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Item No 11a\_Attach\_4  
Meeting Date: February 14, 2023  
Equity Matters Workshop Evaluation Summary  
Organization: Port of Seattle - 2022 Training Title: Supervisor 102 (4 Groups)  
AREA Please circle the comment that best describes your thoughts

Relevance of  
Very Relevant Pretty Relevant  
Workshop Somewhat Relevant Not Very Relevant

Content  
56 19 4 0

71%  
79 24% 5% 0%  
ALL Respondents (79)

Extent to which  
the content is  
relevant to my  
role as a racially  
equitable  
supervisor/  
team leader

Respondents of Color (25) White Respondents (54)

Relevance  
Staff of Color

- I appreciated the conversations about power dynamics within the workplace. I've previously had difficulty articulating this with my white colleagues, especially peer Directors and Senior Directors.
- While discussing the "why" and what is possible are relevant, those points have been well established in multiple formats over the last several years, even prior to the establishment of OEDI. I'm hoping part 2 will have more specific practices and policies we should enact as Port leaders.
- The pre-work is always helpful. I also enjoy being introduced to new resources that I can read during my own time.

White Staff

- I have a situation with one of my direct reports who has made racially insensitive and homophobic comments at work, and I am pursuing EDI training for them. It is complex because this is a supported employee with a developmental disability, so we need to provide something that is developmentally appropriate.
- I'm a new supervisor with only one direct report, still learning!
- challenging content.
- It's very helpful to come together and take time out of our days to reflect on these important to
- Training provides an opportunity to think through and discuss issues in a collaborative setting.
- Still learning the proper application of the KSAs learned. Loved not only the content and the prework as thought sparking, but also the transparent facilitation. So much appreciation for Heidi.
- Grateful!!!

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AREA Please circle the comment that best describes your thoughts

At Least One  
Usefulness of Multiple Useful Ideas  
Useful Idea Somewhat Useful Not Very Useful

Ideas Presented  
57

15 6 1  
79 72%  
19% 8% 1%  
ALL Respondents (79)

Usefulness of  
ideas presented  
to my daily  
work as a  
racially  
equitable  
supervisor/  
team leader

Respondents of Color (25) White Respondents (54)

Usefulness  
Staff of Color

- Please see my response to question 3.
- The topic of hiring for culture add rather than culture fit was very interesting to me. I am committed to recognizing the behaviors and traits of a racially equitable supervisor, even though this will be a change for me.

White Staff

- Was fortunate enough to be in a breakout with two colleagues that helped me brainstorm the situation described above with helpful ideas and connections.
- I know this is more concept, but I see a need for some very specific scenarios and examples of ways to address the situations we commonly encounter
- Great conversations!
- I enjoyed the first half of this training.
- I'm a new supervisor with only one direct report, still learning!
- Particularly liked the reading on "Introduction to Power."
- A challenging question, guidance for how we address BIPOC within our group during equity moments and just the subject in general. It seems that groups w/o this challenge are just 'moving' forward and that groups with folks that have direct experiences are having a completely different experience. It would be great to continue to offer supervisors insight and support to move the subject forward in the Port. I think many of us do believe we can move it forward, but are still lacking some of the nuanced skills required to be successful
- Being more attentive and active, not falling into the complacency of normal workdays.

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I used to think . . . Now I think . . . (shifts in thinking, learning)

Staff of Color

- I used to think it's hard to get it done, now it's possible.
- I used to think that positive good intentions would be passed to others without any metaunderstanding, but now I think that without communication and how to behave to carry out my intention can be misinterpreted by others. Clear communication would be vital.
- Equity is about treating people equally, but now I realize it's also about helping people succeed in a fair and impartial way
- I used to think I was always mindful of racial equality but now I think there are a lot more areas that I can apply what I learned from today's training
- I used to think centering on others meant not benefiting me. Now I think that centering on others still benefits me.
- More openly and determined.
- Transactional vs Relational was either/or....now I better understand how one can balance or drive the other.
- I used to think that more people were aware of systemic racism. Now I think we need to continue to have open dialogue as everyone is in a learning continuum

White Staff

- The Port was much farther ahead in this work. Now I think, especially with WOC survey results in mind, we have much work ahead.
- that transactions need to be work related, but I see value of making space for processing racial news events
- Everything is pretty good in ICT but I may be naive about no one being marginalized. Looking for

ways to have the conversation with WOC to ensure they feel comfortable expressing any questions/concerns/issues.

