

City of Seattle

March 2019

2018 Workforce Equity Update Report



Seattle Department of Human Resources
Seattle Office for Civil Rights



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Introduction

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

Objective

Mayor Durkan signed [Executive Order 2017-13](#) on her first day in office to affirm the City of Seattle’s commitment to the Race and Social Justice Initiative (RSJI) and workforce equity. This report is responsive to that commitment by our Mayor and [Council Resolution 31588](#).

Background

This report is a review of the implementation of the [Workforce Equity Strategic Plan](#), issued by the Seattle Department of Human Resources (SDHR) and the Seattle Office for Civil Rights (SOCR) in July 2016. The strategic plan outlines a path for the City as it strives to reduce institutional and structural barriers to City of Seattle employment and support the well-being and inclusion of all employees. This will enable a workforce that reflects the people we serve—the people who live and work in greater Seattle.

Currently, the City of Seattle workforce reflects the demographics of the communities we serve, but not in higher levels of pay or supervisory authority. Additionally, People of Color and women exit City employment at a disproportionate rate. Organizations with workforce demographics that match the people they aim to serve outperform those who do not.¹ The City has an opportunity to improve service to the people of Seattle by focusing on removing barriers to employment at the City and advancing workforce equity. Each year of work brings us closer to this aim.

¹ Why Organizational and Community Diversity Matter: Representativeness and the Emergence of Incivility and Organizational Performance. King et al. - Academy of Management Journal - 2011

Vision

The definition of “workforce equity” found at the start of this document is both aspirational and operational to the City of Seattle. It describes a workplace of full representation and inclusion. Beyond representation, the purpose of workforce equity at the City of Seattle is to remove structural and institutional barriers that impede this vision and has specific investments in the workforce.

Report Outline

This report includes updates to the WFE Strategic Plan as resourced by the Mayor and City Council in 2018. It provides the City’s roadmap to achieve workforce equity. The report starts with a review of the City’s current employment demographics. The next section of the report shares updates on the City’s has platform strategies which are fundamental to change workplace culture. After this section is an update on the workforce investment strategies which support employee career growth. Additionally, this report outlines work completed on [Council Resolution 31588](#). An accompanying Technical Report provides additional data and information, to support each update, when needed.

Each Platform and Workforce Investment Strategy was informed by five data sources²: an employee survey with over 4,000 respondents, employee listening sessions, leadership interviews, benchmarking against regional competitors, and a literature review. All the strategies undertaken have been developed using Citywide teams and tools used to analyze and address racial equity impacts of any strategy. A copy of the City’s Racial Equity Toolkit is in the Technical Report for reference.

Platform Strategies

The workforce platform strategies fundamental to workplace culture change that have been implemented are:

1. Metrics: employee demographic data analysis measuring progress on the definition of WFE
2. Training to minimize bias in employment decisions
3. Employee performance management system (E3)
4. Leadership Expectations and Accountability Plan (LEAP)

² The full findings of each data source can be found in the City of Seattle’s 2016 [Workforce Equity Strategic Plan](#).

Workforce Investment Strategies

The workforce investment strategies supporting employee career growth that have been implemented are:

5. Employment pathways
6. Paid parental leave and paid family care leave
7. Targeted recruitment
8. Increased access to training
9. Leadership development
10. Improved access to flexible scheduling

Council Resolution and Mayoral Direction

Other WFE Strategies (not included in the WFE Strategic Plan but directed by the Executive or Council):

11. Employee exit & engagement surveys
12. Fire and police entry-level assessment changes to remove barriers to hiring equity
13. Workforce Equity Planning & Advisory Committee (WEPAC)
14. Anti-harassment and anti-discrimination initiative³

Other Strategies Not Included in this Report

The below strategies are not resourced, not currently technically possible or require negotiation with the City's Labor partners prior to implementation. They are not updated in the report:

1. Employee web portal
2. Step Exception Data
3. Seniority re-starts
4. Step-wage increases for part-time employees

The following now have independent reporting or update automatically and are not updated here:

1. Consolidated human resources (City HR)
2. Gender Justice Project
3. Wage transparency- employee wages are now posted annually.

³ In Fall 2018, Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). This executive order is critical work for the City to have a safe workplace for employees and aligns with the Workforce Equity Strategic Plan. It also relies on similar resources. Where overlap or reprioritization of resources exists, it is noted in the report.

Metrics⁴

Promoting greater workforce equity relies on removing years of historical and ingrained barriers to an inclusive workforce. This effort requires time, commitment, and measurement of incremental progress made possible through the platform strategies.” (City of Seattle, Workforce Equity Strategic Plan, July 2016, p. 10)

Overview

[The Workforce Equity Strategic Plan](#) (July 2016) identified the measurement of results as a key component of accountability for the City. These metrics are designed to measure the City’s progress toward workforce equity. Below is a summary of key findings. A complete presentation of methodology and results can be found in the Technical Report.

Key Accomplishments

The previous [Workforce Equity Accountability Report](#) (July 2018) introduced a framework for how the City of Seattle will measure progress towards its definition of workforce equity using employee demographics and survey responses. That report also presented baseline results for those metrics using City workforce data as of December 2017. Below are updated results for 2018.

The City’s definition of workforce equity is aspirational, and change is expected to be gradual as the results represent broad trends with many societal causes. Multi-year data is needed to measure progress. An analysis of change across time will be included in future reports as we continue to collect data on this progress.

