



City of Seattle
Edward B. Murray, Mayor

Date: May 20th, 2014

To: Parks, Seattle Center, Libraries and Gender Pay Equity Committee

From: Susan Coskey, Director, Personnel/Human Resources Department
Patricia Lally, Director, Seattle Office of Civil Rights

Subject: Gender Equity Resolution Update

This document summarizes the activity to date by the City Personnel/HR Department (Personnel/HR) and the Seattle Office of Civil Rights (SOCR) to implement the joint resolution on Gender Equity presented by Mayor Murray and Councilmember Godden.

Specific resolution items and corresponding departmental actions to date are listed below:

Addressing Gender-Based Disparity and Achieving Equity within the City of Seattle. The Mayor and City Council request the following:

- The Personnel/HR Department will work with all City Departments to provide a deeper analysis of City-wide gender data, specifically overlaying an analysis of race, age, sexual orientation, gender identity and other demographic information:
 - ***Personnel/HR and SOCR have identified and are contracting with a firm with specific expertise in workplace equity data analysis to conduct a deeper dive gender and race equity study across City departments – estimated completion 9/30/14***
 - ***A Strategic Advisor 2 position in Personnel/HR has been allocated to perform statistical analysis of the data and work with City departments to develop and implement policy recommendations***

- Where disparities exist, Personnel/HR and SOCR will identify policies and practices that may contribute to disparities, make recommendations for pay, practice and policy adjustments based on findings, examine the root causes of institutionalized barriers to equity and identify strategies to implement transformational change:
 - ***Action pending data collection and analysis referenced in the item above***
- SOCR and Personnel/HR will develop training and strategies that address gender equity in the workplace, with a focus on institutional and structural sexism, and the intersections of race, gender and gender identity; to measure the efficacy of training and strategies to achieve gender equity, SOCR will develop and conduct periodic surveys among City employees:
 - ***SOCR and Personnel/HR are currently working to identify methods to integrate training efforts and develop strategies to incorporate gender equity training into New Employee Orientation and New Supervisor Orientation programs currently offered by Personnel/HR***
 - ***A Strategic Advisor 2 position has been requested for SOCR to focus on increasing opportunities for SOCR collaboration on this work***
- Personnel/HR will partner with City Council to conduct a study on Paid Parental Leave, and identify potential strategies to provide paid parental leave upon determining best practices:
 - ***Personnel/HR has selected a consultant to review the existing City leave structure as well as conduct a comparative analysis of the leave structure of other employers – estimated completion 9/30/14***
- The City, through the Personnel/HR Department, will review, modify and/or propose additional family friendly policies and practices where applicable and appropriate, and take steps to effectively communicate such policies and practices Citywide:
 - ***This will be an ongoing process, starting with recommendations coming from the results of the item above***
- Personnel/HR will investigate revising the City’s employee information collection process to include an option to identify transgender employees:

- ***The Personnel/HR Department's Information Management team is partnering with the HR Information Services team in Finance and Administrative Services to establish capabilities within the EV5 system for employees to self-identify***
 - ***The City Attorney's Office has also been included to ensure legality of requesting additional information***
- Personnel/HR will work with other City Departments to determine how to implement a more consistent Citywide approach to performance management and employee discipline that can be leveraged to further more equitable treatment of employees throughout the City:
 - ***Performance management is a key competency being addressed in all Citywide supervisor, management and leadership development training currently being conducted and new courses still under development***
 - ***The Personnel/HR Department is developing a subgroup of Citywide HR leaders to address the issues of performance management, discipline and training, with the goal of more consistency citywide***
 - ***This group will provide strategic recommendations and work with Personnel/HR, with the support of the Executive and Council, to adopt a general Citywide philosophy and implement a more consistent approach to performance management and discipline***
 - ***Special attention will be paid to ensuring that a gender and racial equity lens is applied***
 - Personnel/HR will work with SOCR to incorporate a centralized Citywide leadership and management development program to drive equitable and fair treatment of employees throughout the City, and provide targeted and increased opportunities for career growth for individuals in under-represented employee groups. Personnel/HR and SOCR will seek Council approval for the additional staff resources needed to develop this program:
 - ***Personnel/HR is already building out two distinct supervisor/management and leadership programs, with the initial offerings of the supervisor/management foundations program already in process throughout 2014***
 - ***An advanced, cohort-base leadership academy program is set to launch in 2015***
 - ***Both programs are being developed with consideration of gender and racial equity and in partnership with the HR Leadership group mentioned above***
 - ***A Strategic Advisor position has been requested for Personnel/HR as a Leadership and Management Development Facilitator to increase the number of offerings available***

- Personnel/HR will dedicate a new staff person to create and manage a program for outreach and recruitment to diverse and under-represented populations:
 - ***A Strategic Advisor 2 position has been requested in Personnel/HR to focus on expanding the Personnel/HR department's recruiting efforts, shifting towards a more outreach based approach***
 - ***The position will actively engage in direct recruiting as well as partner with departments on enhancing their outreach efforts***

- SOCR and the Personnel/HR Department will continue to co-lead the Workforce Equity Planning and Advisory Committee (WEPAC), working to ensure that all hiring and promotional activities are fair and equitable, both in process and in outcomes:
 - ***Personnel/HR continues to work with SOCR to schedule recurring meetings and include WEPAC in gender justice programming***

- SOCR will support the Mayor's Office in the development of a regional Gender Equity Initiative to address gender inequities within the private sector and throughout the community and region:
 - ***SOCR has been conducting a review of best practices in public/private partnerships on gender equity in pay as well as generating a list of community members and organizations as potential gender equity partners and will staff and support the City's efforts to promote a region-wide gender initiative***

- SOCR will develop a gender equity toolkit for use by departments on legislation and program assessment:
 - ***A Strategic Advisor 2 position has been requested in SOCR, to focus on gender equity work***