



# Leadership Expectations & Accountability Plan

# **CITY LEADERS**

# **ACTION PLANNING**

# **WORKBOOK**

*Developed by the City of Seattle Workforce Equity Planning & Advisory Committee  
Updated January 2021*

PART 3 of 3



**City of Seattle**

## **A NOTE ON THIS TOOL**

This workbook has been developed to help you turn your self-assessment results into actionable steps. This tool is a starting point and should be adapted to best fit the needs of your learning style and equity journey. The workbook is designed to challenge you to push past doing what may feel easy. You are encouraged to supplement this workbook with additional resources, learning, and tools. Whether you are just starting your equity journey or have been on this path for a long time, you will benefit from connecting with your department equity lead, Change Team, or similar anti-racist leaders for additional guidance and suggestions.

## Action Planning Workbook

To create more equitable programs and services, you must start with developing your own knowledge and practices around racial equity, social justice, and workforce equity. Gaining new insights from completing personal development and self-awareness activities is only a first step. Your next step is **planning realistic steps** toward your goals.

This Action Planning Workbook has questions and activities designed to capture what you learned from the Leadership Expectations and Accountability Plan (LEAP) City Leaders Self-Assessment and reflection questions. You then create your personal action plan and do the preparation work to develop a Department Leadership Action Plan. The action planning includes:

- a. Reflection
- b. Developing a Personal Plan
- c. Personal Accountability Reflection
- d. Setting a Performance Goal
- e. Developing a Department-Level Action Plan

### Reflection

What emotions, thoughts, or feelings came up for you while taking the Self-Assessment?

Why do you believe these things came up? How does your social positionality (race, gender, sexuality, class, religion, age, ability, and/or national origin) impact your feelings? How does your position in the hierarchy at the City or in your department affect your feelings while taking the self-assessment?

What key insights did you gain from taking the self-assessment?

In each of the following LEAP competencies, list 1-2 items you have identified for personal growth and learning from the LEAP City Leaders Self-Assessment.

Personal Practice and Professional Development	
Workforce Equity Metrics	
Tools	
Collaboration	
Resource Allocation	
Staff Management	
Communication	

## Personal Plan

Describe what you will do with the information you learned from taking the LEAP Self- Assessment by developing a personal action plan and next steps. Please refer to the Competencies Overview document (page 11-23) where each competency is broken down into three learning columns with examples of potential steps you might take. These steps may include resolving to learn more on a topic, taking a new or different action in daily practice, adopting a new attitude or change in thinking, and/or engaging in deeper personal discovery, such as journaling, meditating, or therapy. If you get stuck and need more ideas, visit the LEAP resources and links to help.

**Directions:** Write down three to four personal actions, measures, and due dates that you want to implement to improve your personal development.

ACTION	MEASURE	DUE DATE
What <b>ACTIONS</b> do you commit to taking?	What will show that you have successfully <b>COMPLETED</b> these actions?	<b>WHEN</b> will you complete these actions?
<i>A. Look at promotion practices to ensure they are nondiscriminatory.</i>	<i>A. Examine who is hired into OOC roles by race, gender, department, and title, and how many individuals are hired into regular employment from an OOC position.</i>	<i>March X, XXXX.</i>
<i>B. I will have monthly race and social justice learning and conversations with my team. Topics will be developed by the team with an aim to challenge current knowledge.</i>	<i>B. I will host a minimum of 7 planned conversations and learning sessions with my team.</i>	<i>By the end of the year.</i>
1.		
2.		
3.		
4.		

## Personal Accountability Reflection

Review and reflect on the following questions to hold yourself accountable to completing these personal actions.

1. How can you be held accountable for achieving these actions?
2. Who can you name to connect with and share your action plan?
3. How can this person help hold you accountable?

## Setting a Performance Goal

Now that you have identified areas for further development, choose one to three items identified in the above actions to incorporate into your Performance Management goals. Goals are a clear and concise ways to name the results you plan to achieve. These goals should be strategic, measurable, ambitious, realistic, time-bound, inclusive, and equitable (SMARTIE) to show progress in achieving this goal.

Goals should be:

- **Strategic** – Reflects an important dimension of what you seek to accomplish (programmatic or capacity-building priorities).
- **Measurable** – Includes metrics by which it is agreed that the goal has been met (by numbers or defined qualities).
- **Ambitious** – Is challenging enough that achievement would mean significant progress towards the City’s values.
- **Realistic** – Is not so challenging as to indicate lack of thought about resources or execution; possible to track and worth the time and energy to do so.
- **Time-bound** – Includes a clear and transparent timeline.
- **Inclusive** – Brings oppressed and minoritized groups and people—particularly those most impacted—into processes, activities, and decision/policymaking in a way that shares power.
- **Equitable** – Includes an element of equity or justice that seeks to address systemic injustice, inequity, or oppression.