2019 Objectives

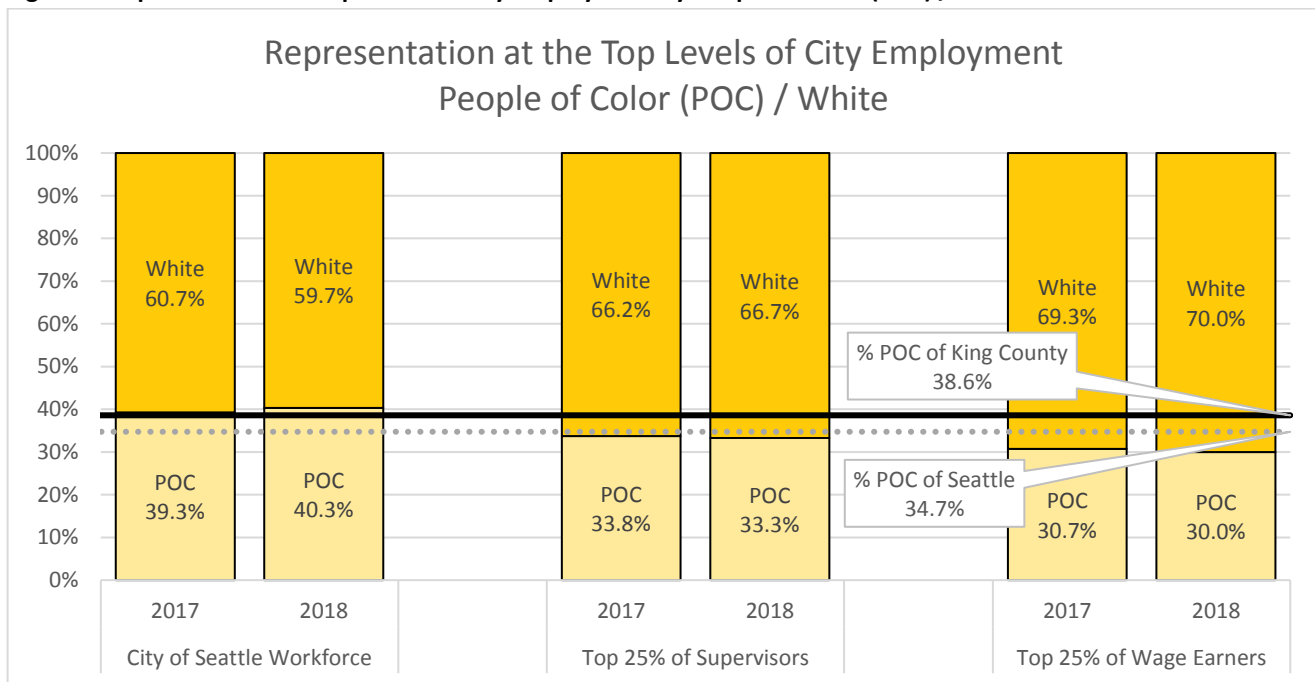
Results in this report measure only the first half of the City’s workforce equity definition, pertaining to representation in the workforce. The City is committed to measuring equity outcomes at various points in the employment cycle: attraction, selection, retention and participation. In 2019, the Workforce Equity team in SDHR continues its efforts to collect data on these elements of the employment cycle to produce results in future reports, including working with Human Resources (HR) and Information Technology (IT) staff to make changes to various data collection and storage systems.

⁴ The Workforce Equity Unit at the City continues efforts to make employee demographic data collection practices and reporting more inclusive. There continue to be gaps in both and this report recognizes more work lies ahead.

Summary Results

As of December 2018, the City of Seattle workforce remains representative of People of Color collectively (40.3 percent of the City’s workforce vs 38.6 percent of the county population). Yet, People of Color are underrepresented at the top levels of City employment compared to the county population. Among the top quarter of supervisors, they compose 33.3 percent of employees. By pay, People of Color make up 30.0 percent of the top quarter of wage earners.⁵

Figure 1: Representation at Top Levels of City Employment by People of Color (POC) / White

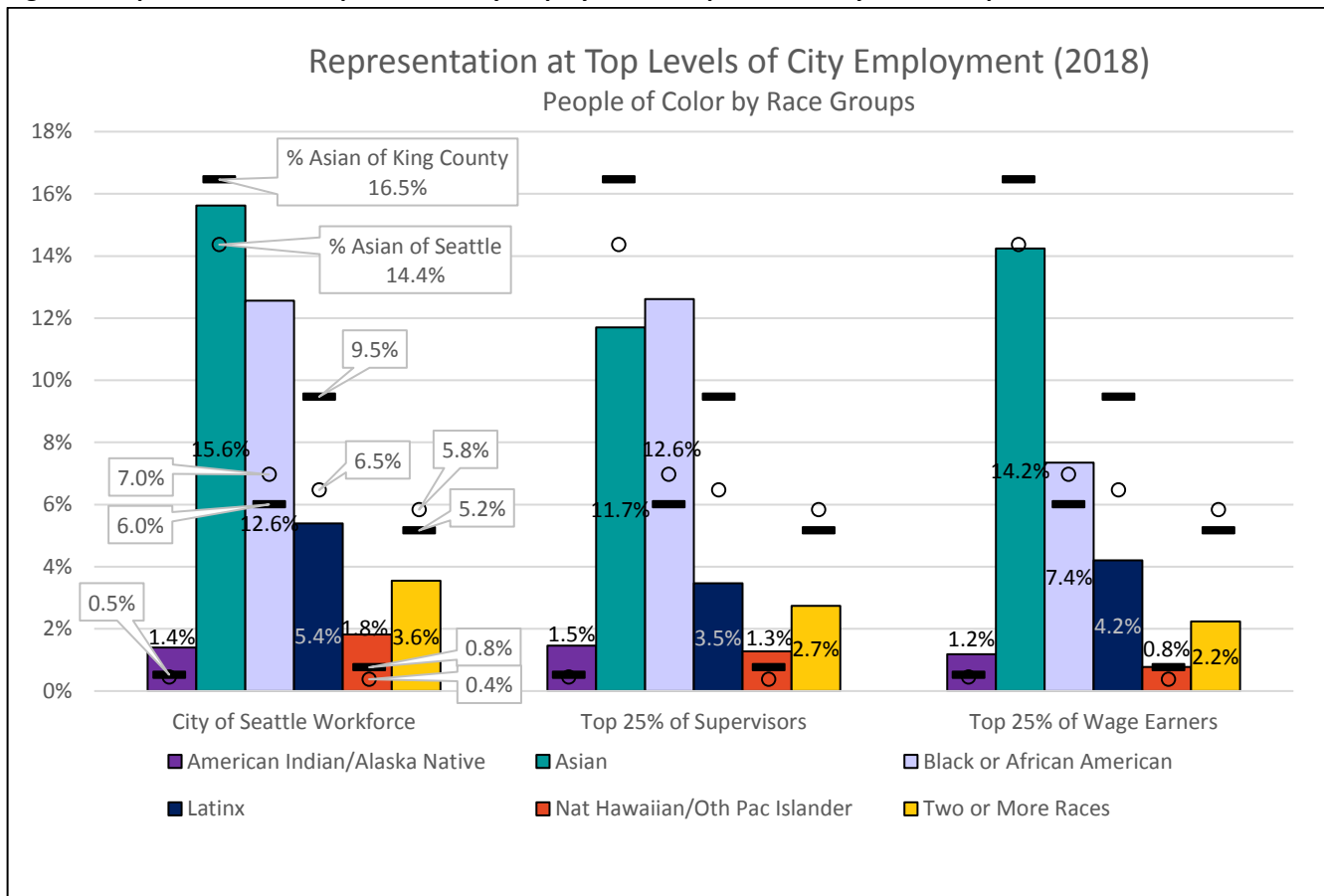


People of color are underrepresented at the top levels of City employment.

