

**City of Seattle**

March 2020

# **2020 Workforce Equity Update Report**

Seattle Department of Human Resources  
Seattle Office for Civil Rights



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## City Leadership

- Jenny Durkan, Mayor
- Casey Sixkiller, Deputy Mayor
- Bobby Humes, Director, Seattle Department of Human Resources (SDHR)
- Mariko Lockhart, Director, Seattle Office for Civil Rights (SOCR)
- Ben Noble, Director, City Budget Office (CBO)

## WFE Accountability Report Leadership

- Felecia Caldwell, Workforce Equity Division Director, SDHR
- Bailey Hinckley, Workforce Equity Program Manager, SDHR
- Andrea Ramirez, Equity Training & Leadership Development Manager, SDHR

## WFE Accountability Strategists

- Adrienne Thompson, Policy Director, Mayor's Office (MO)
- Aisha Foster, Talent Acquisition Manager, SDHR
- Arushi Kumar, Fiscal and Policy Analyst, CBO
- Benjamin Eyer, Office Aide, SDHR
- Dane Keehn, Manager, Alternative Dispute Resolution Program, SDHR
- Dave Wright, Workforce Planning and Development Advisor, SDHR
- David Hennes, Revenue Forecast Manager, CBO
- Debbie White, Workforce Planning Strategic Advisor, SDHR
- Ebony Thomas, Recruiting & Compliance Coordinator, SDHR
- Elsa Nakahara, Office Aide, SDHR
- Heather Weldon, Supported Employment Program Manager, SDHR

- Holly Krejci, City Leadership Academy Program Advisor, SDHR
- Janell Morgan Ndegwa, Senior Training Specialist, SDHR
- Jeffrey Rohrbach, Office Aide, SDHR
- Jennifer Alsawadi, Interim Fiscal and Policy Analyst, CBO
- Joseph Russell, Labor & Policy Economist, CBO
- Kathryn Aisenberg, Senior Operations Manager, MO
- Keith Gulley, Director of Talent Acquisition Services, SDHR
- Kim Dow, Personnel Analyst, Fire and Police Exams, SDHR
- Kimberly Loving, Chief of Staff, SDHR
- Laine Middaugh, Labor Policy Advisor, MO
- Manuela Marculescu, Senior Cornerstone Administrator, SDHR
- Patricia Narvaez-Wheeler, Professional Development Learning Partner, SDHR
- Rachael Schade, Police Exams Administrator, SDHR
- Sallie Dewar, Senior Training Specialist, SDHR
- Sandra Wong, Workforce Development Program Coordinator, SDHR
- Stefani Thornton, Workforce Equity Program Specialist, SDHR
- Tamar Zere, Manager of Race and Social Justice Initiative, SOCR
- Tina Devrin, Senior Learning Technology Partner, SDHR
- Vivien Sharples, Alternative Dispute Resolution Program, SDHR
- Yoshiko Grace Matsui, Fire Exams Administrator, SDHR

### **Workforce Equity Planning and Advisory Committee (WEPAC)**

- Bobby Humes, Seattle Department of Human Resources – Co-Chair
- Mariko Lockhart, Seattle Office for Civil rights – Co-Chair
- Felecia Caldwell, Seattle Department of Human Resources – Lead
- Tamar Zere, Seattle Office for Civil Rights – Lead
- Alisha Gregory-Davis, Local 17
- Andrea Ramirez, Seattle Department of Human Resources
- Bailey Hinckley, Seattle Department of Human Resources
- Darius Foster, Office for Labor Standards
- Darryl Cook, Department of Parks & Recreation
- Dat Nguyen, Seattle Public Utilities
- Diana Falchuk, Office of Arts & Culture & SOCR
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## COVID-19 Response Impact

This Annual Workforce Equity Update Report was developed before the beginning of the late March, 2020 City COVID-19 response and the momentous energy around the movement for Black Lives Matter in the Summer and Fall of 2020. This report reflects work from 2019 and original plans for 2020 to further implement workforce equity (WFE) strategies across the City workforce. COVID-19 response at the City has provided many transformational opportunities to further advance WFE strategies at the City and some original plans for 2020 may be reprioritized by COVID-19 and additional employee needs this year. These transformational and reprioritized strategy updates will be shared in the 2021 Annual Update Report. This report remains as originally drafted to ensure transparency and accountability to City employees over time, despite COVID-19 and during ongoing community strategy for Black Lives Matter.

# Introduction

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*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*

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## Objective

This report brings accountability and transparency to City employees on the workforce equity work done at the City. It is responsive to Mayor Durkan’s [Executive Order 2017-13](#) on Race and Social Justice (RSJI) and workforce equity and to [Council Resolution 31588](#).

## Background

In July, 2016 the Workforce Equity Strategic Plan was issued by the Seattle Department of Human Resources (SDHR) and the Seattle Office for Civil Rights (SOCR). The strategic plan drives the City’s work to eliminate institutional and structural barriers to City of Seattle employment and support the well-being and inclusion of all employees. The aim is to have an inclusive and vibrant workforce that reflects the people served by the City—the people who live, work, and play in Seattle.

Today, the City of Seattle workforce does not reflect the communities we serve at higher levels of pay or supervisory authority. Additionally, people of color and women exit City employment at a disproportionate rate. This does not match our aim of best serving the people who live, work, and play in Seattle with a workforce that is inclusive and reflects the communities we serve. Organizations with workforce demographics that match the people they aim to serve outperform those who do not.\* 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.

\*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 get in the way of everyone having access to careers in which they thrive at the City.

## Report Outline

This report includes updates to the WFE Strategic Plan as resourced by the Mayor and City Council in 2019. It outlines the City’s current work underway to advance 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 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 sources<sup>1</sup>: 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 the 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)

## 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

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<sup>1</sup> The full findings of each data source can be found in the City of Seattle’s 2016 [Workforce Equity Strategic Plan](#).



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 Initiative<sup>2</sup>

## **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

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<sup>2</sup> 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.

# Platform Strategies

## Metrics<sup>3</sup>

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*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)*

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### 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

Past versions of this report introduced a framework for how the City of Seattle will measure progress towards its definition of workforce equity using employee demographics and survey responses. This is now the third report to present results for those metrics, which are updated below for 2019, with comparisons over the past three years. An analysis of change across years is included. However, 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. More than three years will be needed to truly assess progress. In future reports, we will continue to show results over time.

### 2020 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 stages of the employment cycle: attraction, selection, retention and participation. In 2020, the Workforce Equity team in SDHR continues its efforts to collect and analyze data on these stages in order 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. The launch of a Citywide Employee Engagement Survey (planned for 2020 and detailed elsewhere in this report) will represent a major step in measuring participation and inclusion outcomes across race and gender.