- I used to think that society as a whole had gotten a lot better at this, but now I think we still have a long way to go.
  - leadership should be expected only from those in certain positions - now, that leadership comes in many forms, and from any position.
  - Shifted thinking on why BIPOC individuals are great leaders and have great soft skills.
  - Moving from passive/observation to active/engaged when observing an unfair behavior
  - I've shifted to listening more and talking less.
  - Finding the best fit was most important. Now I think the best add is most important.
  - I used to think that the organization would have a stronger number in respect for people, after that training and seeing the numbers, now I think we need a lot more work.
  - culture fit is good, now I think it needs to be modified.
  - change would come slow ... now I think we can change the culture quicker.
  - Golden Rule: Just treat everyone the way you would want to be treated.
  - We need to make the shift from "checking the box" to facilitate dialogue any time / any place / any space
  - Being a racially equitable team leader is an integral component of being a manager at the Port.....Now, that being a racially equitable team leader is a critical component of my personal identity and living my values each day.
  - "There was a lot of thinking
  - Now I think I need to find space to apply racial equity"
  - I was colorblind to issues at work...Being 'blind' to institutional and structural racism is not good enough
  - we were not addressing: we are moving toward
  - that development of workforce diversity was not within the control of my role... now I think that it clearly is.
  - Nothing this session
  - No shifts in thinking, but just a thank you for all of the materials that Equity Matters brings to the table and for the guidance. It is appreciated.
  - I used to think budgeting had nothing to do with racial equity, now I see how it can be used to help in the fight against racial injustices.
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- Diversity is not just important but critical to change
- I don't think my thinking shifted much
- I used to think we can move forward independently. Now I think that coaching is foundational to make change.
- I wasn't very privileged... now I understand how I've had certain advantages for a long time
- I didn't have any control over systemic racism. Now I know I do.
- I used to think there was nothing wrong. Now I think there are subtle things that I never took into account.
- I used to think you hire for culture fit. Now I think that way of hiring is flawed per the pre-read article.

One thing I will remember later is. . .

Staff of Color

- "Heart, Head, Hand"
- Equity matters. Treat people equally.
- Behavior is Communication. Need to always mindful of my actions and behaviors.
- Be open about talking racial issues.
- Connection, Acknowledgement, Race Consciousness, Explicit Transparency
- the teamwork our small team put to use in the final exercise.
- The article which linked the manager concept/role to slavery.
- People first before Productivity.
- The roots of supervision in American slavery.
- The open floor exercise. Those conversations were useful and powerful.
- Racialized power can be subtly and easily institutionalized
- to always be cognizant that our actions matter.

White Staff

- My 'why' and moving with a lens of 'possibilities' is key to keep in the forefront.
- importance of connecting with staff about their health and well-being

- Hire for culture add not culture fit. Love that.
  - how one member of my break-out group went straight to "black people can be racist too."
  - CARE!
  - a comment from a session member - that she "intentionally starts with a place of trust" with her direct reports.
  - connecting with individuals on their passions not just my own.
  - About why BIPOC individuals make great leaders.
  - I have many partners to check in with for support
  - It's okay to get uncomfortable
  - "to focus on the outcome we are striving for."
  - The breakout groups were very meaningful and I felt everyone contributed, which really helped my learning.
  - supremacist power vs. liberatory power
  - "Don't Hire for Culture Fit, Hire for Culture Add"
  - That the term "leader" means so much more and how we can all be part of change in this organization
  - Focusing on the wellbeing of women of color (or people of color) forces a mental shift to move beyond 'equal treatment' of team members and humanizes the unique experiences and circumstances of each individual.
  - It will be uncomfortable
  - To support my staff and make personal connections as they are more powerful
  - be patient
  - There is still a lot of work to do, and it requires ongoing investment across the board.
  - We have some great managers out there working on improvements!
  - to always listen and give people the attention and respect they deserve.
  - The dog moods.
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- I have many colleagues to work with in advancing equity
- A lot of the port is still understanding how to be equitable.
- Where I stood in the triangle as it relates to my thoughts about change
- Everyone experiences the same event differently
- How I act and behave matters as a leader
- the suggestion of sharing food
- Taking time to reimagine possibilities
- Trying to look for a different perspective that isn't readily apparent.
- The connections I made with new colleagues that I usually don't interact with.

