



Workforce Equity Update Report 2021

MARCH 2021

City of Seattle
Workforce Equity Planning & Advisory Committee



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To those who we partner with daily, thank you for your time and insights in developing this report. Your contributions make the implementation of the Workforce Equity Strategic Plan and this report possible. This work and report exist because of a deep commitment to workforce equity and race and social justice by the leadership at the City of Seattle. Thank you:

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COVID-19 & Racial Justice Uprising Impacts

This year's Workforce Equity (WFE) Update Report is fundamentally different from years past. Many employees who help to implement the WFE Strategic Plan were asked to shift priorities in 2020 to help with both the response to COVID-19 and then to the trauma healing and internal anti-racist organizing work after the murder of George Floyd and the uprisings that followed. Additionally, all employees navigated additional caretaking responsibilities, health stress, and a consistent sense of loss and mourning, among many other challenges in 2020.

For these reasons, this year's report highlights many strategies that were not pursued in 2020 and many urgent priorities that employees took up instead. The report is different, but the work completed in 2020 was no less impactful in advancing anti-racist efforts across the City. It prepares the City to undertake even greater challenges, such as a refresh of the WFE Strategic Plan, in 2021.

Summary

This report ensures accountability to employees and the broader community on the implementation of the Workforce Equity (WFE) Strategic Plan. As stated above, 2020 was a unique year. Employees at the City met the demands of the dual crises of the COVID-19 pandemic and the spotlighting of racialized trauma and violence in the United States with flexibility, taking on many new responsibilities. The accomplishments in this report are different than those planned for 2020, but arguably more impactful, as they were efforts at more equitable responses to the dual crises.

In 2020, the City of Seattle workforce remains representative of Black, Indigenous, and Person of Color (BIPOC) populations collectively (42.0% of the City's workforce vs 40.4% of the greater Seattle area¹). However, among the top 25% of supervisors (n=516), BIPOC employees are 35.1% of employees. By pay, BIPOC employees make up 32.2% of the top 25% of wage earners (n=3,041). Latinx employees remain the most underrepresented group across the entire City workforce (5.8% of the City's workforce vs 9.7% of the Greater Seattle Area). BIPOC women are the most underrepresented at the top levels of pay and supervisory authority. BIPOC women make up 20.3% of the greater Seattle area population but just 14.2% of the top level of supervisors and just 10.7% of the top level of wage earners in 2020. These findings are due to multiple manifestations of inequities and white supremacy culture at the City, some of which are documented below.

The strategies throughout this document aim to address some of these disparities. A few of the deliverables to employees by the WFE Strategic Plan implementation team in 2020 included:

1. An employee survey on employee well-being and teleworking functionality in July 2020. Department action plans with the survey results enabled accountability to employee input.
2. Launching the Leadership Expectations and Accountability Plan citywide.
3. Ongoing data metrics analysis including power and discipline analyses.
4. An Antiracist Decision-Making Tool for Leaders during the COVID-19 Response.

The report below will detail each of these and many additional strategies and the plans for these strategies in 2021. A 5-year strategic plan refresh is planned for 2021, with a new annual reporting mechanism intended to take the place of this annual report starting in 2023.

¹ The Greater Seattle Area was chosen as the demographic measure for two reasons. (1) The City serves people who live, work, and play in Seattle, many of whom do not have a home address in the City limits. (2) Gentrification and other forms of structural racism have resulted in Seattle being less diverse than some of the surrounding areas. For this reason, the greater Seattle area is defined as King County because it includes many more of the people served by the City and it sets the highest bar for racial demographic representation as it is more diverse than the City of Seattle and the two neighboring counties, Pierce and Snohomish Counties.

Introduction

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

Objective

This report is one way for City employees to hold those implementing the Workforce Equity (WFE) Strategic Plan accountable for the workforce equity work done at the City. It is responsive to Mayor Durkan’s [Executive Order 2017-13](#) on Race and Social Justice and workforce equity and to [Council Resolution 31588](#).

Background

This is the last update on the 2016 WFE Strategic Plan before a new strategic plan is developed later in 2021. In July 2016, the City of Seattle’s first WFE Strategic Plan was finalized by the Seattle Department of Human Resources (SHR) and the Seattle Office for Civil Rights (SOCR). The plan has directed 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 covers updates on workforce equity strategies implemented in 2020. Some strategies were paused or reassessed in 2020 as the City reprioritized many work items to respond to the COVID-19 pandemic and then to the trauma healing and internal anti-racist organizing work after the murder of George Floyd. It also outlines the work planned for 2021, including plans to revisit WFE Strategic Planning with City employees with the aim of drafting a new WFE Strategic Plan by the end of 2021.

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](#), affirming Council’s commitment to [Executive Order 2015-02 on Workforce Equity](#). Links throughout the document and an accompanying Technical Report provide additional data and information to support each update, when needed.

Each Platform and Workforce Investment Strategy was informed by five data sources²: 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 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 (MBED)

² The full findings of each data source can be found in the City of Seattle’s 2016 [Workforce Equity Strategic Plan](#).

-
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:

1. Targeted recruitment
2. Employment pathways
3. Increased access to training
4. Leadership development
5. Improved access to flexible scheduling
6. Paid parental leave (PPL) and paid family care leave (PFCL)

Council Resolution and Mayoral Direction

Other WFE Strategies (not included in the WFE Strategic Plan but directed by the Executive or Council):

7. Employee exit & engagement surveys
8. Fire and police entry-level assessment changes to remove barriers to hiring equity
9. Workforce Equity Planning & Advisory Committee (WEPAC)
10. Anti-harassment and Anti-discrimination Initiative³

Other Strategies Not Included in this Report

The below strategies from the WFE Strategic Plan were 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:

11. Employee web portal
12. Step Exception Data
13. Seniority re-starts
14. Step-wage increases for part-time employees

³ 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.

Workforce Equity Metrics

Race & Social Justice Problem

Disparities in the experiences of employees at the City, particularly Black, Indigenous, and People of Color (BIPOC) employees, historically were not formally tracked and measured. Knowing where to focus limited resources in removing barriers to employment at, and inclusion in, the City workforce is strategically important to workforce equity work at the City. It also prevents the City from measuring progress towards becoming an inclusive workplace. Tracking key metrics over time is one attempt at beginning to address the disparities in the City workforce.

2020 Results

The 2020 COVID-19 pandemic and resulting hiring freeze resulted in the person who historically helped with WFE data analysis being needed for budget and healthcare impacts in the City Budget Office. The metrics work did not gain any new analysis in 2020, but did maintain existing analysis. The following details the results of trend analysis in the workforce. More detailed analysis and limitations to the data can be found in the accompanying Technical Report.

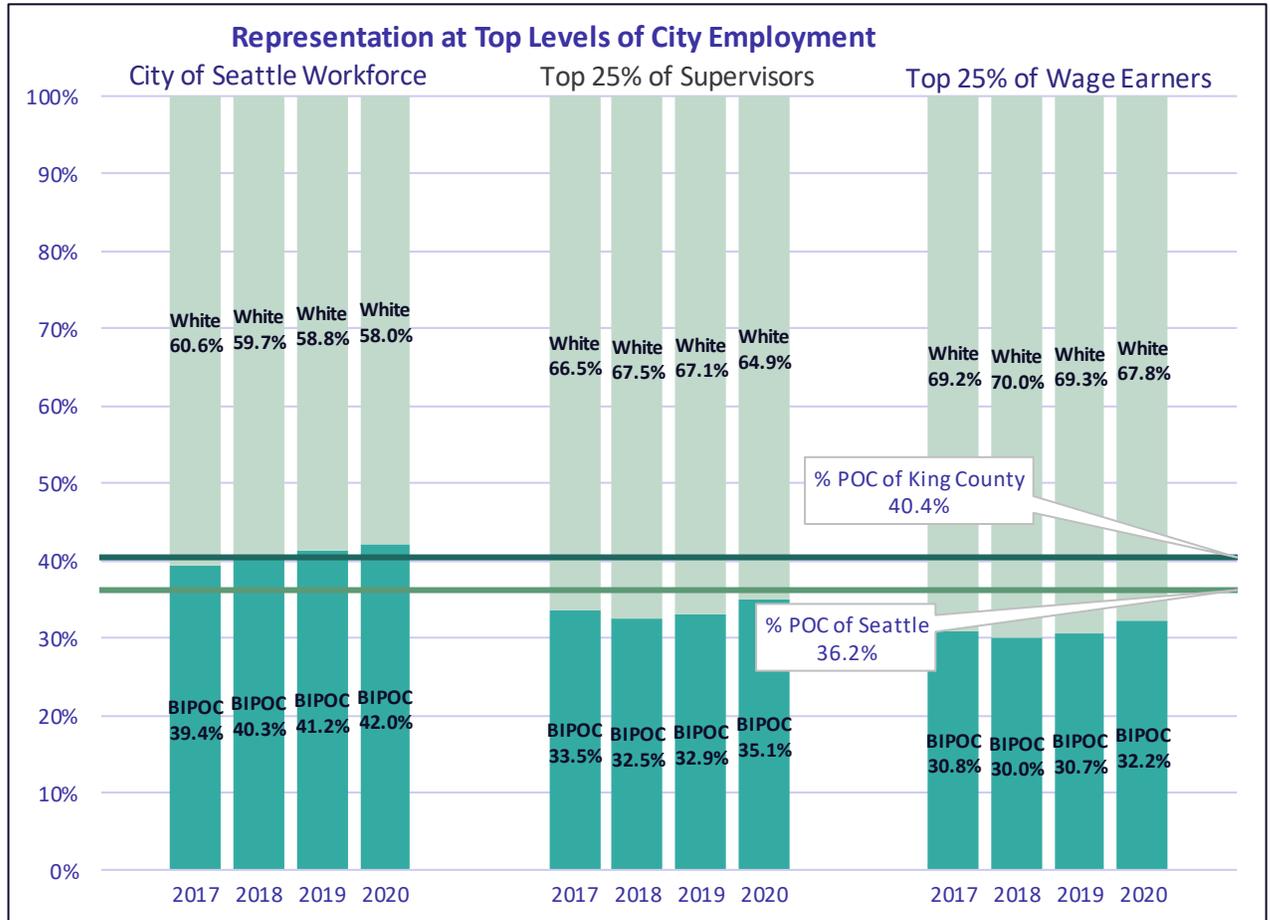
Black, Indigenous, & Person of Color Employees

As of December 2020, the City of Seattle workforce remains representative of BIPOC populations collectively (42.0% of the City's workforce vs 40.4% of the Greater Seattle Area⁴). The City aims for representation as the lowest bar in the work of workforce equity. Overcoming structural and institutional racism is not about meeting a minimum and there will never be a limit to welcoming BIPOC community members as employees at the City. In line with striving beyond the minimum bar, the City has much work ahead as BIPOC are underrepresented at the top levels of City employment compared to the county population. Among the top 25% (fourth quartile) of supervisors (n=516), BIPOC employees are 35.1% of employees. By pay, BIPOC employees make up 32.2% of the top 25% of wage earners (n=3,041). The figure below presents these results for the past four years, since the City began tracking these metrics. Over this period, representation of BIPOC in the overall City

⁴ The Greater Seattle Area was chosen as the demographic measure for two reasons. (1) The City serves people who live, work, and play in Seattle, many of whom do not have a home address in the City limits. (2) Gentrification and other forms of structural racism have resulted in Seattle being less diverse than some of the surrounding areas. For this reason, the greater Seattle area is defined as King County because it includes many more of the people served by the City and it sets the highest bar for racial demographic representation as it is more diverse than the City of Seattle and the two neighboring counties, Pierce and Snohomish Counties.

workforce has increased from 39.4% to 42.0%. It has also increased within the top 25% of supervisors (from 33.5% to 35.1%) and within the top 25% of wage earners (from 30.8% to 32.2%). Growth of representation in these top levels of City employment was especially strong in 2020, outpacing the increase in BIPOC representation in both the overall City workforce and the county population. A shift in administration at the end of 2021 is a key opportunity to ensure equitable hiring and appointments at the top positions in the City.

