City of Renton Human Resources

Diversity, Equity and Inclusion Tactical Plan

CITY OF **R** RENTON

Background

The 2021 edition of the Human Resources Inclusion, Equity, and Diversity Tactical Plan is a follow up to the first Tactical Plan that was developed in 2017. The HR Inclusion, Equity and Diversity Tactical Plan was created to assist the city to meet the goals of the City of Renton Business Plan. The Renton Business Plan is approved by the City Council and is reviewed and updated each year.

On August 3, 2020, the Renton City Council approved Resolution No. 4414, which adopts the 2021 to 2026 Renton Business Plan "to Stand against Racism in Support of Racial Equity." The proclamation "declares Renton an anti-racist city that strives to use the Renton Equity Lens to eradicate racial economic inequities and institutional racism to value all residents and be a welcoming place to all people." This new Renton Business Plan has been enhanced with new progressive objectives guiding the new HR Inclusion, Equity, and Diversity Tactical Plan toward meeting more dynamic objectives.

All of the following objectives under the mission of "Building an inclusive informed city with equitable outcomes for all in support of social, economic, and racial justice" have been revised, except the third one:

> Building an inclusive informed city with equitable outcomes for all in support of social, economic, and racial justice

- Achieve equitable outcomes by eliminating racial, economic and social barriers in internal practices, city programs, services, and policies such as hiring and contracting
- Improve access to city services, programs and employment, provide opportunities and eradicate disparities for residents, workers and businesses
- Promote understanding and appreciation of our diversity through celebrations, educational forums and festivals
- Seek out opportunities for ongoing two-way dialogue with ALL communities, engage those historically marginalized, and ensure that we lift every voice, listen and take action on what we learn
- Build capacity within the city to implement inclusion and equity by providing the knowledge, skills, awareness, and tools to integrate anti-racism approaches into daily work

What Improving Access to City Employment Means for the Community

The city strives have an organizational culture that makes all staff feel welcome and included. The workforce will reflect the diversity of the Renton community. Ultimately this diversity will be visible throughout all positions and leadership levels. Such a workforce will enhance creativity in serving the public by strengthening its ability to provide effective and appropriate services that will support equitable and inclusive access to city services. A more diverse workforce will strengthen community connections with the City of Renton and increase involvement in and awareness of city programs, services and policy decisions.
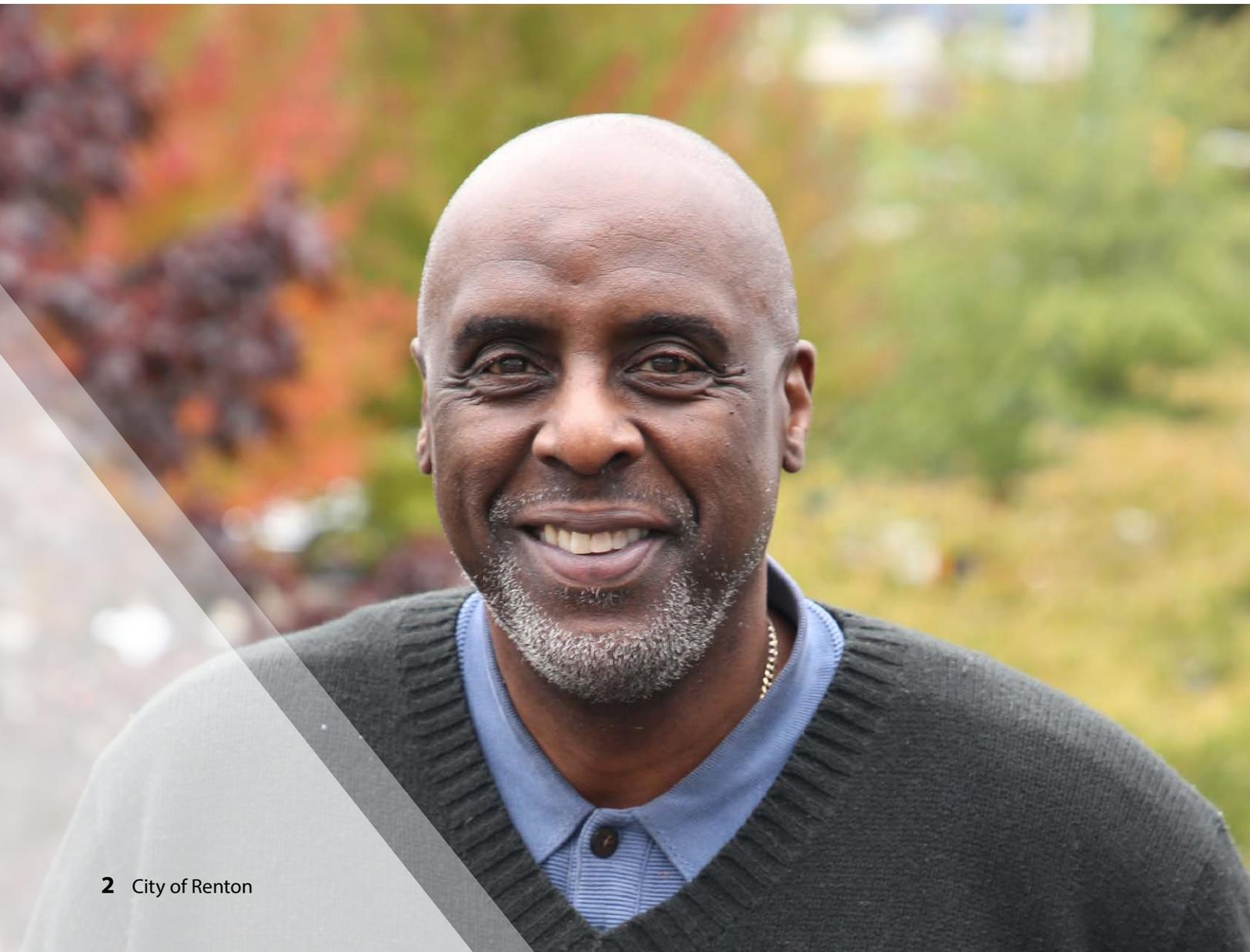
What Improving Access to City Employment Means for Renton Staff and Leaders

A more inclusive culture and hiring practices will result in an environment that enhances and supports diverse opinions and increased connection with community. It will support a culture that encourages staff to actively identify and break down barriers and be leading advocates for inclusion, diversity and equity. This culture will foster safe and authentic conversations around inclusion and equity and will equip staff with the tools to more inclusively support the community and fellow staff members. Additionally clear and intentional investments will be made to engage with community institutions and partners to establish ongoing pipelines that attract diverse talent into public services careers.

