

2018 Strategic Plan Updates

Platform Strategies

- **Training to Reduce Bias in Employment Decisions** – The pilot for Part 1 is complete and Part 2 will pilot in 2019.
- **Commitment to Leadership Accountability** -- WEPAC drafted the Leadership Expectations & Accountability Plan (LEAP). It will be distributed Citywide by the end of 2018.
- **Citywide Performance Management System & Process** – E3 (Equity, Engagement, Expectation) Performance Management system has been implemented in 15 departments, representing 2800 employees.
- **Tracking of Workforce Demographics & Metrics** – Benchmark data was collected and analyzed on representation across all City employment levels. This included an analysis of wage and supervisory authority. An employee exit survey was piloted and will go Citywide in 2019. A pilot employee engagement survey will take place in 2019.
- **Consolidated & Align Citywide Human Resources** – To date, an assessment of HR programs, practices and policies in the 26 departments and offices of the City is complete. A central HR service model was developed to provide consistent policy interpretation and implementation of programs that relate to workforce equity. SDHR and City departments signed agreements in 2018 to formalize partnership on the next steps of consolidation.
- **Interactive Employee Web Portal** – This will be considered in later phases of implementation.

August 2018

Workforce Investment Strategies

- **Targeted Recruitment** - A targeted recruitment plan was developed in 2017. This plan was informed by the Department of Neighborhoods and the recruiting leadership of the Seattle City Light, Department of Transportation, Public Utilities, and Human Services.
- **Employment Pathways** – At the end of 2018 the Interdepartmental Team (IDT) will have recommendations for a consistent, Citywide approach to internships, apprenticeships, youth employment, temporary work, and job training. There is an emphasis on green jobs that promote environmental justice to support 2017 [Council Resolution 31712](#). To date the IDT has finalized a definition of green jobs; applied a racial equity toolkit to their work to identify racial equity outcomes; completed an entry-level job report; created an inventory of City youth-serving programs, including those that self-identify as green; developed an inventory of City-resourced career development training; and documented the existing community involvement efforts in partnership with Department of Neighborhoods and the career outreach and recruitment efforts across the City.
- **Improved Access to Flexible Scheduling** - To be considered in later phases of implementation.
- **Increased Access to Training** - Lynda.com employee subscriptions increased from 739 in 2016 to 3,681 in May 2018.
- **Leadership Development Programs** - To date, the Emerging Leaders program for individual contributors has had over 230 participants from 20 departments, 51% POC and 40% field staff (two areas of focus).
- **Paid Family Care Leave (PFCL) & Paid Parental Leave (PPL)** - Implemented and being tracked. As of March 2018: 156 employees used PFCL (64% female & 36% male) and 384 employees used PPL (27% female & 73% male).
- **Revised Seniority Restarts** - To be considered in later phases of implementation.

WORKFORCE EQUITY STRATEGIC PLAN UPDATE

“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

Race & Social Justice Initiative (RSJI)

The City of Seattle’s commitment to ending institutionalized racism in City government was formalized with the creation of the Race and Social Justice Initiative (RSJI) in 2004. The initiative’s aim is to change the underlying system that creates race-based disparities in our community and to achieve racial equity.

Workforce Equity (WFE)

In 2016 the City developed a Workforce Equity Strategic Plan defining workforce equity as: “Workforce equity is when the workforce is inclusive of people of color and other marginalized or under-represented groups at a rate representative of the greater Seattle area at all levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation and retention have been eliminated, enabling opportunity for employment success and career growth.”

To this aim, the City developed platform strategies and workforce investment strategies to begin to lay the foundation towards growth and change.

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

Achieving workforce equity requires fundamental culture change that dismantles barriers, real or perceived, and enables an inclusive workplace, as well as specific investments in the workforce itself. Annual report information is provided to the Mayor and City Council on the activities undertaken to promote workforce equity and the identifying the incremental progress that has been made thus far.

