Final Report
May 5, 2021

**City of Tacoma
Workforce Equity Study**

**KEEN
INDEPENDENT
RESEARCH**

Keen Independent Research

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Workforce Equity Study

Prepared for

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SUMMARY REPORT

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Introduction and Summary of Recommendations

The City of Tacoma has the goal of offering an inclusive and equitable place to work with a commitment to diversity as one of its greatest assets.

Introduction

In 2019, the City engaged Keen Independent Research LLC (Keen Independent) to help the City ensure equity and fairness in its personnel policies and practices. Keen Independent analyzed City employment data and conducted interviews and focus groups with a cross-section of workers and managers at the City. Rosales Law Partners LLP and Donaldson Consulting also participated in this study. This Summary Report examines:

- The geographic area from which the City hires;
- City outreach and hiring practices; and
- Employee advancement, retention and inclusion.

Key Conclusions

Geographic area. Employees who join the City live throughout Pierce County, not just within city limits. Keen Independent concludes that enforcing a local hire policy would have negative effects on the City workforce and not advance diversity objectives. Keen Independent recommends other options.

City jobs and City hiring. Keen Independent concludes that, overall, the City's workforce reflects the racial, ethnic and gender characteristics of the pool of labor available for City jobs. For some historically underrepresented groups, the City's workforce has greater representation than found in the local labor pool. However, there is underrepresentation of Latinos in Tacoma Public Utilities (TPU) jobs.

City efforts for diverse hiring have been successful, overall, when compared with the labor pool available to apply for those jobs.

This does not mean that representation of people of color and women in City jobs is "equitable," only that, overall, the City's workforce looks like the pool of people available for the mix of jobs at the City.

Societal discrimination has limited opportunities for people of color and women to pursue certain careers. This affects the Tacoma labor market just like other regions. Some groups of jobs at the City are almost entirely filled by men and some have few people of color. The City must build its own pipelines of recruits to address the lack of diversity in some jobs.

Advancement, retention and inclusion. Across many types of jobs and departments, people of color and women leave City jobs at a higher rate than non-Hispanic whites and men. Retention of diverse workers is the greatest obstacle to increasing inclusion of people of color and women in its jobs.

Keen Independent found disparities in the rates of promotions for people of color and women for some jobs and some departments. High rates of job separation and disparities in promotions may be related.

Interviews, focus groups and survey results indicate many employees lack understanding and trust in how employees advance at the City. Many also reported uneven levels of employee management skills among supervisors and managers, including the ability to effectively manage a diverse team.

As with other large organizations, it appears that the City needs to combat overt discriminatory behavior by some employees directed at employees of color and women. It was more common for employees to report a work environment that was not always welcoming to diverse workers. Further, some employees are unwilling to speak up for fear of retaliation.

The City has been successful in some respects but has more to do achieve an inclusive environment for a diverse workforce.

Introduction and Summary of Recommendations

Recommendations

Keen Independent lists recommendations here and discusses them in more detail later in the Summary Report.

1. The City should improve how it encourages hiring of Tacoma residents. A City Charter provision limits its hires to persons living within Tacoma city limits but may not achieve its intended objectives. A blanket residency waiver is in place for the City's appointed employees and individual requests to waive the residency requirement for classified employees are reviewed and approved by the City's Civil Service Board. Strict enforcement of this provision would hurt people of color and women as well as other potential employees. Instead, the City should consider providing hiring preferences to city residents or to job applicants living within economically disadvantaged neighborhoods.

2. When examining diversity of its workforce, the City should not just focus on whether its employees look like city residents, it should consider whether its employees reflect its local labor market, which encompasses all of Pierce County.

3. City outreach efforts appear to have a positive effect on the diversity of City hiring. The City should continue and strengthen these general activities that maintain regular connection to the City's communities of color, including employment events for underrepresented groups.

4. There are some specialized entry level positions that traditionally have had little racial or gender diversity, for which the City will need to continue to work with training partners to encourage diversity in job candidates.

5. The City should reevaluate its minimum qualifications and scoring of qualifications for its entry-level positions to avoid unnecessarily disadvantaging potential applicants with less formal education or experience. It should start with those entry-level jobs where it sees the least diversity in its applicants.

   The City's Classification and Compensation Study will address the qualifications associated with non-represented positions, but the City should also continue its review of individual represented classifications as they are considered for recruitment.

6. City Charter Section 6.3 requires citizenship for eligibility for employment with the City. City does not currently enforce this provision as it violates federal law. The City should remove it from the Charter.

7. The City should reevaluate its use of tests for entry level positions to ensure that they are needed at all and accurately measure ability to perform the specific job.

8. The City should consider more flexibility in when it accepts applications for positions and better communicate its process. Its current process for classified positions only allows applications once a year for a brief window, potentially leaving out qualified applicants.

9. City will need to build its own pipelines of diverse workers for certain jobs for which the labor pool is not diverse. Programs the City is already developing, such as the Internship Program, can be expanded across divisions.

10. As with hiring for entry level positions, the City must ensure that the mandatory qualifications and testing for its advanced positions are non-discriminatory. This includes evaluating any written exams.

11. In each department, the City should proactively communicate and prepare employees for career advancement, including supervisory training for non-supervisors. That training should include tools to effectively manage a diverse team. The City's investment in LEAD training is a start toward creating a common leadership language and expectations across the City.

12. The City should notify and encourage individuals who meet the eligibility requirements for advancement to apply for those positions. The City should examine and attempt to address reasons for any underrepresentation of groups in applications.

13. The City should explore opportunities and work to remove barriers to advancement in jobs outside of one's department or bargaining unit.

14. Many current supervisors and managers appear to need more training and coaching on effective talent management. The City should invest in such training across all departments, including tools to effectively manage diverse teams. Training should be available to staff who are not yet supervisors.

15. Human Resources should further review and enforce consistency in hiring processes for advanced positions across departments. It should work to ensure understanding of proper promotion processes among managers and staff.

16. Employee Resource Groups and other cross-department employee groups can help connect people and increase a sense of belonging at the City, especially for those who are not the majority group in their workplace. These groups can be but do not need to be race-, ethnicity- or gender-specific. The City has already made efforts towards supporting groups that have formed at the grass-roots level, but should consider centralizing and equalizing support for these groups.

17. Regular, consistent employee satisfaction surveys are needed at TPU and GenGov to monitor changes in perception of fairness of promotions and trust in leadership at the City. The City should also track differences in employee satisfaction based on race, ethnicity and gender. The 2019 and 2020 surveys have provided a wealth of information to help guide the City on areas of excellence and areas of concern among employees, they should continue.

18. Employees currently can report concerns of harassment and discrimination to many different individuals who have responsibilities to hear complaints. However, the City should explore new or improved ways for employees to bring discriminatory actions to light without fear of retribution.

19. The relatively high rate of separation of employees of color and women impedes achieving a diverse and inclusive workplace at the City. Across departments, leadership should focus on eliminating disparities in retention of employees. They will need accurate metrics of annual employee retention by race, ethnicity and gender to ensure accountability. The City is developing a retention workgroup to further evaluate this issue and develop strategies to address it.

Introduction and Summary of Recommendations

Organization of the Report and Supporting Appendices

Summary Report. This Summary Report is organized into three parts:

- Geographic area from which the City hires;
- Outreach and hiring policies; and
- Advancement, retention and inclusion.

Recommendations are presented at the end of each section.

Appendices. The Summary Report is supported by seven appendices:

A. Legal constraints;
B. Overall City workforce, hiring, promotions and separations;
C. City workforce, hiring, promotions and separations by department;
D. Case study — Disparity analysis of promotions to sergeant in Police Department;
E. Policies pertaining to residence of City employees;
F. Public employment hiring practices; and
G. Qualitative information from focus groups, interviews and other sources.

Recommendations Regarding Geographic Area from which City Hires

Local Residence Requirement in City Charter

The City Charter requires that, with certain exceptions, people hired for City jobs must be Tacoma residents when starting work. The City was not enforcing this requirement in recent years. At the time of this report, the Civil Service Board was urging enforcement of this provision.

The City Charter provision requiring residency is difficult to enforce as a new employee can essentially show a city address for their residence for just one day to meet these requirements. The provision does not encourage hiring people with long-standing roots in the community. Some of those individuals may have grown up in Tacoma but have moved outside city limits by the time they apply for a job with the City.

Keen Independent examined the potential impact of enforcing a local hire requirement and offers several recommendations for City consideration.

Background

Keen Independent examined hiring policies and data on City employment.

Prevalence of local hire policies. Although it is not common in Washington, some municipalities across the country have policies that require or encourage their employees to live in a certain jurisdiction.

Some cities do not require residency but encourage by giving points to job applicants if they have been city residents for a specified length of time.

The City of Seattle and King County both have programs that prioritize hiring of residents that live in economically distressed zip codes. (King County's policy includes some areas that its departments serve that are outside the county.) Appendix E provides additional information.

Location of City workers. One way of examining a labor pool is to calculate the percentage of people in an area who work for the particular employer. Figure 1 shows the percentage of workforce in Tacoma and in surrounding areas who were City employees in 2019. About 1 percent of the workforce within city limits in 2019 worked for the City. One-half of 1 percent of workers in other parts of Pierce County were City employees.

Figure 1.
Percentage of workforce living in local areas who were City of Tacoma employees, 2019
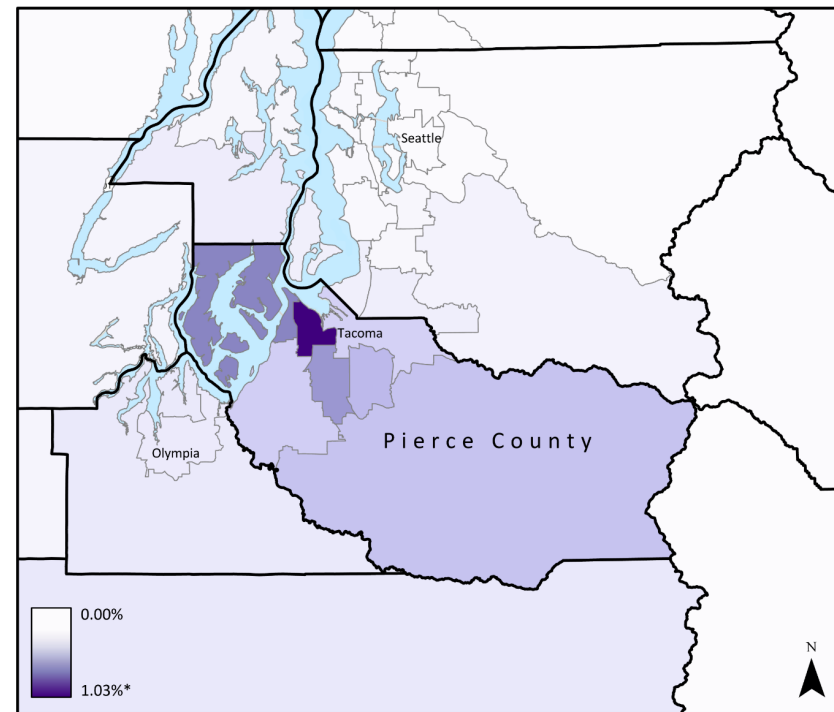
Note: Excludes temporary and elected employees.
*Percentage calculated for each Public Use Micro Area (PUMA) by combining City employment data with most recent American Community Survey (ACS) Census data.

Source: City of Tacoma employee data; 2017 American Community Survey.

Recommendations Regarding Geographic Area from which City Hires

Data for City employees. Figure 2 shows where 2019 City employees lived at their earliest address (time of application) and at their most recent address.

- Among all employees, 32 percent lived in Tacoma at their earliest known address. Based on their most current address, about 26 percent of Tacoma employees lived in the city.

- Most Tacoma employees lived in Pierce County at their earliest known address (77%) and at their current address (80%), which includes those living within Tacoma. Figure 2 provides results by EEO-4 job group.

It is also important to note that some of the job sites for City employees are locations outside the city limits. For example, very few of hydroelectric workers had their earliest known address within the city and none of those workers lived in the city in 2019.

Figure 2.
Percentage of 2019 City of Tacoma employees by place of residence

EEO-4 job group	Earliest known address Number	Earliest known address Percent	Address in 2019 Number	Address in 2019 Percent
Tacoma employees who live within Tacoma city limits				
Administrators & Officials	77	29 %	66	25 %
Professionals	324	37	298	34
Technicians	90	33	60	22
Protective Service Workers	156	22	135	19
Administrative Support Workers	201	39	180	35
Skilled Craft Workers	196	27	138	19
Service & Maintenance Workers	139	38	95	26
All EEO-4 groups	1,182	32	971	26
Tacoma employees who live in Pierce County (including Tacoma)				
Administrators & Officials	177	67 %	201	76 %
Professionals	626	72	678	77
Technicians	216	79	217	79
Protective Service Workers	513	72	570	81
Administrative Support Workers	469	91	473	92
Skilled Craft Workers	560	77	554	76
Service & Maintenance Workers	295	81	292	80
All EEO-4 groups	2,856	77	2,985	80

Note: Excludes temporary and elected employees.

Source: City of Tacoma employee data.

Recommendations Regarding Geographic Area from which City Hires

Data for people of color and women. Appendix E presents the share of hires from 2012 through 2019 who lived in Tacoma and in Pierce County (including Tacoma) at the time of hire. Overall, 31 percent of workers hired during the study period lived within Tacoma city limits at time of hire.

■ For some groups, such as American Indians and Alaskan Natives, a much smaller portion of hires lived within city limits at time of hire (19%). For Asian American or Pacific Islanders hired from 2012 to 2019, 27 percent lived within city limits at time of hire.

■ Among African American employees hired from 2012 to 2019, 44 percent of workers lived in Tacoma at time of hire and more than one-half lived outside the city. About 40 percent of Latinos hired during that time period lived within the city and 60 percent lived outside Tacoma.

It appears that a local hire policy could have negatively affected all racial and ethnic groups if it had been enforced when they were hired.

Keen Independent also determined that a large majority of both women and men hired by the City from 2012 to 2019 would have been negatively affected by a local hire policy (see Appendix E).

Requiring employees to be residents of the City at time of application, hire or duration of employment would appear to have negatively affected most current City employees.

Separations of City employees. Keen Independent examined whether City employees who live within city limits were more or less likely to leave their jobs compared with those living outside the city. There was no effect of place of residence on ability to retain these workers (see Appendix E).

Characteristics of the Total Labor Force in Pierce County

Size of the labor pool. Geographic analysis of hiring discussed in previous pages confirms that most City employees lived within Pierce County at time of hire, and still do. According to 2019 ACS estimates, about 473,000 individuals are in the Pierce County labor force.

One quarter of those in the Pierce County labor force live within Tacoma city limits. Limiting City hiring to city residents would appear to potentially remove three-quarters or more of the employees who would be available for those jobs.

Race and ethnicity. In general, the racial makeup of the Pierce County labor force inside and outside city limits is similar except for African Americans in the workforce. A much smaller share of people in the workforce who live in in Pierce County communities outside Tacoma city limits are African American (about 8%) compared to the workforce living within city limits (17%).

One-worker and two-worker households. A local hire policy at the City might negatively affect two-worker households by lengthening the commute of the worker who might need to work farther away from Tacoma.

■ It appears that most of the labor force in Pierce County lives in a two-worker household.

■ Workers of color living in Pierce County are somewhat more likely to live in a two-worker household than other workers in Pierce County. People of color might be disproportionately negatively affected by a local hire policy.

Effects of Housing Affordability and Childcare in Tacoma

Keen Independent reviewed whether it is more expensive to live within city limits than outside the city, which might impact workers if the City instituted a local hire policy.

The cost of housing is high and is rapidly increasing in Tacoma. Finding affordable and accessible childcare in the City of Tacoma may also present a barrier to those planning to live or work in the area. Both issues may be important when considering a local hire policy (see Appendix E).

Recommendations

Keen Independent offers the following recommendations for City consideration:

- Remove the local residency requirements from City Charter or continue to suspend enforcement of the requirement. It would appear to negatively affect the City's ability to effectively hire future employees and could have negative effects on many different groups.

- Consider giving points for applicants for City jobs who have resided within the City for at least one year prior to the close of an application.

- Alternatively, consider giving points for applicants for City jobs who have resided within certain economically disadvantaged neighborhoods for at least one year.

- When considering racial equity in the City's workforce, use information about the relevant labor pool residing in Pierce County, not just within city limits. A key equity question should be, "Does our workforce look like the pool of workers available for those jobs?"

Snapshot of Employees of Color and Women at the City

People of color were 22 percent of employees at the City in June 2019, not including temporary employees or elected officials. About one-third employees were women (including GenGov, TPU and Library).

Keen Independent examined changes in City employment, including hires and separations, from January 1, 2012 to June 12, 2019. For each minority group examined, the share of employees in that group increased over those years. The percentage of workers who are women also increased.

Figure 3 provides these results.

Figure 3.
City workers, by race, ethnicity and gender, 2012 and 2019

	2012	2019
Race/ethnicity		
African American	6.2 %	6.9 %
American Indian, Alaskan or other	2.2	3.8
Asian American or Pacific Islander	7.1	8.0
Hispanic American	3.4	3.6
Total minority	18.8 %	22.3 %
White	81.2	77.7
Total	100.0 %	100.0 %
Gender		
Women	31.2 %	32.1 %
Men	68.8	67.9
Total	100.0 %	100.0 %

Note: Excludes temporary employees and elected officials.
            Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for 2017 for workforce.

Recommendations Concerning City Outreach and Hiring Practices

Keen Independent compared the representation of different groups in GenGov and TPU jobs with what might be expected given who was available for those types of jobs in the local labor market (all of Pierce County labor force). For the following racial and groups at GenGov and TPU, representation in City employment exceeded or about equaled what would be expected based on who was available in the local labor pool:

■   African Americans;

■   American Indians and Alaskans;

■   Asian Americans and Pacific Islanders; and

■   Hispanic Americans (GenGov only).

The share of TPU employees who were Hispanic Americans was less than what would be expected given the mix of TPU jobs and share of Latinos in those occupations living in Pierce County (see Figure 4).

Women's share of GenGov and TPU jobs matched what would be expected based on the mix of jobs and the available labor pool.

As discussed in the following pages, these results are for GenGov and TPU jobs overall and do not pertain to all types of jobs or all departments.

Disparity analysis. To determine whether there was "parity" between workforce, hires, promotions and separations at the City, the study team calculated disparity indices through dividing outcomes for each group by a benchmark for that group. Keen Independent then multiplied the resulting ratio by "100" to create a "disparity index" for each equity measure for each group. A value of 100 means that there is parity between outcomes and what might be expected. A value less than 100 can indicate a disparity, and a value of less than 80 for a disparity index indicates a "substantial disparity," which is an important EEO standard and one used by courts when examining disparities in outcomes for different groups of workers.

Figure 4.