The Inclusion strategy in the 2021-2026 Business Plan states: "Improve access to city services, programs and employment, and make residents and businesses aware of opportunities to be involved with their community." While inclusion is included in only one of the five goals of the Renton Business Plan, the benefits of an inclusive, equitable, and diverse workforce support the components of all the goals in the Business Plan. Building and maintaining a diverse workforce helps to develop innovative solutions to meet all the goals in the plan, including:

- Provide a safe, healthy, vibrant community
- Promote economic vitality and strategically position Renton for the future
- Support planned growth and influence decisions to foster environmental sustainability
- Building an inclusive informed city with opportunities for all in support of social, economic, and racial justice
- Meet service demands and provide high quality customer service

It is through collaboration with each other and the community that city employees are able to successfully meet the Business Plan goals. A research study in the private sector revealed that "identified diversity is a key driver of innovation, finding that diverse teams produce 19% more revenue. Results showed that these companies develop more relevant products because they are more in tune with the customer's changing needs. Their adaptability is a byproduct of varying backgrounds and perspectives generating an array of insights, ideas and solutions."

The 2021 Edition compares data from 2019 to 2016 and 2017. This version reviews the successes of the strategies implemented as a result of the research conducted in 2016, analyzes what may not have produced positive results, and presents opportunities to build on the city's success and explore new strategies.

> Equipping staff with the tools to more inclusively support the community and fellow staff members.

Data has been extracted out of EDEN, the city's HRIS system, and NEOGOV applicant tracking software. In this update of the tactical plan, we look to see where we can expand on the successes achieved and delve in deeper to learn where the opportunities exist to create a more inclusive workforce.

Findings

Vacancies Filled

The data compiled in 2019 compared to 2016 demonstrates an increase in diversity in filling positions by a significant amount when looking at ethnicity, and by a slight amount when comparing gender. During this period the ethnic diversity of new hires increased 16.5% and the increase of females hired at the city was 5%.

Vacancies Filled
GENDER

Female
37%
39%

Male
63%
61%

··· 2016 ···
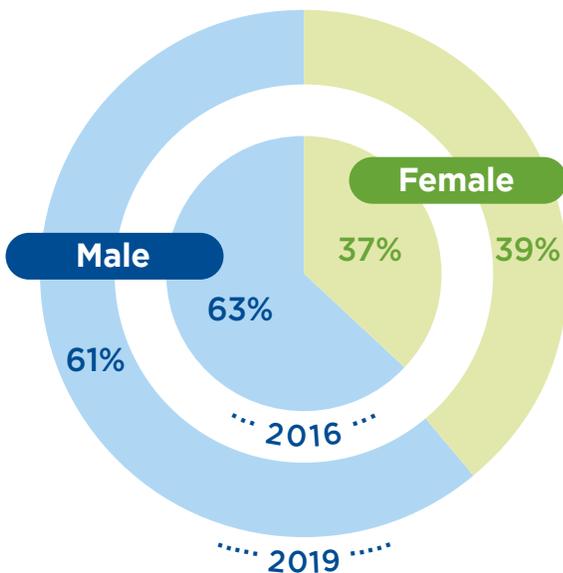
··· 2019 ···

Vacancies Filled
ETHNICITY *People of Color represents all people of non-European ancestry*

People of Color
18%
32%

White
82%
68%

··· 2016 ···
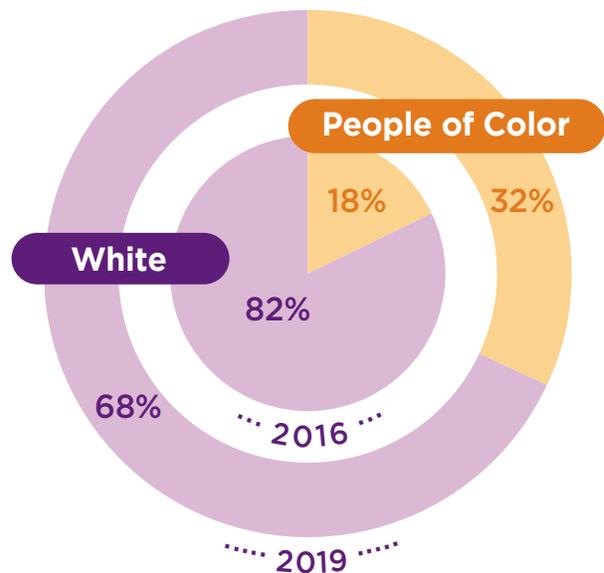
··· 2019 ···

Separations

Separations based on ethnicity have increased over this time period but separations for female employees have decreased. In 2019, of 45 employee-initiated separations (resignation or retirement), 32 exit interviews were conducted. Eleven separations were due to the employee receiving a higher paying position at another company. An additional five separations were due to an employee accepting positions elsewhere that were deemed promotions or next steps in their career.