Figure 1: Representation at Top Levels of City Employment by Binary Race⁵

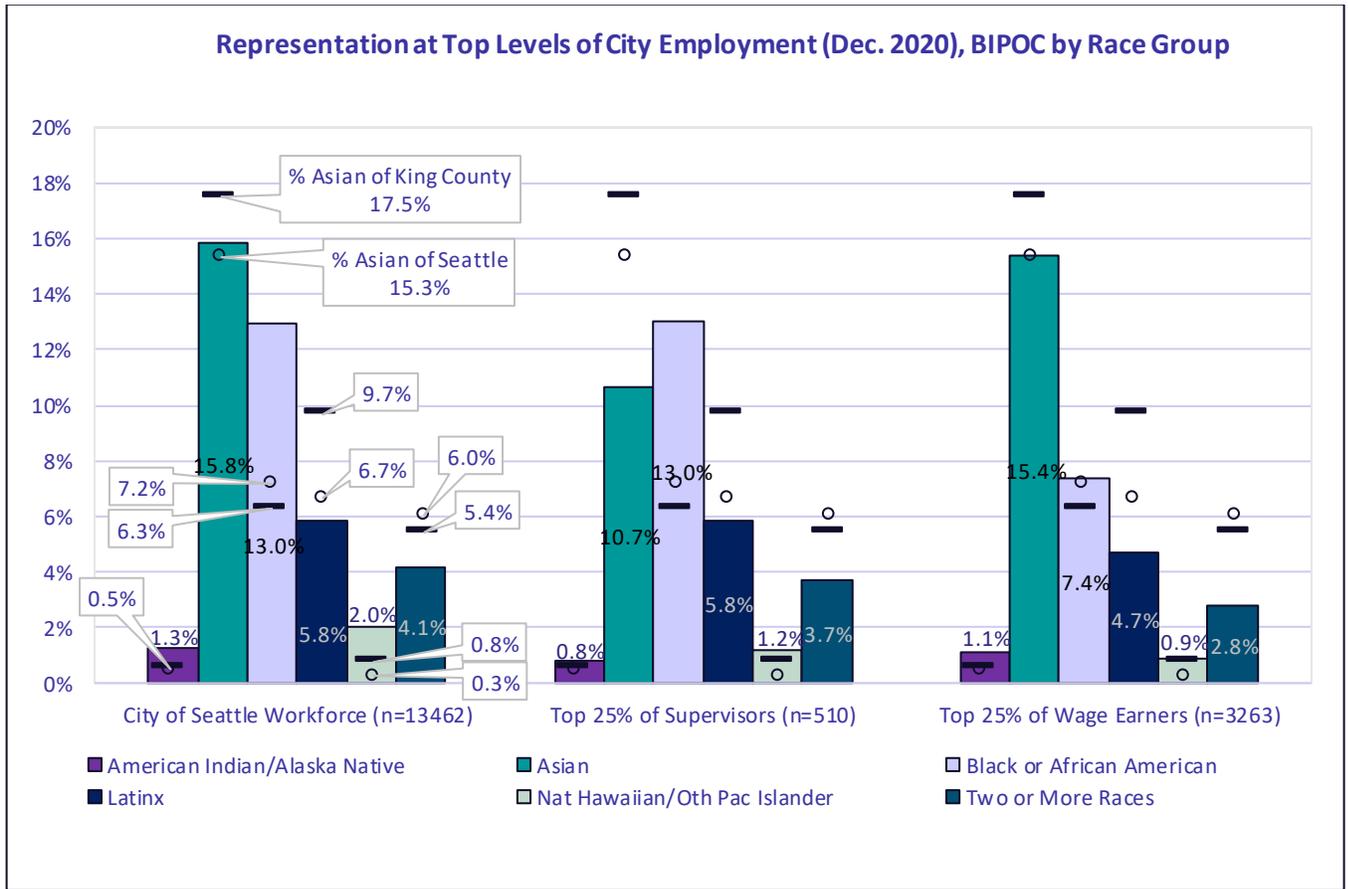


⁵ City of Seattle workforce data were pulled December 31, 2020 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2019 American Community Survey (ACS) five-year sample. Detailed data source information is in the Technical Report.

Latinx employees are the most underrepresented racial group across the City workforce.

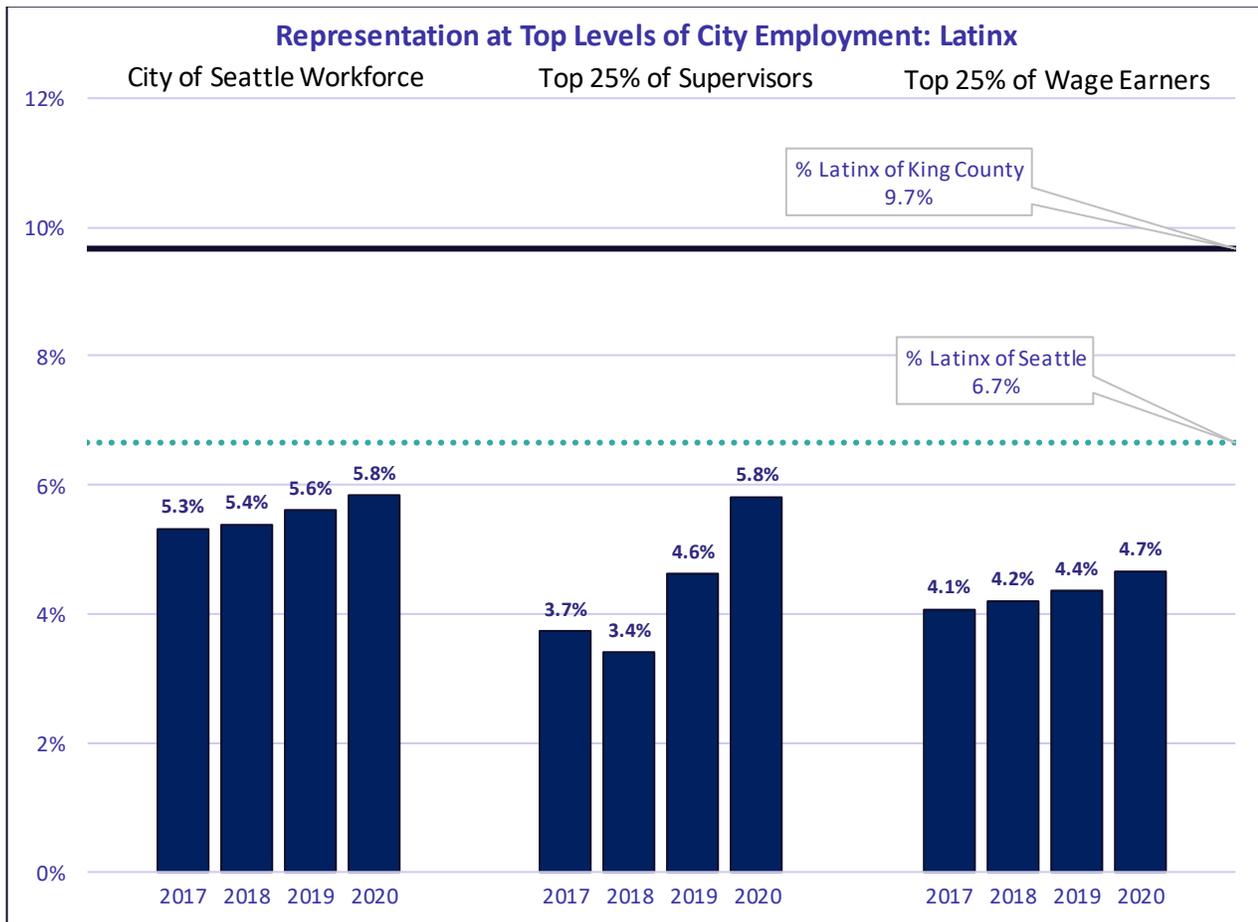
By race categories, Latinx employees remain the most underrepresented group across the entire City workforce (5.8% of the City's workforce vs 9.7% of the county population). In fact, this underrepresentation of Latinx is widespread and is found at all four levels of supervisors and wage earners. Asians 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. Latinx representation in the overall City Workforce increased slightly in 2020 (from 5.6% to 5.8%), but more substantially within the top 25% of supervisors (from 4.6% to 5.8%) and the top 25% of wage earners (4.4% to 4.7%).

Figure 2: Representation at Top Levels of City Employment: BIPOC by Race Groups, December 2020⁶



⁶ City of Seattle workforce data were pulled December 31, 2020 from the City's Human Resources Information System. "General population" figures for Seattle and King County are from the 2019 American Community Survey (ACS) five-year sample. Detailed data source information is in the Technical Report.

Figure 3: Representation at Top Levels of City Employment: Latinx, December 202⁷



⁷ City of Seattle workforce data were pulled December 31, 2020 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2019 American Community Survey (ACS) five-year sample. Detailed data source information is in the Technical Report.

Female Employees⁸

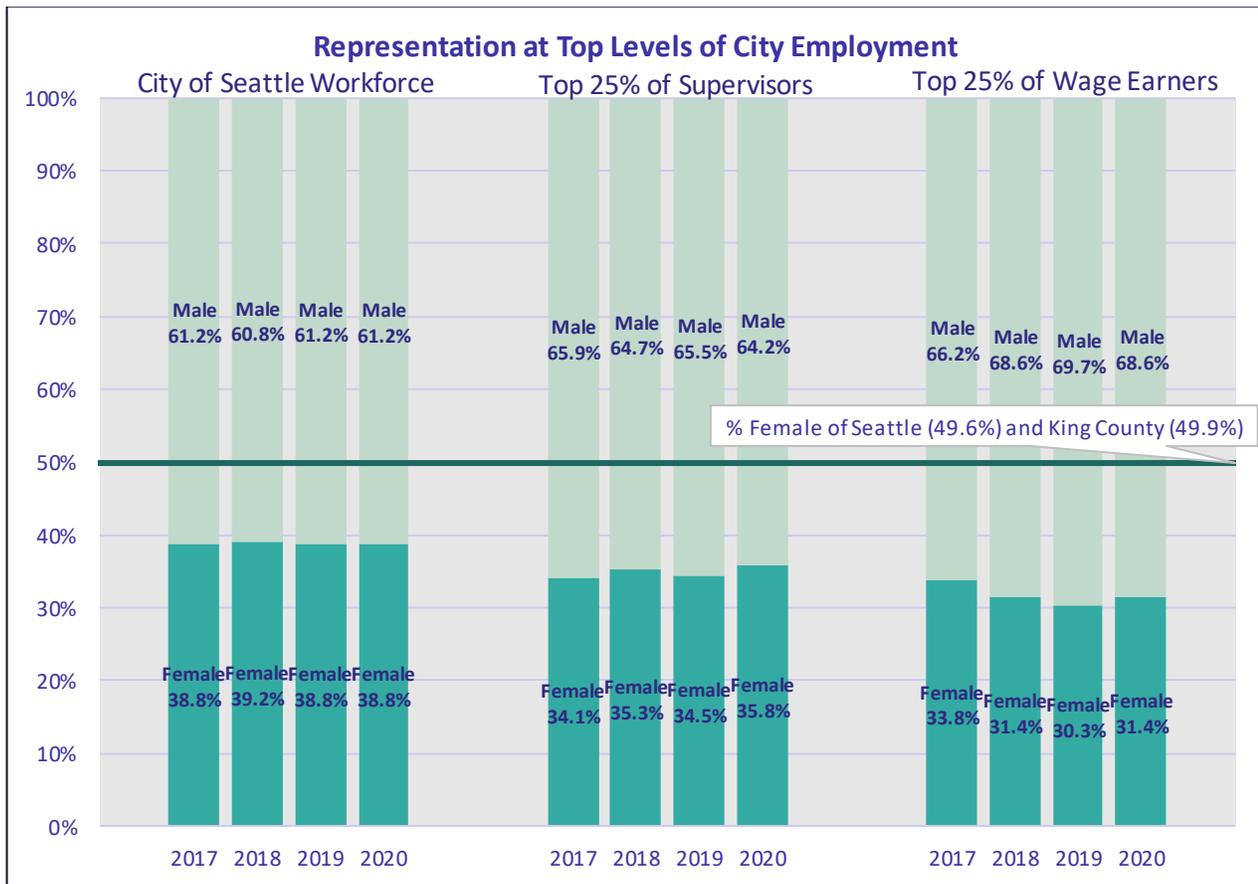
Just 38.8% of City employees identify as female, driven primarily by the five largest departments.