City workers and local labor force, by race, ethnicity and gender, 2019

All EEO Groups	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
GeneralGov				
Race/ethnicity				
African American	159	7.2 %	7.5 %	95
American Indian, Alaskan or other	65	2.9	0.9	312
Asian American or Pacific Islander	207	9.3	6.4	146
Hispanic American	91	4.1	4.1	100
White	1,701	76.5	81.1	94
Gender				
Women	697	31.4 %	32.0 %	98
Men	1,526	68.6	68.0	101
TPU				
Race/ethnicity				
African American	90	6.5 %	5.1 %	127
American Indian, Alaskan or other	71	5.1	1.9	269
Asian American or Pacific Islander	80	5.8	6.0	95
Hispanic American	40	2.9	4.3	66
White	1,108	79.8	82.6	97
Gender				
Women	407	29.3 %	28.9 %	101
Men	982	70.7	71.1	99

Note: Excludes temporary employees and elected officials.
          Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for 2017 for workforce.

Recommendations Concerning City Outreach and Hiring Practices

Jobs at the City with Minimal Diversity

Highly gendered jobs. There are some positions at the City where very few employees are women. Based on 2019 data, Keen Independent identified the following groups of jobs where women were less than 10 percent of employees:

- Supervisory positions in the Fire Department;
- Management positions in the Fire Department;
- Police Sergeant;
- Skilled craft positions; and
- Senior/supervisory skilled craft positions.

Among key entry level positions, women were 12 percent of workers in entry and apprentice level skilled craft positions, 13 percent of those in general service and maintenance positions and 32 percent of entry level technicians.

In contrast, about three out of four people in support staff positions at the City were women and 88 percent of the senior and supervisory support staff positions were held by women.

Jobs with the least racial diversity. Based on 2019 data, people of color were less than 15 percent of employees in the following groups of jobs:

- Management and specialty positions at the Fire Department;
- Police Detective and Police Sergeant; and
- Senior/supervisory skilled craft positions.

People of color comprised a larger share of employees in entry level jobs in each of the groups of jobs examined, including Fire and Police. For example, people of color were:

- 20 percent of entry level technicians;
- 23 percent of entry and apprentice level positions in skilled craft jobs;
- 25 percent of Patrol Officers; and
- 28 percent of Firefighters.

Recommendations Concerning City Outreach and Hiring Practices

Hiring

Process. For most jobs, the City accepts applications for its positions, ranks applicants, and when jobs open, further evaluates employees who are still available for City employment through interviews and other means.

The City takes the following steps to making a hire for a classified position that is not a "promotional" list:

- An HR analyst creates a job posting detailing required and desired qualifications (an exam must be included) and the position is advertised;
- Analysts evaluate scored applications and compile a ranked eligibility list;
- The ranked eligibility list of candidates is shared with the hiring department manager;
- The top ten ranks of candidates are interviewed; and
- A final candidate is selected and offered the position.

The City typically posts classified positions once per year, with a window of time for receiving applications for job openings in the coming year. (Appointed and sworn positions follow a different process.)

There may be applicants for a job who are not available when job openings occur. The City moves down its list of applicants to get to a group within a band of similar scores who are then interviewed. The City attempts to attain diversity of people who interview and evaluate candidates.

The City's processes are similar to other public agencies in terms of post creation, use of bands and creation of eligibility lists. Most local governments open their lists for applications more than once a year. (See Appendix F for more information.)

Testing. The City heavily relies on written tests for its initial ranking of applicants. Federal regulations require that written exams and other hiring tests be related to the requirements of the job. Based on discussions with the City, it appears that most of its tests are developed internally and are not typically "validated" (an evaluation that confirms that the test reflects the abilities needed for the job). As discussed in the hiring case study in Appendix E, Keen Independent identified racial disparities in scores in a written test used by the City.

The City must also ensure that physical tests and other testing do not have a discriminatory effect on its hiring.

Preferences. Under state law, the City cannot provide preferences to applicants based on race, ethnicity or gender (see Appendix A).

Under state law, the City can and does provide preferences to job applicants who are veterans. Veterans with passing scores for a job receive special credit when determining placement on an eligibility list. However, since only 10 percent of U.S. veterans are women, this may further exacerbate disparities in employment for women in certain City jobs.

Recommendations Concerning City Outreach and Hiring Practices

Outreach. The City reaches out to groups of potential applicants in the community to explain careers at the City and the hiring process. State law does not prohibit targeted outreach. For example, the City holds events to encourage women to consider careers in skilled trades at the City.

Based on interviews and focus groups with City employees, there is still a concern that limited community awareness about this process favors applicants informed by friends or family members working at the City. "It's who you know" was reported by some to be a barrier to obtaining a job and advancing with the City.

Employee perceptions. Examples of comments from employees in Keen Independent's focus groups and interviews from 2019 include the following comments.

- Many employees said that, historically, nepotism has been a problem in hiring at the City. In the past, people in positions of hiring authority were white men. For some positions, many hires were family members of current employees (see Appendix G for more discussion).

- A woman of color reported that the City lacks resources to reach out to a more diverse pool of applicants. She added that the City has to be creative to find applicants from underrepresented groups. Another employee said, "Human Resources needs to find ways to make better connections with the community [besides] job fairs or street fairs."

- A white manager reported, "Even jobs classified as entry level have minimum qualifications that result in the applicant pool being reduced to only a handful of candidates …. We're slicing off a huge section of the public that may be capable of doing the job."

Position Description

ARE YOU A WOMAN INTERESTED IN A TRADE AT THE CITY OF TACOMA?

JOIN US IN A NON-FORMAL, SETTING TO:
- Hear from female leaders within the City of Tacoma
- Discuss a career within a trade
- Learn about career advancement
- Hear first-hand accounts of what it's like to be a female journey-level employee
- Understand our hiring process, salaries and benefits
- Ask questions you might otherwise be hesitant to ask

- A woman of color remarked that some testing should be eliminated if people have sufficient professional experience.

- Another employee said that some City job listings require a "bachelor's degree or the equivalent experience" for positions that do not technically need it. She remarked that many in the community without a degree decide not to apply.

- A manager of color reported that her department has tried to increase diversity but "our barrier is the civil service list." She added, "By the time we are ready to hire someone, we don't have an opening and people are not aware that they need to get on a civil service list to get hired." She noted that people often must wait up to six months for jobs to become available. She added that many people from underrepresented groups do not know about the civil service list.

Recommendations Concerning City Outreach and Hiring Practices

Disparity analysis for hiring. Keen Independent compared the demographic characteristics of employees hired within each EEO-4 group with the characteristics of workers in those jobs within Pierce County. The study team also performed this analysis by department. Because of data limitations, results for people of color were aggregated for each EEO-4 group and department.

Approach. EEO-4 categories are federal designations of jobs into one of eight larger groups. All benchmarks reflect the unique mix of jobs within that EEO-4 group or department (Keen Independent weighted labor market and other data to develop accurate benchmarks). For each EEO-4 group, GenGov, TPU and Library (where applicable) were analyzed separately.

The study team weighted results of the availability analysis for each relevant occupation based on the share of City workers that held that job within the EEO group. For example, if Accountants comprised 3 percent of City hires within EEO-2 (Professionals), the data for Accountants in the ACS data received that weight when calculating overall characteristics of potential hires in EEO-2 in the labor market (see Appendix B).

Results. Figure 5 indicates that there were substantial disparities in hiring of people of color in skilled craft positions for both GenGov and TPU during the 2012 through June 2019 study period. There were substantial disparities in the hiring of women for Maintenance and Service jobs in GenGov and for Officials and Administrators at TPU.

Figure 6 examines results by department (combining different types of jobs). There were substantial disparities in hiring of people of color for Environmental Services and for Tacoma Water. There were substantial disparities in the hiring of women for Information Technology and for Tacoma Rail.

Figure 5.
Substantial disparities in hiring, by EEO-4 group, 2012–2019

EEO Group	People of color		Women	
	GenGov	TPU	GenGov	TPU
All				
1 Officials & Administrators				Yes
2 Professionals				
3 Technicians				
6 Administrative Support				
7 Skilled Craft Workers	Yes	Yes		
8 Maintenance and Service			Yes	

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure 6.
Substantial disparities in hiring, by department, 2012–2019

Department	People of color	Women
GenGov		
Environmental Services	Yes	
Finance		
Fire		
Information Technology		Yes
Planning & Development Services		
Police		
Public Works		
Other GenGov		
TPU		
Water	Yes	
Power		
Rail		Yes
Other TPU		

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Recommendations concerning hiring. Overall, the representation of people of color among City hires exceeds what one would expect from availability in the local labor pool.

- City outreach efforts appear to have had a positive effect on the diversity of City hires. The City should continue and strengthen these activities.

- There are some specialized entry level positions that traditionally have had little racial or gender diversity (women firefighters, for example), for which the City will need to continue to work with training pipelines to encourage diversity in job candidates.

- The City should reevaluate its minimum qualifications and scoring of qualifications for its entry-level positions to avoid unnecessarily disadvantaging potential applicants with less formal education or experience. It should start with those entry-level jobs where it sees the least diversity in its applicants.

- City Charter 6.3 requires citizenship for eligibility for employment with the City, with option for a waiver. However, the Immigration and Nationality Act of 1952 (28 CFR Part 44) states that federal law prohibits discrimination based on citizenship in hiring, firing or recruitment. The City does not currently enforce its City Charter provision and should consider removing it.

- The City should reevaluate its use of tests for entry level positions to ensure that they (a) are needed at all, (b) accurately measure ability to perform the specific job, and (c) can be replaced or improved under terms of collective bargaining agreements.

- The City should consider more flexibility in when it accepts applications for positions and better communicate its application process to prospective applicants.

- It is difficult for City employment in specific jobs to be more diverse in race and gender than the available labor pool. Because some occupations have very little representation of people of color or women within the local labor market, the City will need to build its own pipelines of diverse workers for those jobs (such as for women in skilled crafts). The City should identify types of jobs that will (a) have openings within the next five years, (b) have little racial or gender diversity, and (c) for which it can develop internships and apprenticeship tracks for new hires. It should then focus its resources to building pipelines in those jobs.

Advancement

Process. Internal as well as external candidates can apply for positions at the City. For some positions, almost all openings are filled by internal applicants. For other positions, departments appear to focus on external candidates. Processes can also differ based on whether the position is represented.

Keen Independent's case study of promotions to Sergeant at the Police Department is discussed later in this report. Openings for sergeant are nearly always filled by people already working at the Police Department.

Some individuals indicated that the City once emphasized seniority and now focuses on skills when promoting employees. Many focus group participants knew of individuals working for the City for many years without being promoted. However, other employees said that people were still unfairly promoted due to seniority.

Employee criticisms of existing promotions processes. Appendix G provides considerable input from employees with unfavorable impressions of City promotions. These criticisms generally fell into four categories:

- Lack of transparency about opportunities and the process;
- Unfairness in the selections;
- Limited movement between jobs at GenGov and TPU (and vice versa) and between departments; and
- Limited movement between represented and non-represented positions.

Some employees indicated that certain departments have reputations for unfairness in employee advancement.

Unfairness based on race, ethnicity and gender. There were people of color and women in the interviews and focus groups who said there were unequal paths for advancement for people who looked like them.

There were non-minority employees and men who said they or others were passed over for promotions that went to people of color or women "for equity reasons" and not because of their skillset or knowledge of the position. Both sets of perceptions are important for the City to consider.

Training of employees for management positions and succession planning. Lack of effective management skills for many managers and supervisors may affect employee advancement and retention of people of color and women at the City. Many employees in Keen Independent interviews and focus groups reported the following issues.

- Many individuals in management positions advanced into those roles without necessary management skills. For example, one manger said that some employees have been told they should not participate in supervisory training because they are not supervisors.

- Many people of color and women also said that some white male managers did not help people who look like them advance in their careers.

- Some managers and supervisors told Keen Independent that they felt ill-equipped to help a diverse workforce advance.

- One manager stated, "I am asked to help make things more equitable, but I lack the tools and resources."

- Employees and managers also said that the dominant culture is to avoid confrontation. Some reported a fear of retaliation.

Disparity analysis for promotions. Keen Independent compared the demographic characteristics of employees promoted from jobs in each EEO-4 group and the characteristics of the pool of all people in those jobs working at the City. The study team also performed this analysis by department. (A change in job title was used as a proxy for "promotion.")

The study team calculated a ratio of promotions per employee by dividing the number of people in each group who received a promotion by the number of people, on average, employed in that group over the study period. An individual receiving more than one promotion from January 2012 to June 2019 was counted multiple times. The EEO-4 group (or department) of the employee receiving the promotion was determined based on the job from which the individual was promoted.

The benchmark for expected number of promotions per employee for people of color or women was determined based on the share of employees that people of color or women comprised for a group of jobs in a year and the total number of promotions each year (see Appendix B):

Results. There were substantial disparities in promotions of people of color and women in some types of jobs and in some departments.

For people of color, there were substantial disparities in promotions in skilled craft positions for both GenGov and TPU and for Officials and Administrators at TPU. There were substantial disparities in promotions of women at TPU for three groups of workers: Technicians, Skilled Craft Workers and Maintenance and Service Workers.

Figure 8 presents results by department. In the Police Department, there were substantial disparities in promotions of people of color and women. There were substantial disparities in promotions of women in Planning & Development Services.

Figure 7.
Substantial disparities in promotions, by EEO-4 group, 2012–2019

EEO Group	People of color		Women	
	GenGov	TPU	GenGov	TPU
All				
1 Officials & Administrators		Yes		
2 Professionals				
3 Technicians				Yes
6 Administrative Support				
7 Skilled Craft Workers	Yes	Yes		Yes
8 Maintenance and Service				Yes

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure 8.
Substantial disparities in promotions, by department, 2012–2019

Department	People of color	Women
GenGov		
Environmental Services		
Finance		
Fire		
Information Technology		
Planning & Development Services		Yes
Police	Yes	Yes
Public Works		
Other GenGov		
TPU		
Water		
Power		
Rail		
Other TPU		

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Recommendations Concerning Employee Advancement, Retention and Inclusion

Case study: Promotions to Sergeant in Police Department. The study team's analysis of Police Department promotions showed substantial disparities for people of color and women. Keen Independent assessed promotions to Sergeant as a case study of the City's promotions process. Appendix D presents detailed methodology and results.

Applicants for Sergeant must have five years of experience as a Police Officer with the Department or one year as a Detective. The promotion examination process consists of a written exam and an oral assessment.

Applicants passing both the written exam and oral assessment are eligible for promotion to Sergeant for the following two years. Ranking on the promotion list is based on combined scores of the two tests.

Results for people of color. Keen Independent examined promotion outcomes for non-Hispanic whites, Asian Americans and other people of color (grouped because few Police Officers and Detectives are African American, Hispanic American or Native American).

Asian Americans were 7 percent of people eligible for the Sergeant exams. 12 percent of applicants and 15 percent of people promoted. There was no disparity for this group in the promotions process.

Other people of color were 8 percent of people eligible for the exams, 9 percent of applicants and 7 percent of people promoted. There was not substantial disparity for this group, but applicants had average written exam test scores of 66 compared with 75 for non-Hispanic whites.

Results for women. Women were 16 percent of Police Officers and Detectives eligible for Sergeant examines, but only 7 percent of promotions. Women eligible for promotion were much less likely than men to apply, a finding that merits further examination by the City.

Conclusions. The case study identified two issues that may occur in other departments' promotions as well: disparities in written exam scores from tests that may not have been validated, and underrepresentation of certain groups in the pool of applicants for a position, which may reflect other underlying issues.

Figure 9.
Police Officers and Detectives eligible for Sergeant exams (left) and applying for Sergeant (right) by gender, 2010–2020
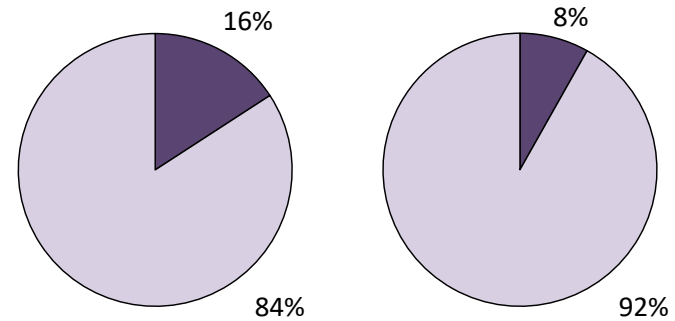
Promotions to Sergeant by gender, 2011–2020
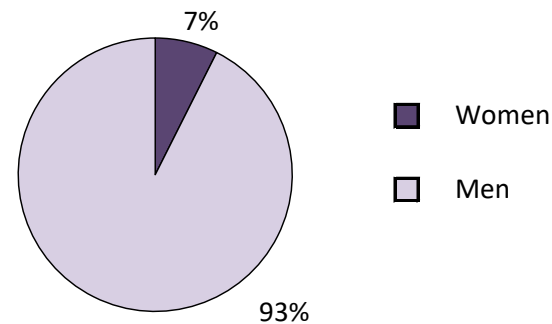
Source: City of Tacoma Police Department employee data.

Recommendations Concerning Employee Advancement, Retention and Inclusion

Separations

Keen Independent examined separations of employees from their jobs at the City (other than those due to retirement, death or health reasons).

There was a general perception among interviewees and focus group participants that the City has difficulty retaining people of color who had opportunities for advancement at other employers. There were some comments indicating difficulty retaining women in certain positions.

Perceptions of limited opportunities for advancement, treatment by supervisors and managers, and not feeling comfortable bringing one's whole self to work may contribute to higher rates of separations for some groups than others.

Comments from men and women of color and white women illustrate this point:

- A manager reported that how people advance and the steps they must take are ill-defined in his department. He added that if people understand the "how" and the path to promotion, they are less likely to leave.

- One manager remarked that many people do not see a path for promotion and that they leave within a few years. She reported, "It is sad because we are losing a lot of talent."

- One woman reported that people become "discouraged" when they realize there is an unequal path to promotion based on favorites in the workplace.

- An employee reported that some workers do not like confrontation so they would rather leave a position than deal with poor management. She added that management is often afraid of confrontation as well.

- A woman of color shared that at many meetings the mostly white, male leadership team sits together at a table with the women and people of color sitting near the back of the room. She added that she believes that most of the leadership team are oblivious to how wrong this is.

- An employee reported that there are no clear progression pathways in certain departments. She noted, "It seems like people are picked [to be promoted without any justification] and it just so happens that people of color are never chosen."

- One manager reported that the issue with promotion and advancement not being fair goes back a long time, adding that he was constantly asked "who do you know?" or "who are you related to?" when he first started working for the City.

- A number of employees of color and women said they did not feel comfortable reporting abusive or otherwise improper behavior by managers because they feared retribution. They often connected this discomfort to close ties among leadership and a perceived "good ol' boy" network.

Disparity analysis for separations. Keen Independent calculated the number of separations per employee in the same way as number of promotions per employee. Because separations are more frequent among employees who were recently hired, the study team also controlled for job tenure when developing the benchmarks for people of color and women for each EEO-4 group or department (see Appendix B).

Results. For most job groups and for many departments, the number of separations by people of color was higher than expected based on separations of non-Hispanic white employees in those jobs with similar job tenure.

Figure 10 shows type of jobs where there were substantial disparities in the rate of separation and Figure 11 identifies departments where there were substantial disparities. In some instances, there were too few people of color working in a job group or too few total separations to provide meaningful results (indicated by "insufficient data" in Figure 10).

