

## Workforce Equity IDT Report



**City of Seattle**

**Edward B. Murray, Mayor**

Seattle Department of Human Resources

Seattle Office of Civil Rights

**Date:** July 1, 2016

**To:** Mayor Edward B. Murray  
Seattle City Council

**From:** Susan Coskey, Director, Seattle Department of Human Resources (SDHR)  
Patricia Lally, Director, Seattle Office of Civil Rights  
Felecia Caldwell, Workforce Equity Division Director, SDHR

**Re:** Report on Council Resolution 31588 and Executive Order 2015-02

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July 2016 marks the one-year anniversary of Council Resolution 31588 that supported Executive Order 2015-02 on workforce equity, addressed gender, race and ethnicity wage-equity for City employees, and requested the development of metrics and reporting processes to track the achievement of objectives listed in the Executive Order. This document fulfills the requirements in that resolution for an annual report on:

1. The development of metrics and reporting processes to track advances in the reduction of barriers to workforce equity at the City of Seattle.
2. Progress on the steps outlined in Executive Order 2015-02.

The Workforce Pay Equity and Utilization Report that led to Executive Order 2015-02 and subsequent Resolution 31588 derived from a review of the City's pay and workforce representation practices, through which certain departments were elevated as needing particular attention paid to those areas. As a result, the Workforce Equity Interdepartmental Team (IDT) was formed, consisting of those specific departments – Seattle Fire, Seattle Police and Seattle City Light – as well as other departments with particular expertise or experience to bear – Seattle Public Utilities, Seattle Department of Human Resources and Seattle Office of Civil Rights.

Since the issuance of the Executive Order 2015-02 and Council Resolution 31588, the Council directed SDHR through Greensheet 2015-155-1-A-1 to develop a Workforce Equity Strategic Plan to address issues of structural and institutional workforce barriers more broadly, as well as to review certain specific workforce investment strategies that might promote greater workforce equity. That Strategic Plan, which is being submitted contemporaneously with this report, took a broader and more comprehensive view of workforce equity. In many cases, actions recommended in the Strategic Plan complete the first of the steps in the Executive Order, or will deliver completion in the future with

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implementation of the Plan. This report notes this in multiple instances. Additionally, because of the evolution and broadening of the workforce equity review, this report recommends that the Workforce Equity Strategic Plan implementation efforts subsume the work on Executive Order 2015-02 and Resolution 31588, including, when necessary, leveraging the IDT that first worked on Executive Order 2015-02 when there are actions relevant to those departments specified in the Executive Order.

Each step outlined in Executive Order 2015-02 is discussed in the table below according to its section reference in the Executive Order. The table also captures the progress in the first year of work and indicates next steps for actions not yet complete.

Executive Order Reference	Findings	Status	Workforce Equity Strategic Plan
1.a.	<p><b><i>Review of all examples of disparities</i></b> Specific areas of disparities were addressed as shown below.</p> <p><b><i>Next Steps</i></b> Through implementation of the Workforce Equity Strategic Plan, continue to review metrics for disparities in attraction, selection, participation and retention in the workforce. Using the Racial Equity Toolkit, take mitigating actions as needed.</p>	See Below	YES
1.b.	<p><b><i>Part-time job assignment by gender</i></b> Part-time employees, as of 2016, are 64% women and 36% men while the City workforce as a whole is 35% women and 65% men. The vast majority of the part-time assignments were initially budgeted and advertised as part-time. Only 8, from a total of approximately 862 part-time employees, were filled as full-time in 2015 and then reduced to part-time to serve business purposes. Four of those positions were held by men and 4 of those positions were held by women. In 2015, there were more requests by women than by men to be reduced to part-time (12 versus 2). A review of applicant pools for positions advertised as part-time over the past year indicates that 53% of applicants are women and 47% are men.</p> <p><b><i>Next Steps</i></b> Two steps are recommended based on this information. One is to consider the step-wage increase recommendation included in the Workforce Equity Strategic Plan in order to reduce disparities in pay between part-time and full-time employees, particularly since women are more likely to request part-time employment. Second, is to conduct further inquiry into the selection process that occurs for part-time employees to understand if the City selects more women for part-time roles</p>	<p><b>Initial Review Complete</b></p> <p><b>Ongoing Analysis Monitored Through Future Workforce Equity Efforts</b></p>	YES