The City has very limited gender identities listed in the HR Information System, greatly impacting any ability to understand impacts to those known to often experience the worst oppressions, people who identify as transgender or gender non-conforming. For this reason, this section can only focus on impacts to female employees. Just 38.8% of City employees identify as female. This is compared to 49.9% of the county population. This imbalance is driven by the five largest departments (in order of size: Seattle Police Department, Seattle City Light, Seattle Public Utilities, Seattle Parks and Recreation, and Seattle Fire Department) whose collective workforce is just 30.7% female.

Given this overall imbalance, it is not surprising that women are underrepresented at most levels of the workforce relative to the general population. Women are underrepresented in all supervisory levels, and in all but the bottom quartile of wage earners. In the top 25% of wage earners, they make up 31.4% of employees. The figure below presents these results for the past four 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%. Among the top 25% of supervisors, representation over this period has increased slightly from 34.1% to 35.8%. However, within the top 25% of wage earners, female representation has declined from 33.8% in 2017 to 31.4% in 2020. Among these top levels of supervisors and wage earners, representation increased during 2020.

⁸ The strategic plan refresh in 2021 will provide a more inclusive gender analysis moving forward. The City's Information Management System currently inadequately enables employees to select the gender they most identify with. This has limited the analysis available in this report.

Figure 4: Representation at Top Levels of City Employment by Gender⁹



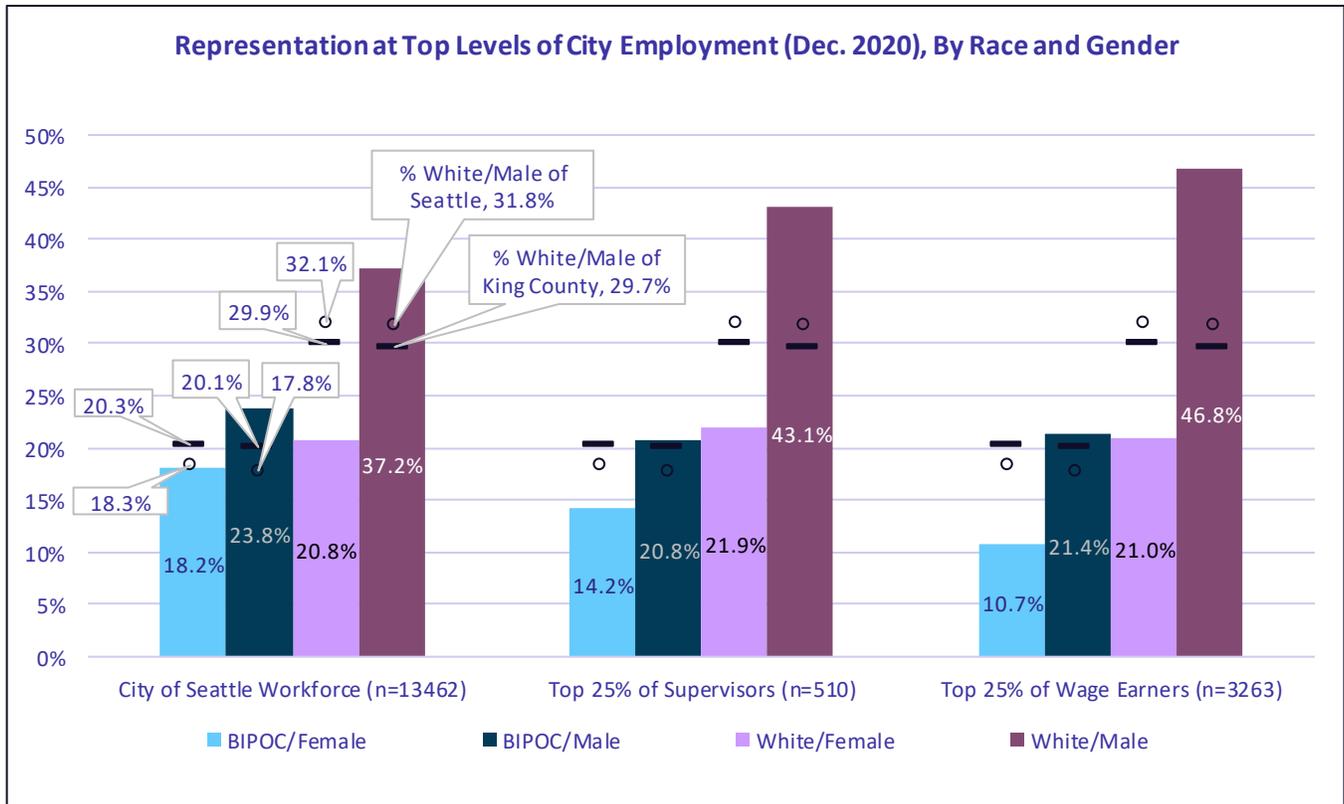
⁹ City of Seattle workforce data were pulled December 31, 2020 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2019 American Community Survey (ACS) five-year sample. Detailed data source information is in the Technical Report.

BIPOC Women Employees

BIPOC Women Employees are least represented in the top 25% of supervisors and pay.

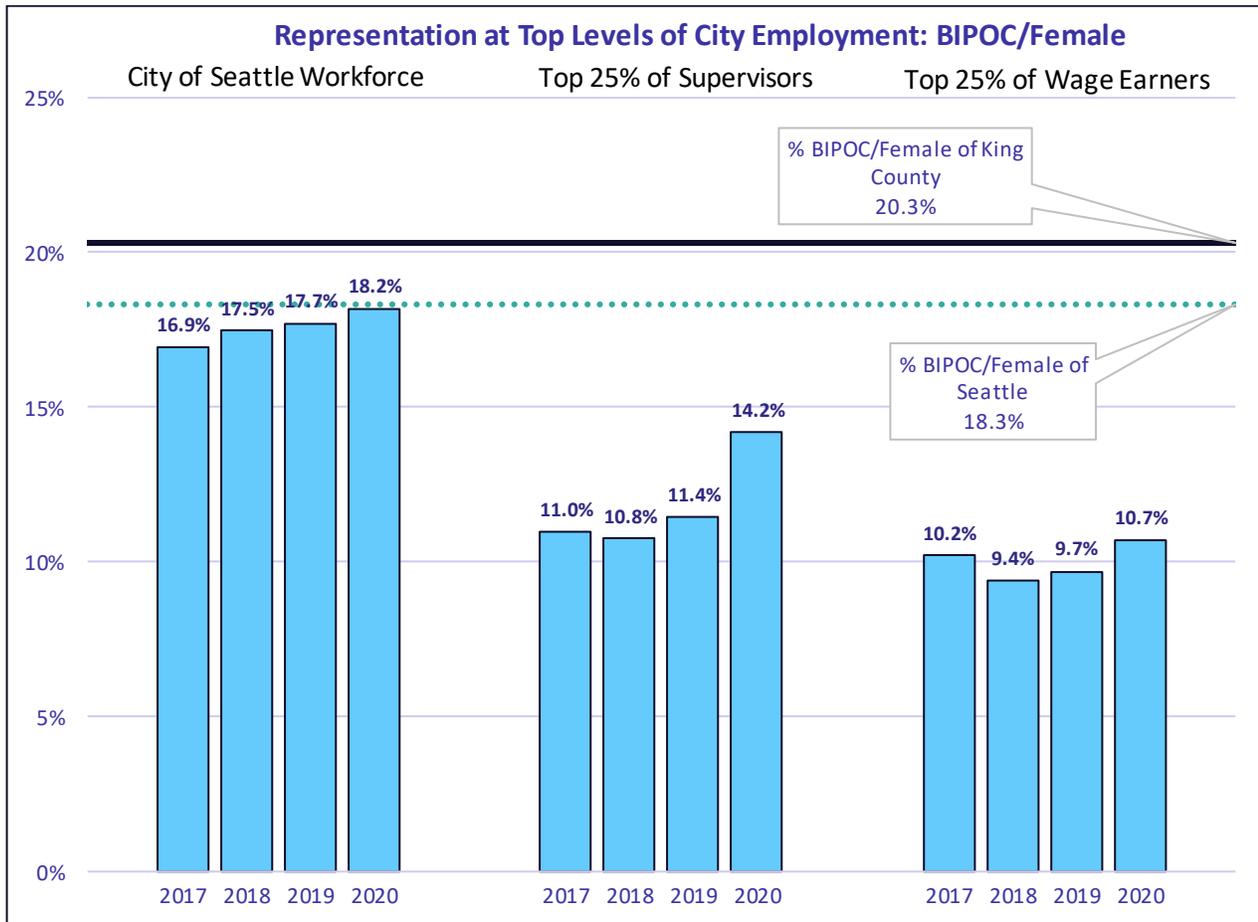
When examining the intersection of race and gender, both BIPOC women and white women are underrepresented in the overall City workforce, as the overall gender imbalance suggests. Women of color are most underrepresented at the top levels of City employment. This group makes up 20.3% of the county population but just 14.2% of the top level of supervisors and just 10.7% of the top level of wage earners in 2020. However, representation of women of color has been increasing steadily in the overall City workforce, as well as in the top 25% of supervisors and wage earners since 2017 when the City began tracking these metrics, with particular progress made from 2019 to 2020. Since 2017, the share of women of color in the overall City workforce has increased from 16.9% to 18.2%, in the top 25% of supervisors from 11.0% to 14.2%, and in the top 25% of wage earners from 10.2% to 10.7%.

Figure 5: Representation at Top Levels of City Employment by Race and Gender Cross-Sections, December 2020¹⁰



¹⁰ City of Seattle workforce data were pulled December 31, 2020 from the City's Human Resources Information System. "General population" figures for Seattle and King County are from the 2019 American Community Survey (ACS) five-year sample. Detailed data source information is in the Technical Report.

Figure 6: Representation at Top Levels of City Employment: BIPOC/Female, December 2020¹¹



¹¹ City of Seattle workforce data were pulled December 31, 2020 from the City’s Human Resources Information System. “General population” figures for Seattle and King County are from the 2019 American Community Survey (ACS) five-year sample. Detailed data source information is in the Technical Report.

Actions Planned for 2021

In 2021, more of the metrics framework analysis for the 5-year strategic plan refresh and annual trend analysis will be completed. See the accompanying Technical Report for more detail on the work to date and work ahead, which will include identifying disparities that need addressing in the attraction, selection, retention, and participation parts of employment at the City. The critical barrier to completing this work is that the person from the Central Budget Office who historically worked on Workforce Equity (WFE) data analysis and metrics is doing the work of two positions due to the hiring freeze and can no longer help develop new metrics analysis work for WFE.

