



RACE & SOCIAL JUSTICE  
INITIATIVE

ADVANCE OPPORTUNITY.  
ACHIEVE EQUITY.

## Race and Social Justice Initiative Employee Survey 2012

*“RSJI is a critical initiative. I'm proud to work in a department that takes it so seriously and continues to push ourselves in our conversations and how we implement race and social justice in our work.”*

Seattle employee and survey participant

**March 2013**

Seattle Office for Civil Rights

[www.seattle.gov/rsji](http://www.seattle.gov/rsji)

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### **Acknowledgments**

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## Section 1: Introduction and Key Findings

### Introduction

The Race and Social Justice Initiative (RSJI) is a citywide effort to eliminate racial disparities and achieve racial equity in Seattle. Since 2008, the Seattle Office for Civil Rights has conducted a survey of City employees every two years to measure employees' understanding of institutional racism and engagement with the Initiative, gather ideas for improving our efforts and track the City's progress over time.



When the City of Seattle introduced the Race and Social Justice Initiative in 2005, no U.S. city had ever undertaken an effort that focused explicitly on institutional racism. The Initiative began with the City's attempt to "get our own house in order" by focusing on internal programs and operations. Our first employee survey in 2008 found strong support for the Initiative, with 69% of staff actively involved in promoting race and social justice in the workplace. We also found that while many employees had a solid understanding of what institutional racism is and how it impacts the community, fewer had a solid understanding of how their departments were applying a racial equity analysis to their lines of business. We used this information to develop training opportunities to ensure staff had the skills they needed to apply racial equity skills to their daily work.

As City employees and departments improved their skill in analyzing the impact of racial inequity and addressing institutional racism, RSJI began to expand its partnerships. In 2009, RSJI convened the Race and Social Justice Community Roundtable, a group of 25 major institutions and organizations working together to achieve racial equity in the community. In 2010, we conducted our second employee survey. The 2010 survey included the perspective of many employees from departments



who previously had not been as involved in the Initiative, and provided a broader reflection of employee understanding and awareness. Employees' responses in 2010 demonstrated continued overwhelming support for the work of the Race and Social Justice Initiative, with 83% of employees finding value in discussing the impact of race. Results also pointed to greater need for leadership to communicate their support for racial equity work and to share their efforts. While employees were aware of departments' RSJI work plans and strategies for institutional change (including workforce equity, contracting equity, inclusive outreach and public engagement and access to services for immigrants and refugees), employees were less aware of the specific tools departments were using to achieve racial equity.

The results of the 2010 survey were critical in the development of RSJI's 2012-2014 Strategic Plan. The RSJI Three Year Plan outlined the use of three Equity Strategies to address the roots of racial disparities in our communities:

**Equity Strategy #1: Apply racial equity tools to our programs and projects.** *City departments will expand their use of the Racial Equity Toolkit to ensure that racial equity is part of the planning, implementation and evaluation of programs and projects. Over the next three years, departments also will link their strategies to metrics to measure our progress. City staff will use inclusive outreach and public engagement strategies to ensure that racial equity is part of the planning, implementation and evaluation of programs and projects.*

**Equity Strategy #2: Build racial equity into policies and Citywide initiatives.** *To create change on a broader scale, racial equity also will be integrated into the foundation of Citywide policies and initiatives.*

**Equity Strategy #3: Partner with other institutions and the community.** *Government cannot achieve racial equity on its own. Over the next three years, the City of Seattle will create working partnerships with key institutions, organizations and the community to tackle racial inequity. As partners, we will adopt a shared analysis, use coordinated strategies and develop consistent ways to measure our progress. In addition, City departments will work with communities to increase opportunities for collaboration.*

The 2012 Employee Survey provides an opportunity to measure our progress with these three strategies. The 2012 survey included questions we have asked since 2008 as well as several new questions to gain information on how employees perceive the Initiative's impact on racial equity in the community. The information from these questions will provide baseline data to track RSJI's impact over time. The RSJI 2012 Employee Survey has three primary goals:

1. Assess employee understanding and skill of institutional and structural racism.
2. Gain understanding of how departments are building racial equity into programs, policies, initiatives and budget decisions.
3. Track progress over time.

### **Understanding the survey data over time**

To best interpret the data, it is important to identify how the response rate has changed over time. Thirty percent of the City's total workforce completed our initial 2008 survey, with solid representation from departments who had been actively involved in the Initiative and low representation from Police, Fire and Parks and Recreation. Sixty-nine percent (69%) of the 2008 respondents were actively involved in promoting the Initiative.

Nearly half of the City's workforce completed the 2010 survey, thanks to the hard work of departments survey liaisons and Change Teams. The 2010 survey reached "beyond the choir" with increased participation from departments like Police Department, whose employees previously had not been as actively engaged in the Initiative. The 2010 survey also saw a decrease in responses from departments like Human Services, which had been actively engaged. Survey responses reflected this change; we saw continued support for the City to address racial equity, but a decrease in overall awareness of the City's racial equity work (particularly with tools and resources).

In 2012, 30% of respondents were completing the survey for the first time. We also saw a slight shift in departmental participation. Housing and Department of Information Technology saw 31% and 32% increases from 2010. Responses from the Legislative and Planning and Development departments

increased by 24% and 20%. Other departments saw decreasing participation rates: Municipal Court (35%), the Library (28%) and the Police Department (20%).

## Methodology

Race and Social Justice Initiative Employee Surveys are open to all employees. As in previous years, the 2012 survey was voluntary and confidential with no identifying information linked to survey responses. Most employees completed the survey online; employees without ready access to computers had the option to complete a hard copy paper survey. Responses to questions were based on a 4-point scale ranging from *Strongly Agree* to *Somewhat Agree*, *Somewhat Disagree* and *Strongly Disagree*, along with the option to select *Don't Know*. For the purposes of this report, whenever the term “agree” is used, it includes the categories of *Strongly Agree* and *Somewhat Agree*.

Efforts were made to achieve representation across job category, departments, race and other demographic characteristics. Quantitative analyses, descriptive and cross-tab statistics were used to analyze results.

The survey also included four open-ended questions. The first two were questions about workplace disciplinary processes. The Workforce Equity and Policy Advisory Committee requested this information as part of a citywide effort to evaluate racial equity in workplace discipline. The data from these questions have been shared with this committee to inform their work. The third question requested ideas for ways the employee's department can strengthen implementation of race and social justice. The fourth open-ended question requested general feedback on the Initiative and provided an opportunity for employees to share their thoughts on anything we might not have included in the survey.

A final aspect to note is a change to survey methodology. Earlier surveys limited responses about the effectiveness of a tool or approach to those who indicated they were aware of its use. In the 2012 survey, respondents who said they were not aware of their department's use of the racial equity toolkit, inclusive outreach tools or workforce or contracting equity approaches were able to state whether they saw these tools as effective. This change impacted some results, with lower percentages reporting progress made and higher percentages of people stating they did not know. Due to this change, some comparisons across surveys are not possible.



## Key Findings

### 1. Progress has been made, but there is more to be done.

The Race and Social Justice Initiative works from a place of urgency. Children, families and communities deserve no less. Yet we know that eliminating racial inequity in the community requires a long-term commitment. The City of Seattle has made progress and at the same time there is more to be done.

- **City employees overwhelmingly support the Initiative. Employees' understanding of racial equity and engagement with the Initiative continues to increase.**

Eighty-six percent (86%) of employees said there is value to examine and discuss the impacts of race. This represented an increase of 3% from 2010. The percentage of employees with a basic understanding of RSJI has risen from year after year, indicating that training efforts have been successful at reaching more employees. Eighty nine percent (89%) of employees say they have a basic



understanding of race and social justice. Over half (59%) of City employees believe the City is making progress with the Initiative, up 8% since 2010 and nearly half (46%) believe we are making progress at eliminating racial inequity in the community. We also have seen leadership support for racial equity increase over time. Sixty-four percent (64%) of employees said leaders in their department support discussions of institutional racism, up 4% from 2010.

- **Data shows a need for the City to measure and communicate our progress.**

While over half believe the City is making progress with the Initiative, over a quarter (29%) said they don't know. We saw similar results in other areas. Thirty-four percent (34%) do not know if RSJI is making progress at eliminating racial inequity in the community. While nearly thirty percent (30%) said that the racial equity toolkit has improved departmental policies, programs, and budget decisions, half were not aware of these efforts. Finally, while awareness of departmental efforts has increased in workforce equity, contracting equity, and inclusive outreach and public engagement, employees still lack awareness of the effectiveness of those efforts.

### 2. Impact in the community

The Race and Social Justice Initiative employs specific racial equity efforts across departments that have impacts on the community. These include contracting and workforce equity, inclusive outreach and public engagement, the use of a racial equity toolkit on policies, initiatives, programs and budget decisions, and improving access to City services for immigrant and refugees. In 2010 the City gained traction in these efforts. By 2012, it is clear that many of these efforts are firmly in place and becoming an integral part of how the City of Seattle does business. Yet while more employees were aware of their department's racial equity work, employees remain in need of information on the effectiveness of each effort and on our collective impact as a City in partnership with other institutions and organizations on ending racial inequity in the community.

- Employees are becoming increasingly aware of workforce equity efforts.**  
Sixty-one percent (61%) of employees were aware of their department's efforts in workforce equity. This increased 5% since 2010. In the 2012 survey we measured how employees perceived disciplinary processes within their department. Over half of all employees stated they had a clear understanding of disciplinary policies and related processes, and that race/ethnicity does not impact outcome of disciplinary processes. But in each of these areas, white employees were more likely than employees of color to agree that disciplinary policies were fair.
- Efforts to communicate commitment to contracting equity are paying off.**  
Awareness of contracting equity increased twenty percent from 49% in 2010 to 69% in 2012. Fifteen percent (15%) more supervisors and 11% more white employees were aware of their departments' contracting equity efforts, indicating a need for more targeted communication efforts within departments.
- Inclusive outreach and public engagement strategies continue to rise.**  
Employee awareness of inclusive outreach and engagement efforts grew by 8%, from 60% in 2010 to 68% in 2012. Starting in 2012, departments began to use a Full Inclusion Sign-in Sheet to record demographic information of people participating in outreach and engagement efforts so the City can track progress over time. Many employees (68%) are still unaware of this tool.
- Employees are aware of departmental efforts to ensure equitable access to services for immigrant and refugee residents.**  
Over half (51%) of employees said they are aware of their department's efforts to strengthen the way the City provides services to immigrant and refugee residents. Nearly sixty percent (58%) said their department was making progress at providing interpretation and translation services for immigrant and refugees.
- The racial equity toolkit is becoming a part of the City's everyday work.**  
City departments are increasingly applying a racial equity analysis to their policies, programs, budgets and initiatives. Awareness of use of the Toolkit increased by 11%, from 32% in 2010 to 43% in 2012. Despite this increase, over half of employees remain unaware of its use.
- We have come a long way as a City, and now we must focus our efforts on ending racial inequity in the community.**  
Less than half of employees felt we were making progress in eliminating racial equity in the community and 36% did not know if we were making progress. To impact racial equity in the community, City departments must place increased attention on how to maximize racial equity in community outcomes.
- Partnerships are critical.**  
Over half of employees (56%) said their departments were partnering with the community on racial equity. The need for continued partnerships with the community, other institutions and organizations is essential to make structural change and significantly impact racial inequities.



### 3. **Training: Building institutional capacity for racial equity**

The Race and Social Justice Initiative has from the outset placed a priority on ensuring our employees understand institutional racism and its impacts. This includes everything from workforce equity (racial equity in hiring, promotions and discipline) to employees and leadership having the skills they need to address racial equity in their lines of business. To achieve racial equity in the community, transforming the City of Seattle as an institution is essential.

- **Employees have a solid understanding of institutional racism and its impacts and are taking proactive steps to ensure equity in their lines of business. RSJI skill-building remains critical.**

While two-thirds (66%) of all employees found RSJI training useful, the numbers have declined over time. A closer analysis by department however, shows all departments had at least 60% of staff who rated RSJI training as useful, with the exception of Police, Fire and the Library. Despite the slight decline in rating of training's usefulness, the number of people who could identify examples of institutional racism increased (70% in 2012, up from 67% in 2010), and over



58% of all employees said RSJI has helped them address institutional racism in the workplace. Sixty-six percent (66%) of employees who said the Initiative has helped them also understand other forms of oppression.

- **Employees need continued training to support them in their racial equity work.**

Nearly two-thirds of employees (65%) actively promote racial equity in the workplace. Many employees who have already taken foundational training expressed a need for continued training to support their work and skill refreshers apart from the racial equity toolkit or inclusive outreach and public engagement training.

### 4. **Departments are at varying levels of engagement with race and social justice work – it is critical for all departments to commit and take action for racial equity.**

Departments continue to be at different levels of engagement with the Initiative, which has an impact on their employees' awareness and understanding of the City's commitment to racial equity. While it is understandable that smaller departments have fewer challenges engaging employees and communicating priorities, it is imperative that all departments do so. To achieve racial equity we need the breadth of departments actively working to make racial equity a necessary component of how they do business.