⁵ The figure above presents results as of December 2017 and December 2018. City of Seattle workforce data was pulled December 20, 2018 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2017 American Community Survey (ACS) five-year sample. The results for 2017 vary slightly from those presented in the previous version of this report (July 2018) due to the population of previously missing race and gender selections in the City’s Human Resources database (HRIS), an initiative undertaken during 2018.

By race categories, employees of Latinx descent are the most underrepresented group across the entire City workforce (5.4 percent of the City’s workforce versus 9.5 percent of the county population). This under-representation of Latinx employees is found at all four levels of supervisors and wage earners. Employees of Asian descent and employees reporting multiple racial identities are also underrepresented within the overall workforce, as well as at the top levels of the workforce, compared to the county population.

Figure 2: Representation at Top Levels of City Employment: People of Color by Race Groups, December 2018⁶

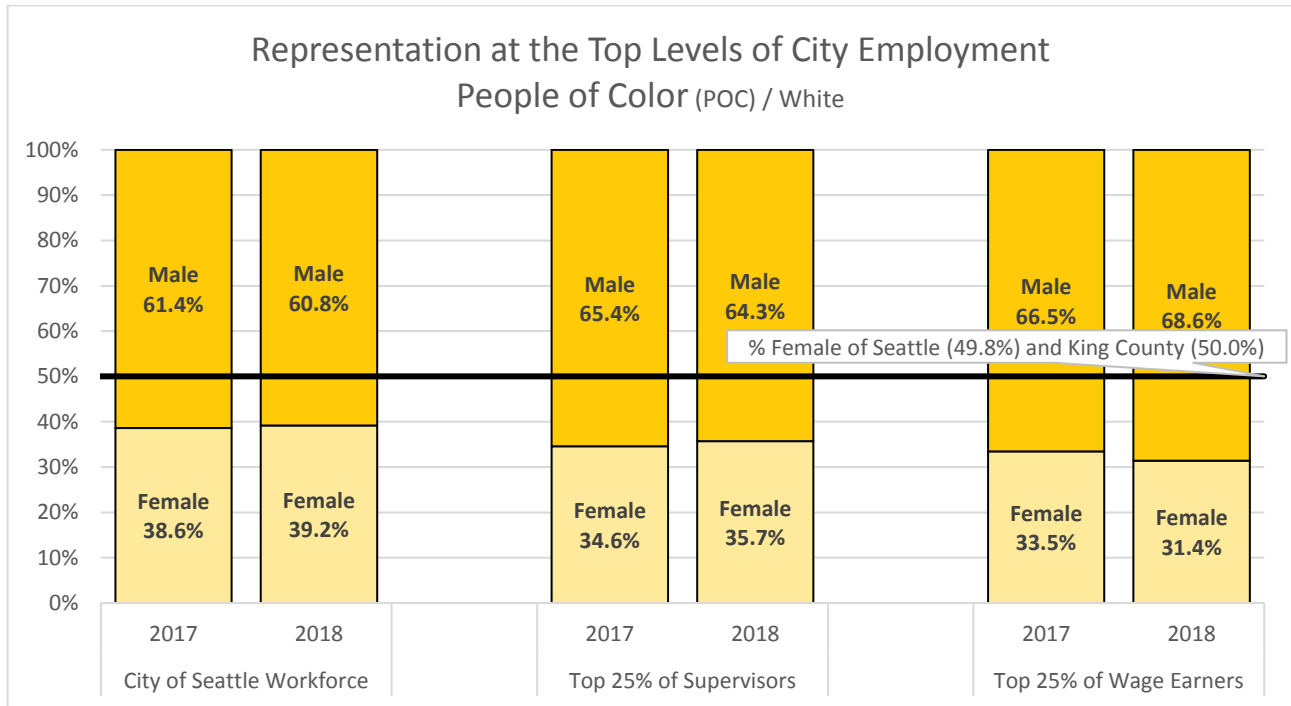


Employees of Latinx decent are the most underrepresented group across the workforce.

⁶ City of Seattle workforce data was pulled December 20, 2018 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2017 American Community Survey (ACS) five-year sample.

Our current employee data indicates 39.2 percent of City employees are female as compared to 50.0 percent of the county population. This imbalance is driven by the five largest departments (in order: Police, City Light, Parks, Seattle Public Utilities, and Fire) whose collective workforce is just 31.1 percent female. Among supervisors Citywide, women are underrepresented in all but the bottom quarter of employees. In the top quarter, they make up 35.7 percent of supervisors. Across the pay scale, women are also underrepresented in all but the bottom quarter. In the top quarter of wage earners, they make up 31.4 percent of employees.⁷