Minimize Bias in Employment Decisions (MBED)

Race & Social Justice Problem

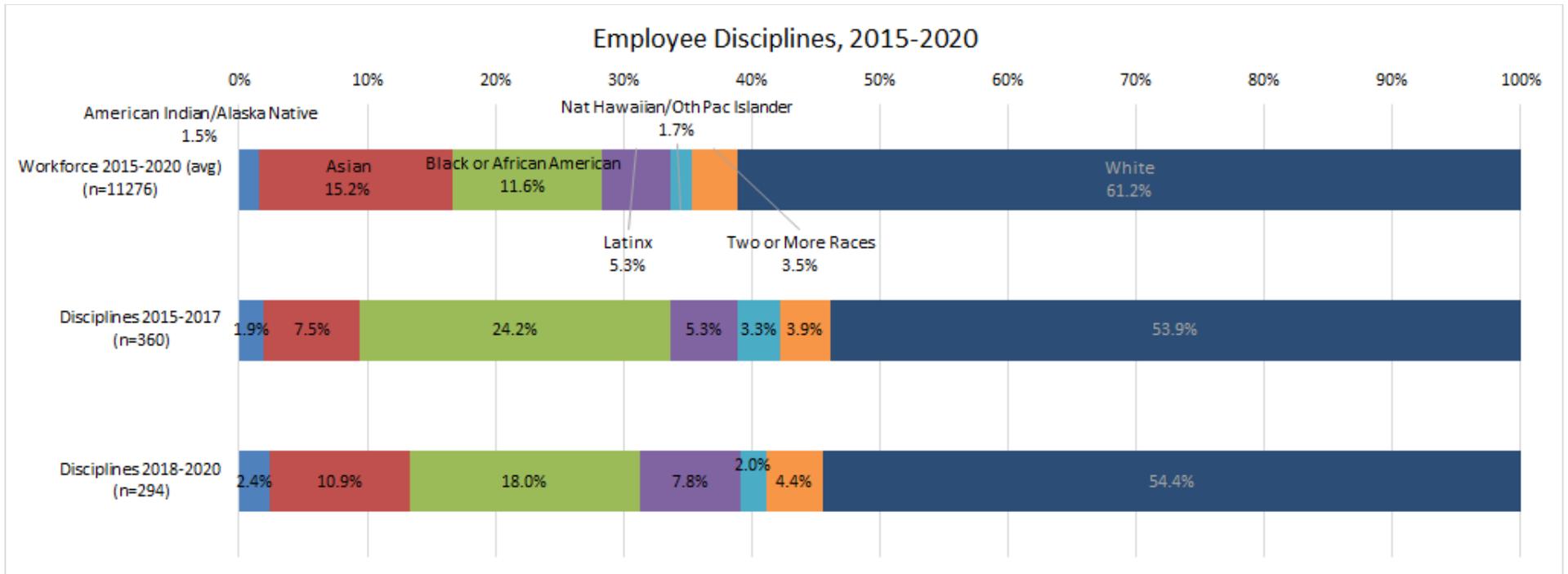
In listening sessions conducted with City employees for the Workforce Equity strategic plan, employees identified that unconscious bias influences managers, supervisors, and employees involved in employment decisions (i.e., recruiting, hiring, promoting and discipline processes), disproportionately impacting people of color in workforce representation, workplace harassment and discrimination and career immobility. 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.

2020 Updates & Actions Taken

Since the publishing of the original strategic plan, this strategy shifted in 2018 due to the Anti-Harassment and Anti-Discrimination work program which utilizes the same resources for the learning needs outlined in [Executive Order \(EO\) 2018-04](#). See the [Anti-Harassment & Anti-Discrimination section](#) of the report for progress information on EO 2018-04. Minimizing bias is not a formal standalone program due to these competing priorities. Minimizing Bias therefore moves forward in two ways:

1. Employee learning: Currently, SHR Learning and Development consults with departments on Minimizing Bias facilitation in a limited capacity. Minimizing bias is also an integrated part of the New Supervisory Training under development.
2. Data analysis: The SHR Workforce Equity team continued to track 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. The deeper analysis on this planned for 2020 did not occur due to COVID-19, but will be incorporated into the WFE Strategic Plan refresh work.

Figure 7: Employee monetary discipline rates by race compared to the demographics of the City Workforce¹²



¹² Data source: City of Seattle HRIS, accessed January 10, 2021. Data include employees in Regular status only (no Temporary). Data are limited to disciplines formally recorded in HRIS and include suspensions, unpaid leaves of absence, demotions, layoffs and terminations for cause.

2021 Actions Planned

Minimizing bias will continue to be incorporated into the learning courses under development in 2021 including but is not resourced as a stand-alone training. Work that will continue in 2021 includes:

1. City workforce data analysis and additional employee engagement will be conducted to inform learning content and continue to define programming and planning for the Learning and Development Team. Data indicates that employees that identify as Indigenous women, Black women, White women, Latinx, Black, temporary workers, LGBTQ , crew and frontline workers as the employee groups most disproportionately impacted by workplace discrimination, harassment, career immobility, and lack of workplace representation.
2. Minimizing bias content will be integrated into the virtual supervisor learning program and the module will be piloted in 2021.
3. Deeper analysis of the types of biases found in the employee discipline data above will be incorporated into the strategic planning 5-year refresh, with strategies developed to address the disparities.
4. Regarding monetary discipline in the Strategic Plan refresh work, if the disparities appear to be driven by job type or pay level or bias, different strategies will be undertaken beginning in 2022. 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.

Employee Performance Management System

Race & Social Justice Problem

The Equity, Engagement, & Expectations (E3) Performance Management system aims to address the inequities and bias impacting employee growth opportunities and workplace culture that emerge from non-standardized performance evaluation tools. The program focuses on a partnership between employees and managers, building stronger communication, collaboration, and respect through understanding. This is known to reduce and address opportunities for bias in performance management. Standardization does not remove the bias, but it enables the City to identify racial bias in employee performance management processes, address it with strategies, and measure the impact of those strategies.

2020 Updates & Actions Taken

1. The E3 performance management program position was vacant at the start of 2020 and the position was then frozen due to COVID-19. This position continues to be vacant. Due to staff capacity, the E3 program will continue to support the existing 20 departments but cannot expand usage of the program with existing resources or audit for equitable implementation.
2. 2020 COVID-19 impacts resulted in changes to city performance management processes for the year. The formalized mid-year check-in processes were paused Citywide to provide breathing room to staff as they adapted to new work circumstances and stressors. Additionally, City supervisors and managers were advised to use the rating of “meets expectations” (“fully performing” in E3) as a minimum standard for annual review with exceptions for documented, verifiable poor performance and misconduct with HR review. Supervisors were still able to provide narrative comments and to provide a rating of “exceeds expectations.” Departments were asked to contact SHR to make a relevant case for not adhering to these standards, and audits are planned by SHR in 2021.
3. The disparities in performance review ratings continues to be tracked, with the intention that strategies to address these disparities can be built into the 5-Year Strategic Planning refresh. The figure below shows the share of each race group to receive a rating of ‘exceeds expectations’ in E3 Performance Management during the past three years. The percentage in bold indicates the group with the highest rate for the year and the non-bold percentages indicate those groups that did not reach 4/5 (80%) of that rate and where the difference between the two groups’ passage rates is statistically significant. For 2018-2020, Black and

Latinx employees have received this rating at less ¹³ (These statistical tests were not conducted for those receiving the rating “needs improvement” since the sample of employees is too low to yield meaningful results - on average, less than 2% of participating employees receive this rating each year.)

Figure 8: Employees Rated as 'Exceeds Expectations' as Share of Race Group



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¹³ The 4/5th rule is a common test for adverse impact in employment processes. It is recommended by the United States Equal Employment Opportunity Commission (EEOC) as “a practical means of keeping the attention of the enforcement agencies on serious discrepancies in rates of hiring, promotion and other selection decisions.” However, the EEOC states that it is by no means evidence of legal discrimination or bias. See “Adoption of Questions and Answers to Clarify and Provide a Common Interpretation of the Uniform Guidelines on Employee Selection Procedures,” accessed at https://www.eeoc.gov/policy/docs/qanda_clarify_procedures.html. A statistical significance check was conducted to test for robustness of results and, specifically, was a “Z-test” for two proportions, performed at the 95% confidence level. The yearly samples are not independent; on average, 43% of participating employees are the same as the year prior.

2021 Actions Planned

1. To ensure City departments adhere to the 2020 guidance regarding using “Meets Expectations” as the minimum due to COVID-19 impacts, SHR and the HR Leadership Team will partner to conduct minimal audits of department annual performance reviews. This will be to ensure support documentation is present with “Needs Improvement”, “Does Not Meet Expectations,” or equivalent ratings. In future years, these audits could be mapped to investigations filed at SHR or the Office of the Employee Ombud to understand any relationship between performance reviews and harassment or discrimination complaints.
2. SHR will continue to work with the Mayor’s Office and department partners to determine 2021 changes to the performance management processes as the City continues to be impacted by the COVID-19 pandemic.
3. The Workforce Equity Planning and Advisory Committee (WEPAC) will analyze strategy options to assess the racial disparities in who receives an exceeds expectations rating as a part of the 5-year strategic planning update process in 2021. Strategy options will be included in the 5-Year Strategic Plan refresh.
4. Approximately 60% of regular status employees do not utilize the City’s performance management tool, E3. The 2021 Strategic Plan refresh will assess the impacts of this, particularly resulting racial disparities, and recommend next steps.

Leadership Accountability

Race & Social Justice Problem

Leadership Accountability was highlighted as a key strategy in the WFE Strategic Plan during the employee survey, literature review, interviews with City Leadership, employee listening sessions, and benchmarking against regional employers. The Leadership Expectations and Accountability Plan (LEAP) will be available Citywide by July, 2021 and is targeted for use by department directors and their executive leadership.

The LEAP includes a competency overview, a self-assessment and reflection tool, and an action-steps tool. The LEAP is intended primarily as a learning tool in line with the City's value of a culture of learning. Success in leadership accountability will exist when City Executive Leaders 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.

2020 Updates & Actions Taken

1. The COVID-19 pandemic put the release of the LEAP on hold, as it was originally planned for release in 2020.
2. The SHR Executive team began a pilot of the LEAP in 2020.
3. The Parks and Recreation Program put part of their pilot of the LEAP on hold due to COVID-19 and has recently started continued engagement for 2021.
4. Seattle Information Technology started piloting the LEAP and will continue their self-assessment process throughout 2021.

2021 Actions Planned

1. The LEAP tools, including three main documents, will be finalized and published in Quarter 2, 2021 on the WFE and [WEPAC websites](#). This will also be shared across City equity networks to be put into use.
2. In 2021, the LEAP will inform the related OneHR Community of HR Practice, with WEPAC support and insight to develop a learning tool for HR practitioners. Future work will include a version targeted for supervisors and managers, adapted from the current version for directors and executives.

If you would like a copy of the LEAP for your organization, please contact Debbie.White@Seattle.gov.

Targeted Recruitment

Race & Social Justice Problem

The racial and gender demographics of those hired at the City of Seattle does not match the demographics of King County. The people who live and work in Seattle will get the best service from the City when the workforce is reflective of the people we serve. The Talent Acquisition Team in the Seattle Department of Human Resources (SHR) supports 18 departments and focuses on implementing standardized and equitable hiring practices for all job types, but particularly for job types with greater racial misrepresentation: Officials and Administrators, and Skilled Crafts.

