

# Equity Motion and Equity, Diversity, and Inclusion Assessment

January 4, 2022

# Outline

1. Background & Purpose
2. EDI Assessment Process & Methodology
3. Issues & Recommendations
4. Next Steps & Implementation
5. Commission Questions & Discussion

# BACKGROUND & PURPOSE

# Commission Motion 2020-19

- Directed OEDI to **both** assess and continue implementing equity efforts
  1. Complete a comprehensive Port-wide **equity, diversity, and inclusion (EDI) assessment**
  2. Establish an internal **Change Team**, with representatives from each division and department, to embed equity in all levels of the Port
  3. **Racial equity training** for all Port employees, including Commissioners, Executive Director, and Executive Leadership Team
  4. Continue and deepen employee **learning and analysis of anti-Black racism**
  5. Create a **Community Advisory Board**
- OEDI to report back on the above at the end of 2021. This is the focus of this presentation and accompanying *EDI Assessment Report*.

# Equity Motion Implementation

Sep-20

Jan-21

Apr-21

Jul-21

Oct-21

Feb-22

May-22

1. Port-wide EDI Assessment

2. Change Team Formation & Foundational Training

3. Racial Equity Training (All Employees)

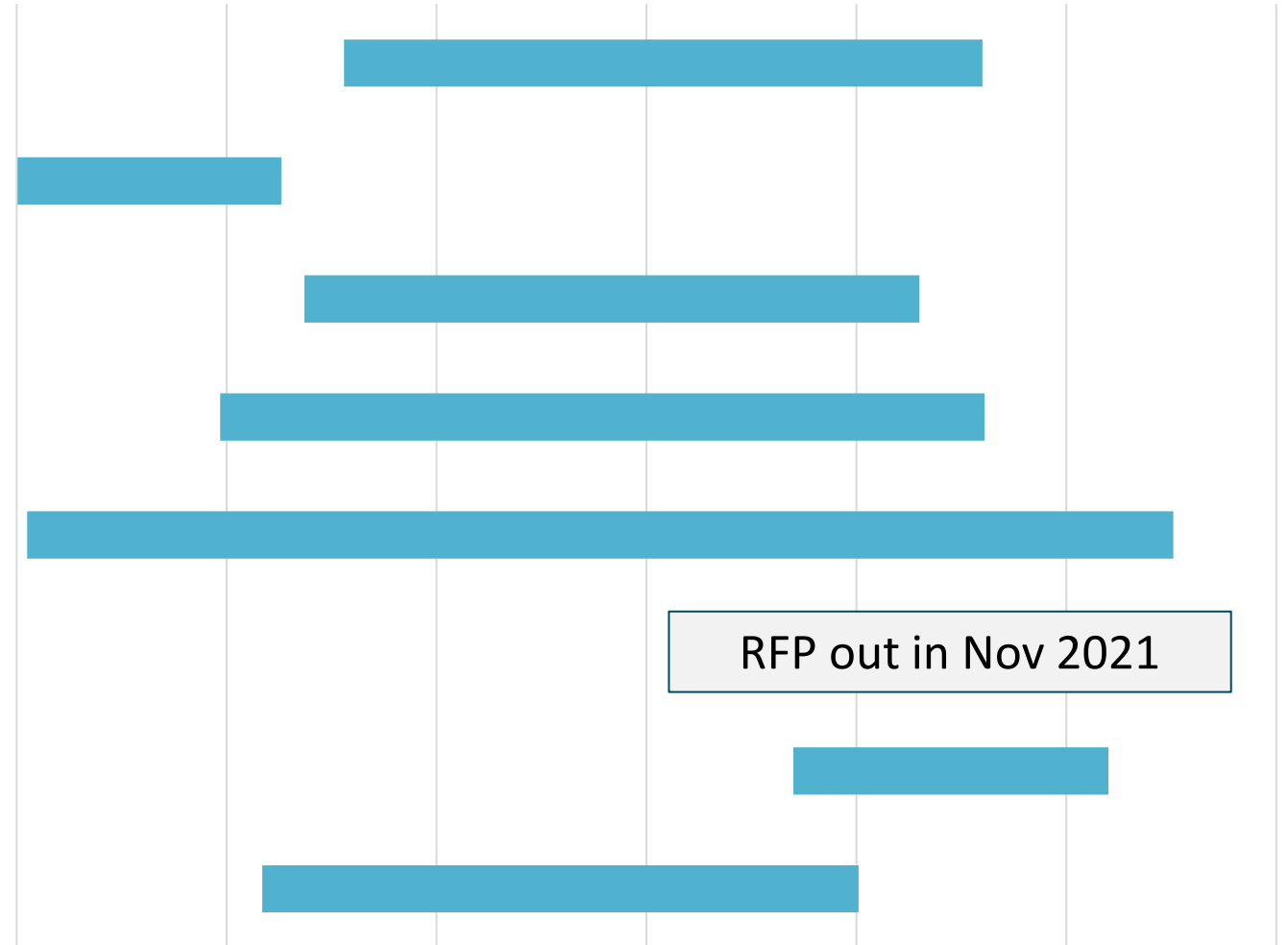
4. Learning & Analysis of Anti-Black Racism

