



INCREASING CITY OF SEATTLE WORKFORCE EQUITY

Offices of the Mayor & City Council // July 2016

ACTION PLAN

INTRODUCTION

Mayor Murray and the City Council are committed to promoting equity within the City's workforce, and to providing opportunities for professional growth amongst all City employees. To this end, the Mayor, and the City Council through a Greensheet and Budget Proviso, directed the Seattle Department of Human Resources (SDHR) to develop a Workforce Equity Strategic Plan. This Strategic Plan was developed in consultation with outside expertise, and relied on information gathered from a review of best practices, listening sessions held by Seattle Office for Civil Rights (SOCR) with targeted groups of City employees, interviews of City leaders and a survey of City employees. The Plan identified a

number of different measures that could be used to enhance and promote workforce equity within the City of Seattle. These measures include investments in: "platform strategies," which are designed to foster organizational change to address structural and institutional barriers to full inclusion and participation by all employees; and "workforce investment strategies," which provide direct benefits and career development opportunities to individual employees.

From among the identified measures, the Mayor and City Councilmembers have agreed to a set of near-term actions that can be implemented quickly and within available financial resources.

PLATFORM STRATEGIES

Taking into account the information and recommendations presented to them, the Mayor and City Councilmembers recommend the following first steps as essential to reducing institutional and structural barriers to equity in the City of Seattle workforce.

- 1. Implement citywide training on unbiased employment practices.** Require all managers and supervisors who make employment decisions to participate in implicit bias training in order to proactively address institutional barriers and increase equity in employee hiring and promotion processes.
- 2. Continue adoption of citywide performance management systems and standards through E3 (Equity, Engagement, Expectations).** Implement objective, standardized performance evaluation tools to reduce unfair/potentially biased employee evaluation practices. This will deliver an on-going partnership of consistently

administered performance management between employees and supervisors to ensure an equitable experience where employees are valued, motivated and recognized for their performance-driven contributions.

- 3. Consolidate Human Resources.** Standardize and align citywide human resources service delivery to enhance consistency, equity and accountability in recruiting, benefits, training, promotion and other employment programs and practices.
- 4. Promote sustained and accountable commitment by leadership.** Develop a practice of consistent communications, actions and accountability to employees on workforce equity and inclusive workplace standards.
- 5. Improve tracking of workforce demographic metrics.** Facilitate data collection and analytics that supports City accountability on inclusive practices.

WORKFORCE INVESTMENT STRATEGIES

The Strategic Plan provides an array of potential workforce investment strategies to accompany the platform strategies in moving the City toward a more inclusive and equitable work environment. Through surveys and benchmarking data, it became clear that extending paid family leave beyond parental

leave would create a more inclusive policy and acknowledge that family-care obligations often fall to women and particularly, women of color. This more expansive paid leave approach has been seen to increase employee engagement, as well as reduce employee anxiety and stress, all of which enable our

employees to better focus on providing high quality services to the residents and communities of Seattle.

As a result, this proposal identifies extending both paid parental leave as well as paid family care leave policies as high priorities for workforce investment. In making the specific proposal below, the Mayor and City Councilmembers understand that any

actions related to extending paid leave are subject to negotiations with our labor partners, who, themselves, may have differing views of investment priorities. The Mayor and City Councilmembers look forward to these negotiations beginning soon on this and any other topic related to implementation of workforce equity strategies that are subject to negotiation.

EXTEND PAID PARENTAL LEAVE

The City will extend Paid Parental Leave to 8 weeks.

Last year, the City introduced a 4-week Paid Parental Leave benefit. This proposal would extend that leave to 8 weeks. In conjunction with the City's other existing paid leave benefits, this additional benefit will ensure that virtually all City employees who become new parents will have at least 12 weeks of paid leave, while many will have considerably more. In particular, new parents will average 16 weeks of paid leave, and on average 96% of new parents will have at least 12 paid weeks. (Differences in tenure with the City and available leave balances lead to the variation in available leave time.)

