

Leadership Expectations & Accountability Plan (LEAP)

Links & Resources

This section provides an evolving and curated list of resources to continue your equity journey individually, and as a department and institution. Resources are organized by category and include research and reports conducted by internal City of Seattle (City) stakeholders, as well as externally conducted research and reports. Additional articles, videos, and podcasts are included at the end. Internal links require [virtual private network \(VPN\) access](#).

Anti-Harassment & Anti-Discrimination

[Anti-Harassment Interdepartmental Team \(IDT\) Employee Focus Group Report](#)

A report that illuminates workplace harassment by centering the experiences of City of Seattle employees who are most impacted by racial and sexual harassment.

[Anti-Harassment IDT Recommendations Full Report](#)

Recommendations, created by City of Seattle's Anti-Harassment IDT, focused on addressing and preventing workplace discrimination and harassment.

[Anti-Harassment IDT Recommendations Overview](#)

A summary of the recommendations full report, created by City of Seattle's Anti-Harassment IDT, focused on addressing and preventing workplace discrimination and harassment.

[Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#)

Mayor Durkan's Executive Order directing executive branch departments to implement changes, based on the Anti-Harassment Interdepartmental Team recommendations, that will reform and update how the City addresses allegations of harassment, discrimination, and other forms of misconduct.

[2018 Race and Social Justice Employee Survey Analysis](#)

A memorandum that provides analysis of 2018 citywide RSJI employee survey results related to harassment, with intersections of race and gender.

[Office of the Employee Ombud Statistics, Trends, and Recommendations from 2019-2020](#)

This report includes an introduction to the Seattle Office of the Employee Ombud, information about our case management process, and capacity building efforts. It also includes statistics and analysis from our inaugural year in service.

[Equal Employment Opportunity Commission \(EEOC\) Harassment](#)

The U.S. Equal Employment Opportunity Commission (EEOC) is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex, national origin, age, disability or genetic information.

[Checklists and Chart of Risk Factors for Employers](#)

The EEOC provides a checklist of steps and components to create holistic harassment prevention programs and evaluate current anti-harassment efforts.

COVID-19

[Racially Equitable Decision-Making Data Tools for Covid-19 Responses](#)

A resource list intended to support City of Seattle staff in centering racial equity in quick decision-making where deep community engagement may not be possible, in order to address the needs of those most vulnerable, Black and Native American peoples across social identities, in the City's immediate and long-term responses.

Equity & Environment

[Equity & Environment Initiative](#)

Launched in 2015, Seattle's Equity & Environment Initiative (EEI) is a partnership of the City and the community to deepen Seattle's commitment to race and social justice in environmental work.

[Healthy Environment Action Agenda](#)

The Healthy Environment Action Agenda exemplifies Seattle Parks and Recreation's commitment to reducing our impact on the environment, eliminating disparities in underserved communities by focusing on environmental justice, and creating sustainable public spaces that are welcoming and accessible to all.

Food Justice

[Food Action Plan](#)

Seattle's Food Action Plan lays out strategies to get more healthy food to more Seattle residents, expand opportunities to grow food in the City, strengthen our regional food economy, and reduce food-related waste.

Gender Justice

[Gender Justice Project](#)

The Gender Justice Project is a City of Seattle effort that seeks to end gender and race-based inequities in the City workforce and in City policies, programs, and service delivery.

[Guidance on Gender Identity in the Workplace](#)

This document defines the City of Seattle's expectations for welcoming and supporting transitioning, gender diverse and transgender City employees. It also serves as a roadmap for transitioning employees and their supervisors and coworkers.

Race & Social Justice Initiative (RSJI)

[Race & Social Justice Initiative](#)

The Race and Social Justice Initiative (RSJI) is the City of Seattle's commitment to eliminate racial disparities and achieve racial equity in Seattle.

[Executive Order 2017-13: Race and Social Justice Initiative](#)

Mayor Durkan's Executive Order affirming the City of Seattle's commitment to the Race and Social Justice Initiative (RSJI).

[Racial Equity Toolkit \(RET\)](#)

The City of Seattle's Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

[RSJI Documents, Reports, and Resources](#)

A list of RSJI documents, employee RSJI survey results, strategic plans, and tools.

[RSJI Training](#)

RSJI training offered by the Seattle Office for Civil Rights. Search "RSJI" once logged in.

Women and Minority-Owned Business Enterprise (WMBE)

[Women and Minority-Owned Business Enterprise \(WMBE\)](#)

The City of Seattle is dedicated to diversity in companies that hold City contracts and actively supports utilization of women- and minority-owned businesses (WMBEs) in what we buy and how we work. This site offers tools and resources as well as helpful links, materials, instructions, Citywide WMBE reports and contact information.

