



Racial Equity Organizational Assessment and Action Plan

Office of Equity and Human Rights
TPU Equity Committee

Public Utility Board Meeting
October 28, 2020



••• Today's Presentation

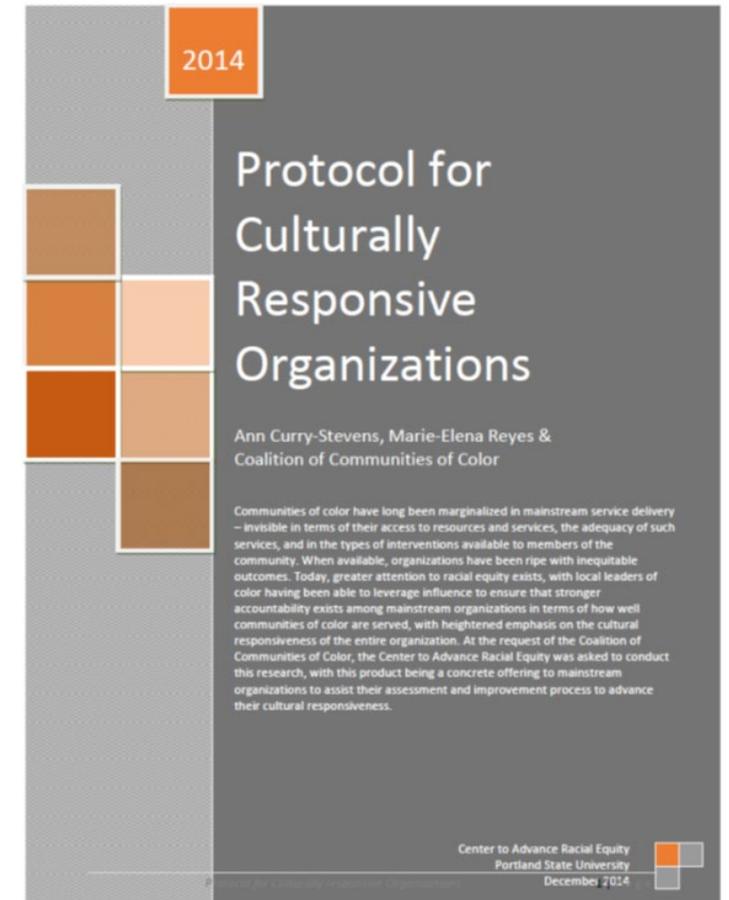
About the Organizational Assessment

Summary of the Results

Action Plan

About the Assessment

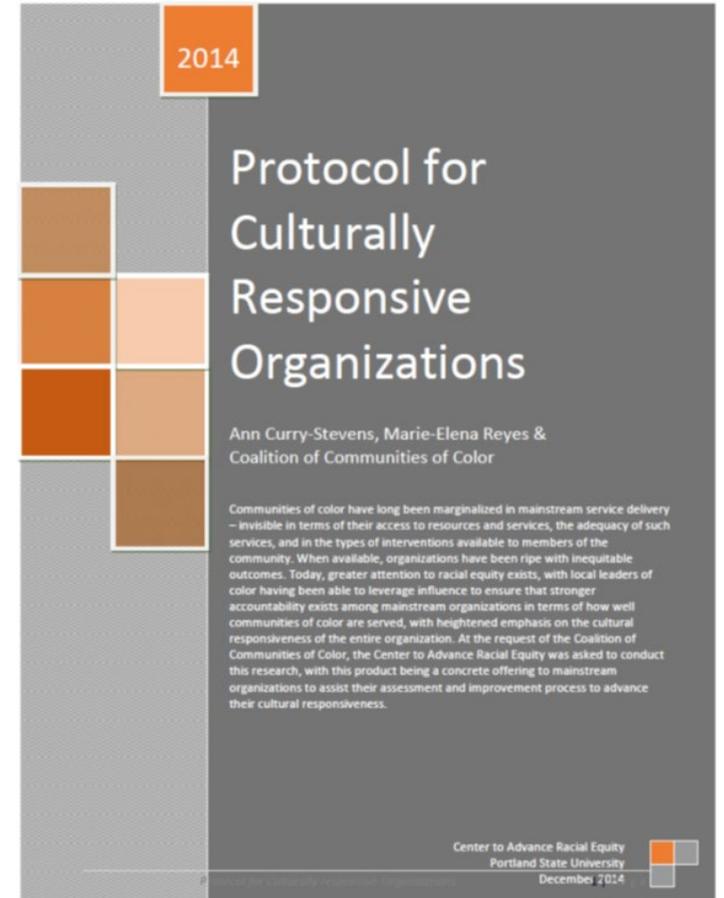
- Designed to assist organizations improve their ability to serve communities of color.
- Provides snapshot of policies & practices related to racial equity
 - No additional research needed
- Consists of 109 pieces of evidence that support an organization to assert its capacity to well-serve communities of color
- Not a pass/fail process
- Includes:
 - Suggested actions for improvement
 - Additional resources and review of literature



About the Assessment

A few caveats....