One thing I still have questions about is. . .

Staff of Color

- How can we sustain the effort that we have started.
- How is it effective, and how is it measured?
- so what actions are we actually being asked to take as managers to operationalize our anti-racist goals and values.
- How can people stand up and report inequity?
- Next steps after WOC assessment and how to achieve the wellbeing of WOC
- I have many questions, only to improve my department's work culture.
- Why don't our (Port) expenditures (budgeting) better match what we say is important (equity).
- What the end goal look like?

White Staff

- how to be more explicitly transparent about decision-making
- How are the blatantly marginalizing situations being handled. Clearly they exist at the Port and while I am learning that this long-term work isn't handled by a "fixer", these situations need to be eradicated.
- What is the best approach for facilitating a situation between disagreeing parties?
- I will always be learning, I think that is important.
- how to have explicit race based / race conscious conversations when making decisions within hiring panels.
- How do we continue the growth across different levels?
- Just about how to learn more. Especially what I can do to support BIPOC women and promotions.
- Ongoing learning/support for addressing structural inequities
- So much information, right now just trying to take it in.

- how we can improve our ability to attract diverse candidates to our organization to even try to hire them.
  - Little more training on handling difficult situations, such as what happens as a supervisor when you encounter an issue. I'm new, so I'm still learning, so this would be helpful.
  - What culture should fit, e.g. values vs what culture should we add?
  - Discussing how to address racial inequity in budgeting
  - Everything was very clear.
  - How to get folks to open up about issues they may have without offending them and making the situation worse
  - The POS recruiting process, while requiring a diverse hiring panel, is still based on an 'objective point scoring system' during interviews. How can we change this to incorporate real dialogue that includes race when making hiring decisions?
  - How do I make this authentic
  - Approach on how to achieve success that is meaningful and measurable (plink) and that still lands with great power in my department
  - how to effectively lead the change
  - How are we investing in the future workforce pipeline?
  - What's the homework?
  - n/a
  - How to interact with fellow managers that are not as open minded.
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- Making it real
- So far inclusion about LGBTQIA+ has not come up a lot.
- How do we continue to broaden engagement and change minds of those who don't buy in
- People (White) who state that their Departments are all "done" with equity and that there are no issues
- whether looking for culture fit is intrinsically inferior to looking for culture add
- How do I authentically be less task focused? If I am task focused with all, not just non-racial colleagues, then is that okay to be so task focused?
- Equity in budgeting
- How the Port will council leaders (directors) who make decisions that uphold racial and gender bias.

One connection I made to my work is. . .

Staff of Color

- Engaged in discussion about racial equity.
- Diversity is powerful to build trust, and it boosts creativity and innovation. It also helps better decision making.
- Build this into the team and on one-on-one discussions.
- Our team has equity moment regularly during the team meetings and has discussed various equity topics including racial equity.
- How wide the opportunities can be to center on WOC.
- The need for continued transparency and dialog.
- Emotions affect engagement
- relationships matter when being able to have open conversations about racial equity.