2020 Updates & Actions Taken

In-person outreach and recruitment in 2020 was limited due to COVID-19, and a hiring freeze directly impacted the reach of targeted recruitment strategies. However, Talent Acquisition took on three large projects for the city in 2020:

1. The Citywide Talent Redeployment Hub was implemented. This helped city employees to continue working and not use their personal leave by finding work in other departments who needed additional assistance during the COVID-19 response.
2. Helped open the first two COVID-19 testing sites for the City by running the recruiting and staffing. Talent Acquisition was able to staff these two locations with more than 85% BIPOC to help mirror the communities in which we serve.
3. Created and implemented the citywide [Project Hire website](#) to help our employees who were impacted by layoffs due to budget cuts. This program connects employees with other job opportunities across the city.

2021 Actions Planned

In 2021, the Talent Acquisition team will continue focusing on building an equitable hiring process with constant assessment of the data and retooling of the process as input from users is received. Currently SHR and 18 other departments use the standardized process. In order to continue to grow adoption across the City, Talent Acquisition will:

1. Begin to work with departments beyond those currently supported by SHR to implement the equitable hiring practices SHR is leading. The aim will be to start with departments with lower representation of BIPOC women in particular.
2. Lead a Community of HR Practice (CHRP) that focuses on creating job advertisements which will focus on screening in applicants rather than screening out applicants. We will measure success through how many departments adopt this strategy and examining the demographics recruited after a year of utilizing this process.
3. Track and report out the racial and gender demographics for the following aspects of hiring at the City:

- a. Track the demographics of who is screened in or out by minimum qualifications audits. There are many anecdotes that suggest this process has disparate impacts and understanding exactly what they are will enable strategic changes in the process.
- b. Utilize existing analysis of temporary employee to regular employee conversions completed by the Employment Pathways Interdepartmental Team to measure and act on the limitations faced by our most diverse candidate pool, temporary employees in accessing regular employment.
- c. Analyze Project Hire program demographics to see how many BIPOC employees, particularly women of color, were impacted by layoffs and any disparities in who is getting hired back with the city.
- d. Hiring demographics for the 18 departments supported by SHR as seen below.

Hiring demographics for the 18 departments supported by SHR

Regular and Temporary Hires				
	BIPOC	BIPOC Women	Women	Total (n)
2017	57.5%	35.6%	61.2%	152
2018	62.3%	38.9%	64.6%	199
2019	60.3%	42.0%	70.7%	131
2020	61.7%	43.2%	71.1%	81
Regular Hires Only				
	BIPOC	BIPOC Women	Women	Total (n)
2017	57.1%	27.3%	54.4%	79
2018	56.6%	43.4%	79.5%	76
2019	57.1%	34.9%	64.1%	63
2020	57.7%	38.5%	65.4%	52
King County Population Demographics (most current available)				
	BIPOC	BIPOC Women	Women	Total (n)
2019	40.4%	20.3%	49.9%	2,195,502

Increased Access to Training

Race and Social Justice Problem

Increasing employee access to training is intended to ensure that all employees have access to career learning and growth opportunities. Career mobility is an important measure of workforce equity, particularly employee mobility. BIPOC women are least likely to hold upper levels of pay and supervisory authority at the City¹⁵ and so employee learning opportunities are tied to career mobility.

2020 Updates & Actions Taken

The 2020 COVID-19 pandemic and spotlighting of racialized oppression resulted in reprioritizing resources to support COVID-19 response work as well as adapting all city learning curricula and programs to a virtual learning environment. This strategy continues to also be limited by the following:

1. This strategy also relies on similar resources to the Leadership Development Strategy which provides more targeted career mobility to a smaller number of employees.
2. Currently, limited resources and coordination across departments prevents adequate assessment of training access and disparities at the City.

Despite challenges, the Learning and Development Team worked in 2020 to navigate making virtual learning courses accessible to all City employees, regardless of technology access, through current city technology. The virtual LinkedIn Learning offerings were widely used. Here are the usage stats for 2020:

- 4,123 users logged in (out of 5,000 licenses)
- 60,311 hours viewed
- 15 hours average per viewer
- 78,175 courses viewed
- 52,472 courses completed
- 1,129,422 videos viewed
- 1,086,370 videos completed

Additionally, the New Employee Orientation (NEO) was redeveloped for a virtual learning environment and offered two separate abridged versions including:

¹⁵ 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.”

-
- a. A 2.5 hour virtual instructor-led session for all regular, intern, and temporary employees from July through December 2020 once per month.
 - a. For 2020, there were a total of 11 sessions offered for New Employee Orientation: 5 sessions were in person (pre-COVID), and 6 sessions were offered virtually.
 - b. 309 employees completed New Employee Orientation in 2020
 - b. New Employee Benefits orientation adapted and presented virtually by the SHR Benefits Unit, Retirement office, and Deferred Compensation each month in 2020.

2021 Actions Planned

1. The City Learning & Development team met with the Workforce Equity Planning and Advisory Committee ([WEPAC](#)) in 2020 to identify the challenges of currently measuring city learning across dispersed department learning programs. In 2021, the 5-year refresh of the WFE Strategic Plan will formalize ongoing measurement of training access at the City.
2. New employee benefits and other information will continue to be adapted for the virtual learning environment to provide employees with more relevant city information.

Employment Pathways

Race & Social Justice Problem

The City of Seattle workforce does not reflect the demographics of the communities we serve at higher levels of pay or supervisory authority. The City's Employment Pathways Interdepartmental Team (EP IDT) proposed recommendations to address this problem by promoting equitable access and advancement opportunities for City employees beginning with entry-level employees. Some of this work is now being guided by relevant Communities of Human Resources Practice (CHRP) groups.

2020 Updates & Actions Taken

COVID-19, and the resulting financial impacts, reduced participation in Internship and Career Quest programs. The Workforce Development Team virtually supported department internships and Career Quest mentorship by moving all activities to online formats and creating teleworking resources for our programs and participants.

Work that was accomplished in 2020 included:

- a. **Formation of a Mentorship Community of Human Resources Practice (CHRP):** In Q4 2020, SHR brought together 10+ departments¹⁶ to discuss ways to align and expand mentorship programs. This work was guided by historic recommendations from both the [City Leadership Academy](#) and the Employment Pathways Interdepartmental Team. After 3 meetings, the group had finalized a project charter to guide our aligned efforts in 2021.
- b. **Reimagine Seattle – Preparing the Workforce of the Future:** SHR presented recommendations and resources from multiple workforce development reports, including those from the EP IDT, to provide history and context for the Reimagine Seattle Workforce of the Future subgroup.
- c. **Internship Program:** SHR partnered with the Internship CHRP in creating an exit survey for interns. This survey will be used to identify program strengths and weaknesses and guide future process improvements to enable a more positive educational experience for interns. Trend analysis will be available in upcoming years.
- d. **Career Event Mapping:** Event invitations and participation greatly decreased due to the pandemic. The City attended 17 primarily virtual events in 2020, out of 38 invited event opportunities. All events that took place after March were virtual career fairs. In 2019, City of Seattle departments participated in 99 events and were invited to 159 events.

¹⁶ Mentorship CHRP Departments include: Seattle Public Utilities, Seattle Department of Human Resources, Seattle Center, Seattle Parks and Recreation, Seattle Information Technology Department, Seattle Human Services Department, Seattle City Light, Seattle Department of Construction and Inspections, Seattle Department of Transportation, Seattle Public Library. City Leadership Academy participants who proposed these changes are also part of this group.

2021 Actions Planned

In 2021, SHR will continue to implement recommendations from the EP IDT and the Reimagine Seattle work. Some key actions include:

- **Career Quest and Mentorship:** SHR, in partnership with the newly formed Mentorship CHRP, will align and expand the City's 10+ mentorship programs using a Human Centered Design approach to understand employee needs.
- **Career Development Hub:** SHR piloted the first Career Development Hub for employees. This is a centralized resource for City employees to explore City career opportunities, develop their skills, and/or connect with others within the employee community (affinity groups, mentorship programs, professional associations, etc.). This is an internal facing resource.
- **Targeted Recruitment:** SHR and the Internship CHRP will develop a plan that targets outreach towards 2-year college students and those from underrepresented groups within the internship program. This work will be complimented by an updated and more comprehensive monthly newsletter to 100+ HR professionals across the City.

Success for these activities will be measured by our movement towards our broader workforce equity goals where there is greater representation of BIPOC and women at higher levels within the organization. Measurements beyond representation will include inclusion and retention of BIPOC women at upper levels of the City. Specific program work will be measured by utilizing dashboards and surveys measuring participation and feedback by demographic.

“Sandra [from SHR]... set up a roundtable conversation early this week with rep's from SCL, SPU, SDOT and the folks at the Puget Sound Welcome Back Center (WBC). They will be hosting an "orientation" to City jobs for some of the individuals with foreign credentials and engineering experience with the goal of hiring some as interns in 2021. I know this was something identified in the Employment Pathways IDT, and it's great to see it moving forward!” – Colleague from the Office of Immigrant and Refugee Affairs



Leadership Development Programs

Overview

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.

2020 Updates & Actions Taken

The 2020 COVID-19 pandemic resulted in reprioritizing resources to support COVID-19 response as well as adapting all city learning curricula and programs to the virtual learning environment. Updates from 2020 for Leadership Development Programs include that:

1. City Leadership Academy staffing wrapped up its final cohort in July of 2020. The program ended in 2020, as staffing, and resources to sustain the program were not included in the 2020 budget.
2. Emerging Leaders was halted due to COVID-19 as this program was not adapted to virtual learning.
3. An Emerging Leaders Alumni survey was conducted in 2020 to obtain data surrounding the original program curriculum and how to improve the program in the future.

2021 Actions Planned

1. The Emerging Leaders program will be revamped in a virtual format and will include employee feedback and data received from an Emerging Leaders Alumni Survey from 2020. Aspects of the new virtual program will be developed, piloted, and tested in 2021.
2. The WFE Strategic plan refresh will set specific targets and expectations for departments to truly measure and gauge leadership development Citywide.



Alternative Work Arrangements (AWA)

Race & Social Justice Problem

Alternative work arrangements ¹⁷ (AWAs) was identified in the WFE 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, especially during the COVID-19 pandemic. This strategy will be defined as successful when:

- a. Versions of alternative work arrangements are available to all employees across the City workforce;
- b. Racial disparities in the roles with flexible scheduling cannot be found;
- c. Racial disparities in alternative work arrangements approvals cannot be found and there are paths from roles without AWA opportunities to those that do.

2020 Updates & Actions Taken

In February of 2020, the Alternative Work Agreement- Community of Human Resources Practice (AWA-CHRP) met with the Mayor's Office to review the permanent AWA program and gain approval prior to launching citywide. The City had been in the pilot phase since January 2019 when the program was rolled out in response to the decommission of the Viaduct. The permanent program included updated program guidelines, creation of a management training module and toolkit, and an employee-initiated automated application workflow. This new workflow was designed to provide the City with employee data on the types of AWAs that were being requested, approved, and denied, as well as supplemental data on the reason for the denials.

The program implementation was fast-tracked due to the impacts of COVID-19 and the WA State "Stay Home, Stay Healthy" Order for all City employees, whose job allowed, to immediately begin teleworking. At any given time since the Stay Home Order, about 40-50% of City employees have worked remotely, with more than 75% of employees and supervisors and managers sharing they liked teleworking, thought it was possible to work effectively remotely, and that they hoped to continue teleworking to some degree after the Stay Home Order is lifted¹⁸. The racial disparities of who is able

¹⁷ Alternative work arrangement was originally referred to as flexible scheduling in the Workforce Equity Strategic Plan.