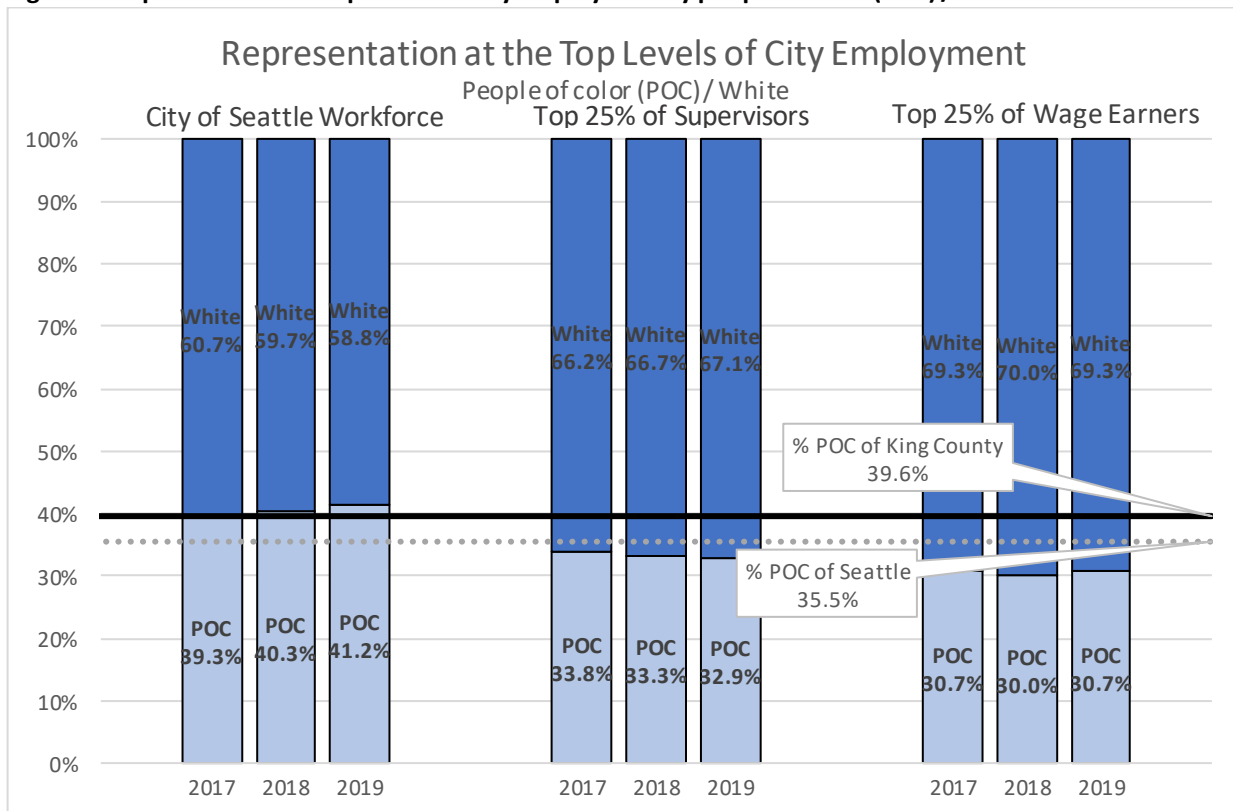
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<sup>3</sup> The Workforce Equity Unit at the City continues efforts to make employee demographic data collection practices and reporting more inclusive. There continue to be gaps in both and this report recognizes more work lies ahead.

## Summary Results<sup>4</sup>

As of December 2019, the City of Seattle workforce remains representative of people of color collectively (41.2 percent of the City’s workforce versus 39.6 percent of the county population). However, people of color are underrepresented at the top levels of City employment. Among the top 25 percent of supervisors (n=498), people of color compose 32.9 percent of employees. By pay, people of color make up 30.7 percent of the top 25 percent of wage earners (n=3,193). The figure below presents these results for the past three years, when the City began tracking these metrics. Over this period, representation by people of color in the City workforce has increased from 39.3% to 41.2%, but has declined slightly in the top 25 percent of supervisors (down from 33.8% to 32.9%) and remained mostly flat within the top 25 percent of wage earners (30.7% in 2017 and 2019). In 2020, understanding why this has occurred and how to improve representation of people of color in the top quartiles of managers and supervisors will be a focus.

**Figure 1: Representation at Top Levels of City Employment by people of color (POC) / White**




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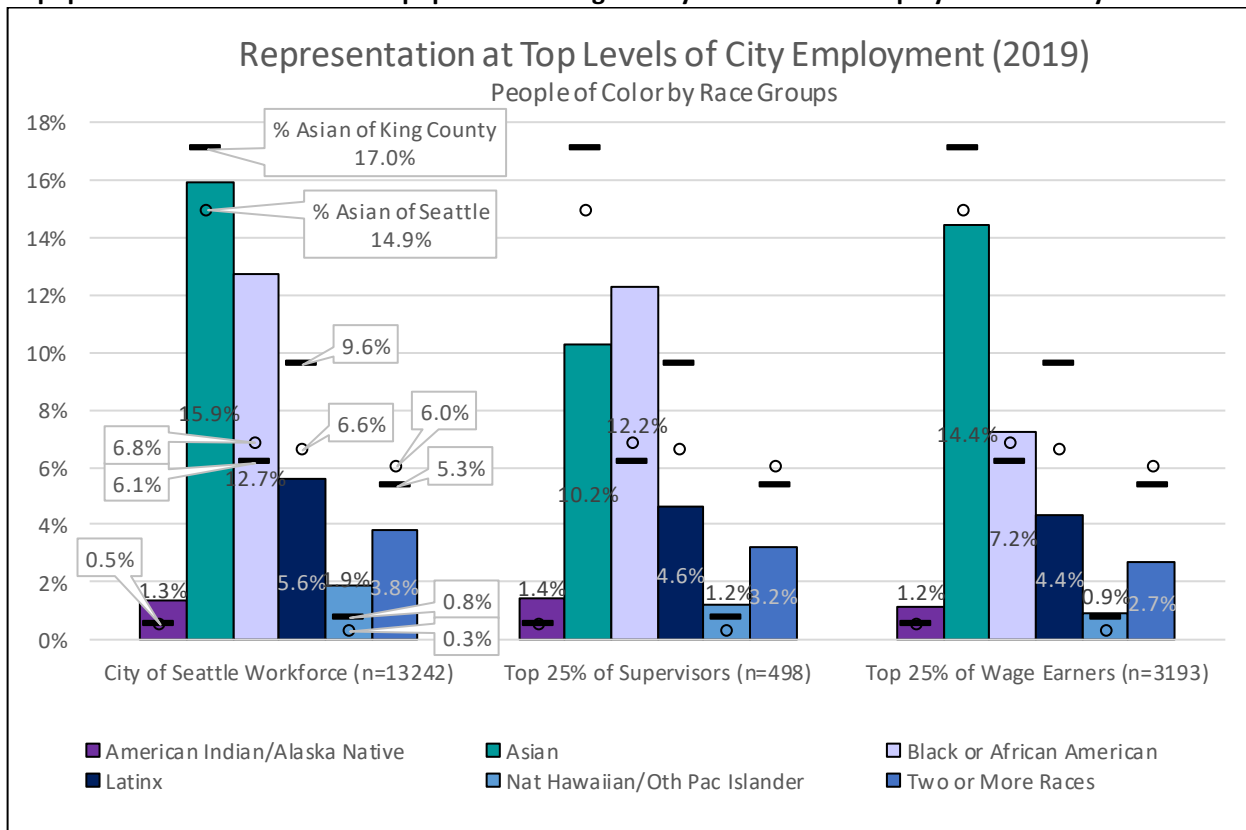
People of color are underrepresented at the top levels of City employment.