Keen Independent identified substantial disparities in separation of women employees for three TPU job groups and two GenGov job groups. There appeared to be greater difficulty retaining women than men working in Fire, Police, Water and Power, even after accounting for length of time on the job.

Figure 10.
Substantial disparities in separations, by EEO-4 group, 2012–2019

	People of color		Women	
EEO Group	GenGov	TPU	GenGov	TPU
All	Yes	Yes		Yes
1 Officials & Administrators	Yes	Insuff. data		Insuff. data
2 Professionals	Yes	Yes		Yes
3 Technicians	Yes	Insuff. data		Insuff. data
6 Administrative Support				
7 Skilled Craft Workers	Yes	Yes	Yes	Yes
8 Maintenance and Service			Yes	Insuff. data

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure 11.
Substantial disparities in separations, by department, 2012–2019

Department	People of color	Women
GenGov		
Environmental Services		
Finance		
Fire	Yes	Yes
Information Technology	Yes	
Planning & Development Services	Yes	
Police	Yes	Yes
Public Works		
Other GenGov	Yes	
TPU		
Water		Yes
Power	Yes	Yes
Rail	Yes	
Other TPU		

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Recommendations Concerning Employee Advancement, Retention and Inclusion

Inclusion

The City seeks to ensure a workplace that is welcoming for all employees, which includes people of diverse backgrounds and personal characteristics.

Results of employee surveys. TPU and GenGov have conducted employee satisfaction surveys that are instructive for this study. In both sets of surveys, the questions concerning working at the City that received a high percentage of positive responses related to how well the City services its communities and the pride employees take in working at the City.

For TPU, the very positive responses for these types of questions exceeded industry norms for employee surveys. For example, 86 percent of TPU survey respondents agreed with the statement, "I would recommend Tacoma Public Utilities as a place to work." A similar percentage agreed that "My supervisor treats me with respected and dignity."

Many of the questions with the most negative responses pertained to fairness of promotions and trust in leadership. For TPU, low agreement (lower than industry norms) was found for the following statements:

- "Where I work, promotions go to those who deserve them."
- "Executive Leadership Team's actions are consistent with what they say (they 'walk the talk')."
- I believe the results of this survey will be used constructively."
- "I am satisfied with my opportunity for advancement."
- "Employees can express their ideas/views without fear of negative consequences."

In the GenGov survey, the statement with the lowest agreement was, "Where I work, promotions go to those who deserve them."

Results of Keen Independent interviews and focus groups. The study team conducted interviews and focus groups with a cross-section of GenGov and TPU workers and managers in 2019. Some of the issues identified in this research are discussed in previous pages and Appendix G.

Silos. A number of focus group participants described the silos at the City that work against feelings of inclusion for people of color and women. One manager reported that employees cannot "migrate and grow" because "the body of work lives in the bargaining unit."

Bring whole self to work. Many gave examples of not being able to "be themselves" in an office culture where there is a "group norm" set by mostly white males. Some discussed outright discriminatory treatment that went unresolved.

- One woman of color indicated that employees who can "be themselves" have a positive experience adding that as a "person of color, there is security in numbers … when I see someone that looks like me, I feel more comfortable."

- A manager of color reported that she wants to work at a place where there is not a "group norm" that she must conform to. She noted that the City has an issue with "packs" and people perpetuating exclusive cliques.

- A person of color reported knowing of an African American yelled at and demeaned for wearing cornrows in his hair. One employee said the "n-word" and other racial slurs have been used by City employees without consequence.

Recommendations for Advancement, Retention and Inclusion

- As with hiring for entry level positions, the City must ensure that the mandatory qualifications and testing for its advanced positions are non-discriminatory. As one example, the City should review its Police Sergeant written exam to make sure it tests the abilities needed to succeed in that position and does not negatively affect African American, American Indian and Latino applicants.

- In each department, the City should proactively communicate and prepare employees for career advancement, including supervisory training for non-supervisors. That supervisory training should include tools to effectively manage a diverse team. The City should coordinate these efforts with succession planning for senior positions in each department.

- The City should notify and encourage individuals who meet the eligibility requirements for advancement to apply for those positions. If there are fewer than expected applications from a group (such as applications from women Police Officers and Detectives for the Sergeant position), the City should further explore why that disparity occurred.

- The City should explore opportunities and work to remove barriers to advancement outside of one's department or bargaining unit.

- Many current supervisors and managers appear to need more training and coaching on effective talent management. The City should invest in such training across all departments. Tools to effectively manage diverse teams should be incorporated into that training and coaching.

- Human Resources should further review and enforce consistency in hiring processes for advanced positions across departments. It should work with departments and labor representatives to ensure understanding of proper promotion processes among managers and staff.

- Employee Resource Groups and other cross-department employee groups and networks can help connect people with common interest and increase a sense of belonging at the City, especially for those who are not the majority group in their workplace. These groups can be but do not need to be race-, ethnicity- or gender-specific.

- Regular, consistent employee satisfaction surveys are needed at TPU and GenGov to monitor changes in perception of fairness of promotions and trust in leadership at the City. The City should also track differences in employee satisfaction based on race, ethnicity and gender. The City should ensure that questions concerning comfort in "bringing one's whole self to work" are included in future surveys.

- The City should explore new ways for employees to bring discriminatory actions to light without fear of retribution.

- The relatively high rate of separation of employees of color and women is a serious impediment to achieving a diverse and inclusive workplace for the City. Leadership should focus on eliminating disparities in retention of employees across departments. The City should consider developing accurate metrics of annual employee retention by race, ethnicity and gender that can be a part of annual senior leadership performance evaluations.

A. Legal Constraints

To better understand how the City makes personnel decisions, the Keen Independent study team reviewed relevant:

- Federal law;
- State law;
- City Charter;
- Municipal Code;
- Civil Service Board;
- 29 collective bargaining agreements;
- Human Resources rules; and
- Other relevant information including actual practices.

The study team synthesized this information into a "working" matrix of governing authorities for City review to examine linkages and expose any inconsistencies or compliance issues. This was forwarded to the City.

As part of this study, Keen Independent engaged Rosales Law Partners (RLP) to prepare the legal framework for the City of Tacoma Workforce Equity Study. RLP delivered a stand-alone memorandum to the City Attorney's Office.

This appendix discusses:

A. Citizenship and national origin;
B. Residency; and
C. Other legal issues.

Citizenship and National Origin

The Immigration and Nationality Act of 1952 (28 CFR Part 44) states that federal law prohibits in hiring, firing or recruitment:

- Citizenship discrimination; and
- National origin discrimination.

In contrast, City Charter 6.3 requires citizenship for eligibility for employment with the City. The Charter also gives the HR Director authority to waive citizenship requirement for laborers based on the availability of applicants having United States citizenship.

Article VI, Paragraph 2 of the U.S. Constitution establishes that federal law generally takes precedence over conflicting state laws. From what is known, the City Charter appears to be inconsistent with federal law.

Residency

The City Charter requires new employees for classified positions to be residents of the City at time of hire. Such requirements can be subject to legal challenge.

At the time of this report, the City was not enforcing this requirement due to the COVID-19 emergency.

A. Legal Constraints

Other Legal Issues

In 1998, Washington voters approved I-200, which added one section to the Washington Law Against Discrimination.[1] The initiative provides: "The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting."[2] It then included a number of clarifications, exceptions, and other provisions.

The Washington Supreme Court has construed the statute to "prohibit reverse discrimination where race or gender is used by government to select a less qualified applicant over a more qualified applicant."[3]

This statute limits the ability of state and local agencies in Washington, including the City of Tacoma, to consider race, ethnicity or gender in hiring and other personnel decisions.

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[1] Laws of 1999, Reg. Sess., ch. 3, § 1 (codified as RCW 49.60.400).

[2] RCW 49.60.400(1).

[3] *Parents Involved in Cmty. Schs. v. Seattle Sch. Dist. 1*, 149 Wn.2d 660, 689-90, 72 P.3d 151 (2003).

B. Overall City Workforce, Hiring, Promotions and Separations

Appendix B reviews disparity analyses of workforce, hiring, promotions and separations for the City using the methodology discussed below.

Methodology

Keen Independent performed four types of analyses regarding representation of people of color and women in City jobs:

- Comparison of 2019 City workforce with availability benchmarks for the local labor force;
- Analysis of City hiring for 2012 to June 12, 2019 compared with availability benchmarks for the local labor force;
- Analysis of promotions of City employees for 2012 to June 12, 2019; and
- Examination of separations from City employment for 2012 to June 12, 2019 (not including retirement, death or departures for health reasons).

Data sources and analytical approaches are described below.

Data sources. Keen Independent obtained City data on employees in its jobs and Census Bureau data on workers available for employment within the local labor market.

City employees. The City provided data on all employees as of June 12, 2019 and all "actions" such as hiring, promotion and separation for City employees from January 1, 2012 to June 12, 2019. The City provided job titles, departments, demographic information and place of residence for each employee from January 2012 through June 12, 2019.

Keen Independent determined the EEO-4 group for each employee in each year based on their job title held in that year.

The City provided race and ethnicity data based on the following demographic categories:

- American Indian or Alaskan;
- Asian, Hawaiian or Pacific Islander;
- Black or African American;
- Hispanic or Latino;
- Other minority, not specified; or
- Non-Hispanic white.

Due to small sample size, Keen Independent combined American Indian and Alaskan with "Other minority-not specified." For most of the analyses in this report, there were too few individuals in specific groups to performing meaningful analyses. Therefore, Keen Independent provides results for workers of color compared with non-Hispanic white workers. Similarly, there were too few women of color in most analyses to produce meaningful results that incorporate both race and gender.

Workers in the local labor pool. As discussed in the body of the report, most City hires appear to live within Pierce County at the time of hire. Keen Independent obtained data on workers living within Pierce County from the American Community Survey (ACS) dataset for 2017. Those data provide information by occupations within each EEO-4 group.

Not all jobs at the City of Tacoma matched well with Census occupation groups. For jobs that fell into an "Other" category for a particular EEO-4 group, demographics for all other City occupations in that EEO-4 group were aggregated. Further, the ACS does not include observations in Pierce County for all occupations for City workers. In order to provide an accurate demographic profile of weighted availability, occupation weights were calculated to exclude those with no observations in the ACS data.

B. Overall City Workforce, Hiring, Promotions and Separations

Analytical approaches. Keen Independent performed the following analyses for City non-seasonal workers. For each type of analysis, Keen Independent compared outcomes with benchmarks calculated for this assignment. The study team presents results by EEO-4 category (which are federal designations of jobs into one of eight larger groups) as well as by department. All benchmarks reflect the unique mix of jobs within that EEO-4 group or department (Keen Independent weighted labor market and other data to develop accurate benchmarks). For each EEO-4 group, General Government (GenGov), Tacoma Public Utilities (TPU) and Library (where applicable) were analyzed separately.

Note that the Protective Service Worker EEO-4 group is not examined as a group, but instead separately analyzed for employees in the Police Department and the Fire Department. Also, because the Paraprofessionals EEO-4 group encompassed relatively few City employees, it was incorporated into the analysis of Technicians.

City employees in 2019 compared with workers in the local labor market. Keen Independent compared the demographic characteristics of employees hired within each EEO-4 group with the characteristics of workers in those jobs within Pierce County.

The study team weighted the results of the availability analysis for each relevant occupation based on the share of City workers that held that job within the EEO group. For example, if Accountants comprised 2 percent of the City positions within EEO-2 (Professionals), the data for Accountants in the ACS data received that corresponding weight when determining overall demographic characteristics of workers in EEO-2 in the labor market.

City hiring compared with workers in the local labor market. Keen Independent compared the demographic characteristics of City hires with the local labor force using the same approach as described above, except that the weights for the ACS data were based on the share of City hires for each position. For example, if Accountants comprised 3 percent of City hires within EEO-2 (Professionals), the data for Accountants in the ACS data received that weight when calculating overall demographic characteristics of potential hires in EEO-2 in the labor market.

Promotions of City employees. For each EEO-4 group, the study team calculated a ratio of promotions per employee by dividing the number of people in each group who received a promotion by the number of people, on average, employed in that group over the study period. (A "promotion" was defined as an internal hire at a higher-level job than previously held.) An individual receiving more than one promotion from January 1, 2012 to June 12, 2019 was counted multiple times. The EEO-4 group (or department) of the employee receiving the promotion was determined based on the job from which the individual was promoted.

The benchmark for expected number of promotions per employee for people of color or women for an EEO-4 group was determined by:

1. For each group of jobs, finding the total number of promotions (for all workers) in each year;
2. Based on the share of total employees that people of color comprised for a group of jobs in a year, calculating the expected number of promotions in that year (multiplying total promotions by share of employees for each year);
3. Summing results across all years;
4. Expressing results as a ratio of promotions per employee (dividing expected promotions by average employees of color).

B. Overall City Workforce, Hiring, Promotions and Separations

Keen Independent performed the same analysis for non-Hispanic whites as well as for women and men. The study team then repeated the analysis to determine benchmarks for promotions for each group by department.

Separations of City employees. Keen Independent calculated the number of separations per employee in the same way as number of promotions per employee (discussed on the previous page). Separations due to retirement, death or health reasons were not included in the analysis. Because separations are more frequent among employees who were recently hired, the study team also controlled for job tenure when developing the benchmarks for people of color and women for each EEO-4 group.

Individuals were divided into tenure groups by the level of tenure they achieved. Tenure levels included in this analysis were:

- 0–3 years;
- 3–10 years; and
- 10+ years.

Keen Independent calculated expected number of separations for each tenure group. Weights were then determined based on the number of people of color (or women) in each tenure group to calculate overall expected separations per employee in each EEO-4 category.

Disparity indices and "substantial disparity." For each type of analysis for each group, Keen Independent calculated disparity indices by dividing observed outcomes by the benchmark for that group and then multiplying the result by 100. A value of "100" indicated parity for people of color or women. Keen Independent applied the 80 percent rule when determining whether or not a disparity index indicated a "substantial disparity." Any comparisons with a disparity index of less than 80 in the following tables is flagged as substantial (through different shading). In the case of separations, an index above 120 indicates a substantial disparity (as it is 20 percent higher than what was expected for that group if separations were randomly distributed across groups).

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Pages 4 through 27 of Appendix B examine the results of these disparity analyses by EEO-4 Group.

Results for Officials and Administrators (EEO-1)

The Officials and Administrators (EEO-1) job category includes supervisory and administrative roles such as Power Supervisors, Financial Managers and Information Technology Administrators. Substantial disparities in the EEO-1 job category for people of color and women were:

■ Women among the current workforce for TPU;

■ Hiring of women at TPU;

■ Promotions of people of color at TPU; and

■ Separations for people of color at GenGov.

Workforce results, Officials and Administrators (EEO-1). The following indices refer to analyses of the 2019 GenGov and TPU workforce, presented in Figure B-1.

No GenGov workforce disparities. There was no evidence of racial or gender disparities in the 2019 EEO-1 workforce. Disparity indices near 100, as observed in Figure B-1, indicate that the distribution of people by race and gender in the GenGov workforce was nearly equal to the availability of each group to fill EEO-1 roles.

TPU workforce gender disparity. Figure B-1 indicates a substantial disparity between employment and availability of women in EEO-1 positions at TPU. Women made up a substantially smaller proportion of TPU officials and administrators (25%) than the women available to perform such work (38%).

The disparity indices reveal no evidence of racial disparities in overall employment of officials and administrators at TPU.

Figure B-1.
Workers in Officials and Administrators (EEO-1) jobs, GenGov and TPU, 2019

EEO-1	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	33	23.2 %	22.7 %	102
White	109	76.8	77.3	99
Gender				
Women	62	43.7 %	43.3 %	101
Men	80	56.3	56.7	99
TPU				
Race/ethnicity				
People of color	12	9.7 %	10.4 %	93
White	112	90.3	89.6	101
Gender				
Women	31	25.0 %	38.1 %	66
Men	93	75.0	61.9	121

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Hiring results, Officials and Administrators (EEO-1). The following analyses examine GenGov and TPU hires between 2012 and 2019, shown in Figure B-2.

No hiring disparities in GenGov. There was no evidence of disparities in hiring for people of color for Officials and Administrators in GenGov. The percentage of hires who were people of color (35%) was higher than the share of potential hires (24%). The percentage of hires who were women (52%) was about the same as the share of potential hires who were women (48%).

Gender hiring disparity in TPU. Figure B-2 indicates a substantial gender disparity in hiring for EEO-1 positions in TPU. Women made up a substantially smaller proportion of TPU officials and administrators hires (24%) than the women in those jobs in the local labor market (about 37%).

People of color were underrepresented in TPU hires, but not at a level indicating a substantial disparity (disparity index of 81).

For both sets of TPU analyses, the small number of total hires (21) necessitates caution in interpreting observed disparities as they could have easily occurred by chance.

Figure B-2.
Hiring of workers for Officials and Administrators (EEO-1) jobs, GenGov and TPU, 2012–2019

EEO-1	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	20	34.5 %	24.0 %	144
White	38	65.5	76.0	86
Gender				
Women	30	51.7 %	48.5 %	107
Men	28	48.3	51.5	94
TPU				
Race/ethnicity				
People of color	2	9.5 %	11.7 %	81
White	19	90.5	88.3	102
Gender				
Women	5	23.8 %	36.6 %	65
Men	16	76.2	63.4	120

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Promotion results, Officials and Administrators (EEO-1). Figure B-3 presents GenGov and TPU promotions between 2012 and 2019.

No GenGov promotion disparities. There was no indication of substantial racial or gender disparities in EEO-1 job category promotions within GenGov overall.

Racial disparity in TPU promotions. Figure B-3 indicates a substantial racial disparity in promotions for EEO-1 positions. There were 0.15 promotions per employee for people of color, less than the calculated expected rate (0.34). The resulting disparity index of 44 suggests that the number of promotions was about one-half what one might expect given the representation of people of color in these positions. However, there were only 13 workers of color in the Officials and Administrators job category in TPU, on average, from 2012 to 2019, which limits interpretation of these results.

There were no overall disparities in rates of promotion of women Officials and Administrators in TPU.

Figure B-3.
Promotions of workers in Officials and Administrators (EEO-1) jobs, GenGov and TPU, 2012–2019

EEO-1	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	11	33	0.33	0.23	143
White	22	105	0.21	0.24	88
Gender					
Women	15	61	0.25	0.24	104
Men	18	77	0.23	0.24	96
TPU					
Race/ethnicity					
People of color	2	13	0.15	0.34	44
White	33	95	0.35	0.32	109
Gender					
Women	11	26	0.42	0.35	120
Men	24	83	0.29	0.32	91

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Separation results, Officials and Administrators (EEO-1).
Keen Independent also analyzed separation rates for the EEO-1 group for GenGov and TPU from 2012 to 2019. Note that indices of 120 or higher are considered substantial in separation analyses.

Racial disparity in GenGov separations. The relative number of separations of people of color separating from EEO-1 positions (0.58 per employee) was substantially higher than the expected rate (0.33) for GenGov for these years. The disparity index of 176 presented in Figure B-4 marks a substantial difference in actual and expected rates of separation.

