



# SEATTLE CITY COUNCIL

## Governance, Native Communities, and Tribal Governments Committee

### Agenda

Thursday, September 15, 2022

9:30 AM

Council Chamber, City Hall  
600 4th Avenue  
Seattle, WA 98104

Debora Juarez, Chair  
Alex Pedersen, Vice-Chair  
Teresa Mosqueda, Member  
Kshama Sawant, Member  
Dan Strauss, Member

Chair Info: 206-684-8805; [Debora.Juarez@seattle.gov](mailto:Debora.Juarez@seattle.gov)

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**SEATTLE CITY COUNCIL**  
**Governance, Native Communities, and Tribal**  
**Governments Committee**  
**Agenda**  
**September 15, 2022 - 9:30 AM**

**Meeting Location:**

Council Chamber, City Hall, 600 4th Avenue, Seattle, WA 98104

**Committee Website:**

<https://www.seattle.gov/council/committees/governance-native-communities-and-tribal-govts>

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This meeting also constitutes a meeting of the City Council, provided that the meeting shall be conducted as a committee meeting under the Council Rules and Procedures, and Council action shall be limited to committee business.

Members of the public may register for remote or in-person Public Comment to address the Council. Details on how to provide Public Comment are listed below:

Remote Public Comment - Register online to speak during the Public Comment period at the meeting at <http://www.seattle.gov/council/committees/public-comment>. Online registration to speak will begin two hours before the meeting start time, and registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

In-Person Public Comment - Register to speak on the Public Comment sign-up sheet located inside Council Chambers at least 15 minutes prior to the meeting start time. Registration will end at the conclusion of the Public Comment period during the meeting. Speakers must be registered in order to be recognized by the Chair.

Submit written comments to Councilmember Juarez at [Debora.Juarez@seattle.gov](mailto:Debora.Juarez@seattle.gov)

*Please Note: Times listed are estimated*

**A. Call To Order**

**B. Approval of the Agenda**

**C. Public Comment**

**D. Items of Business**

1. [Appt 02267](#) **Appointment of Summer Hepburn as member, Joint Apprenticeship Training Committee, for a term to December 31, 2023.**

Attachments: [Appointment Packet](#)

**Briefing, Discussion, and Possible Vote** (5 minutes)

**Presenter:** Todd Snider, Seattle Public Utilities (SPU)

2. [Appt 02348](#) **Appointment of Kimberly Loving as Director of the Seattle Department of Human Resources, for a term to September 1, 2026.**

Attachments: [Appointment Packet](#)  
[Written Questions and Answers](#)

**Briefing, Discussion, and Possible Vote** (25 minutes)

**Presenter:** Greg Wong, Deputy Mayor

3. **Seattle Office of Labor Standards (OLS) Race and Social Justice Initiative (RSJI) Presentation**

Attachments: [OLS RSJI Presentation](#)

**Briefing and Discussion** (30 minutes)

**Presenters:** Steve Marchese, Director, Carmie Estandian, Sr., Katie Jo Keppinger, Laine Middaugh, and Joshua Treybig, Office of Labor Standards (OLS)

**E. Adjournment**



Legislation Text

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**File #:** Appt 02267, **Version:** 1


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Appointment of Summer Hepburn as member, Joint Apprenticeship Training Committee, for a term to December 31, 2023.

The Appointment Packet is provided as an attachment.



# City of Seattle Boards & Commissions Notice of Appointment

<b>Appointee Name:</b> Summer Hepburn		
<b>Board/Commission Name:</b> Joint Apprenticeship Training Committee (JATC)		<b>Position</b> Member
<input checked="" type="checkbox"/> <b>Appointment</b> OR <input type="checkbox"/> <b>Reappointment</b>		<b>Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	<b>Date Appointed:</b> 7/16/2017	<b>Term of Position: *</b> 1/1/2021 <b>to</b> 12/31/2023  <i>X filling remainder of vacant position</i>
<b>Residential Neighborhood:</b> SEATAC/ MCKMICKEN HEIGHTS	<b>Zip Code:</b> 98188	<b>Contact Phone No.:</b> [REDACTED]
<p>To Whom it May Concern,</p> <p>I would like to formally request that I be considered for the current opening as a member of the JATC. I have a bachelor's degree in Anthropology/Sociology, and I am confident that I have accumulated the skills and experience necessary for me to be an excellent representative for my local 32 brothers and sisters, and the Seattle Public Utilities Water Line of Business. In my 8-year tenure as a member of the SPU water distribution team, I have completed the SPU Water Pipe Worker Apprenticeship program, performed duties as a journey level worker since October 2015, operated as an Out of Class Crew Chief (OOC CC) on several crews, and I am currently working as a Lead Water Pipe Worker (Sr. WPW) on the All-City Hydrants crew. I have a WDM2 certification, and I have a current WA State CDL.</p> <p>Beginning October 2020, I was chosen to represent my work group as a trainer for the current Water Pipe Worker apprenticeship class, and I was personally tasked in developing and delivering curriculum centered specifically on gender disparity and allyship within the trades. I have continued to support the current apprenticeship group in my role as chairperson for the Water Pipe Worker Apprenticeship Subcommittee (WPAC), a role which I have held since October 2019, as well as participate in the SPU Race and Social Justice Initiative as a Change Team member. Most recently, I also had an opportunity to write and help produce an instructional video for the Fire Department on how to properly operate and test a hydrant.</p> <p>Thank you for your time and consideration. I have enclosed my resume for your reference. Please let me know if you have questions or need any further information.</p> <p>Respectfully, Summer Hepburn</p>		
<b>Authorizing Signature (original signature):</b>   <b>Date:</b> 7/1/2022		<b>Appointing Signatory:</b> Bruce A. Harrell Mayor of Seattle

\*Term begin and end date is fixed and tied to the position and not appointment date or appointee.  
August 30, 2016

Last revised

# SUMMER HEPBURN

## Education

- 1995-2002 University of California at Santa Cruz. B.A. Physical Anthropology with an emphasis on human behavior, forensics, and sociology.
- 2013-2015 Seattle Public Utilities Apprenticeship and subsequent supplemental instruction.