Workforce Development

[Employment Pathways: Building Equitable Access to Career Development and Upward Mobility within the City of Seattle](#)

Recommendations, created by the City of Seattle's Employment Pathways IDT, that promote culture change and increased accountability to move towards workforce equity and inclusion at the City of Seattle.

Workforce Equity (WFE)

[Workforce Equity Initiative](#)

The Workforce Equity Initiative is an extension of the City's Race and Social Justice Initiative - with a focus on the City's employees.

[Executive Order 2015-02: Workforce Equity Initiative](#)

An Executive Order affirming the continued commitment to achieving workforce equity in the City of Seattle and throughout our community and the establishment of an action plan that supports these efforts.

[WFE Strategic Plan Full Plan](#)

The Workforce Equity Strategic Plan outlines strategies to create an inclusive workplace that centers on a diverse and fully engaged workforce best able to serve the residents and communities of Seattle.

[WFE Strategic Plan Executive Summary](#)

A summary of the Workforce Equity Strategic Plan and its strategies to create an inclusive workplace that centers on a diverse and fully engaged workforce best able to serve the residents and communities of Seattle.

[WFE Reports, Action Plans, and Resources](#)

Additional Executive Orders, Council Resolutions, WFE Technical and Update Reports, and Action Plans related to WFE.

Workforce Equity Data for City of Seattle

Look at each of the following data sources by race, gender, and the intersection of race and gender: (VPN required for internal links)

- [Head count & tenure](#)
- [Engagement survey responses](#)
- [Exit survey responses](#)
- Review the following in the 2020 Workforce Equity [Update Report](#) and [Technical Report](#):
 - [Power Analysis](#) (wages & supervisory authority)
 - Employee performance evaluations scores & discipline rates
 - Paid Parental Leave & Family Medical Leave use
- Work with department HR to locate:
 - Access to training, merit leave, executive leave, sabbaticals, and alternative work schedules
 - RSJ & minimizing bias training rates in the department
 - Harassment, discrimination, and other complaints
 - Hiring in each EEO category
 - Sick Leave usage & Family Medical Leave approval rates
 - Promotions, raises, step exceptions, reclassifications, and out-of-class assignments (analysis will be developed in 2021)

Workplace Culture

[Citywide Workplace Values and Expectations](#)

The City of Seattle is committed to creating a workplace where every employee is valued for who they are and can do their best work. As City employees, we commit to the Citywide values of equity, inclusion, learning, accountability, and stewardship so that we can each thrive in the workplace.

Additional Resources

This is an evolving list of external resources that have been curated to continue your equity journey individually, and as a department and institution. This section begins with organizations and podcasts to follow and then includes articles, videos, and specific podcast episodes organized by category.

Organizations & Podcasts to Follow

- [1619 Podcast](#) | New York Times
- [Black Lives Matter](#)
- [Center for Diversity & the Environment Programs and Services](#)
- [Coalition of Anti-Racist Whites \(CARW\) Seattle Chapter](#)
- [Code Switch](#) | NPR Code Switch
- [Colorlines](#)
- [Government Alliance for Race and Equity \(GARE\)](#)
- [National Equity Project](#)
- [Othering & Belonging Institute](#)
- [Race Forward](#)
- [Racial Equity Tools](#)
- [Western States Center](#)

Allyship

- [A Toolkit for Anti-racism Allies](#), Seattle Public Library
- [11 things white people can do to be real anti-racist allies](#) | Salon
- [No Right to Comfort](#) | National Equity Project
- [A CALL TO WHITE PEOPLE: IT'S TIME TO LIVE IN THE ANSWER](#) | South Seattle Emerald
- [How I Learned to Stop Worrying and Love Discussing Race](#) | Tedx

Anti-Racism

- [Anti-Racism Resources](#) | Institute for Sustainable Diversity & Inclusion
 - [Anti-Racism Resources](#) | Port of Seattle
 - [Anti-Racist Resources](#) | Greater Good Magazine
 - [Resources](#) | Scholar Strike for Racial Justice
 - [An Anti-Racist Reading List](#) | New York Times
 - [Anti-racist Learning Resources](#) | PBS
 - [Continuum on Becoming an Anti-Racist Multicultural Institution](#)
 - [Educate Yourself: Online Racial Equity Workshops](#) | Eventbrite
 - [Welcome To The Anti-Racism Movement](#) | The Establishment
 - [Teaching While White](#)
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Assessment

- [Tool for Organizational Self-Assessment Related to Racial Equity](#) | Coalition of Communities of Color

Bias

- [Implicit Bias Tests](#) | Harvard University
- [Unconscious bias and performance review](#) | Entrepreneur
- [7 Practical Ways to Reduce Bias in Your Hiring Process](#) | Harvard Business Review
- [7 Steps to Reduce Bias in Hiring](#) | The Wall Street Journal
- [Interrupting Bias in Hiring](#) | Bias Interrupters
- [What Does Modern Prejudice Look Like?](#) | NPR CodeSwitch