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<sup>4</sup> The figures in this section present results as of the end of each year shown. City of Seattle workforce data was pulled December 28, 2019 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2018 American Community Survey (ACS) five-year sample.

By race categories, Latinx employees are the most underrepresented group across the entire City workforce (5.6 percent of the City’s workforce versus 9.6 percent of the county population). In fact, this under-representation of Latinx employees is widespread as it is found at all four levels of supervisors and wage earners. Asian employees and those reporting multiple races are also underrepresented within the overall workforce, as well as at the top levels of the workforce, compared to the county population. Results for 2018 and 2019 are shown on separate charts below. Latinx representation in the overall City Workforce increased slightly in 2019 (from 5.4 to 5.6 percent), as did Latinx representation in the top 25 percent of supervisors and wage earners.

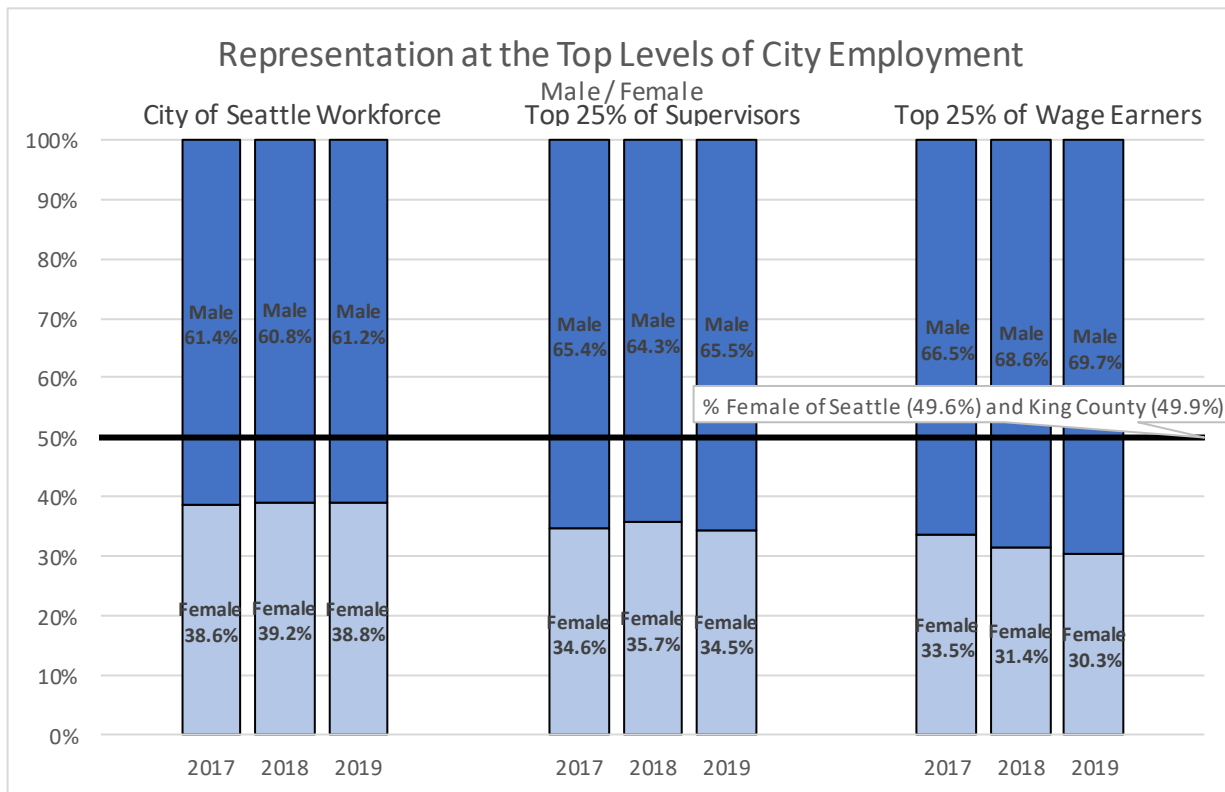
**Figure 2: Representation at Top Levels of City Employment: people of color by Race Groups, December 2019. Circle = % of population in Seattle. Bar = % of population in King County. Colored bar = employment % at City of Seattle.**



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

By gender, just 38.8 percent of City employees are female as compared to 49.9 percent of the county population. This imbalance is driven by the five largest departments (in order of size: Police, City Light, Parks, Seattle Public Utilities, and Fire) whose collective workforce is just 30.9 percent female. Given this overall imbalance, it is not surprising that women are underrepresented at many levels of the workforce relative to the general population. Among supervisors, women are underrepresented in all but the bottom 25 percent. In the top quarter, they make up 34.5 percent of supervisors. Across the pay scale, women are also underrepresented in all but the bottom quarter. In the top 25 percent of wage earners, they make up 30.3 percent of employees. The figure below presents these results for the past three years, since the City began tracking these metrics. Over this period, representation by women in the City workforce has been level (around the current 38.8 percent) and has also remained mostly consistent among the top 25 percent of supervisors (it increased to 35.7% in 2018 but returned to 34.5% in 2019). However, within the top 25 percent of wage earners, female representation has declined from 33.5% in 2017 to 30.3% in 2019.

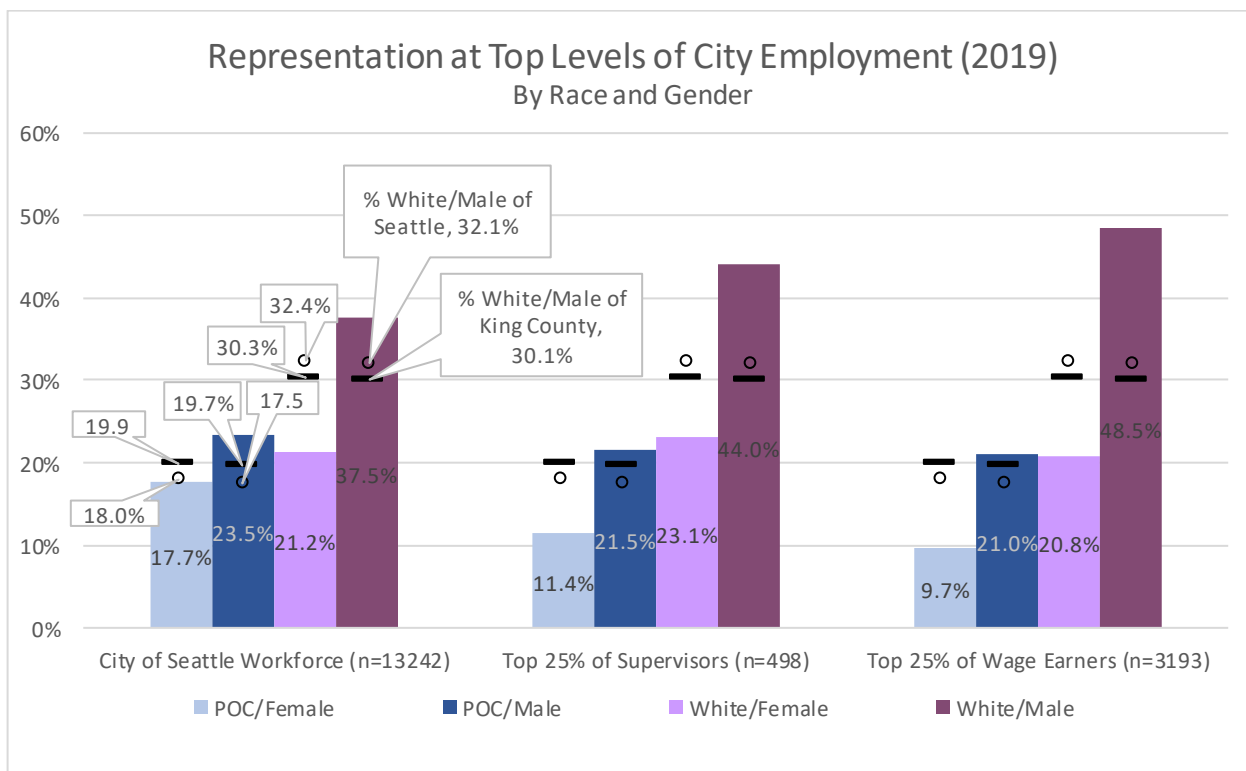
**Figure 3: Representation at Top Levels of City Employment by Gender**