Figure 3: Representation at Top Levels of City Employment by Gender

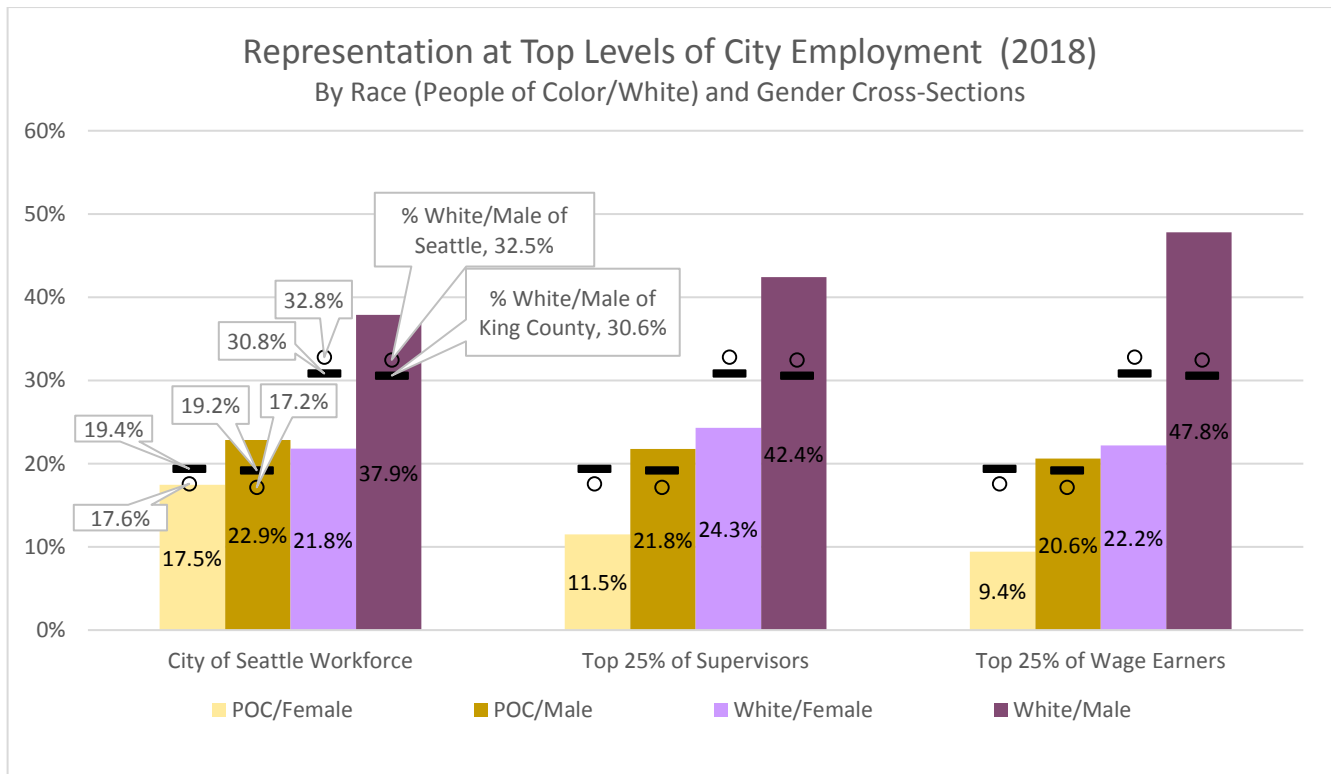


39.2 percent of City employees identify as female compared to 50 percent of the county population.

⁷ The figure above presents results as of December 2017 and December 2018. City of Seattle workforce data was pulled December 20, 2018 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2017 American Community Survey (ACS) five-year sample. The results for 2017 vary slightly from those presented in the previous version of this report (July 2018) due to the population of previously missing race and gender selections in the City’s Human Resources database (HRIS), an initiative undertaken during 2018.

When examining the intersection of race and gender, both Women of Color and white women are underrepresented in the overall City workforce. Women of Color are most underrepresented at the top levels of City employment. This group makes up 19.4 percent of the county population but just 11.5 percent of the top quarter of supervisors and just 9.4 percent of the top quarter of wage earners.

Figure 4: Representation at Top Levels of City Employment by Race (People of Color/white) and Gender Cross-Sections, December 2018⁸



Women of Color are the most underrepresented at top levels of City employment.

⁸ City of Seattle workforce data was pulled December 20, 2018 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2017 American Community Survey (ACS) five-year sample.

Minimize Bias in Employment Decisions training (MBED)

I was more aware of my own potential biases as a rater (SFD oral board panelist) such as similar to me bias or first impression bias. Because I was more aware of these possible biases, I was able to consciously try to keep them in check.” –training participant

Overview

The MBED program aims to proactively minimize bias and increase equity in all employment decisions by training managers, supervisors, and employees involved in employment decisions (i.e. recruiting, hiring, promoting, and discipline processes) on how to recognize and minimize bias in their decision-making. The MBED program includes the development of a curriculum and facilitator guide, the development and implementation of a train-the-trainer program, and updating existing Citywide trainings that include topics related to employment decisions or implicit bias.

Key Accomplishments

1. Recruited and identified 36 employees from Transportation (SDOT), Parks, SDHR, SOCR, City Light (SCL), Legislative Department, Police (SPD), Fire (SFD), Human Services, Information Technology (IT), and the Budget Office, Mayor’s Office, Municipal Court, Libraries, and Office of Economic Development (OED) to support a pilot and/or becoming MBED facilitators.
2. Adapted existing MBED curriculum to a two-and-a-half-hour introductory course while full curriculum is being developed.
3. Delivered Introductory MBED training to 134 panelists for the 2018 SFD entry level firefighter oral board process.
4. Delivered Introductory MBED training to seven SFD recruit school instructors for the 2018 January SFD recruit school.
5. Delivered Introductory MBED training to three SDHR executive search committees including the Chief Technology Officer for Seattle IT, the Director of SDOT and the General Manager and CEO of Seattle City Light.
6. Delivered Introductory MBED for 70 Mayor’s Office staff members.

2019 Objectives

In Fall 2018, Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). This executive order is critical work for the City to create a safe workplace for employees to do their best work and aligns with the Workforce Equity Strategic Plan. MBED training resources in 2019 have been prioritized to support Anti-Harassment and Anti-Discrimination efforts, such as developing supervisor/manager training that includes addressing racial bias. This aligns with incorporating the MBED curriculum into the supervisor/manager training being developed in 2019.

Employee Performance Management System (E3)

“Creates extensive engagement with staff and supervisor to understand the goals that need to be measured and be successful.” – E3 participant

Overview

The E3 Performance Management program standardizes performance evaluation tools and provides supervisors with learning opportunities to identify strategies that reduce bias in employee evaluation practices. The system uses goal setting and evaluations to recognize employees for their skills and efforts. E3 focuses on a partnership between employees and managers, building stronger communication, collaboration, and respect through understanding. When employees are more engaged in the process, they are more engaged in the outcome. This includes setting goals, regularly scheduled 1:1s, a formally documented mid-year check-in, and an annual review including a self-assessment written by the employee. Evaluation occurs in three areas: Goals and Key Responsibilities, Competencies, and Overall Performance.