Separations
GENDER

Male
Female
42%
39%
58%
61%
2017
2019

Separations
ETHNICITY

People of Color
16%
14%
White
85%
84%
2017
2019
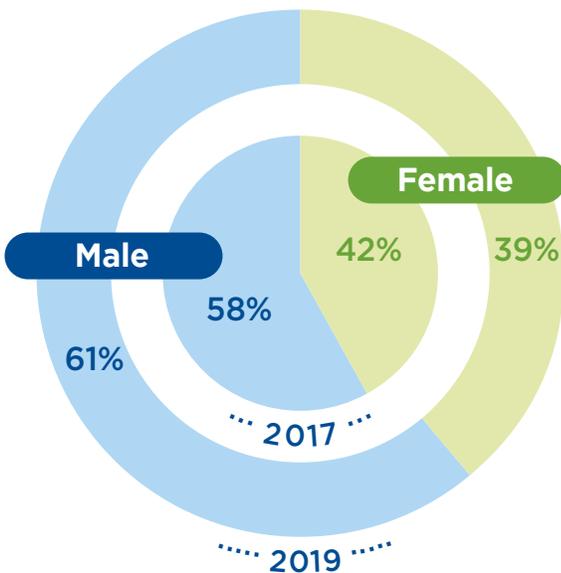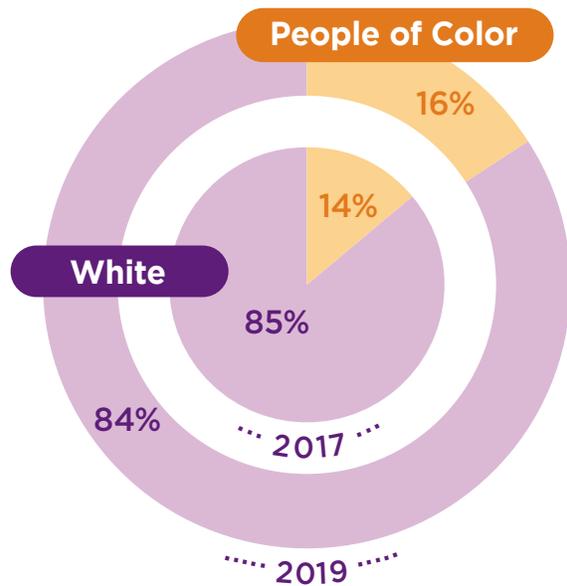
# Current Workforce by Department

A graph of the statistics of current staff by gender and ethnicity is provided below. The City's decision to track and report the specific gender and race/ethnicity categories included in this report is based on the need to align with the Equal Employment Opportunity (EEO) Commission's reporting requirements for State and Local Governments. The top two departments currently with the most ethnically diverse employees are the Court and Administrative Services departments, in that order. The two departments with the most gender diversity, closest to 50%, are the Administrative Services and the Community and Economic Development departments. The two departments with the most staff self-identifying as female, are the Court Services and Human Resources and Risk Management departments.

**Current Regular, Benefited Workforce Demographics by Department** *As of 2/16/20*
ETHNICITY

	Court	Police	City Attorney	Public Works	ASD	Comm Svcs	Exec	CED	HRRM
■ Unknown				5.2%				1.9%	
■ White	50.0%	82.3%	78.6%	78.8%	68.9%	80.0%	80.0%	88.7%	76.9%
■ 2+	6.3%	2.5%	7.1%			4.2%		1.9%	
■ American Indian	6.3%	0.0%		1.3%					
■ Native Hawaiian	0.0%	0.6%		1.3%					
■ Hispanic	12.5%	3.8%		6.4%	6.7%	4.2%	13.3%	3.8%	7.7%
■ Black	12.5%	5.7%		1.9%	4.4%	5.3%		1.9%	7.7%
■ Asian	12.5%	5.1%	14.3%	5.1%	20.0%	6.3%	6.7%	1.9%	7.7%

■ Asian   ■ Black   ■ Hispanic   ■ Native Hawaiian   ■ American Indian   ■ 2+   ■ White   ■ Unknown
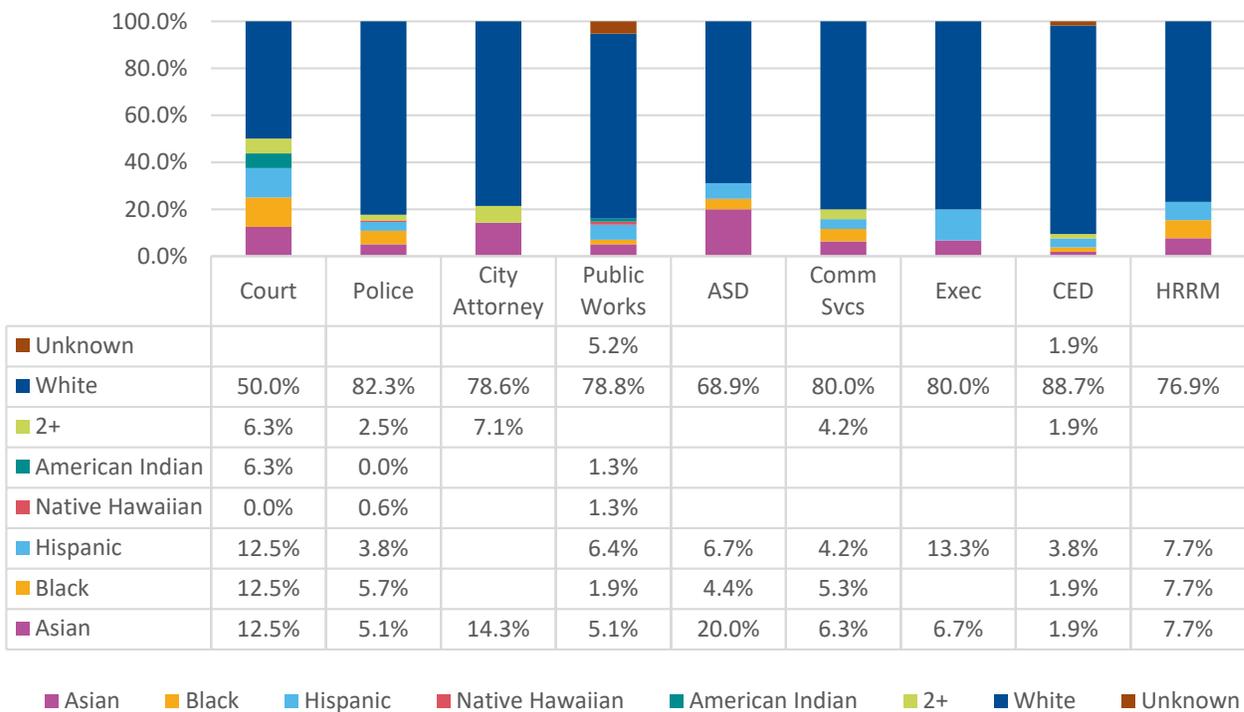
Current Regular, Benefited Workforce Demographics by Department *As of 2/16/20*
GENDER