### SMARTIE Goal Example:

*Modify City rules governing use of paid family leave by removing the requirement that the full four-week benefit be subject to the existence of leave accumulations by Q4, 2019. This will effectively provide 12 unconditional weeks to employees who have many family-care obligations which often fall to women, particularly true for women of color. Paid family leave has been proven to increase employee engagement and morale, reduce employee anxiety and stress, and increase workforce inclusion and productivity.*

The following space can be used to create your own SMARTIE goals.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

At least one of these Performance Management goals should be shared with your direct supervisor and incorporated into your Performance review. Goals should also be shared with all staff in your department for transparency and shared accountability. Consult with your leadership team and Change Team on how to do this. You may do this as a part of the Leadership Action Planning on the next page.

### Building Your Personal Action Plan

Reflect on next steps of how to build your personal action plan into a larger Leadership Action Plan for your Department or Division. Think about how your personal action plan items tie into the below reflection questions.

### Reflection Questions

**Directions:** Circle the reflection questions that align with your three to four action plan items and make notes.

1. How will you personally engage with your department RSJI Change Team to advance racial equity, social justice, and workforce equity?
2. How will you work with others to cultivate an overall department culture of belonging and well-being?
3. How will your engagement with others be informed by your social positionality (race, gender, sexuality, class, religion, age, ability, and/or national origin) and your position with the departmental and City hierarchies?
4. What professional development and learning opportunities can you implement in the department to expand understanding in LEAP areas?
5. What targeted metrics and data measurements can you identify and start using to make progress in LEAP areas?
6. What tools named in the LEAP can you share and incorporate into department practices? (i.e., Workforce Equity Strategic Plan, City Guidance on Gender Identity, EEOC guidance on risks of workplace discrimination and harassment, etc.)
7. How will you implement and improve the use of racial equity toolkit questions into regular department work and strategies?
8. How will you improve personal communication to employees around racial equity, social justice, and workforce equity efforts?
9. How will you work with members of the department management team to implement equity commitments of the organization?

10. How will you provide racial equity, social justice, and workforce equity expectations for consultants, contractors, volunteers, and those performing work on behalf of your department?
11. What strategies will you implement to support and empower the department's RSJI Change Team to affect the work of units and teams?
12. How will you allocate resources to support targeted efforts advancing racial equity, social justice, and workforce equity?
13. How will you reward employees advancing efforts of race and social justice?
14. How will you ensure managers and supervisors are held accountable for advancing RSJI and WFE efforts?
15. How will you ensure managers and supervisors are held accountable for implementing action steps to address and prevent workplace harassment and discrimination?

**What other opportunities or strategies do you have for advancing RSJI and WFE or addressing and preventing workplace harassment and discrimination?**

## Data Collection

In preparation for Department/ Division Leadership Action Planning, begin to collect the following data. The following metrics will be available to departments starting in 2020. Department-level metrics will be shared annually in the Workforce Equity Update Report. As data recording and analysis resources improve at the City, it is likely more metrics will be named and added. The following department data will be included in the March 2020 WFE Update Report by race, gender, and the intersection of the two, whenever possible.

Circle the data sources that most align with your personal action plan, locate this data, and analyze it by race, gender, and the intersection of race and gender.

- [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
  - Harassment, discrimination 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)



**Review the data.** Pay particular attention to the areas where there are the largest gaps in your employees' experiences based on race, gender, EEO classification (i.e. Admin vs. Professional) and current workplace (i.e. telecommuting vs. In public facing role). Make a note of those differences for review in later steps.

## Department Action Plans

### Develop a Department Leadership Team Action Plan

There are many ways to develop your Department Leadership Team Action Plan. Three core steps must be met to develop an equitable, transparent, and measurable plan. The plan should also demonstrate vulnerability, inclusion, and accountability. The following information is provided to help you and your team determine how best to implement an equity action plan.

#### Vulnerability

The definition of vulnerability is uncertainty, risk, and emotional exposure. An Action Plan that addresses areas for growth will create feelings of vulnerability. In [\*Braving the Wilderness: The Quest for True Belonging and the Courage to Stand Alone\*](#), Brené Brown says that to feel is to be vulnerable and to believe that vulnerability is weakness is to believe that feeling is weakness. But vulnerability is not weakness; it is our most accurate measure of courage. Leadership requires that you question where your barriers to vulnerability are coming from. When the barrier is our belief about vulnerability, the question becomes: 'Are we willing to show up and be seen when we can't control the outcome?' When the barrier to vulnerability is about safety, the question becomes: 'Are we willing to create courageous spaces so we can be fully seen?' To foreclose on our emotional life out of a fear that the costs will be too high is to walk away from the very thing that gives purpose and meaning to living. You do not have to know all the answers. You do not need to be "right". You need to do this practice and work. <sup>1</sup>