The results give no evidence of separation disparities in GenGov EEO-1 separations among women, men and white employees.

No analysis possible for TPU for EEO-1 employees. Analysis of separations from TPU for the EEO-1 category could not be conducted due to a low number of such separations during the study period.

Figure B-4.
Separations of workers in Officials and Administrators (EEO-1) jobs, GenGov and TPU, 2012–2019

EEO-1	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	19	33	0.58	0.33	176
White	19	105	0.18	0.26	69
Gender					
Women	16	61	0.26	0.29	90
Men	22	77	0.29	0.26	112
TPU					
Race/ethnicity					
People of color	-	-	-	-	-
White	-	-	-	-	-
Gender					
Women	-	-	-	-	-
Men	-	-	-	-	-

Note: Separations exclude death, retirement and departure due to health reasons.
Column (d) scores of 120 or higher (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Results for Professionals (EEO-2)

Positions in the Professionals job category (EEO-2) include Engineers (Professional, Principal, Associate), Management Analysts, Senior Information Technology Analysts, Accountants and others.

Substantial disparities for people of color and women in EEO-2 jobs include:

- GenGov separations among people of color; and

- TPU separations among both people of color and women.

Workforce results, Professionals (EEO-2). Keen Independent compared the share of workers of color and women to availability measures for GenGov and TPU Professionals workforce.

No disparities in GenGov workforce. Figure B-5 indicates that there were no substantial racial or gender disparities, overall, in the 2019 GenGov EEO-2 workforce.

No disparities in TPU workforce. Similar to GenGov, there were no substantial overall racial or gender disparities when examining the 2019 TPU EEO-2 workforce.

Figure B-5.
Workers in Professional (EEO-2) jobs,
GenGov and TPU, 2019

EEO-2	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	133	26.4 %	14.9 %	177
White	370	73.6	85.1	86
Gender				
Women	254	50.5 %	52.6 %	96
Men	249	49.5	47.4	104
TPU				
Race/ethnicity				
People of color	61	18.5 %	13.1 %	141
White	268	81.5	86.9	94
Gender				
Women	124	37.7 %	31.4 %	120
Men	205	62.3	68.6	91

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Hiring results, Professionals (EEO-2). Figure B-6 analyzes Professionals hired in GenGov and TPU between 2012 and 2019.

High representation of people of color in GenGov hires. Among EEO-2 hires in GenGov, 39 percent were people of color, which is higher than what was found in the marketplace (16%).

Women were 49 percent of professionals hired in GenGov over these years, about what would be expected given availability in the local labor pool.

High representation of people of color in TPU hires. The share of professionals hired who were people of color (27%) was more than double what might be expected given availability in the local labor market (12%).

Although only 34 percent of hires of professionals at TPU were women, this was slightly higher than the share of professionals in these positions in the local labor market who were women.

Figure B-6.
Hiring of workers for Professional (EEO-2) jobs,
GenGov and TPU, 2012–2019

EEO-2	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	125	39.3 %	15.7 %	250
White	193	60.7	84.3	72
Gender				
Women	155	48.7 %	50.4 %	97
Men	163	51.3	49.6	103
TPU				
Race/ethnicity				
People of color	39	26.5 %	12.4 %	214
White	108	73.5	87.6	84
Gender				
Women	50	34.0 %	31.9 %	107
Men	97	66.0	68.1	97

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Promotion results, Professionals (EEO-2). Figure B-7 shows no substantial disparities based on race/ethnicity or gender in GenGov and TPU promotions of Professionals from 2012 to 2019 for the EEO-2 job category.

Figure B-7.
Promotions of workers in Professional (EEO-2) jobs, GenGov and TPU, 2012–2019

EEO-2	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	62	108	0.57	0.53	108
White	189	372	0.51	0.52	98
Gender					
Women	119	242	0.49	0.52	94
Men	132	238	0.55	0.52	106
TPU					
Race/ethnicity					
People of color	41	59	0.69	0.67	103
White	153	236	0.65	0.66	98
Gender					
Women	71	96	0.74	0.66	112
Men	123	198	0.62	0.66	94

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Separation results, Professionals (EEO-2). Figure B-8 examines the relative number of separations per employee for Professionals in GenGov and TPU between 2012 and 2019.

Disparities in GenGov separations. There was a substantial disparity in the rate of separations among people of color in EEO-2 positions. People of color in GenGov had 0.51 separations per employee from 2012 to 2019 compared to the expected rate of 0.37 separations per employee.

There was no disparity in rates of separation for women Professionals in GenGov.

Disparities in TPU separations. Figure B-8 indicates a substantial disparity in the rates of separation among people of color and women in EEO-2 positions in TPU.

■ People of color in EEO-2 positions within TPU had a disparity index of 150, indicating 50 percent more separations than expected among this group of employees.

■ Women in EEO-2 positions had a separation disparity index of 123, calculated from the actual separation rate of 0.32 separations per employee divided by the expected rate of 0.26 separations per employee.

Recall that disparity indices of 120 or higher are considered substantial for separations.

Figure B-8.
Separations of workers in Professional (EEO-2) jobs, GenGov and TPU, 2012–2019

EEO-2	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	55	108	0.51	0.37	138
White	103	372	0.28	0.32	88
Gender					
Women	85	242	0.35	0.33	106
Men	73	238	0.31	0.32	97
TPU					
Race/ethnicity					
People of color	23	59	0.39	0.26	150
White	52	236	0.22	0.25	88
Gender					
Women	31	96	0.32	0.26	123
Men	44	198	0.22	0.26	85

Note: Separations exclude death, retirement and departure due to health reasons. Column (d) scores of 120 or higher (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Results for Technicians (EEO-3)

The Technicians job category (EEO-3) includes positions requiring specific skills in applied sciences. Examples of positions in this category include Engineer Technicians, Paramedics and Utilities Field Investigators.

There were substantial disparities for EEO-3 positions for:

- Promotions of women at TPU; and

- Separations among people of color at GenGov.

Workforce results, Technicians (EEO-3). In both GenGov and TPU, 2019 representation of people of color and women in EEO-3 jobs was very similar to the population available to perform such work in the local labor market.

Figure B-9.
Workers in Technician (EEO-3) jobs,
GenGov and TPU, 2012–2019

EEO-3	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	24	17.6 %	18.8 %	94
White	112	82.4	81.2	101
Gender				
Women	38	27.9 %	27.6 %	101
Men	98	72.1	72.4	100
TPU				
Race/ethnicity				
People of color	27	19.9 %	19.4 %	103
White	109	80.1	80.6	99
Gender				
Women	51	37.5 %	32.8 %	114
Men	85	62.5	67.2	93

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Hiring results, Technicians (EEO-3). One of the reasons for the relatively high representation of people of color and women for Technicians at the City was the City's success in hiring workers of color and women into these positions from 2012 to 2019.

- GenGov and TPU hired people of color for Technician positions at more than twice the rate than what might be expected from availability in the local labor market.

- About 41 percent of Technician hires at GenGov were women, which is also double the availability benchmark for the local labor market.

Non-Hispanic whites and men were underrepresented in GenGov Technician hires from 2012 to 2019. (Where there was substantial underrepresentation of non-minorities and men, disparity indices in the corresponding tables are highlighted in light grey.)

Figure B-10.
Hiring of workers for Technician (EEO-3) jobs, GenGov and TPU, 2012–2019

EEO-3	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	21	31.8 %	13.3 %	239
White	45	68.2	86.7	79
Gender				
Women	27	40.9 %	21.0 %	195
Men	39	59.1	79.0	75
TPU				
Race/ethnicity				
People of color	6	20.0 %	8.5 %	235
White	24	80.0	91.5	87
Gender				
Women	8	26.7 %	24.8 %	108
Men	22	73.3	75.2	98

Note: Column (d) scores below 80 (highlighted) are considered substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Promotion results, Technicians (EEO-3). Figure B-11 examines results for promotions for workers in EEO-3 job categories from 2012 to 2019.

No disparities in GenGov promotions. There were no racial or gender disparities in the rates of promotion for workers in EEO-3 positions at GenGov.

Gender disparity in TPU promotions. There were one-half as many promotions of women working in Technician positions at TPU than expected from analysis of the types of EEO-3 jobs held by women at TPU.

Figure B-11.
Promotions of workers in Technician (EEO-3) jobs,
GenGov and TPU, 2012–2019

EEO-3	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	14	23	0.61	0.44	139
White	48	117	0.41	0.44	93
Gender					
Women	18	41	0.44	0.44	100
Men	44	99	0.44	0.44	100
TPU					
Race/ethnicity					
People of color	16	27	0.59	0.55	107
White	69	126	0.55	0.55	100
Gender					
Women	15	50	0.30	0.56	54
Men	70	104	0.67	0.55	122

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Separation results, Technicians (EEO-3). Based on data for 2012 to 2019, people of color in EEO-3 positions separated from GenGov at a substantially higher rate than expected, although the small number of workers of color in these positions somewhat limits interpretation of results.

There was no substantial disparity in separations for women in EEO-3 jobs at GenGov.

Because there were too few separations among Technicians at TPU between 2012 and 2019 to examine differences between groups, Figure B-12 does not show these results.

Figure B-12.
Separations of workers in Technician (EEO-3) jobs, GenGov and TPU, 2012–2019

EEO-3	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	6	23	0.26	0.20	130
White	19	117	0.16	0.17	94
Gender					
Women	7	41	0.17	0.19	89
Men	18	99	0.18	0.17	106
TPU					
Race/ethnicity					
People of color	-	-	-	-	-
White	-	-	-	-	-
Gender					
Women	-	-	-	-	-
Men	-	-	-	-	-

Note: Separations exclude death, retirement and departure due to health reasons.
          Column (d) scores of 120 or higher (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Results for Administrative Support Workers (EEO-6)

The study team analyzed workers in EEO-6 positions within GenGov, TPU and the Library system. Examples of positions under the Administrative Support Workers (EEO-6) job category include Office and Administrative Assistants, Customer Service Representatives and Court Clerks.

- Representation of people of color and women in EEO-6 positions at GenGov, TPU and the Library exceeded what might be expected given composition of the local labor force.

- There were relatively few men working in EEO-6 positions at the City. (Where there was substantial underrepresentation of men or non-minorities, the figures in this appendix highlight the disparity indices in light grey.)

Workforce results, Administrative Support Workers (EEO-6). There was a substantial underrepresentation of men among workers in the EEO-6 job category for GenGov, based on 2019 data. Men were just 10 percent of the EEO-6 workers, which was less than one-half of their representation among workers in these jobs in the local labor market (24%). Figure B-13 provides these results.

Although men were only 21 percent of Library administrative support workers, this exceeded representation of men in these jobs in the local labor force (15%).

Figure B-13.
Workers in Administrative Support Worker (EEO-6) jobs, GenGov, TPU and Library, 2019

EEO-6	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	62	29.0 %	18.5 %	157
White	152	71.0	81.5	87
Gender				
Women	193	90.2 %	75.8 %	119
Men	21	9.8	24.2	40
TPU				
Race/ethnicity				
People of color	79	34.2 %	25.1 %	136
White	152	65.8	74.9	88
Gender				
Women	154	66.7 %	69.7 %	96
Men	77	33.3	30.3	110
Library				
Race/ethnicity				
People of color	20	28.6 %	27.5 %	104
White	50	71.4	72.5	99
Gender				
Women	55	78.6 %	85.0 %	92
Men	15	21.4	15.0	143

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Hiring results, Administrative Support Workers (EEO-6). Figure B-14 indicates substantial hiring disparities of Administrative Support Workers among whites and men in GenGov, TPU and Library.

From 2012 to 2019, more than 40 percent of the hires of Administrative Support Workers by GenGov and the Library were people of color. More than one-third of TPU's hires for Administrative Support position were workers of color. Each of these results exceeded what might be expected from the demographics of the local labor pool. Non-minorities were underrepresented among hires for EEO-6 positions.

Women were 94 percent of the hires of administrative support workers for GenGov. The share of women hires by the Library and TPU were nearly as high. These results exceeded what might be expected based on the gender of Administrative Support Workers in the local labor pool.

Figure B-14.
Hiring of workers for Administrative Support Worker (EEO-6) jobs, GenGov, TPU and Library, 2012–2019

EEO-6	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	56	42.1 %	13.8 %	305
White	77	57.9	86.2	67
Gender				
Women	125	94.0 %	71.4 %	132
Men	8	6.0	28.6	21
TPU				
Race/ethnicity				
People of color	32	36.4 %	24.4 %	149
White	56	63.6	75.6	84
Gender				
Women	71	80.7 %	71.9 %	112
Men	17	19.3	28.1	69
Library				
Race/ethnicity				
People of color	19	48.7 %	27.5 %	177
White	20	51.3	72.5	71
Gender				
Women	35	89.7 %	85.0 %	106
Men	4	10.3	15.0	69

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Promotion results, Administrative Support Workers (EEO-6). The results of disparity analyses for promotions within EEO-6 positions are provided in Figure B-15.

Among people working in Administrative Support positions, men were less likely to be promoted than women.

There were no substantial disparities in promotions among Library EEO-6 workers between 2012 and 2019.

Figure B-15.
Promotions of workers in Administrative Support Worker (EEO-6) jobs, GenGov, TPU and Library, 2012–2019

EEO-6	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	42	59	0.71	0.54	131
White	78	166	0.47	0.53	89
Gender					
Women	112	203	0.55	0.53	104
Men	8	21	0.38	0.54	70
TPU					
Race/ethnicity					
People of color	54	62	0.87	0.78	112
White	123	168	0.73	0.76	96
Gender					
Women	147	161	0.91	0.77	118
Men	30	69	0.43	0.77	56
Library					
Race/ethnicity					
People of color	10	13	0.77	0.54	143
White	23	46	0.50	0.57	88
Gender					
Women	25	45	0.55	0.56	98
Men	8	13	0.61	0.58	105

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Separation results, Administrative Support Workers (EEO-6). There were no substantial disparities in separations from EEO-6 position for people of color or women within GenGov and TPU.

People of color in Library Administrative Support roles had a disparity index of 162, indicating that this group of employees had 62 percent more separations than expected.

Figure B-16.

Separations of workers in Administrative Support Worker (EEO-6) jobs, GenGov, TPU and Library, 2012–2019

EEO-6	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	14	59	0.24	0.30	80
White	41	166	0.25	0.22	114
Gender					
Women	51	203	0.25	0.24	104
Men	4	21	0.19	0.22	86
TPU					
Race/ethnicity					
People of color	10	62	0.16	0.23	70
White	42	168	0.25	0.23	109
Gender					
Women	44	161	0.27	0.23	117
Men	8	69	0.12	0.21	57
Library					
Race/ethnicity					
People of color	15	13	1.15	0.71	162
White	22	46	0.48	0.58	83
Gender					
Women	36	45	0.80	0.67	119
Men	1	13	0.08	0.50	16

Note: Separations exclude death, retirement and departure due to health reasons. Column (d) scores of 120 or higher (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Results for Skilled Craft Workers (EEO-7)

Positions in the Skilled Craft Worker (EEO-7) job category include Mechanics, Electricians and Wastewater Treatment workers. The study team identified the following substantial disparities, which are covered in greater detail below:

- Representation of people of color among GenGov and TPU workforce in 2019;

- Hiring of people of color for EEO-7 positions in GenGov and TPU;

- Promotion of people of color in GenGov and TPU;

- Promotion of women in TPU; and

- Separations for people of color and women in GenGov and TPU.

Workforce results, Skilled Craft Workers (EEO-7). There were substantial disparities in the representation of people of color in Skilled Craft Worker positions in both GenGov and TPU.

Although less than 10 percent of Skilled Craft Workers at the City were women, this matches the share of women in these occupations in the local labor market.

Figure B-17.
Workers in Skilled Craft Worker (EEO-7) jobs,
GenGov and TPU, 2019

EEO-7	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	56	17.4 %	31.2 %	56
White	265	82.6	68.8	120
Gender				
Women	26	8.1 %	4.9 %	165
Men	295	91.9	95.1	97
TPU				
Race/ethnicity				
People of color	63	15.7 %	20.1 %	78
White	339	84.3	79.9	106
Gender				
Women	20	5.0 %	5.1 %	98
Men	382	95.0	94.9	100

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Hiring results, Skilled Craft Workers (EEO-7). Comprising about one-third of the Skilled Craft Workers in the labor market, people of color were less than 23 percent of City hires for these positions. There were substantial disparities in hires for both GenGov and TPU.

Women were fewer than one out of ten hires of Skilled Craft Workers. These results reflected the relative availability of women in Skilled Craft Worker occupations in the local labor market.

Figure B-18.
Hiring of workers for Skilled Craft Worker (EEO-7) jobs, GenGov and TPU, 2012–2019

EEO-7	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	28	22.6 %	30.0 %	75
White	96	77.4	70.0	111
Gender				
Women	6	4.8 %	3.3 %	147
Men	118	95.2	96.7	98
TPU				
Race/ethnicity				
People of color	34	22.2 %	31.6 %	70
White	119	77.8	68.4	114
Gender				
Women	9	5.9 %	3.8 %	155
Men	144	94.1	96.2	98

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Promotion results, Skilled Craft Workers (EEO-7). The rate of promotions among people of color in Skilled Craft positions was substantially lower than expected for both GenGov and TPU.

There is no evidence of gender disparities in Skilled Craft positions within GenGov.

Among Skilled Craft Workers in TPU, women were promoted at substantially lower rates than men. Figure B-19 provides these results.

Figure B-19.
Promotions of workers in Skilled Craft Worker (EEO-7) jobs, GenGov and TPU, 2012–2019

EEO-7	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	12	52	0.23	0.34	68
White	101	280	0.36	0.34	106
Gender					
Women	11	23	0.48	0.35	137
Men	102	309	0.33	0.34	97
TPU					
Race/ethnicity					
People of color	17	63	0.27	0.38	71
White	150	371	0.40	0.39	103
Gender					
Women	5	24	0.21	0.37	57
Men	162	410	0.40	0.39	103

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Separation results, Skilled Craft Workers (EEO-7). People of color and women were overrepresented in separations of Skilled Craft Workers. These disparities were substantial and evident for both GenGov and TPU.

Figure B-20.
Separations of workers in Skilled Craft Worker (EEO-7) jobs, GenGov and TPU, 2012–2019

EEO-7	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	11	52	0.21	0.16	131
White	31	280	0.11	0.12	92
Gender					
Women	4	23	0.17	0.13	131
Men	38	309	0.12	0.13	92
TPU					
Race/ethnicity					
People of color	16	63	0.25	0.14	179
White	50	371	0.13	0.15	87
Gender					
Women	6	24	0.25	0.15	167
Men	60	410	0.15	0.15	100

Note: Separations exclude death, retirement and departure due to health reasons. Column (d) scores of 120 or higher (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Results for Maintenance and Service Workers (EEO-8)

The study team analyzed representation of people of color and women in the Maintenance and Service Workers (EEO-8) job category, which includes jobs such as Railway Workers (Conductors, Switch Operators, Mechanics), Solid Waste Workers (Collectors, Drivers) and Custodians.