### 5. **Communication with front-line employees and employees in the field remains a challenge.**

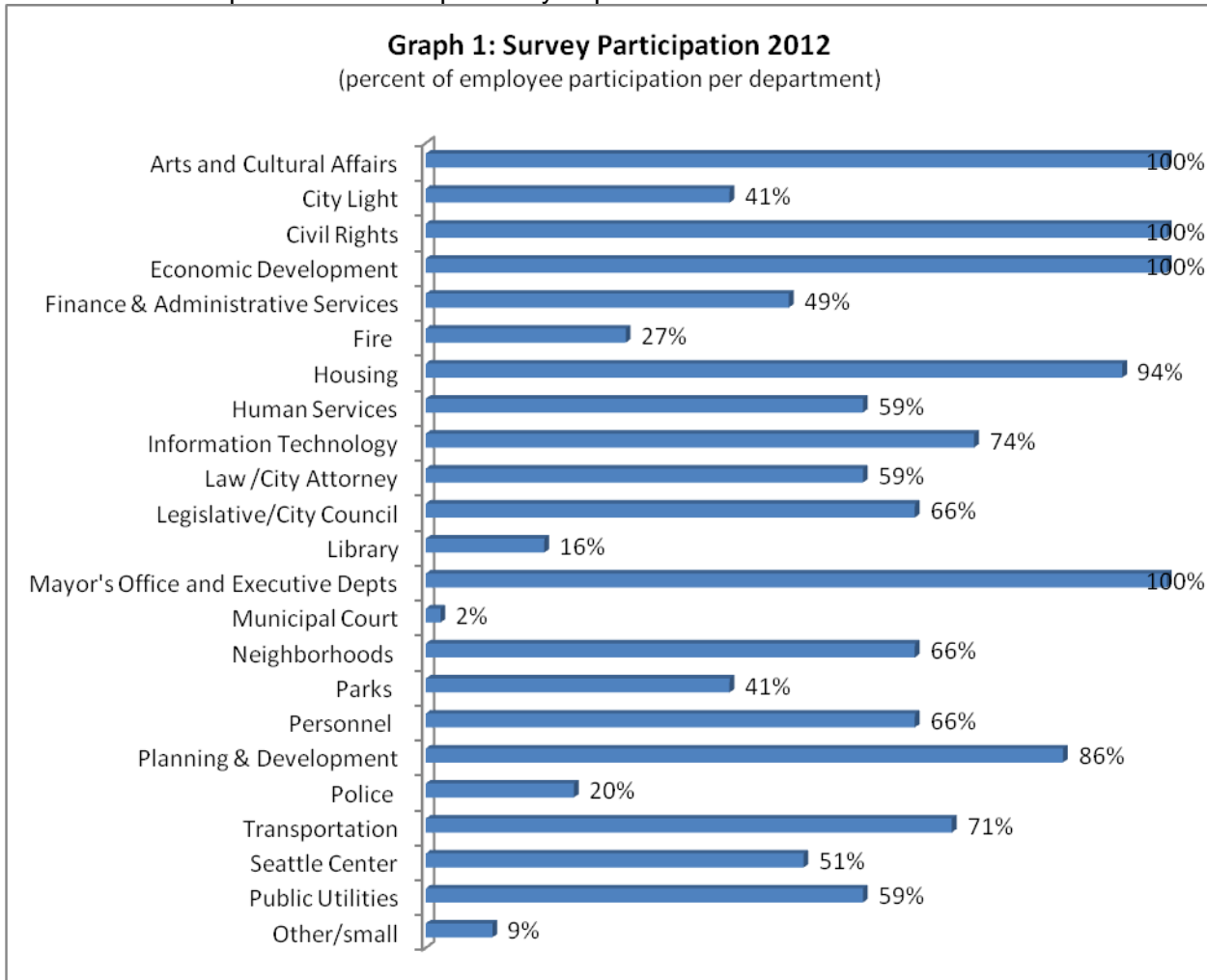
Supervisors were almost always more likely than non-supervisors to be aware of their departments' racial equity efforts. The Initiative has focused on supervisors because of the importance of leadership in organizational transformation and the critical nature of their use of the racial equity toolkit and other tools. In many areas supervisors have greater knowledge and more positive perceptions of RSJI than employees overall. However, this highlights leadership's need to "walk the talk" and implement broad communications strategies so that all employees have buy-in to RSJI and confidence in their leadership's support of RSJI. We know that to create maximum



impact, we need a breadth of employees to be aware of and become part of the City's racial equity work.

### Survey Participation Rates

A total of 4,559 employees or 46.2% of all City employees completed the survey. Thirty percent (30%) were first-time respondents. Participation by department is outlined below.



*Note: 99% of survey respondents listed a department (25 did not indicate their department).*

**Table 1: RSJI Employee Survey Participation 2008 to 2012**

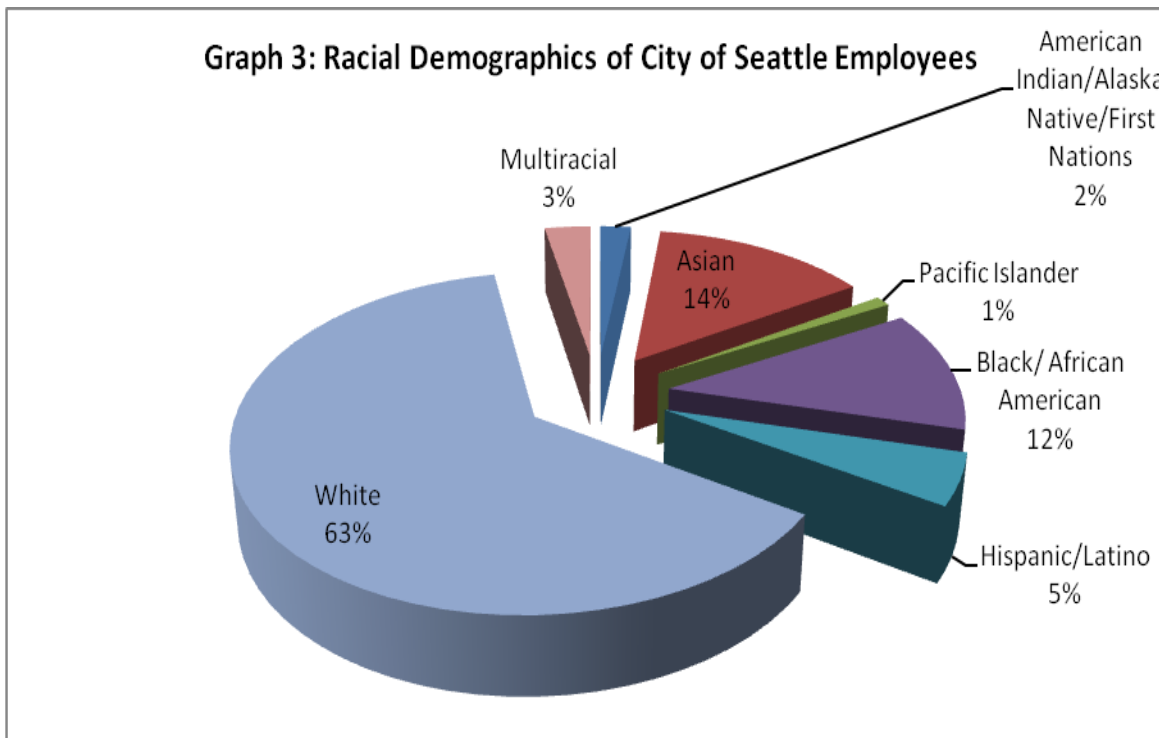
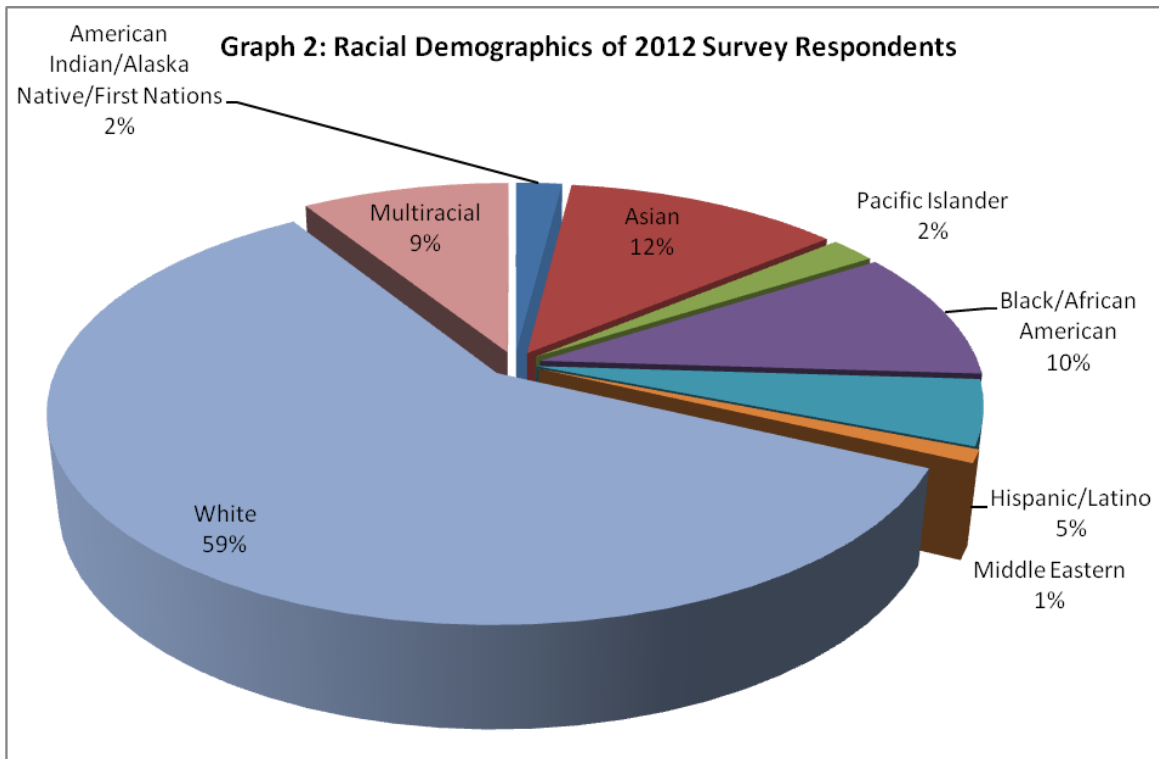
Department	2008	2010	2012
Arts and Culture	92%	100%	100%
City Light	23%	44%	41%
Civil Rights	91%	100%	100%
Economic Development	32%	91%	100%
Mayor's Office/Executive*	53%	66%	100%

Department	2008	2010	2012
Finance and Administrative Services	31% (Fleets and Facilities) 47% (Executive Administration)	61%	49%
Fire	22%	26%	27%
Housing	74%	69%	94%
Human Services	57%	44%	59%
Information Technology	61%	76%	74%
Law	-	91%	59%
Legislative	-	42%	66%
Library	31%	44%	16%
Municipal Court	-	37%	2%
Neighborhoods	40%	70%	66%
Parks and Recreation	22%	34%	41%
Personnel	29%	65%	66%
Planning and Development	37%	66%	86%
Police	9%	40%	20%
Public Utilities	36%	63%	59%
Seattle Center	25%	39%	51%
Transportation	64%	59%	71%
Other/Small	-	89%	9%

\* In 2008, non-Executive departments did not participate in the survey.

## Demographics

The racial/ethnic demographics of survey respondents had slightly higher representation of employees of color compared to City employee demographics overall. Respondents identifying as Multiracial and Pacific Islander showed higher representation; African American and Asian employees showed slightly lower representation. City employee demographics do not include data on Middle Eastern employees.



*(Data on Middle Eastern demographics not available for overall City workforce)*

In addition to information on race/ethnicity, the survey asked respondents to provide additional optional demographic information. Thirty-five percent (35%) of survey respondents are supervisors. Survey respondents were 45% female, 54% male and 1% transgender. Eleven percent (11%) of

respondents identified as an immigrant or refugee. Nine percent (9%) identified as lesbian, gay, bisexual, transgender or questioning and 7% stated they have a disability.

Survey respondents also provided information on their tenure with the City of Seattle. Eight percent (8%) worked less than one year, 20% worked 1-5 years, 18% worked 6-10 years, 29% worked 11-20 years, and 25% worked over 21 years.

This demographic data was collected to ensure that survey participation was broadly representative within these categories. In the analysis that follows, analysis comparing results by race, supervisory status and department is presented when there are statistically significant differences.