- Designed for non-profit & requires some adaptation for public utility
- Heavily focused on service delivery domain
- Does not directly address workforce equity issues such as pay/promotion/discipline
- **Not a replacement of the Workforce Equity Study**



Domains and Categories

| Assessment Domain: | Category: | | |
|---|----------------|-----------|-----------|
| | Accountability | Policy | Practice |
| Domain 1: Commitment, Governance, Leadership (P) | 3 | 3 | 5 |
| Domain 2: Racial Equity Policy and Implementation Practices (P) | 6 | 4 | 2 |
| Domain 3: Organizational Climate, Culture and Communication (S) | 3 | 1 | 6 |
| Domain 4: Service Based Equity (S) | 9 | | 18 |
| Domain 5: Service User Voice and Influence (S & C) | 1 | 2 | 3 |
| Domain 6: Workforce Composition and Quality (W) | 1 | 2 | 6 |
| Domain 7: Community Collaboration (C) | 3 | | 2 |
| Domain 8. Resource Allocation and Contracting Practices (P) | 2 | 2 | 1 |
| Domain 9: Data, Metrics and Quality Improvement (P, S, C, & W) | 4 | 4 | 8 |
| Total # of Questions | 32 | 18 | 51 |

Assessment Results

| | Accountability | Policy | Practice |
|---|----------------|------------|------------|
| Domain 1: Commitment, Governance, Leadership | 1.3 | 2.3 | 2.3 |
| Domain 2: Racial Equity Policy and Implementation Practices | 3.5 | 2.3 | 0.3 |
| Domain 3: Organizational Climate, Culture and Communication | 2.7 | 4.0 | 2.3 |
| Domain 4: Service Based Equity | 0.4 | | 1.5 |
| Domain 5: Service User Voice and Influence | 0.0 | 3.0 | 1.7 |
| Domain 6: Workforce Composition and Quality | 0.0 | 3.8 | 3.5 |
| Domain 7: Community Collaboration | 2.5 | | 4.3 |
| Domain 8: Resource Allocation and Contracting Practices | 3.5 | 1.5 | 1.0 |
| Domain 9: Data, Metrics and Quality Improvement | 1.5 | 3.1 | 3.7 |
| Average Score | 1.8 | 2.9 | 2.3 |