Platform Strategies

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- Commitment to Leadership Accountability
- Citywide Performance Management System & Process
- Tracking of Workforce Demographics & Metrics
- Consolidated & Align Citywide Human Resources
- Interactive Employee Web Portal

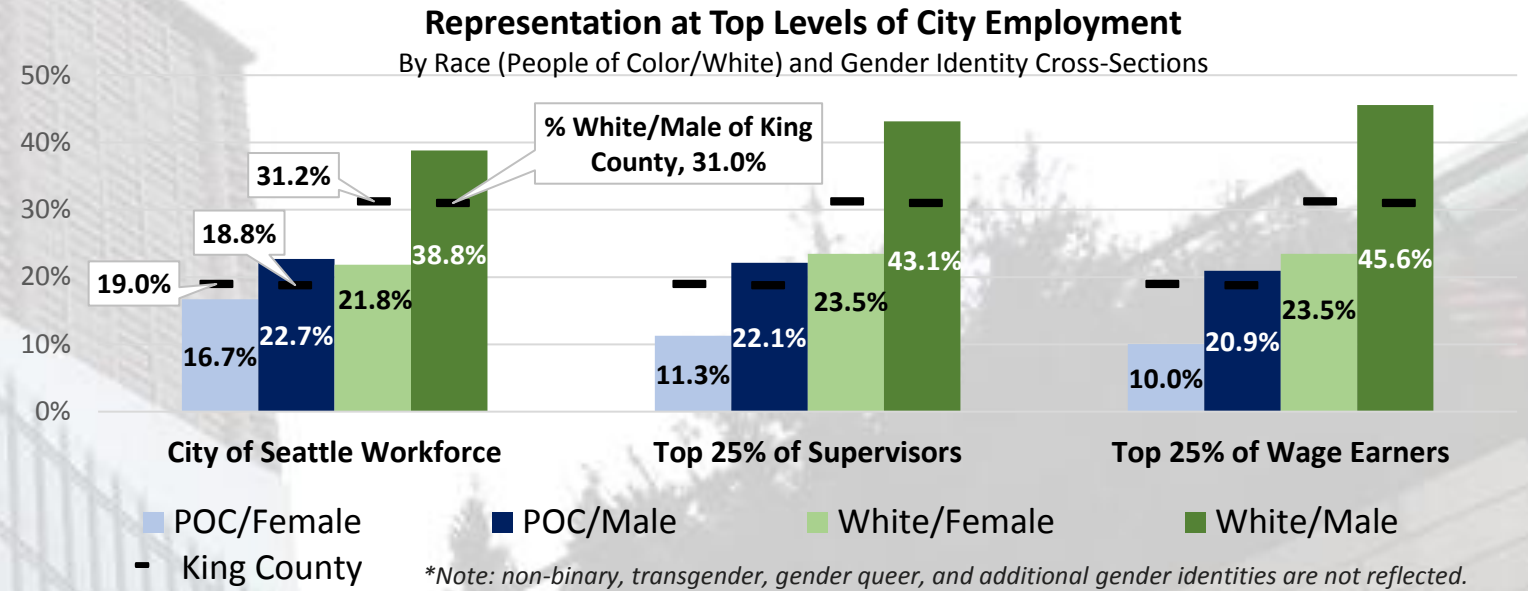
Workforce Investment Strategies

- Targeted Recruitment
- Employment Pathways
- Improved Access to Flexible Scheduling
- Increased Access to Training
- Leadership Development Programs
- Paid Family Care Leave & Parental Leave
- Revised Seniority Restarts
- Step Wage Increases

Other Strategies In Process

- Workforce Equity Planning & Advisory Committee (WEPAC)
- Gender Justice Project
- Wage Transparency
- Exit and Engagement Surveys
- Police & Fire Hiring Equity
- Anti-Harassment & Discrimination Strategies

Did You Know?



- People of color are underrepresented in upper levels of City employment.
- Women are underrepresented overall, 38.6 % of City employees are women as compared to 50.1 % in the county population.
- Women, particularly women of color, are underrepresented at upper supervisory levels and in wages.
- Latinxs/os/as are the most underrepresented group across the City Workforce.
- Asians and those reporting multiple races are underrepresented as top supervisor levels.