¹⁸ [Employee Survey July, 2020](#).

to telework and who continued in public facing roles have not been analyzed, but will be a part of the next steps for the AWA-CHRP when they reconvene later in 2021.

2021 Actions Planned

In 2021, the AWA-CHRP will continue to update the current guidelines, resources, and trainings in preparation for the end of the “Stay Home, Stay Healthy” Order. Some key actions include:

1. SHR convened a Telework Taskforce that will review City Personnel Rules that set policy for telework and address barriers to equity in those policies.
2. Launching the permanent AWA Automated Workflow to track the application approval and denial rate as well as measure the racial disparities in who can access AWAs.
3. Implementing a Racial Equity Toolkit on the new AWA request/approval process.

The program will be a success when the analysis of employee’s application and denial rate illustrates alignment with our workforce equity goals and there is equal or greater representation of BIPOC employee participation across all job classifications. AWA data will be measured by utilizing dashboard summarizing information received via the automated workflow.

Paid Parental Leave & Paid Family Care Leave

Race & Social Justice Problem

Employees in caregiving roles experience inequitable barriers to participating in the workplace. Creating a more robust paid parental leave benefit and extending paid family leave beyond parental leave were both workforce investment strategies in the 2016 WFE Strategic Plan. Both paid family care leave (PFCL) and paid parental leave (PPL) acknowledge 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, PFCL has been proven to increase employee engagement and morale, reduce employee anxiety and stress, and increase workforce inclusion. A full assessment of these programs in 2020 is included in the accompanying Technical Report.

2020 Updates & Plans for 2021

Due to impacts of COVID-19, many employees took on additional caregiving roles, including for children and elderly relatives. COVID leave at 60% of the employee's salary was available to all regularly employed employees for childcare purposed and PFCL was available to care for sick immediate family members. However, still, many employees faced decisions between emptying their paid time off options and burnout. As noted in the Exit Survey findings, the City did not see a significant rise in exits, nor exits by women, during 2020. However, the ongoing effects of COVID-19 on employees will continue long after the pandemic, and strategies will be assessed in the Strategic Plan refresh planned for 2021.

Changes at the state level that directly impact the City's paid family and paid parental leave programs that took effect in January 2020 include:

1. Employees became eligible 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). Details can be found in the Technical Report.
2. The City modified the rules governing use of PFCL by removing the requirement that the (full) four-week benefit be subject to the existence of leave accumulations, effectively providing four unconditional weeks to employees. At this time, the City also expanded the list of eligible family relationships under PFCL to include grandparents, grandchildren, and siblings of employees.

Employee Exit & Engagement Surveys

Race & Social Justice Problem

The voices of employees of color have not historically been considered in policy and program discussions at the City. Additionally, the data that is available on the barriers to equity that City employees of color experience is not acted on in an accountable way. This creates and perpetuates inequitable workforce programs and policies that do not support those most impacted. Additionally, BIPOC employees and employees who identify as female exit the City at a disproportionately high rate.

Updates & Actions Taken in 2020

Employee Engagement: The 2020 COVID-19 pandemic led to a shift from a planned employee engagement survey rollout. However, the Workforce Equity Planning and Advisory Committee (WEPAC) was able to collaborate with over 25 employees across departments to deliver and analyze a survey to employees in July 2020. The survey asked employees about their wellbeing, ability to safely report to City worksites, and supports needed by employees who participated in the shift to teleworking due to the pandemic. Some key findings from the 48% of employees who took the survey included that:

1. Employees in public-facing roles were 50% more likely to report low well-being,
2. More than 75% of employees and managers and supervisors like teleworking and believed it to be effective, and
3. BIPOC employees shared intensified experiences of racialized trauma.

The [full analysis](#) is available to employees via Tableau (with VPN) and a summary of some of the results can be found in the Technical Report accompanying this report.

Exit Survey: The City's Exit survey continued to operate in 2020 with an increase in responses from 39% of exiting employees who received the exit survey in 2019 to 43% in 2020. The target is to have input from 60% of exiting employees, and in 2020 the City heard from 20%, primarily due to limitations in distributing the exit survey, as it is not automated. After two years of data, women and especially women of color were more likely to cite reasons of conflict or culture for leaving¹⁹. In 2019, 46% of BIPOC women cited conflict or culture, while just 33% of white men did. In 2020, this gap was smaller at 54% versus 48%, respectively. More analysis on the results of the first two years of the exit survey can be found in the accompanying Technical Report.

¹⁹ This finding is not statistically significant and is discussed further in the accompanying Technical Report.

2021 Actions Planned

Key racial disparities and resources will drive what is done with the exit and engagement surveys in 2021:

1. Employees in service and maintenance roles were least likely to take the 2020 employee survey, most likely because they are least likely to regularly access computers in their jobs. In 2021, WEPAC will lead a series of focus groups with employees in these roles to address the consistent historical exclusion of employee voices in these positions. These focus groups will both inform the WFE Strategic Plan 5-year refresh and the ongoing employee engagement strategy at the City.
2. WEPAC will recommend an ongoing employee engagement strategy at the City and the resources required to enable this.
3. In 2020, 43% of men of color who exited the City received the exit survey, while 47% of all exiting employees receive the survey. Additionally, men of color are least likely to respond to the survey due to the types of positions they often hold with limited access to technology. In 2021, targeted outreach to departments on this issue will continue to address this gap. This gap has improved since 2019.
4. WEPAC will develop strategies in the WFE Strategic Plan 5-year refresh to address the fact that BIPOC women exit the City at a disproportionate rate due to conflict or culture.

Fire & Police Hiring Equity

Race & Social Justice Problem

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 for this work 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 belongs and is included.

2020 Updates & Actions Taken

COVID-19 impacts: The strategies for SPD and SFD hiring in this report and Technical Report are specific to enabling equitable entry-level hiring processes for each department. For this reason, this report is not a comprehensive look at the impacts of 2020 in the workforce for each of these departments. The impacts to hiring for each of these departments included that the 2020 COVID-19 pandemic resulted in delays to our Police Sergeant, Fire Captain, Fire Battalion Chief, and Fire Boat Pilot exams. Despite these delays, all exams were administered safely with no known COVID-19 transmissions and with minimal impact to department business. Three (3) Entry and three (3) Lateral Police exams were cancelled due to COVID-19.

Fire Exams Updates

1. **No Adverse Impact:** No evidence of adverse impact on entry level or promotional exams was found²⁰. More specifically, the entry level exam produced a register that was reflective of the racial demographics of the King County and Seattle Communities (see Table 1) and promotional exams produced registers that were reflective of the racial and gender demographics of those who applied.
2. **Minimizing Bias in Oral Boards:** 175 oral board panelists (122 Uniformed SFD personnel and 53 non-uniformed City employees from 22 departments) completed minimizing bias training and were invited to participate in oral board panels.

²⁰ The 4/5th rule is a common test for adverse impact in employment processes. It is recommended by the United States Equal Employment Opportunity Commission (EEOC) as “a practical means of keeping the attention of the enforcement agencies on serious discrepancies in rates of hiring, promotion and other selection decisions.” However, the EEOC states that it is by no means evidence of legal discrimination or bias. See “Adoption of Questions and Answers to Clarify and Provide a Common Interpretation of the Uniform Guidelines on Employee Selection Procedures,” accessed at https://www.eeoc.gov/policy/docs/qanda_clarify_procedures.html. A statistical significance check was conducted to test for robustness of results and, specifically, was a “Z-test” for two proportions, performed at the 95% confidence level. The yearly samples are not independent; on average, 43% of participating employees are the same as the year prior.

Police Exams Updates

1. **No Adverse Impact²¹**: No adverse impact was identified in any exams. More specifically, the entry level exam produced a register that was more racially diverse than the demographics of the King County and Seattle Communities (see Table 2) and promotional exams produced registers that had a similar BIPOC to white ratio compared to those who applied.
2. **Language Preference Points**: Per [Council Ordinance 125315](#), 9 candidates tested and received language preference points (4 Spanish, 1 Mandarin, 1 Vietnamese, 1 Arabic, 1 Tagalog, 1 German)
3. **Communications Process Improvements**: SHR implemented several recommendations from the [SPD Recruitment and Retention Workgroup](#), including updating communication templates and our external exam website.

2021 Actions Planned

In 2021, SHR, SPD, and SFD will continue to implement components of the Hiring Equity Action Plans found in the accompanying Technical Report and assess the need for shifts in strategies. Some key actions related to the exam and oral board process include:

1. **Stakeholder Training**: Provide training on our exam administration process to department partners and commissioners to ensure clarity on how and why we do our work.
2. **Operations Manual**: Create a robust operations manual that clarifies and codifies our processes, including those steps we take to ensure equity, compliance, and transparency in our process.
3. **Community Preference Points**: Per [Council Ordinance 125315](#), SHR will work with the Community Police Commission, the Public Safety Civil Service Commission, and SPD to operationalize this work.
4. **Expanding Dashboards**: Update and expand candidate dashboards and make this information easily accessible to our department partners.
5. **Virtual Testing**: Work with our testing vendors to pilot virtual testing due to COVID-19.

²¹ The 4/5th rule is a common test for adverse impact in employment processes. It is recommended by the United States Equal Employment Opportunity Commission (EEOC) as “a practical means of keeping the attention of the enforcement agencies on serious discrepancies in rates of hiring, promotion and other selection decisions.” However, the EEOC states that it is by no means evidence of legal discrimination or bias. See “Adoption of Questions and Answers to Clarify and Provide a Common Interpretation of the Uniform Guidelines on Employee Selection Procedures,” accessed at https://www.eeoc.gov/policy/docs/qanda_clarify_procedures.html. A statistical significance check was conducted to test for robustness of results and, specifically, was a “Z-test” for two proportions, performed at the 95% confidence level. The yearly samples are not independent; on average, 43% of participating employees are the same as the year prior.

“My experience as a participant on the Firefighter Interview Board... was amazingly awesome! I felt welcomed and that my opinion about the candidates was valued and encouraged. It was truly a team effort in scoring the candidate responses. I had the opportunity to provide input as a “non-fighter” in interpreting a few of the candidates responses and my input was always well received. I attended three days with three different panels and they were all wonderful....Overall it was a wonderful experience.” - Civilian Employee Panelist, Firefighter Oral Boards

Figure 9: Entry-Level Firefighter Hiring (2019/2020 Cycle)

	Submitted Application	Scheduled Video & WAQ Exams	Completed Video & WAQ Exams	Passed Video & WAQ Exams	Completed Oral Board	Passed Oral Board/Placed On Register	Top 25% (Pre Vet Pref)	Hired by SFD	King County Demographics (2018)	Seattle Demographics (2018)
Race	%	%	%	%	%	%	%	%	%	%
Indigenous/Native American/American Indian or Alaska Native	1.5%	1.3%	1.5%	1.6%	1.6%	1.7%	1.7%	0.0%	0.5%	0.5%
Asian or Pacific Islander	8.6%	7.5%	7.6%	7.5%	7.7%	7.3%	8.4%	21.1%	17.0%	14.9%
Black	9.6%	9.0%	8.0%	6.8%	7.2%	7.0%	7.4%	7.9%	6.1%	6.8%
Hispanic	15.9%	13.1%	13.6%	13.1%	12.5%	12.6%	11.1%	7.9%	9.6%	6.6%
White	60.4%	62.9%	65.2%	66.5%	66.6%	66.7%	66.0%	55.3%	60.4%	64.5%
Native Hawaiian and Other Pacific Islander*									0.8%	0.3%
Two or More Races*									5.3%	6.0%
Undisclosed/Prefer Not to Respond	4.0%	6.2%	4.0%	4.4%	4.3%	4.7%	5.4%	7.9%		
Total	N = 3696	N = 2488	N = 2013	N = 1545	N = 1295	N = 1185	N = 297	N = 38		
Gender	%	%	%	%	%	%	%	%	%	%
Female	12.4%	13.2%	13.7%	13.4%	13.3%	14.0%	10.1%	7.9%	49.9%	49.6%
Male	86.3%	84.7%	84.9%	84.9%	85.1%	84.2%	88.9%	92.1%	50.1%	50.4%
Undisclosed/Prefer Not to Respond	1.3%	2.1%	1.4%	1.7%	1.6%	1.8%	1.0%	0.0%		
Total	N = 3696	N = 2488	N = 2013	N = 1545	N = 1295	N = 1185	N = 297	N = 38		

Note:
 This is not identical to the certification as it does not include ties or certifications for additional vacancies.
 The categories of "Native Hawaiian and Other Pacific Islander" and "Two or More Races" are reflected in Census data, but not in NEOGOV applicant data.
 King County and Seattle Demographic data taken from City of Seattle CBO (2018).

