorphous. In social activism, we have a sense that community means the people, neighbors, families, elders, workers, cultural organizations, and civic leaders. In many ways it is a very broad term, but for social activists it homes in on those that make up the grassroots and do not have direct access to power.

For RSJI, "community" takes on an added dimension. Angela Davis famously said that, "in a racist society it is not enough to be non-racist, we must be anti-racist." In "How to Be an Antiracist," Ibram X. Kendi describes being anti-racist as "one who is supporting an antiracist policy through their actions or expressing an antiracist idea." The award-winning scholar, and author also reminds us that the only way "to undo racism is to consistently identify and describe it—and then dismantle it." This, being precisely City of Seattle's RSJI's mission, we need to be antiracist in how we do the work on behalf of the city. And, when we are asked to be accountable to community, we must be accountable to antiracist community—all those people, neighbors, families, elders, workers, cultural organizations, and civic leaders that are antiracist and working to undo racism where they live and work.

Accountable community relationships entail giving account of how we are working to undo racism in the City of Seattle to those living in this city working to undo racism in their lives.

IMMIGRANT & REFUGEE ACCESS TO SERVICES

It is imperative that we ensure immigrant and refugee communities have access to all aspects of City government. As City employees doing racial equity work, we should examine our role as gatekeepers and develop awareness around communities of color and their access to City services. From here, we can shape the direction of our institutional strategies, and understand our individual and collective roles in removing barriers.

47% of respondents don't know if their department is making progress on improving access to services for immigrants.

Those who disagree most are American Indian / Alaska Native (17%) and Black / African American (13%) respondents. Those with the highest rate of selecting "don't know" are Pacific Islander (59%) and American Indian / Alaska Native (50%) respondents.

Why are so many employees unsure about departmental progress to improve access to services for immigrant and refugee communities? One take-away is an understanding of the siloed ways in which City government operates; priorities, timelines, and workloads are some of the barriers that City employees face when working cross-divisionally and cross-departmentally.

As mentioned in the quote above, staff find that racial justice work is often left to a few people within a department which prevents the entire department from examining how racial justice is embedded in, but not written into, their very job descriptions. Embedding racial justice throughout all aspects of our work is one of the themes that arose in employee narratives. When we incorporate racial justice into our work, it becomes all our work, and not just work done by a few.

50% of respondents agree that their department is making progress toward providing interpreation and translation services for immigrant and refugee communities. 41% don't know and 9% disagree.

As we operationalize racial justice, certain aspects of the work become transactions. In this case, as City employees plan community meetings with immigrant and refugee communities, logistics might include contacting

Language and Interpretation Services, the Office of Immigrant and Refugee Affairs, the Department of Neighborhoods, obtaining translation equipment, or having the meeting in the language the community prefers. While a great step forward and a potential for cross-departmental collaboration, this process also hints at a greater degree of institutional comfort in providing one-time services such as language access than a constant analysis of community access to the breadth of services the City provides. Ensuring translation or in-language meetings is not the same as aligning City strategies to community strategies or honoring community leadership.

Latino/Hispanic Respondents who disagree their department is making progress toward providing services for immigrant & refugee communities.

■ Women 74%   ■ Men 26%
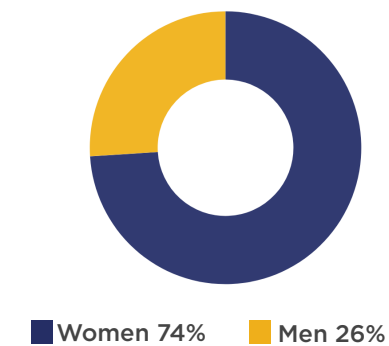
Those who disagree most that their department is making progress at providing interpretation and translation services for immigrant and refugee communities are Latino / Hispanic (15%), Black / African American (13%) and American Indian / Alaska Native (13%) respondents. Latina / Hispanic women made up 74% of those who disagree within their racial group. Survey responses indicate that Language Access is something that Latina / Hispanic women care deeply about.

Pacific Islander respondents had the highest percentage of staff who selected "don't know" (57%), a higher percentage than the overall staff response of 41%. It is alarming that that City employees who may be members of immigrant communities disagree or are not sure if their community's concerns and feedback are accounted for by City government.

RACIAL EQUITY TOOLKIT

The Racial Equity Toolkit (RET) is an institutional attempt to guide City employees in conducting a racial justice analysis on programs, projects, initiatives, and funding decisions. Departments are required to complete a minimum of four RETs every year and update the Mayor's Office, City Council, and the Seattle Office for Civil Rights on their yearly progress. The following explores some of the challenges staff, departments, and the City in general face in this endeavor.

61% of respondents either disagree or don't know if the use of the RET has helped improve their department's policies, initiatives, programs, and budget decisions.

Racial Equity Toolkits are the institution's primary instrument for conducting a racial justice analysis. Survey responses indicate that 39% of staff feel this mechanism has helped improved department policies, initiatives, programs, and budget decisions, 14% disagree, and 47% don't know.

Disaggregating responses by race shows that a larger percentage of respondents of color (16%) compared to White respondents (12%) do not believe RETs have been effective. That, out of those who feel RETs have not been effective, employees of color gave stronger responses, calls for the institution to address the barriers faced by RET teams and look at the Toolkit itself.

Oral history also informs us of the uncertainty around RET accountability. Often, once RETs are submitted, little to no feedback is provided to the team or the department. Limited support for RSJI staffing Citywide has not kept up with the use of RETs in departments.

While the RET has evolved from a formal document to a living process that incorporates relationship-building components central to racial justice work, we must be able to name the barriers faced when attempting to do racial justice analytical work within a government institution.

Until we can clearly identify, name, and address those barriers, racial justice efforts will fail to meet their intended goals. We must be willing to change the institutional culture and practices some have grown comfortable with.

Take the time needed to do complete RET's on EVERY policy or procedural change. Beginning with the mayor's office down through individual units we are always in a hurry and not able to do thoughtful RETs. Plus, the ability to do them thoroughly isn't resourced. It takes time and money and as an organization we are often hesitant to provide enough of either.

-Black/African American Woman

A great deal of managers and department leaders to not know how to utilize the RET or make RSJI a priority... Additionally, when they do use the RET it is utilized as a check box versus working to make impactful change. This stems greatly from the creation of unrealistic timelines from the Mayor's Office, Council and leadership.

-Latina/Hispanic Woman

Accountability is lacking. Requiring supervisors and managers to use the RET when making new policies instead of requiring the change team who lack rank to apply the toolkit."

-Latina/Hispanic Woman

62% of respondents lack confidence or don't know how to set racial equity outcomes and goals when using the

A higher percentage of White respondents (63%) indicated that they are not confident or don't know how to develop racial equity outcomes than respondents of color (59%).

Conducting a racial justice analysis requires that we continually practice and learn from our mistakes. As the quote points out, a lack of City resources dedicated toward racial justice work harms the ability of RET teams to spend time identifying lessons learned, build relationships across the City-wide racial justice network, and for OCR's RSJI Strategy Team to provide in-depth technical assistance to RET teams across the City.

White respondents make up the majority (64%) of respondents who have used RETs in their work and yet 63% do not feel they can set a racial equity outcome or don't know how. This points to a deep need for POC access to RET processes as well as anti-racist capacity building for White staff and staff of color.

> " *Make all program managers and front-line staff take training in the Racial Equity Toolkit. I have been working in programs, outreach, and community engagement in some capacity for over 5 years but have never been trained in the RET. I worry that we are sometimes doing unnecessary harm by not analyzing our actions through a racial/social equity lens...*
>
> -Asian Man

Centering the Most Impacted.

Being antiracist and dismantling institutional racism, means that RSJI must work to undo the harm caused to Black, Brown, and Indigenous people by 500 years of racist government policies and racist societal practices.

At best our history reflects a desire to be nonracist, which we have seen is not enough to create a fair and racially equitable society. To undo racism, we need to atone for harm and restore the communities of those most affected by racism. In centering those most impacted, subjectively and intentionally, we can get to the root causes of the inequalities that exist and create antiracist policies to reverse, negate, and end their effects. Performing a racial equity analysis on our policies and programs is one way to ascertain which specific communities, and racial groups are impacted by the implicit racial bias that exists in our institutions. The way the City of Seattle operationalizes its ability to perform a racial equity analysis is through the use of the Racial Equity Toolkits.

The Racial Equity Toolkit (RET) is a process intended to guide a racially diverse team in conducting a racial equity analysis on any aspect of city business—from budgeting and hiring, to community engagement and planning. It is a deliberative processing tool designed to counteract the cumulative effect of generations of society-building that has been biased both explicitly and implicitly in favor of white supremacy culture. While government bodies and other institutions are subject to all the policies, rules, regulations, laws, and practices that have, for generations, held a bias that has resulted in harm to communities of color.