	Court	Police	City Attorney	Public Works	ASD	Comm Svcs	Exec	CED	HRRM
■ Female	87.5%	27.8%	64.3%	18.6%	51.1%	36.8%	66.7%	41.8%	84.6%
■ Male	12.5%	72.2%	35.7%	81.4%	48.9%	63.2%	33.3%	58.2%	15.4%
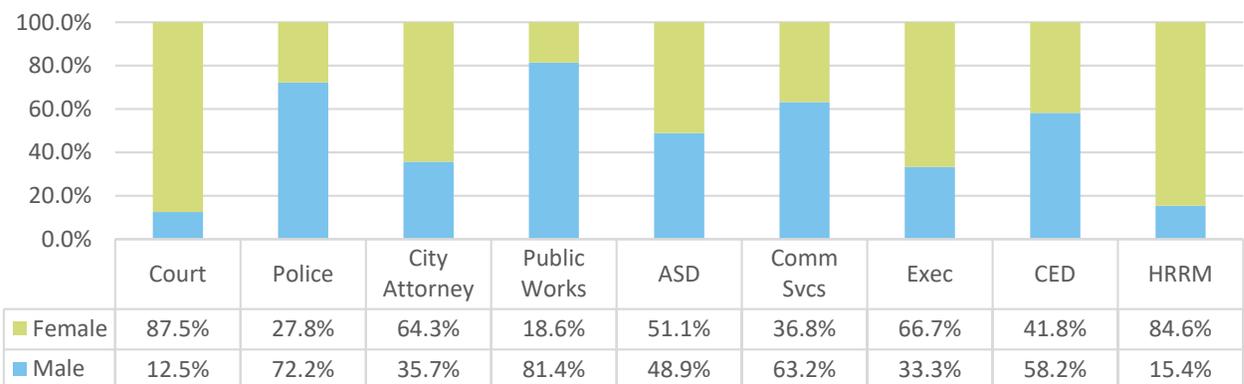
City of Renton Population by Race Compared to Renton Workforce Demographics

As of June 30, 2019

|	American Indian	Asian	Black	Hispanic	Pacific Islander	Two or More Races	Unknown	White
Population	0.40%	23.00%	10.00%	14.00%	1.90%	6.00%	0.30%	45.00%
Workforce Count	0.50%	6.50%	4.10%	5.2%	0.50%	3.20%	0.40%	79.50%
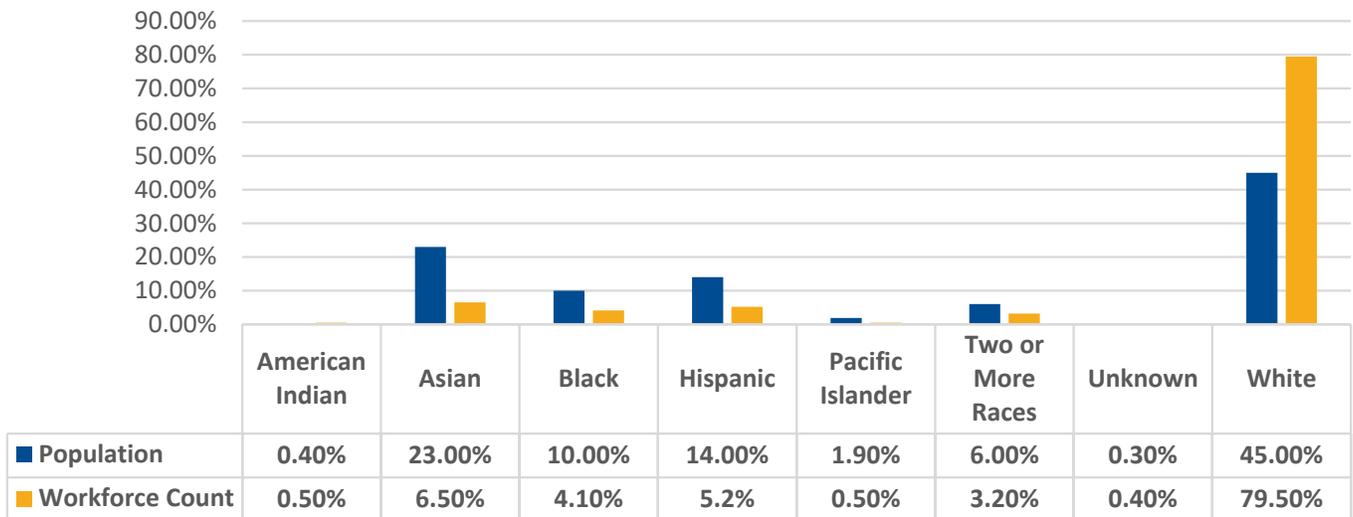
Diversity in Leadership

Male and Female staff in leadership positions, at a director level or above, are nearly evenly distributed. However, the difference in the numbers for people of color and whites are significant; 18.5% of the staff in these positions are people of color compared to 81.5% white.

Diversity in Leadership—Director Level and Above
As of February 16, 2020

ETHNICITY

People of Color
18.5%

White
81.5%

GENDER

Male
52%

Female
48%
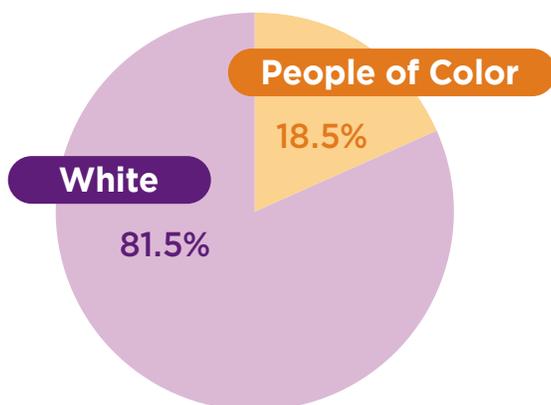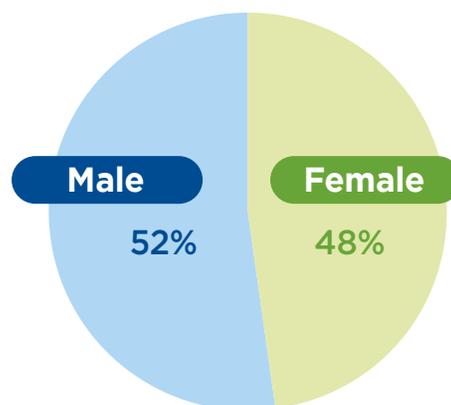
Recruitment Steps

The research conducted to develop the initial Inclusion Tactical Plan demonstrated that while Renton was receiving applications from some ethnic groups at a percentage equal to the city population of the ethnic group, the number of candidates in that group being invited to an interview was significantly less.