As a leader in progressive employment practices, the City recognizes that time to bond with a newborn is critical for all parents – both fathers and mothers, which is why providing additional leave is the right thing to do to ensure the overwhelming majority of eligible employees will have a minimum of 12 weeks of paid parental leave. In addition, the employee survey conducted in support of the Workforce Equity Strategic Plan confirmed that employees saw value in extending this benefit as part of a more comprehensive paid family leave benefit, the second phase of which is described below.

NEW PAID FAMILY CARE LEAVE

The City will offer a 4-week Paid Family Care Leave to supplement in addition to the City's existing sick leave and family care benefit.

Care of newborn, adopted or fostered children is not the only life event that can require a significant leave from work. As the City's workforce ages, care for

elderly parents has become an increasing concern for employees. The City's existing leave policies allow employees to use both sick time and vacation

hours to care for family members, with many of our employees having sufficient accrued paid leave time to address life events and emergencies. However, the research and analysis conducted in developing the

as a safety net to ensure that the majority of our employees have sufficient time to deal with family health emergencies that come up from time to time. In specific terms, our analysis showed that



OFFICE OF COUNCILMEMBER LORENA GONZÁLEZ

Workforce Equity Strategic Plan revealed that the City’s existing leave benefit is not sufficient to address the family care responsibilities of many of our employees, and that more support was warranted.

In contrast to Paid Parental Leave, which is designed to ensure employees have a specific amount of time to bond with new children and acclimate to being parents, Paid Family Care Leave is designed

our current paid leave policies are sufficient to meet significant personal and family healthcare leave requirements of an estimated 74% of those employees needing to take leave in a given year (which is approximately 8% of our total employee population). With this additional benefit the City will meet the need of an estimated 93% of those employees needing leave in a given year (and 99% of the total employee population).

ADDITIONAL STRATEGIES

Over the past few years, the City has undertaken a number of targeted efforts to address issues of

potential and real inequity in the workplace, some of which are enumerated in the Strategic Plan. One

central goal of the Plan was to bring all of these efforts under a single umbrella, which will more comprehensively direct our actions and resources to those strategies and activities that will have the most

impact. It is the Mayor’s recommendation that those outstanding efforts be subsumed into the Workforce Equity Strategic Plan, in particular related to two outstanding items:

1. Wage Transparency

After taking the necessary precautions for confidentiality related to domestic violence, the City will publish all Executive and Legislative staff salaries by position and by department for full transparency on City salary practices.

2. Align Workforce Equity Efforts

Executive Order 2015-02 and subsequent Resolution 31588, established a Pay Equity Interdepartmental Team that addressed many of the issues identified in that prior study. Moving forward, the work of that IDT will be folded into the broader workforce equity approaches and strategies adopted from this Plan to reduce redundancy and ensure departmental alignment.

PROPOSED 2017-18 BUDGET

The estimated annual cost of the measures to be implemented as part of the Workforce Equity Action Plan is approximately \$2.9 million.

The proposals summarized below will be bargained with the City’s Labor Unions, as appropriate, and will be submitted in the Mayor’s Proposed Budget.

PAID PARENTAL LEAVE

LEAVE DURATION	SUMMARY	2017 PROPOSED BUDGET CHANGE	2018 PROPOSED BUDGET CHANGE	METRICS / OUTCOMES TO TRACK
8 Weeks	Extend existing 4-week Paid Parental Leave benefit to 8 weeks total. The leave available under this extension could be used at one time or intermittently during the 12 months following the birth, adoption or fostering of a child, and no more than 8 weeks of the PPL benefit could be taken in any 12 month period (no limit would be placed on the use of other leave types in conjunction with the benefit). Employees taking PPL may be temporarily replaced (“backfilled”) by a temporary hire or internal displacement (“out of class”) during their absence. All cost estimates pertain to backfilling of leave taking employees.	\$1.7 million	\$1.7 million	<ul style="list-style-type: none"> Number and demographics (gender, tenure with the city, hours of benefit used, job title, and employing City department) of those taking the leave. Approximate backfill cost to the City, by department.