The RET disrupts the decision-making process to include race as a factor in data analysis of any issue. It considers the harm caused by institutional and structural racism and pursues a restorative justice approach. Such an approach elevates the experiences of communities of color in order to be accountable and to change the way we treat each other—especially those most harmed by racism in our society and our city. The RET guides its users to give communities of color as much respect in engagement as would usually be given corporations, other governments, developers, and other special interest groups. In doing so, we can get to root causes which, when addressed can lead to more racially equitable policies and decision-making, benefiting not just communities of color but our city as a whole.

LEADERSHIP

The analysis in this section of the report looks at survey questions that asked about leadership and departmental support for racial justice; however, the role of leadership is a recurring theme throughout this report as leadership is key in moving racial justice forward.

In order to advance racial justice, we must be able to identify and analyze manifestations of racism, develop leadership, and maintain accountability. This is particularly true for people in leadership positions, who often act on behalf of and make decisions for the institution. Part of this accountability lies in listening to community members and seeing feedback as an opportunity for growth and critical reflection. The concerns raised in this survey, by our community of employees, provide such an opportunity for City leadership.

At the end of the day, supervisors, managers, directors, and elected officials are people. People whose experiences, socialization, intersecting social identities, and biases influence their values and approaches. People who have been given positional authority within City government and who, like all City employees, function as gatekeepers.

37% of respondents disagree or don't know if people in leadership participate in and support discussions of institutional racism within departments.

Approximately 22% of respondents disagree and 14% don't know if department leadership participates and supports discussions of institutional racism in their department (combined percentage of 37%); 63% agree that leadership does engage.

Within employees of color, Black / African American (37%) and Latino / Hispanic (30%) are the groups who disagree the most. Women make up a larger percentage of Black / African American, Multiracial and Latina / Hispanic employees who disagree.

Using the following chart to compare staff responses over time, we can see that there has been a slight increase in the percentage of people who think that leadership participates in and supports discussions of institutional racism within their departments from 2016 (61% in 2016 to 63% in 2018). However, looking at the last 10 years, staff feel similarly about leadership support.

Respondents of color who sought help for racial discrimination or harassment
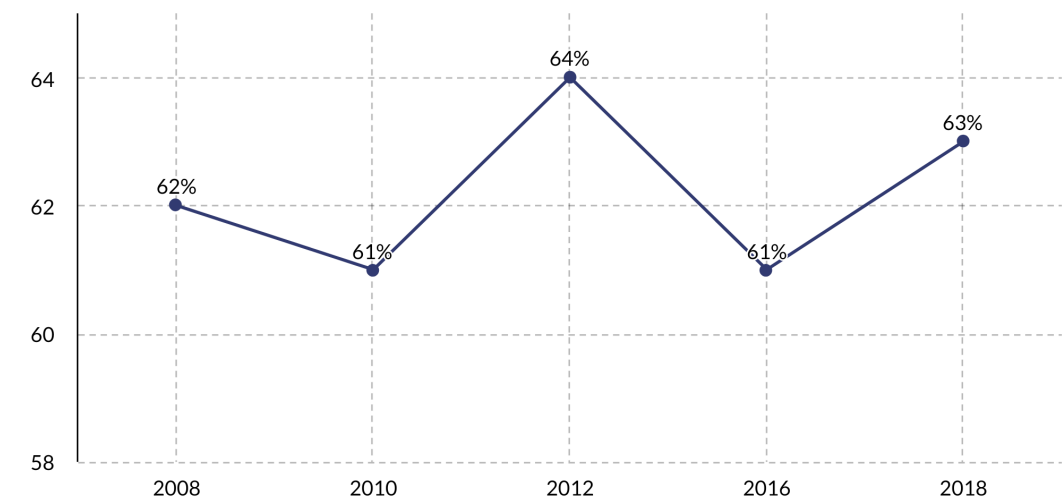
Participating and supporting discussions of institutional racism within departments is an essential component of institutional change. While 63% of survey respondents agree that department leadership participates and supports discussions of institutional racism, almost 2 in 5 employees disagree that this is the case. People in positions of authority have greater institutional power and can either propel racial justice efforts forward through anti-racist leadership or cause additional harm to departmental organizing efforts.

RSJI needs to have leadership support throughout the City; supervisors, middle managers, directors. The Mayor's office needs to demonstrate its commitment to RSJI by continuous training, acknowledging the harm City government does, funding RSJI, supporting culture shift in their office and throughout the City, and supporting and holding directors accountable for the same."

-Latina/Hispanic Woman

45% of respondents disagree or don't know if their department provides support for resolving workplace issues involving institutional racism.

Approximately 45% of respondents either disagree (20%) or don't know (25%) if their department provides support for resolving workplace issues involving institutional racism.

Leading with racial justice across all aspects of our work requires that we center those most impacted by structural racism within our policies, initiatives, programs, budget decisions, etc. If 1 in 4 of our staff are not sure if department leadership supports resolving workplace issues involving institutional racism, it suggests that there isn't enough conversation about 1) institutional racism in all aspects of work (in this instance, workplace issues), 2) steps taken to resolve issues, and 3) how staff might be perpetuating racism within City departments. It further implies that staff might not feel supported in bringing up issues of workplace institutional racism or feel that there will not be any action to remedy issues brought up.

Oral history provides many examples of institutional racism being ignored, deprioritized, or inconsistently addressed. As the quote mentions, departments may address racism in one area of work but not all; in this case addressing racism in external-facing work but not internal to the department. This can create a toxic work environment for people of color who experience racism at work and are part of an institution that perpetuates racism across communities of color in Seattle and King County.

My department seems to not want us involved in branch equity or RSJI.

-Latina/Hispanic Woman

Within the following racial groups, women are the ones who most disagree that there is departmental support for resolving workplace issues involving racism: Latina / Hispanic (69%), Black / African American (57%), and multiple racial identities (48%).

American Indian / Alaska Native (31%) and White (27%) respondents don't know if their department provides support for resolving workplace issues involving racism. Among American Indian / Alaska Native respondents, women made up 75% of people who don't know. This is worrisome, given government's continued erasure of Native peoples across this country and throughout Washington state.

This points to another example of the need for City government to use an intersectional approach to workforce equity and center communities most impacted by historical structural racism in our internal workplace practices.

36% of respondents disagree or don't know if their department encourages staff to use paid work hours to participate in RSJI training and activities.

Within the following racial groups, women are the ones who most disagree that departments encourage the use of paid work time for RSJI trainings and activities: Latina / Hispanic (65%), Black / African American (58%), and American Indian / Alaska Native (55%). These responses suggest that women may experience less opportunities to attend RSJI trainings within these racial groups than men.

Workforce Equity

Workforce equity is both an outcome and a practice. It addresses workplace culture, practices, and policies. Through workforce equity, government applies an anti-racist lens to the environment in which our internal community of City employees work and which directly impacts our service to community. A concern raised by respondents is that efforts that do not center race, do not adequately address workforce equity.

The City of Seattle's 2016 Workforce Equity Strategic Plan provides the following:

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

By nature, workforce equity practices must be interesectional. To address the root of workplace injustice, we must address the barriers faced by our staff who hold multiple marginalized identities. To create just, people-centered spaces we need to consider people in their fullness and account for our diverse experiences, socialization, valued or marginalized social identities, biases, and beliefs.

This requires that we imagine an environment and institution that is different from what we are. We should learn from our own history of racist decisions and practices, analyze institutional power, and undo our internalized racism. These are central to practicing workforce equity.

The following section reports on employee perceptions of racial and gender harassment, workplace culture, and workplace bullying. Results were shared with the Anti-Harassment Interdepartmental Team to assist in their efforts to address the intersections of race and gender-based harassment.

Workforce Equity Patterns

❝ *Someone needs to look into [my department] and hold management accountable for the harassment that's going on from them. 80% of the people that have worked for over 12 years are being pushed out.*

-Black/African American woman

In addition to the six overarching themes of this report, the following seven themes represent key concerns from respondents of color regarding workforce equity, workplace culture, and bullying. They are discussed in the following section as well as in other parts of this report.

- Mistrust of HR process
- Mistrust of management
- Fear of retaliation
- Lack of transparency
- Lack of awareness of reportable offenses
- Racial and gender bias in hiring and promotion
- Ageism

The top four areas of concern regarding management behaviors for respondents of color point to a lack of information, transparency, and racist and sexist practices.

The 2018 Employee Survey asked participants to rate their feelings toward department management in eight different areas. The results are illustrated in the following table.