The results of workforce, hiring, promotion and separation disparity analyses identified the following substantial disparities:

- Women in the 2019 workforce for GenGov;
- Hiring of women at GenGov;
- Promotions of women at TPU; and
- Separations of women at GenGov.

Workforce results, Maintenance and Service Workers (EEO-8). Women were 10 percent of Maintenance and Service Workers at GenGov in 2019, which is one-half of what might be expected given representation of women in these jobs in the local labor market.

There were no disparities for women among Maintenance and Service Workers at TPU.

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Figure B-21.
Workers in Maintenance and Service Worker (EEO-8) jobs, GenGov and TPU, 2019

EEO-8	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	50	25.6 %	23.9 %	107
White	145	74.4	76.1	98
Gender				
Women	20	10.3 %	20.6 %	50
Men	175	89.7	79.4	113
TPU				
Race/ethnicity				
People of color	39	23.4 %	8.4 %	279
White	128	76.6	91.6	84
Gender				
Women	27	16.2 %	10.2 %	159
Men	140	83.8	89.8	93

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Hiring results, Maintenance and Service Workers (EEO-8). Figure B-22 shows a disparity in the share of GenGov Maintenance and Service hires who were women. This disparity is substantial.

Although only three of the 53 hires at TPU were women, no disparity was indicated as the availability of women for the type of Maintenance and Service worker positions at TPU appeared to be very low.

Figure B-22.
Hiring of workers for Maintenance and Service Worker (EEO-8) jobs, GenGov and TPU, 2012–2019

EEO-8	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
GenGov				
Race/ethnicity				
People of color	21	24.4 %	25.5 %	96
White	65	75.6	74.5	101
Gender				
Women	10	11.6 %	15.6 %	75
Men	76	88.4	84.4	105
TPU				
Race/ethnicity				
People of color	3	5.7 %	2.6 %	218
White	50	94.3	97.4	97
Gender				
Women	3	5.7 %	4.6 %	123
Men	50	94.3	95.4	99

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Promotion results, Maintenance and Service Workers (EEO-8). Overall, there were no disparities in promotions of people of color working in Maintenance and Service positions at GenGov and TPU.

The disparity in the number of promotions of women Maintenance and Service Workers at TPU must be viewed cautiously, as there was just 12 women on average working in these positions at TPU during the study period.

Figure B-23.

Promotions of workers in Maintenance and Service Worker (EEO-8) jobs, GenGov and TPU, 2012–2019

EEO-8	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	14	44	0.32	0.27	119
White	36	138	0.26	0.28	93
Gender					
Women	6	20	0.30	0.27	111
Men	44	162	0.27	0.27	100
TPU					
Race/ethnicity					
People of color	8	22	0.36	0.25	144
White	23	109	0.21	0.23	91
Gender					
Women	2	12	0.17	0.24	71
Men	29	119	0.24	0.24	100

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

B. Overall City Workforce, Hiring, Promotions and Separations by EEO Group

Separation results, Maintenance and Service Workers (EEO-8). Women Maintenance and Service Workers separated from GenGov employment at almost three times the expected rate.

The separation analysis could not be conducted for this job category within TPU due to the small number of separations and employees by racial and gender group.

Figure B-24.

Separations of workers in Maintenance and Service Worker (EEO-8) jobs, GenGov and TPU, 2012–2019

EEO-8	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
GenGov					
Race/ethnicity					
People of color	9	44	0.20	0.20	100
White	29	138	0.21	0.21	100
Gender					
Women	12	20	0.60	0.21	286
Men	26	162	0.16	0.21	76
TPU					
Race/ethnicity					
People of color	-	-	-	-	-
White	-	-	-	-	-
Gender					
Women	-	-	-	-	-
Men	-	-	-	-	-

Note: Separations exclude death, retirement and departure due to health reasons.
Column (d) scores above 120 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Keen Independent used the same methodology as for EEO-4 groups to examine workforce, hiring, promotions and separations for each GenGov and TPU department. Appendix C reviews these results. Note that smaller GenGov and TPU departments were grouped into "Other GenGov" and "Other TPU." The analysis begins with GenGov departments.

Results for Environmental Services

There were substantial disparities in Environmental Services analyses for:

- Current workforce among people of color; and

- Hiring of people of color.

A disparity index below 80 indicated a substantial disparity.

Workforce results, Environmental Services. The results show a disparity for people of color when comparing the 2019 Environmental Services workforce and workers in the local labor market. People of color made up a substantially smaller share of the Environmental Services workforce (about 17%) than the 27 percent of the workforce in these jobs living in Pierce County. Note that the availability benchmark weights Census data for individual jobs in the labor market to match the job mix within Environmental Services.

Women held 25 percent of jobs in Environmental Services in 2019, which matches what would be expected given representation of women in these occupations in the local labor market.

Hiring results, Environmental Services. The share of hires who were people of color (20%) was substantially less than their representation in the local labor market (25%). No gender disparities were identified in hiring for Environmental Services Department jobs.

Figure C-1.
Workers in Environmental Services jobs, 2019

Environmental Services	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	81	16.6 %	26.7 %	62
White	407	83.4	73.3	114
Gender				
Women	121	24.8	25.9	96
Men	367	75.2	74.1	101

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-2.
Hiring of workers for Environmental Services jobs, 2012–2019

Environmental Services	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	39	20.1 %	25.3 %	79
White	155	79.9	74.7	107
Gender				
Women	55	28.4	24.3	117
Men	139	71.6	75.7	95

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Environmental Services. Figure C-3 shows that there were no substantial disparities in promotions for people of color or women within the Environmental Services Department.

Separation results, Environmental Services. Similarly, there were no substantial disparities in separations for people of color or women in the Environmental Services Department.

Note that, unlike workforce, hiring and promotions tables, a high disparity index for separations indicates overrepresentation of a group in separations. Because none of the disparity indices for separations in Figure C-4 exceeds a value of 120, there was no substantial disparity in separations for Environmental Services jobs for any of the groups examined.

Figure C-3.

Promotions of workers in Environmental Services jobs, 2012–2019

Environmental Services	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	33	87	0.38	0.41	93
White	193	434	0.44	0.44	101
Gender					
Women	60	123	0.49	0.56	87
Men	166	399	0.42	0.39	106

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Figure C-4.

Separations of workers in Environmental Services jobs, 2012–2019

Environmental Services	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	11	87	0.13	0.16	81
White	63	434	0.15	0.14	106
Gender					
Women	22	123	0.18	0.16	113
Men	52	399	0.13	0.14	95

Note: Separations exclude death, retirement and departure due to health reasons.
Column (d) scores above 120 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Fire Department

The Fire Department was one of several GenGov departments included in Keen Independent's analysis. Substantial disparities for people of color and women within the Fire Department include:

- Separations of workers of color; and

- Separations of women employees.

Workforce results, Fire. Representation of people of color in the Fire Department workforce (21%) exceeded what might be expected from analysis of the local labor force for these occupations (8%). Although only 15 percent of Fire Department employees were women, this was about the percentage found for these occupations in the local labor force.

Hiring results, Fire. More than 40 percent of hires for Fire Department jobs from 2012 and 2019 were people of color. This exceeded what might be expected given representation of people of color working in the types of jobs involved in Department hiring. Figure C-6 provides these results.

There were fewer hires of non-Hispanic whites than expected given their representation in the local labor force.

The hiring of women for Fire Department jobs matched what would be expected from representation of women in those jobs in the local labor market.

Figure C-5.
Workers in Fire Department jobs, 2019

Fire	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	87	20.9 %	7.8 %	267
White	330	79.1	92.2	86
Gender				
Women	63	15.1	16.3	93
Men	354	84.9	83.7	101

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-6.
Hiring of workers for Fire Department jobs, 2012–2019

Fire	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	78	43.3 %	11.3 %	383
White	102	56.7	88.7	64
Gender				
Women	41	22.8	23.1	99
Men	139	77.2	76.9	100

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Fire. There were no substantial racial or gender disparities in Fire Department promotions between 2012 and 2019.

Separation results, Fire. People of color and women separated employment from the Fire Department at substantially higher rates than non-minorities and men. Only a portion of these differences can be explained by shorter tenure, on average, of people of color and women in these jobs. (The benchmarks take job tenure into account.)

- There were 0.21 separations per employee for people of color over the study period, much higher than the expected rate of 0.13 separations per employee; and

- There were 0.18 separations per employee for women working in the Fire Department, higher than the expected rate of 0.14 separations per employee.

The disparities for people for color and women are substantial (disparity indices above 120).

Figure C-7.
Promotions of workers in Fire Department jobs, 2012–2019

Fire	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	25	75	0.33	0.32	106
White	101	339	0.30	0.30	99
Gender					
Women	17	57	0.30	0.35	85
Men	109	357	0.31	0.30	103

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

Figure C-8.
Separations of workers in Fire Department jobs, 2012–2019

Fire	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	16	75	0.21	0.13	160
White	21	339	0.06	0.08	77
Gender					
Women	10	57	0.18	0.14	128
Men	27	357	0.08	0.08	91

Note: Separations exclude death, retirement and departure due to health reasons. Column (d) scores above 120 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Information Technology

The Keen Independent study team evaluated workforce, hiring, promotion and separation disparities in the Information Technology (IT) Department. Substantial disparities for people of color and women from these analyses include:

- Women in the current IT workforce;
- Women in hiring; and
- Separations among people of color.

Workforce results, Information Technology. Women were a substantially lower proportion of IT Department workers (37%) than the proportion of available workers who are women (about 62%). These findings are presented in Figure C-9.

Hiring results, Information Technology. Results in Figure C-10 show an underrepresentation of women among department hires.

The hiring of people of color (42% of hires) was more than expected based on analysis of the local workforce.

Figure C-9.
Workers in Information Technology jobs, 2019

Information Technology	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	31	25.6 %	21.2 %	121
White	90	74.4	79.0	94
Gender				
Women	45	37.2	61.8	60
Men	76	62.8	38.2	164

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-10.
Hiring of workers for Information Technology jobs, 2012–2019

Information Technology	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	28	42.4 %	23.7 %	179
White	38	57.6	76.3	75
Gender				
Women	13	19.7	55.6	35
Men	53	80.3	44.4	181

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Information Technology. As shown in Figure C-11, there were no disparities in promotions, overall, for people of color and for women working in the Information Technology Department.

Separation results, Information Technology. Figure C-12 provides results of the separation analysis for IT Department staff. The rate of separations for people of color was somewhat higher than expected for jobs in this department, but the disparity was not substantial.

Women separated from the IT Department at lower rates than men.

Figure C-11.
Promotions of workers in Information Technology jobs, 2012–2019

Information Technology	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	10	27	0.38	0.33	115
White	29	96	0.30	0.30	99
Gender					
Women	15	48	0.31	0.32	97
Men	24	74	0.32	0.30	107

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Figure C-12.
Separations of workers in Information Technology jobs, 2012–2019

Information Technology	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	16	27	0.59	0.43	137
White	22	96	0.23	0.27	86
Gender					
Women	9	48	0.19	0.23	80
Men	29	74	0.39	0.35	113

Note: Separations exclude death, retirement and departure due to health reasons.
           Column (d) scores above 120 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Planning and Development Services

The study team conducted disparity analyses for the Planning and Development Services Department and found substantial disparities for:

- Promotions of women; and

- Separations among people of color.

Workforce and hiring results, Planning and Development Services. The results presented in Figure C-13 and Figure C-14 indicate no substantial racial or gender disparities in the 2019 workforce or hiring between 2012 and 2019. Hiring of workers of color exceeded what might be expected given availability in the local labor force.

Figure C-13.
Workers in Planning and Development Services jobs, 2019

Planning and Development Services	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	17	19.5 %	17.8 %	110
White	70	80.5	82.2	98
Gender				
Women	37	42.5	41.0	104
Men	50	57.5	59.0	97

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-14.
Hiring of workers for Planning and Development Services jobs, 2012–2019

Planning and Development Services	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	12	34.3 %	18.6 %	184
White	23	65.7	81.4	81
Gender				
Women	17	48.6	44.2	110
Men	18	51.4	55.8	92

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Planning and Development Services. There was a substantial disparity in promotions of women in the Planning and Development Services Department, shown in Figure C-15. Between 2012 and 2019, women in this department were promoted at a substantially lower rate (0.47 promotions per employee) than what would be expected (0.70 promotions per employee).

Separation results, Planning and Development Services. Figure C-16 presents the results of the separation analysis for Planning and Development Services. The results indicate substantial disparities for people of color (disparity index of 185).

There were no substantial disparities regarding separations of women in Planning and Development Services between 2012 and 2019.

Figure C-15.
Promotions of workers in Planning and Development Services jobs, 2012–2019

Planning and Development Services	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	9	15	0.60	0.62	97
White	27	49	0.55	0.54	101
Gender					
Women	13	27	0.47	0.70	68
Men	23	37	0.62	0.45	137

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

Figure C-16.
Separations of workers in Planning and Development Services jobs, 2012–2019

Planning and Development Services	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	7	15	0.47	0.25	185
White	10	49	0.20	0.25	81
Gender					
Women	10	27	0.37	0.32	116
Men	7	37	0.19	0.22	85

Note: Separations exclude death, retirement and departure due to health reasons.
Column (d) scores above 120 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Police

Keen Independent analyzed the 2019 workforce of the Police Department, as well as its hiring, promotions and separations between 2012 and 2019. There were substantial disparities for both women and people of color for:

- Promotions; and

- Separations.

Workforce results, Police. There is no evidence of disparities in the overall 2019 Police Department workforce for women or people of color. The disparity indices near 100 in Figure C-17 suggest near parity between the share of people hired and the demographics of those available by race and gender.

Hiring results, Police. Figure C-18 presents the hiring analysis for the Police Department. About 43 percent of hires were people of color, which exceeded their availability in the local labor force (23%) in the study period.

Similarly, the 26 percent of workers hired who were women exceeded availability in the local marketplace.

Figure C-17.
Workers in Police Department jobs, 2019

Police	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	93	23.7 %	24.9 %	95
White	299	76.3	75.1	102
Gender				
Women	82	20.9	20.2	104
Men	310	79.1	79.8	99

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-18.
Hiring of workers for Police Department jobs, 2012–2019

Police	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	62	42.8 %	22.6 %	189
White	83	57.2	77.4	74
Gender				
Women	37	25.5	9.3	274
Men	108	74.5	90.7	82

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Police. The results included in Figure C-19 show promotion disparities among women and people of color in Police Department promotions.

- People of color were promoted at a rate (0.18 promotions per employee) substantially lower than what was expected (0.23 promotions per employee); and

- The difference in actual and expected promotions of women in the Police Department was also substantial.

Separation results, Police. Women and people of color separated from Police Department employment at rates substantially higher than expected, as presented in Figure C-20.

- People of color separated at a rate 22 percent higher than expected; and

- Women separated from Police Department employment at a rate 76 percent higher than expected.

Figure C-19.
Promotions of workers in Police Department jobs, 2012–2019

Police	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	13	74	0.18	0.23	77
White	78	319	0.24	0.23	105
Gender					
Women	14	84	0.17	0.21	79
Men	77	309	0.25	0.24	105

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

Figure C-20.
Separations of workers in Police Department jobs, 2012–2019

Police	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	11	74	0.15	0.12	122
White	24	319	0.08	0.08	95
Gender					
Women	11	84	0.13	0.07	176
Men	24	309	0.08	0.09	89

Note: Separations exclude death, retirement and departure due to health reasons.
          Column (d) scores above 120 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Public Works

Keen Independent examined employment, hiring, promotions and separations within the Public Works Department.

Workforce results, Public Works. Figure C-21 shows that women made up a substantially smaller portion of the 2019 Public Works workforce than expected given their availability in the labor market. Their representation among Public Works workers (18%) was less than three-quarters of what would be expected based on their relative availability in the local labor market.

Hiring results, Public Works. There were no substantial racial or gender disparities in Public Works hiring between 2012 and 2019. Figure C-22 provides these results.

Figure C-21.
Workers in Public Works jobs, 2019

Public Works	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	70	26.4 %	17.8 %	148
White	195	73.6	82.2	90
Gender				
Women	48	18.1	25.7	70
Men	217	81.9	74.3	110

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-22.
Hiring of workers for Public Works Department jobs, 2012–2019

Public Works	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	31	28.7 %	18.5 %	155
White	77	71.3	81.5	87
Gender				
Women	23	21.3	22.8	93
Men	85	78.7	77.2	102

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Public Works. The were no substantial disparities for people of color or women in Public Works promotions between 2012 and 2019.

Separation results, Public Works. Figure C-24 shows disparity indices of 119 for separations of people of color and 118 for separations of women, are close to the threshold for a disparity to be considered substantial (120).

Figure C-23.
Promotions of workers in Public Works jobs, 2012–2019

Public Works	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	16	51	0.32	0.35	91
White	64	185	0.35	0.34	103
Gender					
Women	24	49	0.49	0.41	119
Men	56	187	0.30	0.32	94

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

Figure C-24.
Separations of workers in Public Works jobs, 2012–2019

Public Works	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	7	51	0.14	0.12	119
White	23	185	0.12	0.13	97
Gender					
Women	7	49	0.14	0.12	118
Men	23	187	0.12	0.13	96

Note: Separations exclude death, retirement and departure due to health reasons.
          Column (d) scores above 120 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Finance

Keen Independent also included the Finance Department in the analysis. There were no disparities, overall, for people of color or women.

Workforce results, Finance. Figure C-25 presents the results for the current workforce analysis of Finance Department workers. People of color made up a substantially larger portion of the Finance Department workforce (36%) than expected based on their availability in these occupations in the labor market (20%).

Women held 71 percent of Finance Department jobs in 2019, about what might be expected given availability in the labor market (65%).

Hiring results, Finance. Among Finance Department hires, people of color made up more than twice the share of hires (41%) than expected based on availability (17%).

More than 60 percent of hires in Finance were women, about what might be expected given the share of women in these occupations in the local labor market.

Figure C-25.
Workers in Finance Department jobs, 2019

Finance	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	36	36.0 %	19.7 %	183
White	64	64.0	80.3	80
Gender				
Women	71	71.0	65.0	109
Men	29	29.0	35.0	83

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-26.
Hiring of workers for Finance Department jobs, 2012–2019

Finance	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	26	40.6 %	17.1 %	238
White	38	59.4	82.9	72
Gender				
Women	39	60.9	58.4	104
Men	25	39.1	41.6	94

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Finance. There were no substantial disparities based on race or gender for promotions in Finance for the study period.

Separation results, Finance. As with promotions, there were no substantial racial or gender disparities regarding separations in Finance between 2012 and 2019.

Figure C-27.
Promotions of workers in Finance Department jobs, 2012–2019

Finance	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	24	31	0.79	0.66	118
White	41	66	0.62	0.66	94
Gender					
Women	48	67	0.71	0.67	107
Men	17	29	0.58	0.65	90

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

Figure C-28.
Separations of workers in Finance Department jobs, 2012–2019

Finance	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	8	31	0.26	0.26	99
White	17	66	0.26	0.26	100
Gender					
Women	18	67	0.27	0.25	109
Men	7	29	0.24	0.28	86

Note: Separations exclude death, retirement and departure due to health reasons.
           Column (d) scores above 120 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Other GenGov

The study team evaluated disparities across other departments within GenGov. There were substantial disparities in separations for people of color in departments.