PAID FAMILY CARE LEAVE

LEAVE DURATION	SUMMARY	2017 PROPOSED BUDGET CHANGE	2018 PROPOSED BUDGET CHANGE	METRICS / OUTCOMES TO TRACK
4 Weeks	A Paid Family Care Leave (PFCL) Supplement will provide fully compensated leave to employees for up to four weeks for care of family members with a serious health condition. The City's paid sick leave policy currently allows for unlimited roll-over each year and for leave to be taken for care of ill family members (spouse, domestic partner, parent, child, sibling, or grandparent, or the parent, child, sibling, or grandparent of a spouse or domestic partner). Employees must use all sick leave except for three weeks (15 days) and all vacation except for one week (5 days) prior to accessing additional Paid Family Care Leave benefit. The additional leave available under this supplement could be taken at one time or intermittently during the 12 months after the leave is granted, and no more than four weeks of the supplemental family care leave in any 12 month period. All cost estimates pertain to backfilling of leave taking employees.	\$600,000 Total; (Costs are initial estimates and will be refined based on experience gained in administering this new benefit.)	\$600,000 Total; (Costs are initial estimates and will be refined based on experience gained in administering this new benefit.)	<ul style="list-style-type: none"> Number and demographics (gender, age, tenure with the city, hours of benefit used, job title, and employing City department) of those taking the leave. Approximate backfill cost to the City, by department

PLATFORM STRATEGIES

PLATFORM STRATEGY	SUMMARY	2017 PROPOSED BUDGET CHANGE	2018 PROPOSED BUDGET CHANGE	FTE	METRICS / OUTCOMES TO TRACK IN 2017
Training to Promote Unbiased Employment Decisions	Add a two-year sunset position in SDHR to work with SOCR to develop and embed the implicit bias training content into existing training programs, design new training and delivery methods, plan and coordinate the training to reach the intended participants, and execute the training to proactively address bias and increase equity in employee hiring and promotion processes.	\$130,000	\$130,000	1.0 - SA 1	<ul style="list-style-type: none"> Implicit bias training curriculum developed and integrated into new supervisor training by Q2 90% of City HR staff, along with 85% of managers, supervisors and employees involved in employee recruiting, hiring, promotion and discipline processes and decision to receive specified training during 2017-18.
Adopted, Citywide Performance Management	Add a two-year sunset position in SDHR to establish a performance management system that enables clarity, transparency and accountability across the City on employee expectations, performance to those expectations, career development opportunities, coaching and discipline, as well as a performance review process where employees have the opportunity to provide feedback on their supervisor.	\$130,000	\$130,000	1.0 - SA 1	<ul style="list-style-type: none"> 2016 pilot group ongoing 2017 pilot group implemented 2018 phased in departments identified by year end.

PLATFORM STRATEGIES CONTINUED

PLATFORM STRATEGY	SUMMARY	2017 PROPOSED BUDGET CHANGE	2018 PROPOSED BUDGET CHANGE	FTE	METRICS / OUTCOMES TO TRACK IN 2017
Consolidated Human Resources	Support two temporary SDHR positions, a Project Manager and Logistics Coordinator, for 18 months to manage consolidation of human resources across City departments. The two positions will support the transition from a decentralized Citywide approach to human resources to a centralized accountability model to enhance consistency and equity in recruiting, benefits, training, promotion and other employment programs and services.	\$255,000	\$125,000	No new FTE, use Term-Limited or Temporary positions for defined body of work	<ul style="list-style-type: none"> • HR matrixed reporting structure in place by Q2 2017 • 100% of department workforce equity practices inventoried in 2017. • 100% of scoping decisions made by end of 2017. • Service Agreements developed by end of 2017.
Workforce Equity Project Manager	Add a regular position to SDHR to drive and coordinate the implementation of the Workforce Equity Strategic Plan, develop platform strategies on leadership accountability and metrics, align the work with input from the completion of the Racial Equity Toolkit and an advisory body similar to WEPAC, integrate the Workforce Equity Strategic Plan and priorities into the HR Consolidation Plan, coordinate ongoing work and inputs (as with WEPAC), and deliver the year end workforce equity accountability report.	\$130,000	\$130,000	1.0 - SA 1	<ul style="list-style-type: none"> • Establish workforce equity tracking metrics for attraction, selection, participation and retention. • Deliver accountability report by end of 2017, and annually thereafter • Support new advisory body • Obtain exit surveys for 65% of departing employees in 2017 • Establish engagement survey baseline.