38.8 percent of City employees identify as female compared to 49.9 percent of the county population. If the five largest departments at the City are excluded (in order of size: Police, City Light, Parks, Seattle Public Utilities, and Fire) whose collective workforce is just 30.9 percent female, the rest of the City workforce is 49.7% female.

When examining the intersection of race and gender, both women of color and white women are underrepresented in the overall City workforce, as the overall gender imbalance would suggest. Women of color are most underrepresented at the top levels of City employment. This group makes up 19.9 percent of the county population but just 11.4 percent of the top level of supervisors and just 9.7 percent of the top level of wage earners. Results for 2018 and 2019 are shown on separate charts below. Women of color, as a share of the overall City workforce and the top 25 percent of supervisors, was mostly consistent across these years. Among the top 25 percent of wage earners, women of color had a slight increase from 9.4 percent to 9.7 percent.

**Figure 4: Representation at Top Levels of City Employment by Race (people of color/white) and Gender Cross-Sections, December 2019. Circle = % of population in Seattle. Bar = % of population in King County. Colored bar = employment % at City of Seattle.**




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

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# Minimize Bias in Employment Decisions (MBED)

## Overview

The MBED program was originally conceived to proactively minimize bias and increase equity in all employment decisions by managers, supervisors, and employees involved in employment decisions (i.e. recruiting, hiring, promoting, and discipline processes). The aim of this deliverable was to develop and share with participants: learning content, information, support tools, and strategies on how to recognize and minimize bias in their decision-making during these processes.

## Key Accomplishments & 2020 Objectives

In 2019, MBED was been thought of in three key employment decision areas. Updates on each of these are here:

### Learning Program

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. In 2019, MBED training resources were reprioritized 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 and piloted in 2020.

SDHR Learning and Development consults with departments and provides Minimizing Bias facilitation in a very limited capacity due to larger learning needs outlined in EO 2018-04. See the Anti-Harassment & Anti-Discrimination section of the report for progress information on EO 2018-04.

### Recruitment & Hiring Practices

In June of 2019, the Talent Acquisition Team in SDHR launched a training that covers the importance of RSJI in the life cycle of the recruiting process. Topics include minimizing bias in interview panels, the importance of inclusive job postings, and the value of behavioral based interviewing where the value of an individual's lived experiences can be highlighted. This training is available in Cornerstone and is a prerequisite for interview panel members for SDHR's 18 supported departments. In 2020, SDHR will track demographic shifts in who is hired to measure the impact of this training.

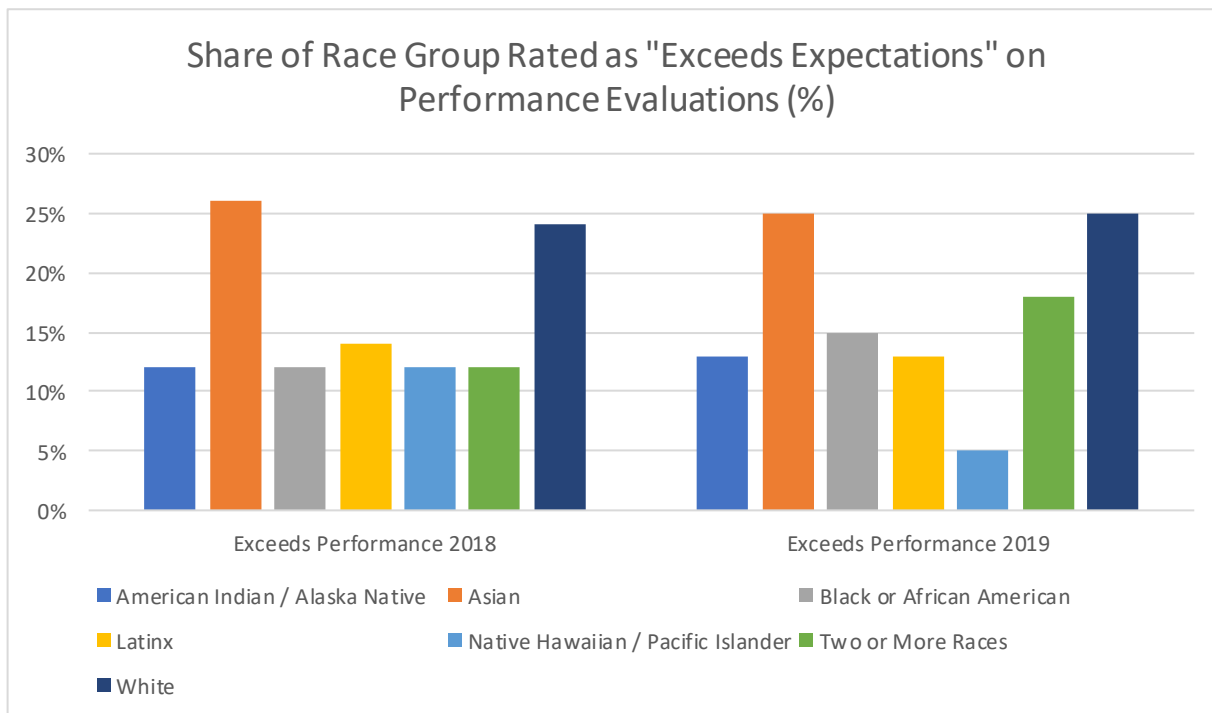
Additionally, in 2020 the Talent Acquisition Team, in collaboration with WEPAC, will continue to address the barriers that stem from the minimum qualifications system and application, tied to the City's outdated job classification system. Minimum qualifications for roles across the City reinforce structural barriers in society, such as access to education. This often leads to disparate impacts in hiring processes. The Talent Acquisition Team intends to address the minimum qualifications impacting the top 5 City job class specifications in 2020 and develop a plan to scale in 2021 and beyond.