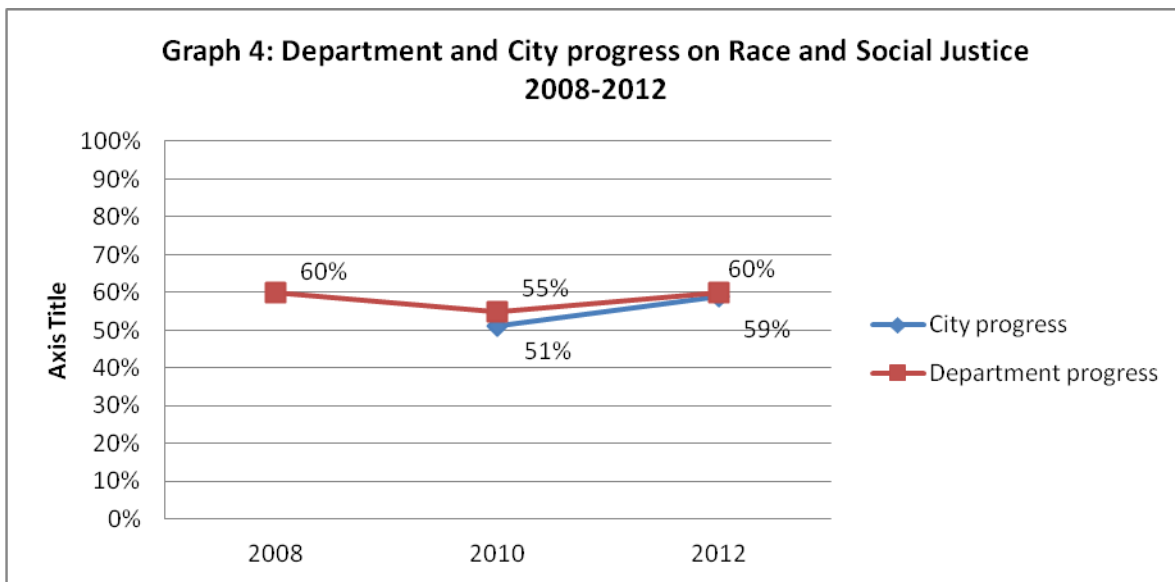
**SECTION 2: Building institutional capacity for racial equity and transforming the institution**

To eliminate racial inequity in the community the institution must be transformed. Survey data revealed that while much is improving, there is still much to be done.



**Employee perception of RSJI progress**

City employees recognize that both their departments and City government overall are making progress on race and social justice. Employees' perception of progress made by their department increased by five percent (5%) since 2010; the City's progress increased by 8% (Graph 4).



Responses varied by department (Table 2). Fire, Housing, Library, Municipal Court and the Police department all had levels of employee perception of their department's progress below 50%. Larger departments were much more likely to have a higher percentage of employees who did not know about progress being made.

**Table 2: Perception of Department and City's RSJI Progress**

Department	Department is Making Progress			City Government is Making Progress		
	Agree	Disagree	Don't Know	Agree	Disagree	Don't Know
<b>Overall</b>	60%	13%	27%	59%	12%	29%
<b>Small departments</b>						
<b>Arts and Culture</b>	90.5%	9.5%	0.0%	90.5%	4.8%	4.8%
<b>Civil Rights</b>	95.7%	4.3%	0.0%	91.3%	0.0%	8.7%
<b>Economic Development</b>	85.7%	9.5%	4.8%	76.2%	14.3%	9.5%
<b>Housing</b>	41.4%	24.1%	34.5%	63.3%	6.7%	30.0%



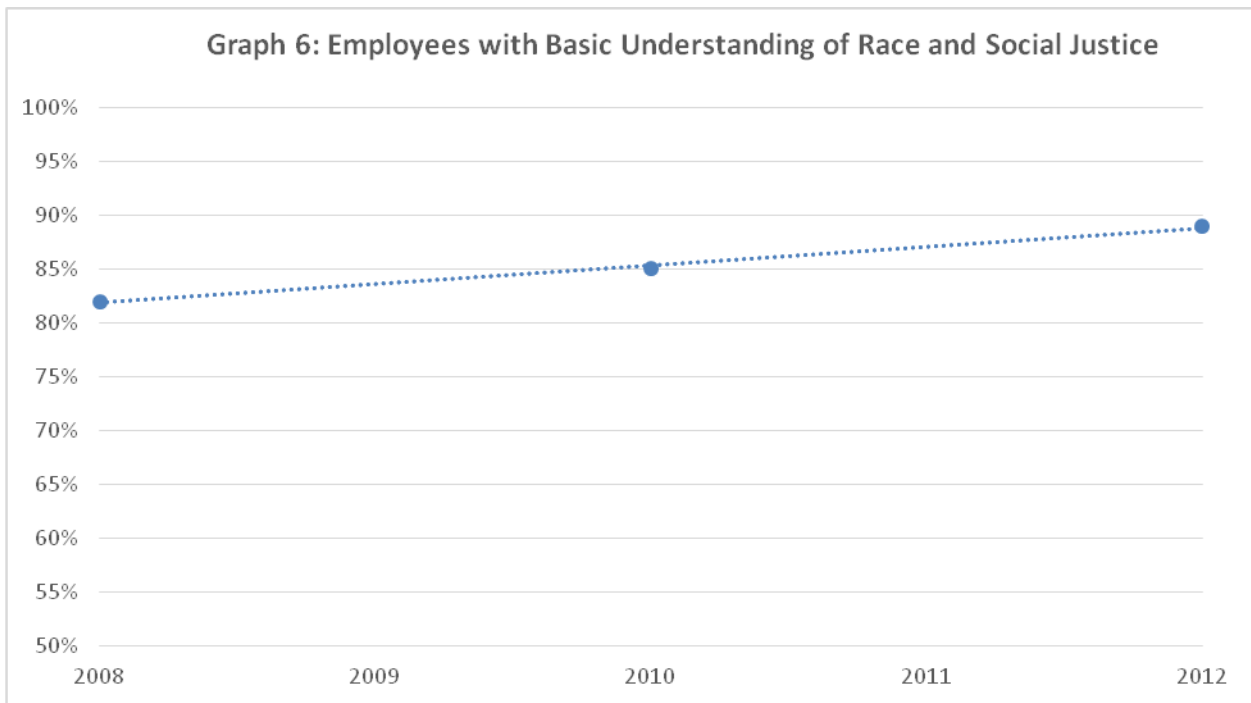
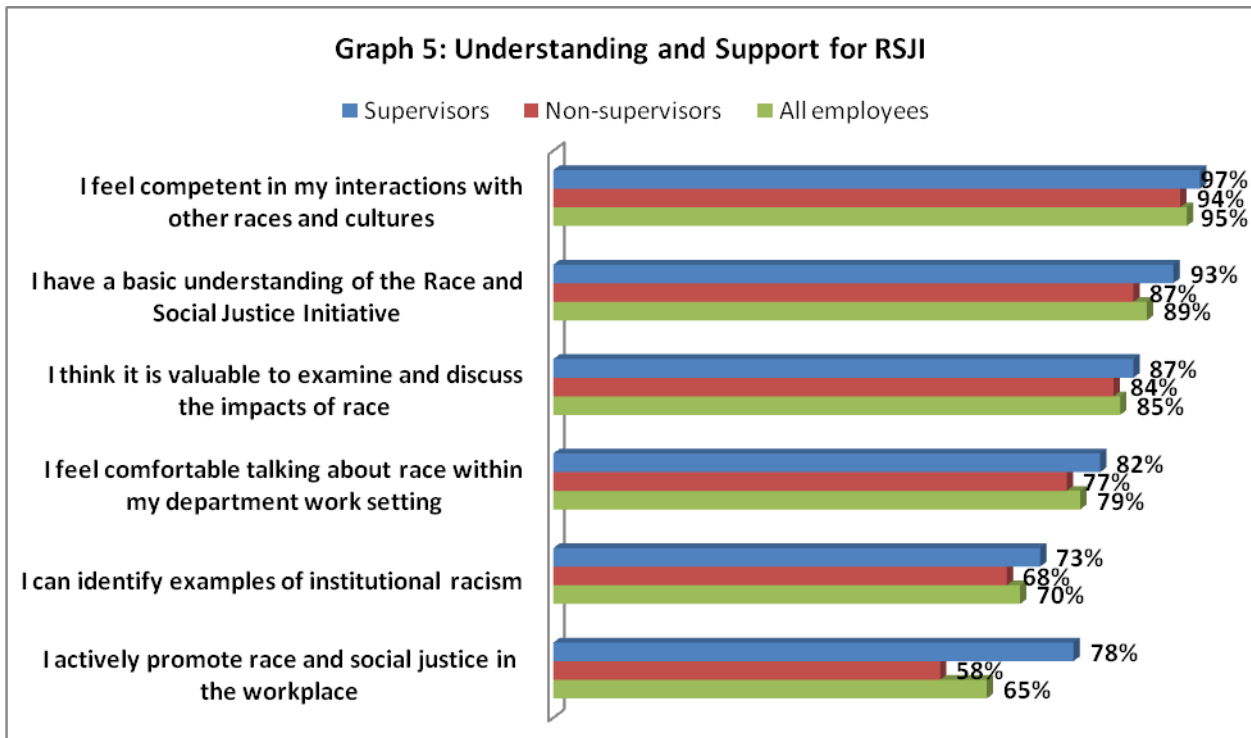
Department	Department is Making Progress			City Government is Making Progress		
	Agree	Disagree	Don't Know	Agree	Disagree	Don't Know
<b>Mayor's Office/Executive*</b>	80.7%	4.8%	14.5%	79.5%	4.8%	15.7%
<b>Legislative</b>	81.6%	8.2%	10.2%	67.3%	16.3%	16.3%
<b>Neighborhoods</b>	87.5%	0.0%	12.5%	70.7%	12.2%	17.1%
<b>Personnel</b>	83.3%	4.2%	12.5%	85.4%	6.3%	8.3%
<b>Medium departments</b>						
<b>Finance and Administrative Services</b>	53.8%	10.8%	35.4%	59.6%	10.1%	30.3%
<b>Human Services</b>	54.9%	15.2%	29.9%	54.7%	12.4%	32.9%
<b>Information Technology</b>	66.9%	15.4%	17.7%	65.1%	13.2%	21.7%
<b>Law</b>	69.9%	6.0%	24.1%	63.9%	7.2%	28.9%
<b>Library</b>	33.3%	14.3%	52.4%	30.6%	9.7%	59.7%
<b>Planning and Development</b>	77.5%	4.6%	17.9%	67.7%	8.7%	23.6%
<b>Seattle Center</b>	69.3%	11.4%	19.3%	68.1%	8.0%	23.9%
<b>Large departments</b>						
<b>City Light</b>	55.2%	13.5%	31.4%	58.0%	11.5%	30.5%
<b>Fire</b>	41.6%	20.4%	38.0%	39.9%	18.5%	41.5%
<b>Parks and Recreation</b>	66.3%	14.2%	19.6%	59.7%	13.3%	27.0%
<b>Police</b>	45.1%	16.1%	38.8%	42.3%	17.1%	40.6%
<b>Public Utilities</b>	60.5%	13.2%	26.4%	57.5%	13.2%	29.2%
<b>Transportation</b>	62.3%	12.2%	25.5%	62.6%	12.3%	25.1%

\*Consists of the Mayor's Office, Office of Intergovernmental Relations and Office for Sustainability and the Environment. Small departments have 1 to 100 employees; medium have 101 to 600; large have 601+

## Employee support for RSJI

Employee support for the Race and Social Justice Initiative continues to grow. **Eighty-six percent (86%)** of staff said **there is value to examine and discuss the impacts of race**, a three percent increase from 2010. The number of employees with a basic understanding race and social justice also has continued to rise over the last three years, with eighty-nine percent (89%) of employees stating they now have a basic understanding (Graph 5). The Initiative has taken proactive steps to build capacity so that all employees have a foundational level of training and shared definitions of institutional racism and its impacts. These numbers reflect the success of that work over time.





Another positive trend is the increased number of employees who are actively promoting race and social justice (65% of employees). This figure increased 3% from 2010 with little difference between employees of color and white employees; however, there was a significant difference between

supervisors and non-supervisors – supervisors are 20% more likely than non-supervisors to actively promote the Initiative.



Employees’ ability to have open conversations about race in their departments is critical to the success of the Initiative. A number of factors contribute to a comfortable environment for employees to openly and candidly discuss race and its impact on our work and in the community, including

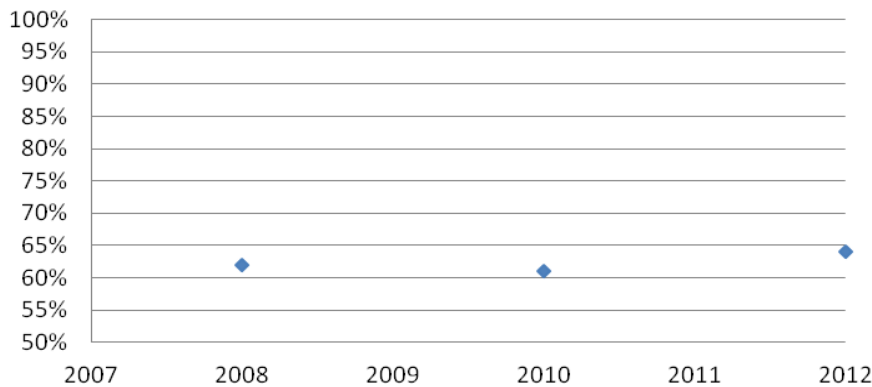
leadership support and no fear of retaliation. **Seventy-nine percent (79%) feel comfortable talking about race in their department**, an increase from 76% in 2010.