Black, Indigenous, and People of Color (BIPOC) History and Context

- [1619 Project](#) | New York Times
- [CityStream: Seattle at 150: The Duwamish, People of the Inside](#) | Seattle Channel
- [History of the Duwamish People](#) | Duwamish Tribe

Data & Metrics

- [A Guide to the Accountability for Equitable Results Framework](#) | Annie E. Casey Foundation
- [A Toolkit for Centering Racial Equity Within Data Integration](#) | Annie E. Casey Foundation
- [Tools for Hiring](#) | The Management Center
- [Pay Equity Resources](#) | re:Work

Discrimination

- [Hate Crime Prevention and Response](#) | Racial Equity Tools
- [Hiring discrimination hasn't declined for African Americans in 25 years](#) | Harvard Business Review
- [The Push Against Performance Reviews](#) | The New Yorker

Environmental Justice

- [Environmentalism and the Mystique of Whiteness an Interview with Carl Anthony](#) | The Sun

Intersectionality

- [#BlackWomenAtWork uncovers the everyday racism black women face at work](#) | Mashable
- [Climate Justice is Gender Justice is Racial Justice](#) | Yes! Solutions Journalism
- [Decolonizing Wealth](#) | Decolonizing Wealth Project
- [Race & Class Studies](#) | kanopy
- [Why Intersectionality Can't Wait](#) | Washington Post

Glossary

- [Racial Equity Tools Glossary](#) | Racial Equity Tools

Privilege

- [Excerpt from Digging Deep: Thinking About Privilege](#) | Eli Claire
- [Explaining Privilege to a Broke, White Person](#) | Huffington Post
- [White Debt](#) | The New York Times
- [White Privilege: Unpacking the Invisible Knapsack](#) | Peggy Macintosh

Racism

- [#BlackWomenAtWork uncovers the everyday racism black women face at work](#) | Mashable
- [10 Books About Race To Read Instead of Asking A Person of Color to Explain Things to You](#) | Bustle
- [Demos' Racial Equity Transformation: Key Components, Process, and Lessons](#) | Demos
- [Educate Yourself: Online Racial Equity Workshops](#) | Eventbrite
- [Equity vs. Equality and other Racial Justice Definitions](#) | Annie E. Casey Foundation
- [Race the Power of an Illusion](#) | PBS
- [Race, Equity, and Inclusion Action Guide](#) | Annie E. Casey Foundation
- [Racial Equity Resource Guide](#) | W.K Kellogg Foundation
- [Racial Equity Resources](#) | W.K. Kellogg Foundation
- [Racism in the United States: By the Numbers](#)
- [Seeing White](#) | Scene on Radio
- [Talking About Race](#) | Smithsonian National Museum of African American History & Culture
- [Talks to help you understand racism in America](#) | TED
- [Under Our Skin](#) | Seattle Times
- [Why It's So Hard to Talk to White People About Racism](#) | Huffington Post

Trauma & Healing

- [5 Feelings White Allies May Not Realize Black Folks Have After Racist Tragedies](#) | Everyday Feminism
- [Black Lives Matter Meditation for Healing Racial Trauma](#) | Dr. Candice Nicole
- [Getting Called Out: How to Apologize](#) | YouTube
- [Healing from Racial Trauma Resources](#) | Augsburg University
- [Healing Racial Trauma](#) | Psychology Today
- [Racial Equity and Liberation Virtual Learning Series](#) | Move to End Violence Building Movement for Social Change
- [Self-Care Tips for Black People Who are Really Going Through It Right Now](#) | Vice
- [The Four Bodies: A Holistic Toolkit for Coping with Racial Trauma](#) | Nappy Head Club
- [Understanding and Healing from Racial Trauma](#) | University of North Carolina at Chapel Hill

White Supremacy Culture

- [Addressing Hate and White Supremacy](#) | Racial Equity Tools

- [Talking White Supremacy Post-Charlottesville](#) | Showing Up For Racial Justice
- [White Supremacy Culture From Dismantling Racism: A Workbook for Social Change Groups](#) | ChangeWork

Workplace

- [6 Action Items for White People in the Workplace & Beyond](#) | Medium
- [8 Ways People of Color are Tokenized in Nonprofits](#) | Medium
- [Being Black -- but Not Too Black -- in the Workplace](#) | The Atlantic
- [Having Uncomfortable Conversations: A New Communications Imperative](#) | Knight Foundation
- [How to Make Your Events More Inclusive](#) | Higher Logic
- [Too Many People of Color Feel Uncomfortable at Work](#) | Harvard Business Review
- [White Fragility in the Workplace](#) | YouTube

Youth

- [Nice White Parents](#) | New York Times
- [Project READY: Reimagining Equity & Access for Diverse Youth](#)