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	<p>or if, potentially, more men turn-down part-time roles than women. This inquiry is something which can be undertaken more comprehensively as the City moves toward HR consolidation.</p>		
1.c.	<p><b>Pay gap for Strategic Advisor (SA) 1 and IT Professional C</b>            Ultimately there were 6 SA1s with potential disparities in their pay rate. After following up on each of these, 4 were remedied and for the other 2, the hiring managers supplied sufficient evidence to determine that the discrepancy is not an example of pay disparity.</p> <p>The potential disparity in IT Professional C no longer exists; it is possible it was remedied internally after the Workforce Pay Equity and Utilization Report by DCI was released, or that the discrepancy resolved organically.</p>	<p><b>Initial Disparity Resolved</b></p> <p><b>Ongoing Analysis Monitored Through Future Workforce Equity Efforts</b></p>	YES
1.d.	<p><b>Review of Seattle Police Department (SPD), Seattle City Light (SCL), and Seattle Fire Department (SFD) policies &amp; practices to reduce disparate impacts</b></p> <p>This work is planned for completion by July 1, 2017. In using the Racial Equity Toolkit in this work, the IDT must begin with feedback from the employee stakeholders in order to understand barriers to inclusion in these particular departments. The data collected during the employee listening sessions in the Workforce Equity Strategic Plan is the starting place for step 2 of the Toolkit.</p> <p><i>Next Steps</i>            Complete the Racial Equity Toolkit in order to develop policies and practices that will reduce disparate impacts in SPD, SCL and SFD.</p>	<p><b>To Be Completed by July 1, 2017</b></p>	
1.e.	<p><b>Propose Citywide strategies for best practices</b></p> <p>The Workforce Equity Strategic Plan delivers proposed Citywide best practices and an aspirational goal for workforce equity that addresses the recruitment and retention of women, people of color and under-represented populations. Implementation of the HR Consolidation Strategic plan in conjunction with the Workforce Equity Strategic Plan will lead to identification of strategies to address policies, practices and potential cultural barriers that may create workforce</p>	<p><b>To Be Completed with Workforce Equity Strategic Plan and HR Consolidation Strategic Plan Implementation 2016-2021</b></p>	YES

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	<p>disparities in all departments, including SPD, SCL and SFD.</p> <p><i>Next Steps</i>            Implement the Workforce Equity Strategic Plan and HR Consolidation Strategic plan with particular attention focused on the attraction, selection, participation and retention of women, people of color and other underrepresented groups in SFD, SCL and SPD, partnering with these departments to tailor approaches to their specific needs.</p>		
1.f.i.	<p><b><i>Align Human Resource policies</i></b>            This will be accomplished through the HR Consolidation Strategic Plan that has been adopted and the first phase of which is currently being implemented. This is a 3-5 year plan that will require many policy changes and actions in order to complete. The aligned Human Resource policies, processes and practices are dependent upon implementation.</p>	<p><b>To Be Completed With HR Consolidation Strategic Plan Implementation 2016-2021</b></p>	<p><b>YES</b></p>
1.f.ii.	<p><b><i>Evaluate existing City resources</i></b>            In the Workforce Equity Strategic Plan, an evaluation of how to leverage City resources such as internship, apprenticeship, youth employment and job training programs is included in the strategy for employment pathways. This work will begin with that strategy. Also, this is a project in the current City Leadership Academy (CLA) class.</p> <p><i>Next Steps</i>            Use the findings of the CLA class as a starting point for the work outlined in the Workforce Equity Strategic Plan.</p>	<p><b>Ongoing</b></p>	<p><b>YES</b></p>
1.f.iii.	<p><b><i>Develop a consistent Citywide Exit and Employee Engagement Survey</i></b>            The draft exit survey is complete and is pending approval. A copy is attached as Appendix 1.</p> <p>The engagement survey will be a part of the annual accountability report included in the Workforce Equity Strategic Plan.</p> <p><i>Next Steps</i>            It is recommended that the accountability report required of the Workforce Equity Strategic Plan include annual engagement and exit survey data each year.</p>	<p><b>Exit Survey Implementation by 12/31/16</b></p> <p><b>Engagement Survey Implementation by 12/31/17</b></p>	<p><b>YES</b></p>