*Sometimes it feels like the day to day gets in the way of having real conversations about race and social justice, both within the department and division, but also with the community.*

### Leadership Engagement

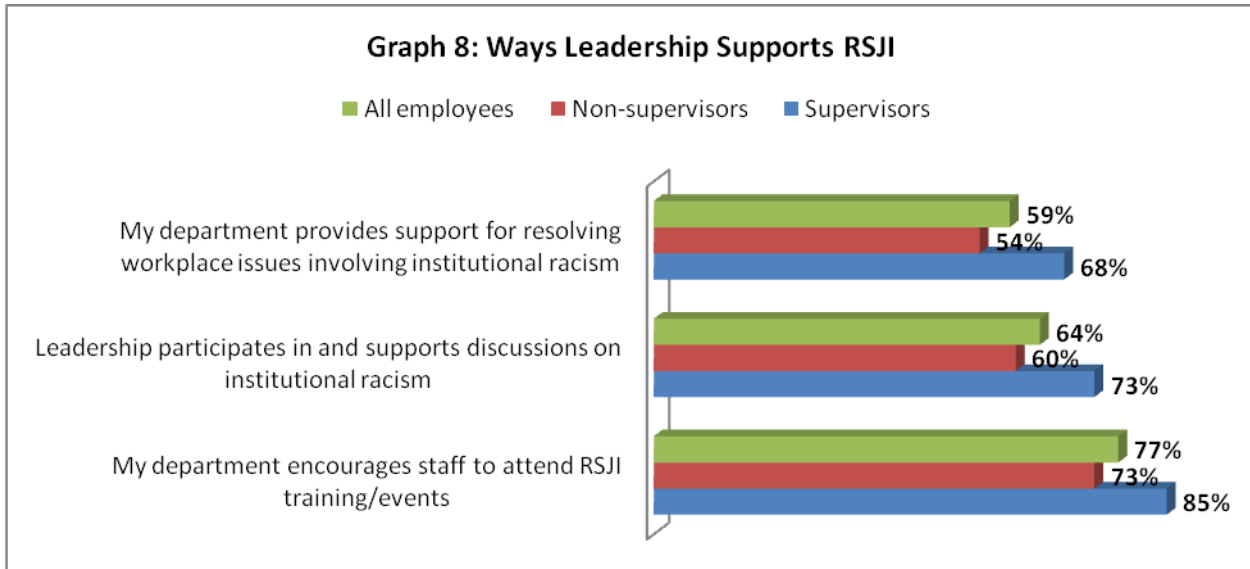
Leadership engagement and centering of racial equity work in departments’ lines of business are critical to the City’s achieving racial equity in the community. Leadership has can set racial equity goals and standards for their department and create an environment where institutional racism is openly addressed.

**Graph 7: Leadership Support of Discussions of Institutional Racism**



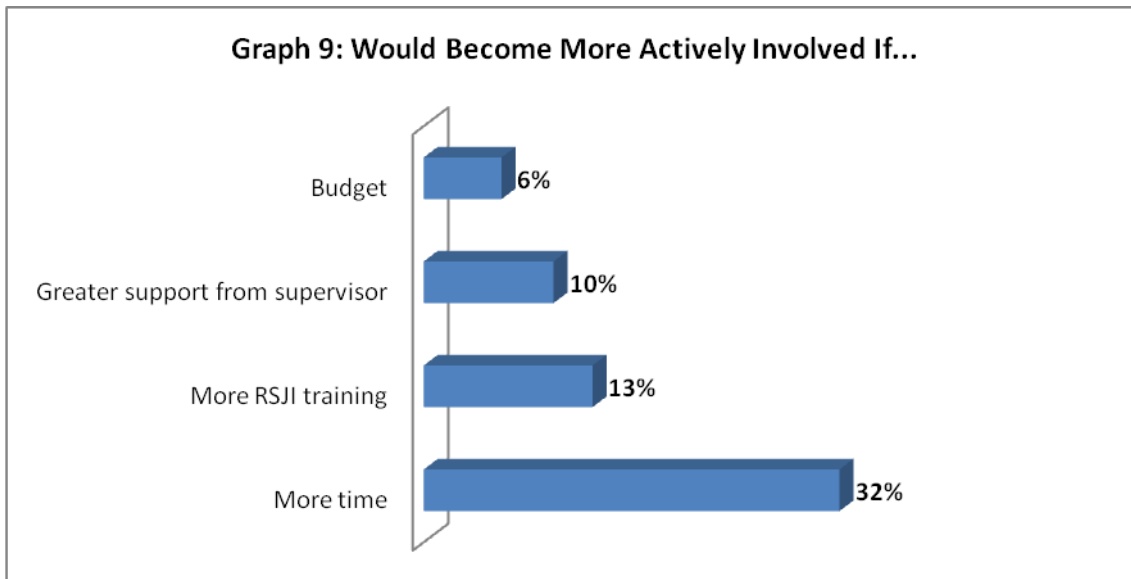
**Leadership engagement is on the rise.** Sixty-four percent (64%) of employees say leadership supports discussions of institutional racism in the workplace. The graph below highlights the various ways leadership contributes support for race and social justice. We saw increases in overall support for each indicator with the exception of support for employees to attend RSJI training (7% decrease since 2010). In each area supervisors rated leadership support higher than non-supervisors.

*When I participate in a training I learn more about how I can impact racial equity. I try to spread that to my staff but it’s difficult when leadership is not fully on board.*



Less than half of all employees (45%) said they were satisfied with their level of involvement with the Initiative. White employees and supervisors were more likely to be satisfied with their level of involvement than employees of color and non-supervisors. Those who were not satisfied cited a number of factors that would allow them to be more actively involved. Of these, time was the factor most likely to influence increased involvement (Graph 9).

*I value RSJI but in order to get involved I have to neglect my workload. Lack of involvement is not lack of support or interest but a lack of time.*



There are a few different ways we must address the issue of time. Departments must set clear expectations from the top down that applying racial equity tools and inclusive outreach and engagement strategies is a part of everyday work and to do this should be built into existing projects to allow for meaningful racial equity analysis and community engagement. At the same time, the Initiative

is working on developing a more streamlined citywide approach to guide the work of Change Teams, the Core Team and RSJI interdepartmental efforts moving forward.

Leadership's communication efforts are paying off. Communication to staff by leadership on department's commitment to racial equity has increased in particular areas including awareness of the department's Race and Social Justice work plan and mid-year reports to City Council. Fifty-nine percent (59%) of employees said they are familiar with their departments work plan and 47% are aware of department's RSJI mid-year reports to City Council. Both reflect a five percent (5%) increase from 2010. Differences between supervisors and non-supervisors persisted in these areas however, with 20% more supervisors being familiar RSJI work plans and 8% more supervisors being aware of reports to Council.

## RSJI Training and Education

The Initiative has benefited from foundational training that helps all employees understand how institutional policies have created and continue to perpetuate deep racial inequities in the community. Employees leave the *Race: the Power of an Illusion* training better prepared to examine their own work and lines of business to ensure the City promotes racial equity through our programs and policies.

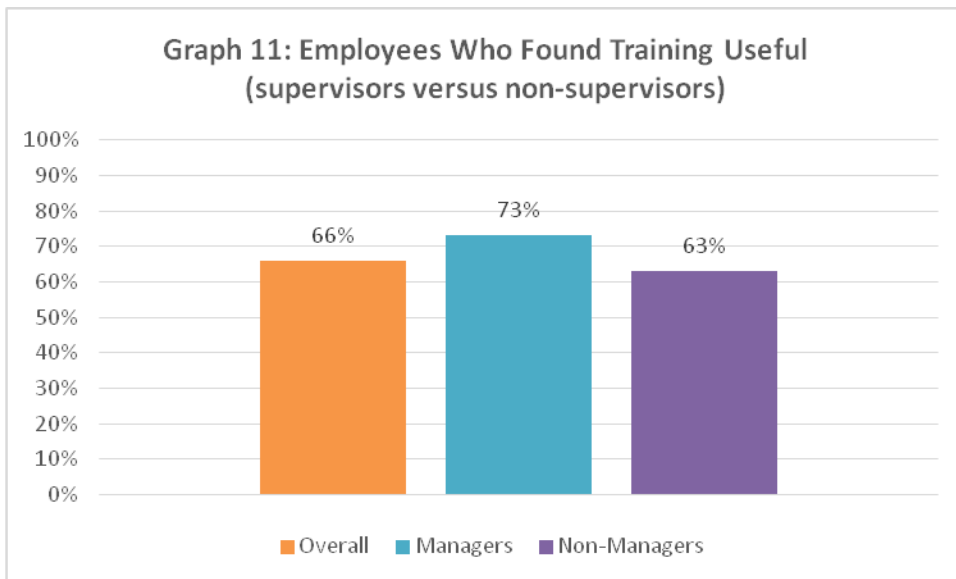
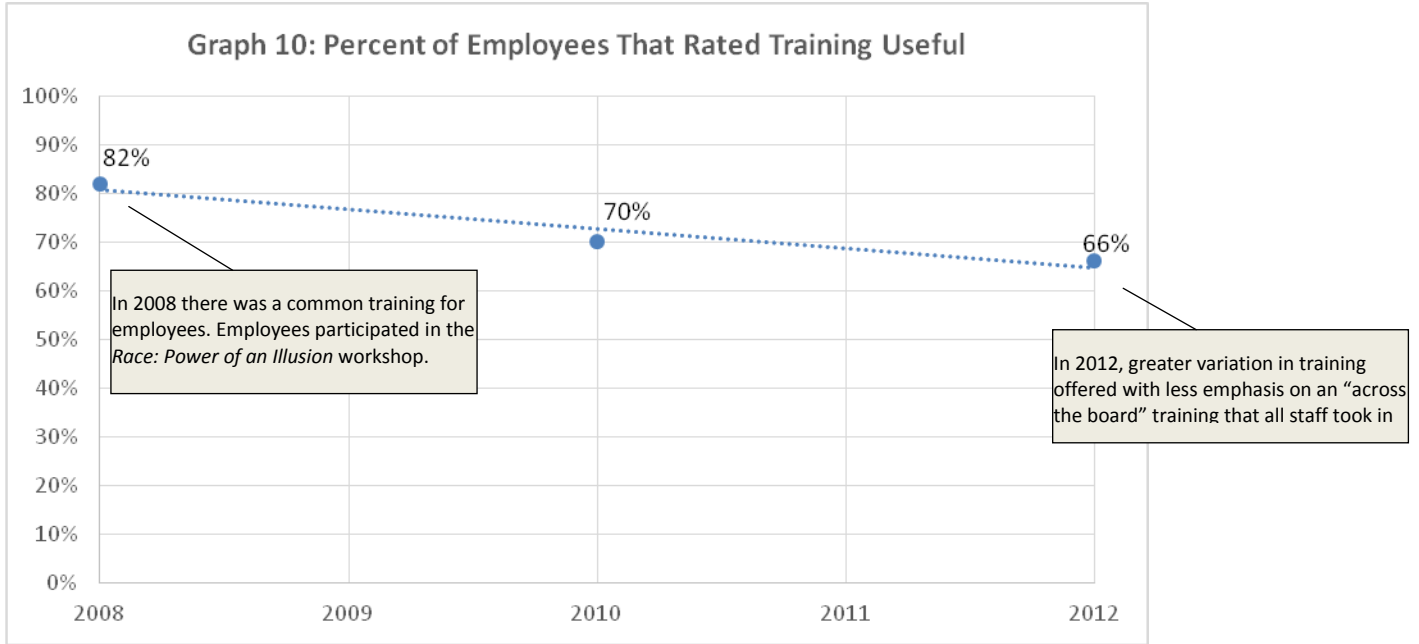


RSJI provides additional skill-building training to employees who are more actively involved in the Initiative, including Change Team members and Core Team members. Departments receive specific training on inclusive outreach and public engagement strategies and use of the racial equity toolkit.

*We need everyone to participate in the RSJI training (i.e. Directors, Supervisors, Change-Team) on a regular basis.*

Employees' rating of the usefulness of training has declined over time (Graph 10). Most of the *Race: the Power of an Illusion* training sessions were conducted between 2008 and 2011. Police is the only department yet to train its employees (scheduled for 2013). Training was less of a focus in 2011-12. In general, departments that did not rate trainings as useful (Police, Fire and the Library) also are those that have been less engaged with the Initiative.





Many employees who had taken the *Race: the Power of an Illusion* training in the early days of the Initiative commented that they felt they needed additional training. Since 2012 the Initiative has increased its emphasis on equity tool-specific training such as the racial equity toolkit, which helps employees to analyze policies, initiatives, programs and budget decisions for their impacts on racial equity. Employees (often supervisors) who develop policy or administer programs have been a targeted focus of these efforts. Graph 11 reflects this emphasis. In late 2012, we updated the racial equity toolkit and the toolkit training to reflect the Initiative’s focus on ending racial inequity in the community. This has provided a more complete approach to addressing structural racism by creating an assessment tool that requires clear outcomes and encourages the development of partnerships with

*I completed all my training in 2006. It would be helpful to provide refresher courses every few years.*

the community. Departments' 2013 RSJI work plans call for Change Teams to implement department-specific training on the racial equity toolkit. While this work is vital, the survey data and input from employees point to a need for a training strategy that addresses the needs of staff who would like to continue working for racial equity but for whom the use of the equity tools might not entirely apply.

