WORKFORCE
EQUITY
PLANNING &
ADVISORY
COMMITTEE

LEADERSHIP EXPECTATIONS & ACCOUNTABILITY PLAN (LEAP)

WHAT YOU NEED TO
KNOW BEFORE YOU
TAKE THE LEAP

LEAP TIMELINE

An iterative tool that started in 2016.

2016
GENERATED AN IDEA

It all started when City employees highlighted that leaders need to be accountable for racial equity work.

2017
STARTED RESEARCHING

Members of the Workforce Equity Planning & Advisory Committee (WEPAC) looked at existing tools that assess leaders' knowledge and practice of racial equity. They didn't like what they found (or actually didn't find).

2017
BEGAN BRAINSTORMING

Started considering what a racial equity assessment tool could look like for City leaders.

LEAP TIMELINE

An iterative tool that started in 2016.

2018

DRAFTED THE LEAP

Began drafting the LEAP which became three parts: an overview, the self-assessment, and the workbook. Plus, a Resources & Links Guide.

2019 - 2021

PILOTED LEAP

Piloted the LEAP with Seattle Parks & Recreation, Seattle Human Resources, and Seattle Information Technology departments, as well as certain work units and Change Teams by request.

2021

INTRODUCING THE LEAP CITYWIDE

Launching the LEAP citywide for leaders, departments, units, and teams to use.

What is the LEAP?

A quick breakdown of what the LEAP actually is.

The LEAP is an *iterative* **learning tool** that people can use to see where they are in their **knowledge and practice of racial equity and social justice.**

It is meant to evolve and was designed for **personal use**.

The LEAP has **3 parts:**
- An Overview
- The Self-Assessment
- A Workbook

The Parts of LEAP

01 Overview

Learn context, define terms, and read about the competencies:

- Personal Practice & Professional Development
- Workforce Equity Metrics
- Tools
- Collaboration
- Resource Allocation
- Staff Management
- Communication

02 Self-Assessment

People rate themselves in each of the competency areas using this scale:

- In Discovery
- Ready to Learn
- Learner
- Distributor of Power
- Vulnerable Teacher

03 Workbook

Reflect on areas for growth and create:

- A personal plan
- Performance goals with metrics and timeline
- A department-level action plan
- Accountability steps

Who is the LEAP for?

The LEAP was designed for **Executive leaders** to **take on their own**, to personally identify areas for growth and **hold themselves accountable** to growing in those areas.

Who can use the LEAP?

Any City employee can use it; Executive leaders, supervisors, managers, other City employees, Change Team members, etc.

The LEAP *was* designed for executive leaders so **some of the competency areas and statements might feel less relevant to different audiences**.

Who holds leaders accountable for this?

Anyone who takes the LEAP **holds themselves accountable for their personal plan, goals, and actions**. People may include their actions in their performance plan or share their plans and goals with their employees but what accountability ultimately looks like is up to the person.

Why would a leader take the LEAP if there's no accountability?

Accountability exists BUT it is not defined in a traditional "*power over*" way. Therefore, **some leaders won't want to take it and will not take it**. **Leaders who do want to take the LEAP may already be holding themselves accountable** in the ways that the Action Planning Workbook asks for.

Power over- how power is most commonly understood, power built on force, coercion, domination, and control. This power motivates largely through fear and is built on a belief that power is a finite resource that can be held by individuals, and some people have power and some people do not.

Who facilitates the LEAP for my department?

The LEAP was designed to take individually and **doesn't need a facilitator**. It was designed this way to work within existing staffing limitations.

If you adapt the LEAP for a department team or unit, then a facilitator is recommended. Change Team leads, Equity Leads, or Learning & Development folx may be able to help.

What skills are needed to facilitate the LEAP?

A facilitator should already be able to **lead small and/or large groups in discussing systemic oppression, inequity, and equity** (virtually and in-person), **adapt any workshop materials and tools** based on needs, and **adjust content in real-time** to meet people where they're at in their learning.

Why did pilot departments get help with facilitation?

Seattle Parks and Recreation (Parks), Seattle Human Resources (SHR), and Seattle Information Technology (ITD) received support in piloting the LEAP to test how it worked and give feedback to inform final edits. We don't have capacity to help every department facilitate the LEAP. Thus, it was designed for people to take themselves.

Where can I go for help in thinking about the LEAP?

If you want to talk through ideas, plan, ask questions, and/or get clarification, **contact Andrea Ramirez** at andrea.ramirez@seattle.gov

Where can I find the LEAP?

The LEAP materials can be found on the [WEPAC site for City employees](#).

When is the best time to take the LEAP?