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1.f.iv.	<p><b><i>Identify best practices to attract and retain women and people of color as well as data collection policies relating to sexual orientation and gender identity</i></b></p> <p>The Workforce Equity Strategic Plan enabled a comprehensive approach to identifying best practices that aligns 5,000 City employee inputs on reducing barriers to participation in the workplace with the literature and competitive employer landscape. The data collection options relating to sexual orientation and gender identity are found to violate employee privacy at this time.</p> <p><i>Next Steps</i></p> <p>Act on the best practices in the Workforce Equity Strategic Plan to reduce barriers to employment for women, people of color and other underrepresented groups, including specific training for decision makers. Regarding data collection for sexual orientation and gender identity, there were about 400 employee survey responses in the Strategic Plan work where the employee identified as LGBTQ. That is about 9 percent of total survey respondents. It is recommended that every employee feedback survey (that does not require employee identifying information to be attached to the response) ask if the respondent identifies as LGBTQ in order to obtain the perceptions of our LGBTQ employees in policy decisions.</p>	<p><b>To Be Completed With the Workforce Equity Strategic Plan Implementation 2017-2022</b></p>	<p><b>YES</b></p>
1.f.v.	<p><b><i>View all actions taken through the Racial Equity Toolkit (RET)</i></b></p> <p>As many actions are still underway, the application of the Racial Equity Toolkit is as well. The actions that are now recommended to be a part of the Workforce Equity Strategic Plan will move through the Strategic Plan's RET.</p> <p><i>Next Steps</i></p> <p>It is recommended that the Racial Equity Toolkit continue to be applied to all training curriculum, policies and procedure changes as they are being planned and periodically after they are implemented, to ensure that the City continues to gain input on how best to mitigate barriers to equity for employees.</p>	<p><b>Ongoing</b></p>	<p><b>YES</b></p>

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2.a.	<p><b><i>Create &amp; implement training and leadership development programs for underrepresented populations</i></b>            This item is addressed through both the launch of the City Leadership Academy (CLA) and as part of the Workforce Equity Strategic Plan to create leadership development programs. The CLA class of 2016 is underway with a participation rate of 50% women and 56% people of color. In addition, SDHR is currently creating an “emerging leaders” training that is designed to prepare line staff for leadership roles in the City. It is due to be launched in 2017.</p> <p>In the Workforce Equity Strategic Plan strategy for leadership development programs, the focus is on creating a program and protocol to help more employees attain the eligibility criteria for promotions into higher levels of Citywide responsibility. Implementation of this program will move through the final steps of the Racial Equity Toolkit for the Strategic Plan, which involves engagement with City employees and the affinity groups that initially informed the Strategic Plan. At this time, each leadership development program is awaiting direction on implementation.</p> <p><i>Next Steps</i>            Implement the leadership development program as contained in the Workforce Equity Strategic Plan and track gaps in leadership development programs at the City through the workforce equity annual accountability report.</p>	<p><b>Launched City Leadership Academy 2016</b></p> <p><b>Launch Additional Leadership Development Programs 2017-2018</b></p> <p><b>Ongoing Analysis Monitored Through Future Workforce Equity Efforts</b></p>	YES
2.b.	<p><b><i>Citywide paid parental leave</i></b>            Four weeks of Citywide paid parental leave was implemented in May, 2015. The Strategic Plan recommends a set of platform strategies to ensure that employees understand and equitably access the benefit.</p> <p><i>Next Steps</i>            Implement the platform strategies in the Strategic Plan to ensure equitable access to paid parental leave by all employees.</p>	Complete	YES
2.c.	<p><b><i>Support continued analytics of Citywide data and outcomes</i></b>            Improved tracking of employee demographic data is a platform strategy recommended in the Workforce Equity Strategic Plan and a fundamental callout in the HR</p>	Ongoing	YES