PERCEPTIONS OF MANAGEMENT ACROSS RACE

PRIORITY	% of POC respondents who think management does not:		% of White respondents who think management does not:	
1ST	Continually provide information on how to report harassment or discrimination.	30%	Continually provide information on how to report harassment or discrimination.	26%
2ND	Give fair and equal treatment to all employees, regardless of race.	29%	Give fair and equal treatment to all employees, regardless of gender.	21%
3RD	Resolve complaints in a fair and unbiased way.	27%	Resolve complaints in a fair and unbiased way.	20%
4TH	Give fair and equal treatment to all employees, regardless of gender.	26%	Consistently demonstrate support for a workplace free of harassment.	19%
5TH	Has a culture in which employees appreciate the differences that people bring to the workplace.	25%	Take appropriate action on employee complaints regarding gender-based harassment or discrimination.	16%
6TH	Consistently demonstrate support for a workplace free of harassment.	25%	Has a culture in which employees appreciate the differences that people bring to the workplace.	15%
7TH	Take appropriate action on employee complaints regarding race-based harassment or discrimination.	22%	Give fair and equal treatment to all employees, regardless of race.	15%

As listed in the above table, treatment and resolution of employee complaints were among the top four concerns for White respondents as well as respondents of color. However, gender discrimination was the second highest concern for White respondents (fourth for respondents of color),

while race-based discrimination from management was the seventh (second for respondents of color). Responses reflect the added burden of both racial and gender structural discrimination and harassment that women, transgender, and gender non-conforming people of color carry.

When comparing responses across race and gender, transgender respondents and respondents who selected multiple gender identities disagreed most strongly among both respondents of color and White respondents, with respondents of color relaying the highest levels of disagreement. Between women and men, women of color disagreed the most across all eight management behaviors.

PERCEPTIONS OF MANAGEMENT ACROSS GENDER (Respondents of Color)

Management does not:	Respondents of color	Transgender	Multiple Gender Identities	Women	Men
Continually provide information on how to report harassment or discrimination.	1ST (30% of POC Disagree)	N/A	50%	37%	22%
Give fair and equal treatment to all employees, regardless of race.	2ND (29% of POC Disagree)	20%	60%	34%	22%
Resolve complaints in a fair and unbiased way.	3RD (27% of POC Disagree)	20%	60%	32%	21%
Give fair and equal treatment to all employees, regardless of gender.	4TH (26% of POC Disagree)	40%	60%	33%	19%

As the City addresses the urgent issues of harassment and discrimination, we must center the experiences and leadership of women, transgender, and gender non-confirming employees of color in order to address the root of the problem. This means that outcomes, strategies, policies, and practices on gender harassment and discrimination must lead with race.

24% of respondents of color reported different treatment due to race/ethnicity.

Respondents were asked to identify if they had experienced or observed 11 different workplace behaviors of racial harassment or discrimination. As noted in the table below, there were 5 behaviors that resonated most strongly with employees of color.

RESPONDENTS OF COLOR WHO EXPERIENCED OR OBSERVED RACE-BASED HARASSMENT OR DISCRIMINATION IN THE WORKPLACE			
PRIORITY	Workplace behaviors that were unwanted or uninvited	Experienced	Observed
1ST	Different treatment because of your race/ethnicity.	24%	25%
2ND	Passed over for advancement, overtime, various types of compensation, training, or special assignments because of your race.	16%	19%
3RD	Referencing people of your race/ethnicity in insulting or offensive terms.	13%	16%
4TH	Put downs or condescension because of your race/ethnicity.	13%	14%

The behaviors noted above are not singular, unrelated occurrences between individuals. They point toward an institutional culture that permits and, often, promotes racism. If racism is present in our institutional work culture, it is present in our work norms, values, practices, and decisions we make.

As anti-racist practitioners, we analyze power and gatekeeping. While each City employee is an individual working for City government, when we make decisions we act on behalf of the institution, with the power of the institution.

A number of employees of color also reported being passed over for advancement, overtime, various types of compensation, training, or special assignments because of their race. This can be attributed to an institutional preference for the characteristics associated with whiteness. Race is embedded in every aspect, including hiring practices, of our institution. As stated earlier, while it is important to recognize the achievements and advancement of people of color in the workplace, it is still critical to consider how race-based biases inform our hiring practices.
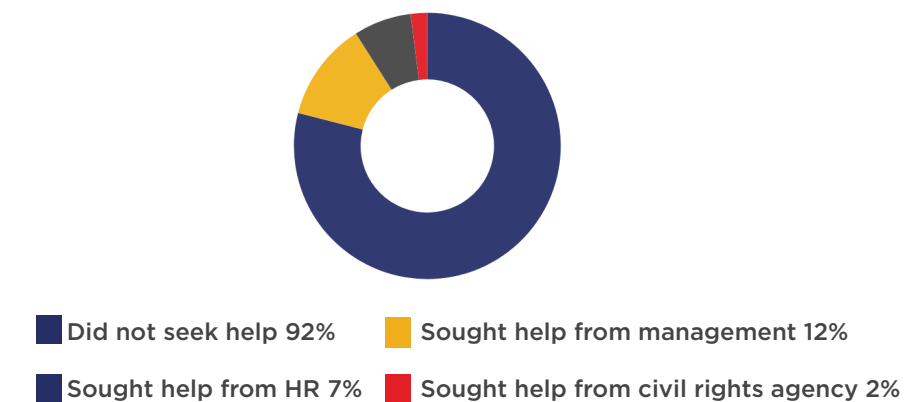
66

> 66 *My management consistently fails to address any issues of harassment or racial bias in the workplace. They show clear favorites amongst employees and do not hold us to the same standards."*
>
> *-Black/African American woman*

It was more common for respondents of color to say they witnessed discrimination or harassment than to say they experienced it themselves, as seen in the previous table. As we seek to understand survey data, we should keep in mind the painful nature of experiencing oppression, different responses we may have to traumatic situations, and how we make sense of them.

79% of respondents of color who experienced or observed racial harassment or discrimination did not report it.

Respondents of color who sought help
for racial discrimination or harassment

■ Did not seek help 92%   ■ Sought help from management 12%

■ Sought help from HR 7%   ■ Sought help from civil rights agency 2%

The chart above illustrates that seventy nine percent of respondents of color who experienced or observed racial harassment or discrimination did not report it. American Indian / Alaska Native (92%), Multiracial (88%) and Pacific Islander (86%) respondents had some of the highest responses.

67

Seeking assistance from management is the most common course of action among respondents of color (12%) who did report an incident; men of color (13%) and women of color (12%) responded similarly. In contrast, women of color reported seeking assistance from HR (10%) more often than men of color (4%). That women of color sought assistance from multiple sources at slightly higher rates than men may point to a need for satisfactory resolution that isn't being met. Women of color must navigate the intersecting oppressions of racism and sexism within the institution which creates additional barriers.

The few respondents of color who identified as transgender or selected multiple gender identities all said they did not seek help addressing incidents. Again, that some of the most impacted members of our City community chose not to seek help for racial harassment or discrimination raises serious questions about the work culture and institutional support available to City employees.

When asked about the reasons for not reporting instances of racial harassment or discrimination, the most salient reasons for respondents of color were: 1) did not believe there would be a satisfactory response (37%); and 2) did not think it was a reportable offense (29%). Such high percentages indicate a breakdown in our institutional processes, practices, and culture, and an institutional inability to effectively deal with racial harassment and discrimination.

Survey responses show that staff are not reporting their experiences and observations of harm, in part, because they do not think those incidents are reportable. As a society, we often place the burden on the victims of oppression and ask for proof of harm. Oral histories, protests, and lived experiences are viewed as invalid, while quantitative data is upheld. As an institution, the City of Seattle mirrors this pattern; we place a high value on quantitative data and place little value on the lived experiences and testimonies of employees of color. We should ask ourselves what it means that employees of color do not believe their experiences of harm, pain, and violence are seen, valued, or heard.

Different treatment due to race or gender was the top form of harassment or discrimination that employees of color identitied.

Survey respondents were asked about their experiences of 12 gender harassment and discrimination behaviors in the workplace. While employees of color identified the same top three behaviors for both race and gender-based harassment and discrimination, the percentage of respondents who

noted experiencing and observing race-based behaviors tended to be slightly higher than gender-based behaviors, as seen in the following table.

RESPONDENTS OF COLOR WHO EXPERIENCED OR OBSERVED RACE & GENDER-BASED HARASSMENT OR DISCRIMINATION IN THE WORKPLACE					
		Race		**Gender**	
PRIORITY	**Workplace behaviors that were unwanted or uninvited**	**Exp.**	**Obs.**	**Exp.**	**Obs.**
1ST	Different treatment because of your race/ethnicity.	24%	25%	23%	27%
2ND	Passed over for advancement, overtime, various types of compensation, training, or special assignments because of your race.	16%	19%	12%	17%
3RD	Referencing people of your race/ethnicity in insulting or offensive terms.	13%	16%	10%	15%

Our office is significantly better at ensuring equity along lines of gender than along lines of race.

-Asian woman

Leading with a racial justice lens is a strategy that the Race and Social Justice Initiative adopted to address the root causes of structural racism. As we address gender harassment and discrimination, race must be at the center of our outcomes, strategies, and tactics. This means elevating the voices of those most harmed by the intersections of racism and sexism. As stated earlier in this report, an intersectional approach refers to the experiences, voices and leadership of people of color who identify as women, transgender, and gender nonconforming.