## License/ Certifications

- Current WA State Commercial Driver's License CDL Class B License
- Water Distribution Manager II Certification

## Profile / Skills / Abilities:

Strong Leadership Skills	Communicative
Well Organized with Attention to Detail	Friendly/ Professional/ Team Oriented
Reliable, Timely, and Flexible	MAXIMO, DataSplice, GIS, FOMS Competent
Creative, Inventive, and Resourceful	Respectful of Diverse Environments
Committed to Personal/ Professional Development	Excellent Customer Service Background
Focused on Workplace Safety Laws & Regulations	Upholds SPU Standards, and Practices

## Professional Experience:

**OOC Crew Chief** **Seattle Public Utilities** **Seattle, WA**

- Supervise, coach and mentor employees in the water pipe worker series
- Review and complete work orders
- Plan and schedule work assignments
- Conduct necessary inspections to ensure public safety, job quality, customer satisfaction, and environmental controls are addressed
- Ensure that work is performed in accordance with departmental, City and State safety laws
- Respond to emergency on an as needed basis.

**Sr. Water Pipe Worker** **Seattle Public Utilities** **Seattle, WA**

**2/19 – Present (720 hrs)**

- Accountable for adhering to all workplace safety laws, regulations, standards, and practices.
- Responsible for managing a job site, a crew of 3 – 12 members, and equipment from start to finish.
- Coordinate daily with crew chief to plan, schedule, and distribute work assignments of crew and equipment.
- Review and interpret construction and design blueprints to determine how to accomplish the job safely and according to standard plan.
- Use Maximo and Data Splice to manage crew time and review/ complete work orders daily.
- Maintain strong lines of communication on site with contractors, engineers, crew members, and other utilities. Problem solve in abnormal and emergency situations while adhering to work standards and procedures. Provide excellent customer service to the community that we serve as a representative of Seattle Public Utilities.
- Develop, and ensure the success of new Journey Level workers through on the job training, performance reviews, and upholding SPU standard plans and best management practices.

**OOC Sr. Water Pipe Worker** **Seattle Public Utilities** **Seattle, WA**

**3/17 – 2/19 (2825 hrs)**

- Responsibilities as outlined above.

# SUMMER HEPBURN

**Water Pipe Worker**  
**10/15 – 3/17 (3175 hrs)**

**Seattle Public Utilities**

**Seattle, WA**

- Install/ repair water mains, services and related appurtenances using a variety of large equipment and tools.
- Visually scan and/or compare documents, forms or other materials for accuracy and completeness, including truck and tool inventory, pick sheets / parts lists, and daily truck inspections.
- Respond to and provide support during emergencies, inclement weather events, holidays, weekends, and continuation shifts.

**Water Pipe Worker Apprentice**  
**09/13 – 10/15 (4552 hrs)**

**Seattle Public Utilities**

**Seattle, WA**

- Assisted Journey Level Water Pipe Workers in the construction, installation, maintenance, repair, and operation of water mains, transmission pipelines, valves, fire hydrants and water services.
- Learned to properly operate tools and work around heavy equipment.
- Developed communication skills and played an active role in resolving customer concerns.
- Completed all supplemental educational requirements.

**Laborer/ Carpenter Apprentice**  
**03/12 – 09/13**

**Capitol Hill Remodel**

**Seattle, WA**

- General construction / repair & remodel.
- Maintain open and effective communication with crew, distributors, and subcontractors.
- Foster lasting and meaningful customer-client relations.
- Material takeoff, inventory, ordering, pick up / delivery, mobilization and demobilization, inspection prep, project management, reading blueprints, adhering to job site safety protocols.

**Café Manager**  
**04/06 – 12/10**

**Grand Central Bakery**

**Seattle, WA**

- Responsible for managing multiple locations and crews of 8 to 24 employees at one of the oldest and most revered bakeries in the city.
- Accountable for employee scheduling, hiring, reviewing, firing, customer care, problem solving, quality control, adherence to timelines, daily reconciliation, labor reporting, inventory analysis, reporting to and working with other locations and direct managers on a daily / monthly basis, crisis prevention, building and equipment knowledge and maintenance / cleanliness, distribution of duties, yearly budget performance, and observance to company values and long term goals.
- Developed and implemented procedural training programs for new employees, seasoned staff, and managers.
- Streamlined business processes and re-trained staff to improve efficiency after store leadership transition.
- Opened a new store location including hiring and training new staff, and ordering and setting up sales floor and back bakery equipment and supplies.

## **Supplemental Education:**

- City of Seattle Emerging Leaders Program
- City of Seattle Conflict Resolution Course
- City of Seattle How to Receive Feedback Course

## **Professional Affiliations and Memberships**

- WPAC Chairperson/ Secretary
- Apprenticeship Hiring Committee/ First Class Trainer
- SPU Change Team Member



# Joint Apprenticeship Training Committee (JATC)

6 Members with three year terms. Pursuant to Resolution 16820, 29680, and Ordinance 107790. All members subject to City Council confirmation:

- # City Council-appointed
- 6 Mayor-appointed
- # Other Appointing Authority-appointed (specify):

**Roster:**

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
5	F	N/A	1.	City Service	Michiko Starks	1/1/22	12/31/24	1	Mayor
6	F	N/A	2.	Organized	Summer Hepburn	1/1/21	12/31/23	1	Mayor
9	M	N/A	3.	City Service	Todd Snider	1/1/21	12/31/23	1	Mayor
6	F	N/A	4.	City Service	Lisa Reager	1/1/22	12/31/24	1	Mayor
6	M	N/A	5.	Organized	Tom Kelly	1/1/22	12/31/24	1	Mayor
2	M	N/A	6.	Organized	Jeffrey G. Berry	1/1/22	12/31/24	1	Mayor

**SELF-IDENTIFIED DIVERSITY CHART**

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)				
	Men	Women	Transgender	Unknown	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other (Specification Optional)	Caucasian/ Non- Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor	4	2				1			1	3			1
Council													
Other													
<b>Total</b>	<b>4</b>	<b>2</b>				<b>1</b>			<b>1</b>	<b>3</b>			<b>1</b>

**Key:**

- \*D List the corresponding *Diversity Chart* number (1 through 9)
  - \*\*G List *gender*, M = Male, F= Female, T= Transgender, U= Unknown
  - RD Residential Council District number 1 through 7 or N/A
- Diversity information is self-identified and is voluntary.*



Legislation Text

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**File #:** Appt 02348, **Version:** 1

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Appointment of Kimberly Loving as Director of the Seattle Department of Human Resources, for a term to September 1, 2026.