Key Accomplishments

The E3 pilot started in April 2016 with four departments and 963 employees. An additional eleven departments and 1,614 staff have launched since. In 2018, the annual review was updated in response to feedback to streamline the process and provide HR business partners more control over the system. A new training for HR business partners includes guides to complete the alignment step, bias and equity considerations, and training for managers to write performance reviews.

2019 Objectives⁹

In 2019, E3 will start in seven new departments impacting 1,800 employees (Office of Economic Development, Office of Housing, Department of Transportation, Community Police Commission, City Clerk’s Office, Seattle Fire Department civilians, and some Seattle Police Department civilians) and launch with the rest of the Seattle Center and Finance and Administrative Services.

⁹ In Fall 2018, Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). This executive order is critical work for the City to have a safe workplace for employees and aligns with the Workforce Equity Strategic Plan. Some E3 resources have been re-prioritized to support Anti-Harassment and Anti-Discrimination efforts in 2019.

Leadership Accountability¹⁰

“We make policy decisions that directly impact all of the people that live and work in the City. If we don’t have people in the decision-making teams who understand the impacts on the communities, policies cannot be effective.” -City Leadership Interviewee

Overview

Leadership Accountability was highlighted as a key strategy in the Workforce Equity Strategic Plan during the employee survey, literature review, interviews with City Leadership, employee listening sessions, and benchmarking against regional employers. The Workforce Equity Planning and Advisory Committee (WEPAC) spent much of 2018 developing the Leadership Expectations and Accountability Plan (LEAP). The LEAP will be available Citywide and is targeted for use by department directors.

The LEAP includes a guide, department-level metrics on employee demographics, and a self-assessment tool. A portion of the LEAP is available for use in department director performance reviews. The LEAP is intended primarily as a learning tool with the City’s value of a culture of learning. Success in Leadership Accountability will exist when Department Directors own their racial equity learning in performance reviews and act on racial disparities in their department whether it is in hiring, discipline, access to training, or employee exits.

Key Accomplishment

The LEAP piloted with the City Leadership Academy and the Race and Social Justice Sub-Cabinet in late 2018 through early 2019. A draft of the LEAP is available in the Technical Report.

2019 Objectives

1. The LEAP will launch Citywide by Summer 2019. Additional tools and updates will continue to be made available following the launch.
2. The first-year directors might expect some LEAP metrics will be discussed in their annual performance review for 2020.

¹⁰ A Racial Equity Toolkit was begun with stakeholder engagement during development of the plan but still needs to be completed. A copy of the City’s Racial Equity Toolkit is in the Technical Report.

Paid Parental Leave & Paid Family Care Leave

“The paid parental leave the City provides its employees is essential to a work-life balance, holistic health, and loyal and hardworking employees.” –2017 paid parental leave beneficiary

Overview

In February 2017, [Ordinance 125260](#) expanded the City paid parental leave (PPL) to provide twelve possible weeks of fully paid leave (prorated for part-time employees) to allow employees to bond with a new child. This benefit is subject to the availability of other leave. The policy is available to eligible City employees who welcome a new child via birth, adoption, or fostering.

The ordinance also created a new paid family care leave (PFCL) for City employees to care for ill family members for up to four weeks. This benefit is subject to the availability of other leave. PFCL and the added weeks of PPL became available (retroactively) starting January 1, 2017.

Key Accomplishments

Extending paid family leave beyond traditional parental leave was one of the workforce investment strategies in the 2016 Workforce Equity Strategic Plan. This initiative acknowledges that employees have many family-care obligations which often fall to women, and this is particularly true for Women of Color. Like paid parental leave, paid family care leave is known to increase employee engagement and morale, reduce employee anxiety and stress, and increase workforce inclusion and productivity.¹¹ For the full report on usage and backfill costs for these programs, see the Technical Report.

2019 Objectives

In June 2017, the Washington State legislature voted a new [Paid Family Leave insurance program](#) into law that will cover all workers in the state of Washington ([Senate Bill 5975](#)). Starting in 2020, this program will generally allow up to 12 weeks per year of partially-paid family leave to beneficiaries with qualifying events for caring and bonding with a new child, certain military-connected events, or to care for a family member experiencing an illness or medical event. Medical leave for qualifying events is

¹¹ See the City of Seattle Workforce Equity Strategic Plan for more background on this.

also available under this program to care for oneself in relation to an illness or medical event. Additional time is available for employees in limited, special circumstances. Complying with Washington State's insurance program is the primary objective for 2019.

Figure 5 Paid Parental Leave (PPL) and Paid Family Care Leave (PFCL) Use, 2015-2018

	Event Year ^a			
Paid Parental Leave (PPL)				
	2015 ^b (4-week policy)	2016 (4-week policy)	2017 (12-week policy)	2018 ^c (12-week policy)
Count of Beneficiaries	166	324	385	368
Share Female of Beneficiaries	30.7%	29.6%	27.3%	28.8%
Average Age of Beneficiaries	35.7	36.3	36.2	36.3
Average Tenure of Beneficiaries ^d	7.5	7.6	7.1	7.0
Average Hours Used ^e	158	152	340	298
Paid Family Care Leave (PFCL)				
	2015 (no policy)	2016 (no policy)	2017 (4-week policy)	2018 ^c (4-week policy)
Count of Beneficiaries	N/A	N/A	158	185
Share Female of Beneficiaries	N/A	N/A	63.3%	64.9%
Average Age of Beneficiaries	N/A	N/A	48.1	46.7
Average Tenure of Beneficiaries ^d	N/A	N/A	11.9	10.7
Average Hours Used ^e	N/A	N/A	123	99
^a Event year refers to the year in which leave was first taken by the beneficiary and may not necessarily be the year the event (birth, illness, etc.) occurred, nor the year in which all leave under the benefit was taken, as both benefits allow for use within 12 months of the event date (PPL) or leave approval (PFCL). ^b In 2015, PPL began mid-year (May 17). ^c Data for 2018 cannot be considered final as of the publication of this report, as the 12-month window for use of leave has not yet closed for many of beneficiaries. (Data are current as of February 6, 2019.) ^d Average tenure of beneficiaries is based on time since hire at the City, and not total hours worked (the former is blind to part-time vs full-time work, while the latter would weight full-time employees more heavily). This methodology differs from prior versions of this report, which used the latter. ^e Average hours used is calculated using full-time employees only. For comparison, all benefitted City employees as of December 2018: 38.1% female, average age of 46.3 years, and average tenure of 13.0 years.				