## Promotion & Discipline Processes

In 2019, the Workforce Equity (WFE) Team developed an early data analysis for understanding bias in employee monetary discipline and performance review processes at the City. Monetary discipline actions are those where employee pay is impacted including suspensions, demotions, and terminations for cause. The trends show increasing disparities in both discipline and performance reviews for employees of color at the City. In 2020, the WFE Team and WEPAC will do a deeper analysis and provide initial recommendations for addressing any disparities.

A first step in 2020 will be to analyze this data at a deeper level, including to see if job type or pay level affects discipline or performance reviews. This additional information will inform the type of strategies that might be recommended to address these disparities. For example, if the disparities appear to be driven by job type or pay level, then assessing manager ratios, training for relationship building, and enabling better career mobility from those roles may be recommended. If job type and pay level do not drive some of the disparities, then a strategy focused more on RSJ and bias training may be recommended. The City also aims to move from the term discipline to corrective action, where the recurrence of a problem is stopped, but with a less punitive approach.

*Figure 5: Rate of employees who "exceed expectations" on performance reviews by race<sup>5</sup>*



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Employees of color experience disproportionately fewer high scores on performance reviews.

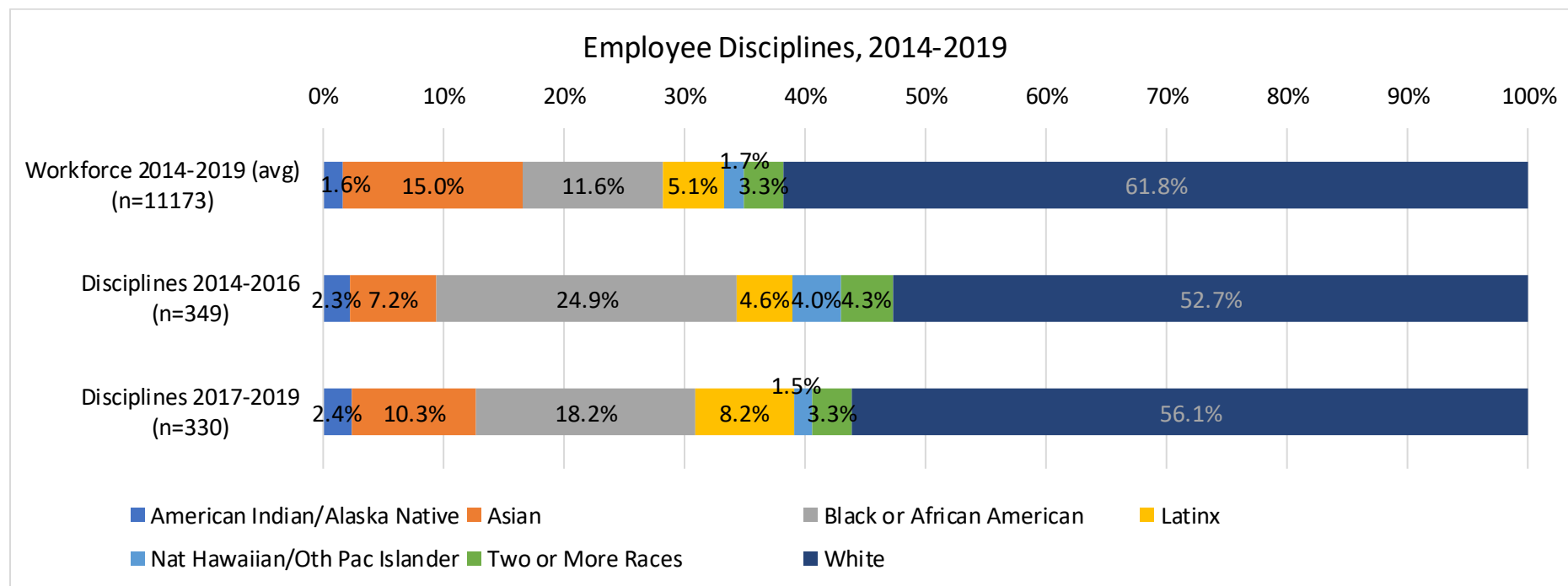
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<sup>5</sup> Data pulled from the City of Seattle Performance Management System in the Fall of 2018 and 2019. This is only representative of the 18 departments who participate in the Performance Management Program.



Early analysis shows that employees who identify as Black or African American, American Indian / Alaska Native, and Latinx experience disparate levels of monetary discipline at the City. Deeper analysis is planned in 2020.

Figure 6: Employee monetary discipline rates by race compared to the demographics of the City Workforce<sup>6</sup>



<sup>6</sup> Data source is the City of Seattle HRIS, accessed January 21, 2020. Data include employees in Regular status only (no Temporary Employees). Data are limited to disciplines formally recorded in HRIS and include suspensions, unpaid leaves of absence, demotions, layoffs and terminations for cause.

# Employee Performance Management System: Equity, Engagement & Expectations (E3)

## Overview

The Equity, Engagement & Expectations (E3) Performance Management program standardizes performance evaluation tools. E3 focuses on a partnership between employees and managers, building stronger communication, collaboration, and respect through understanding. Supervisors gain 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. This includes setting goals, regularly scheduled one-on-one meetings, 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 sixteen departments and 3,584 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. Today, there are a total of 20 departments with 4,547 employees and managers participating in the E3 program.

## 2020 Objectives<sup>7</sup>

In 2020, the current 20 departments will continue to mature their E3 Performance Management participation. In Fall 2020, the Seattle Department of Human Resources will launch a citywide human resources community of practice to identify an E3 Performance Management program refinement and expansion plan for 2021 and beyond.

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<sup>7</sup> 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 Accountability

## 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 LEAP will be available Citywide and is targeted for use by department directors and their executive leadership.

The LEAP includes a guide, a self-assessment tool, and an action-steps tool. 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 Seattle Department of Parks and Recreation in 2019 and will pilot with the Seattle Department of Human Resources in 2020. A draft of the LEAP is available in the Technical Report.

## 2020 Objectives

1. The LEAP will be available for citywide use on the Workforce Equity Planning and Advisory Committee website by the end of 2020.
2. A version for people leaders, including HR business partners is slated to get underway in 2020 for delivery in 2021.

# Workforce Investment Strategies

## 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

In 2019 the Talent Acquisition Team in the Seattle Department of Human Resources (SDHR) team that oversees recruitment for 18 City Departments was able to attend over 15 career fairs, of those, 9 were targeted recruitments for people of color, women and student applicants. Some of those events included Spring Diversity & Inclusion Job and Resource Fair in partnership with DSHS-DVR, Urban League Empowerment Fair and PNW Public Sector Diversity Career Fair at Renton Pavilion Event Center. Partnering with the Workforce Development in SDHR, Talent Acquisition was able to pilot the Citywide Career Resource Connections Event which offered City employees the opportunity to connect and network with recruiters and representatives from each department within the City of Seattle.



### 2020 Objectives<sup>8</sup>

1. Increase the number of people of color and women of color in Official & Administrator positions.
2. Recruit more women of color into the Skilled Crafts with a potential focus on recruiting from pre-apprenticeship programs that serve diverse populations.

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<sup>8</sup> The full Targeted Recruitment Plan can be found in the Technical Report.