The Appointment Packet is provided as an attachment.

# City of Seattle



**Director**

## **Seattle Department of Human Resources**

**Confirmation Packet  
August 19, 2022**

**Kimberly Loving**



August 19, 2022

The Honorable Debora Juarez  
President, Seattle City Council  
Seattle City Hall, 2<sup>nd</sup> Floor  
Seattle, WA 98104

Dear Council President Juarez:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Kimberly Loving as Director of the Seattle Department of Human Resources (SDHR).

The materials in this packet are divided into two sections:

A. **Kimberly Loving**

This section contains Ms. Loving's appointment and oath of office forms and her resume.

B. **Background Check**

This section contains the report on Ms. Loving's background check.

Kimberly Loving rose to the occasion when faced with an unprecedented global shutdown, which required that she manage a 120-employee team responsible for remote work accommodations, and evaluating requests for vaccine exemptions, all while continuing to hire for a workforce of over 12,000 people. The department made its way through those challenges under Ms. Loving's solution-oriented, pragmatic, get-things-done leadership.

Kimberly Loving knows SDHR inside-and-out, having served the department as Deputy Director, Chief of Staff, and, most recently, as Interim Director. As many of our current employees work toward a well-earned retirement, she has an eye toward the future, identifying talent from our universities, our communities, and from within our own workforce. She has shown herself to be an authentic, transparent leader who listens to the expertise of her team and empowers them to serve our City employees and departments. As a former Chief of Staff for the Seattle Department of Information Technology, she implemented equitable systemic improvements to the way the department conducts hiring processes. Further, she is committed to constant self-improvement, as demonstrated by the fact she is currently earning her Doctorate in Learning & Organizational Change from Baylor University.

Ms. Loving has served as Interim Director of SDHR since August 2021. My office has since consulted stakeholders regarding her performance, including with Directors of City departments, Human Resources Leads in City departments, several employees on the SDHR team (including direct- and non-direct reports to Ms. Loving) and labor unions representing City employees. It was clear from stakeholders that Kimberly Loving brings a collaborative spirit, calm presence, and profound integrity to how she approaches her work. Review of her performance at SDHR, including when she was Deputy Director, and the consistently positive feedback from affected stakeholders is the process that informed my decision to advance Ms. Loving for your consideration today.

The Honorable Debora Juarez  
Kimberly Loving Confirmation Letter  
August 19, 2022  
Page 2 of 2

I trust that after reviewing Ms. Loving's application materials, meeting with her, and following your diligent Governance, Native Communities & Tribal Governments Committee review, you will find that Kimberly Loving is the right choice to serve as permanent Director of the Seattle Department of Human Resources.

If you have any questions about the attached materials or need additional information, Deputy Mayor Greg Wong would welcome hearing from you. I appreciate your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Bruce A. Harrell". The signature is written in black ink and is positioned above the printed name and title.

Bruce A. Harrell  
Mayor of Seattle

## **SECTION**

### **A**



**City of Seattle**

Mayor Bruce Harrell

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August 15, 2022

Kimberly Loving  
Seattle, WA  
Transmitted via e-mail

Dear Kimberly,

It gives me great pleasure to appoint you to the position of Director of the Seattle Department of Human Resources at an annual salary of \$245,804.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, your initial term is until September 1, 2026.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Department will thrive under your leadership.

Sincerely,

A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell  
Mayor of Seattle

cc: Seattle Department of Human Resources file



# City of Seattle Department Head Notice of Appointment

<b>Appointee Name:</b> <i>Kimberly Loving</i>		
<b>City Department Name:</b> <i>Seattle Department of Human Resources (Personnel Department)</i>		<b>Position Title:</b> <i>Director (Personnel Director)</i>
<input checked="" type="checkbox"/> <b>Appointment</b> <i>OR</i> <input type="checkbox"/> <b>Reappointment</b>		<b>Council Confirmation required?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Appointing Authority:</b> <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		<b>Term of Office:</b> <i>City Council Confirmation to September 1, 2026</i>
<b>Legislated Authority:</b> <i>Charter Art. XVI § 1</i>		
<b>Background:</b> Kimberly Loving knows SDHR inside-and-out, having served the department as Deputy Director, Chief of Staff, and, most recently, as Interim Director. As many of our current employees work toward a well-earned retirement, she has an eye toward the future, identifying talent from our universities, our communities, and from within our own workforce. She has shown herself to be an authentic, transparent leader who listens to the expertise of her team and empowers them to serve our City employees and departments. As a former Chief of Staff for the Seattle Department of Information Technology, she implemented equitable systemic improvements to the way the department conducts hiring processes. Further, she is committed to constant self-improvement, as demonstrated by the fact she is currently earning her Doctorate in Learning & Organizational Change from Baylor University.		
<b>Date of Appointment:</b> <i>8/19/2022</i>	<b>Authorizing Signature (original signature):</b> 	<b>Appointing Signatory:</b> <i>Bruce A. Harrell</i> <i>Mayor</i>





CITY OF SEATTLE ▪ STATE OF WASHINGTON  
OATH OF OFFICE

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State of Washington

County of King

I, Kimberly Loving, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of the Director of the Seattle Department of Human Resources; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as the Director of the Seattle Department of Human Resources.

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Kimberly Loving

Subscribed and sworn to before me

this \_\_\_\_ day of \_\_\_\_\_, 2022.