5. Community Equity Board

WMBE Assessment thru RFP

Women of Color Assessment

Represented Workers Task Force



RFP out in Nov 2021

# EDI Assessment Goals

1. Identify strengths, weaknesses, and barriers to equity
2. Establish a baseline to track progress
3. Develop strategies and actions to build a more equitable, anti-racist organization

# For the Commission's Consideration

- How can the Commission support implementation of these efforts – both internally and externally?
- What challenges do you see for implementation?
- What aspects of this work are you looking forward to the most?

# **EDI ASSESSMENT PROCESS & METHODOLOGY**



# Methodology

1. Issue identification – meta-analysis of employee input	2. Gap analysis	3. Consultations and refinement of recommendations
<ul style="list-style-type: none"><li>• Equity Survey<ul style="list-style-type: none"><li>• 1,306 respondents</li><li>• 1,230 comments from 505 respondents</li></ul></li><li>• Change Team self-assessment</li><li>• 2020-21 Racial Equity Trainings Participant Surveys</li><li>• Blacks in Government Input and Recommendations</li><li>• Equity in Budgeting Department Survey</li><li>• Represented Workers Task Force Report</li><li>• Black Lives Matter Caucusing Series</li><li>• South King County Fund Cycle 1 Report</li><li>• Non-represented Employees Compensation Program Review</li></ul>	<ul style="list-style-type: none"><li>• Inventoried and reviewed progress-to-date on key issues</li><li>• Developed recommended actions</li></ul>	<ul style="list-style-type: none"><li>• EDI Listening Sessions (18 sessions, 283 participants)</li><li>• Blacks in Government</li><li>• ERG meetings</li><li>• D &amp; D Council</li><li>• Consultations with key departments (Human Resources, Strategic Initiatives, CPO, Diversity in Contracting, Legal, External Relations)</li><li>• Strategic Initiatives CPI collaboration</li></ul>

# Results



## Interwoven throughout: Addressing Barriers for Specific Groups

- Black, Indigenous, and people of color (BIPOC)
- Women, especially women of color
- Represented and off-shift workers

# What's in the Full Report

Full Report	This Presentation
Detailed Background	Summary
Detailed Methodology	Summary
For each of the 15 Key Issues <ul style="list-style-type: none"><li>• Description of concerns</li><li>• Progress to date</li><li>• Recommended Actions</li></ul>	<b><u>Overview</u></b> of All Issues and Actions <b><u>Spotlight</u></b> on One Issue in each Focus Area Share direct quotes from employees
Appendices – sources of employee input	

# ISSUES & RECOMMENDATIONS

# Framing

- Topics of racism, discrimination, equity can be sensitive
- Our intent is to:
  - surface the most prevalent concerns by a critical mass of employees across the Port
  - bring forth the candid and authentic voices of employees, especially those who have often been marginalized or unheard
  - make an objective analysis of work to date and continuing gaps, and
  - recommend concrete and high-impact actions to address the gaps and continue advancing equity Port-wide.

# Overview

Focus Areas	Key Issues
<b>Workplace Culture</b>	1. Inconsistencies in Port-wide vision for and commitment to equity
	2. Lack of open dialogue about equity and racism
	3. Lack of BIPOC representation and voice in decision making
	4. Lack of safety and a fear of retaliation when reporting racism and discrimination
<b>Operations and Processes</b>	5. Unclear discrimination reporting process
	6. Gaps in critical role of supervisors
	7. Inconsistent integration of equity in key Port-wide processes
<b>Employment</b>	8. Inequities in recruitment, hiring, and qualifications
	9. Inequities in compensation
	10. Barriers to advancement for internal candidates
<b>Equity Capacity Building</b>	11. Barriers to participation - resources and resistance
<b>Engaging WMBEs and Small Businesses</b>	12. Barriers for WMBEs and small businesses
	13. Barriers in procurement processes
<b>Engaging Impacted Communities</b>	14. Lack of empowered and meaningful ways for external stakeholders to engage with the Port
	15. Challenging processes for community-based organizations to contract with the Port