Targeted recruitment for the 18 departments supported by the Department of Human Resources for people of color, women of color, and women exceeds the King County demographics of 39.6% people of color, 19.9% women of color, and 49.9% women.

Figure 7: Hiring demographics for the 18 departments supported by SDHR

<b>Regulars &amp; Temporaries<sup>9</sup></b>	<b>People of Color</b>	<b>Women of Color</b>	<b>Women</b>	<b>Number</b>
2017:	57.5%	35.6%	61.2%	(n=152)
2018:	63.2%	39.9%	65.2%	(n=204)
2019:	60.3%	40.2%	67%	(n=158)
<b>Regulars Only</b>				
2017:	57.1%	27.3%	54.4%	(n=79)
2018:	54.8%	43.1%	81.3%	(n=77)
2019:	52%	30%	60%	(n=52)
<b>King County Demographics</b>				
2019:	39.6%	19.9%	49.9%	NA

## Supported Employment

The City of Seattle has an award-winning supported employment program that connects people with developmental disabilities to job opportunities at the City. Each job is customized around the entry-level business needs of a workplace by bundling a variety of duties into a body of work. This creative approach results in a more effective division of labor and diversifies our workplace by including a population previously excluded.

Each time there is a significant shift in department leadership across the City, supported employment positions are highly vulnerable to cuts. This is what occurred in 2019, even though there is always opportunity for supported employment work to grow in departments. This was in addition to a couple of layoffs at the Seattle Center due to construction at the Key Arena.

<b>City Supported Employees</b>	<b>People of Color</b>	<b>Women of Color</b>	<b>Women</b>	<b>Number</b>
2017:	29.6%	8.3%	29.6%	(n=108)
2018:	32.4%	9.2%	31.5%	(n=108)
2019:	33.3%	9.8%	31.0%	(n=102)
<b>King County Estimates for Individuals with Developmental Disabilities<sup>10</sup></b>				
2018:	26%	Pending <sup>11</sup>	38%	(n= 2,067)

<sup>9</sup> This data was pulled January 23, 2020 from the City of Seattle’s Human Resources Information System.

<sup>10</sup> This data is from DSHS/DDA in 2018. It is an estimate because it only includes individuals who receive King County services for development disabilities.

<sup>11</sup> A request for more current numbers is pending as is an estimate for the intersection of women of color with developmental disabilities in King County. It is most likely accurate that the percentage of individuals with developmental disabilities that are women of color is at or less than 10%.

# Increased Access to Training

## Overview

The goal of increasing employee access to training is intended to ensure that all employees have access to career learning and growth opportunities.<sup>12</sup> Career mobility is an important measure of workforce equity. This strategy relies on similar resources to the Leadership Development Strategy which provides more targeted career mobility to a smaller number of employees.



## Key Accomplishments

### **SDHR Workforce Development**

The Workforce Development Unit manages programs that develop, connect, and empower people to advance their careers. This is accomplished by managing programs such as College Internships, Career Quest Coaching, Career Quest Workshops. This aim is also reached by developing relationships with external workforce development entities, maximizing the City’s community presence for career-related events, and offering strategic advising services to City departments and offices. Funding for the scholarship portion of Career Quest Coaching was eliminated in 2019.

### **SDHR Learning & Development**

In 2018, SDHR’s Learning & Development team experienced staffing cuts and were asked to recalibrate resources and courses to meet learning needs identified in [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#). The changes in funding, resources, and priorities, decreased the number of

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<sup>12</sup> Guided by the Workforce Equity Strategic Plan and by [Seattle Municipal Code 4.04.210](#) which states that “it is essential to provide employees rewarding opportunities for career growth and upward mobility.”

overall courses that could be offered. Additionally, all courses were identified as needing updates to embed learning on racial equity, social justice, and inclusion to reflect the values of the City.

**E-Learning Platform**

As of September 2019, the City upgraded from Lynda.com to LinkedIn Learning. The LinkedIn Learning subscriptions include all of the same online video content that was available on Lynda.com plus more and personalized recommendations for users. The City account was reset at the time of the upgrade so all active subscriptions went down to zero. Since the end of September 2019, 1,264 employees have activated LinkedIn Learning subscriptions.

**Citywide Learning Training Assessment**

SDHR is conducting a comprehensive training inventory to look at training content and staffing capacity strategically across the City. This information will supplement the information that executive departments provide around the number of employees who have taken training with an equity, anti-bias, or RSJ focus. This inventory will help strategic planning for Executive Order 2018-04 (EO) on Anti-Harassment/Anti-Discrimination (AH/AD) as well as begin to implement the Training Coordination recommendation put forth by the Employment Pathways Interdepartmental Team (EP IDT). The complete inventory will be completed in 2020 if staffing capacity and priorities allow. Currently, SDHR has a list of department training facilitators to be used to determine who could be trained to facilitate courses related to the AH/AD EO.

**SDHR Learning Course Offerings**

2017	2018	2019
Addressing Poor Performance	Addressing Poor Performance	Citywide New Employee Orientation
Coaching for Peak Performance	Coaching for Peak Performance	Communication Foundations
Communicating for Leadership Success	Communicating for Leadership Success	Communication Foundations for People Managers
Communicating with Impact	Communicating with Impact	Emerging Leaders
Emerging Leaders	Communication Foundations for Individual Contributors	High Impact Coaching
Introduction to Liberating Structures	Communication Foundations for People Managers	Introduction to Liberating Structures
New Employee Orientation	Emerging Leaders	New Supervisor Orientation
New Supervisor Orientation	High Impact Coaching	Orientation for Temps and Interns
Orientation for Temps and Interns	Introduction to Liberating Structures	The Art of Feedback
Presentation Skills	New Employee Orientation	
The Art of Feedback	New Supervisor Orientation	
	Orientation for Temps and Interns	
	The Art of Feedback	

## Course Data

Year	In-Class Instruction Hours	Total Class Offerings	# of Employees Completing Course
2017	716.5	118	2094
2018	755.5	96	1610
2019	476	69	1325

### Citywide Learning Community of Practice

In 2019, SDHR L&D began convening Citywide staff who work in learning in some form. The group will continue to meet and determine strategies for rolling out new course, collaborating, and providing professional development opportunities for learning practitioners.

## 2020 Objectives

### SDHR Learning & Development

[Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#) continues to be a significant drive and focus for SDHR's Learning & Development (L&D) team and resources. Staff will continue to prioritize and 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 a limited number of SDHR training course in 2020 while this work continues to progress under minimal resourcing. Employee feedback session data collected in 2019 is being used to inform the creation and update of ongoing courses.

See the Anti-Harassment & Anti-Discrimination section of the report for progress information on EO 2018-04.

### Citywide Learning & Development

In assessing progress on this and related deliverables, several SDHR partners have identified a need to develop a more concise set of metrics and deliverables to gauge Citywide progress. Moving forward, SDHR's Learning and Development and Workforce Development team will be collaborating with WEPAC to determine a strategy and metrics that more inclusively measure systemic progress and identify gaps.