Figure 10: Entry-Level Police Officer Hiring (2020 Cycle)

	Submitted Application	Scheduled Written/Video Exam	Completed Written/Video Exam	Passed Written/Video Exam	Hired by SPD	King County Demographics (2018)	Seattle Demographics (2018)
Race	%	%	%	%	%	%	%
Indigenous/Native American/American Indian or Alaska Native	1.8%	1.9%	0.0%	0.0%	2.0%	0.5%	0.5%
Asian or Pacific Islander	10.9%	10.9%	10.5%	10.7%	5.9%	17.0%	14.9%
Black	19.3%	19.1%	15.7%	14.3%	3.9%	6.1%	6.8%
Hispanic	16.3%	15.9%	17.6%	15.5%	17.6%	9.6%	6.6%
White	48.8%	49.3%	53.3%	56.5%	58.8%	60.4%	64.5%
Native Hawaiian and Other Pacific Islander*						0.8%	0.3%
Two or More Races*					7.8%	5.3%	6.0%
Undisclosed/Prefer Not to Respond	2.9%	3.0%	2.9%	3.0%	3.9%		
Total	N = 734	N = 698	N = 210	N = 168	N = 51		
Gender	%	%	%	%	%	%	%
Female	15.9%	15.6%	11.4%	11.3%	13.7%	49.9%	49.6%
Male	83.5%	83.8%	88.6%	88.7%	86.3%	50.1%	50.4%
Undisclosed/Prefer Not to Respond	0.5%	0.6%	0.0%	0.0%	0.0%		
Total	N = 734	N = 698	N = 210	N = 168	N = 51		

Notes:

The categories of "Native Hawaiian and Other Pacific Islander" and "Two or More Races" are reflected in Census data, but not in NEOGOV applicant data.

King County and Seattle Demographic data taken from City of Seattle CBO (2018).

Workforce Equity Planning & Advisory Committee (WEPAC)

Race & Social Justice Problem

The City does not have a workforce that reflects the people who live, work, and play in Seattle at all levels of employment. The City's workforce reflects broader patterns of structural racism because our employment practices uphold structural racism. We must assess all its processes involved in the employee experience from employee recruitment to exit and develop strategies to dismantle white supremacy culture in the workplace and enable an equitable workplace where the workforce reflects the people it serves.

2020 Updates & Actions Taken

The 2020 COVID-19 pandemic resulted in WEPAC quickly shifting its planned work to respond to the workplace disparities that worsened or threatened to worsen due to the pandemic. All work planned for 2020 will be completed in 2021.

The work that was accomplished in 2020 includes:

- a. Racial Equity Analysis of [Layoffs during the Great Recession](#)
- b. [Anti-racist Decision-Making Tool](#) for Leaders during the early stages of COVID-19
- c. Summer 2020 Employee Survey analysis results and [department action plans](#).
- d. Final drafts of the [Leadership Expectations and Accountability Plan](#) tools

2021 Actions Planned

In 2021, WEPAC will be focused on two key initiatives, that were originally planned for 2020, to further advance an anti-racist workplace and culture at the City in 2021. WEPAC will:

1. Develop a five-year WFE Strategic Plan refresh. Many of the baseline practices and data collection mechanisms identified in the first Strategic Plan were implemented and different strategies have been tried. It is time for a revised plan based on new engagement with employees. An updated plan will be completed by the end of 2021 and will include:
 - a. Active employee participation in development,
 - b. Accountability to stakeholders, and
 - c. Transparent communication to our workforce.
2. Engage directly with the City Budget Office and the Mayor's Office to collaborate on increasing racial equity tactics in the City's budgeting and administration processes.

Anti-Harassment & Anti-Discrimination (AH/AD) Initiative

Race & Social Justice Problem

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. This was in response to employee reports of harassment and discrimination and inequitable and opaque experiences navigating the system to gain support, relief, healing, and reconciliation after these incidences. 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 recommendations Mayor Durkan issued Executive Order 2018-04: Anti-Harassment and Anti-Discrimination, outlining six sections to be implemented in order to begin to address this problem.

2020 Updates & Planned Actions in 2021

The 2020 COVID-19 pandemic resulted in reprioritizing resources to support COVID-19 response, as well as adapting all city learning curricula and programs to the virtual learning environment.

1. **Citywide Workplace Values & Expectations**
 - a. Developed and shared Citywide from the Mayor's Office in January 2019.
2. **Improving the City's Response to Misconduct Allegations**
 - a. The HR Investigations Unit (HRIU) was created in 2018 to provide consistent, trauma-informed, fair, thorough, and impartial investigations into allegations of harassment, discrimination, retaliation, and serious misconduct at the City. In 2020, HRIU's priorities were not shifted by the pandemic other than taking on additional reporting related to the pandemic. This will continue in 2021. HRIU's key work in 2020 included:
 - i. Investigations: HRIU received 221 requests for assistance in 2020, leading to 97 investigations, and 31 (33%) were ruled in favor of the reporter or claimant. That may sound low, but the Equal Employment Opportunity Commission rate of finding in favor of the claimant over the last decade has been 2%. For the cases that did not lead to an investigation, HRIU relied on a no closed-door policy, referring these complaints to additional resources

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- at the City including the Alternative Dispute Resolution Team or the Office of the Employee Ombud.
- ii. Standardizing Investigations Best Practices: In 2020 HRIU also provided 50 sessions for Human Resources partners, managers, and supervisors, and affinity groups on trauma-informed Mandatory Reporting rules and investigations, including an investigations checklist.
3. **Policy & Personnel Rules**
 - a. Developed draft changes to Personnel Rules, which are being reviewed and finalized with stakeholders in 2021.
 4. **Office of the Employee Ombud**
 - a. Please see the following section on page 40 for this update.
 5. **Training/ Learning Content**
 - a. Seattle Human Resources (SHR): In 2020, the SHR Learning and Development (L&D) team reprioritized work to adapt content to a virtual learning environment. The additional work that was completed on AH/AD included:
 - i. The Employee focus group report was finalized and shared with stakeholder groups in 2020. Report findings will inform related curriculum and content development.
 - ii. The online AHAD trainings are in the process of obtaining stakeholder feedback and will be piloted in 2021. AH/AD trainings will be finalized once pending city content is approved and incorporated. Additional L&D led trainings will incorporate AH/AD content as ready in 2021.
 - iii. L&D was given approval to hire the AH/AD Equity Learning Partner role and hired in 2021.
 - b. Seattle Office for Civil Rights (SOCR):
 - i. A train-the-trainer coordinator and facilitator position in the Office for Civil Rights was a direct result of the AH/AD work. The thought was and is to scale up race and social justice training capacity across the City to enable more employees, supervisors, and managers to be grounded in race and social justice principles, practices, and ways of being. This position was put on hold in 2020 due to the pandemic. This position is reinstated in 2021 and will be hired in Spring 2021.
 - ii. SOCR began integrating the biannual employee Race and Social Justice Survey data into training curriculum and learning opportunities across the City and will continue this in 2021.
 - iii. Additionally, SOCR coordinated with OEO and the HRIU to collaborate on how to continue accountability back to the employees and stories that brought about the AHAD Initiative in the first place.
 6. **Ensuring Accountability**

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- a. SHR Workplan
 - i. SHR continues providing regular updates with the Mayor’s Office via the SHR Director.
 - b. Web Portal
 - i. This web portal is not yet resourced.
7. **E3 Performance Management**
- a. The E3 performance management program is vacant due COVID-19 hiring freezes across the City. The E3 program is on hold with 20 departments utilizing the program but unable to expand to new departments due to the vacant position.
8. **Anti-Harassment & Anti-Discrimination Interdepartmental Team**
- a. The IDT met in the third quarter of 2020 to realign on ensuring accountability to employees during the implementation of the AH/AD Executive Order. The SHR and SOCR invited representatives from the IDT to meet quarterly in 2021 to ensure adherence to the executive order and to bridge to new work to continue to address race and gender-based harm.

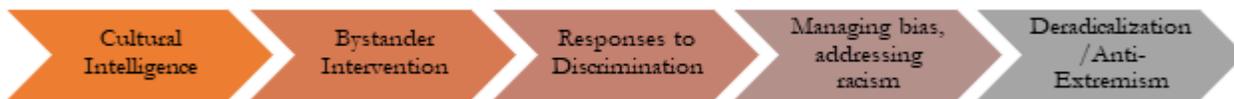
Office of the Employee Ombud (OEO)

Race & Social Justice Agenda

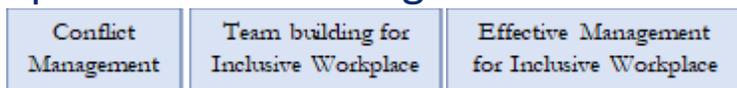
The Office of the Employee Ombud has pledged to lead the City’s vision for achieving an anti-racist, anti-bias and anti-hate workplace—one that doesn’t shy away from difficult conversations and yes, intense conflict about identity, race and inclusion, but actually meets that challenge head-on. Mayor Jenny Durkan signed an Executive Order in February 2020, calling for a City-wide effort to address and prevent Hate Crimes and Crimes of Bias. OEO is leading the charge on this effort because of a few essential elements of our service to Seattle:

- We believe that no efforts to address or mitigate conflict at the City are realistic without acknowledging that race, power, and identity play a monumental role in generating strife.
- We believe that inter-personal conflict provides evidentiary wisdom about the systemic shortcomings in our best laid plans for inclusion and justice. The Ombud Office’s commitment to Restorative Justice practices enable us to focus away from punitive corrections for a few to systemic corrections for all.
- We all hold biases. Many learn how to counter them. Even though having biased opinions does not always lead to criminal acts, we must realize that a system permissive of bias and exclusion is ripe for crimes of hate to occur.

This year and moving forward, OEO will invest all resources available to equip City departments, the individuals that work here, the folks that call this City home, and the leaders that run this great City with skills to recognize and address signs of hate, exclusion, bias and disrespect. From trainings to policy measures, we are learning from the 415+ cases brought to us to date and informing the City on how best to change to improve upon the good things we all know exist right among us. Recognizing that recommendations from OEO’s 2020 Report faced a delayed response due to Covid-19, we have linked our conflict management work with the expected outcomes of the Hate Crimes Executive Order. We have created the Spectrum of Learning for our office to help highlight the learning we want to help City staff do over the coming year.