Employment Pathways¹²

“While expertise is important, the skills we seek must be balanced with a sense of teamwork, mission, development, and growth, and be values driven. We need individuals with the courage to challenge perspectives and decisions without fear of retribution or retaliation. In a general sense, what I see [is] a behavioral tendency, in this system, [of] trying to control or minimize outliers and non-conformists, which are often those very folks who are most impacted by racism and other systems of oppression.” -Employment Pathways IDT Member

Overview

The goal of the Employment Pathways Interdepartmental Team (IDT) was to develop recommendations to create an inclusive and diverse workforce that is best able to serve Seattle communities because it is representative of the people who live and work in the greater Seattle area. The recommendations focus on an upskill-backfill model to create career pathways which is necessary since only 6% of the City’s allocated positions are entry-level.¹³ The upskill-backfill model helps current employees train for higher-skill roles (upskill), creating open positions and opportunities for entry-level workers and new hires to fill (backfill). The upskill-backfill model also promotes employee engagement and retention and enhances culture through learning and development.

Key Accomplishments

Twelve recommendations were submitted to the Mayor and City Council on January 31, 2019. The recommendations promote access and advancement opportunities within the City in three areas: Workforce Planning, Training and Development, and Partnership and Alignment. Objectives in 2019 will address recommendations that align with Targeted Recruitment goals and use existing capacity.

2019 Objectives¹⁴

1. Expand the City’s internship eligibility criteria, extend internship time periods, and identify how to grow community college internship opportunities with department internship coordinators.
2. Track and use outreach data to engage specific under-represented racial groups and women in pre-apprenticeship programs and connect temporary workers with career resources.

¹² A Racial Equity Toolkit was begun with stakeholder engagement during development of the plan but still needs to be completed during implementation. A copy of the City’s Racial Equity Toolkit is in the Technical Report.

¹³ Defined as a regular job that does not require a post-secondary degree and requires less than 1 year of experience.

¹⁴ In Fall 2018, Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). This executive order is critical work to have a safe workplace for City employees and aligns with the Workforce Equity Strategic Plan. Employment Pathways resources have been re-prioritized to support this executive order in 2019.

Targeted Recruitment

Overview

The aim of Targeted Recruitment is to have applicant pools and hires reflect the communities the City serves in all positions at the City. For this to occur, targeted recruitment focuses on engaging and creating diverse talent pathways to employment and interview panels. Diversity is defined as these pathways and interview panels being representative of the demographics of King County. The full Targeted Recruitment Plan is in the Technical Report.

Key Accomplishments

1. Launched the first Public Sector Diversity Career Fair, attracting over 400 diverse jobseekers.
2. Attended four diversity focused career fairs and community events.
3. The diversity of SDHR-supported hires in 2018 relative to 2017 were:

Regulars & Temporaries¹⁵	People of Color	Women of Color	Women	Number
2017:	57.5%	35.6%	61.2% women	(n=152)
2018:	63.2%	39.9%	65.2%	(n=204)
Regulars Only				
2017:	57.1%	27.3%	54.4%	(n=79)
2018:	54.8%	43.1%	81.3%	(n=77)

2019 Objectives¹⁶

1. Begin to address the need to increase the number of People of Color and Women of Color in Official & Administrator positions; and
2. Develop a plan to recruit more Women of Color into the Skilled Crafts¹⁷ with a potential focus on recruiting from pre-apprenticeship programs that serve diverse populations.



"This is one of the best, and most diverse career fairs I've attended in a very long time. The career advice and networking were amazing." City of Seattle Public Sector Diversity Career Fair attendee

¹⁵ This data was pulled December 20, 2018 from the City of Seattle's Human Resources Information System.

¹⁶ The full Targeted Recruitment Plan can be found in the Technical Report.

¹⁷ Skilled Crafts includes jobs like Cement Finisher, Electrician, Line worker and Maintenance Laborers

Increased Access to Training

Overview

Increased access to training is intended to ensure that all employees have access to ~~training and~~ career growth opportunities. Career mobility is an important measure of workforce equity. This strategy relies on similar resources to the Leadership Development Strategy and is the current focus as Leadership Development provides more targeted career mobility to smaller numbers of employees.

Strategy Status

The number of Citywide training sessions offered to City employees decreased in 2018 from 118 sessions in 2017 to 96 sessions in 2018. This was due to allocation of resources to increasing the number of Emerging Leaders Trainings by 57percent and staff turnover. Emerging Leaders requires 32 hours of training per session which led to an increase in hours of training offered overall (715.5 hours in 2017 versus 755.5 in 2018). In 2017, there were 2,094 training participants and in 2018 there was a capacity decrease of 23percent to 1,610 participants.

2019 Objectives

In Fall 2018, Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). This executive order is critical work for the City to have a safe workplace for employees and aligns with the Workforce Equity Strategic Plan. A significant portion of SDHR's Learning, Development, & Organizational Effectiveness (LDOE) resources in 2019 are prioritized to support Anti-Harassment and Anti-Discrimination Initiative efforts, such as the development of a supervisor/manager training that includes racial bias training. Fewer employees will have access to training in 2019 while this work is underway.

LDOE will also pilot training sessions offered outside the downtown core. To start, there are seven Citywide trainings scheduled in alternate locations (North Seattle and Southwest Seattle) in January and February of 2019. This will be evaluated at the end of 2019 as a means of increasing access to training.

Leadership Development Programs

There are currently two components of Leadership Development at the City of Seattle, Emerging Leaders and the City Leadership Academy. These programs are designed to help support career mobility as well as racial equity and social justice foundations for the City's future leaders.

Emerging Leaders¹⁸

"I personally think it's a great program. I was a very shy and timid person before the program. I have severe anxiety when speaking up in a big group. However, at the end of the program, I was able to speak up in front of my fellow classmates with ease and the level of anxiety had decreased significantly. The program has also helped me to learn different aspects about leadership, although I was expecting more topics on how a leader should be and how to be an excellent leader." -Emerging Leaders Participant

Overview

Emerging Leaders is a four-day, hands-on, experiential course for non-supervisory City employees who want to build leadership skills. Each session consists of 32 hours of facilitation.