In January 2018, the city implemented an anonymous application process, removing the names, addresses, and salary history from the application prior to the hiring manager (Subject Matter Expert, SME) receiving the applications. This was achieved by removing access to this private information to all hiring managers in the application tracking software. This strategy was put in place to ameliorate the impact of unintentional implicit bias.

Comparing the data in the second half of 2017 with 2019, it appears that the percentage of applications from People of Color increased in all groups except Blacks / African Americans. The data shows that in the 2nd half of 2019 compared to the 2nd half of 2017, the year prior to implementing anonymous applications, there was an increase of candidates getting approved by a hiring manager to move forward to an interview or test in two of the ethnicity categories. Two of the groups slightly decreased and two of the groups remained the same. Blacks / African Americans experienced an increase of 133% over these two time periods of being approved by hiring managers to receive an interview, and individuals who identify as two or more ethnic groups saw an increase of 100% over this period. Hispanics saw a 50% decrease and Native Hawaiian/Pacific Islanders saw a

25% decrease in moving forward in the hiring process after a review by a hiring manager. White applicants saw a decrease of 7.7%. The numbers for Asians and Native Americans remained static.

> African Americans experienced an increase of 133% of being approved by hiring managers to receive an interview

Comparing gender in this report, females had a decrease of 19% in moving forward in the recruitment process from a review of the hiring manager. Overall, there was also a decrease in applications from female applicants when comparing these two time periods.

Summary of Applicant Pool by Recruitment Step

July 1 to December 31, 2017 compared to *July 1 to December 31, 2019*

ETHNICITY

EXAM PLAN STEP		African American	Asian	Native Hawaiian or Other Pacific Islander	Hispanic or Latino	American Indian or Alaskan Native	Two or More Races	White	Unknown/ No Response	Total
Total Number of Applicants	2017	217	266	37	122	14	152	1007	129	1944
	2019	112	191	40	94	5	115	723	72	1352
Application Received Percent	2017	11.2%	13.7%	1.9%	6.3%	.7%	7.8%	51.8%	6.6%	—
	2019	8.3%	14.1%	3.0%	7.0%	0.4%	8.5%	53.5%	5.3%	—
Subject Matter Expert Review Count	2017	92	129	23	72	8	66	582	66	1038
	2019	55	105	21	49	2	60	452	44	788
Subject Matter Expert Review Percent	2017	9%	12%	2%	7%	1%	6%	56%	6%	—
	2019	7%	13%	3%	6%	0%	8%	57%	6%	—

CANDIDATES INVITED TO INTERVIEW OR TEST

		African American	Asian	Native Hawaiian or Other Pacific Islander	Hispanic or Latino	American Indian or Alaskan Native	Two or More Races	White	Unknown/ No Response	Total
Invited to Interview and Test	2017	7	24	8	13	3	9	132	8	204
	2019	13	23	6	8	1	15	119	13	198
Percent of Total Moved to Interview/ Test	2017	3%	12%	4%	6%	1%	4%	65%	4%	—
	2019	7%	12%	3%	4%	1%	8%	60%	7%	—
Percent of Ethnicity Interviewed	2017	3.2%	9.0%	21.6%	10.7%	21.4%	5.9%	13.1%	6.2%	—
	2019	12%	12%	15%	9%	20%	13%	16%	18%	—
Total Hired and Promoted	2017	0	2	2	3	0	2	30	2	41
	2019	3	1	1	2	0	2	26	3	38
Total Hired and Promoted Percent	2017	0%	5%	5%	7%	0%	5%	73%	5%	—
	2019	8%	3%	3%	5%	0%	5%	68%	8%	—

Summary of Applicant Pool by Recruitment Step

July 1 to December 31, 2017 compared to *July 1 to December 31, 2019*

GENDER

EXAM PLAN STEP		Female	Male	Unknown	Total
Total Number of Applicants	2017	759	1095	90	1944
	2019	458	838	55	1351
Percent of Applicants	2017	39.0%	56.3%	4.6%	—
	2019	34%	62%	4%	—
Subject Matter Expert Review Count	2017	441	556	41	1038
	2019	269	480	40	789
Subject Matter Expert Review Percentage	2017	42%	54%	4%	—
	2019	34%	61%	5%	—

CANDIDATES INVITED TO INTERVIEW OR TEST

		Female	Male	Unknown	Total
Invited to Interview and Test Count	2017	90	123	6	219
	2019	52	133	11	196
Percent of Total Interviewed	2017	41.1%	56.2%	2.7%	—
	2019	27%	68%	6%	—
Percent of gender interviewed	2017	11.9%	11.23%	6.67%	—
	2019	11.4%	15.9%	20.0%	—
Total Hired and Promoted	2017	14	25	2	41
	2019	11	23	4	34
Total Hired and Promoted Percentage	2017	34%	61%	5%	—
	2019	32%	68%	0%	—

Data does not include Commissioned Police recruitments and promotions or seasonal/temporary employees.