[Seal]

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Elizabeth M. Adkisson, Interim City Clerk

# KIMBERLY LOVING

Location: Greater Seattle, WA

LinkedIn: [www.linkedin.com/in/kimberlyloving/](https://www.linkedin.com/in/kimberlyloving/)

**Take-charge leader with private & public sector experience and business-planning expertise who works at both strategic and operational levels.** Applies a wide-angle lens on business to ensure the organization delivers against objectives while increasing both capability and capacity. Builds & fosters relationships, marshals resources, and digs into problems without reservation to achieve resolution for organizations with complex workforce footprints. Possesses clear understanding of how all levels of business operate, a demonstrated commitment to diversity, equity, and inclusion, and knows how to incorporate initiatives to ensure adoption, application, and execution at all levels. Brings nearly 20 years of experience in multi-faceted and large-scale program management, business planning, strategy, operational management, global exposure, and an MBA from American University's Kogod School of Business. Excellent C-Suite level presentation & communication; persuasive negotiator who can influence at all levels to support the adoption of new solutions that produce a high return on investment.

## SKILLS, EXPERIENCE & COMPETENCIES

*Human Resource Management  
Business & HR Operations  
Organizational Change Management  
Diversity, Equity & Inclusion  
Finance & Budgeting  
Executive Leadership*

*Strategic & Workflow Planning  
Race & Social Justice  
Enterprise Scale Reorganizations  
Talent Acquisition  
Human Resource Acquisition  
Employee Relations*

*HR Classification & Compensation  
Labor Relations  
Human Resource Shared Services  
Employee Learning & Development  
Benefits Administration  
Human Capital Management Systems*

## PROFESSIONAL EXPERIENCE

**City of Seattle | Seattle, WA**

**2016 – Present**

### **INTERIM DIRECTOR, SEATTLE DEPARTMENT OF HUMAN RESOURCES – [AUGUST 2021– PRESENT]**

*Promoted by City of Seattle Mayor's Office to guide and implement enterprise-wide comprehensive, integrated human capital strategic planning to support ~13K employees.*

- Lead all activities of City Human Resources.
- Advise members of the Mayor's Cabinet and City Council routinely on employment and labor-related matters.
- Participate as a member of the City's Deferred Compensation and Retirement Fund Board of Directors.

### **CHIEF OF STAFF – INFORMATION TECHNOLOGY [MARCH 2020 – JULY 2021]**

*Promoted to head strategic and operational leadership of department-wide initiatives that include Human Resources, Talent development, Performance & Service Analytics, Workforce Equity, Diversity & Inclusion, Communications, Organizational Change Management, Continuous Process Improvement, & Administrative & Operational Services.*

- Introduced and implemented Talent Experience Alignment Recruitment Process, an equity-based talent acquisition philosophy and process to increase equity outcomes
- Implemented Human Resources Partner Business Model Engagement practices
- Stood up Race & Social Justice/DEI team; designed & facilitated "Let's Talk Race", a three-part series with the Office of Civil Rights
- Streamlined department hiring and position management process and eliminated silos and fragmented practices by aligning Finance and Human Resources teams to coordinate budget and position needs
  - ✓ Stood up Staffing Decision Group and trained on execution of process, reducing hiring steps from 13 to 5
  - ✓ Improved budget management by reducing overspend
  - ✓ Decreased staffing request processing time from ~15-days to ~5-days
- Lead departmentwide reorganization alongside Chief Technology Officer, consolidating divisions from six (6) to three (3)

### **CHIEF OF STAFF – DEPARTMENT OF HUMAN RESOURCES [MARCH 2019 – MARCH 2020]**

*Promoted to plan, direct and lead people, financial, and operational activities on behalf of the City's Chief Human Resources Officer.*

- Stood up and steered decision group to successfully eliminate \$1M overspend projection in 2019
- Led Centralized Employee Giving Program reorganization, achieving a 5% reduction in budget for two (2) consecutive years

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**DEPUTY DIRECTOR – DEPARTMENT OF HUMAN RESOURCES [APRIL 2016 – FEBRUARY 2019]**

*Recruited to lead citywide centralized Human Resources Shared Services division comprised of the following business units: Compensation & Classification, Business Operations & Financial Services, Workforce Analytics & Reporting, Benefits, Deferred Compensation, Safety, ADA, Leave Administration, and Workers' Compensation.*

**DaVita Healthcare Partners | Tacoma, WA**

**2010 – 2016**

**DIRECTOR, REVENUE OPERATIONS**

*Hired to transform underperforming department into a highly functioning and performing team. Oversaw Centralized Revenue Operations, Operations Analytics, Reporting, & Single Patient Contract Agreement teams.*

- Revamped daily/weekly/monthly/yearly/ad-hoc reporting processes to align with 12 division Vice President's priorities in just 6-months
  - ✓ Improved visibility which facilitated resource collaboration
  - ✓ Garnered trusting relationships with team, stakeholders & senior leadership
- Grew team from 12 to >50 over 2-years as Vice Presidents transferred resources to grow team's capacity & abilities
- Boosted customer satisfaction from 3's to 9's (10 being highest) over 2-year period
- Reduced Sarbanes-Oxley exceptions from 1-2/month to ZERO over 18-month period

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**ADDITIONAL PROFESSIONAL EXPERIENCE**

**ABSENCE MANAGEMENT PROGRAM DIRECTOR | Prince George's County Public Schools | Upper Marlboro, MD | 2004 – 2010**

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**EDUCATION**

**Bachelor of Arts (BA) – Economics, International & Comparative Policy Studies | Reed College | Portland, OR**

**Master of Business Administration (MBA) | American University | Washington, DC**

**Master of Legal Studies (MLS) | American University | Washington, DC**

**Doctorate in Learning & Organizational Change (EdD) | Baylor University | Waco, TX (Expected 2025)**

**STUDY ABROAD PROGRAMS**

**International Immersion – Private Equity & Venture Capital Focus | University of Nairobi | Nairobi, Kenya**

**Study Abroad – International Policy & Economics Focus | La Universidad de Costa Rica | San José, Costa Rica**

**Study Abroad – International Micro-Economics Focus | University of South Africa | Durban, South Africa**

**AWARDS**

Stanford University Research Scholar ▪ McGill Lawrence Internship Award

National Security Education Program – David Boren Scholar

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## **SECTION**

### **B**



# City of Seattle

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## Seattle Department of Human Resources

Kimberly Loving, Interim Director

**August 11, 2022**

**TO:** Adam Schaefer - City Budget Office

**FROM:** Annie Nguyen - Seattle Department of Human Resources

**SUBJECT:** Background check for Kimberly Ann Loving

The Seattle Department of Human Resources has received a copy of **Kimberly Loving's** background check provided by Global Screening Solutions. There were no findings that would impact their employment eligibility.