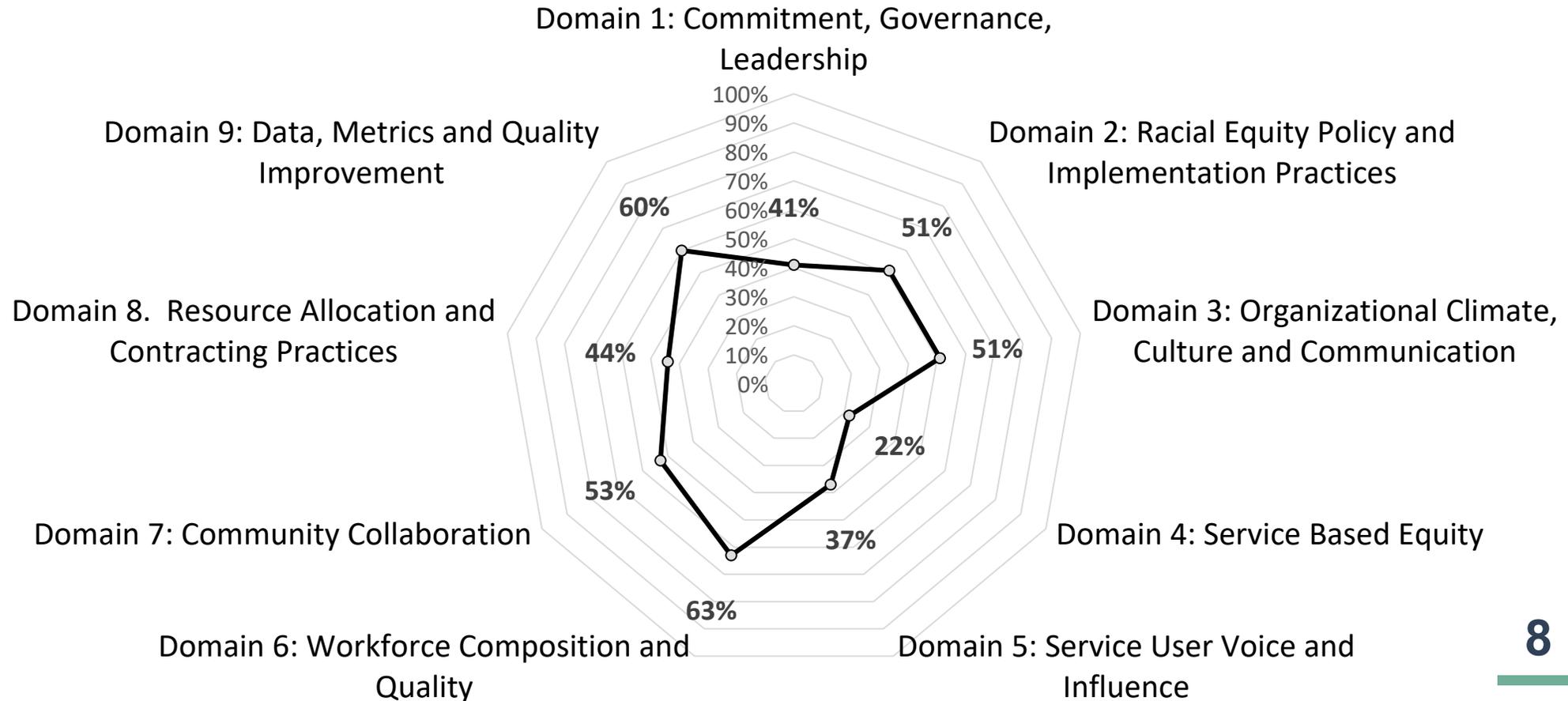
- 0 Not yet thinking about this
- 1 Thinking about this
- 2 We are assessing this feature in our work
- 3 We have an initial improvement effort underway
- 4 Benefits are in evidence from implementing this approach/element
- 5 This is entrenched across the organization

- Policy strong but accountability weak

Sample Details – Workforce Domain

| Category | Score | Standard | TPU Notes |
|----------------|-------|---|--|
| Accountability | 0 | 1. Lead organizational staff have responsibility for workforce alignment with the community served, with such responsibility integrated into job descriptions, including performance expectations in achieving such alignment. | Currently, no PDF has this requirement as part of their job (the closest is Christian's job description, but he is not responsible for hiring nor is he "lead organizational staff"). |
| Policy | 2.5 | 8. A complaint process for staff is written into policy and its ability to address issues of discrimination, micro-aggressions, and patterns of exclusion and inclusion is determined in an annual review of complaints and their resolution, with a synthesis being forwarded to the Equity Team and the CAB for input before being filed with the Board/governing body. Minutes of these consultations are attached to the review. | Complaint process exists (PMP 130) articulates process for dealing with some issues. But the policy is dated and does not address micro-aggressions. Review of complaints and their resolutions are not reviewed, synthesized, or submitted to the Equity Committee. Do we want to do this (may need to have Jackie sign off on this)? Last review was completed in about 2004 or 2007. Score of 2 for HR component. Score of 3 for things related to EEO. (Olivia gives a 3 to EEO because TPU leaders were not aware of EEO policy prior to 2019 and they are now getting training around the policy more robustly). |
| Practice | 3 | 2. Human resource staff file a report on the composition of its workforce and its alignment with the racial composition of its service users or the community (whichever is greater), and files this report with the Equity Team who reviews and analyzes the findings, submitting it to the governance body annually. Disaggregation by organizational units and rank is incorporated. | Quarterly EEO report provides this as a quarterly snapshot in time. TPU Equity committee doesn't yet do any analysis with the data. And there is room for improvement in that report. But it is reported annually to the board. Currently the EEO report does not do a good job comparing workforce to our service area (we still struggle with that - an improvement might be to expand the "community we serve" to pierce county). (three because there are no benefits observed yet) |
| Practice | 3 | 3a. Human resource staff develop a plan to diversify the workforce (based on the workforce composition report), present it to the Equity Team and the CAB, and integrate their feedback into a Diversification Plan that is filed annually with the Board/governance body. | HR has developed a dashboard to show historic data of hiring/promotions - it also has goals. But it's not a plan. HR struggles to develop a plan that doesn't look like a quota. Some groups have put together plans (3 year plan) to diversify the workplace, but not HR. Evidence from the candidate finalists for Jackie's position indicates there was at least some thought and deliberation around diversifying the director position. Evidence of initial improvements include the dashboard - forthcoming recommendations will come from the workforce equity study will. Equity checklist for hiring is also initial improvement in this way. (it may be better for this to be officially developed by managers and leaders and with HR as a supportive role - see 3b). (maybe HR can bring together the pieces that are happening throughout the organization to develop a "plan") |
| Practice | 4 | 6. Annual training is conducted to ensure that staff and volunteers understand the specific challenges, policy issues, assets and histories facing communities of color currently served by the organization and those emerging in the region who might not yet be served by the organization. Curriculum on such training content is retained by the Equity Team, HR staff and line supervisors to ensure that practice standards are heightened to reflect new learnings. | These are all topics addressed in Equity 101. There are some additional opportunities from our EEO officer in OEHR for additional training in terms of bias, etc. |