Historically, women of color have been intentionally excluded from White women's movements. Strategies that fail to center the experiences of those most impacted and fail to analyze the power structure in which we operate will continue to perpetuate racist outcomes. History has shown us White women's movements have not worked for women, transgender, and gender non-conforming people of color, because they fail to name and address the interlocking oppressions of racism, sexism, and patriarchy, thus perpetuating those same structures.

While White cisgender and transgender women along with gender non-conforming City staff are targets of gender harassment and discrimination, we must contend with how whiteness centers their voices and experiences in strategies and funding decisions around gender harassment and discrimination.

76% of respondents of color who experienced or observed gender harassment or discrimination did not report it.

When asked about reporting, 76% of respondents of color and 82% of White respondents did not make a formal report, 12% of both POC and White respondents sought help from management, 9% of POC and 6% of White respondents reached out to Human Resources, and 3% of POC and 0.5% of White respondents contacted a civil rights agency.

It should be noted that a larger percentage of men of color sought help from management regarding race-based harassment/discrimination (13%) than regarding gender-based harassment/discrimination (10%).

While survey questions did not ask about gender norms, it is part of our work to name and understand how systems of oppression engage with one another to create outcomes that replicate racism. White Supremacy and sexism converge to create a culture where reporting offenses is suspect and those making the report are diminished. In our society, it is more acceptable for women to report instances of gender harassment or discrimination than it is for men.

While cisgender men are not the targets of sexism in our society, they are harmed by it and may experience gender harassment or discrimination. Oppression gives preferential treatment to some and targets others, but it harms us all.

When asked about the reasons for not reporting offenses, the top responses for both Respondents of Color and White respondents were 1) Did not think it was a reportable offense; 2) Another reason; and 3) Did not think there would be a satisfactory response.

As with racial harassment and discrimination, survey responses point to an institutional failure to effectively address gender harassment and discrimination. We must look at the workplace culture that allows such behaviors to take place. Approximately 24% of respondents of color were not satisfied with the resolution of the problem, a higher percentage than White respondents (18%).

" *[I was] told by others it would go nowhere and only hurt my future, so chose carefully.*

-Nonbinary Respondent of Color

WORKPLACE BULLYING

More respondents of color (41%) report bullying from co-workers than White respondents (35%).

Survey respondents were asked to identify the frequency with which they experienced specific bullying behaviors with coworkers during the last 12 months. Both respondents of color and White respondents identified four behaviors as most prevalent.

PERCENTAGE OF RESPONDENTS WHO EXPERIENCED BULLYING BEHAVIORS FROM COWORKERS IN THE LAST 12 MONTHS *Percentages are a combination of responses (very often, often, sometimes, once or twice.		
Behaviors	**POC**	**White**
Gossiped/talked about you?	**41%**	**35%**
Took credit for work or ideas that were yours?	**34%**	**28%**
Were excessively harsh in their criticism of your work?	**28%**	**22%**
Lied to others about you?	**27%**	**19%**

Anti-racism work looks at the structural conditions that perpetuate racist outcomes, including institutional culture. The behaviors outlined in the bullying section of the survey foster a toxic work environment that is well known to respondents of color, particularly those who identify as women, transgender and gender non-conforming. They impact workplace well-being, morale, trust, and the overall health of employees.

Among women of color, different racial groups experienced bullying behaviors with more frequency (either "very often" or "often") depending on the question. However, Black / African American, Multiracial and women who selected multiple racial identities most often stated experiencing the top four bullying behaviors with higher frequency. Bullying is a tool of oppression and its impacts are compounded by the different social identities we hold. As we analyze workplace bullying, we need to keep in mind that anti-blackness plays out, in part, through the frequency, intensity, and the persistent nature of oppressive behaviors.

We need to have a clear understanding of how our liberation is tied to one another and the ways our movement building is strengthened when we bring our collective voices, experiences, and leadership to the table. Structural racism was founded on anti-blackness and continues to thrive on it by setting

communities of color against one another as we compete for resources, opportunities, or validation.

Anti-blackness is seen again and again in responses to questions about workplace bullying among co-workers, as well as through this survey at large. As an institution and a collective of employees organizing for racial justice, we must address anti-blackness within our organizing efforts and strategies if we are interested in truly shifting institutional workplace culture.

More respondents of color say bullying from supervisors happened in the last 12 months than White respondents.

PERCENTAGE OF RESPONDENTS WHO EXPERIENCED BULLYING BEHAVIORS FROM SUPERVISORS IN THE LAST 12 MONTHS *Percentages are a combination of responses (very often, often, sometimes, once or twice.		
Behaviors	**POC**	**White**
Were excessively harsh in their criticism of your work?	23%	19%
Gossiped/talked about you?	21%	16%
Took credit for work or ideas that were yours	21%	18%

For both respondents of color and White respondents, the percentage of those who experienced the bullying behaviors noted above from supervisors was smaller than responses to identical questions about co-workers. While percentages may be smaller, the impact differs greatly as supervisors have authority and influence over employee schedules, workloads, salary, evaluations, and training opportunities which all impact the career trajectory and development of City employees. Likewise, middle management has great influence over setting or reinforcing workplace culture.

Of the top three bullying behaviors exhibited by supervisors, Black/African American women reported most frequently experiencing excessively harsh criticism and being the targets of gossip. Latina / Hispanic women reported most frequently experiencing supervisors taking credit for their work ideas. As anti-racist principles require that we identify and analyze how racism manifests, it is vital for those in leadership positions to recognize their positional authority and interrogate how racism and anti-blackness show up with their every-day decision-making.

"
It is a very debilitating workplace ... mostly criticism being the only feedback... The same respect and consideration is not given in return, except for a few who are good friends with management... We are not allowed to schedule time off within a week to ten days, we are not allowed to take a same day off for something that comes up unexpected, even with sufficient staffing - It is a punitive work environment, not a rewarding environment...

-American Indian/Alaska Native Woman

Survey responses show that a smaller percentage of White respondents noted experiencing workplace bullying with co-workers or supervisors than respondents of color even though both groups identified the same top three behaviors. This points to a preferential treatment for White respondents that could lead to a greater investment in the advancement of White employees over employees of color.

Oral history tells of the numerous instances of White employees being hired or promoted to supervisory positions over teams with mostly employees of color, when employees of color have been with the institution longer, have greater work experience, and often train recently hired White supervisors. Our institutional commitment to racial justice requires that we name and address racism within our workplace culture.

"
I appreciate all or most efforts put in by the Department, but it seems there is a very strong HIDDEN RACISM in the Department and some individuals around me especially at the management level like direct manager and supervisor. I have clearly noticed how they treat people working under them totally differently but again it is hard to bring it up to their attention since they have power over you and your job!"

-Man who identifies under multiple racial identities

Structural Change

Structural change is a dramatic shift in the way an institution operates for the purpose of correcting the historical, present, and future harms caused by the institution's practices and beliefs. Structural change alters the assumptions and expectations that the institution holds about the employees that it employs and the communities it serves. The key to structural change is transforming the fundamental systems, dynamics, and norms that result in disparities. It is a deep reaching effort that shifts the way authority, capital, information, and accountability flow within an institution's infrastructure.

Survey responses indicate a need to shift our institutional culture, practices, and policies. Key concerns around a lack of funding, staff support, and insitutional power of anti-racist organizing bodies, point to a lack of structural support for racial equity efforts and misalignment with our stated values. Calls for meaningful action that result in racially-just outcomes cannot be fulfilled if racial justice is not valued at all levels of government.
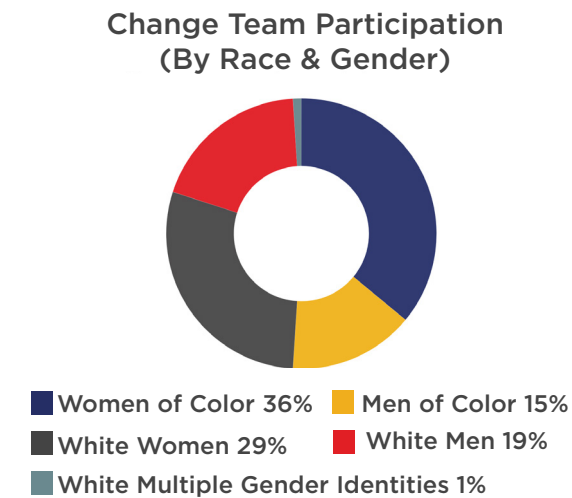
The following section includes staff perceptions of ways they have engaged with RSJI, barriers to engagement, basic understanding of RSJI, and Change Team efforts.

As we consider these responses, we should keep in mind that racism and systems of oppression function at different levels and are simultaneously present in people's experiences. Understanding survey responses from an anti-racist lens allows us to address root causes.

Engagement in RSJI

The racial justice network within the City of Seattle uses both operationalized methods (those that have been sanctioned by institutional leadership) and less visible methods of moving racial justice forward. While both are emotionally, mentally, spiritually, and physically demanding, the latter receives little recognition, if any, and is often done after hours, in addition to people's daily jobs, home, and community life. However, the roots of the Initiative and the heart of racial justice organizing lives in these unrecognized efforts.

