

SEATTLE DEPARTMENT OF HUMAN RESOURCES (SDHR)

Race and Social Justice Initiative

Update to Seattle City Council
Education and Governance Committee

January 21, 2015



City of Seattle Human Resources

Working Premise Citywide

VISION

Organizational capacity and competence that results in the best quality services delivered to the residents of the City of Seattle

MISSION

Right people in right jobs doing right things at the right time – feeling valued, motivated, respected

ASPIRATION

Be the Trusted and Valued HR Resource/Partner

- Functional / Administrative
- Strategic
- Employee and Labor Relations
- Change Facilitator

SDHR Values



SDHR – 2014 RSJI Foundation

- New Administration and Department Director
 - Existing department Change Team and activities
 - Opportunity to look at the RSJI work plan with fresh eyes
 - RSJI efforts focused on vision of integrated department and citywide approach to workforce equity and inclusion
- Support and direction from the City Council to promote equitable HR practices citywide
- Corresponding Executive citywide mandate to provide HR services citywide in an equitable, consistent, functionally excellent, efficient and strategic manner
- Support from Labor and WEPAC to review citywide employment practices for equity and consistency

How SDHR Internalizes RSJI

- Equity and inclusion are foundational employment principles that must be incorporated directly into all HR and citywide employment practices, approaches and activities
- SDHR plays a pivotal role in creating consistent and fair treatment for all City employees
- SDHR impacts the City's ability to integrate and operate as One Employer, One Team
- SDHR functions have direct impact on RSJI and equity
 - Recruiting, screening and hiring
 - Training and development
 - Performance management and discipline
 - Personnel policy and practices

2014 Key Accomplishments

- Continued integration of RSJI principles in all SDHR activities
- Gender/Race Equity Study and Paid Parental Leave Project
 - Ensured race included in proposed gender equity studies
 - Completed the parental leave study and developed recommendations
- Citywide HR Strategic Plan
 - Identified equitable outcomes to Citywide HR Strategic Plan
 - Applied the RSJI Toolkit to the process of developing and having a Citywide HR Strategic Plan
- Citywide Talent Acquisition
 - Supported department director and position searches citywide ensuring that an RSJ lens was used throughout the process
 - Created consistency in hiring practices to avoid unintended impacts
 - Trained hiring managers on effective interview techniques

2014 Key Accomplishments

- **Training and Development**
 - Filled Equity and Leadership training position to ensure training is infused with RSJ and equity principles
 - Partnered with SOCR to create consistency in training
 - Supported processes for department leadership positions
- **Workforce Planning and Development**
 - Applied the RSJI toolkit to reshape the application and scholarship review process for Career Quest
 - Participants in Career Quest are more diverse than citywide demographic
 - Expanded outreach to citywide affinity groups
 - Established partnerships with Departments to improve apprenticeships, internships, volunteers opportunities
- **SDHR Internal Operations**
 - Internal Hiring – ensured diverse applicant pools and hiring
 - Infused RSJI principles in new performance management process
 - Exceeded WMBE contracting goals

Where We Are Going - 2015

Citywide Strategic HR Plan

- Develop and Implement the Citywide Strategic HR Plan
- Apply the RSJI Toolkit in different phases of the plan and implementation
- Engage diverse stakeholders to inform the plan and implementation moving forward

Gender/Racial Equity Study and Paid Parental Leave Project

- Develop and implement recommendations from parental leave and gender/race equity studies to identify and address inequity
- Develop and implement recommendations for new and/or revised policies as appropriate

Talent Acquisition

- Evaluate, recommend and implement diversity, equity and outreach employment and recruiting programs that ensure a diverse candidate pool
- Fill diversity outreach and community engagement position

Training and Development

- Implement citywide foundational training and development, including City Leadership Academy, all with RSJI infused throughout
- Target needs for under-represented populations and develop training opportunities

Workforce Planning and Development

- Expand Career Quest program to increase participation of entry level/field workers
- Partnership with OIRA for ELL job-shadowing program
- Expand and align internship, volunteer and apprenticeship programs

SDHR Internal Operations

- Incorporate the RSJI Toolkit into **Rapid Process Improvement Workshops (RPIW)** with processes/practices/programs to ensure effective service delivery
- Hire specifically designated citywide Workforce Equity Manager