Overall Assessment “Score”



Strengths & Weaknesses by Domain

| Domain | Strength | Weakness |
|---|--|---|
| Domain 1: Commitment, Governance, Leadership | Formal and public commitments to racial equity | Formal implementation of equity lens practices in decision making |
| Domain 2: Racial Equity Policy & Implementation Practices | Governing body accountability mechanisms. | Manager accountability mechanisms |
| Domain 3: Organizational Climate, Culture and Communication | Soliciting customer feedback (all aspects from policy to accountability) | Communication and outreach (esp. written) to customers of various cultures/languages beyond lobby services |
| Domain 4: Service Based Equity | Policies and practices around language access for customer services/programs | Assessing effectiveness of equity training (beyond CSAT) and evaluating staff on ability to implement racial equity practices |
| Domain 5: Service User Voice & Influence | Policy and Procedures around customer complaints | Reporting practices around the demographic breakdown of our customer surveys |
| Domain 6: Workforce Composition & Quality | Organizational anti-racist policy from the very top of the organization | Accountability of lead staff for achieving organizational equity goals. |
| Domain 7: Community Collaboration | Community involvement in various stakeholder processes (including hiring of director position) | Communicating internally the actions necessary to achieve racial equity outcomes in the community; Tracking community outreach efforts, collaborating internally to streamline efforts. |
| Domain 8. Resource Allocation & Contracting Practices | Policy on minority/women/small business contracting | Reporting on contracting dollars spent by race |
| Domain 9: Data, Metrics & Quality Improvement | Tracking and collection of demographic data and customer/employee survey data | Formalized and well communicated analysis of organizational assessment, workforce composition and services delivery disaggregated by race and other demographic categories |

● ● ● Action Plan Process

14 Action items drawn from:

- Scoring information above
- Feedback from Listening Sessions
- Knowledge and expertise of TPU Equity Committee members

Plan prioritizes actions with potential for:

- Highest impact
- 1 year returns

Plan Structure

| Indicators | Outcomes and Actions | Timeline | Accountability | Performance Measures | Progress Report |
|--|--|---|--|--|---|
| <p>Indicators are the means by which we can measure impact. Indicators should be disaggregated by race.</p> | <p>Outcomes: A future state of being resulting from a change at the jurisdiction, department, or program level. Strong outcomes articulate a clear improvement or define how much improvement will take place.</p> <ul style="list-style-type: none"> Actions: the specific things your jurisdiction will do to achieve the outcomes. | <p>Clearly link target dates to actions and outcomes.</p> <p>This plan is intended to be complete by the end of 2021, with regular interim check-ins.</p> | <p>List accountable individuals, groups, and departments</p> | <p>Quantifiable measures of how well an action is working. Different types of measures include</p> <ol style="list-style-type: none"> 1) Quantity—How much did we do? 2) Quality—How well did we do it? 3) Impact—Is anyone better off? | <p>Ensure annual reporting to the Director of Public Utilities; build reporting into EDPR conversations</p> |