Spectrum of Learning from Bias Prevention to Anti-Extremism



2020 Updates & Actions Taken

Our recommendations with regard to discrimination, uncertainty about policy, inconsistency in disciplinary processes, and retaliation are to create a consistent City response to such practices. This would reinforce the City's commitment to prevention. Being consistent in how we name and respond to acts of discrimination or retaliation would both serve as a deterrent to potential actors, who would know the likely consequences of their actions. It would also render some transparency to the victims of harm, who would be able to accurately predict what the response might be to their reports.

Some of our recommendations were distinctly impacted by the COVID-19 pandemic. For example, in terms of ongoing uncertainty about policy, the OEO has consistently encountered policies that are outdated, lack consistent application or implementation, or where communication about the policy is ineffective. During the 2020-21 year, many of the policy concerns raised with our office were specific to the COVID-19 pandemic, such as the telework/AWA policies, or the CARES Act and other new COVID-19 specific policy updates.

We also needed to pivot some of our work as an office to respond to the ongoing pandemic of systemic racism and to social justice demonstrations. OEO facilitated Citywide Forums held in partnership with SOCR and SDHR Workforce Equity, which provided staff a safe place to process what led to the murder of George Floyd and discuss their feelings about recent events. These Forums included two parts; an educational portion wherein employees learned about the history of institutional and systemic racism, and caucusing groups.

OEO identified ten broad systemic trends in our 2019-2020 Annual Report. We made a series of recommendations based on those trends, and tracked the progress made towards those recommendations in our 2020-2021 Report. We made the following recommendations and logged updates on our work accomplished in 2020-2021:

Systemic Trend: Discrimination

Recommendation: Expand trainings available to City employees on Bystander Intervention and Cultural Intelligence.

Action Updates/Progress:

- Debuted Bystander Intervention and Responses to Discrimination trainings on Cornerstone.
- Developing Cultural Intelligence Training to debut Spring of 2021.
- Created a line-up of Capacity Building efforts on hate motivated conduct.

Recommendation: Centralize data, particularly around disciplinary action and investigation outcomes.

Action Updates/Progress:

- Continued OEO partnership with HRIU and City departments to sustain this ongoing work.

Recommendation: Centralize the development of trainings at the City to ensure more consistent design and delivery.

Action Updates/Progress:

- Continued discussion and review with Workforce Equity, SDHR, and SOCR to ensure trainings are consistent and coordinated among departments.
- In the 2021-2022 year, OEO will partner with SDHR to gather all Capacity Building units in the City together for a one-day retreat to review existing definitions for terms and concepts among the units.

Systemic Trend: Uncertainty about policy

Recommendation: Partnership with OEO to increase communication and clarity of policies and practices.

Action Updates/Progress:

- Established departmental Point of Contact (POC) meetings to ensure regular communication about department specific policy challenges. This has allowed our office to highlight unintended policy impacts in individual cases and more broadly.

Recommendation: Revamp outdated policies.

Action Updates/Progress:

- Identified outdated policies throughout the 2020-2021 year and continued to bring them to the attention of leadership. The COVID-19 crisis has highlighted many policies in need of change or update, and we have continued to review those with departments or SDHR as we have encountered the concerns.

2020-21 Additional Recommendation: Provide minimum standards to managers to help them prevent conflicts from escalating to disciplinary action or other policy violations.

Action Updates/Progress:

- In the 2021-2022 year, OEO will partner with SDHR's Workforce Equity Team in establishing mandatory trainings and supervisory standards for conflict mitigation and de-escalation.

2020-21 Additional Recommendation: Broaden stakeholder engagement during policy drafting process followed by OEO holding Listening Sessions before new policies with wide-ranging impacts on employees are implemented.

Action Updates/Progress:

- In the 2021-2022 year, OEO will develop a better understanding of already existing policy rollout conversations among Unions and their members and offer OEO support in expanding those conversations.

Systemic Trend: Inconsistency in disciplinary processes

Recommendation: Create a guideline for disciplinary sanctions to be used city-wide by managers, supervisors, and HR to encourage the consistency of sanctions.

Action Updates/Progress:

- Began discussions on feasibility with HR leaders – more discussion is needed with HR, Labor Relations, and the Labor Unions that represent City staff to finalize a City-wide document.

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- Reviewed individual cases with disciplinary action to ensure consistency at the department-wide level wherever possible.

Recommendation: Establish a Senior Leadership training program and instill an Inclusive Excellence Model in City of Seattle leadership. This could help improve many people-management challenges faced across the City.

Action Updates/Progress:

- Designed an Effective Management Training which has been piloted in 2020 and will be provided more broadly in 2021.
- Developed tools for needs assessment including an Inclusivity Audit and individual self-assessment to determine what is needed before providing uniquely tailored resources for leadership and staff.

Systemic Trend: Mistrust of hiring processes

Recommendation: Wherever possible, provide a public forum with all team members for every finalist candidate for a managerial role to solicit the team's feedback on the eligibility of each finalist.

Action Updates/Progress:

- Highlighted during ongoing POC meetings with departments. Feedback also provided to the Mayor's team on Executive level recruitment efforts.

Recommendation: Develop a Search Advocate Program where individuals are trained specifically to participate on hiring panels to increase the diversity, validity, and equity of search processes.

Action Updates/Progress:

- Prepared Pilot model and hope to have a pilot model up and running in the 2021-22 year.

2020-21 Recommendation: Offer coaching upon request to internal applicants who were not selected for a position.

Action Updates/Progress:

- OEO has asked for this in several individual cases and will continue to ask that it be more broadly offered in the coming year.
- OEO to partner with HR Leadership Team to explore developing a more robust and transparent score sheet or more detailed feedback to provide to top internal applicants.

2020-21 Recommendation: Transition management support – we recommend that the City make an intentional effort to invite conversations about leadership transition, but also about preexisting needs, upcoming needs, etc. and to find ways to acknowledge that change is traumatic. This should occur prior to putting a new unit or leader in place.

Action Updates/Progress:

- OEO has provided this support to a number of departments where leadership was transitioning and will continue to offer this support during the 2021-22 year.

Systemic Trend: Retaliation

Recommendation: Expand the definition of retaliation within City policy.

Action Updates/Progress:

- Updates to the Misconduct policy are ongoing and will hopefully finalize in the 2021 year.

Recommendation: Develop protocols for reintegration of employees who have reported issues or who have been on leave because of conflict.

Action Updates/Progress:

- We are in the final stages of developing a protocol for reintegration and will be offering that to departments as soon as it is finalized.

Recommendation: Partner with the OEO to create reintegration plans focused on restorative justice to promote continued healthy work environments for all employees.

Action Updates/Progress:

- Our reintegration protocol as currently developed has embedded elements of restorative justice practices and will allow us to create opportunities for partnership around reintegration plans with many departments.

2020-21 Recommendation: Whenever there is a serious misconduct allegation, the department should take immediate action wherever possible to separate the employees involved.

Systemic Trend: Disparate promotion processes

Recommendation: Explore wherever possible the option of creating technical tracks within positions that do not require an individual to take on managerial duties if they do not wish to or are not well suited to do so.

Action Updates/Progress:

- This has been a focus of OEO wherever it is possible to do so, and we have been exploring this within our POC meetings and in response to individual cases.
- This will be a priority for HRLT collaboration.

2020-21 Recommendation: Continue expansion of the E3 evaluation process into all departments and include a 360 evaluation for all people managers.

2020-21 Recommendation: Establish periodic career progression reviews initiated by managers with all their staff who have been in the same position a minimum of five years.

Systemic Trend: Conflicts of interest

Recommendation: Facilitate open discussions of perceived conflicts of interest in a unit to address concerns of staff in as open and transparent manner as possible.

Action Updates/Progress:

- Recommended in various individual cases where the perceived conflicts of interests have caused challenges in a unit.

Recommendation: As noted above in 'Mistrust of Hiring Processes', involve staff in hiring processes for their managers so they have an opportunity to provide feedback before a new manager is hired.

Action Updates/Progress:

- Recommended as part of individual casework where relevant and discussed in POC meetings with department partners.

2020-21 Recommendation: Whenever a conflict of interest issue is raised, either invite OEO to facilitate a team dialogue or refer the issue to the Ethics Commission to address.

Systemic Trend: ADA process consistency

Recommendation: Centralize ADA case management so all requests for accommodations are processed in a uniform manner in consultation with department HR and within a prescribed timeframe.

Action Updates/Progress:

- Recommendation reviewed with SDHR in the previous year, and an education effort is ongoing with departmental ADA case managers to process ADA accommodations in a uniform manner.

Recommendation: Explore hiring a special investigator who has unique expertise in deciding allegations of disability related discrimination.

Action Updates/Progress:

- HRIU staff hired over the past year have relevant expertise in Federal and State disability law as well as City personnel rules and policies.

2020-21 Recommendation: City Policy Department and SDHR send out handout or graphic to every City department with information about ADA accommodations and rules as they are related to Federal ADA and City guidelines.

Systemic Trend: Out of Class (OOC) assignments

Recommendation: Review and close OOC policy loopholes that create unintended consequences by allowing a bypass of the standard hiring process.

Action Updates/Progress:

- Reviewed OOC policy based on anecdotal reports with SDHR and in departmental POC meetings. No consistent policy loopholes have been found regarding the bypass of hiring processes. Instead, the conflict appears to arise when an individual is consistently not selected for OOC opportunities, which we have addressed in more detail in 'Disparate Promotion Processes' recommendations.

Recommendation: Acknowledge where the standard hiring process is bypassed appropriately and provide an explanation to staff.

Action Updates/Progress:

- As stated above, reviewed OOC policy based on anecdotal reports with SDHR and in departmental POC meetings. No consistent policy loopholes have been found regarding the bypass of hiring processes.

2020-21 Recommendation: Wherever possible, departments should consider OOC rotation among all interested and qualified candidates to provide opportunities for all staff to develop.

Systemic Trends: No reintegration plans

Recommendation: SDHR and City leadership partner with OEO to review reintegration of employees returning from admin leave and develop a transition plan focused on restorative justice.

Action Updates/Progress:

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- We are in the final stages of developing a protocol for reintegration and will be offering that to departments as soon as it is finalized.

Recommendation: Consistent use of a restorative circle for teams that have been involved in an investigation or where there has been major discipline.

Action Updates/Progress:

- Our reintegration protocol as currently developed has embedded elements of restorative justice practices and will allow us to create opportunities for partnership around reintegration plans with many departments.

2021 Actions Planned

We will continue our work on the recommendations above. We also identified seven priorities to guide our work for the 2021-2022 year:

1. Provide expedient Conflict Management services to City employees.
2. Lead the Hate Crime EO Workgroup.
 - a. Increase departmental awareness and capacity for preventing Hate motivated conduct.
 - b. Work with SOCR to implement community engagement goals outlined in the EO.
3. Present citywide trends in a transparent manner.
4. Offer Effective Management trainings to City departments.
5. Hold listening sessions and provide employees safe spaces to communicate their needs.
6. Deliver online trainings on Bystander Intervention, Responding to Discrimination, Conflict Management, and Cultural Intelligence.
7. Create a 5-day inclusive excellence leadership retreat for City leaders in collaboration with SDHR.

Conclusion

This is the fourth and final update report celebrating 5 years of the City's first WFE Strategic Plan. This inaugural document has laid the foundation to improve equity in our workplace and many lessons have been learned to help improve future efforts. In 2021, WEPAC will dedicate time to developing an inclusive and accountable five-year strategic plan refresh. Thank you so much for the years of work by employees at the City, often women of color, to make the City's WFE Strategic Planning possible. We owe it to their organizing work that this annual update report and broader workforce equity strategies exist. Thank you.

If you are interested in sharing your voice, providing insight, or learning more, please contact Bailey.Hinckley@Seattle.gov.