**Change Teams** are one of the City's primary tools to ensure departments' support for racial equity work. Change Teams provide technical assistance to department leadership and staff. In addition they help with communications to keep staff aware of department-specific racial equity work and citywide RSJI direction. The survey shows that employees' awareness of their department's Change Team has increased over time. Currently 60% of employees are aware of their department's Change Team (an increase of 8% from 2010). The level of awareness varies among departments. In a majority of departments, a high number of employees are aware of their Change



*More training support for Change Team leaders on effectively managing the work in departments would be helpful. Perhaps consider leadership training for next year's "incoming class."*

Team, including departments with high percentages of line staff who do not work downtown. Each department has specific and in some cases different reasons for their level of engagement. For example, while the Seattle Police Department (SPD) and the Seattle Public Library both have lower percentages, SPD has recently begun a proactive RSJI training plan and has hired a dedicated RSJI Coordinator as part of its 20/20 commitment. The Library, as a non-executive department (not under the direct authority of the Mayor) has been less involved with the Initiative. While each department faces specific issues, to achieve racial equity the City needs department leadership to support Change Teams and to incorporate racial equity as a necessary component of their business.

**Table 3: Change Team Awareness and Effective Support**

Department	Aware of Change Team	Change Team provides effective support
<b>Small departments</b>		
Arts and Culture	95.2%	90.5%
Civil Rights	91.3%	78.3%
Economic Development	86.4%	77.3%
Housing	82.8%	58.6%
Mayor's Office/Executive*	72.3%	66.3%
Legislative	88.9%	75.9%
Neighborhoods	97.6%	80%
Personnel	94.3%	80.4%
<b>Medium departments</b>		
Finance and	55.5%	39.9%

<b>Administrative Services</b>		
<b>Human Services</b>	41.7%	28.1%
<b>Information Technology</b>	77.4%	64.1%
<b>Law</b>	70.9%	55.8%
<b>Library</b>	23.4%	17.5%
<b>Planning and Development</b>	80.5%	65.4%
<b>Seattle Center</b>	68.4%	54.8%
<b>Large departments</b>		
<b>City Light</b>	55.4%	47.3%
<b>Fire</b>	32.7%	25.5%
<b>Parks and Recreation</b>	75.3%	54.8%
<b>Police</b>	35.5%	26.8%
<b>Public Utilities</b>	55.4%	41.6%
<b>Transportation</b>	66.3%	55.7%

\*Consists of the Mayor's Office, Office of Intergovernmental Relations and Office for Sustainability and the Environment. Small departments have 1 to 100 employees; medium have 101 to 600; large have more than 601.

**SECTION 3: Advancing racial equity in the community**

**Overall awareness of specific RSJI efforts**

All RSJI efforts showed increases in awareness since 2010 (Graph 12). Table 4 shows there was greatest awareness of RSJI work in contracting and workforce equity and the least in access to services for immigrants and refugees and use of the Racial Equity Toolkit. The Fire Department, Human Services and the Legislative Department all saw a decrease in awareness of their efforts in workforce equity.

*The City of Seattle should be commended for such a comprehensive initiative. In addition to goals and strategies, outcomes must be measured to determine success.*

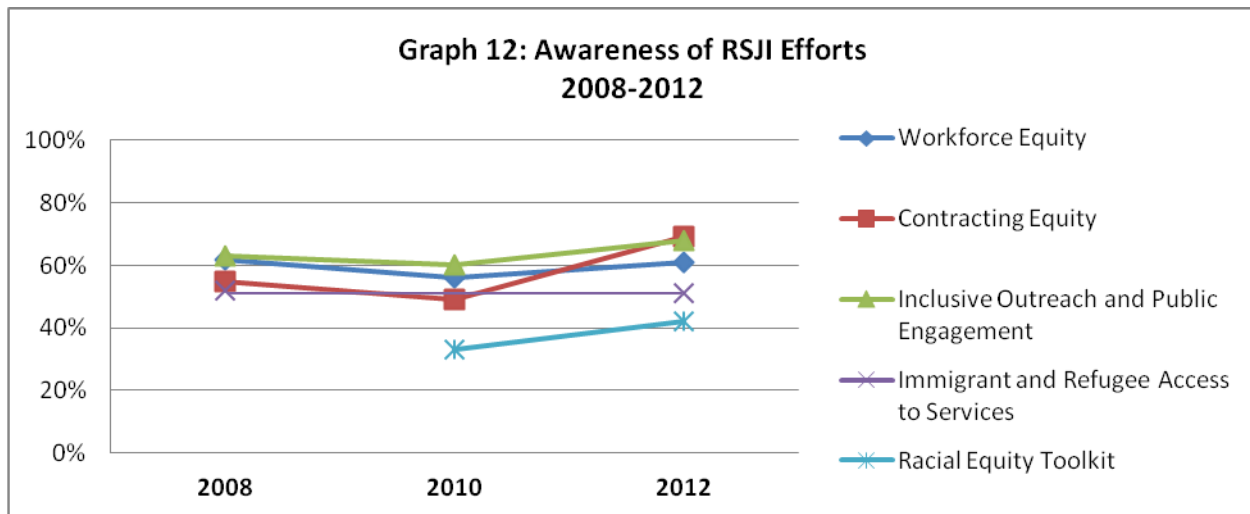


**Table 4: Percent of Employees Aware of Departmental RSJ Efforts**

	Workforce Equity	Contracting Equity	Inclusive Outreach and Public Engagement	Immigrant and Refugee Services/ Interpretation and Translation	Racial Equity Toolkit	RSJI Workplan
<b>2008 Overall</b>	62%	55%	63%	52%	-	-
<b>2010 Overall</b>	56%	49%	60%	72%	33%	-
<b>2012 Overall</b>	61%	69%	68%	51%	42%	59%
<b>Small departments</b>						
<b>Arts and Culture</b>	89.5%	100.0%	90.5%	76.2%	71.4%	100.0%
<b>Civil Rights</b>	91.3%	91.3%	95.7%	87.0%	95.7%	91.3%
<b>Economic Development</b>	72.7%	95.5%	86.4%	86.4%	71.4%	81.8%
<b>Housing</b>	54.8%	82.8%	70.0%	56.7%	53.3%	65.5%

	Workforce Equity	Contracting Equity	Inclusive Outreach and Public Engagement	Immigrant and Refugee Services/ Interpretation and Translation	Racial Equity Toolkit	RSJI Workplan
<b>Legislative</b>	71.7%	77.6%	87.8%	79.2%	89.8%	81.5%
<b>Mayor's Office/Executive*</b>	73.8%	79.5%	86.6%	72.5%	72.0%	74.7%
<b>Neighborhoods</b>	78.6%	97.6%	95.2%	100.0%	63.4%	80.0%
<b>Personnel</b>	82.7%	72.9%	58.3%	45.7%	79.2%	86.5%
<b>Medium departments</b>						
<b>Finance and Administrative Services</b>	56.9%	75.2%	53.2%	38.5%	25.5%	53.2%
<b>Human Services</b>	41.9%	66.7%	76.5%	83.8%	36.1%	50.0%
<b>Information Technology</b>	64.1%	76.3%	67.7%	53.2%	57.1%	73.8%
<b>Law</b>	71.4%	45.8%	70.6%	41.5%	33.7%	64.0%
<b>Library</b>	56.1%	30.6%	68.8%	73.0%	3.2%	22.4%
<b>Planning and Development</b>	73.8%	60.5%	79.8%	73.3%	59.6%	73.6%
<b>Seattle Center</b>	60.5%	71.1%	65.2%	38.9%	38.4%	73.1%
<b>Large departments</b>						
<b>City Light</b>	59.2%	71.9%	56.4%	38.3%	42.5%	56.6%
<b>Fire</b>	49.0%	48.6%	62.6%	51.6%	15.7%	48.9%
<b>Parks and Recreation</b>	68.3%	74.8%	73.4%	58.6%	46.6%	65.4%
<b>Police</b>	52.8%	48.5%	72.2%	44.4%	23.8%	48.0%
<b>Public Utilities</b>	58.4%	76.5%	65.0%	45.8%	43.5%	53.2%
<b>Transportation</b>	59.8%	73.3%	69.1%	38.4%	40.6%	59.1%

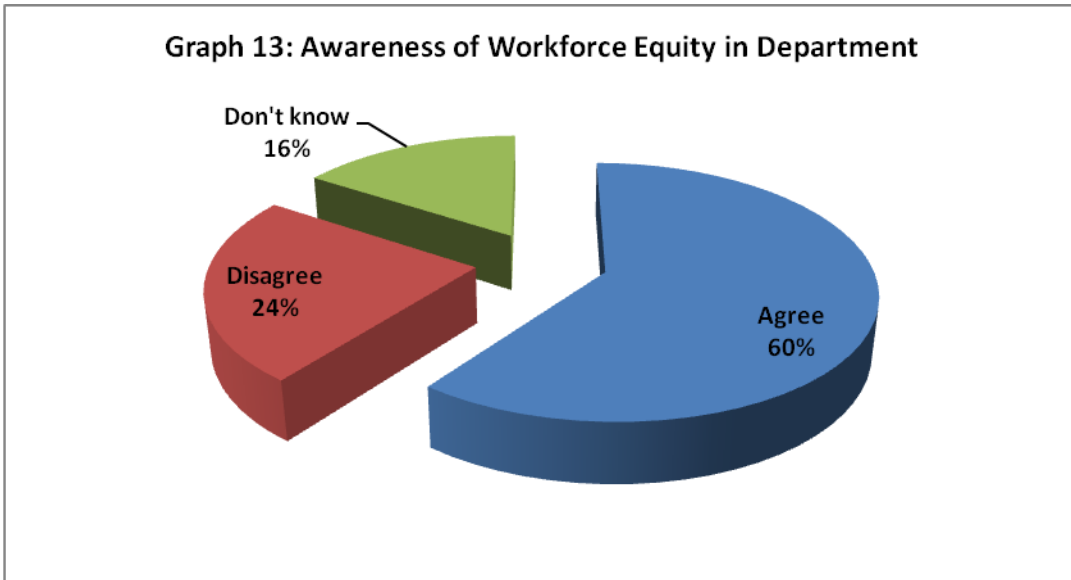
\* Consists of the Mayor's Office, Office of Intergovernmental Relations and Office for Sustainability and the Environment. Small departments have 1 to 100 employees; medium have 101 to 500; large have more than 500.





**Workforce equity**

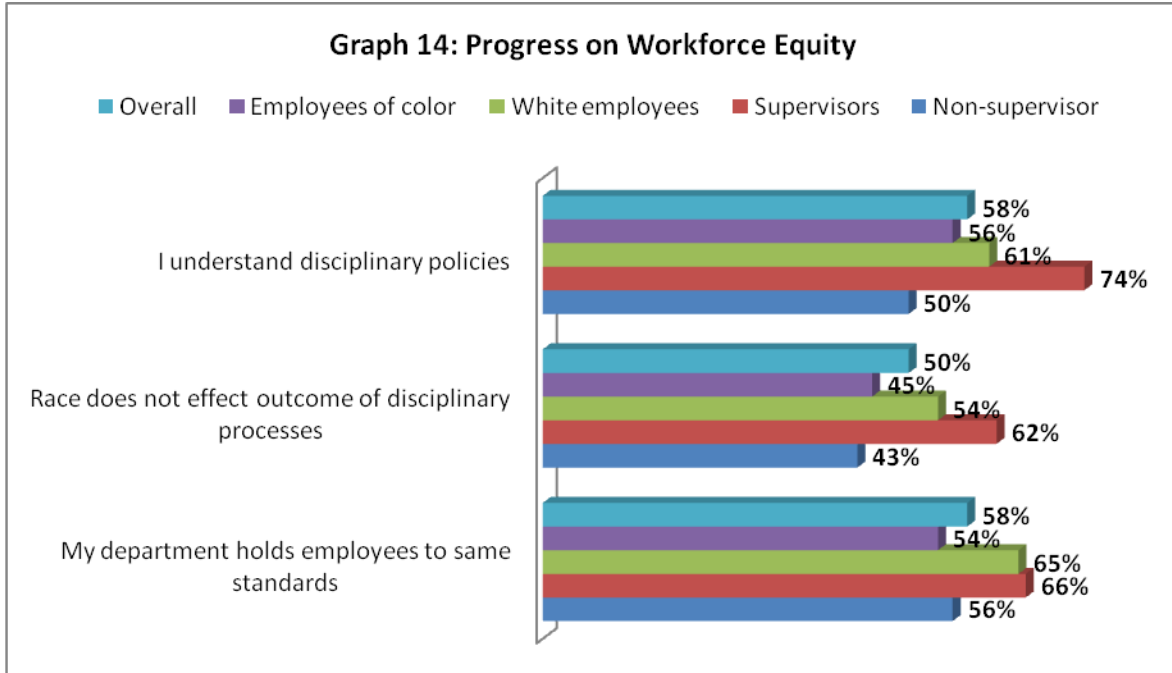
The City has implemented a number of policy revisions over the last few years to achieve greater workforce equity, including changes to the City’s out-of-class policy and a reevaluation of the City’s policy on criminal background checks. Sixty-one percent (61%) of employees were aware of their department’s efforts in workforce equity. This was an increase of five percent since 2010. Eight percent (8%) more white employees were aware of efforts than employees of color.



