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**Date:** April 18, 2019  
**To:** Calvin W. Goings, FAS Department Director  
**From:** Andrew Lu, FAS Human Resources Division Director  
**Subject:** FAS HR RSJI Reports to Council

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The Department of Finance and Administrative Services (FAS) embraced the Race and Social Justice Initiative (RSJI) in the department's work with its staff including in the following areas:

**(a) Bringing RSJI to the forefront as one of the department's "Five Pillars"**

In 2018, the department adopted the Five Pillars, which underpin the department's work. One pillar is that the department work toward workforce equity and a respectful and collaborative workplace. Placing workforce equity as a central pillar provides visibility for this important work and centralizes the department's priority and emphasis of RSJI work for employees.

To hold employees accountable for this pillar, FAS entered into performance agreements with 146 employees representing all the department's executives, managers, strategic advisors and supervisors. The performance agreements provide specific and measurable targets for how each employee can contribute to workforce equity in 2019, such as participation in a racial equity toolkit, support of an inclusive workplace and provision of growth and development opportunities to staff.

The award of merit leave to department leaders will be partly based on whether they meet expectations and targets for contributing to and working toward workforce equity.

**(b) Updating department workplace expectations**

FAS Human Resources (FAS HR) is revamping and enhancing the department's workplace expectations to highlight workforce equity. This change is prompted by the work of the City's interdepartmental team addressing anti-discrimination and anti-harassment and the Mayor's executive order on anti-discrimination and anti-harassment. FAS Human Resources has created a working team that includes members of HR, management, FAS RSJI Change Team and represented employees to review existing workplace expectations, integrate Citywide workplace expectations and enhance the department's expectations.

**(c) Managing performance and discipline**

FAS HR is currently evaluating how workforce equity impacts the department's performance management, investigation and discipline processes. Since 2017, the department has had 10 recommended disciplinary actions that required a Loudermill meeting. Eight of the 10 employees facing a recommended suspension or greater disciplinary action were people of color.

To help combat this trend, FAS HR created a committee that reviews all recommended disciplinary actions against how similar actions were previously addressed at the department, whether the recommended discipline is warranted and review of any disparate impacts. FAS HR also emphasized in 2018 that the focus of the department's performance management and investigatory processes are to support employees and either help them gain the tools to succeed in their positions or support them through a difficult work situation — regardless of whether there are findings in an investigatory report.

**(d) FAS demographic data and applying the race and social justice lens to the department’s recruiting process and onboarding program**

The demographic data of FAS’ workforce, as of Dec. 31, 2018<sup>1</sup>, is generally more diverse than the demographic makeup of the City<sup>2</sup> as shown in Table 1.

**Table 1. FAS diversity as compared to the City of Seattle**

<b>Race and Ethnicity</b>	<b>FAS</b>	<b>2010 City of Seattle Census</b>
<b>American Indian/Alaska Native</b>	1.6%	0.6%
<b>Asian</b>	16.2%	13.7%
<b>Black or African American</b>	11.3%	7.7%
<b>Hispanic or Latino</b>	6.1%	6.6%
<b>Nat Hawaiian/Oth Pac Islander</b>	1.4%	0.4%
<b>Not Specified</b>	2.7%	n/a
<b>Two or More Races</b>	4.3%	4.4%
<b>White</b>	56.3%	66.3%

FAS’ hiring of people of color in 2018 is also generally greater than the demographic makeup of the City as shown in Table 2.

**Table 2. FAS 2018 hires as compared to the City of Seattle**

<b>Race and Ethnicity</b>	<b>2018 FAS Hires</b>	<b>2010 City of Seattle Census</b>
<b>American Indian/Alaska Native</b>	0.0%	0.6%
<b>Asian</b>	12.5%	13.7%
<b>Black or African American</b>	10.0%	7.7%
<b>Hispanic or Latino</b>	3.8%	6.6%
<b>Nat Hawaiian/Oth Pac Islander</b>	2.5%	0.4%
<b>Not Specified</b>	1.3%	n/a
<b>Two or More Races</b>	10.0%	4.4%
<b>White</b>	60.0%	66.3%

FAS employees in leadership roles, defined as employees in executive, manager, strategic advisor and supervisor titles, roughly tracks the City of Seattle census data. However, the demographics of FAS leaders are less diverse than FAS employees in non-leadership roles. (See Table 3.)

<sup>1</sup> FAS demographic data is employee self-disclosed information at time of hire that is subsequently entered into HRIS.

<sup>2</sup> 2010 City of Seattle census data from City of Seattle Office of Planning and Community Development website: <https://www.seattle.gov/opcd/population-and-demographics/about-seattle#raceethnicity>.

**Table 3. FAS Leaders as compared to non-leaders and the City**

<b>Race and Ethnicity</b>	<b>FAS Leaders</b>	<b>FAS Non-Leadership Roles</b>	<b>2010 City of Seattle Census</b>
<b>American Indian/Alaska Native</b>	0.7%	2.0%	0.6%
<b>Asian</b>	11.5%	17.9%	13.7%
<b>Black or African American</b>	6.8%	13.0%	7.7%
<b>Hispanic or Latino</b>	5.4%	6.4%	6.6%
<b>Nat Hawaiian/Oth Pac Islander</b>	0.7%	1.7%	0.4%
<b>Not Specified</b>	1.4%	3.2%	n/a
<b>Two or More Races</b>	8.1%	2.9%	4.4%
<b>White</b>	65.5%	52.9%	66.3%

FAS hiring trends for leaders in 2018 support a continuing of the status quo of more diversity among the rank-and-file employees as compared to leadership.

**Table 4. FAS 2018 Hiring by Percentage**

<b>Race and Ethnicity</b>	<b>FAS Leaders</b>	<b>FAS Non-Leadership Roles</b>	<b>2010 City of Seattle Census</b>
<b>American Indian/Alaska Native</b>	0.0%	0.0%	0.6%
<b>Asian</b>	12.5%	12.5%	13.7%
<b>Black or African American</b>	0.0%	14.3%	7.7%
<b>Hispanic or Latino</b>	4.2%	3.6%	6.6%
<b>Nat Hawaiian/Oth Pac Islander</b>	0.0%	3.6%	0.4%
<b>Not Specified</b>	0.0%	1.8%	n/a
<b>Two or More Races</b>	16.7%	7.1%	4.4%
<b>White</b>	66.7%	57.1%	66.3%

To increase diversity in the leadership ranks as well as enhance the recruiting process generally, FAS HR is revamping its recruiting process to standardize forms, processes, and apply an RSJ lens throughout the process. Examples of changes made in 2018 and 2019 include:

- Mandating a competitive hiring process for every position including civil service exempt, executive-level, term-limited temporary, and long-term out-of-class opportunities
- Creating a committee that reviews hiring and pay decisions with an equity lens
- Reviewing job ads and outreach plans to target job needs and more diverse pools
- Standardizing how hiring managers review resumes and rate interviews to ensure transparency and consistency
- Requiring an RSJ question for every interview

- Standing up a working committee with HR, RSJ Change Team, and represented employees to continually review the recruitment process and evaluate necessary changes and trainings.

FAS HR is also revamping the department's new employee orientation and onboarding program to ensure that workforce equity is reinforced for our new employees. The department is developing in 2019 an orientation and onboarding program that will include specific mandatory trainings for individual contributors and supervisors, periodic check-ins, and RSJ trainings.