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Executive Order Reference	Findings	Status	Workforce Equity Strategic Plan
	<p>Consolidation Strategic Plan.</p> <p><i>Next Steps</i> Implement the improved tracking of employee demographic data in the Workforce Equity Strategic Plan to support the technology needs that improved analytics of City data will require.</p>		
2.d.	<p><b><i>Salary transparency</i></b> The City is prepared to post the wages of its executive and legislative employees on the data.seattle.gov website by September 1, 2016.</p>	<p><b>To Be Completed by 9/1/16</b></p>	
2.e.	<p><b><i>Engage City Labor partners</i></b> Many of the recommendations found in the Workforce Equity Strategic Plan reside with SDHR and were built off of the city's partnership with its 26 labor unions. Labor's role was fundamental to the Strategic Plan including their participation in stakeholder interviews and their support to involve represented employees in the citywide survey and employee listening sessions included in the strategic plan. SDHR is committed to continuing the partnership with the City's Labor partners in order to implement the Strategic Plan and the results of the Executive Order.</p> <p><i>Next Steps</i> Ensure that the City's Labor partners are engaged both at the table for negotiations, and in partnership when developing workforce equity strategies and actions to be undertaken by the City. Ensure that the Workforce Equity Planning and Advisory Committee (WEPAC), or a like committee that includes labor partners, is created or recreated for the analysis, discussion and recommendation of workforce equity strategies.</p>	<p><b>Ongoing</b></p>	<p><b>YES</b></p>
3.a.	<p><b><i>Gender Justice Project support</i></b> The Gender Justice Project is a City of Seattle effort to create an inclusive workplace and city. The project seeks to end gender and race based inequities in the City workforce and in City policies, programs and service delivery. The project envisions a city where a person's gender, gender identity, and race will no longer determine the ability to earn a living wage, access to housing, or the ability to achieve healthy life</p>	<p><b>Ongoing</b></p>	

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	<p>outcomes.</p> <p>The Gender Justice Project seeks to lift the entire community by using targeted strategies that center those most marginalized to achieve universal outcomes for all. These strategies include 1) supporting and developing policy that advances gender equity for our workforce and community, 2) the development and implementation of training that will guarantee City staff understand how to work with transgender and gender nonconforming individuals, 3) supporting departmental efforts to be more inclusive of Seattle’s LGBTQ community, and 4) working with the Seattle Women’s Commission and Seattle LGBT Commission to identify and advance issues that impact women and LGBTQ individuals in Seattle.</p>		
3.b.	<p><b><i>Gender Justice web portal</i></b>            The Gender Justice Web portal contains information related to SOCR’s gender justice work, as well as Citywide information on issues related to gender equity in the workplace.</p>	<p><b>To Be Completed by 12/31/16</b></p>	
3.c.	<p><b><i>Advancement of Gender Equity initiatives across the region</i></b>            The Seattle Metropolitan Chamber of Commerce and Women’s Funding Alliance have joined forces in response to the challenge of gender equity in the workplace by launching a voluntary, employer-led gender equity initiative called 100% Talent. SOCR has provided funding to 100% Talent and has an ongoing relationship with the initiative.</p>	<p><b>Ongoing</b></p>	
4.	<p><b><i>Department commitment</i></b>            Departments have been very supportive and engaged in the IDT and Workforce Equity Strategic Plan work. With the HR consolidation underway, departments will be more directly engaged through a reporting relationship that will ensure accountability for and alignment to HR policies and practices.</p> <p><b><i>Next Steps</i></b>            All departments should be prepared to engage and participate in the annual Workforce Equity Strategic Plan accountability report, including net demographic turnover data by department.</p>	<p><b>Ongoing</b></p>	<p><b>YES</b></p>

## **Workforce Equity IDT Report**

It is recommended that an annual accountability report be produced that will track progress on advances in reducing barriers to workforce equity at the City of Seattle, and progress on the Workforce Equity Strategic Plan, thereby delivering on this component of Resolution 31588 in future years.

## Appendix 1

### City of Seattle Exit Survey

For staff leaving City employment or transferring between departments

Thank you for your service to the City of Seattle. Please take a moment to complete the City's exit survey. Your participation is extremely valuable as it will help the City improve the satisfaction and retention of current and future employees.

Your survey responses will be held confidential and will only be viewed by Human Resources staff unless you authorize otherwise (however, exceptions may occur in cases of public disclosure requests or where an ethical violation is disclosed that requires reporting under the law). At the end of this survey, you will be given the option to share feedback with department supervisors and management, if you so choose.