Women of color make up 35% of all Change Team members.

**Change Team Participation
(By Race & Gender)**

- ■ Women of Color 36%
- ■ Men of Color 15%
- ■ White Women 29%
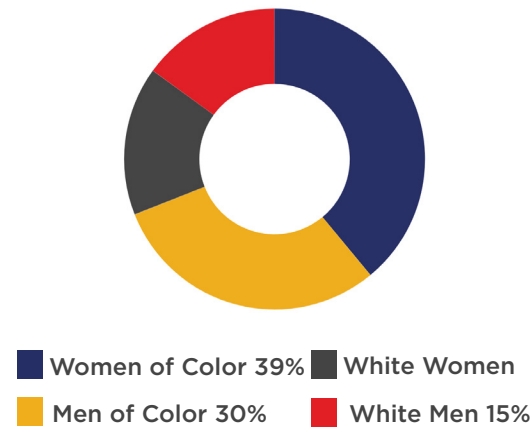- ■ White Men 19%
- ■ White Multiple Gender Identities 1%

Race & Social Justice Initiative Change Teams are the primary racial justice organizing bodies within city departments. They are tasked with changing the department from within and supporting the efforts of staff and management towards becoming an anti-racist institution. The idea of the Change Team is rooted in grassroot organizing where those with least access to power collectively organize to change the course towards racial justice in both internal and public-facing city matters.

Responses indicate that employees of color (52%) make up about half of Change Team members. women of color make up 35% of all Change Team members, making them the largest group to hold the City's daily racial justice work. Among women of color, Asian respondents make up 34% and Black/African American respondents make up 29% of Change Team members.
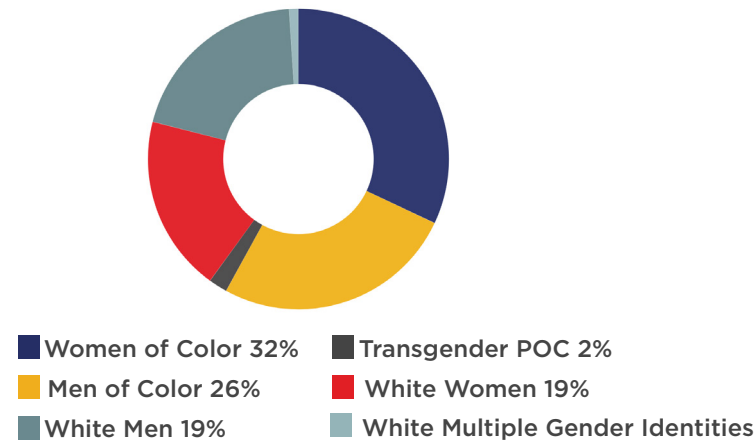
Women of color make up 39% of all CORE Team participants.

CORE (City Organizers for Racial Equity) Teams were initiated as a mechanism to operationalize racial equity efforts citywide. Participants complete a multi-year leadership development platform intended to expand racial equity in key indicator areas such as education, criminal justice, housing, arts and culture, transportation, environmental justice, and workforce equity.
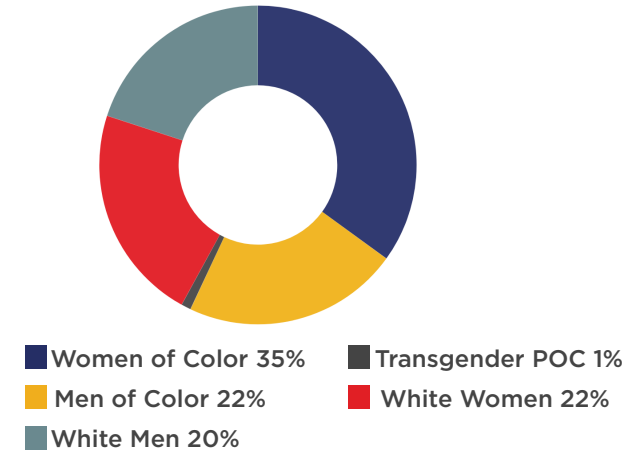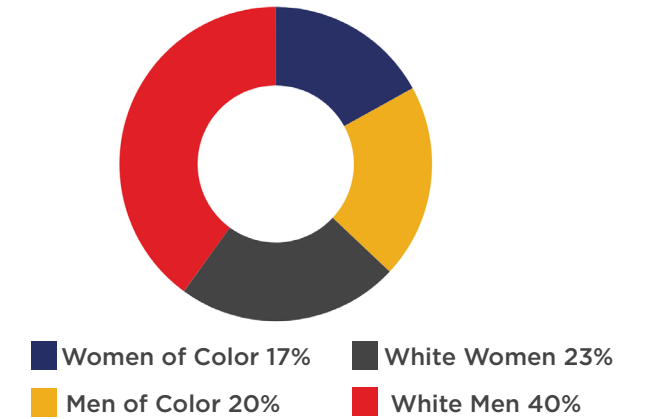
CORE Team Participation
(By Race & Gender)

- ■ Women of Color 39%   ■ White Women
- ■ Men of Color 30%   ■ White Men 15%

RSJI Sub-Cabinet Participation
(By Race & Gender)

- ■ Women of Color 32%   ■ Transgender POC 2%
- ■ Men of Color 26%   ■ White Women 19%
- ■ White Men 19%   ■ White Multiple Gender Identities

Equity Team Participation
(By Race & Gender)

- ■ Women of Color 35%   ■ Transgender POC 1%
- ■ Men of Color 22%   ■ White Women 22%
- ■ White Men 20%

RSJI Executive Sponsors
(By Race & Gender)

- ■ Women of Color 17%   ■ White Women 23%
- ■ Men of Color 20%   ■ White Men 40%

As the graph indicates, women of color make up 39% of all Core Team participants. However, more American Indian / Alaska Native, Black/African American and Middle Eastern Core Team participants were men than women. While respondents who identified as Asian, Latino / Hispanic, Multiracial or identify under multiple racial identities were more likely to be women.

Employees of color make up 59% of Sub-Cabinet members.

The RSJI Sub-Cabinet meetings were designed to provide department directors, or their designees, the opportunity to frankly address RSJI challenges and seek solutions from their peers. The RSJI Subcabinet was instituted in 2005, strategically aligning with subsequent Mayoral Subcabinet structures.

Women of color make up 35% of RSJI Equity Teams.

Racial Equity Teams are assembled to provide input and advise departments on strategic internal and external projects—most notably in those involving Racial Equity Toolkits.

Across all racial identities, a higher percentage of women reported participating in equity teams. Women of color make up the largest group (35%,) followed by men of color (22%). Among respondents of color, Black/African American respondents indicate the highest participation in equity

(32%), followed by Asian respondents (31%). Among women of color, Asian women (36%) make up the largest group of women, followed by Black/African American women (26%). Among men of color, Black/African American men had the highest participation levels (40%), followed by Asian men (24%).

White staff make up 63% of Executive Sponsors.

Executive Sponsors support the needs of Change Teams by providing them with direct access to departmental leadership, and personally highlight racial equity concerns at the leadership level.

Respondents who identified as Executive Sponsors are primarily White men (40%). While women of color make up a larger share of Change Teams, CORE Teams, Equity Teams, and Sub-Cabinet than any other group, White men make up a larger share of RSJI Executive Sponsors followed by White women (23%). Women of Color comprise the largest group carrying out daily racial justice work, while it is mostly White men who hold access to leadership and influence over decision-making.

White staff hold 61% of paid positions that address RSJI.

Only 17% of respondents (714 employees) indicated that their job description includes RSJI work. Considering that the makeup of Change Teams, Core Teams, Equity Teams, and Sub Cabinet indicate that women of color dedicate significant time to racial justice work, it is notable that White women (36%) and White men (25%) are the largest groups hired to positions that include

RSJI. Women of color who are hired most often into these positions are Asian women (37%) and women who identified as Multiracial (16%). Asian respondents make up 33% of respondents of color who hold positions with RSJI in their descriptions.

Survey responses indicate that women of color, particularly Asian and Black/African American women, are the largest group to hold the daily RSJI work across the City. That work is often done in addition to an already full work portfolio with no concessions made for the emotional toll and time-intensive nature of racial justice work. Survey responses indicate a practice of institutional reward for White women and men who engage in racial justice work with sanctions for people of color for their involvement; being offered a position that addresses institutional racism for White people while denying similar opportunities for people of color, specifically Black/African American women.

It is critical for the City to provide support to all employees so they may engage in racial justice work and ensure that racial bias does not impact which employees receive that support.

“ *Time is needed to do RSJI work but no resource to support regular workload expectations*

-Asian Woman

28% of respondents have used a racial equity toolkit in their work.