In 2010, we surveyed employees on their awareness of departmental efforts to implement out-of-class and upward mobility strategies. In 2012 the Workforce Equity and Planning Committee, the Citywide interdepartmental workforce equity team led by the Personnel Department and the Seattle Office for Civil Rights, asked us to measure employee perception of Citywide discipline policies. We asked employees if they felt their department holds employees to the same standards, if race affects the



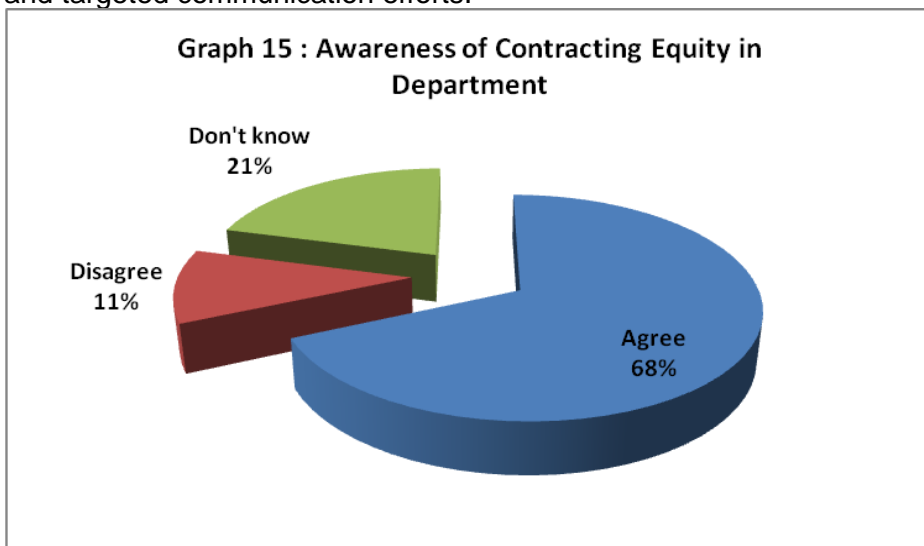
outcome of disciplinary policies and if they understand their department’s disciplinary policies. The graph below reveals that disparities exist among employees based on race and supervisory responsibility. Less than half (43%) of non-supervisors and employees of color (45%) said that race does not affect the outcome of disciplinary processes. Similar disparities existed regarding holding employees to the same standard and understanding disciplinary processes. Seventy-four percent (74%) of supervisors stated they understand disciplinary processes compared to 50% of non-supervisors.



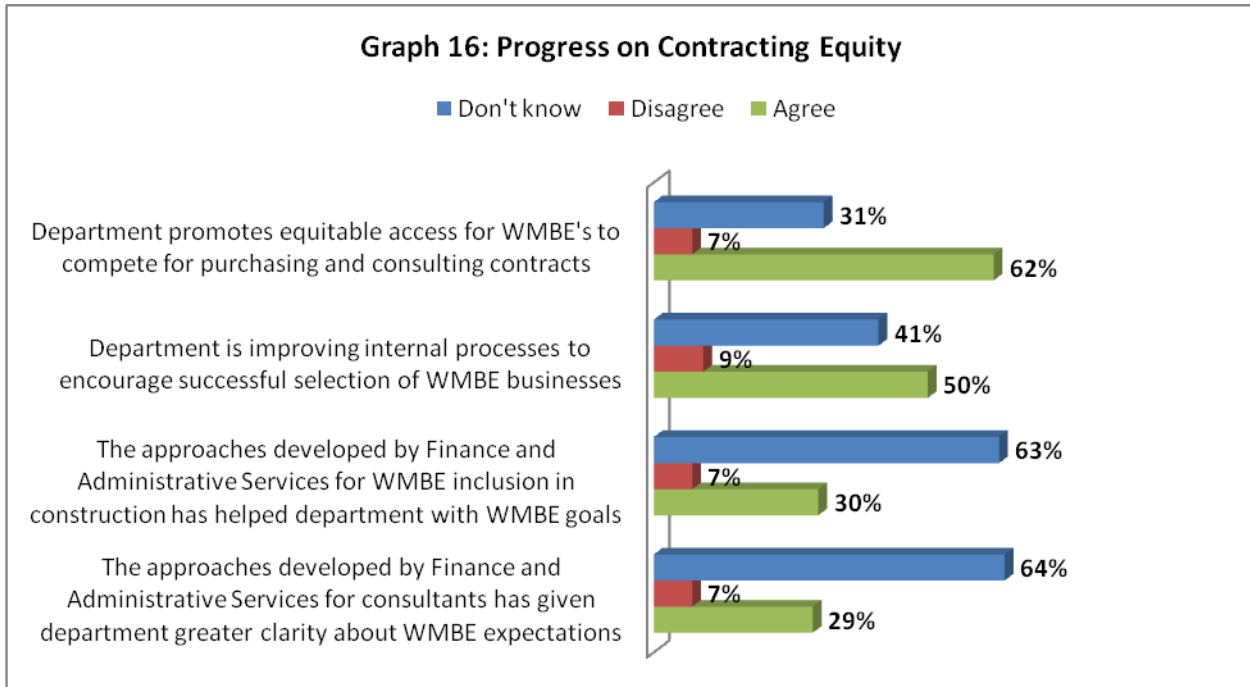
The Workforce Equity Advisory Committee will use this data to inform their evaluation of disciplinary processes across City government.

**Contracting equity**

The Department of Finance and Administration leads the City’s contracting equity efforts and has initiated proactive steps to ensure fairness in contracting. Seattle Mayor Mike McGinn issued Executive Order 2010-5 concerning outreach to women and minority businesses in April of 2010 and the WMBE Inclusion Plan of August 2011. Thanks to these and additional efforts, employee awareness of contracting equity increased from 49% in 2010 to 69% in 2012 (Graph 15). Fifteen percent (15%) more supervisors and eleven percent (11%) more white employees than employees of color were aware of their department’s contracting equity efforts, pointing to the need for increased and targeted communication efforts.



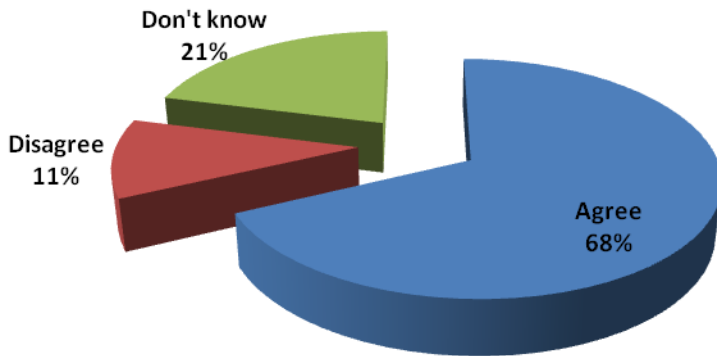
Finance and Administrative Services has created a number of specific approaches regarding contracting equity. Thirty percent (30%) of employees said that these approaches relating to women and minority business inclusion in construction has helped their department achieve its inclusion goals. Nearly two-thirds (62%) of employees said their department promotes equitable access for Women and Minority Businesses to compete for purchasing and consulting contracts.



**Inclusive outreach and public engagement**

The Department of Neighborhoods and the Seattle Office for Civil Rights coordinate the City’s inclusive outreach and public engagement efforts. An interdepartmental team has developed an inclusive outreach and public engagement toolkit and training that helps ensure communities of color have a voice in City processes and decision making. These efforts, coupled with department-specific outreach and engagement strategies, resulted in an eight percent (8%) increase in employee awareness in their department’s inclusive outreach and public engagement efforts since 2010.

**Graph 17: Awareness of Department's Efforts in Inclusive Outreach and Public Engagement**



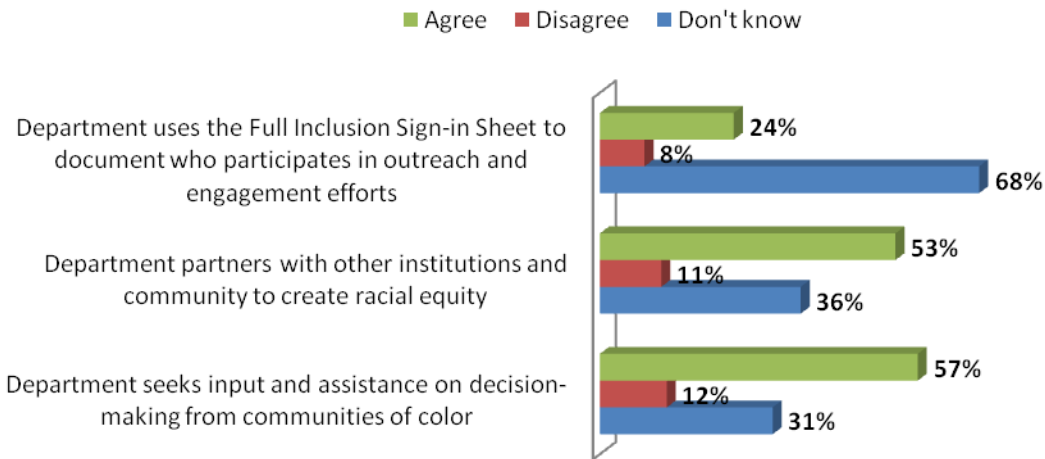
In addition to overall awareness, the survey measured employee awareness of specific inclusive outreach and public engagement efforts. Over half of all employees said their department is partnering with other institutions and the community to create racial equity, and seeks input and assistance on decision-making from communities of color.

Last year a new tool was introduced to begin measuring which communities are represented in City processes, meetings and engagement efforts. The Inclusion Sign-In Sheet asks residents to voluntarily (and anonymously) provide demographic information including race/ethnicity, language spoken in the home, age, gender, and if the person owns or rents their home. City departments collect this information at outreach and engagement events so that we can track our efforts to engage with all Seattle's communities, particularly those who have been historically underrepresented in City decision-making processes. Twenty-four percent (24%) of employees were aware of their department's use of the Full Inclusion Sign-In Sheet. Sixty-eight (68%) were unaware, pointing to the need for greater communication of its importance in tracking our progress.





**Graph 18: Progress on Inclusive Outreach and Public Engagement**



**Immigrant and refugee access to services**

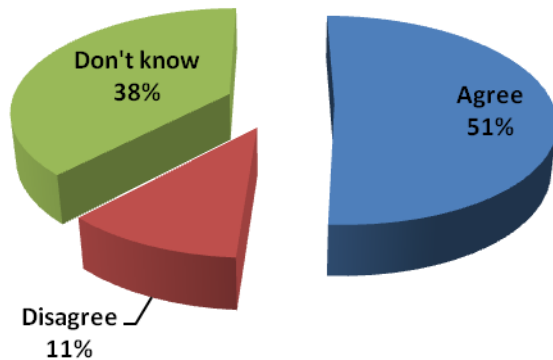
The City’s 2010-2012 Immigrant and Refugee Action Plan set out to improve the way the City serves and involves immigrant and refugee communities. The City established the Office for Immigrant and Refugee Affairs in 2012, which now leads this work. The 2012 RSJI survey asked about employees’ perception of progress made in their department to increase access to services and information for immigrant and refugee communities. Fifty-one percent (51%) of all respondents said they are aware of their department’s efforts to improve services for refugees and immigrants; 58% felt that their department is improving interpretation and translation for these communities. Fewer than half (45%) of those surveyed think their department is increasing access for refugee and immigrant populations.

*Some of our services are more difficult to access than they should be for everyone. This probably means even more difficulty for immigrants and refugees.*





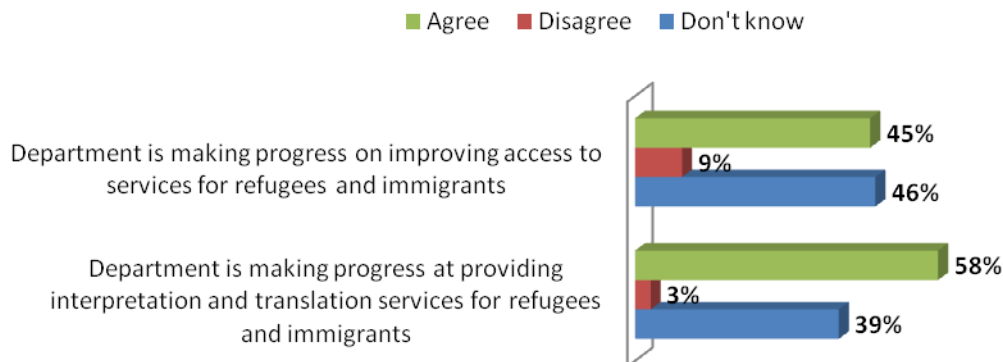
**Graph 19: Awareness of Department's Efforts to Increase Equitable Access to Services for Immigrant and Refugee Residents**



Supervisors and non-supervisors differed on whether services to immigrant and refugee communities had improved. Fifty-three percent of supervisors thought that their department is improving access for these communities, compared with forty percent of non-supervisors. More supervisors (58.3%) than non-supervisors (46.6%) are aware of departmental efforts to improve service access for refugees and immigrants. In addition, more supervisors (61.3%) than non-supervisors (48.6%) were aware of improvements in interpretation and translation in their departments.



**Graph 20: Progress Department Making on Equitable Access to Services for Immigrant and Refugee Residents**



## Racial equity toolkit



The racial equity toolkit is a tool that employees use to analyze policies, initiatives, programs and budget issues for their impacts on racial equity.