Workforce



| Indicators | Outcomes and Actions |
|---|--|
| <p>New hire classes (including internal promotions/hires) in 2021 and 2022 more closely reflect the communities served with regard to race.</p> | <p>TPU's hiring practices are anti-racist and equitable.</p> <ul style="list-style-type: none"> • Implement the recommendations of the updated equitable hiring handbook, including incorporating equity checkpoints into all hiring processes. (Include a way to measure the degree to which hiring managers improve their understanding...) • Offer input into prioritization of the Workforce Equity Study results. • Evaluate how to align this plan with the Workforce Equity Study results and recommendations |
| <p>Racial diversity in positions of leadership is increased.</p> | <p>Managers and leaders understand why and how to apply an equity lens to hiring, retention, and or promotion/succession planning.</p> <ul style="list-style-type: none"> • Support the development of and utilize HR's workforce equity dashboard. • Work with OEHR, HR, TPU Equity Committee to identify and analyze historical/current disparities. • Develop a plan to address disparities. <p>Labor Partners are engaged in this and other equity action plans</p> <ul style="list-style-type: none"> • Include a member or members of the labor Relations Office on the TPU Equity Committee. • Include represented employees in divisional subcommittees of the TPU Equity Committee, being careful to avoid direct dealing. |

Workforce – Continued

| Indicators | Outcomes and Actions |
|---|--|
| <p>Racial disparities in retention rates by race are reduced or eliminated.</p> | <p>Employees have a safe and trustworthy place to report a workplace complaint.</p> <ul style="list-style-type: none"> • Directors hold front level supervisors, mid-level managers, and all other leaders accountable for responding to concerns related to workplace harassment or discrimination in accordance with PMP 130, our anti-discrimination and anti-harassment policy. • Communicate the employee complaint process and ensure that supervisors and employees understand how to identify and address microaggressions and patterns of inclusion/exclusion that, when left unaddressed, can prompt formal EEO investigations into illegal employment discrimination. <p>TPU actively fosters a workplace culture of belonging.</p> <ul style="list-style-type: none"> • Develop and implement a regular organizational climate survey (paper and or listening session/focus group style), in addition to the annual/bi-annual employee survey, to identify tangible actions and progress toward a workplace culture of belonging. (Vet questions through Labor Relations to avoid direct dealing.) • Support and implement the Retention Strategies Plan. • Provide continued education on an annual basis on EEO related topics. |

Workforce – Continued

Aspirational Goals/Actions

- Advocate to expand the workforce equity study to include pay equity (gender/race).
- Evaluate how to apply equity lens (if needed) to Classification and Compensation Results and add recommendations to these action items.
- Review/evaluate job descriptions to identify whether and how equity roles and responsibilities can be included.

Community and Stakeholder Engagement

| Indicators | Outcomes and Actions |
|---|---|
| <p>Disparities by race and language in customer satisfaction survey data are reduced.</p> | <p>TPU’s language access efforts are informed by community, and recognized as a model program.</p> <ul style="list-style-type: none"> • Develop language access policy in collaboration with Media and Communications Office, OEHR, and the Commission on Immigrant and Refugee Affairs, and other appropriate groups. <p>TPU continues its efforts to create consistent, intentional engagement with BIPOC Communities.</p> <ul style="list-style-type: none"> • Develop a regular cadence for, and conduct listening sessions with BIPOC communities and communities whose primary language is not English. |

Service Delivery

| Indicators | Outcomes and Actions |
|--|---|
| <p>Disparities by race in the City of Tacoma customer satisfaction survey for power and drinking water are reduced or eliminated.</p> <p>Disparities by race in access to programs/services in the TPU CSAT are reduced or eliminated.</p> | <p>Tacoma Power and Tacoma Water employees understand why and how to apply an equity lens to their programs/services.</p> <ul style="list-style-type: none"> • Create a dashboard of services disaggregated by race and or geography • Work with OEHR to identify target programs/services to be analyzed. • Analyze programs/services. • Lunch and learn on use of equity index (examples to include conservation in addition to other successful use cases) • Conduct outreach to impacted customers/communities to understand why disparities exist and how to reduce/eliminate them. • Program managers report annually on the service improvements and ongoing challenges that exist in the improving equitable access to their services. This report is filed with the Equity Team and available to the Board/governing body on request. |

● ● ● Policy Decision Making

| Indicators | Outcomes and Actions |
|-------------------------------------|--|
| <p>All indicators listed above.</p> | <p>Tacoma Public Utilities has a policy framework and organizational infrastructure that support this plan.</p> <ul style="list-style-type: none"> • Develop recommendation to update Public Utility Board Strategic Directive #1 on Equity and Inclusion (and or other policy document(s)) to reflect the standards listed in the organizational assessment. • Stand up division equity committees (as subcommittees of TPU Equity Committee). • Broadly communicate the TPU Equity Actions and Plan. |

Questions & Comments?

Contacts:

Mia Navarro

Office of Equity and Human Rights
mnavarro@cityoftacoma.org

Ahlmahz Negash

Senior Power Analyst
TPU Equity Committee
anegash@cityoftacoma.org