# **Workplace Culture**

*(Issues 1-4, Recommendations 1-17)*

# Workplace Culture – Voice of Employees

“

*If you raise a concern about your manager/director/chief, it could impact your promotional opportunities, performance evaluation and pay. Until there is a zero tolerance/no retaliation policy applied to senior leaders, employees will not feel comfortable bringing issues forward.*

*Even though I would and have reported bias and discrimination, I am 100% confident that NOTHING would be done about it. Our values are a JOKE! They are not even worth the paper they are written on. This is NOT a safe place to work for women or BIPOC people and if you happen to be both a woman and a BIPOC person then this is a terrible culture to work in.*

”



Key Issues	Summary of Recommended Actions
1. Inconsistencies in Port-wide vision for and commitment to equity	<ol style="list-style-type: none"> <li>1. Ongoing racial equity training and development for Port of Seattle’s leadership.</li> <li>2. Policy Directive to codify equity</li> <li>3. Continue communication efforts to make information accessible</li> <li>4. OEDI on-site presence at SEA Airport Office Building (AOB) and maritime locations</li> </ol>
2. Lack of open dialogue about equity and racism	<ol style="list-style-type: none"> <li>5. OEDI continues EDI learning opportunities (e.g., book clubs, caucusing, etc.) to normalize racial equity, including accessible training opportunities for represented and shift employees.</li> <li>6. Language and Meaning Initiative on how to use language that is equitable and inclusive.</li> <li>7. Uplift examples of supervisors and employees who are advancing racial equity.</li> <li>8. Targeted caucuses.</li> <li>9. Strengthen the Change Team’s impact.</li> <li>10. Identify and address equity and anti-racism as central to the Port’s Special initiative to address anti-black racism.</li> </ol>
3. Lack of BIPOC representation and voice in decision making	<ol style="list-style-type: none"> <li>11. Each year, ERGs, D&amp;D Council, Change Team, and OEDI review and coordinate annual work plans and priorities including budgeting needs.</li> <li>12. Develop organizational policies, practices, and mechanisms for participation in decision making tailored to specific groups.</li> <li>13. Town Hall briefing for new Commissioners to discuss potential collaboration and partnership.</li> <li>14. Set baseline for, track progress on, and publish data on racial and gender diversity in senior level positions and higher.</li> </ol>
4. Lack of safety and a fear of retaliation when reporting racism and discrimination	<ol style="list-style-type: none"> <li>15. Curriculum and training for supervisors that increases supervisors’ comfort with addressing issues of race and gender.</li> <li>16. Training to increase supervisors’ awareness of what constitutes retaliation.</li> <li>17. HR to offer training on the fair and consistent application of HR-18 and Code of Conduct policy.</li> </ol>

# Workplace Culture – Spotlight Issue 4

Key Issue	Details of Recommended Actions
<b>4. Lack of safety and a fear of retaliation when reporting racism and discrimination</b>	15. Build a curriculum and training for supervisors in 2022 that increases supervisors' comfort with addressing issues of race and gender.
	16. Deliver training to increase supervisors' awareness of what constitutes retaliation and how it is received by employees.
	17. Human Resources to offer training on the fair and consistent application of HR-18 and Code of Conduct policy, get feedback from equity champions in the organization, educate managers about their responsibility.

# Operations & Processes

*(Issues 5-7, Recommendations 18-31)*

## Key Issues

## Summary of Recommended Actions

### 5. Unclear discrimination reporting process

18. Workplace Responsibility and Employee Relations continue process improvement and report back in 2022.
19. Increase communication and clarity about how Workplace Responsibility and Employee Relations processes work.
20. Workplace Responsibility and Employee Relations will publish an annual report.
21. Title VI reporting issues will be clarified by OEDI, Legal, and Employee Relations.
22. Develop a process for consultants and contractors to report issues of discrimination.
23. Additional training for represented workers on reporting discrimination.
24. Port-wide dialogue about reporting discrimination and manager accountability.