Workforce results, other GenGov. Figure C-29 presents the results of the current workforce disparity analysis. The proportion of men in the current workforce across other GenGov departments (35%) was substantially lower than their availability (47%).

Hiring results, other GenGov. Figure C-30 includes the results of hiring disparity analyses across other GenGov departments.

- People of color comprised 45 percent of hires, which was much greater than expected given availability in the local labor force (16%); and

- The 69 percent of hires who were women also exceeded what was expected from analysis of people in these occupations in the labor market area (53%).

Figure C-29.
Workers in other GenGov department jobs, 2019

Other GenGov	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	107	30.3 %	16.8 %	180
White	246	69.7	83.2	84
Gender				
Women	230	65.2	53.2	122
Men	123	34.8	46.8	74

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-30.
Hiring of workers for other GenGov department jobs, 2012–2019

Other GenGov	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	125	45.1 %	15.9 %	284
White	152	54.9	84.1	65
Gender				
Women	191	69.0	52.5	131
Men	86	31.0	47.5	65

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, other GenGov. People of color were more likely to be promoted than expected for other GenGov departments (see Figure C-31).

There were no substantial disparities for promotions for women in other GenGov departments between 2012 and 2019.

Separation results, other GenGov. The results in Figure C-32 show a disparity in the rate of separations of people of color in other GenGov departments. People of color separated employment from GenGov at a rate almost one-third higher than expected.

There is no evidence of disparities in separations of women from jobs in other GenGov departments.

Figure C-31.
Promotions of workers in other GenGov department jobs, 2012–2019

Other GenGov	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	59	95	0.62	0.48	129
White	94	255	0.37	0.42	88
Gender					
Women	112	235	0.48	0.45	105
Men	41	115	0.36	0.40	89

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Figure C-32.
Separations of workers in other GenGov department jobs, 2012–2019

Other GenGov	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	65	95	0.68	0.56	121
White	98	255	0.38	0.43	90
Gender					
Women	107	235	0.46	0.46	99
Men	56	114	0.49	0.49	100

Note: Separations exclude death, retirement and departure due to health reasons.
Column (d) scores above 120 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Tacoma Water

The results for Tacoma Water within TPU are discussed in the following section and include disparities for:

- People of color in the workforce;
- People of color in hiring; and
- Women among separations.

Workforce results, Tacoma Water. Figure C-33 presents the results of the 2019 workforce disparity analysis for Tacoma Water. People of color made up a smaller portion of the current workforce in Tacoma Water (17%) than their availability (29%). This disparity was substantial.

There were no substantial gender disparities in the 2019 Tacoma Water workforce.

Hiring results, Tacoma Water. From 2012–2019, the 21 percent of hires who were people of color was substantially lower than their availability in these jobs in the local labor force (37%).

There was no evidence of substantial gender disparities in Tacoma Water hiring between 2012 and 2019.

Figure C-33.
Workers in Tacoma Water jobs, 2019

Water	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	41	16.7 %	28.7 %	58
White	205	83.3	71.3	117
Gender				
Women	55	22.4	24.4	92
Men	191	77.6	75.6	103

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-34.
Hiring of workers for Tacoma Water jobs, 2012–2019

Water	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	24	20.7 %	36.9 %	56
White	92	79.3	63.1	126
Gender				
Women	31	26.7	23.8	112
Men	85	73.3	76.2	96

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Tacoma Water. There were no substantial disparities in promotions among Tacoma Water workers from 2012–2019 (as shown in Figure C-35).

The disparity index of 81 for promotions of people of color, while not considered a substantial disparity, is noteworthy.

Separation results, Tacoma Water. Figure C-36 presents the analysis of separations for Tacoma Water workers. The results indicate that between 2012 and 2019 there were:

- A substantial disparity for separations of women (disparity index of 132); and

- No substantial disparity for separations of people of color, although an index of 118 among is noteworthy.

Figure C-35.
Promotions of workers in Tacoma Water jobs, 2012–2019

Water	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	19	38	0.50	0.61	81
White	127	212	0.60	0.58	104
Gender					
Women	33	54	0.61	0.65	94
Men	113	196	0.58	0.57	102

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

Figure C-36.
Separations of workers in Tacoma Water jobs, 2012–2019

Water	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	8	38	0.21	0.18	118
White	39	212	0.18	0.19	97
Gender					
Women	15	54	0.28	0.21	132
Men	32	196	0.16	0.18	91

Note: Separations exclude death, retirement and departure due to health reasons. Column (d) scores above 120 (highlighted) are substantial disparities.
Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Tacoma Power

Keen Independent's analysis of Tacoma Power found:

- Substantial disparity for separations among people of color; and

- Substantial disparity for separations of women.

Workforce results, Tacoma Power. The results of Keen Independent's workforce disparity analysis (Figure C-37) indicate no substantial disparities regarding representation of people of color and women in Tacoma Power jobs.

Hiring results, Tacoma Power. About 23 percent of hires from 2012 to 2019 at Tacoma Power were people of color, which exceeded availability in the local labor market (see Figure C-38).

The share of hires who were women (26%) was about the representation of women in these types of jobs in the local market (30%).

Figure C-37.
Workers in Tacoma Power, 2019

Power	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	162	18.9 %	13.0 %	145
White	695	81.1	87.0	93
Gender				
Women	232	27.1	27.7	98
Men	625	72.9	72.3	101

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-38.
Hiring of workers for Tacoma Power jobs, 2012–2019

Power	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	61	22.8 %	12.3 %	186
White	206	77.2	87.7	88
Gender				
Women	70	26.2	30.1	87
Men	197	73.8	69.9	106

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Tacoma Power. Figure C-39 indicates that the results provide no evidence of promotion disparities within the Power Department. The disparity indices near 100 suggest near parity between the rate of promotions and calculated expectations by group.

Separation results, Tacoma Power. The results of the separation disparity analyses (Figure C-40) indicate the following substantial disparities for people of color and women:

■ People of color separated at a substantially higher rate (0.28 separations per employee) than the calculated benchmark (0.18 separations per employee), yielding a disparity index of 157; and

■ Women separated from Tacoma Power at a rate (0.24 separations per employee) substantially higher than the benchmark rate (0.19 separations per employee), yielding a disparity index of 130.

Figure C-39.
Promotions of workers in Tacoma Power jobs, 2012–2019

Power	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	73	145	0.50	0.49	103
White	314	692	0.45	0.46	99
Gender					
Women	116	204	0.57	0.54	104
Men	271	633	0.43	0.44	98

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Figure C-40.
Separations of workers in Tacoma Power jobs, 2012–2019

Power	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	41	145	0.28	0.18	157
White	100	692	0.14	0.17	87
Gender					
Women	49	204	0.24	0.19	130
Men	92	633	0.15	0.16	90

Note: Separations exclude death, retirement and departure due to health reasons.
          Column (d) scores above 120 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Tacoma Rail

The study team conducted disparity analyses for employees at Tacoma Rail. Substantial disparities include:

- Women in the current Tacoma Rail workforce;
- Hiring of women; and
- Separations of people of color.

Workforce results, Tacoma Rail. Substantial disparities were identified for women in Rail. Women's proportion of the Rail workforce (8%) is substantially lower than the proportion of the available workforce (13%).

These results provide no evidence of racial disparities in the current Rail workforce.

Hiring results, Tacoma Rail. Figure C-42 indicates a disparity among women in Rail Department hiring. Between 2012 and 2019, the proportion of new hires who were women (8%) was substantially lower than women's availability for Rail Department work (12%).

The results show no sign of racial disparities in Rail Department hiring.

Figure C-41.
Workers in Tacoma Rail, 2019

Rail	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	15	12.7 %	6.5 %	196
White	103	87.3	93.5	93
Gender				
Women	9	7.6	13.4	57
Men	109	92.4	86.6	107

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-42.
Hiring of workers for Tacoma Rail jobs, 2012–2019

Rail	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	9	15.0 %	4.0 %	375
White	51	85.0	96.0	89
Gender				
Women	5	8.3	12.3	68
Men	55	91.7	87.7	105

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, Tacoma Rail. The results of the study team's promotion disparity analysis are contained in Figure C-43. As the figure shows, there were no substantial disparities in promotions for people of color or women at Tacoma Rail for 2012 to 2019.

Separation results, Tacoma Rail. People of color separated from employment with Tacoma Rail at a substantially higher rate (0.22 separations per employee) than the calculated benchmark (0.16 separations per employee).

Figure C-43.
Promotions of workers in Tacoma Rail jobs, 2012–2019

Rail	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	7	18	0.39	0.32	122
White	28	100	0.28	0.29	96
Gender					
Women	5	9	0.56	0.45	122
Men	30	109	0.27	0.28	97

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Figure C-44.
Separations of workers in Tacoma Rail jobs, 2012–2019

Rail	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	4	18	0.22	0.16	139
White	18	100	0.18	0.18	99
Gender					
Women	1	9	0.11	0.24	47
Men	21	109	0.19	0.17	112

Note: Separations exclude death, retirement and departure due to health reasons.
          Column (d) scores above 120 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

C. City Workforce, Hiring, Promotions and Separations by Department

Results for Other TPU

The study team used the same methodology to evaluate workforce, hiring, promotion and separation disparities across other TPU departments. There were no disparities overall for people of color and women across other TPU departments combined.

Workforce results, other TPU. Representation of people of color in 2019 (38%) exceeded availability of people of color in the local labor market for jobs in other TPU departments (shown in Figure C-45).

Hiring results, other TPU. Figure C-46 presents the results of the hiring disparity analysis. Hires of people of color and women from 2012 to 2019 exceeded what might be expected from analysis of people holding these types of jobs in the local labor force.

Figure C-45.
Workers in other TPU department jobs, 2019

Other TPU	(a) Employees	(b) Percent of employees	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	63	37.5 %	30.0 %	125
White	105	62.5	70.0	89
Gender				
Women	111	66.1	65.3	101
Men	57	33.9	34.7	98

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data, Census ACS data for availability analysis.

Figure C-46.
Hiring of workers for other TPU department jobs, 2012–2019

Other TPU	(a) Hires	(b) Percent of hires	(c) Availability	(d) Disparity index (b/c)
Race/ethnicity				
People of color	22	44.0 %	30.3 %	145
White	28	56.0	69.7	80
Gender				
Women	41	82.0	68.7	119
Men	9	18.0	31.3	58

Note: Column (d) scores below 80 (highlighted) are substantial disparities.
Source: City of Tacoma employee data, Census ACS data for availability analysis.

C. City Workforce, Hiring, Promotions and Separations by Department

Promotion results, other TPU. Figure C-47 shows that promotions of people of color and women working at other TPU departments were about was expected.

Separation results, other TPU. The results in Figure C-48 indicate that from 2012 to 2019, fewer people of color separated from other TPU departments than expected.

While not a substantial disparity, the disparity index of 118 for separations from other TPU department employment for women is noteworthy.

Figure C-47.
Promotions of workers in other TPU department jobs, 2012–2019

Other TPU	(a) Promotions	(b) Average number of employees	(c) Promotions per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	39	46	0.85	0.85	100
White	82	101	0.81	0.81	100
Gender					
Women	97	102	0.95	0.87	110
Men	24	45	0.54	0.73	74

Note: Column (d) scores below 80 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

Figure C-48.
Separations of workers in other TPU department jobs, 2012–2019

Other TPU	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Race/ethnicity					
People of color	6	46	0.13	0.22	58
White	27	101	0.27	0.22	122
Gender					
Women	29	102	0.28	0.24	118
Men	4	45	0.09	0.18	51

Note: Separations exclude death, retirement and departure due to health reasons.
Column (d) scores above 120 (highlighted) are substantial disparities.

Source: City of Tacoma employee data.

D. Case Study — Disparity Analysis of Promotions to Sergeant in Police Dept.

Keen Independent assessed Tacoma Police Department promotions to Sergeant as a case study of how to examine outcomes of the City's hiring and promotions processes through a racial and gender equity lens. Promotions to Sergeant was suggested as a topic for a case study by HR staff. Appendix D presents the methodology and results of this analysis.

Methodology

Keen Independent performed three types of analyses regarding representation of people of color and women in Police Department jobs:

- Review of racial/ethnic and gender makeup of Police Department employees who were eligible to apply for Sergeant, who applied for Sergeant and who were promoted to Sergeant;

- Analysis of applications and promotions compared with benchmarks by racial/ethnic and gender group; and

- Evaluation of average exam scores by racial/ethnic and gender group.

Data sources and analytical approaches are described below.

Keen Independent obtained City data on employees including their racial, ethnic and gender information. The study team also obtained Police Department data on Police Officers' and Detectives' performance on exams for promotion to Sergeant.

Data for City employees. The City provided data on all employees as of June 12, 2019 and all "actions" such as hiring, promotion and separation for City employees from January 1, 2012 to June 12, 2019. The City provided job titles, departments, demographic information and place of residence for each employee from January 2012 through June 12, 2019.

Keen Independent determined whether employees met the requirements to pursue promotion to Sergeant in each year based on their job title held in that year, taking retirement and separation into account.

The City provided race and ethnicity data by group. Due to small sample size, Keen Independent combined American Indian and Alaskan, African American and Latino with "Other minority-not specified." For most of the analyses in this report, there were too few individuals in specific racial or ethnic groups to performing meaningful analyses. Therefore, Keen Independent provides results for Asian Americans and all other people of color compared with non-Hispanic white workers.

Similarly, there were too few women of color in most analyses to produce meaningful results that incorporate both race and gender.

Applicant data. The City also provided Keen Independent with Sergeant applicant data between 2010 and 2020. The data contain applicant performance on Sergeant written and oral exams as well as Department promotion decisions. There were 15 observations that were missing racial, ethnic and gender information and were thus removed from analyses.

Promotion to Sergeant Procedure

This section details the requirements for promotion to Sergeant, which include experience prerequisites and performance on two exams.

Experience requirements. Applicants for Sergeant must have five years of experience as a Police Officer with the Tacoma Police Department or one year as a Tacoma Police Department Detective.[1]

Promotion tests. The promotion examination process consists of two different tests taken in the following order:

- Written exam; and
- Oral assessment.

Applicants who do not pass the written exam are ineligible to proceed to the oral assessment. Applicants passing both the written exam and oral assessment are eligible for promotion to Sergeant for the following two years. Promotions are based on combined scores.

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[1] Tacoma Police Department. Professional Standards. P2.1.6.

Demographic Composition of Eligible Employees

Keen Independent examined 27 promotions to Sergeant from June 2011 through November 2020 at the Tacoma Police Department. Eligibility for the 2010 Sergeant exam was determined in two ways: Police Officers and Detectives from the 2012 data with initial hire dates prior to October 2005 were presumably eligible, as were employees who were promoted to Sergeant in 2011.

The study team analyzed the demographic composition of employees meeting tenure requirements for promotion, employees who applied for Sergeant and employees who were promoted during this time period. The results presented below reflect a weighted average of employment and eligibility during those years.

Race/ethnicity. Figure D-1 illustrates the racial and ethnic makeup of employees eligible for promotion to Sergeant (left panel) and employees who applied to Sergeant (right panel).

- Asian Americans comprised 7 percent of employees eligible to apply for Sergeant and 12 percent of those who applied; and

- All other people of color made up 8 percent the eligible pool and 9 percent of the applicant pool.

Figure D-2 shows the racial and ethnic makeup of employees who were promoted to Sergeant from the applicant pool. Among employees who were promoted to Sergeant:

- About 15 percent were Asian American; and

- 7 percent of employees hired to Sergeant identified with other minority groups.

Figure D-1.
Police Officers and Detectives eligible for Sergeant exams (left) and applying for Sergeant (right) by race/ethnicity, 2010–2019
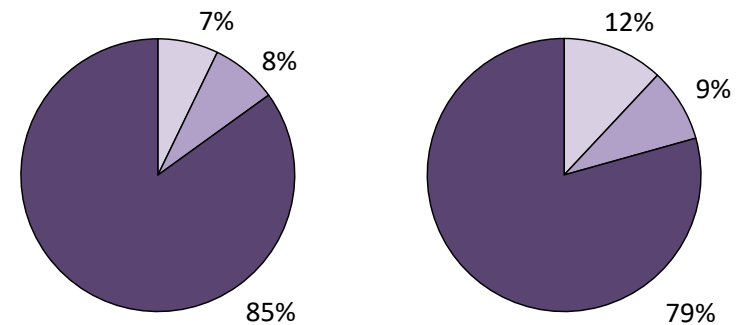
Source: City of Tacoma employee data.

Figure D-2.
Promotions to Sergeant by race/ethnicity, 2011–2020
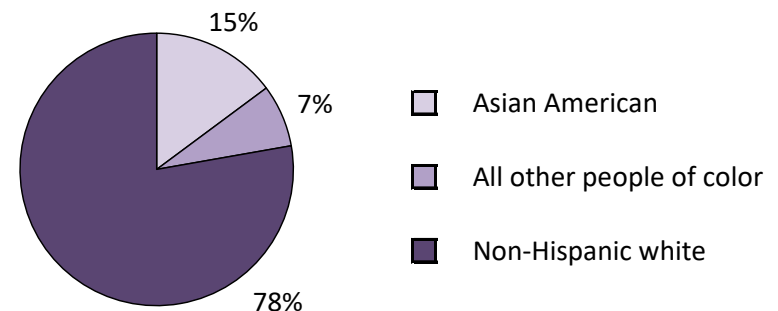
Source: City of Tacoma employee data.

D. Case Study — Disparity Analysis of Promotions to Sergeant in Police Dept.

Gender. Figures D-3 show the gender makeup of employees eligible for promotion to Sergeant (left panel) and employees who applied to Sergeant (right panel).

Women made up about 16 percent of the Police Officers and Detectives eligible to apply for Sergeant and about 8 of employees who applied for Sergeant.

Figure D-4 shows the gender makeup of employees who were promoted to Sergeant from the applicant pool. Women made up about 7 percent of employees promoted to Sergeant.

Figure D-3.
Police Officers and Detectives eligible for Sergeant exams (left) and applying for Sergeant (right) by gender, 2010–2020

16%   8%

84%   92%
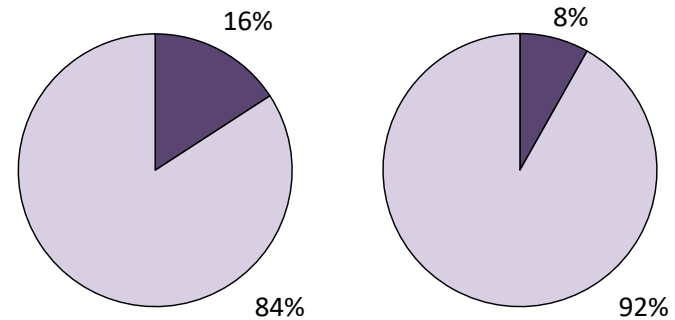
Source: City of Tacoma employee data.