Cc: Personnel File

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Seattle Department of Human Resources

Seattle Municipal Tower, 700 5<sup>th</sup> Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028  
(206) 684-7999 • TTY:7-1-1 Fax: (206) 684-4157 • Employment Website: [www.seattle.gov/jobs](http://www.seattle.gov/jobs)

An equal employment opportunity employer. Accommodations for people with disabilities provided upon request.



**Kimberly Loving**  
**Nominee for Director of Seattle Department of Human Resources**  
**Responses to the Seattle City Council**

**1. What is your vision for the Seattle Human Resources Department (SDHR) over the next several years? What are your goals for the Department?**

The purpose of Human Resources is to provide support – through systems, processes, tools, and partnership, so that City departments can deliver the best service to the people of Seattle. To do this we need an engaged and motivated workforce where people can feel valued and contribute at their highest levels.

My vision for Seattle Human Resources is to provide equitable and effective human resource management and support services by developing and implementing systems, policies, and programs that enable our employees to contribute to positive outcomes for the City of Seattle. To achieve this vision will require strategic focus in the following goal areas:

- Continued measurable fortification and operationalization of Equity in everything we do.
  - I was drawn to work for the City of Seattle because of its demonstrated commitment to Equity. I look forward to forming strong partnerships with the Office of Civil Rights, the Office of the Employee Ombud and leaders in the Harrell Administration to build on the work of those who came before me.
- Investing in, developing and empowering department leaders
  - I believe thoughtful investment in people, our most precious asset, can create and sustain an organization’s competitive advantage. By listening to understand our employees’ needs and sharing a sense of purpose, we will inspire an environment of collaboration and positive change throughout our workplace community.
- Strengthening and cross-pollination of the citywide Human Resource Leadership Team (HRLT)
  - To achieve Human Resources excellence across the City, the entire HR community must activate and model Mayor Harrell’s *One Seattle* vision. To drive greater levels of innovation and provide high-impact HR services to the City, citywide HR leaders must establish increased coordination.
- Serving as a trusted resource for all City team members –from the Mayor and City Council to frontline employees.

**2. Please share your vision for future of work (e.g., teleworking, supporting work arrangements that best benefit the City and employee needs). Moving forward, what is the right balance between work-from-home and an in-office presence for SDHR professionals?**

The way we work has dramatically changed over the past few years. While it is paramount for SHR employees to be accessible to City employees, “accessible” no longer only means “on-site.” For many City of Seattle employees, “accessible” means meeting virtually and not requiring employees to meet us in a specific location. This opens up many opportunities for us to creatively serve the needs of leaders, employees, and teams. My expectation has been and will continue to be that Human Resource professionals are strategic partners to City department leaders, helping them understand the new employment context, illuminating both traditional and hybrid team dynamics, and aligning human capital strategy with operational goals. To be an effective go-to source for people analytics that support business decisions and drive people strategy, SHR professionals must align with our client departments. With that said, we must also model how to balance these operational goals with healthy practices that support the well-being of our SHR workforce. This is why I support a hybrid way of working for SHR employees. As a department, we are thoughtfully working together to optimize the SHR work environment with human connection, flexibility, and practicality.

### **3. What are some of the notable accomplishments you achieved as Interim Director?**

I am extremely proud of what we have been able to accomplish together since I started as Interim Director in August 2021. I am particularly pleased with how SHR employees rallied alongside City HR and department leaders to successfully implement the City’s vaccine mandate in a timely, employee centered, and effective manner. It is impossible to adequately articulate the enormity of that extremely critical and time sensitive undertaking. It is also impossible to not acknowledge the massive amount of change the world faced and continues to navigate during this season of unprecedented challenges and change. I would be remiss not to acknowledge the dedication displayed by SHR employees to move the City forward, despite the implications of the pandemic.

During my time as Interim Director, I also implemented department organizational changes designed to align SHR’s commitment to leading the City’s workforce with a continued emphasis on equity. The Human Resources Investigations Unit (HRIU) investigates complaints and alleged violations of applicable City Personnel Rules, including allegations of harassment, discrimination, and misconduct. It is critical to change City employees’ experiences of the HRIU from being a reactive division to being a proactive unit that also aims to identify, address, and remediate the underlying causes for many of the frequent or reoccurring concerns in the workplace. To accomplish this, I expanded the HRIU Director’s leadership to include the Learning and Development (L&D) Team which shifts the attention of HRIU from fault finding to identifying learning opportunities. With the L&D Team’s experience in delivering equity focused training and development programs to City employees, SHR is now in a unique position to ensure that workplace conflict resolutions are programmed with valuable training and development solutions aimed at the root cause and focused in creating a more equitable culture at the City of Seattle. My decision to execute these organizational shifts presents an opportunity to realign work that will support a positive change in City culture in several ways:

- HRIU and L&D currently provide services to the entire City. This shared scope creates the platform in SHR to provide other targeted learning and development services to all City departments.
  - Given the City Personnel Rules require all HRIU employees to be mandatory reporters (unlike the Office of the Employee Ombud, the Civil Service Commission, or the Office for Civil Rights), it is in the best position to see trends and patterns of issues that need addressing throughout the City and within individual departments. This will help identify who needs L&D's support and in what areas.
  - Further, HRIU and L&D have strong partnerships with City HR leaders providing frequent discussions on best practices for employee engagement. This new combined division will continue to build and strengthen these relationships for further impact.
- 4. We have heard that some City positions have been allowed to continue past the sunset dates set in Adopted Budgets. How do you plan to prevent this from happening in the future?**

While sunset dates on regular positions are a mostly informal practice of signaling a department's future intent to eliminate a position and have no automatic and enforceable function under the Seattle Municipal Code, the City Budget Office (CBO) and Seattle Human Resources have in the past two years put in place procedures to encourage departments to eliminate positions with past or approaching sunset dates, or to formally remove or extend those dates. Specifically, the SHR Workforce Analytics and Reporting Unit (WARU) has begun to send annual notifications to departments regarding all positions with sunset dates that will expire in the next two years. Beginning in 2022, WARU now has a practice of freezing any vacant position with a past sunset date and requiring CBO approval to unfreeze it for department use, thus alerting CBO to the expired date and beginning the process of formally modifying the date or eliminating the position. In the past, these dates were extended or removed using a memo between the CBO and SHR. Today, a more robust partnership between CBO and SHR has led to formalizing the process for departments, increasing transparency and accountability.