The ethnicity of Renton's workforce increased slightly over the two year period from 2017 to 2019 for Hispanics and those that identified as Two or More Races. As of December 2019, the City of Renton fully benefited workforce count includes Asians (6.5%), Black/African American (4.1%), Hispanics (5.2%), Two or more races (3.2%), American Indian/Alaska Native (.5%), Native Hawaiian/Pacific Islander (.5%), Unknown (.4%), and White (Non-Hispanic) (79.5%).
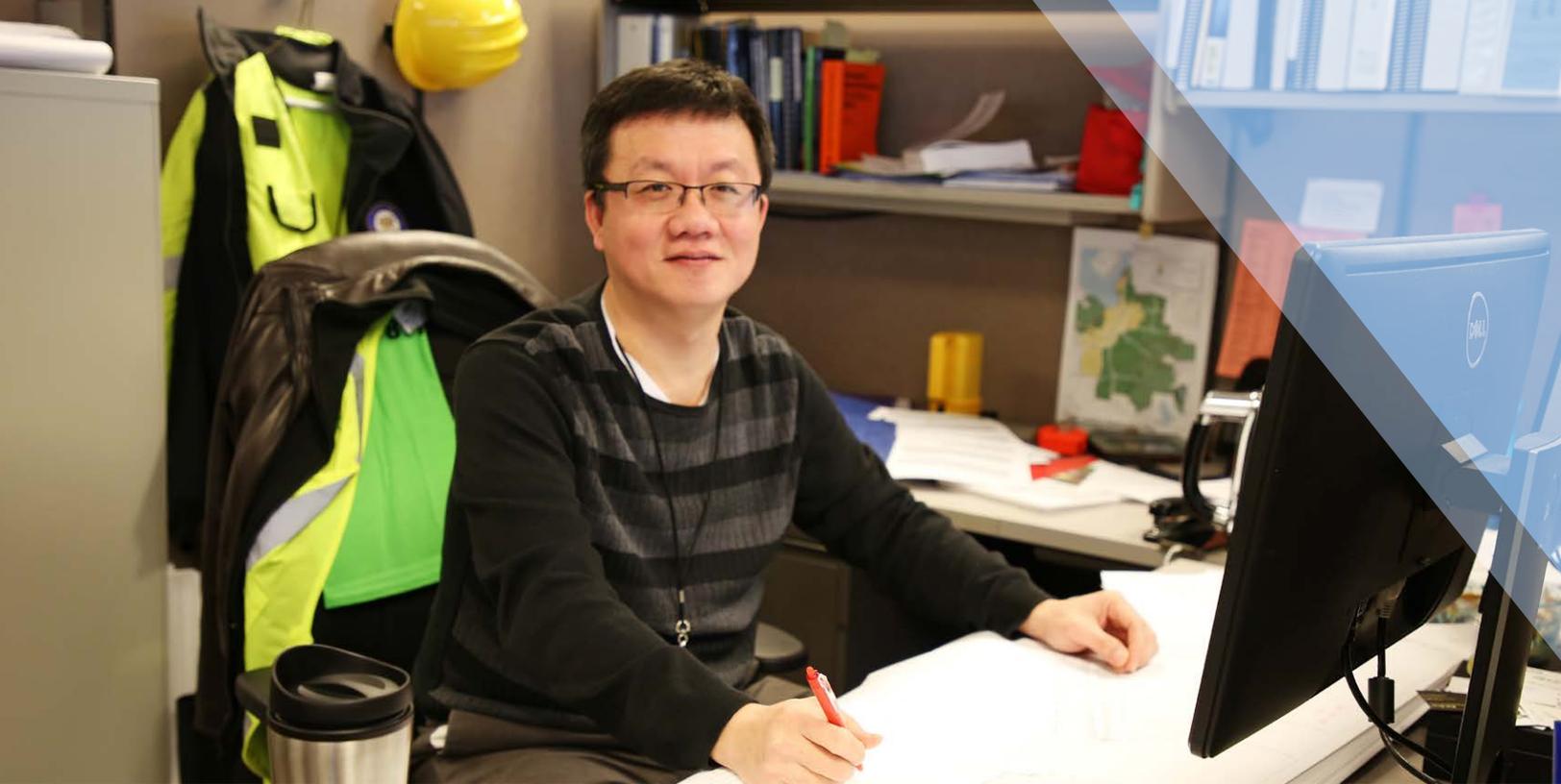
Accomplishments from the 2017 HR Inclusion Tactical Plan

Accomplishments from the 2017 HR Inclusion Tactical Plan are listed in Exhibit A.

Additional accomplishments include:

- Enhanced Onboarding process
- Collaborated with Facilities to open up a Quiet Room for staff in 2018
- Supported Employment: Received the Community Employment Alliance 2019 Outstanding Employer Award
- Worked with Police Department and School district to expand and diversify the Summer Youth Academy
- In 2019 we held the 5th Annual Career Fair at RTC—Partners include RTC, Chamber of Commerce, and WorkSource. One of the strategies for this annual event is the recruitment of potential applicants reflective of the community.
- Participated on the steering committee of the Pacific Northwest Public Sector Diversity Career Fair, which was held in Renton in 2018 and 2019

- Worked with Communications Division to develop Renton as employer of choice through branding and marketing materials, which were highlighted in the city hall lobby display case during August 2019
- Expanded Internship program—Created resources for hiring managers on SharePoint for hiring interns.
  - YouthSource—Airport, City Clerk
  - Refugee and Immigration Employment Services—hired two interns in the Transportation Systems Division in partnership with:
    - Jewish Family Service "Refugee & Immigration Services Program"
    - Trac & Associates—"Clever"
- Quarterly Management Training—December 2017
  - Introduced the anonymous applications process
  - Recap on implicit bias in recruitment and interview processes
  - Introduced Recruitment and Selection Tool Kit, to assist in creating a fair and consistent recruitment process and to reduce bias
  - Behavioral Interview questions, another tool to reduce implicit bias

2021 HR Inclusion Tactical Plan Strategies

HRRM introduced many strategies that led to some success in increasing the number of diversity in staffing. HRRM will continue to explore and implement strategies to address the lower amount of diverse candidates applying for positions at the city. Hiring diverse staff is just one part of the diversity and inclusion equation. HRRM is pursuing how we can assist to create an inclusive, welcoming culture so that staff from all backgrounds will want to stay.

"The far bigger issue is how people interact with each other once they're on the job," says Howard J. Ross, Founder and Chief Learning Officer at the diversity consultancy Cook Ross in Silver Spring, Md. He cites an oft-quoted maxim: "Diversity is being invited to the party; inclusion is being asked to dance."