Figure D-4.
Promotions to Sergeant by gender, 2011–2020
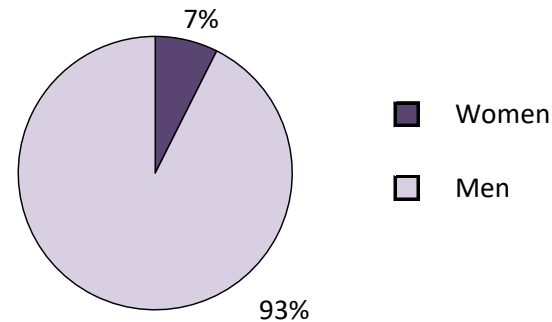
7%

■ Women

□ Men

93%

Source: City of Tacoma Police Department employee data.

Overall Results of the Analysis of Promotions to Sergeant

Figure D-5 illustrates the actual number of promotions and the expected number of employees to be promoted by racial/ethnic group and gender.

For each racial/ethnic group, the number of actual promotions to Sergeant is shown in dark purple.

Keen Independent calculated the expected number of promotions if people of color who were eligible for promotions were promoted at the same rate as non-Hispanic whites (those results are in light purple). The figure also shows these results for women.

- For Asian American employees, the actual number of promotions was above the expected value based on the relative number of people eligible for promotion;

- There was no difference in the actual and expected number of promotions among all other people of color; and

- The actual number of women promoted (2) was considerably lower than expected (5) based on who was eligible for promotion to Sergeant.

Figure D-5.
Actual and expected number of promotions to Sergeant given eligibility, 2011–2020
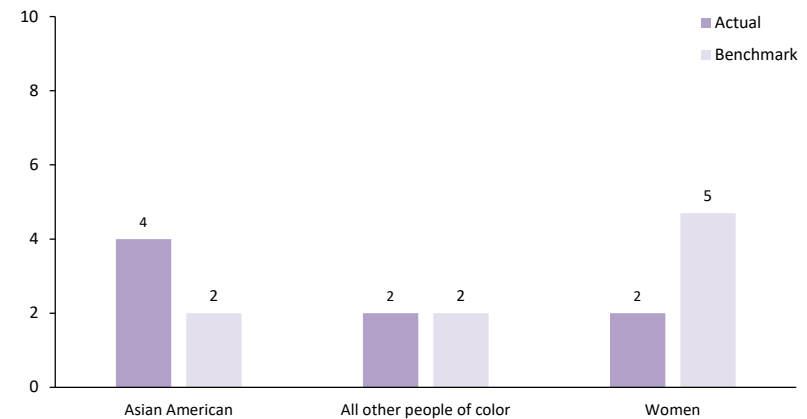
Source: City of Tacoma employee data.

D. Case Study — Disparity Analysis of Promotions to Sergeant in Police Dept.

Analysis of Number of Applications for Sergeant

One of the reasons there might be fewer than expected number of promotions for a group is that relatively few people eligible for promotion applied for that promotion.

Actual and expected number of applications. Figure D-6 shows the actual number of applications to Sergeant by racial/ethnic group (dark purple) as well as the number of applications one might expect if people of color were eligible at the same rate at the same rate as non-Hispanic whites (and if women were eligible at the same rate as men). The "expected" rates are shown in light purple.

- The number of applications from Asian Americans (22) greatly exceeded the expected number of applications (12);

- Applications from all other people of color (16) was somewhat higher than the expected number of applications (14); and

- The number of applications from women was 15, considerably lower than the 32 expected applications based on the number of women eligible for promotion to Sergeant.

Figure D-6.
Actual and expected number of applications by group, 2011–2020
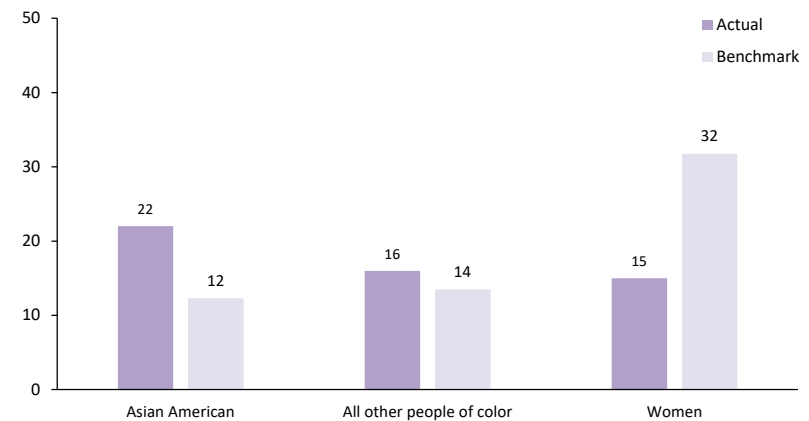
Source: City of Tacoma employee data.

D. Case Study — Disparity Analysis of Promotions to Sergeant in Police Dept.

Expected number of promotions given applications. Figure D-7 displays the actual number of promotions to Sergeant (dark purple) and the number of promotions expected based on the number of applications (light purple).

■ The number of Asian Americans promoted to Sergeant (4) exceeded the expected number based on applications (2);

■ The two promotions going to other people of color were somewhat less than expected (3); and

■ The two promotions of women were also lower fewer than expected (3).

The very small number of expected promotions of people of color and women limits interpretation of these results, as discussed later in this appendix.

Figure D-7.
Actual and expected number of promotions given applications by group, 2011–2020
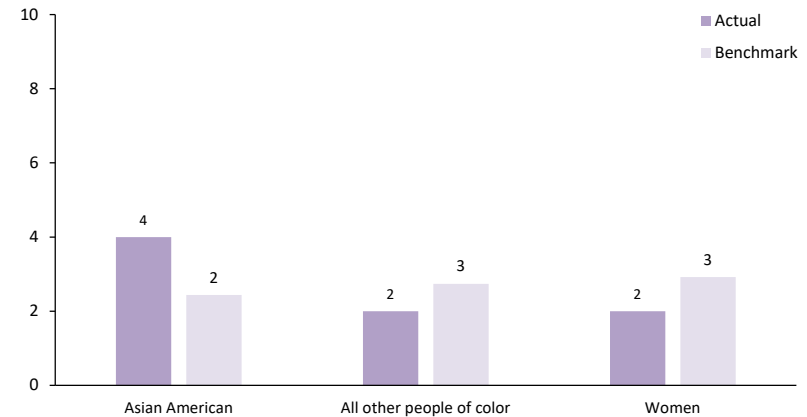
Source: City of Tacoma employee data.

D. Case Study — Disparity Analysis of Promotions to Sergeant in Police Dept.

Sergeant Exam Scores

Keen Independent evaluated outcomes for each step of the testing process for promotion to Sergeant, which consist of a written exam and an oral exam. This section contains analyses of exam scores for employees applying for Sergeant by racial/ethnic group and gender.

Written exam scores for 2010–2019. Figure D-8 illustrates the average score on written exams by group.

Asian American applicants scored lower than non-Hispanic white applicants (about 72 and 75 points, respectively), although this difference was not statistically significant. All other people of color scored about 9 points lower than non-Hispanic white applicants on average. This difference was statistically significant.

On average, women scored about the same as men (74 points) on the written exam.

Oral exam scores for 2010–2019. Figure D-9 includes the average score on the oral exam by group. Note that only the applicants who pass the written exam may proceed to take the oral exam.

Asian American applicants had the highest average scores on the oral exam (about 80 points). However, no differences in oral exam performance between groups were statistically significant.

Figure D-8. Average written Sergeant exam scores by group, 2011–2020
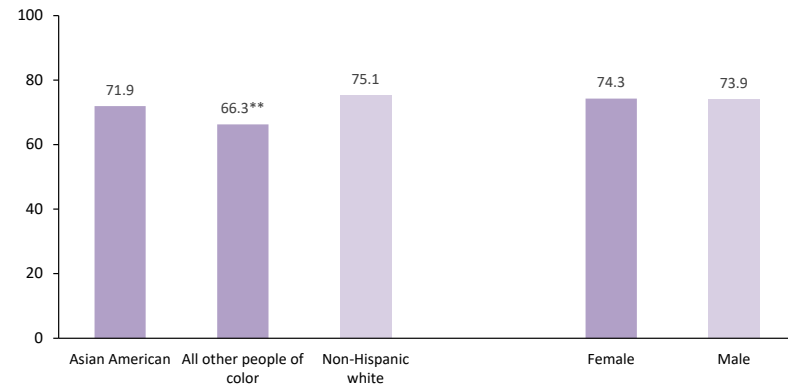
Note: Double asterisks (**) indicate p values at the 95% confidence level while single asterisks (*) indicate p values at the 90% confidence level.

Source: City of Tacoma Police Department employee data.

Figure D-9. Average oral Sergeant exam scores by group, 2011–2020
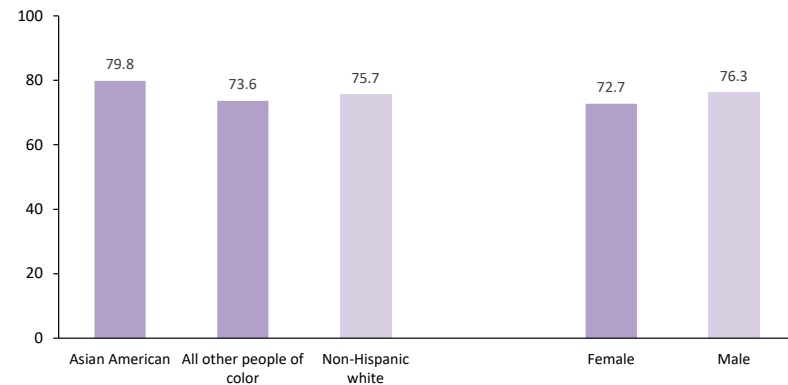
Note: Double asterisks (**) indicate p values at the 95% confidence level while single asterisks (*) indicate p values at the 90% confidence level.

Source: City of Tacoma Police Department employee data.

D. Case Study — Disparity Analysis of Promotions to Sergeant in Police Dept.

Summary of Sergeant Promotion Analyses

Keen Independent analyzed the demographic distribution of employees eligible to apply for Sergeant, employees applying for Sergeant and employees promoted to Sergeant. The study team also evaluated differences in Sergeant exam test scores by racial or ethnic and gender group. The results of the analyses above indicate that:

- Women applied at a considerably lower rate than might be expected given their eligibility and the application rate of their peers; and

- People of color (except for Asian Americans) tended to score lower on the written examination compared to their non-Hispanic white peers.

Appendix E. Policies Pertaining to Residence of City Employees

Local Hire Requirements

The City Charter requires that, with certain exceptions, people hired for classified City jobs must be Tacoma residents when starting work. At the time of this report, the City was not enforcing this requirement because of an emergency proclamation. Keen Independent examined whether having such a rule would negatively affect people working at the City and those hired from 2012 to 2019, including effects on people of color and women.

Local hire policies. Although it is not common in Washington, some municipalities across the country have policies that require or encourage their employees to live in a certain jurisdiction.

For example, the City of Boston requires certain public employees to live within the city by their first day and for the duration of their tenure with the city.[1] The City of St. Louis requires all full-time and non-temporary officers and employees to reside in the city within 120 days of hire.[2]

Some municipalities provide waivers or exemptions to their residency requirement. For example, the City of St. Louis allows for the residency requirement to be waived if a position requires a qualified candidate that cannot be found within the city due to a position requiring a high degree of specialization or education.[3] Boston provides absolute waivers and waivers with a grace period (which may waive the requirement for up to three years).[4]

Most municipalities with enforced residency requirements are relatively small in size. For example, the Township of Whitehall, Pennsylvania, requires all Township employees to live within ten miles of the Township limits.[5] The City of Sidney, Ohio, requires all public employees to reside in Shelby County within one year of their appointment.[6]

Some cities encourage but do not require residency. The City of St. Paul, for example, gives points to applicants for positions requiring the Civil Service Exam if they resided in city for at least one year prior to the application deadline. These points cannot be used on promotional exams.[7]

Policies pertaining to specific positions. Some local agencies require residency requirements for specific positions or job classifications. The City of Kenosha, Wisconsin, requires firefighters and police officers to reside within a certain area. Due to legislation from the State of Wisconsin, the City of Kenosha's residency requirements do not apply to general employees.[8] Other states, including Colorado, have banned local governments from establishing residency requirements.[9]

Other local hire policies. Nationally, large local governments often have policies that require contractors to attempt to meet local hiring goals for construction workers on public works projects. The City of Seattle and King County both have programs that prioritize hiring of residents that live in economically distressed zip codes. (King County's policy includes some areas that its departments serve that are outside the county.)

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[1] City of Boston Municipal Code §5-10.

[2] St. Louis, Missouri Code of Ordinances article VIII §2.

[3] Ibid.

[4] City of Boston Municipal Code §5-10.

[5] Township of Whitehall Municipal Code §1-212.

[6] Sidney Code of Ordinances §6-6.

[7] City of Saint Paul, Minnesota Civil Service Rules §5D.

[8] City of Kenosha Human Resources. Employment – Before I apply. Retrieved from https://www.kenosha.org/departments/human-resources/employment/before-i-apply?__cf_chl_jschl_tk__=

[9] CO Rev Stat §8-2-120 (2016).

Place of Residence of Current City Employees

Figure E-1 shows where 2019 City employees lived at their earliest address (time of application) and at their most recent address. Among all employees, 32 percent lived in Tacoma at their earliest known address. Based on their most current address, about 26 percent of Tacoma employees lived in the city. Most Tacoma employees lived in Pierce County at their earliest known address (77%) and at their current address (80%), which includes those living within Tacoma.

Requiring employees to be residents of the City at time of application, hire or duration of employment would appear to have negatively affected most current City employees.

It is also important to note that some of the job sites for City employees are locations outside the city limits. Employees working at hydroelectric projects, for example, do not work within city limits and largely do not live within city limits.

- During the study period, about 3 percent of hydroelectric workers had their earliest known address within the city. Approximately 21 percent lived within Pierce County.

- Based on their last known address, no hydroelectric project workers lived in the city and about 18 percent lived in Pierce County.

Figure E-1.
Percentage of 2019 City of Tacoma employees by place of residence

EEO-4 job group	Earliest known address		Address in 2019	
	Number	Percent	Number	Percent
Tacoma employees who live within Tacoma city limits				
Administrators & Officials	77	29 %	66	25 %
Professionals	324	37	298	34
Technicians	90	33	60	22
Protective Service Workers	156	22	135	19
Administrative Support Workers	201	39	180	35
Skilled Craft Workers	196	27	138	19
Service & Maintenance Workers	139	38	95	26
All EEO-4 groups	1,182	32	971	26
Tacoma employees who live in Pierce County (including Tacoma)				
Administrators & Officials	177	67 %	201	76 %
Professionals	626	72	678	77
Technicians	216	79	217	79
Protective Service Workers	513	72	570	81
Administrative Support Workers	469	91	473	92
Skilled Craft Workers	560	77	554	76
Service & Maintenance Workers	295	81	292	80
All EEO-4 groups	2,856	77	2,985	80

Note: Excludes temporary and elected employees.

Source: City of Tacoma employee data.

Place of Residence for Hires from 2012 to 2019

Figure E-2 presents the share of hires from 2012 through 2019 who lived in Tacoma and in Pierce County (including Tacoma) at the time of hire.

Overall, 31 percent of the workers hired during the study period lived within Tacoma city limits at time of hire.

For some groups, such as American Indian, Alaskan or other minorities, a much smaller portion of hires lived within city limits at time of hire (19%). For Asian American or Pacific Islanders hired from 2012 to 2019, 27 percent lived within city limits at time of hire.

Among African American employees hired from 2012 to 2019, 44 percent of workers lived in Tacoma at time of hire and more than one-half lived outside the city. About 40 percent of Hispanic Americans hired during that time period lived within the city and 60 percent lived outside Tacoma.

It appears that a local hire policy would have negatively affected all racial and ethnic groups of City employees if it had been in place when they were hired.

Figure E-2 also indicates that a large majority of both women and men hired by the City from 2012 to 2019 would have been negatively affected by a local hire policy.

Figure E-2.
City of Tacoma hires by place of residence at time of hire, 2012–2019

	Percent of Tacoma hires who lived within Tacoma city limits	Percent of Tacoma hires who lived in Pierce County
Race/ethnicity		
American Indian, Alaskan or other minority	19 %	61 %
Asian or Pacific Islander	27	65
African American	44	70
Hispanic American	40	82
Non-Hispanic white	29	64
Gender		
Women	38 %	72 %
Men	27	62
All employees	31 %	66 %

Note: Excludes temporary and elected employees.

Source: City of Tacoma employee data.

Effect of Place of Residence on Separations, 2012 to 2019

Keen Independent examined whether City employees who live within city limits were more or less likely to leave their jobs compared with those living outside the city. Figure E-3 presents the results. Appendix B provides the methodology used for Keen Independent's separation analysis.

Figure E-3 indicates that there were about 0.19 separations per City employee from 2012 to 2019 for people living within city limits, not including separations due to death, retirement or departures due to health reasons. This was about the same rate of separations as workers living outside the city (about 0.20 separations per employee).

Keen Independent compared actual to expected separations per employee based on the length of tenure with the City. The rate of separations equaled the expected rate (which adjusting for tenure) for workers living inside and outside city limits.

In sum, there was no effect of place of residence on ability to retain these workers.

Figure E-3.
Separations for Tacoma residents and non-Tacoma residents, by last known address, 2012–2019

	(a) Separations	(b) Average number of employees	(c) Separations per employee (a/b)	(d) Benchmark	(e) Disparity index (c/d)
Tacoma residents	226	1,222	0.185	0.188	98
Non-Tacoma residents	484	2,442	0.198	0.197	101

Note: Separations exclude death, retirement and departure due to health reasons.
Source: City of Tacoma employee data.

Characteristics of the Total Labor Force in Pierce County

Geographic analysis of hiring discussed in previous pages confirm that most City employees lived within Pierce County at time of hire, and still do. According to 2019 ACS estimates, about 473,000 individuals are in the Pierce County labor force.

One quarter of those in the Pierce County labor force live within Tacoma city limits. Limiting City hiring to city residents would appear to potentially remove three-quarters or more of the employees who would be available for those jobs.

Figure E-4 presents the demographics of the labor force in three areas: within city limits, outside Tacoma but in Pierce County, and for all of Pierce County.

In general, the racial makeup of the Pierce County labor force inside and outside city limits is similar except for African Americans in the workforce. A much smaller share of people in the workforce who live in in Pierce County communities outside Tacoma city limits are African American (about 8%) compared to the workforce living within city limits (17%).

Note that the Census Bureau does not release information on both race and ethnicity at this geographic level. Therefore, each racial group including white may include Hispanic Americans. Also, among the group "American Indians, Alaskans or other minorities" in the ACS data, most respondents fall into the "other minority" category.

Figure E-4.