Key Accomplishments

1. There were 11 Emerging Leaders sessions offered in 2018 which represents an increase of 57 percent over the 7 sessions offered in 2017. In 2017, there were 144 participants that completed the program, which increased to 225 participants in 2018 with the added sessions.
2. Two sessions were facilitated outside of downtown to increase access to crew employees.
3. An Emerging Leaders alumni survey on outcomes was conducted in March 2017 and 55 of 232 for 24% of alumni responded. Eighteen (or 45%) of respondents listed out-of-class opportunities, 11 (or 27%) listed promotions, and 9 (or 22%) listed increased responsibility.

2019 Objectives¹⁹

1. In 2019, SDHR will hold 4 Emerging Leaders programs with 24 employees each. One session will be held outside the downtown core, to increase access for community-located employees.
2. We will continue to collaborate with department learning partners to encourage People of Color and community-located employees to participate in the program.

¹⁸ A Racial Equity Toolkit was completed on this training. A copy of the City's Racial Equity Toolkit is in the Technical Report.

¹⁹ In Fall 2018, Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). This executive order is critical work to have a safe workplace for City employees and aligns with the Workforce Equity Strategic Plan. Employment Pathways resources have been re-prioritized to support this executive order in 2019.

City Leadership Academy

Overview

The City Leadership Academy (CLA) is a nine-month program for supervisors and strategic advisors who aspire to expand their leadership skills, create change, champion equity and social justice, and cultivate employee talent. Participants engage directly with City leaders, explore leadership as a process, work in small groups to address key City issues, and learn from other City leaders. CLA plays a role in workforce equity by developing leadership at the City that can advance a culture of inclusion, challenge the status quo, and disrupt systems of inequity.



Key Accomplishments

CLA applications increased by 53 percent this year, from 32 in 2017 to 49 in 2018. In addition, the size of the cohort grew by 43 percent from 16 to 23, and represents 14 departments.

2019 Objectives

1. Develop an equitable application process that is consistent across departments.
2. Strive to select a cohort that helps the City to have representation of People of Color and women in City Leadership (the top quarter of employees by supervisory authority and pay) that is reflective of the demographics of King County.
3. Establish a curriculum development advisory committee of past-CLA cohort participants.

Increased Access to Alternative Work Arrangements

Overview

Alternative work arrangements²⁰ (AWAs) was identified in the Workforce Equity Strategic Plan by employees and through benchmarking as an important tool to advance workforce equity. It is a signal from the City to the workforce that the City recognizes employees are people with many obligations to family and community, in addition to the workplace. Access to AWAs allows employees to be well-rounded, bring their full-selves to the workplace, and better serve the people who live and work in Seattle. This strategy will be defined as successful when:

1. Versions of alternative work arrangements are available to employees across the City workforce;
2. Racial disparities in the roles with flexible scheduling cannot be found;
3. Racial disparities in alternative work arrangements approvals cannot be found; and
4. There are pathways from roles without alternative work arrangement opportunities to those that do.

Key Accomplishments

1. In 2018, the Mayor's Office announced an AWA pilot for early 2019.
2. WEPAC, the Seattle Office for Civil Rights, and the Seattle Department of Human Resources reviewed the AWA pilot protocol and identified ways to reduce barriers to participation in the pilot for employees. This included making the denial of AWA requests transparent to employees.

2019 Objective

1. The Seattle Department of Human Resources (SDHR) plans to partner with the Mayor's Office, WEPAC, SDHR's Race and Social Justice Change Team, and other stakeholders to move from a pilot to a sustainable AWA program.
2. SDHR will help to analyze the results of the AWA pilot for racial disparities in participation and develop strategies to increase access to AWAs if needed.

²⁰ Alternative work arrangements was originally referred to as flexible scheduling in the Workforce Equity Strategic Plan.

Employee Exit & Engagement Surveys²¹

Overview

Employees of Color and women leave employment at the City at a disproportionate rate.²² Exit and engagement surveys will help the City and departments understand why this is the case and how to shift department workplace cultures to improve inclusion of all employees. We anticipate the data will also help us gauge how to increase satisfaction as well as career opportunities for all employees. The aim of collecting this information is to improve retention rates at the City and employee satisfaction. The outcomes of this are expected to advance employee service to the people who live and work in Seattle. This effort is aligned with Mayor Durkan's inclusive workplace priorities by including anti-harassment data.

Key Accomplishments

In 2018, the exit survey was piloted successfully in 17 departments which represent about 30 percent of the City workforce. The departments with the best response rates had close to a 60 percent response on the exit survey so the City's benchmark goal during 2019 is to reach a 60 percent response rate among all employees departing City employment in 2019.

The exit survey launched Citywide on January 2, 2019. Results for the entire City, not broken down by department, will be shared with City Labor Union partners and the public the first quarter of each year without identifying individual names or employee numbers to protect existing and departing employees.

2019 Objectives²³

The next step is to understand why employees stay at the City and how to improve their experience. This will be done with an engagement survey which will be launched after the completion of the Racial Equity Toolkit and with an action plan training and template for managers and supervisors.

²¹ A Racial Equity Toolkit is underway and will be completed on both surveys by the end of 2019. A copy of the City's Racial Equity Toolkit is in the Technical Report.

²² DCI Consulting Group, Inc. (2015). City of Seattle Workforce Pay Equity and Utilization Report. Retrieved May 17, 2016, from: <http://murray.seattle.gov/wp-content/uploads/2015/03/City-of-Seattle-Workforce-Pay-Equity-and-Utilization-Report-FINAL.pdf>

²³ In Fall 2018, Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). This executive order is critical work to have a safe workplace for City employees and aligns with the Workforce Equity Strategic Plan. Some exit and engagement survey resources have been re-prioritized to support this executive order in 2019.

Fire & Police Hiring Equity

During our debriefs after candidates, my team was able to openly discuss how our biases might have impacted our scoring, allowing us to calibrate our scores more accurately,” -2018 Firefighter Oral Board Panelist



Overview

[Council Resolution 31588](#) directed the Seattle Police (SPD) and Seattle Fire (SFD) Departments to assess policies, practices, and potential barriers to inclusion for women and People of Color in these departments. Success will be reached when each department has a workforce reflective of the people who live and work in Seattle by race and gender, where each member is included and belongs. A key change underway is removing barriers to equity in the hiring practices at each department based on the hiring equity action plans developed in 2017. Detailed updates are in the Technical Report.