If you have questions at any time about the survey content or procedures, please contact [HR\_CONTACT\_NAME] at [HR\_CONTACT\_PHONE] or by email [HR\_CONTACT\_EMAIL].

The survey is divided into the following sections:

- Reasons for joining and leaving
- Your experience in the job
- Your supervisor
- Your department's management
- Compensation and benefits you received
- Ethics and integrity
- Non-confidential feedback (optional)

Thank you very much for your time and support. Please start the survey now by clicking the Continue button below.

### Reasons for joining and leaving

1. Please select the option that best describes your situation:

- I am retiring
- I am moving to a new department within the City of Seattle
- I am leaving the City of Seattle and have accepted another job
- I am leaving the City of Seattle and will be searching for another job soon
- I am leaving the City of Seattle and will *not* be searching for another job soon

2. Please select the department which you are now leaving:

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- Arts and Culture
- City Light
- Civil Rights
- Construction and Inspection
- Economic Development
- Education and Early Learning
- Mayor's Office / Executive Departments (Budget Office / Intergovernmental Relations / Sustainability and Environment)
- Finance and Administrative Services
- Fire
- Housing
- Human Resources (SDHR)
- Human Services
- Information Technology
- Law / City Attorney
- Legislative / City Council / City Auditor
- Library
- Municipal Court
- Neighborhoods
- Parks and Recreation
- Planning and Community Development
- Police
- Public Utilities
- Seattle Center
- Transportation
- Other

If other, please name: \_\_\_\_\_

3. How long were you employed in the department selected above?

- Less than one year
- 1-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21+ years

4. How long have you worked for the City of Seattle in total?

- Less than one year
- 1-2 years
- 3-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21+ years

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5. When you joined this department, what factors led you to accept your position? Please select a primary reason and secondary reason (if any).

	<b>Primary reason (select one)</b>	<b>Secondary reason (select one, if any)</b>
Salary advancement	<input type="checkbox"/>	<input type="checkbox"/>
Benefits package	<input type="checkbox"/>	<input type="checkbox"/>
Skill development	<input type="checkbox"/>	<input type="checkbox"/>
Decision making authority	<input type="checkbox"/>	<input type="checkbox"/>
Work hours/schedule	<input type="checkbox"/>	<input type="checkbox"/>
Commute/location of work place	<input type="checkbox"/>	<input type="checkbox"/>
Reputation as an inclusive work environment	<input type="checkbox"/>	<input type="checkbox"/>
Reputation as well managed	<input type="checkbox"/>	<input type="checkbox"/>
Job stability	<input type="checkbox"/>	<input type="checkbox"/>
Potential for promotion	<input type="checkbox"/>	<input type="checkbox"/>
Family or personal relocation/move	<input type="checkbox"/>	<input type="checkbox"/>
Unemployed and needed a job	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe)	<input type="checkbox"/>	<input type="checkbox"/>

Description or comments on your reasons for joining: \_\_\_\_\_

6. In addition to the reasons selected above, what other reasons contributed to your decision to join this department (if any)?

	<b>Contributing factor (select all that apply)</b>
<i>REPEAT SAME LIST AS ABOVE</i>	<input type="checkbox"/>
	<input type="checkbox"/>
<b>None</b>	<input type="checkbox"/>

Description or comments on your reasons for joining: \_\_\_\_\_

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7. What are your reasons for leaving this department? Please select a primary and secondary reason (if any).