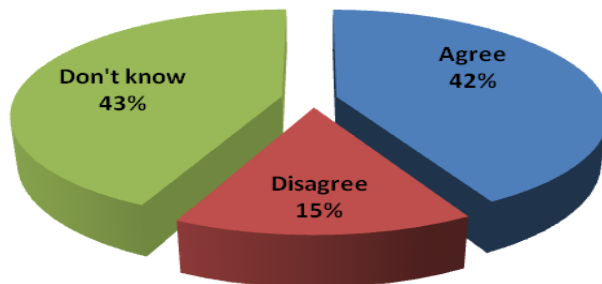
*The toolkit provides accountability and strengthens partnerships, goal setting and benefits analysis.*

Increased emphasis was placed on racial equity toolkit training over the last two years to ensure that employees could apply the toolkit to their work. Employee awareness of their department's use of the racial equity toolkit

increased from 32% in 2010 to 43% in 2012.

While 29% said the toolkit had helped improve their department's policies and programs, 38% of those were supervisors compared to 23% of non-supervisors. Over half of all employees stated they were unsure, pointing to the need for increased communication on this tool.

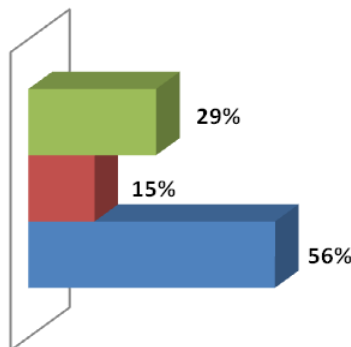
**Graph 21: Awareness of Department's use of Racial Equity Toolkit**



**Graph 22: Progress Made Using the Racial Equity Toolkit**

■ Agree ■ Disagree ■ Don't know

Use of the Racial Equity Toolkit has helped improve department's policies, initiatives, programs and budget decisions



### Partnering with the community

In 2012 SOCR launched a new three-year strategic plan for the Initiative which outlined strategies to achieve racial equity in the community. This included tying our racial equity work within our lines of business to end racial inequity in seven



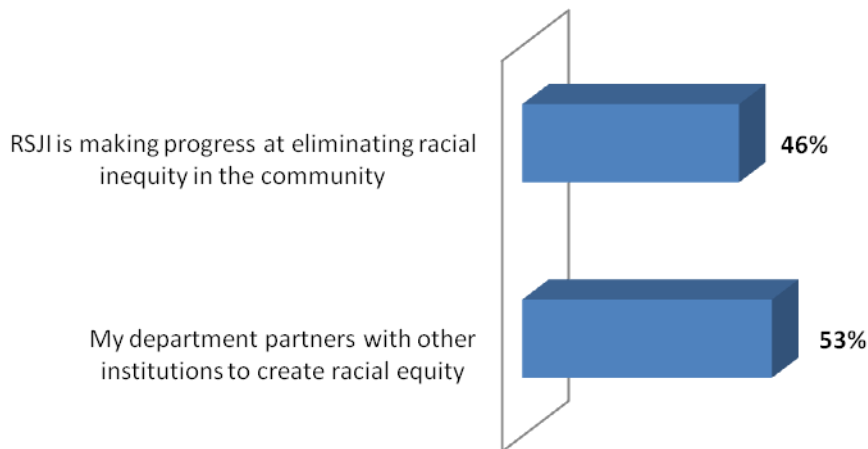
opportunity areas: education, equitable development, criminal justice, health, housing, jobs and the environment. In the 2012 survey we asked several new questions to assess our efforts in

*I would like to see community feedback on whether the City is getting better at delivering services equitably.*

the community. Close to half of respondents (46%) acknowledged significant impact of this new direction. Thirty six percent (36%) did not know if we were making progress in this regard. The difference between employees' perceptions of the City's internal

progress and their perceptions of progress ending racial inequity in the community makes it clear that RSJI must place more emphasis on community outcomes.

**Graph 23 : Ending Racial Inequity in the Community**



A closer look at the data, however, reveals differences. More supervisors (51%) than non-supervisors (43%) believe we are making progress toward racial equity in the community; a full 37% of non-supervisors reported they did not know about progress in the community, compared to only 27% of supervisors. This could be attributed to numerous factors, including insufficient communication and lack of clarity measuring progress eliminating racial inequity.

*RSJI spends far too much time focusing on the workplace and does not do nearly enough addressing racial issues within the communities we serve.*

Similarly, when the data is disaggregated by race, we see that more white employees (51%) than employees of color (46%) agree we are making progress toward racial equity in the community. Twenty-five percent of employees of color do not believe we are making progress, compared to only 14% of white employees. It will be critical to monitor and respond to this gap as we continue to address racial inequities in the community.

#### **SECTION 4: Next steps**

Every two years, the Race and Social Justice Initiative has a unique opportunity to hear from City employees who are making racial equity a part of their daily work. The feedback received through the Employee Survey strengthens the Initiative by pointing out what is working and what is not; as well as how employees across race/ethnicity and supervisory responsibility understand and apply the City's racial equity work. It is critical to use the survey results to inform our next steps.

Based on the survey data, we recognize:

##### **1. The Race and Social Justice Initiative is permeating into departments not previously engaged and the culture of the City is slowly changing to reflect our commitment to racial equity.**

Most City of Seattle employees understand the impacts of institutional racism and are actively engaged in racial equity work on a day to day basis. Leadership support for the Initiative continues to grow. This reflects a positive change in the culture of Seattle City government, but change remains a slow process. Employees across race and supervisory status need ongoing training using the Racial Equity Toolkit and the Inclusive Outreach and Public Engagement tools to support their racial equity work. In addition, there is a need for new training. Citywide training that is relevant for front line staff must be provided.

##### **2. The Initiative is poised to begin measuring the impact of our strategies to end racial inequity in the community.**

Employees across the board stated that measuring our success in eliminating racial inequity is critical. 2013 Race and Social Justice Work plans for all departments called on departments to provide measurable actions for their racial equity work in education, equitable development, criminal justice, health, jobs, housing, the environment and service equity. This coordinated effort centered on these



opportunity areas will allow departments to collaborate and community members to engage in greater partnerships with the City on this work.

The updated Racial Equity Toolkit will help departments capture how the racial equity impacts of their work. The new tool requires department leadership in consultation with Change Team members to develop racial equity outcomes related to the issue they are analyzing. The tool then guides employees completing the analysis to include the voices of all stakeholders (including the community and impacted employees) and build partnerships to address potential impacts.

Departments must set clear expectations from the top down that applying racial equity tools and inclusive outreach and engagement strategies is a part of everyday work and to do this requires time built in to existing projects to allow for meaningful racial equity analysis and community engagement. At the same time, the Initiative is working on developing a more streamlined citywide approach to guide the work of Change Teams, the Core Team and RSJI interdepartmental efforts moving forward. The Inclusion Sign-In Sheet provides an additional tool for departments to develop baseline data to measure their progress in reaching Seattle's diverse communities.

**3. We must communicate our success.**

Communication of the City's progress in these areas is critical to encourage employees applying these tools to their work. Across all our efforts, the Initiative must ensure that all employees – including line and field staff – are engaged and supported.

**4. We are bringing in community voices.**

The Initiative's partnerships with other institutions and the community to create racial equity across Seattle require us to broaden the scope of our efforts and achieve measurable progress. In 2014 we will launch the first Seattle Community Survey of how people who live and work in Seattle understand and perceive racial equity in their daily lives.





**APPENDIX A: RSJI Departmental Survey Participation Count**

<b>Department</b>	<b>Employee Count</b>	<b>Number of survey respondents</b>	<b>Percent of survey respondents</b>
Arts and Cultural Affairs	21	22	100%
City Light	1688	695	41%
Civil Rights	23	23	100%
Department of Planning & Development	318	273	86%
Economic Development	21	22	100%
Finance & Administrative Services	513	252	49%
Fire Department	1068	288	27%
Housing	36	34	94%
Human Services	309	183	59%
Information Technology Dept	188	139	74%
Law /City Attorney	157	93	59%
Legislative-City Council	86	57	66%
Library	503	79	16%
Mayor's Office and Executive Depts	84	86	100%
Municipal Court	207	5	2%
Neighborhoods Department	62	41	66%
Parks Department	903	366	41%
Personnel	86	57	66%
Police	1813	365	20%
Transportation	669	478	71%
Seattle Center	240	123	51%
Public Utilities	1327	777	59%
Other/small			9%



**Appendix B: Disaggregation of Responses by Race and Employee Status**  
(Percent that “agreed” with statement)

Question	Racial Category		Employee Status		Citywide
	White	Employees of Color	Supervisory	Non-supervisory	
Participated in 2010 survey	74%	68%	79%	65%	70%
Have basic understanding of RSJI	91%	89%	93%	87%	89%
Actively promote RSJI	68%	66%	78%	58%	65%
RSJI training is useful	71%	68%	73%	63%	66%
RSJI training helps me address workplace institutional racism	63%	60%	65%	54%	58%
Value in examining impact of race	88%	87%	87%	84%	85%
Can identify examples of institutional racism	71%	76%	73%	68%	70%
Feel competent in my interactions with other races and cultures	95%	94%	97%	94%	95%
Initiative has helped me to understand other forms of oppression	67%	73%	71%	64%	66%
Feel comfortable talking about race in my dept work setting	82%	79%	82%	77%	79%
Relationships between dept employees of different racial groups are positive	90%	83%	91%	85%	87%
Leaders in my Dept support discussions of institutional racism	70%	60%	73%	60%	65%
Dept supports resolving workplace issues involving institutional racism	63%	56%	68%	54%	59%
Dept encourages staff to participate in RSJI trainings	81%	73%	85%	73%	78%
Familiar with my Department RSJI work plan	61%	56%	72%	52%	59%
Aware that my Dept makes mid-year report to Council on RSJI progress	49%	46%	59%	41%	47%

<b>Aware of my Dept Change Team</b>	64%	57%	72%	54%	60%
<b>My Dept Change Team provides effective RSJI support</b>	51%	47%	58%	42%	48%
<b>Aware of Dept efforts to increase workforce equity</b>	65%	57%	72%	55%	61%
<b>Understand disciplinary policies/procedures</b>	61%	56%	74%	50%	59%
<b>Race does not affect outcome of Dept disciplinary process</b>	54%	46%	62%	43%	50%
<b>Dept holds all employees to same standards</b>	65%	54%	66%	56%	59%
<b>Aware of Dept commitment to WMBE contracting equity</b>	75%	64%	79%	64%	69%
<b>Dept promotes WMBE contracting equity goals</b>	67%	58%	74%	56%	62%
<b>Dept improving internal processes to encourage selection of WMBE</b>	55%	47%	62%	44%	51%
<b>FAS has helped with our WMBE goals</b>	33%	29%	43%	22%	30%
<b>FAS has helped consultants understand WMBE goals</b>	32%	27%	40%	22%	29%
<b>Aware of Dept efforts to be more inclusive in outreach</b>	73%	63%	76%	63%	68%
<b>My Dept seeks decision input from communities of color</b>	62%	54%	66%	53%	58%
<b>Dept partners with other orgs to racial equity</b>	60%	48%	62%	49%	54%
<b>Dept uses FISJ to document outreach participation</b>	23%	26%	28%	21%	24%
<b>Aware of Dept efforts to improve service access for refugees and immigrants</b>	54%	48%	58%	47%	51%
<b>Dept is improving access for refugees and immigrants</b>	46%	44%	53%	40%	45%
<b>Dept is improving interpretation/translation for refugees and immigrants</b>	55%	52%	61%	49%	53%

<b>Aware of Dept use of the RSJI racial equity toolkit and budget filter</b>	45%	39%	55%	35%	42%
<b>Toolkit has helped improve Dept policies, programs, budget decisions</b>	31%	29%	38%	23%	29%
<b>Dept making progress with RSJI</b>	67%	56%	70%	55%	61%
<b>City government making progress with RSJI</b>	64%	56%	66%	55%	59%
<b>RSJI making progress eliminating racial inequity in community</b>	51%	46%	51%	43%	46%

## Appendix C: Data by Question

### 1. How long have you worked for the City of Seattle?

	Frequency	Percent
<1 yr	363	8.0%
1-5 years	895	19.7%
6-10 years	832	18.4%
11-20 years	1,319	29.1%
21+ years	1,125	24.8%
Total	4,534	100%

### 2. Do you manage or supervise people?

	Frequency	Percent
Yes	1,504	34.8%
No	2,823	65.2%
Total	4,327	100%

### 3. What is your job category?

	Frequency	Percent
Official	326	7.4%
Professional	1,822	41.2%
Technician	393	8.9%
Protective service worker	491	11.1%
Administrative support staff	512	11.6%
Skilled craft	451	10.2%
Service worker	431	9.7%
Total	4,426	100%

### 4. Where is your primary worksite?

	Frequency	Percent
Downtown Seattle	2,703	59.7%
North of downtown	483	10.6%
South of downtown	606	13.4%
Central Seattle	138	3.0%
Outside Seattle	137	3.0%
Citywide	460	10.2%
Total	4,527	100%

**5. Participated in the 2010 survey**

	Frequency	Percent
Yes	3,115	69.9%
No	1,340	30.1%
Total	4,455	100%

**6. I have a basic understanding of the Race and Social Justice Initiative.**

	Frequency	Percent
Strongly agree	2,005	48.1%
Somewhat agree	1,855	44.5%
Somewhat disagree	193	4.6%
Strongly disagree	118	2.8%
Total	4,171	100%

**7. I am actively involved in promoting Race and Social Justice changes in the workplace.**

	Frequency	Percent
Strongly agree	1,016	26.5%
Somewhat agree	1,756	45.9%
Somewhat disagree	674	17.6%
Strongly disagree	383	10%
Total	3,829	100%