Key Accomplishments

Fire Exams

1. One-hundred-and-thirty-four oral board panelists (84 Uniformed SFD personnel and 50 non-uniformed City employees from 16 departments) completed minimizing bias training.
2. Changes in the exam lead to a 55 percent attendance rate at the video exam (8 percent increase over 2015). Higher show rates occurred across all applicant demographics.
3. In 2017, the Hiring Equity Analysis completed for SFD identified large swings from step to step in the exam process. Changes made to the 2018 process resulted in less variability.
4. No adverse impact was found at any stage of the testing process.

Police Exams

1. SDHR updated the exam scoring method. This contributed to a greater number of applicants successfully passing the video portion of the test (64 percent in 2017 to 81 percent in 2018).
2. SDHR developed an implementation plan to test and apply language skills preference points for entry-level police applicants. This plan can be found in the Technical Report.
3. SDHR is in preliminary conversations with the Mayor's Office Innovation and Policy team to explore if updates to email and other communications will impact exam attendance.

Hiring Trends for the Police and Fire Departments²⁴

Figure 6: Seattle Fire Department Hiring Trends for People of Color and Women

YEAR	Percent of Women Hires	Percent of Person of Color Hires
2013:	8% women	19% POC
2015:	10% women	24% POC
2018: (Hiring to-date from the 2018 roster of candidates)	7% women ²⁵	24% POC

Figure 7: Seattle Police Department Hiring Trends for People of Color and Women

YEAR	Percent of Women Hires	Percent of Person of Color Hires
2014:	11% women	22% POC
2015:	11% women	30% POC
2016:	8% women	30% POC
2017:	17% women	35% POC
2018:	17% women	45% POC

2019 Objectives

In 2019, SDHR, SPD, and SFD will continue to implement the Hiring Equity Action Plans for each department as well as the process improvements identified in 2018. These are outlined in the Technical Report.

²⁴ This data was pulled December 31, 2018 from the City of Seattle's NeoGov Hiring System.

²⁵ The Seattle Fire Department has not completed hiring from the current list of candidates.

Workforce Equity Planning & Advisory Committee

Overview

The Workforce Equity Planning and Advisory Committee (WEPAC) guides and supports leaders at the City of Seattle to be fully inclusive of People of Color and other marginalized or under-represented groups. It is tasked to dismantle institutional and structural barriers to racial equity. WEPAC develops policies, systems, and accountability structures that attract, select and retain a workforce that reflects the demographics of the greater Seattle area. WEPAC will reach success when the City of Seattle workforce is an equitable and profoundly inclusive workforce where all employees belong and are heard, valued, and able to reach their full career potential and contribute to the well-being of the City of Seattle.

Key Accomplishments

1. The Leadership Expectations and Accountability Plan (LEAP) was drafted and piloted.
2. Racial Equity Toolkits (RETs) on the Employee Exit & Engagement Surveys and the LEAP have been started.
3. The Flexible Scheduling pilot was analyzed for potential barriers to equity.
4. WEPAC advised on the City Values and Expectations developed by the Mayor's Office, SDHR, and SOCR in the Fall of 2018.

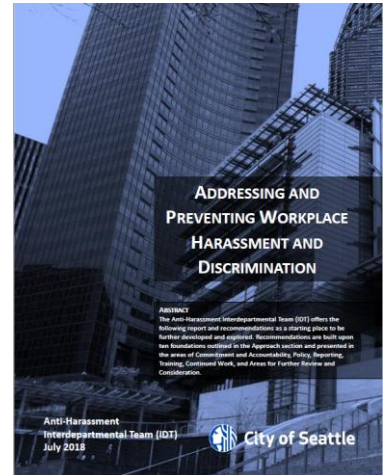
2019 Objectives²⁶

1. Launch the LEAP self-assessment, guidelines, and metrics citywide.
2. Complete the RETs on the Employee Exit & Engagement Surveys and the LEAP with a plan for continuing to check back on the racial equity impacts of these tools over time.
3. WEPAC's work will become transparent to employees via a SharePoint site and open employee forums.

²⁶ In Fall 2018, Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). This executive order is critical work to have a safe workplace for City employees and aligns with the Workforce Equity Strategic Plan. WEPAC will support this executive order in 2019.

Anti-Harassment and Anti-Discrimination

“I’ve been in the department for 5 years and the culture of my environment has been harassment on multiple levels and occasions. I’ve sought assistance through mediation, through my union stewards and rep, and have spoken with my management on multiple occasions. It appears nothing has ever happened as the behavior continues and happens primarily to People of Color, primarily Women of Color.” -RSJI Survey Participant



Anti-Harassment IDT Strategy

In early 2018, Mayor Durkan and Councilmember Mosqueda co-convened an Anti-Harassment Interdepartmental Team (IDT) to review the City of Seattle's harassment and discrimination policies and practices and create more accountability, transparency, consistency, and equity. The work resulted in a report with [35 recommendations and 125 strategies](#) focused on making our City a safe, welcoming, and inclusive workplace. From these recommendation's Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#), outlining six sections to be implemented.

Key Accomplishments

1. Employee experience data collected via the [Race and Social Justice Initiative](#) (RSJI) Employee Survey and focus groups.
2. IDT shared their work and progress via targeted SharePoint site for employees.
3. IDT delivered 35 recommendations and 125 strategies within a condensed 12-week timeframe.
4. IDT conducted employee feedback sessions following the delivery of the recommendations.

2019 Objectives

The work has now moved into the implementation phase and has been turned over to an Anti-Harassment Implementation Core team, charged to implement strategies named in Executive Order 2018-04.

Conclusion

The Workforce Equity Team is grateful to have the ongoing support of Mayor Jenny Durkan's office, City Council, and Seattle's dedicated public servants. With all of us behind workforce equity strategies and incremental progress, the culture shift necessary to a more inclusive workplace is within reach. An inclusive workplace where employees can bring their most curious and growth-oriented selves, will best serve the people who live and work in Seattle. This report provides both annual monitoring on incremental progress and accountability to City employees and the people they serve. Please continue to give the Workforce Equity Team your feedback and help us create the most inclusive, human-centered workplace possible. Feedback can be directed to Bailey.Hinckley@Seattle.Gov.