**5. What do you see as the biggest challenges to SDHR in the coming years?**

**Finding talent during a shortage**

Attracting and retaining talent are becoming increasingly difficult and competitive. While the SHR Talent Acquisition team continues to stay ahead of the national average days to recruit and fill a position (SHR = 35.76 days to fill positions; industry standard for general recruiting = 38-45 days to fill positions), more and more employers are offering big salaries and signing bonuses to attract talent. Looking ahead, while we may not be able to compete by offering the same salary levels, we can compete effectively for talent by offering meaningful workforce development opportunities to our City employees. It will be critical that we identify and develop potential within the City employee population through our Workforce Development offerings. In an area



like Seattle with so much competition for talent, we must be creative and flexible in establishing our value proposition for current and potential employees.

### **Continuing to balance the evolution of remote work**

We are now nearly 3 years into a massive remote work experiment driven by necessity and marked with trial and error. Employee expectations have increased with respect to remote working. When possible, more people are choosing to work from home because they want to, even if their office is open and they are less concerned about Covid risks. One challenge facing the citywide HR community is identifying sustainable and effective ways to support flexibility and foster an engaged and balanced workforce without compromising business outcomes and services to Seattle residents.

### **Managing through the opportunities of a challenged classification & compensation program**

Public agencies depend on a clear, comprehensive job classification structure on which to base performance expectations, promotional and career ladders, performance management, performance evaluation and fair and equitable compensation. For the most part, jobs are dynamic, ever changing and evolving to reflect the business of the organization. Best practices in classification review suggest that jobs and job descriptions/class specifications should be reviewed and updated every 3 – 5 years, more frequently for jobs in technology. For a city the size of Seattle, it will be important to implement a realistic organizational goal of building a review cycle every 7 – 10 years to keep alignment of structures and compensation.

### **Prioritizing employee mental health & well-being**

While well-being has in recent decades been a growing concern of employers, the pandemic, social upheaval, and increased pressures on marginalized communities have accentuated these needs and put mental health and well-being as a top priority for conscientious employers. SHR has championed programs to address these needs. With the 2022 Seattle Sheds Light on Mental Health initiative, citywide Future of Work Informational Sessions and other expanded Employee Assistance Plan offerings, SHR has made clear its commitment to support City employees' mental health and well-being.

### **Human Capital Management replacement system**

Although the implementation plan for the City's new Human Capital Management (HCM) replacement system is on track, the substantial and complex endeavor will require each City department to embrace new ways of working with new technology. This venture will require leaning on the change management transition skills HR professionals are exercising today as we traverse the evolution of a hybrid workplace. I am excited to be a part of such an impactful undertaking that will undoubtedly harmonize City HR processes and enable us to work more effectively.

## **6. What specific and measurable outcomes should SDHR look to when defining success?**

### **Recruitment**

We will continue to challenge and improve service level agreements and metrics. Our success can be measured by increasing the percentage of active job openings filled with people who can perform the functions and want to be here.

### **Employee experience & retention**

Employee experience should be a foundational component of HR. To capture this, we should measure employee satisfaction and engagement. It is important for us to know if HR initiatives are helping to boost employee satisfaction and engagement. To begin this, we will identify a baseline then measure at regular intervals to work towards increasing the percentage of City employees who say their work environment is positive.

### **Aligning HR operations to department business strategy**

SHR must identify ways to power the City's business by helping leaders continue to strengthen the connection between employee and business success, tightening the relationship between department operational strategy and workforce strategy.

#### **7. Under normal circumstances how long should a hiring process take? How will you make sure SDHR is meeting the mark?**

The average number of days to recruit and fill a position should be approximately 38-45 days based on industry standards for general recruiting. Over the last 4 years, the SHR Talent Acquisition (TA) team has averaged 35.76 days to fill positions for the 20 departments we support. We ensure this by setting goals that include objectives and key results. Regularly monitoring metrics provides visibility to areas where the team should focus its efforts and implement improvements so that we successfully meet customer staffing needs in a timely manner. These goals are tied to each recruiters' performance goals to ensure continuity and accountability.

In August 2022, the SHR TA team led a collaborative effort in partnership with the citywide recruitment community to launch a new reconfiguration of the City's cloud-based talent management software, NeoGov. Features such as the new self-service dashboard, data analytics, and mobile phone application empower the citywide recruitment community to modernize processes, accelerate time to hire outcomes, and improve the candidate experience.

#### **8. The Seattle Race and Social Justice Initiative is a citywide effort to end institutionalized racism and race-based disparities in City government. Can you provide specific examples of how you would develop and apply your commitment to equitable hiring and fair representation?**

This is an area of great importance to me. I have a deep commitment to meeting the City's Race & Social Justice objectives and under my leadership while serving as SHR Chief of Staff, the SHR Talent Acquisition (TA) team began focusing on building anti-racist practices. The team implemented a hiring process methodology called (TEA) Talent, Experience, Alignment with a

goal of citywide adoption to ensure consistent and equitable hiring practices. TEA reflects SHR's commitment to antiracism by removing barriers from the hiring process, deemphasizing formal education and years of experience, and placing a stronger emphasis on the applicant's potential, skills, and values.

- Talent - This component is about potential--having the skills and passion to be successful in the role the applicant is being considered for. This area describes not just what someone can do, but how successfully they do it. Skills that might fall into this area include ability to learn, adaptability and flexibility, critical thinking and problem-solving, managing workload, accountability, and professional development.
- Experience - This is where technical skills, knowledge, and experience are evaluated. This area covers both the depth and the breadth of someone's experience. This area could include knowledge gained through training, technical skills honed, specific software skills, education, lived experience, or keeping up with current developments and trends in areas of expertise related to the position.
- Alignment - This component is evaluating the fundamental values of the applicant and how they align with both the needs of the position and the department. This is where an applicant's commitment to Race and Social Justice, Equity, and Inclusion are considered. Other areas might include a commitment to the department's values, ethics and integrity, respect, teamwork, conflict resolution, customer service, communication, and a focus on results.