### 6. Gaps in critical role of supervisors

25. Executive Director, Commission, Executive Leadership Team lead by example.
26. Consistent and on-going messaging from Port leadership to all supervisors about the importance of leaders' accountability to Port values and EDI.
27. Foundational EDI training for all new supervisors and additional advanced racial equity training for all supervisors.
28. Develop EDI performance goals, competency, and evaluation best practices for all supervisors.

### 7. Inconsistent integration of equity in key Port-wide processes

29. Trainings and technical assistance on how to integrate equity into department budgeting processes.
30. Training and working group to develop skills, expertise, and capacity on using data with an equity lens.
31. Starting in 2022, all departments set annual EDI goals.

# Operations & Processes – Spotlight Issue 6

Key Issue	Details of Recommended Actions
<p data-bbox="45 729 759 915"><b>6. Gaps in critical role of supervisors</b></p>	<p data-bbox="800 287 2397 386">25. Executive Director, Commission, Executive Leadership Team lead by example in living the values of the Port. OEDI and Human Resources highlight these examples.</p>
	<p data-bbox="800 429 2491 586">26. Consistent and on-going messaging from Executive Director, Commission, Executive Leadership Team to all supervisors about the importance of leader’s accountability to Port values and Equity, Diversity and Inclusion.</p>
	<p data-bbox="800 629 2499 958">27. Continue to offer the foundational 8-hour course for all new supervisors entering the Port in 2022. OEDI provides an additional 8 to 10 hours of required advanced racial equity training for all supervisors. After completion of the training, OEDI will host coaching and mentoring for supervisors to develop the skills learned in the training, and supervisors will be asked to sign a commitment/pledge asserting that they have completed the training and will implement the newly learned skills.</p>
	<p data-bbox="800 1051 1854 1093">28. OEDI and Human Resources develop the following:</p> <ul data-bbox="894 1108 2435 1322" style="list-style-type: none"> <li data-bbox="894 1108 2091 1150">• A measurable EDI Performance Link goal for all supervisors</li> <li data-bbox="894 1165 2359 1265">• An EDI competency integrated into all supervisor job evaluations and job postings</li> <li data-bbox="894 1279 2435 1322">• Research best practices for evaluating supervisors for future implementation</li> </ul>

# Employment

*(Issues 8-10, Recommendations 32-41)*

Key Issues	Summary of Recommended Actions
8. Inequities in recruitment, hiring, and qualifications	<p>32. Integrate equity considerations more deeply into the interview and hiring process.</p> <p>33. Develop system to track equity indicators in hiring processes.</p> <p>34. Increase BIPOC representation in leadership positions.</p>
9. Inequities in compensation	<p>35. Make salary information more accessible and easier to find.</p> <p>36. Additional work on compensation equity: complete Port-wide analysis, establish a definition and philosophy for pay equity, determine potential remediation, and implement a new pay program.</p>
10. Barriers to advancement for internal candidates	<p>37. Performance Link goal for all supervisors to provide training and development opportunities to all employees interested in advancing.</p> <p>38. Assess if certain formal education or credentials are needed to perform the essential functions of open jobs.</p> <p>39. Develop system to track promotion of internal candidates.</p> <p>40. Increase staff awareness about the Port's internal mentorship program.</p> <p>41. Improved supervisor training on how to use coaching and mentoring as a management practice.</p>

# Employment – Spotlight Issue 10

Key Issue	Details of Recommended Actions
<b>10. Barriers to advancement for internal candidates</b>	37. Develop a Performance Link goal for all supervisors to provide training and development opportunities to all employees interested in advancing.
	38. To increase job accessibility, assess, before posting a position, if certain formal education or credentials are needed to perform the essential functions of the jobs, and, when possible, include development language into the job requirements.
	39. Human Resources to develop a system for tracking the promotion of internal candidates. The results will be shared widely in internal and external communications, highlighting stories about employees who have been promoted.
	40. Increase staff awareness about the Port’s internal mentorship program.
	41. In 2022, Human Resources is improving its supervisor training to teach supervisors how to use coaching and mentoring as a management practice.



# Equity Capacity Building

*(Issues 11, Recommendations 42-44)*

# Equity Capacity Building – Voice of Employees

“

*I feel that leadership could do more to encourage participation. Making the caucuses and trainings mandatory would demonstrate the value and importance that Port leadership places on advancing these issues and would also provide dedicated time within the workday for staff to participate.*

”

## Key Issues

## Summary of Recommended Actions

11. Barriers to participation -  
resources and resistance

- 42. Expand equity-related training activities.
- 43. Explore the need to create dedicated funding to support employee participation in EDI efforts, especially represented workers.
- 44. Explore development of a policy to allow and support employee participation in equity learning activities.