The LEAP can be taken any time during the year. It can be helpful to take the LEAP when doing annual department planning because the workbook asks people to create personal goals that can connect to department goals and priorities.

How long does the LEAP take?

The Self-Assessment can take several hours and you do not need to take it in one sitting. However, completing the workbook, putting your plan into action, and learning in the areas you've decided to grow in takes time. That part can take weeks, months, and years depending on your goals and your timeline.

Departments who piloted the LEAP in groups have completed it over the course of months and years (this factors in pandemic related delays).

How do we make time for LEAP in our schedules?

The LEAP can be taken any time since people take it individually. Departments/groups who have adapted the LEAP have integrated it into RSJ training days or existing staff/team meetings. Doing this seems to be successful because the time is already pre-scheduled.

> **One strategy I will try is with the LEAP action planning workbook, which will help guide me in framing my E3 equity goals as well as the collaborative work I perform with my colleagues; and how I can tie in the overall mission of LEAP with the equity work I do within my unit.**

Parks Pilot

- **Embedded into existing RSJ development.** Leaders took the time to learn during Foundations of Change, in a session developed for them. Group included: Superintendent, Executive Leaders & Teams, APEX/SAM employees, Equity committee members, and Change Team members.
- **Small groups.** Employees taking the LEAP met in small groups to talk about equity, share their experiences, and discuss learning each month.
- **Support.** A team of folx in Parks, OCR, and SHR planned, collaborated, facilitated, and made this a reality.
- **Adaptive formats.** LEAP was facilitated in person and then also adapted for virtual environment using breakout sessions.
- **Realistic expectations.** Parks is committed to a realistic timeline and expectation for change; Foundations of Change and the LEAP have been a focus over multiple years because changing hearts, minds, and behaviors takes time. And a pandemic happened.

Parks Pilot

What was hard

- **Adapting for a large group.** Making an individual tool work for 80 people was challenging and took brainstorming and many conversations. Parks navigated this by creating small peer groups that met prior to the session to get to know one another and revisit foundational concepts.
- **Alignment.** Clearer connections needed to be made to connect personal goals to the big picture/department goals. LEAP goals are embedded into E3 performance goals and connect to department goals.
- **Support.** Park's Learning team did/does a lot of work to make this happen and not all departments have that support.
- **Virtual space/tech issues.** Virtual facilitation presented challenges to make content engaging and account for screen fatigue. WebEx also presented some challenges in creating breakout groups for a large group, repeatedly and quickly.
- **Change takes too much time.** Change takes time and what accountability looks like is an ongoing conversation between leaders and other employees.

> **A lot of good content but almost too much content to absorb. I heard the words "overwhelming" by staff and I felt the same way. It's more helpful if this information is broken down into sessions or smaller chunks.**

> [The E-team] are reflecting on how factors such as power, authority, and privilege affect our workplace culture and how we can leverage those factors to address inequities in our department and work together to develop and promote an anti-racist action plan for Seattle IT.
>
> As I've been engaging with the LEAP program and other anti-racist sources, I've been focusing on the predominance of subtle or even unconscious racist actions and attitudes that I may be exhibiting or that may be influencing my behavior - actions and attitudes that surely go back to even my childhood

ITD Pilot

- **Leader buy-in.** An Executive leader advocated that the Executive team take the LEAP together.
- **Pre-scheduled time.** Leaders already had time blocked off on their calendars to focus on RSJ development (2 hours on the last Friday of every month).
- **Small groups.** Executive team is small (9 people) who were assigned into even smaller groups to meet between sessions for reflection, conversation, and accountability.
- **Support for RSJ.** Pilot is supported by RSJ team and first few sessions were facilitated by SHR and OCR. Many departments may not have this support.
- **Employee engagment.** Employee feedback and surveys are driving action planning.
- **Small, immediate changes.** Leaders are already putting learning into action by demonstrating vulnerability, looking at planning and budgeting processes, and taking steps to build a supportive culture.

ITD Pilot

- **Getting buy-in.** Leaders are at varying levels of commitment to RSJ and this makes commitment inconsistent. It also makes going against the status quo and being vulnerable very hard.
- **Scheduling.** Friday is the best day to meet due to work demands but also hard with people being out-of-office, etc.
- **Lack of trust.** The team needed/needs to spend more time getting to know one another as people to create the vulnerable space to talk about identity, bias, power, and other topics that arose.
- **Change overload.** IT has experienced a lot of leadership and organizational changes in the past couple years which makes creating long-term RSJ goals a challenge.

Thank you

Have questions, feedback, or want to talk further?

Contact Andrea Ramirez:
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