The SHR TA team partners closely with citywide recruiters across departments to educate and train on the TEA model. Currently, Seattle City Light, Seattle Department of Transportation, Seattle Information Technology, Seattle Public Utilities and the 20 departments supported by SHR utilize this hiring model. Under my leadership, SHR will continue to lead a collaborative effort across the City's recruitment community to promote consistent and equitable hiring practices that improve the internal and external candidate experience and generate an even richer City workforce and culture. Additionally, SHR established and leads a citywide talent acquisition work group that focuses on crafting job advertisements and descriptions aimed at screening in Black, Indigenous, People of Color (BIPOC) and women applicants versus screening them out.

**9. We noticed the "equity-based talent acquisition philosophy and process" you implemented. How do you plan to address both hiring and retention as Director of SDHR – what is the strategy to make sure we are retaining diverse candidates?**

- Leverage exit interviews to identify reasons for turnover
  - o Conduct exit interviews when employees leave the City. We will use the data to identify organization gaps that appear to be causing employees to leave and design plans to improve retention.
- Investing in, developing and empowering department leaders
  - o Strengthen capabilities in current and emerging City leaders by delivering training and development programs aimed at creating a more equitable culture at the City of Seattle.

In addition to the implementation of the equity-based Talent, Experience, Alignment hiring initiative described in question number 8, the SHR Workforce Development Unit (WFD) provides resources for City employees to explore career opportunities, connect to others within the City community and develop skills. In 2022 we are focusing on enhancing information and training for people managers to support employee development, build talent pipelines and positively impact retention. The WFD's vision is to ensure the City of Seattle has a skilled, engaged, and equitable workforce that best serves and is representative of all members of our community. We accomplish this by offering citywide internships, fellowships, career outreach events and programs that develop, connect, and empower people. The work is guided by the Workforce Equity Strategic Plan. The 2019 Employment Pathways and Workforce Diversity Report identified the benefits of mentorship for improving workforce diversity and building relationships between employees. The WFD mentorship program connects individuals within their organization who they may not otherwise encounter, mentors who look like them and may share similar backgrounds and help them cultivate knowledge and skills to move up in the organization. Mentoring has been found to be significantly related to favorable job performance, job satisfaction, lower work stress and increased self-esteem, positive relationships with peers, promotions and job offers.

Just as important for retention as the above programs is support for mental and emotional well-being. Earlier this year, I was thrilled to share with the City community SHR's well-being focus to show care and compassion for the excess of challenges we all have experienced during the last 2+ years by expanding the citywide Employee Assistance Program and hosting an awareness week entitled "Seattle Sheds Light on Mental Health," complete with speakers, educational webinars, and wellness activities. To continue our commitment, the 2023 SHR workplan will include initiatives such as the Seattle Sheds Light on Mental Health campaign and other career resilience support offerings with the goal of engaging, retaining and better meeting City employees' needs.

**10. Our workforce is aging and we want to make sure we are recruiting a diverse age range to have continuity in city knowledge and services -- what suite of benefits is important for folks looking right now.**

Employee benefits help protect employees against severe financial impacts of illness, loss-of-income, and death. To continue to appeal to a diverse range of ages and financial needs throughout employment-- both at hire date and through retirement or separation --means offering a broad range of choices so employees can update their benefit choices to best meet new financial needs as their jobs, families and lives may change. SHR effectively and efficiently offers enough choice so each employee can meet their main needs with a variety in terms of medical networks; tax-preferred arrangements; levels of protection; all within the framework of stewardship of City funds and the collective bargaining process. We continually educate employees with the information and tools they need to make updated choices in their financial planning.

SHR offers several lifestyle benefits, including many that highlight the City as a caring employer, which is critical to candidate attraction and employee retention success:

- Expanded Employee Assistance Program (EAP) to serve temporary employees
- Virtual counseling care with TalkSpace – which may appeal to younger generations via text support
- Advocacy/Accolade – navigating conditions, finding new providers, and getting help with claims, a need that transcends all ages
- Mental Health Benefits and Focus – affecting all generations/ages
- Reach Wellbeing – digital learning and engagement experience appeals to younger generations Family planning benefits – increased fertility coverage, likely serving employees between the ages of 25-45
- Kinside – Childcare support, parents possibly 25-45
- Teladoc on Aetna – Virtual Care and app-based support, attractive to younger generations <30
- We are proudly a leader in gender-affirming services coverage

**11. What do you see in terms of opportunities to work with labor unions on all of the above?**

Because the Labor Relations team is housed in SHR, we are uniquely situated to have direct engagement with nearly every department. That provides us an opportunity to work collaboratively with our union partners to develop consistent, transparent, and equitable policies and processes to enhance and improve all City employees' experience. The City has long advanced a collaborative approach to our union partners and Mayor Harrell's *One Seattle* vision has made it clear and unequivocal that we are to continue that longstanding commitment. Due to their unique relationship with our employees, a primary value unions bring to the workplace is advocacy for their members in areas where we may be unaware. Collaboration with unions early and often almost invariably leads to better outcomes for the City and its employees.

Under my leadership, the Director of Labor Relations has restarted the Labor Relations Forum, a monthly meeting attended by Directors and Executives as well as other non-represented managers, Employee Relations, Labor Relations, and citywide Human Resource professionals. Beyond keeping these employees informed with respect to Labor Relations activities, this forum is effectively de-siloing City departments by bolstering cross-departmental relationships. Ultimately, the Labor Relations Forum trainings will reduce the number of grievances and unfair labor practices, conserving substantial resources and, more importantly, improving the employee experience.