The Racial Equity Toolkit (RET) is a process intended to guide a racially diverse team in conducting a racial justice analysis. RETs were operationalized through a Mayoral directive in 2014 which required departments to conduct and report on a minimum of 4 RETs per year.

Approximately 1 in 3 respondents of color use RETs in their work, particularly Women of Color who make up 59% of employees of color implementing RETs and 20% of overall respondents. Among women of color, Asian women (38%) and Black/African American women (23%) report higher rates of utilizing RETs. Among American Indian / Alaska Native, Pacific Islander, Middle Eastern respondents, men reported utilizing RETs more frequently.

While women of color make up 59% of employees of color who implement RETs in their work, they often do so without the full support of their department to carry out a racial justice analysis and a commitment to center community feedback and concerns in program strategies.

White respondents make up the majority of those who reported using RETs in their work (64%), particularly White women, who make up 36% of all respondents who have used RETs. White men are the second largest group to report using RETs, at 28% of respondents.

“ *More communication about how RSJI is being implemented around the division is needed. What is being done and what outcomes are being seen? Also, as far as I can tell, the RET is only done by certain people, not all staff participates in that exercise. So, while it's cool that we do that, I think most staff feel disconnected from its purpose and outcomes.*

-Black/African American Woman

Approximately 1 in 4 respondents feel they have implemented race and social justice within their department.

Approximately 1 in 4 survey respondents feel that they have implemented RSJI within their departments in other ways. Among women of color, Asian women (37%) and Black / African American women (19%) feel most strongly about using methods in addition to or aside from those named in this survey. Latina / Hispanic women follow closely at 17%. Among men of color, responses are similar to those of women of color; 27% of Asian men and 20% of Black / African American men feel likewise. Racial caucusing and Affinity Groups were recognized as key RSJI engagement methods for staff. Additional ways staff are involved include relationship and network-building and opportunities provided by individual departments.

40% of respondents are not involved with RSJI.

Approximately 36% of employees of color and 59% of White employees expressed not being involved with RSJI – in total, 40% of survey respondents. Men of color identified more strongly with not being involved; responses to the survey question more than doubled (300 men responded) compared to questions asking about specific involvement methods (responses ranged from 7 to 155 men of color).

More American Indian / Alaska Native respondents identified with not being involved with RSJI (67%, 20 respondents) than with specific means of involvement. Half (50%, 33 respondents) of Pacific Islander respondents noted not being involved with RSJI and slightly less than half (47%, 8 respondents) of Middle Eastern respondents answered in the same manner.

While there may be a number of reasons why staff do not feel comfortable engaging with RSJI, responses from American Indian / Alaska Native, Pacific Islander, and Middle Eastern respondents indicate a need to ensure that racial justice efforts address the different needs of all people of color, especially those most harmed by structural racism.

Survey responses also indicate a sense of disappointment in racial justice work within City government. While the City of Seattle may make small steps toward becoming an anti-racist institution, oral history tells us of the many steps it has taken backward and the continual harm to communities of color. This has been a disheartening reality for many staff who have carried the weight of anti-racist organizing inside the institution for years.

" *....No one wants to be part of something they feel will create no positive impact because it rattles the cage of institutionalized racism. People say they want things to change, but once their comfort is disturbed, the sentiment changes.*

-Black/African American woman

" *It currently feels like a token effort and nothing actually gets done. The final decisions are made by an inherently biased/white administration."*

*-Black/African American woman*

RSJI TRAINING

Racial justice trainings play a key role in institutional change; they are a tool to establish a baseline for discussions about race. However, trainings have not and will not end institutional racism alone.

Survey respondents were asked about their participation in RSJI trainings and their effectiveness in equipping staff to address institutional racism in the workplace. Below are survey responses to these questions.

TRAININGS TAKEN BY CITY STAFF	
BASIC ANTI-RACISM TRAINING 50% of all survey respondents reported taking some sort of basic anti-racism training. *In addition to the citywide RSJI trainings, departments may offer basic anti-racism training to their staff.*	**RACE: THE POWER OF AN ILLUSION** 66% of all survey respondents reported taking RPOI. *Race: The Power of an Illusion is a three-part PBS series on the history of structural racism in the United States and is the basis of an introductory full-day RSJI training.*
RACIAL EQUITY TOOLKIT TRAINING 31% of all survey respondents indicated taking an RET training. This number is slightly higher than the number of people who reported using an RET in their work. *The Racial Equity Toolkit Training is a three-hour training intended to introduce the RET.*	**INCLUSIVE OUTREACH AND PUBLIC ENGAGEMENT (IOPE)** Only 8% of respondents have taken IOPE trainings. As IOPE trainings are no longer offered, a low participation rate is expected. However, outreach and community engagement are at the heart of RETs. If staff have conducted RETs, but not taken IOPE or engaged in conversations about repairing relationships with communities of color, how are we ensuring they are at decision-making tables? *IOPE was an initial effort to build relationships with communities by increasing access to City government. It helped open a Citywide conversation about the City's relationship with communities most impacted by structural racism.*

Approximately 69% of respondents agree that RSJI training or education has provided them tools to address institutional racism in the workplace. .

As the chart below indicates, staff perceptions of training usefulness in providing them the tools to address institutional racism in the workplace has declined since 2008 but there was an increase of 6% from 2016 to 2018.

**Staff Perception of Usefulness Over Time**
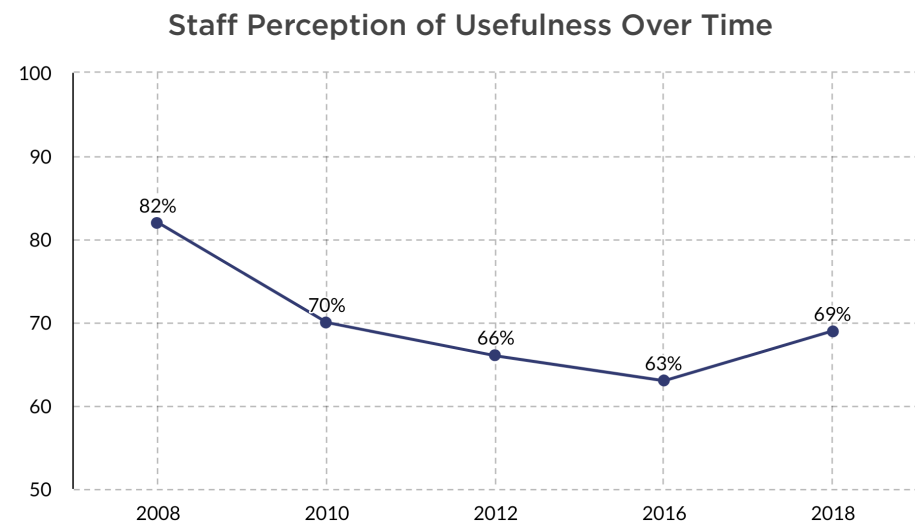
Looking at 2018 results, among women, those who agreed most were American Indian / Alaska Native (79%), White (76%), and Pacific Islander (77%) respondents. Among men, whose who agreed most were Middle Eastern (88%), Pacific Islander (76%), and Asian (75%) respondents.

As the following graph illustrates, among women, those who disagreed most were Multiracial (29%) and Middle Eastern (25%) respondents. Among men, American Indian/Alaska Native (46%), men who selected not to identify racially (41%), and men who selected multiple racial identities (31%) disagreed most.

> " *I think that if RSJI is that important to the City of Seattle, there would be more budget and more resources available to hire people to do more outreach and do more training to EVERYONE who works at the City. It does appear that this initiative is focused on a lot, however, there does not appear to be enough paid full-time staff to really dive into some of the issues.*
>
> —Asian Woman