"Diversity is about the ingredients, the mix of people and perspectives," Gerstandt says. "Inclusion is about the container—the place that allows employees to feel they belong, to feel both accepted and different. You need a group of people who think differently—in a container that's safe to share those differences."

> Diversity is being invited to the party; inclusion is being asked to dance.

This involves helping staff to feel connected to their work, and how can they make an impact so that they feel empowered to develop professionally. These goals fall within and without the HRRM

realm so it is important to look at how we can tie inclusion to all areas of the Renton Business Plan.

Additional research is being conducted, and potential other strategies will be developed to create and maintain an inclusive work culture. The advantages of being an inclusive organization go beyond a diversity hiring initiative. According to Patricia Lewis, Senior Vice President in Human Resources at Lockheed Martin, "Inclusion is a business imperative for Lockheed Martin because it enables success. When employees know that they can bring their whole selves to work, be valued for the things that make them unique, we are a stronger company." In addition, an inclusive culture assists to further the goal of attracting new, diverse staff.

Referencing the "Inclusion Continuum" (Exhibit B, page 21), developed by Heidrick & Struggles, Inc., it is recommended to ask the Leadership Team where Renton wants to land. On a scale of zero to five with zero assessing an organization is unaware of inclusion, the topic is not on the agenda to five where the organization is able to leverage inclusion. "Inclusion is a strategic asset for our growth, and performance. An Inclusive culture creates a virtual cycle, as we better reflect our markets, attract and retain top talent, and develop high-performing teams. Based on our current state, we speculate the city would fall somewhere between two and three on this Continuum.

While there has been slight increases in the number of ethnically diverse candidates applying and continuing in the recruitment process for some ethnic groups, and the workforces is slightly more diverse since 2017, it will be critical to continue to enhance diversity efforts at all stages of the recruitment process. These strategies include continuing with the anonymous applications while addressing the need to enhance the outreach efforts to increase the ethnic diversity and gender diversity in our applicant pool.

In addition, focused attention should be placed on to how to increase diversity by occupation. The objective is to understand where the gaps are and to come up with concrete solutions on how to address them. In the case of gender diversity, we need to eliminate the idea that a certain industry is traditionally an industry favored by one gender and be complacent. We need to acknowledge that this may be the case but strive for diversity, inclusion and equity.

For example, the workforce in the Maintenance Division is predominately men, there are no women working in a Maintenance Worker II or III capacity. In addition, a majority of the staff in these positions are also white. According to the Occupational Health and Safety website, less than 10% of the workforce in the construction industry are women. While hiring women into the construction industry is an industry wide challenge, we need to address this inequity. It is recommended that the Human Resources Department, in partnership with the Public Works Department, implement a focus group to review the hiring process and determine strategies so that the Maintenance division reflects the community. The same approach is recommended to address the inequity found in the Commissioned positions in the Police Department.

Living Document

Current events, locally and nationally, that are evolving during the production of this plan may necessitate the need to update the plan. For example, the COVID-19 pandemic has uncovered systemic issues related to race, including employment inequities. As Lisa Ross, Chief Operating Officer and DC President at Edelman US, recommends to her peers in the corporate C-suite: "to do one thing: As you navigate the crisis, over consider the experiences of employees in these most marginalized groups. Make sure they are represented at your decision-making table, that their ideas are included, and that you're soliciting regular input from them." She continues to say, that "In crisis, there's a temptation to keep decisions to a small, tight, and senior group. As a life-long practitioner

> "As you navigate the crisis, over consider the experiences of employees in these most marginalized groups." — Lisa Ross

of crisis communications—and as the current leader of Edelman's COVID-19 Task Force—I understand and respect this. But I've also spent my career as a Black woman, one who's lived experiences weren't always reflected in the conversation happening at the leadership levels. So I have made every effort to solicit perspectives from those who represent marginalized groups as we navigate COVID-19."

The nature of how city employees perform their work has significantly

been altered as a result of the COVID-19 pandemic. In addition, we may uncover systemic inequities related to race in how the city conducts business, including how we hire and efforts to maintain employees. The Human Resources Inclusion, Equity, and Diversity Tactical Plan was in the development stages during the initial outbreak of the pandemic. The strategies that address how we interact with customers and work remotely during this crisis should be viewed through a macro and micro equity lens.

As we review our work moving forward to adapt to this crisis, we may find more disparities within the workforce and may discover that additional strategies will need to be implemented than those listed on the next page.

2021-2022 Strategies

Build Cultural Competence and Enhance Inclusion Skills

- September 9, 2020, Quarterly Managers Meeting—LGBTQIA
- Create a speaker's forum to include speakers from various backgrounds and from the community
- Bias awareness training for new staff
- Build a SharePoint site for communicating diversity and inclusion topics to staff including links to resources and educational opportunities
- Participate as a member of the Government Alliance on Race Equity (GARE)

Enhance Culture of Inclusion

- Work with Facilities to bring back the Quiet Room—It was temporarily removed during a renovation
- Update Onboard Portal to include a Diversity & Inclusion Statement from Mayor/CAO
- Work with Executive Office to create Land Acknowledgment Statement to post in the lobby of City Hall recognizing the role of Indigenous People in the history of Renton
- Continue to promote flexibility in policies and procedures
- Demonstrate flexibility in policies and practices on HRRM career pages

Outreach and Recruitment

- Pilot advertising for select recruitments on diversity sites and track outcomes. For example,
  - Diversityworking.com
  - Diversityjobs.com
  - Jobs.imdiversity.com
  - Minority Serving Institutions
  - Or by community:
    - National Association of Black Accountants
    - Northwest Asian Weekly
- Increase outreach to community organizations including educational and training institutions that focus on the construction industry.
- Initiate a focus group on increasing diversity in Maintenance positions.
- Collaborate with Police Recruiters on strategies for outreach to include:
  - Form focus group with Police representatives to look at practices for increasing outreach
  - Police recruiters attend Public Safety Testing (PST) testing sites to recruit
  - Outreach to candidates
  - Reach out to Historically Black Colleges and Universities and Minority Serving Institutions that have criminal justice programs for Police Officer
- Update HRRM Career Page to include information that adds transparency to the interview process (and other testing) and tips on how to be successful in the interview.
- Add transparency to the background process on the HRRM web pages to demonstrate why the information is collected and what type of record would be used to disqualify an applicant.