# Equity Capacity Building – Spotlight Issue 11

Key Issue	Details of Recommended Actions
<b>11. Barriers to Participation - Resources and Resistance</b>	<p>42. Expand equity training activities, including but not limited to:</p> <ul style="list-style-type: none"><li>• A four-hour foundational racial equity training for all Port employees (in 2021 this was a mandatory three-hour course)</li><li>• Increase capacity and presence in the Aviation Division and provide in-person trainings when and where possible</li><li>• Train and support a group of Change Team members to co-facilitate racial equity trainings and learning opportunities for different teams around the Port</li></ul>
	<p>43. In 2022, explore the need to create dedicated funding (starting in 2023) to support employee participation in EDI efforts, especially represented and shift workers.</p>
	<p>44. OEDI to collaborate with HR to explore a policy that allows and supports employee participation in equity learning activities.</p>

# Engaging WMBEs and Small Businesses

*(Issues 12-13, Recommendations 45-48)*

**Key Issues**

**Summary of Recommended Actions**

12. Barriers for WMBEs and small businesses

- 45. Assessment of barriers for small businesses and WMBEs to contract with the Port.
- 46. Strengthen internal communication and training about contracting processes with WMBEs and small businesses.

13. Barriers in procurement processes

- 47. For all new contracts, add provisions for language services, anti-harassment language, and integrate anti-bias video review and discussion in contract evaluation panels.
- 48. Support community partnerships by reducing paperwork, expediting contracts, and creating feedback loops and a dedicated CPO team for CBO engagement.

# Engaging WMBEs – Spotlight Issue 12

Key Issue	Details of Recommended Actions
<b>12. Barriers for WMBEs and Small Businesses</b>	45. Diversity in Contracting to complete an assessment of barriers for WMBEs and small businesses to enter contracts with the Port, as included in the Port Commission Equity Motion of 2020. Diversity in Contracting will report back about the findings and recommendations of this assessment to the full Commission in 2022.
	46. Diversity in Contracting will strengthen internal communication and training about the contracting and outreach processes for WMBEs.

# Engaging Impacted Communities

*(Issues 14-15, Recommendations 49-53)*



# Engaging Impacted Communities – Voice of Employees

“

*It's tough work. Many disadvantaged communities have been left on the outside for so long that it will take a long, concerted effort to incorporate them into Port decision-making.*

”

## Key Issues

## Summary of Recommended Actions

14. Lack of empowered and meaningful ways for external stakeholders to engage with the Port

- 49. Continue work to stand up and operationalize the Community Equity Board.
- 50. Create processes and best practices for how the Port engages communities.
- 51. Ongoing training and support to develop employees' skills to navigate power dynamics, build authentic relationships, and engage communities in inclusive, meaningful ways.
- 52. Create dedicated funding to support and remove barriers for community engagement.

15. Challenging processes for community-based organizations to contract with the Port

- 53. Continue process and system improvements in Port's community investment programs.

# Engaging Impacted Communities – Spotlight Issue 14

Key Issue	Details of Recommended Actions
<p>14. Lack of Empowered and Meaningful Ways for External Stakeholders to Engage with the Port</p>	<p>49. Continue work to stand up and operationalize the Community Equity Board to create more opportunities and possibilities for communities to provide input into decision-making for our programmatic and policy decisions and community investments.</p>
	<p>50. OEDI, External Relations, and other departments that conduct community engagement will create processes and best practices for how the Port engages communities.</p>
	<p>51. External Relations will offer support to develop Port employees’ skills to navigate power dynamics, build authentic relationships, and engage communities in inclusive, meaningful ways.</p>
	<p>52. Create dedicated funding to support and remove barriers for community engagement, including language assistance and stipends for community advisors.</p>

# NEXT STEPS & IMPLEMENTATION

# Next Steps & Implementation

- OEDI translates Recommendation Actions into implementation workplan with progress milestones
- Workplan integrated in OEDI 2022 Strategic Plan
- OEDI manages and coordinates implementation by various departments and the Change Team
- Progress report and departmental equity goals to Commission end of 2022

# QUESTIONS & DISCUSSION

# For the Commission's Consideration

- How can the Commission support implementation of these efforts – both internally and externally?
- What challenges do you see for implementation?
- What aspects of this work are you looking forward to the most?