**8. I am involved or have been involved with RSJI in the following way(s):**

Member of departmental Change Team

Frequency	Percent
439	11.4%

Member of Citywide Core Team

Frequency	Percent
76	2.0%

Member of RSJI Subcabinet

Frequency	Percent
63	1.6%

Member of an RSJI interdepartmental team (e.g. Workforce Equity, Inclusive Outreach and Public Engagement)

Frequency	Percent
124	3.2%

RSJI Executive Sponsor

Frequency	Percent
38	1.0%

Job description includes RSJI work

Frequency	Percent
197	16.5%

Have used the RSJI Racial Equity Toolkit within department

Frequency	Percent
745	19.3%

Have otherwise implemented RSJI within department

Frequency	Percent
920	23.8%

Not involved

Frequency	Percent
2094	54.2%

Other (write-in responses)

Frequency
346

**9. I found the Race and Social Justice Initiative training/education to be useful.**

	Frequency	Percent
Strongly agree	1,057	25.0%
Somewhat agree	1,753	41.4%
Somewhat disagree	506	12.0%
Strongly disagree	430	10.3%
Don't know	485	11.3%
Total	4231	100%

**10. RSJI training/education has given me tools to address institutional racism in the workplace.**

	Frequency	Percent
Strongly agree	657	15.6%
Somewhat agree	1,784	42.4%
Somewhat disagree	689	16.4%
Strongly disagree	504	12.0%



Don't know	570	13.6%
Total	4204	100%

**11. I would consider becoming more actively involved with RSJI if I had:**

Training/info

Frequency	Percent
585	13%

Time

Frequency	Percent
1,434	13%

Management support

Frequency	Percent
472	10%

Budget

Frequency	Percent
271	6%

Satisfied with current level

Frequency	Percent
2,054	58%

**12. I think it is valuable to examine and discuss the impacts of race.**

	Frequency	Percent
Strongly agree	2,175	50.5%
Somewhat agree	1,510	35.0%
Somewhat disagree	324	7.5%
Strongly disagree	189	4.4%
Don't know	113	2.6%
Total	4,311	100%

**13. I can identify examples of institutional racism.**

	Frequency	Percent
Strongly agree	1,344	31.5%
Somewhat agree	1,645	38.6%
Somewhat disagree	500	11.7%
Strongly disagree	494	11.6%
Don't know	281	6.6%

Total	4,264	100%
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**14. I feel competent in my interactions with other races and cultures.**

	Frequency	Percent
Strongly agree	2,476	57.2%
Somewhat agree	1,626	37.6%
Somewhat disagree	134	3.1%
Strongly disagree	31	0.7%
Don't know	61	1.4%
Total	4,328	100%

**15. While RSJI is focused on race, the Initiative has also helped me to understand other forms of oppression (e.g., relating to gender, sexual orientation or ability).**

	Frequency	Percent
Strongly agree	1,091	25.7%
Somewhat agree	1,728	40.7%
Somewhat disagree	528	12.3%
Strongly disagree	471	11.1%
Don't know	432	10.2%
Total	4,250	100%

**16. I feel comfortable talking about race within my department work setting.**

	Frequency	Percent
Strongly agree	1,467	34.7%
Somewhat agree	1,869	44.2%
Somewhat disagree	533	12.5%
Strongly disagree	272	6.4%
Don't know	91	2.2%
Total	4,232	100%

**17. Relationships between employees of different racial groups in my department are positive.**

	Frequency	Percent
Strongly agree	1,917	45.2%
Somewhat agree	1,753	41.3%
Somewhat disagree	281	6.6%
Strongly disagree	121	2.9%
Don't know	168	4.0%
Total	4,240	100%

**18. People in leadership in my department participate in and support discussions of institutional racism.**

	Frequency	Percent
Strongly agree	1,187	28.3%

Somewhat agree	1,505	35.9%
Somewhat disagree	507	12.1%
Strongly disagree	358	8.6%
Don't know	630	15.1%
Total	4,187	100%

**19. My department provides support for resolving workplace issues involving institutional racism.**

	Frequency	Percent
Strongly agree	1,034	24.9%
Somewhat agree	1,399	33.7%
Somewhat disagree	436	10.5%
Strongly disagree	307	7.5%
Don't know	970	23.4%
Total	4,146	100%

**20. My department encourages staff to participate in RSJI trainings and other RSJI events.**

	Frequency	Percent
Strongly agree	1,797	42.7%
Somewhat agree	1,455	34.6%
Somewhat disagree	381	9.0%
Strongly disagree	206	4.9%
Don't know	372	8.8%
Total	4,211	100%

**21. I am familiar with my department's RSJI work plan.**

	Frequency	Percent
Strongly agree	851	20.4%
Somewhat agree	1,610	38.3%
Somewhat disagree	701	16.8%
Strongly disagree	438	10.6%
Don't know	580	13.9%
Total	4,180	100%

**22. I am aware that my department presents a mid-year report to City Council on its RSJI progress.**

	Frequency	Percent
Strongly agree	902	21.7%
Somewhat agree	1,050	25.3%
Somewhat disagree	550	13.2%
Strongly disagree	592	14.2%
Don't know	1,064	25.6%
Total	4,158	100%

**23. I am aware of my department's Change Team.**

	Frequency	Percent
Strongly agree	1,282	30.7%
Somewhat agree	1,213	29.1%
Somewhat disagree	478	11.5%
Strongly disagree	473	11.3%
Don't know	725	17.4%
Total	4,171	100%

**24. My department's Change Team provides effective RSJI support to our department.**

	Frequency	Percent
Strongly agree	701	17.0%
Somewhat agree	1,257	30.4%
Somewhat disagree	477	11.5%
Strongly disagree	352	8.5%
Don't know	1,345	32.6%
Total	4,132	100%

**25. I am aware of efforts in my department to increase workforce equity (i.e., strategies and practices to improve diversity on all levels and across functions).**

	Frequency	Percent
Strongly agree	979	23.4%
Somewhat agree	1,552	37.1%
Somewhat disagree	589	14.1%
Strongly disagree	405	9.7%
Don't know	658	15.7%
Total	4,183	100%

**26. I have a clear understanding of the disciplinary policy and related processes.**

	Frequency	Percent
Strongly agree	963	23.1%
Somewhat agree	1,465	35.2%
Somewhat disagree	673	16.2%
Strongly disagree	484	11.6%
Don't know	579	13.9%
Total	4,164	100%

**27. Race or ethnicity does not impact the outcome of disciplinary processes in my department.**

	Frequency	Percent
Strongly agree	1,123	27.0%
Somewhat agree	941	22.6%
Somewhat disagree	491	11.8%
Strongly disagree	410	9.9%
Don't know	1,192	28.7%

Total	4,157	100%
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**28. In my department supervisors and managers hold all employees to the same workplace expectation and disciplinary standards.**

	Frequency	Percent
Strongly agree	1,438	34.3%
Somewhat agree	1,027	24.5%
Somewhat disagree	642	15.3%
Strongly disagree	627	14.9%
Don't know	463	11.0%
Total	4,197	100%

**29. I am aware of my department's commitment to contracting equity/ Woman and Minority Business.**

	Frequency	Percent
Strongly agree	1,671	40.6%
Somewhat agree	1,167	28.4%
Somewhat disagree	249	6.1%
Strongly disagree	182	4.4%
Don't know	845	20.5%
Total	4,114	100%

**30. My department promotes equitable access by women and minority owned businesses (WMBE's) to compete for purchasing and consulting contracts.**

	Frequency	Percent
Strongly agree	1,488	36.4%
Somewhat agree	1,051	25.7%
Somewhat disagree	167	4.1%
Strongly disagree	111	2.7%
Don't know	1,269	31.1%
Total	4,086	100%

**31. My department is improving internal processes to encourage successful selection of women and minority business.**

	Frequency	Percent
Strongly agree	980	24.2%
Somewhat agree	1,058	26.1%
Somewhat disagree	238	5.9%
Strongly disagree	135	3.3%
Don't know	1,643	40.5%
Total	4,054	100%

**32. If you are involved in contracting, please answer: Finance and Administrative Services' approaches for construction WMBE inclusion have helped our department with our WMBE goals.**

	Frequency	Percent
Strongly agree	299	12.3%
Somewhat agree	422	17.3%
Somewhat disagree	112	4.6%
Strongly disagree	60	2.5%
Don't know	1,540	63.3%
Total	2,433	100%

**33. If you are involved in contracting, please answer: Finance and Administrative Services' approaches for consultants (eg Consultant Inclusion Plan) has given our department's interested consultants greater clarity about WMBE expectations.**

	Frequency	Percent
Strongly agree	272	11.4%
Somewhat agree	411	17.3%
Somewhat disagree	115	4.8%
Strongly disagree	55	2.3%
Don't know	1,524	64.2%
Total	2,377	100%

**34. I am aware of efforts in my department to be more inclusive in outreach and public engagement.**

	Frequency	Percent
Strongly agree	1,335	32.8%
Somewhat agree	1,413	34.7%
Somewhat disagree	270	6.6%
Strongly disagree	176	4.4%
Don't know	876	21.5%
Total	4,070	100%

**35. My department seeks input and assistance on decision making from communities of color.**

	Frequency	Percent
Strongly agree	1,093	27.0%
Somewhat agree	1,225	30.3%
Somewhat disagree	289	7.1%
Strongly disagree	199	4.9%
Don't know	1,238	30.7%
Total	4,044	100%

**36. My department partners with other institutions and community to create racial equity.**

	Frequency	Percent
Strongly agree	960	23.9%



Somewhat agree	1,180	29.4%
Somewhat disagree	251	6.2%
Strongly disagree	179	4.5%
Don't know	1,449	36.0%
Total	4,019	100%

**37. My department uses the Full Inclusion Sign-In Sheet to document who participates in our outreach and engagement efforts.**

	Frequency	Percent
Strongly agree	407	10.2%
Somewhat agree	527	13.3%
Somewhat disagree	166	4.2%
Strongly disagree	146	3.7%
Don't know	2,725	68.6%
Total	3,971	100%

**38. I am aware of efforts in my department to improve access to services for refugees and immigrants.**

	Frequency	Percent
Strongly agree	936	23.2%
Somewhat agree	1,118	27.6%
Somewhat disagree	258	6.4%
Strongly disagree	188	4.6%
Don't know	1,547	38.2%
Total	4,047	100%

**39. My department is making progress improving access to services for refugee and immigrants.**

	Frequency	Percent
Strongly agree	777	19.3%
Somewhat agree	1,019	25.3%
Somewhat disagree	222	5.5%
Strongly disagree	122	3.0%
Don't know	1,888	46.9%
Total	4,028	100%

**40. My department is making progress at providing interpretation and translation services for refugees and immigrants.**

	Frequency	Percent
Strongly agree	943	23.4%
Somewhat agree	1,189	29.5%
Somewhat disagree	195	4.8%
Strongly disagree	131	3.2%
Don't know	1,575	39.1%

Total	4,033	100%
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**41. I am aware of my department’s use of the RSJI Racial Equity Toolkit and budget filter.**

	Frequency	Percent
Strongly agree	743	18.5%
Somewhat agree	938	23.2%
Somewhat disagree	287	7.1%
Strongly disagree	326	8.1%
Don't know	1,735	43.1%
Total	4,029	100%

**42. Use of the Racial Equity Toolkit has helped to improve my department’s policies, initiatives, programs and budget decisions.**

	Frequency	Percent
Strongly agree	326	8.2%
Somewhat agree	817	20.5%
Somewhat disagree	306	7.7%
Strongly disagree	295	7.4%
Don't know	2,241	56.2%
Total	3,985	100%

**43. As a whole, my department is making progress with the Race and Social Justice Initiative.**

	Frequency	Percent
Strongly agree	829	20.5%
Somewhat agree	1,602	39.7%
Somewhat disagree	295	7.3%
Strongly disagree	218	5.4%
Don't know	1,094	27.1%
Total	4,038	100%

**44. As a whole, City government is making progress with the Race and Social Justice Initiative.**

	Frequency	Percent
Strongly agree	660	16.4%
Somewhat agree	1,696	42.1%
Somewhat disagree	319	7.9%
Strongly disagree	176	4.4%
Don't know	1,176	29.2%
Total	4,027	100%

**45. The Race and Social Justice Initiative is making progress at eliminating racial inequity in the community.**

	Frequency	Percent
Strongly agree	463	11.5%

Somewhat agree	1,377	34.3%
Somewhat disagree	482	12.0%
Strongly disagree	348	8.6%
Don't know	1,350	33.6%
Total	4,020	100%

**46. Immigrant or Refugee**

Frequency	Percent
375	10.6%

**47. Gender**

	Frequency	Percent
Female	1,634	45.2%
Male	1,948	53.9%
Transgender	35	1%

**48. Race**

	Frequency	Percent
American Indian/AK Native	67	1.9%
Asian	420	11.9%
Pac Is	76	2.1%
Black/African-American	352	9.9%
Hispanic/Latino	159	4.5%
Middle Eastern	26	0.7%
White	2,110	59.6%
Multiple race/Other	329	9.3%
Total	3539	100%

**49. LGBTQ**

Frequency	Percent
315	8.8%

**50. Disabled**

Frequency	Percent
251	6.9%