Inclusion and Equity Incorporated into City's Lines of Business

- Performance evaluations—Add Inclusion and Equity as a city wide competency and hold leaders accountable to model the expected culture

- Training/Professional Development—Discuss and Review with Organizational Development Manager training curriculum to maintain inclusiveness in trainings

- Include equity and inclusion questions in future employee engagement survey

- Include a question to gauge inclusion in employee exit interview

- Conduct stay interviews—ask what would you change and what would make you stay longer?

- Develop and send out 90 day survey to all new hires

- Review City Policies with the Renton Equity Lens

- Continue to apply the Renton Equity Lens and inclusive strategies in all components of the recruitment and hiring process to include:
  - Job descriptions
  - Job announcements
  - Interview questions
  - Interview panel

- Post department demographics on SharePoint site, updating quarterly

- Create a citywide Equity and Inclusion committee to review issues, policies, and planning through the Renton Equity Lens and to develop strategies on being anti-racist as an employer. The committee will include representation from at least one employee from each department.

Glossary of Terms

ANTI-RACISM: As described by Ibram X. Kendi, is a transformative concept that reorients and reenergizes the conversation about racism—and, even more fundamentally, points us toward liberating new ways of thinking about ourselves and each other. Anti-racism is defined as the work of actively opposing discrimination based on race by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach, which is set up to counter an individual's racist behaviors and impact. *(Timesupfoundation.org)*

BELONGING: Being in a state of inclusion when individuals feel more confident in their abilities and have the psychological safety to represent themselves authentically without fear of negative consequences of self-image, status or career. *(Seattle Diversity Equity and Inclusion Community of Practice, DEI CoP)*

DIVERSITY: Organizational representation of the full range of visible and indivisible identities, including but no limited to race, ethnicity, gender identify, sexual orientation, age, social class, physical ability, religion, language among other identifies *(DEI CoP)*

EQUITY: Ensuring workplace policies and practices provide all employees to the access to the opportunities, resources, and compensation that they need to be successful. Constantly and consistently recognize and redistributing power. *(DEI Cop)*

IMPLICIT BIASES: Implicit biases are negative associations that people unknowingly hold. They are expressed automatically and without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. *(Timesupfoundation.org)*

INCLUSION: A state in which all employees can bring their authentic selves to work, fully leverage their distinct traits and experience ownership and empowerment. *(DEI CoP)*

Research Materials (References)

Liu, J. (2020, June 15) *Companies are Speaking Out Against Racism, but Here's What it Really Looks like to Lead an Anti-Racist Organization.* Retrieved from https://www.cnbc.com/2020/06/15/what-it-means-to-be-an-anti-racist-company.html

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OTHER SOURCES

https://www.racialequity-tools.org/act/strategies/organizational-change-processes

https://timesupfoundation.org/work/equity/guide-equity-inclusion-during-crisis/building-an-anti-racist-workplace/

https://www.deiseattle.com/

Exhibit A—Inclusion Strategies Status

	STRATEGY	COMPLETED	ONGOING
RECRUITING	Continue to use NEOGOV to analyze applicant flow by race and gender and provide periodic reports to departments to share with hiring managers.		Reports generated 2x's per year.
	Continue to nurture strategic partnerships with agencies and organizations that can assist in outreach to applicants particularly in communities with a history of overlooking public sector jobs.		Ongoing initiative
	Work with the Communications division to enhance marketing of the city as a desirable place to work.		Created "Choose Renton" campaign. Continue to use in social media and print documents.
	Utilize NEOGOV Online Application feature that allows candidates to be anonymous during the applicant screening phase.	Implemented. Continue to track.	
	Explore with departments the opportunity to designate a number of internships annually that provide an ongoing pipeline for candidates new to public sector jobs.	Implemented.	
	Identify one to three divisions in the city that would benefit from utilizing employees who receive the support of the job coach provided by Highline College.	Hired 1.0 FTE. In 2019.	
	Develop and incorporate "inclusion principles" into job announcements and recruitment materials.		Created "Choose Renton: Inclusive. Progressive. Connected" campaign. Continue to use in social media and print documents.
HIRING	Provide training on using the Renton Equity Lens to develop and edit job classifications.	Developed "Job Descriptions through an Equity Lens checklist	
	Update online resources and expand to provide tools for hiring managers.	Implemented. Available on SharePoint	
	Work with departments to more clearly define the competencies included in job postings.		Ongoing initiative
	Develop training on using behavioral-based and competency-based interview questions for hiring managers and interview panel members.	Conducted training at QMM 12/18	Continue with one-on-one meetings
	Provide training / tools on reducing implicit bias in interviews and hiring.	Implemented. Available on SharePoint	
	Establish and maintain a database of potential external panel members who are willing to receive training and serve on interview panels.		Started the database, will continue to add to it
	Require diversity of hiring panel in terms of race/ethnicity, gender, profession and age.		Currently recommend, not yet a requirement
	Require orientation for internal and external interview and hiring panels.		Currently require
OTHER	Conduct regular self-assessments to determine areas of improvement, successful strategies and new opportunities.		
	Develop protocols for search firms that consistently insure a diverse applicant pool.	Considered diversity when selecting firm for PW Administrator recruitment. Will develop formal protocols.	

Exhibit B—Inclusion Continuum developed by Heidrick & Struggles, Inc.

The Inclusion Continuum

0	**1**	**2**	**3**	**4**	**5**
Unaware	**Compliant**	**Supportive**	**Engaged**	**Change agents**	**Able to leverage inclusion**
Topic not on the agenda.	We manage legal requirements and risks.	Our initiatives are focused on "supporting" and "helping" women and minorities.	Growing awareness about how a topic is linked to business performance. Demonstrate enthusiasm and commitment about business benefits.	Deep understanding of what it takes to make change happen. Can inspire and effectively communicate to all (including skeptics). Drive real cultural and numerical change.	Inclusion is a strategic asset for our growth, innovation, and performance. An inclusive culture creates a virtuous circle, as we better reflect our markets, attract and retain top talent, and develop high-performing teams.

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