Legislation Text

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**File #:** Inf 2125, **Version:** 1

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Seattle Office of Labor Standards (OLS) Race and Social Justice Initiative (RSJI) Presentation



# Office of Labor Standards Race & Social Justice

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COVID-19 Response  
Change Team  
RSJI Discussion Group  
Update on Budget Transparency  
Skills Trainings  
Domestic Workers Standards Board  
Per Diem Policy  
Racial Equity Toolkits (RETs)  
2022 Preview

In Remembrance:  
Block Print by our colleague and friend  
Sarah Leyrer



**Seattle**  
Office of Labor Standards

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## Workplace Equity

Community | Business | Race & Social Justice

Our mission is to advance labor standards through thoughtful community and business engagement, strategic enforcement and innovative policy development, with a commitment to race and social justice.

(206) 256-5297

[laborstandards@seattle.gov](mailto:laborstandards@seattle.gov)

[seattle.gov/laborstandards](https://seattle.gov/laborstandards)







## 2021 Highlights

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# Centering Race Equity in COVID-19 Response - 2021 Update

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- Meeting emerging needs through policy changes and additions
- Increase access to labor standards information
- Mitigating burden on community-based organizations
- Meaningful enforcement efforts – \$11,452,296 assessed for workers in 2021
- Partnerships and equitable access to COVID-19 resources

# Update: Budget Transparency

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1

In August 2020 Change Team requested that we work to build a more transparent and inclusive budgeting process. Department leadership researched

3

Built a proposed plan for more frequent information sharing and processes for staff to forward budget proposals.

Creation of background (“primers”) on budget processes and proposals.

Rolled out the plan to Change Team and all-staff prior to implementation.

2

Interim Director and Finance Manager researched best practices and lessons learned from other departments to consider and evaluate in OLS processes.

4

Management Team committed to piloting these new processes in 2021, with the intention to evaluate success and adjust if needed.

# Sharpening Skills / Deepening Practice

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1

Language Access Toolkit & Best Practices, featuring Office of Immigrant & Refugee Affairs colleagues

3

Racial Equity Toolkit: Spheres of Accountability Training, featuring Office for Civil Rights colleagues

2

Racial Equity Toolkit (3 Part Series), featuring Office for Civil Rights colleagues

4

Gender Justice Training, featuring Office for Civil Rights colleagues

5

Equitable Supervisory & Management Practices, featuring JustLead (Management Team)

# Change Team

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**Our mission** is to eradicate institutionalized implicit and explicit racism within the Office of Labor Standards.

## 2021 Challenges

- Continuity with membership and leadership turnover
- Burnout

## 2022 Goals

- We are still here!
- Reinvigorating Change Team's role at OLS
- Working together with our new Deputy Director to promote RSJ work

# RSJI Discussion Group

## Goals

- 1 Create a safe space to discuss RSJ issues within office and in external work
- 2 Use source material to deepen understanding of history of racism and contemporary issues
- 3 Connect RSJ issues in society with OLS' work and personal experiences

## Sample Sources

- *So You Want to Talk about Race?* – Ijeoma Oluo
- *Exterminate all the Brutes* – HBO documentary series
- *Regulating the Poor* – Francis Fox Piven & Richard Cloward
- *The Sum of Us* – Heather McGhee

# Domestic Workers Standards Board (DWSB) Per Diem Policy

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- Reducing barriers to participation in Board activities by compensating participants for lost opportunity costs.
- Lost opportunity costs may include cost of forgoing paid work, childcare, or any other costs incurred that enable full and sustained participation in Board activities.
- Eligible board members receive \$25/hour via gift cards for qualifying DWSB activities, including monthly public meetings and subcommittee meetings, required trainings, and the Board's Annual Retreat.
- Policy is retroactive to January 1, 2022. Required documentation includes Eligibility Attestation Form, verified attendance, written receipts.



# Racial Equity Toolkits

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# Settlement Check Distribution

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## Goal Statement

Eliminate racial disparities in speed and success of distribution of settlement funds for BIPOC workers, particularly those who experience language barriers, immigration barriers, housing instability, mistrust of government, and lack of access to banking.

## Engagement

- Internal discussions with OLS staff
- Consultation with OCR, FAS, EEOC, claims administrators, and other jurisdictions
- Survey of workers who received settlement funds in 2021

## Issues Identified

- High risk associated with pre-paid debit cards and alternative payment platforms
- Check distribution is time/labor intensive
- Reliance on third parties to distribute checks means less OLS control over distribution process
- Pandemic-related contact limitations

# Recommendations

## Develop Written Policies

Pilot payment guidelines for settlements and findings, internal check distribution procedure, updated Settlement Agreement language

## Clarify Roles & Expectations, Share Tasks (Internal)

Reduce time between receipt of employer settlement payment and distribution of checks to workers

## Clarify Roles & Expectations With Employers & Claims Administrators (External)

Streamline process, avoid checks expiring, allow checks to reach workers faster

## Require Distribution by Employers & Claims Administrators in Large Cases

Utilize scale, incentivize employers' effective distribution, mitigate administrative burden for OLS

# Demographic Data Toolkit

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## Goal Statement

Through thoughtful demographic data collection and analysis about the communities that we serve, we can better assess and identify gaps in our efforts to improve the lives of BIPOC workers and better tell the story about how we are advancing economic justice through policy, enforcement, and outreach, with a focus on BIPOC communities.

## Engagement

- Presented outcome and results to DARE team, DARE team participants provided feedback on survey design and language to use concerning privacy issues.
- Consulted with internal and external city departments who collect similar survey; including: SDOT, City Demographer, SOCR and student/researchers from universities.

## Issues Identified & Addressed:

- Identified most “skipped” questions in the survey and will work on revising these questions.
- Images in the survey were confusing, these images were deleted.
- The potential for an incomplete or low response rate left gaps in data, created new tool in database to better track completed surveys.
- Concern that that the survey and translations may not adequately preface or explain the reason, context, or nature of the question being asked.

# Recommendations

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## Improve Response Rate

Higher touch efforts to increase use ie. incentives and conducting survey over the phone or in person.

## Improve Survey Design

Utilize response Likert scale response options and shorter questions.

## Accessibility

Simplified language translations.

# 2022 Preview

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Continuation of Race &  
Social Justice Discussion  
Group



Enhancing and Improving  
Language Access Work



Immigrant Rights Racial  
Equity Toolkit



Advancing Domestic  
Workers Standards Board  
2021 Recommendations

Thank you!