# Employment Pathways<sup>13</sup>



## Overview

In 2018, the Employment Pathways Interdepartmental Team (IDT) developed recommendations to promote access and advancement opportunities within the City in three areas: Workforce Planning, Training and Development, and Partnership and Alignment. A Workforce Planning Community of Practice (CoP) has now taken on this work and will look at existing recommendations and propose new strategies to the Human Resources Leadership Team (HRLT) for consideration in 2020 and beyond.

## Key Accomplishments

2019 implementation focused on connecting temporary employees with career resources and Mayor Durkan's mandate to increase the percentage of Summer City interns from 2 year colleges to 25% by 2020. Efforts by department internship coordinators resulted in an increase in community college summer interns from 5% to 18%. Temporary workers are more diverse than the City's regular employees and are a key targeted recruitment pool. In partnership with Talent Acquisition and WorkSource community partners, an internal Career Connection event in October 2019 connected temporary employees with City career resources.

## 2020 Objectives

1. Internships- Increase the percentage of 2-year college summer interns from 18% to 25%, in line with the Mayor's mandate.
2. Manager Training- Employment Pathways identified managers and supervisors as key to creating or hindering career pathways. In 2020, resources will be used to help pilot the Supervisor Learning Program. This will include equity, career development, and compliance components so that managers have the tools to develop their employees, particularly women of color who are under-represented in upper supervisory levels.

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<sup>13</sup> A Racial Equity Toolkit was begun with stakeholder engagement during development of the plan but still needs to be completed during implementation of each strategy. A copy of the City's Racial Equity Toolkit is in the Technical Report.

# Leadership Development Programs

Currently, this strategy consists of two components of Leadership Development at the City of Seattle: The Emerging Leaders Program and the City Leadership Academy. In addition to educating participants to lead at the City of Seattle, these programs were initially designed to help support preparation for career mobility, as well as to give participants an understanding of what it means to lead with racial equity and social justice foundations in our environment.

## Emerging Leaders<sup>14</sup>

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*“The Emerging Leaders Program was the BEST class I have taken since I joined the City almost 22 years ago!” ~Employee from the Spring 2019 Cohort*

*“This program offered me numerous insights and ideas which I am excited to implement into my project management duties.” ~Employee from the Summer 2019 Cohort*

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### 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. In 2019, the Emerging Leaders program was forced to decrease offerings due to resource reprioritization for the Anti-Harassment and Anti-Discrimination Executive Order.

### Key Updates

1. Due to resources, there were 4 Emerging Leaders sessions offered in 2019, serving 85 participants. In 2017, there were 144 participants that completed the program and 225 participants in 2018.
2. One session was facilitated at the Seattle Center to increase access to crew and frontline employees.

### 2020 Objectives<sup>15</sup>

1. SDHR Learning and Development will be revamping the Emerging Leaders program to reflect the additional updates taking place to all course content.
2. The program will be further assessed through a new alumni survey and adjustments will be made to better embed racial equity and social justice.
3. SDHR has a goal to hold 3 Emerging Leaders programs with up to 24 employees each in 2020.

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<sup>14</sup> A Racial Equity Toolkit was completed on this training. A copy of the City’s Racial Equity Toolkit is in the Technical Report.

<sup>15</sup> 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 targeted for employees in APEX-SAM or comparable, overtime exempt positions, 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.



Cohort 4 – Introduction to Human-Centered Design

## Key Updates

1. The CLA Program Advisor worked with Citywide partners to improve the application process to be more consistent, equitable, and transparent.
2. The CLA cohort 4 received a total of 50 applications from 17 departments. The applicant pool reflects the structural racism in City employment, with 32% of applicants identify as a person of color. This is an underrepresentation of people of color relative to the City workforce of (41.2% POC). The cohort includes 20 participants representing 15 departments.
3. In 2019, City Council eliminated the funding for staffing the CLA program in the 2020 proposed budget. This will impact the ability to offer the program past July of 2020.

## 2020 Objective

Determine the next steps for the CLA program including if it is financially possible for SDHR to continue offering the program beyond the current cohort in progress.

# Alternative Work Arrangements

## Overview

Alternative work arrangements<sup>16</sup> (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 paths from roles without AWA opportunities to those that do.

## Key Accomplishments

1. In January 2019 the pilot program was launched.
2. June of 2019 an AWA survey was administered to all City of Seattle Employees to collect feedback from employees who participated in the program as well as ones who did not. The data was collected and analyzed to inform the development of the permanent program.
3. An AWA-Community of Human Resource Practice (CHRP) began meeting to develop policy recommendations and systems changes for a permanent AWA program. A CHRP is an inter-departmental team that recommends HR policy and systems changes at the City.

## 2020 Objective

1. Launch the permanent AWA program in Summer, 2020.
2. Launch an eLearning for all City employees to ensure equitable access to program information.
3. Launch a train the trainer program for City HR employees to train their department leadership.
4. AWA-CHRP plans to partner with WEPAC, City Change Teams, and other stakeholders to conduct a racial equity analysis on the permanent program in Q4 of 2020.
5. AWA-CHRP will review the results of the analysis for racial disparities in participation and develop strategies to increase access to AWAs where needed.

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<sup>16</sup> Alternative work arrangements was originally referred to as flexible scheduling in the Workforce Equity Strategic Plan.

# Paid Parental Leave & Paid Family Care Leave

## Overview

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.<sup>17</sup> For the full report on usage and backfill costs for these programs, see the Technical Report.

## Key Accomplishments

In February 2017, [Ordinance 125260](#) expanded the City paid parental leave (PPL) from four to twelve possible weeks of fully paid leave to allow employees to bond with a new child (birth, adoption, or fostering). In October 2019, the City enhanced PPL by removing the requirement that the final four weeks of the 12-week benefit be subject to the existence of leave accumulations.

The February 2017 ordinance also created a new paid family care leave (PFCL) for City employees to care for ill family members for up to four weeks. In January 2020, the City has also enhanced PFCL by removing the requirement that the benefit be subject to the existence of leave accumulations. It also expanded the list of eligible family relationships under PFCL to include grandparents, grandchildren and siblings of employees.

## 2020 Objectives

In January 2020, employees also became eligible to apply for paid leave benefits through the new Washington State Paid Family Leave insurance program, which covers all workers in the State of Washington (Senate Bill 5975, June 2017). This program will generally allow up to 12 weeks per year of partially paid family leave to care for an employee's own serious illness or medical event; bond with a new child; care for a family member experiencing a serious illness or medical event; or attend to family needs after certain military-connected events. (Additional time is available for employees in special circumstances.) Use of the State's program by City government employees will not affect eligibility for benefits under PPL or PFCL. The changes to eligible family relationships under PFCL (noted above) were made to align City policy with the new State law. Successfully implementing these and the other new changes to city benefits is the primary objective for 2020.

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<sup>17</sup> See the City of Seattle Workforce Equity Strategic Plan for more background on this.