Employees Who Disagree that RSJI Training/Education has Provided Them Tools to Address Racism in the Workplace
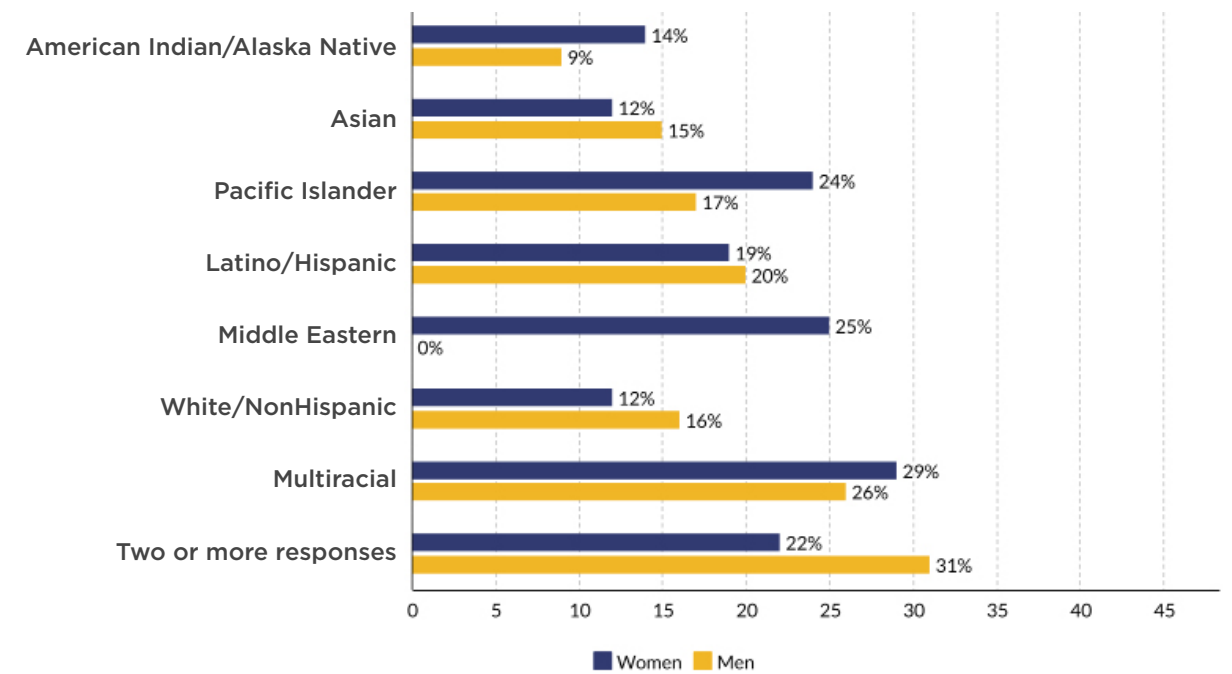
Citywide training for staff has focused on baseline racial justice learning and, as a result, staff who hold the daily work of racial justice often feel the need for deeper-level training and investment in their learning. Anti-racist capacity building of City staff requires continued opportunities to expand, deepen, and practice anti-racist organizing, strategy, and individual-level work.

Developing a deep-level understanding necessitates a profound institutional commitment to ongoing learning through time, budget, and staffing at all levels of the institution. Furthermore, it requires a commitment to apply learnings and fundamentally change the practices, policies, and culture of the institution.
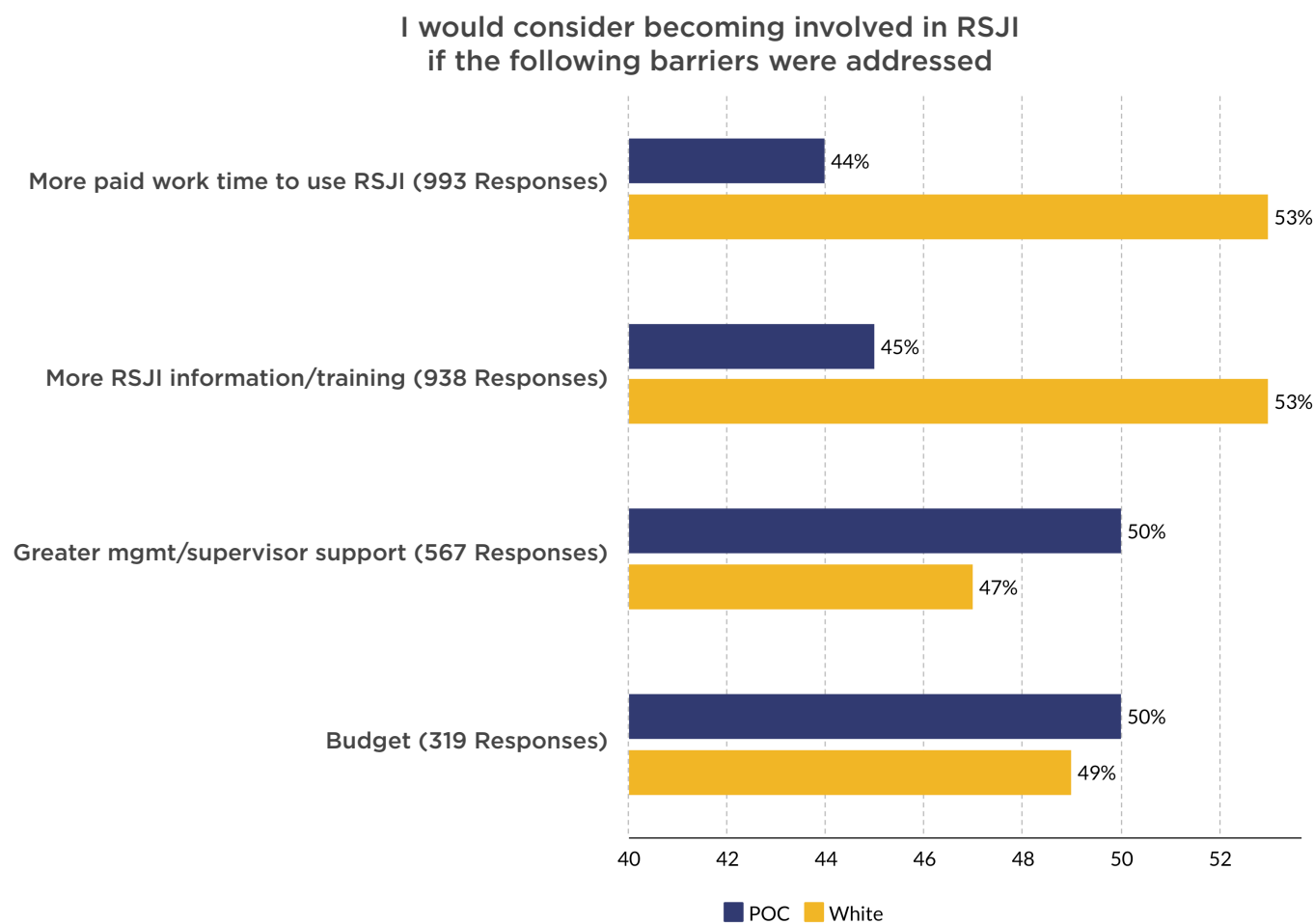
> " *I am encouraged to go to trainings by my business unit management, but due to strict HR oversight on temps, I do not feel like I am an employee that is allowed to participate or have the freedom to choose to do RSJI events/training (or any type of training/city-wide events for that matter) outside of what is in my job description during work hours without receiving backlash to either me or my business unit for that participation.*"
>
> —Multiracial Woman

BARRIERS TO INVOLVEMENT

Involvement in the Race and Social Justice Initiative signals a willingness to engage in the arduous work of transforming Seattle City government toward becoming an anti-racist institution. It requires that we name the institutional barriers that prevent employees from engaging in this work and the ways the initiative has harmed those most impacted by structural racism, including the promises that have not been kept to those that have been organizing toward this change for decades both within the institution and in community.

Employees of color make up 50% of respondents who say leadership support and budget are key determinants in their involvement with RSJI.

I would consider becoming involved in RSJI if the following barriers were addressed

Barrier	POC	White
More paid work time to use RSJI (993 Responses)	44%	53%
More RSJI information/training (938 Responses)	45%	53%
Greater mgmt/supervisor support (567 Responses)	50%	47%
Budget (319 Responses)	50%	49%

As the previous graph indicates, paid time to use RSJI and a need for more RSJI information/training received a greater number of responses, highlighting a strong interest among employees of color and White employees in addressing both barriers, employees of color made up approximately 50% of respondents who identified a need for leadership support and additional budget as key barriers, an increase of 5% from responses to more information/training (45%) or paid work time (44%). The difference in responses between employees of color and White employees may point to the way race determines how employees are impacted by institutional barriers and the different strategies they must use. The following table presents more information about these institutional barriers.

| MORE IN-DEPTH LOOK AT BARRIERS TO INVOLVEMENT	
MORE RSJI INFORMATION/TRAINING Approximately 22% of respondents identified a need for more RSJI information and/or training with the strongest responses coming from women. Asian (37%) and Black/African American (27%) women made up the largest groups among women of color. Asian (32%) and Black/ African American (29%) men made up the largest groups among men of color. Within their own racial category, Pacific Islander (67%) men gave the highest rate of response.	**MORE PAID WORK TIME** Approximately 25% of respondents would become more involved in RSJI if they could do RSJI work during paid work hours. women of color were the second largest group (27%) among all survey respondents to identify the need for more paid RSJI time, particularly Asians (42% of women of color) and Black/African Americans (24% of women of color). Among men of color, Asians (37%) and Black/ African Americans (24%) most identified the need for RSJI work to be included in paid work time. A larger number of transgender respondents and those who selected multiple racial and gender identities responded to this question than other questions.
GREATER MGMT/SUPERVISOR SUPPORT Respondents of color made up 50% of question respondents. Women of color identified most strongly with this statement (31% of all respondents). Specifically, Asian (37% of women of color) and Black/African American (22% of women of color) women. Black/African American (34%) and Asian (28%) men made up the largest groups among men of color.	**BUDGET** Women of color were the largest group to identify budget as a key barrier to involvement with RSJI (61% of Respondents of color and 30% of all respondents). This resonated most strongly with Asian and Black/African American women who made up 26% and 22% of women of color, respectively.