	Primary reason (select one)	Secondary reason (select one, if any)
Retirement	<input type="checkbox"/>	<input type="checkbox"/>
Involuntary termination: disciplinary	<input type="checkbox"/>	<input type="checkbox"/>
Involuntary termination: layoff	<input type="checkbox"/>	<input type="checkbox"/>
Returning to school	<input type="checkbox"/>	<input type="checkbox"/>
Salary	<input type="checkbox"/>	<input type="checkbox"/>
Benefits	<input type="checkbox"/>	<input type="checkbox"/>
Skill development	<input type="checkbox"/>	<input type="checkbox"/>
Decision making authority	<input type="checkbox"/>	<input type="checkbox"/>
Potential for promotion	<input type="checkbox"/>	<input type="checkbox"/>
Work hours/schedule	<input type="checkbox"/>	<input type="checkbox"/>
Commute/work location	<input type="checkbox"/>	<input type="checkbox"/>
Job stability	<input type="checkbox"/>	<input type="checkbox"/>
Conflict with managers	<input type="checkbox"/>	<input type="checkbox"/>
Conflict with other employees	<input type="checkbox"/>	<input type="checkbox"/>
Unfair treatment	<input type="checkbox"/>	<input type="checkbox"/>
Unhappy with work environment/culture	<input type="checkbox"/>	<input type="checkbox"/>
To care for my children	<input type="checkbox"/>	<input type="checkbox"/>
To care for aging relatives	<input type="checkbox"/>	<input type="checkbox"/>
Family or personal relocation/move	<input type="checkbox"/>	<input type="checkbox"/>
Other family or personal reasons	<input type="checkbox"/>	<input type="checkbox"/>
Seeking a better fit for my interests and skills	<input type="checkbox"/>	<input type="checkbox"/>
Just needed a change in responsibilities and tasks	<input type="checkbox"/>	<input type="checkbox"/>
Other (please describe)	<input type="checkbox"/>	<input type="checkbox"/>

Description or comments on your reasons for leaving: \_\_\_\_\_

8. In addition to the reasons selected above, please select any other reasons that contributed to your decision to leave this department (if any)?

*REPEAT SAME LIST AS ABOVE*

**Contributing factor  
(select all that apply)**

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**None**

9. If you have accepted another job outside of the City, in what sector is your new position?

- Private sector
- Government
- Non-profit
- Education
- Other
- Not applicable

10. If you have accepted another job outside of the City, who will be your new employer?

11. If you have accepted another job (outside of the City or in a new City department), do you feel that your new position represents a step up, step down or no change for your career, compared to your previous position?

- Step up
- Step down
- No change
- Don't know
- Not applicable

12. If you have accepted another job (outside of the City or in a new City department), do you feel that your most recent position with the City contributed to your ability to get this job?

- Yes, definitely
- Yes, somewhat
- No, not really
- No, not at all
- Don't know
- Not applicable

### Your Experience in the Job

13. On a scale of 1 (strongly disagree) to 7 (strongly agree), please rate the following statements based on your experience in the position you are now leaving:

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	Strongly disagree 1	2	3	Neutral 4	5	6	Strongly agree 7	Don't know
My duties at work were clearly communicated to me	<input type="checkbox"/>							
My assigned tasks met the expectations I had when I accepted the position	<input type="checkbox"/>							
When I started, I was given the proper training and orientation to do my job	<input type="checkbox"/>							
As time progressed, I felt adequately trained to do the tasks assigned to me	<input type="checkbox"/>							
I had the resources and equipment needed to do my job	<input type="checkbox"/>							
My work load was reasonable	<input type="checkbox"/>							
I had healthy work-life balance	<input type="checkbox"/>							
My job was challenging	<input type="checkbox"/>							
My skills were effectively used	<input type="checkbox"/>							
I was given opportunities to develop new skills at work	<input type="checkbox"/>							
I was satisfied with my career growth opportunities	<input type="checkbox"/>							
My work relationship with peers was effective (not considering supervisors)	<input type="checkbox"/>							
I was treated fairly by my peers (not considering supervisors)	<input type="checkbox"/>							
I felt emotionally comfortable and safe in my work environment	<input type="checkbox"/>							
I felt physically comfortable and safe in my work environment	<input type="checkbox"/>							

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I felt respected as a person	<input type="checkbox"/>							
I felt like a valued member of a team	<input type="checkbox"/>							
I felt that my work contributed to my department's goals	<input type="checkbox"/>							

14. How would you describe the work environment you experienced?

15. What aspect of this position did you enjoy most?

16. What do you think could be improved about this position?

### Your Supervisor

17. On a scale of 1 (strongly disagree) to 7 (strongly agree), please rate the following statements based on your feelings about your immediate supervisor(s):