White Staff

- The importance of understanding and knowing my 'why' and expanding on same.
- importance of acknowledging harm
- Just an awareness of all the different perspectives there must be among such a large employee group.
- Being a racially equitable team leader is core tenet of my personal values.
- We have more opportunities for experience then people at times.
- Why BIPOC individuals make great leaders.
- Not sure
- Learning
- Think about the opportunities I have in my work to improve the culture of the organization through cultural adds rather than cultural fits.
- The article on culture fit and culture add was powerful, I really want to keep this at the forefront of my mind as we look at hiring more people.
- we are making progress
- The application of the Super Six

- Degree to which dept subculture matches and differs from Port-wide culture
- The need for better time management which I have already started working on
- Hiring for culture add can move us toward racial equity & centering the comfort and well-being of white staff (or myself) can uphold systemic racism.
- I can make a difference
- Need for the port to continue to support and lift us, but not force it down our throat. Sometimes it has felt 'forced' in certain settings. We are by culture a 'need to check the box' organizational culture and staff are trying to check the box. But with this subject we may be challenged if just leave it as 'check the box'. I think some staff are questioning this cultural dilemma we are in
- Racial bias occurs heavily in engineering
- the benefit to communications and relationships to have a workforce that looks and sounds more like the community we support.
- All good EDI actions lead us to a better Port!
- n/a

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- The positivity in seeing diverse work groups
- There are many opportunities but need to work on 1-2
- Always listen to my team, considering they are all BIPOC
- equity is a constant
- Implementation take practice and experience, thanks for promoting this opportunity
- The need to acknowledge, support and engage WOC
- As an equitable leader i need to be mindful to take more time for discussion, listening and reflecting with consideration of race, equity and WOC.
- Wider communication to gather different perspectives
- My feelings about WOC assessment aligns with my experiences and perspectives as well.

One thing I might suggest is. . .

Staff of Color

- I need to be prepared and learn more about racial equity because as a supervisor, I will be ready to answer questions and discuss it with my direct reports effectively.
- The exercise on reflecting on power was confusing to me. One part that was confusing was the relationship between the components as they were grouped. Are Transactional and Relational poles of a spectrum? Not sure even now about that.
- The presenter presents ideas/concepts very quickly. Sometimes it felt like I was struggling to keep up.
- Rather than simply repeat equity assessment findings, focus on the actions identified. Use training as an opportunity to actually train leaders on how we should implement the actions so that our efforts are better aligned across the Port.
- Nothing to add at this time.
- The session seemed skewed to WOC, as opposed to POC

White Staff

- connect to prep-readings in training
- nothing comes to mind. Thanks!
- CiKeithia was amazing. I really really enjoyed the facilitation. Great virtual engagement.
- Use random call outs for people to answer questions for better engagement.
- What to do when you want to help.
- Doing a demonstration on the confusing breakout exercises-an example run-through could really help
- this training would be more impactful if done in person.
- I thought it was great. Would be nice if more people shared their camera in the group break outs.
- Continued discussion of how different Port Leaders are addressing equity in their workplaces.
- Give us examples of racial inequity that has happened at the Port so that we will know what to look for.
- More Zoom meetings
- Smaller groups for the online training - when we're all together in the large group, a some seem less willing to speak and/or less engaged
- Better understanding of union labor which is half our workforce. There are still many barriers to break down in regards to POC in the workforce
- MORE training - thanks!!!
- more buy in from Steve Metruck. During COVID there was real care and support from Steve. It seems now that all communication is coming directly from Bookda and OEDI and Steve just

pastes it to the bottom of his weekly blasts. I think a more heartfelt direct communication from our CEO may land more like the COVID support we felt from Steve.

- concentrate on racial equity - we keep getting caught up with other equities
- easier ways (formal programs) for us to support the pipeline development - let's get some HS interns from the community in the door, and working with the engineering departments!!

- n/a

- I have no suggestions.

- Worked well-only a little awkward

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- Maybe consider that the port needs to make incremental cultural changes, rather than required trainings.
- breaking through with deep personal discussions that start somewhere else like class or money or something very personal to each person. See Curiosity Based by Julie Pham.
- Greater racial mix of participants
- nothing comes to mind
- I don't know
- providing more examples of others' successes.
- I would have liked to hear more from the other facilitator. She (can't remember her name) had some great insight.

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