Figure 8: Paid Parental Leave (PPL) and Paid Family Care Leave (PFCL) Use, 2016-2019

	Event Year <sup>a</sup>			
<b>Paid Parental Leave (PPL)</b>				
	2016 (4-week policy)	2017 (12-week policy)	2018 (12-week policy)	2019 <sup>b</sup> (12-week policy)
<b>Count of Beneficiaries</b>	408	385	376	458
<b>Share of Female Beneficiaries</b>	30.6%	27.3%	29.0%	28.6%
<b>Average Age of Beneficiaries</b>	36.4	36.2	36.3	36.9
<b>Average Tenure of Beneficiaries<sup>c</sup></b>	7.9	7.1	7.1	7.5
<b>Average Hours Used<sup>d</sup></b>	128	340	372	236
<b>Paid Family Care Leave (PFCL)</b>				
	2016 (no policy)	2017 (4-week policy)	2018 (4-week policy)	2019 <sup>b</sup> (4-week policy)
<b>Count of Beneficiaries</b>	N/A	158	195	211
<b>Share of Female Beneficiaries</b>	N/A	63.3%	63.6%	57.3%
<b>Average Age of Beneficiaries</b>	N/A	48.1	46.8	47.1
<b>Average Tenure of Beneficiaries<sup>c</sup></b>	N/A	11.9	10.9	10.0
<b>Average Hours Used<sup>d</sup></b>	N/A	124	122	100
<sup>a</sup> 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). <sup>b</sup> Data for 2019 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 January 15, 2020.) <sup>c</sup> Average tenure of beneficiaries is based on time since hire at the City (not total hours worked). <sup>d</sup> Average hours used is calculated using full-time employees only. For comparison, all benefitted City employees as of December 2019: 37.8% female, average age of 46.3 years, and average tenure of 13.0 years. Data source: HRIS, January 15, 2020.				

# Council Resolution 31588

## Employee Exit & Engagement Surveys<sup>18</sup>

### Overview

The City aims to have a vibrant and safe workplace where all employees can bring their full selves to work and grow in their roles. However, employees of color and women leave employment at the City at a disproportionate rate.<sup>19</sup> 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. The aim of collecting this information is to improve employee retention and satisfaction. This, in turn, will improve service to the people who live, work, and play in Seattle.

### Key Accomplishments

The exit survey launched Citywide in January of 2019 and a racial equity toolkit (RET) was completed in Fall 2019. Results for the entire City, not broken down by department, are shared in this year's WFE Technical Report. Individual names or employee numbers are excluded to protect employee identity. The City's aim is to have 60% participation from all exiting employees. In 2019, 26% of exiting employees participated in the exit survey. An initial analysis showed that men of color had less access to the exit survey and suggests that more women and people of color are leaving the City because the City culture is not inclusive towards them.

An RET on the engagement survey and a pilot of the survey were completed in the Fall of 2019.

### 2020 Objectives

The exit survey will continue to operate in 2020 with the aim of reaching for the City's 60% participation rate goal and eliminating any disparity in men of color accessing the survey.

The engagement survey will launch in 2020 along with a template for action planning by department directors, HR, managers, and supervisors. Each department will be asked to take at least one action based on the results from the survey, in order to build accountability to employees. The aim is to have 30% of employees of color who do not have regular access to computers participate in the survey as employees with limited computer access are less likely to have a voice at the City.

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<sup>18</sup> A Racial Equity Toolkit was completed on both surveys in 2019. A copy of the City's Racial Equity Toolkit is in the Technical Report and a copy of each completed RET can be found in the Technical Report.

<sup>19</sup> 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>

# Fire & Police Hiring Equity

## Overview

This strategy update was written prior to the momentous energy around the Black Lives Matter Movement in the Summer and Fall of 2020. Any shift in hiring equity strategies that are needed moving forward will be updated in the 2021 report.

In 2014, [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. Adverse impact was not found in any part of the 2019/2020 video exam process for entry fire (as of 1/9/20).
2. 175 oral board panelists (122 Uniformed SFD personnel and 53 non-uniformed City employees from 19 departments) are scheduled to complete minimizing bias training and participate in the oral board process.

### Police Exams

1. Adverse impact was not found in any part of the entry police exam processes in 2019.
2. SDHR implemented language skills preference points ([Council Ordinance 125315](#)) for entry-level police applicants. 4 candidates successfully utilized language preference points in 2019.
3. SDHR participated in the [SPD Recruitment and Retention Workgroup](#) and has partnered with the Mayor's Office to begin implementing some of the recommendations.



## Hiring Trends for the Police and Fire Departments<sup>20</sup>

**Figure 9: Seattle Fire Department Hiring Trends for people of color and Women**

YEAR	Percent of Women Hires	Percent of Person of Color Hires
2013:	10.1% women	31.9% POC
2015:	16.3% women	22.8% POC
2018 <sup>21</sup> :	10.2% women	35.6% POC

**Figure 10: Seattle Police Department Hiring Trends for people of color and Women**

YEAR	Percent of Women Hires	Percent of Person of Color Hires
2015:	11% women	30% POC
2016:	8% women	30% POC
2017:	17% women	35% POC
2018:	17% women	37% POC
2019:	17% women	39% POC

### 2020 Objectives

In 2020, SDHR, SPD, and SFD will continue to implement components of the Hiring Equity Action Plans and assess the need for shifts in strategies. Some key actions include:

1. **Updating Police Officer Exam Communications:** SDHR will work with SPD and the Mayor’s Office to update communication templates with the goal of increasing the number of candidates who make it through each stage of the hiring process, ensuring there is minimal impact to any demographic.
2. **Minimizing Bias Training for Entry Oral Boards:** SDHR will continue to integrate minimizing bias training for all Fire oral board panelists. Additionally, SDHR will work with SPD to explore the possibility of utilizing trained civilian panelists from outside of SPD for their entry oral board process.

<sup>20</sup> This data was pulled December 31, 2019 from the City of Seattle’s NeoGov Hiring System.

<sup>21</sup> Testing for firefighters occurs every 2 years. In 2017, the testing was delayed to 2018.

# Mayoral Directives

## Workforce Equity Planning & Advisory Committee

### Overview

The Workforce Equity Planning & 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 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) self-assessment, guidelines, and newly developed action planning workbook piloted with the Parks Department.
2. Racial Equity Toolkits (RETs) on the Employee Exit & Engagement Surveys were completed.
3. The RET on the LEAP was started.
4. WEPAC sponsored the Shape of Trust performance and ongoing curriculum development.

### 2020 Objectives

1. Complete a strategic vision for WEPAC for 2020 and beyond.
2. Complete the RET on the LEAP, pilot with SDHR, and launch the LEAP citywide.
3. Launch a SharePoint site and an open employee forum to increase transparency.

# Anti-Harassment and Anti-Discrimination

## Overview

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 Updates

In early 2019, the Mayor's Office charged SDHR, in partnership with OCR, to bring a team together to focus on the implementation of deliverables outlined in EO 2018-04. The Core team was made up of teams and leadership charged with implementing each section identified. They compiled quarterly updates to identify regular progress made in each area. 2019 Quarterly updates can be viewed in the WFE Technical Report.

## 2020 Objectives

1. The team charged with implementation will continue progress in 2020 to meet the mandates of the EO.
2. Departments must determine next steps for implementing each deliverable based on current resources and funding constraints.
3. SDHR & OCR must determine staffing and support necessary to support the ongoing work of the AHAD IDT.

## 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, play 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](mailto:Bailey.Hinckley@Seattle.Gov).