My supervisor...	Strongly disagree 1	2	3	Neutral 4	5	6	Strongly agree 7	Don't know
Was knowledgeable about the work	<input type="checkbox"/>							
Was knowledgeable about supervision	<input type="checkbox"/>							
Had an effective working relationship with me	<input type="checkbox"/>							
Provided effective feedback	<input type="checkbox"/>							
Was open to staff's suggestions and input	<input type="checkbox"/>							
Recognized employee contributions	<input type="checkbox"/>							
Took an interest in my job performance	<input type="checkbox"/>							
Took an interest in my professional development	<input type="checkbox"/>							

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Treated me fairly	<input type="checkbox"/>							
Took appropriate action on conflicts and complaints	<input type="checkbox"/>							
Was supportive of employee participation in training or leadership development	<input type="checkbox"/>							

18. What else should we know about your supervision?

### Your Department's Management

19. On a scale of 1 (strongly disagree) to 7 (strongly agree), please rate the following statements based on your feelings about the management in the department you are leaving:

Management...	Strongly disagree 1	2	3	Neutral 4	5	6	Strongly agree 7	Don't know
Gave fair and equal treatment to employees	<input type="checkbox"/>							
Gave fair and equal consideration for raises and promotions	<input type="checkbox"/>							
Maintained consistent policies and practices	<input type="checkbox"/>							
Was available to discuss job related issues	<input type="checkbox"/>							
Welcomed suggestions and encouraged feedback	<input type="checkbox"/>							
Provided recognition for achievements	<input type="checkbox"/>							
Encouraged staff cooperation and teamwork	<input type="checkbox"/>							
Kept staff informed of issues facing the department that affected our work	<input type="checkbox"/>							

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Took the proper steps to assure my workplace was safe and secure	<input type="checkbox"/>							
Resolved problems and complaints promptly	<input type="checkbox"/>							
Was supportive of employee participation in training or leadership development	<input type="checkbox"/>							

20. What else should we know about your department's management?

21. What, if anything, could this department or the City of Seattle have done to keep you?

### Compensation and benefits you received

22. On a scale of 1 (very dissatisfied) to 7 (very satisfied), please rate your satisfaction with the following benefits based on your time with the department you are now leaving:

	Very dissatisfied 1	2	3	Neutral 4	5	6	Very satisfied 7	Don't know
Job market competitiveness of my pay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medical insurance package	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dental insurance package	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Retirement program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary deferred compensation plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paid vacation time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paid sick leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paid parental leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility of my work schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ease and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Workforce Equity IDT Report

availability of information on employee benefits								
Overall pay and benefits I received	<input type="checkbox"/>							
My pay relative to peers in my department	<input type="checkbox"/>							

23. What else should we know about your satisfaction with benefits you received?

### Ethics and integrity

The City of Seattle is committed to the fair and equal treatment of its employees and to upholding the Seattle Municipal Code which prohibits discrimination based on race, religion, creed, color, national origin, sex, marital status, parental status, sexual orientation, gender identity, political ideology, age, ancestry, the presence of any sensory, mental or physical disability or the use of a trained guide or service dog by a handicapped person.

24. Did you feel that any of the following negatively impacted your employment at the City of Seattle? (Select all that apply)

- Age
- Race
- Gender
- Religion
- Creed (beliefs, opinions)
- Political ideology
- National origin
- Ancestry
- Marital status
- Parental status
- Sexual orientation
- Gender identity
- Disability (sensory, physical, or mental)
- Use of guide or service dog
- Use of medical leave (for family or self)
- No, not applicable
- Decline to respond

25. If you selected any of the traits above, please tell us how you were impacted.

26. If you selected any of the traits above, did this impact your decision to leave your position?

## Workforce Equity IDT Report

### Non-confidential feedback (optional)

27. By default, your responses to this survey will not be shared with department management or supervisors.

Would you like to make your above responses available for their review?

Yes

No

28. Please use the space below to provide comments or suggestions that **will be viewed** by department management and supervisors. You may wish to comment on your employee orientation, training, job duties, work load, incentives, communication, morale, or other feedback that you think would be useful. (Optional)

29. Would you benefit from speaking with someone from the City of Seattle's Human Resources Department on any subject related to your experience working for the City?

Yes

No

If yes, what is the best way to reach you?

**Thank you for your participation in this survey. We wish you the best of luck in your future.**