ANALYSIS BUILDING

One of the key ways City employees can transform City government into an anti-racist institution is by developing their own anti-racist analysis. A clear understanding of past and current mechanisms of White Supremacy, Colonization, Structural Racism and interlocking systems of oppression allow us to identify oppressive patterns as they occur and implement strategies to prevent racist outcomes which have a detrimental impact on the lives of People of Color across King County. The following provides a snapshot of employee perceptions of racism within City government and the development of their own analysis.

92% of staff think it is valuable to address the impacts of institutional racism.
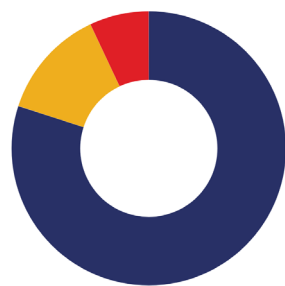
I think it's valuable to address the impacts of institutional racism.

I can identify examples of institutional racism.
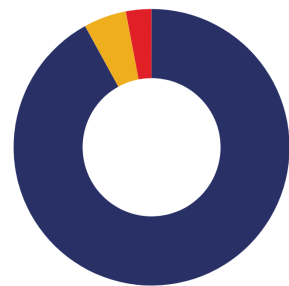
■ Agree 92% ■ Disagree 5% ■ Don't Know 37%   ■ Agree 80% ■ Disagree 13% ■ Don't Know 7%

80% of staff an identify examples of institutional racism.

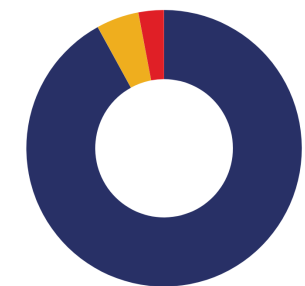Most respondents (86%) agree that they can identify examples of institutional racism.

Those who most disagreed were White (15%), American Indian / Alaska Native (14%), Multiracial (12%) and Latino / Hispanic (10%) respondents. Men were more strongly represented, at times accounting for half of the people within their own racial group. Middle Eastern (12%) and Pacific Islander (11%) respondents had the highest percentages for responding "don't know." Those with the highest percentage of both disagreeing and not knowing were individuals who selected not to identify racially; 27% disagreed and 16% didn't know.

While most respondents report that they can identify examples of institutional racism, we must keep in mind our continually changing workforce, our work culture, and barriers to institutional change. If many City employees can identify institutional racism, what prevents the City from making the institutional change that leads to healthier, thriving, liberated employees and communities?

84% of staff understand why RSJI leads with a racial equity lens.

Most survey respondents (84%) feel they understand why RSJI approaches equity and social justice through the lens of race; 87% of employees of color and 84% of White employees.

Middle Eastern (24%), Latino / Hispanic (11%), and American Indian / Alaska Native (11%) respondents disagreed at higher rates. Among these racial groups, men are more strongly represented; 25% of Middle Eastern men, 16% of Latino / Hispanic men, and 23% of American Indian / Alaska Native men disagree. Respondents who did not select a racial category disagreed (33%) or did not know (12%) more than any other racial group.

I understand why RSJI approaches equity and social justice through a lens of race.

■ Agree 84% ■ Disagree 10% ■ Don't Know 6%

1 out of every 3 respondents does not know or is unsure of how to contact their department's Change Team.

Approximately 66% of question respondents know how to contact their Change Team, 18% don't know how to contact this key group within their department, and 16% are unsure.

Change Teams are often considered "the beating heart" of racial justice work within departments. They support institutional change by advising department leadership on issues concerning racial justice including RSJI Department Workplans, workplace racial equity issues, capacity building, relationship development, anti-racist organizing, and together, have a unique sense of racial justice work across the City. However, oral history tells us that the work of Change Teams is often unfunded, unsupported and, many times, unsustainable. In an earlier part of this report, we noted that respondents of

of color made up 50% of those who identified funding and leadership support as key barriers to involvement with RSJI.

That 1 in 3 respondents either don't know or are unsure how to contact their Change Team points to a need for increased, meaningful support for these critical groups within the City's racial justice network. Even if staff do know how to contact their Change Teams, racial justice work is often placed solely on Change Teams as opposed to RSJI work being a department-wide approach. This results in insufficient support for the work.

> 66 *... I would love to see an actual budget assigned to a full-time position to coordinate efforts. Increase the paid time able to be used by each Change Team members to develop and recommend action work plans. Provide a safe environment for speaking truth without retaliation.*
>
> *-American Indian/Alaska Native Respondent*

50% of staff do not feel that their department change team provides effective RSJI support or don't know if they do.

Approximately 47% of survey respondents feel that their Change Team provides effective RSJI support to their department, 21% disagree and 32% don't know. That 53% of question respondents either disagree or are don't know indicates that staff needs are not being met by Change Teams across the City.

Effectiveness is often seen as the result of individual efforts. For example, if a program is deemed ineffective, the institution may look at either the program manager or the program participants for indicators of where the process went awry. It would be more productive to focus on the process itself: programmatic racial justice outcomes, interaction with other systemic forces, barriers faced by all those involved, institutional support, etc.

Survey responses show us that leadership support (middle management, departmental directors, elected officials, etc.), paid work time, institutional culture, and a superficial commitment to RSJI are some of the key barriers that Change Teams face as they try to move racial justice forward.

> 66 *Selecting leaders that are authentically committed to the implementation of RSJI, in word and deed. Building RSJI into workplans, diversifying supervisors, and representation throughout the department.*
>
> *- Response from a Black / African American woman when asked what her department could do to strengthen RSJI implementation*

44% of staff do not feel they are able to or are not sure if they can participate in RSJI Change Team activities.

Approximately 44% of question respondents face some sort of barrier to participating in Change Team activities. Fifty six percent of respondents feel they can participate in Change Team activities, 18% disagree, and 26% don't know.

Survey responses along with institutional practice tells us that time, budget, worksite location, schedules, and institutional culture provide strong barriers to racial justice work, in general, but also to participation in racial justice activities. The following quote highlights how a lack of financial resources for racial justice work function a barrier to participating in RSJI meetings or events.

Often, the activities organized by Change Teams promote relationship- and racial justice capacity-building, both essential components of moving racial justice forward within departments.

> 66 *Currently if staff need to attend RSJI meetings/ events, supervisor's approval is required. Since the RSJI time is not in the department's budget, it was hard for supervisors to approve when coverage cost is incurred. I think the department needs to walk the talk if we believe RSJI is important. We need to reflect the message in budget planning, supporting staff in participating, and actively engaging staff in RSJI effort."*
>
> *- Asian Woman*

Next Steps

Intentionality is key.

RSJI acknowledges that if the current structure of our institution could produce equitable results for staff and community, it would have already done so. Racism has become so embedded that it no longer depends on intentional acts of racism to survive inside our institution. Actual organizational shift requires deliberately confronting the root causes of racism, rather than layering additional trainings and policies on top of inequitable structures. Results from the 2018 RSJI Employee survey make it clear that we must be intentional in our efforts to shift institutional culture so that staff and community thrive. This requires that we interrogate our institutional values, beliefs, norms, policies, and practices; continue to center race; and develop employees and leaders with an intersectional, anti-racist analysis.

Continue to center race.

RSJI understands and teaches that while we are not to blame for the current inequities that people of color face, we are responsible for changing the disproportionate social and institutional outcomes of the world in which we work and live. Given this, it is vital that we continue to center race as the nexus for all oppression. Our society's painful history with race causes us to take race off the table and address oppression through a singular analysis such as sexism, ableism, heterosexism, or classism. It is necessary to apply an integrated analysis that unpacks the compounded impacts of elitist, ableist, heteronormative structures that keep racism at the center.

Develop anti-racist leaders.

Current social inequities did not take place in a vacuum. The City of Seattle is situated within community networks with often competing priorities and a complex combination of differing historical, economical, and socio-political realities. The inequities that exist today are a direct result of the social injustices and the accumulation of our racialized histories. This context has had a profound impact on the structure of all organizations and impacts the City's ability to carry out its equity goals.

A key approach to transform City government into an anti-racist institution is by developing employees' anti-racist analysis. A clear understanding of past and current mechanisms of White Supremacy, Colonization, Structural Racism and interlocking systems of oppression allow us to identify oppressive patterns as they occur and implement strategies to prevent racist outcomes which have a detrimental impact on the lives of people of color across the city.

Because it is staff who are closest to the work and staff who will be carrying out the work, it is necessary to build staff capacity to understand institutional racism and learn to analyze policies, practices and procedures from a racial justice perspective. This requires us to create a work culture that supports employee exploration of the daily human impact of race in their lives and in their workplace. Supervisors, managers and directors play a pivotal role in providing staff with essential skill building and professional development resources, opportunities, and spaces that foster their racial justice analysis. Failure to do so will maintain and perpetuate inequity in our work environments and program outcomes.