#### Inclusion

Department Action Plans need to authentically bring traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power. When action-planning is inclusive, you move closer to achieving racial equity. Racial equity is about applying justice and a little bit of common sense to a system that has been out of balance. When a system is out of balance, people of color feel the impacts most acutely, but to be clear, an imbalanced system makes all of us pay. <sup>2</sup>

#### Accountability

Accountability, in the context of racial equity work, refers to the ways in which individuals and communities hold themselves to their goals and actions and acknowledge the values and groups to which they are responsible. Accountability can be externally imposed (legal or organizational requirements), or internally applied (moral, relational, faith-based, or recognized as some combination of the two) on a continuum from the institutional and organizational level to the individual level. Accountability requires commitment, visibility and transparency, some sense of urgency, and that

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<sup>1</sup> [\*Braving the Wilderness: The Quest for True Belonging and the Courage to Stand Alone\*](#), Brené Brown

<sup>2</sup> [OpenSource Leadership Strategies](#)

leaders are true stakeholders in the outcome. From a relational point of view, accountability is not always doing it right. Sometimes it is really about what happens after it has been done wrong.<sup>3</sup>

These are listed below. Following this is a template of how a department might go about this process. This template is a suggested format from which to build a unique Department Action Planning process for your department.

**Vulnerability:** Leaders meet and share at least one personal action plan item, and then map commonalities between each personal action plan. Tie in the data and metrics from the above section.

Guiding Questions:

- Which employees are most in need of support to increase their well-being and how do we address this?
- How will we ensure racial equity while responding to employee needs?
- What targeted metrics and data measurements can be identified and used to make progress in action areas?

**Inclusion:** Share with all employees the action plan items that came up most often among the Leadership Team and what was learned from reviewing the above data sources. Listen to and document feedback and ideas from employees as your action plan is being developed so that individuals and/or groups inform processes, activities, and decision/policy making in a way that shares power. This employee feedback will help determine which one to three items the Leadership Team will focus on for the period of a year. See how department groups and teams can include all staff in complementary learning and equity work that aligns with creating an antiracist culture.

Guiding Questions:

- What internal behaviors, policies and practices prevent us from improving the employee experience in the above area? How do we go about changing these practices?
- Who is most impacted to address the disparities highlighted by the survey data for your department? How can they be included in your review team? If it is not possible to add them to your review team, how could you meaningfully engage with them, for example in small focus groups or at crew meetings, etc.?
- Who else should be present (Executive Team members, Equity Leads, Change Team members, key members of your leadership team)?

**Accountability:** Once employee feedback has influenced which items the Leadership Team will prioritize for a year, describe a minimum of two measurable actions Leadership will take to address each item. Decide how and when Leadership will engage with employees on each item during the year. The answers to the questions below can help you prioritize your items.

Guiding Questions:

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<sup>3</sup> [Accountability and White Anti-Racist Organizing: Stories from Our Work](#), Bonnie Berman Cushing with Lila Cabbil, Margery Freeman, Jeff Hitchcock, and Kimberly Richards (2010). See also RacialEquityTools.org, "[PLAN / Change Process / Accountability](#)"  
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- How will we regularly communicate with, and get feedback from, employees department-wide on our plans, actions, and results?
- How will we work with members of the department management team to equitably implement actions and commitments regarding the survey results?
- How will we ensure leaders, managers, and supervisors are held accountable to equitably implement the actions identified?

## Planning for Next Steps

Bring your team together and decide what to do for next steps in the planning process. Use the group action planning worksheet on page 12 to help you determine metrics and actions. This process is very similar to the personal action plan process but involved more information to help determine how progress will be demonstrated. The chart includes the following questions:

1. What **ACTION** will your department address this year?
2. What **METRIC** connects with this action?
3. What will show that you have successfully **COMPLETED** these actions?
4. **WHEN** will you complete work on this metric or review progress? How will you communicate this to staff?

Take this information and use the simple chart below to determine tasks and action items, set due dates, and list the team members who will work on action items. Remember to use this as a guidepost and not fixed, as equity work is constantly shifting and may require a reevaluation of the overall actions and goals. This is a collective process, where everyone from your team works together toward a common goal/task.

Tasks and Action Items	Due Date	Completed By
<i>Create a list of next steps with due dates and group assignments.</i>	<i>TODAY</i>	<i>Everyone</i>

## Group Action Planning Worksheet

ACTION	METRIC/DATA	MEASURE	DUE DATE
What <b>ACTION</b> will your department address this year?	What <b>METRIC</b> connects with this action?	What will show that you have successfully <b>COMPLETED</b> these actions?	<b>WHEN</b> will you complete work on this metric or reassess progress? How will you communicate this to staff?
1.			
2.			
3.			
4.			