Demographics of labor force living in different parts of Pierce County, 2019

	City of Tacoma	Not in City of Tacoma, in Pierce County	Pierce County
Race			
American Indian, Alaskan or other minority	4.15 %	3.41 %	3.61 %
Asian or Pacific Islander	7.71	6.67	6.95
African American	16.72	7.73	10.15
Two or more races	5.96	5.13	5.35
White	56.84	68.69	65.50
Total	**100.00 %**	**100.00 %**	**100.00 %**
Ethnicity			
Hispanic American	8.63	8.36	8.43
Non-Hispanic American	91.37	91.64	91.57
Total	**100.00 %**	**100.00 %**	**100.00 %**
Gender			
Women	45.69	43.79	44.30
Men	54.31	56.21	55.70
Total	**100.00 %**	**100.00 %**	**100.00 %**

Source: United States Census Bureau. (2020). *2019 American Community Survey 1-year estimates.* [Data file]. Retrieved from https://censusreporter.org.

One-Worker and Two-Worker Households in Pierce County

A local hire policy at the City might negatively affect two-worker households by lengthening the commute of the worker who might need to work farther away from Tacoma.

It appears that most of the labor force in Pierce County lives in a two-worker household. Keen Independent examined 2017 ACS data for households in Pierce County that had at least one person in the labor force. About 44 percent of those households had only one person in the labor force and 56 percent had more than one worker in the household.

Workers of color living in Pierce County are somewhat more likely to live in a two-worker household than non-minorities in Pierce County. About 28 percent of two-worker households in Pierce County have at least one person who is a person of color compared with 25 percent of one-worker households in the County, as shown in Figure E-5.

Figure E-5.

Race of head of household and spouse/partner, Pierce County 2017

Household composition	One person in labor force	Two people in labor force
Two people of color	10 %	12 %
One person of color, one non-Hispanic white	15	16
Two non-Hispanic white	75	71
Total	**100** %	**100** %

Source: Keen Independent Research from 2017 ACS Public Use Microdata Sample (PUMS). The 2017 raw data extracts were obtained through the IPUMS program of the MN Population Center: http://usa.ipums.org/usa/.

Effects of Housing Affordability in Tacoma

Keen Independent reviewed whether it is more expensive to live within city limits than outside the city, which might impact workers if the City instituted a local hire policy. There are a number of indications that the cost of housing is high and is rapidly increasing in Tacoma.

For example, in 2018, the City of Tacoma established the Affordable Housing Action strategy to address the City's growing housing crisis.[10] Despite the resulting housing trust fund and other efforts, Tacoma continues to struggle to provide a sufficient number of affordable housing units.[11]

Home prices. A 2019 analysis of real estate trends concluded that Tacoma is the most competitive housing market in the nation.[12] According to ACS data, in 2017 the median home value within Pierce County ($300,000) was less than the median home value in the surrounding area ($400,000).[13] In recent years, housing prices in the City of Tacoma have risen at increasing rates.[14]

For example, analysis of Zillow data revealed that from 2014 to 2019, Tacoma neighborhoods had median sale prices increase by as much as 116 percent (in South Tacoma).[15]

From 2019 to 2020, home values have increased by 13 percent (in North End Tacoma) and 15 percent (in Central Tacoma). For comparison, in the same period home values in the Seattle-Tacoma-Bellevue metropolitan area have increased by 12 percent.[16]

Rising housing prices are particularly prominent in diverse and low-income neighborhoods including Hilltop, South Tacoma and Tacoma's Eastside. Home prices in some of these neighborhoods have risen by almost one-third every year since 2016.[17]

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[10] City of Tacoma. (2018). *Affordable housing action strategy* (Rep.). Retrieved from City of Tacoma website: https://cms.cityoftacoma.org/cedd/housing/affordablehousingaction strategy. pdf

[11] Cockrell, D. (2019, September 21). Tacoma is starving for affordable housing, and efforts to fill the void are lagging. *The News Tribune*. Retrieved December 12, 2020 from https://www.thenewstribune.com/news/local/article235074822.html

[12] Roberts, P. (2019, May 24). Tacoma's housing market is now the hottest in the U.S. – and Seattle knows why. *The Seattle Times*. Retrieved December 12, 2020 from https://www.seattletimes.com/business/real-estate/tacomas-housing-market-is-now-the-hottest-in-u-s-and-seattle-knows-why/

[13] Keen Independent Research from 2017 ACS Public Use Microdata Sample (PUMS). The 2017 raw data extracts were obtained through the IPUMS program of the MN Population Center: http://usa.ipums.org/usa/

[14] Casey, A. (2019). Puget Sound housing market overview: Trends, causes, effects. Retrieved from the Puget Sound Regional Council website: https://www.psrc.org/sites/default/files/peer201805-pres-zillow.pdf

[15] Long, K. (2020, February 17). As Seattleites and their money flow south, Tacoma residents grapple with changing neighborhoods. *The Seattle Times*. Retrieved December 12, 2020, from https://www.seattletimes.com/business/real-estate/as-seattleites-and-their-money-flood-south-tacoma-residents-say-the-edges-are-being-smoothed-off-grit-city/

[16] Zillow. (2020). Central home values. Retrieved December 12, 2020, from: https://www.zillow.com/central-tacoma-wa/home-values/; Zillow. (2020). North End home values. Retrieved December 12, 2020, from: https://www.zillow.com/north-end-tacoma-wa/home-values/; Zillow. (2020). Seattle-Tacoma-Bellevue Metro (98395) home values. Retrieved December 12, 2020, from https://www.zillow.com/gig-harbor-wa-98395/home-values/.

[17] Long, K. (2020, February 17). As Seattleites and their money flow south, Tacoma residents grapple with changing neighborhoods. *The Seattle Times*. Retrieved December 12, 2020 from https://www.seattletimes.com/business/real-estate/as-seattleites-and-their-money-flood-south-tacoma-residents-say-the-edges-are-being-smoothed-off-grit-city/

Rents. A 2020 report found that Tacoma was one of the worst cities for renters in the country (in an analysis of 183 cities, Tacoma ranked as 173; Seattle ranked as 142). The ranking was based on two primary factors: the city's rental market (which includes unit vacancy and affordability) and quality of life (which includes things like safety and driver-friendliness). As Tacoma's real estate market continued to boom throughout 2020, renters faced a shortage of available units. The average rent in Tacoma was $1,362 for the average apartment size of 834 square feet.[18]

Gentrification. Some Tacoma neighborhoods are experiencing gentrification. One national study analyzed changes in home values, household incomes and education among 11,000 ZIP codes nationwide from 2000 to 2016. The researchers found that one ZIP code in Tacoma (98402) ranked as the 20th most gentrified ZIP code in the United States during the study period.[19]

According to the report, Tacoma's gentrification is driven both by housing prices (which approximately doubled during the study period) and growth in average household incomes. As a result, long-term residents are increasingly competing with economically advantaged newcomers for available housing.[20]

The 98402 ZIP code includes parts of the Hilltop neighborhood, home to a historically Black community, as well as most of Tacoma's downtown, the western portion of the Dome District and the western shore of the Thea Ross Waterway.[21] Despite movements to increase affordable housing and support current residents,[22] rising prices and a changing economy may lead current residents to move elsewhere.[23] One study found that between 2010 and 2015, the Hilltop neighborhood lost more than one-third of its African American population.[24] As local residents continue to be displaced,[25] experts warn that the gentrification found in the area will soon be ubiquitous throughout downtown Tacoma.[26]

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[18] Misciagna, V. (2020, July 22). Report ranks Tacoma as one of the worst cities to rent in the US: WalletHub.com put Tacoma 173rd out of 183 cities in the United States. *King5*. Retrieved December 12, 2020 from https://www.king5.com/article/news/local/tacoma/report-ranks-tacoma-as-one-of-the-worst-cities-to-rent/281-80a5b005-7b97-4849-8c82-d4bbf403766a

[19] Lloyd, S. (2018, March 1). Tacoma has one of the most rapidly gentrifying ZIP codes in US, study says. *Curbed*. Retrieved December 12, 2020 from https://seattle.curbed.com/2018/3/1/17068876/tacoma-gentrification-data-hilltop-dome

[20] Szekely, B. (2018, February 26). Downtown LA's 90014 heads the list of fastest-gentrifying ZIPs since the turn of the millennium. *RENTCafé*. Retrieved December 12, 2020 from https://www.rentcafe.com/blog/rental-market/real-estate-news/top-20-gentrified-zip-codes/

[21] Lloyd, S. (2018, March 1). Tacoma has one of the most rapidly gentrifying ZIP codes in US, study says. *Curbed*. Retrieved December 12, 2020 from https://seattle.curbed.com/2018/3/1/17068876/tacoma-gentrification-data-hilltop-dome

[22] Lewis, O. (2019, November 10). Tacoma's Hilltop residents fight back against gentrification. *Q13 Fox*. Retrieved December 12, 2020 from https://www.q13fox.com/news/tacomas-hilltop-residents-fight-back-against-gentrification

[23] Vanh, T. (2018, May 11). As Tacoma's Hilltop changes, residents are priced out. *The Seattle Times*. Retrieved December 12, 2020 from https://www.seattletimes.com/seattle-news/as-tacomas-hilltop-changes-residents-are-priced-out/

[24] James, W. (2019, September 12). A year brings change, hope and loss to Tacoma's historically black Hilltop neighborhood. *KNKX*. Retrieved December 12, 2020 from https://www.knkx.org/post/surprised-see-tacoma-list-most-gentrified-zip-codes-these-residents-arent

[25] James, W. (2018, March 5). Surprised to see Tacoma on a list of 'most gentrified' ZIP codes? These residents aren't. *KNKX*. Retrieved December 12, 2020 from https://www.knkx.org/post/surprised-see-tacoma-list-most-gentrified-zip-codes-these-residents-arent

[26] Cockrell, D. & Martin, K. (2018, March 1). Gentrification in Tacoma has its own ZIP code, according to new survey. *The News Tribune*. Retrieved December 12, 2020 from https://www.thenewstribune.com/article202761124.html

Childcare in Tacoma

Finding affordable and accessible childcare in the City of Tacoma may also present a barrier to those planning to live or work in the area.

Researchers have found that some parts (but not all) of Tacoma have limited childcare supply. North Tacoma, for example, does not suffer from a lack of childcare supply, while areas like Hilltop and South Tacoma have limited childcare availability.

Much of the area surrounding Tacoma has similar limited childcare availability as well.[27, 28]

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[27] Center for American Progress. (2020). *Child Care Deserts* [Interactive map]. Retrieved from https://childcaredeserts.org/

[28] For more information on childcare deserts, see: https://childcaredeserts.org/

Appendix F. Public Employment Hiring Practices

Application and Hiring Practices

Appendix F examines and compares the City of Tacoma's application and hiring practices to other municipalities through the lens of equity and inclusion. It also offers best practice recommendations to address potential disadvantages in the City's current practices.

Review of the City of Tacoma's hiring process. When a classified position opens (and is not a "promotional" list, (1) an HR analyst creates a job posting detailing required and desired qualifications (an exam must be included) and the position is advertised; (2) analysts evaluate scored applications and compile a ranked eligibility list; (3) the ranked eligibility list of candidates is shared with the hiring department manager; (4) the top ten ranks of candidates are interviewed; and (5) a final candidate is selected and offered the position. Appointed and sworn positions follow a different process.

The City's processes are similar to other public agencies in terms of post creation, use of eligibility lists and advancement bands (sometimes called, "rules"). Unique to the City is that classified positions are typically posted on the municipal job site once per year. Most agencies post positions on an as-needed basis, which depend on the requirements and budget of the hiring department. As one example, the City of Milwaukee usually posts the "City Laborer" position three times per year, but only posts managerial positions as they become open.

Disadvantages to the City's process. To improve current processes, it is necessary to first examine possible disadvantages of current City practices. Figure F-1 displays some of these drawbacks.

Figure F-1.
Disadvantages of the City of Tacoma's current hiring practices

1. Once-a-year posting benefits applicants who are "in the know" and/or have social connections in the City, as they likely have advance notice of the position and processes. It disadvantages those without connections.

2. Bands of advancement may exclude applicants who, upon deeper review, hold unquantifiable skills and experience that make them the best candidate.

3. Short application windows or specific posting times may be perceived by those outside of the City as positions with pre-selected candidates, and the posting was done as a formality rather than to actually seek out applicants.

4. If improperly deidentified, eligibility lists may contain applicant information (e.g., name, address, name of school, telephone number, etc.) that can cause implicit and unconscious bias during the application evaluation process.

Sources: Keen Independent Research; Pew Research. (2018, June). Hiring and Employment in Philadelphia City Government. Retrieved on Dec. 14, 2020, from https://www.pewtrusts.org/-/media/assets/2018/06/hiring_and_employment_in_philadelphia_city_government_report.pdf; Shaikh, Z. (2019) Exploring Civil Service Eligibility List De-Identification Practices Among Large U.S. Cities. Master's thesis. San Jose, California: San Jose State University.

Average time to fill public positions. A 2018 Pew Research study found that public sector hiring is stymied by internal bureaucracy and limited availability of civil service exams (i.e., exam time and location).

Representatives from the City of Tacoma have voiced concerns over this issue, as superior candidates have been lost to other employers due to the extended time it takes to complete the hiring process. Consequently, not only is potential workforce talent lost, but so are the energy and resources of HR analysts.[1]

The time it takes municipalities to post a position and hire a candidate can range from 49 to 360 days. On average:

1. The City of Berkeley takes between 49 to 63 days;
2. The City of Portland takes 77 days;
3. The City of San Francisco takes 120 days; and
4. The City of Philadelphia takes 360 days.

Hiring best practices. Figure F-2 displays hiring practices from other public agencies that may address and improve the City's current process, as well as combat future biases and discrimination in hiring.

Figure F-2.
Examples of hiring practices from other public agencies

1. Deidentify names, addresses, school names, phone numbers and any additional information on eligibility lists that may lead to stereotyping.

2. Increase the number of candidates included in "bands" of advancement.

3. Vary civil service exam and interview times and locations, and allow for flexible scheduling.

4. Recalibrate candidate ranking systems to include volunteer work and experience.

5. Extend the application window period for once-a-year job advertisements to give applicants more time to respond.

6. Increase the transparency of the hiring process by publicizing once-a-year posting practices on the City of Tacoma Job Hub site.

7. Educate and remind staff involving in hiring of the need for impartiality, as well as the effects of implicit bias.

Source: Keen Independent Research.

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[1] Pew Research. (2018, June). Hiring and Employment in Philadelphia City Government. Retrieved on Dec. 14, 2020, from https://www.pewtrusts.org/-/media/assets/2018/06/hiring_and_employment_in_philadelphia_city_government_report.pdf

Appendix F. Public Employment Hiring Practices

Ad-Hoc Written Civil Service Exams

Most public agencies use civil service exams to determine the competitiveness and hireability of external applicants or internal candidates for promotion. Exams may be physical, skills-based (e.g., typing), oral (via interviews) and/or written. This section examines the use of written exams during the hiring processes, as well as if exams have disproportionate negative effects on people of color and/or women.

Development of written exams. Most public entities develop written exams on an ad hoc basis. Individuals in charge of test creation can be:

1. Subject matter experts;
2. Hiring department managers;
3. Assessment center personnel; and/or
4. HR analysts.

These individuals often collaborate to develop exams, generating new tests from existing ones.

Use of written exams by other local governments. Public entities vary in the way they use written exams, as well as the weight ascribed to exam scores in the candidate ranking process.

Some agencies adhere to a strict usage of civil service exams in all applicable positions, while others are transitioning away from tests towards an emphasis on interviews, experience and education.

How often exams are updated to reflect the changing realities of a position or department is another consideration in the use of exams. Entities may use old, poorly written exams that do not test the actual knowledge needed to succeed in a position, and/or lack quality control reviews of exams.[2] Figure F-3 provides four examples of different public sector approaches to written exams, as well as how entities update (or fail to update) exams.

Figure F-3.
Portion of written exam from Portland Public Schools' Custodian Civil Service Board
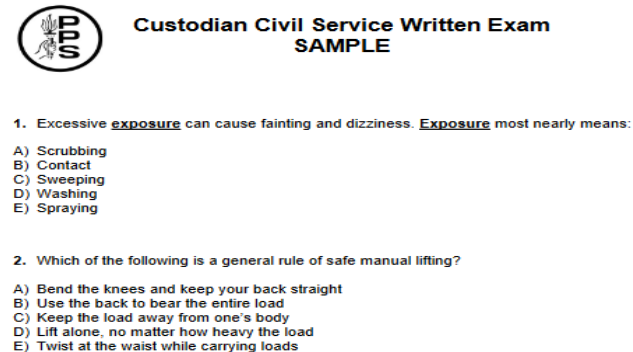
Source: Portland Public Schools. (n.d.) Sample Exam. *Custodial Civil Service Board.* Retrieved Dec. 14, from https://www.pps.net/cms/lib/OR01913224/Centricity/Domain/180/CCSB_ Written_ Exam_SAMPLE.pdf

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[2] Pew Research. (2018, June). Hiring and Employment in Philadelphia City Government. Retrieved on Dec. 14, 2020, from https://www.pewtrusts.org/-/media/assets /2018/06/hiring_and_employment_in_philadelphia_city_government_report.pdf

Disparate effects of exams on people of color and/or women. Waning use of exams and outdated content indicate possible issues within the civil service exam system. Adding to this are research findings that suggest standardized written exams (including College Board's SAT and ACT), contain elements that negatively and disproportionately affect people of color and low socioeconomic status test takers.[3]

While civil service exams are not direct equivalents to tests like the SAT or ACT, studies have found that the same disparities that impact standardized exams do so to civil service exams, as the same social structures influence both exams. For example, a study by the Rand Institute of written tests used by the San Diego Police Department (SDPD) found culturally biased questions.[4] Exams, like SDPD's, have been found to underestimate how well candidates of a biased group may perform in the future, and ultimately result in an uneven playing field and decreased recruitment of diverse candidates.

Younger individuals and junior employees also may be disproportionally affected when tests are not regularly updated. Those unfamiliar with old jargon, software or operations asked about in outdated exams are consequently negatively and disproportionately impacted.[5]

Figure F-4.
Public sector approaches to written exams

1. City of Milwaukee, Wisconsin	The need for a written exam is assessed during the creation of the job posting. If an exam is necessary, previous exams for the position are reviewed and updated (if needed). If an exam is not required, a review committee ranks redacted applications based on skills and education. Austin, Texas also uses this approach.
2. City of Louisville, Kentucky	Required written exams are becoming less frequent overall, with no exam components for highly technical positions. Ranking is instead based on training and experience. HR administrators also can waive exam requirements for (non-sworn) positions that receive < 4 qualified applicants.
3. Commonwealth of Pennsylvania	Written exams are incorporated into the online job application process, speeding up hiring and resulting in a three-fold increase of applications.
4. City of Phoenix, Arizona	Statistical analyses is used to assess an exam's ability to predict successful workers in each position. Weight given to exams during the candidate ranking is then adjusted. This has resulted in the expansion of interviews and decreased use of written exams. Similar approaches are used in cities such as Dallas, Houston, Indianapolis and Jacksonville.

Sources: Keen Independent Research; Pew Research. (2018). Hiring and Employment in Philadelphia City Government. Retrieved on Dec. 14, 2020, from https://www.pewtrusts.org/-/media/assets /2018/06/hiring_and_employment_in_philadelphia_city_government_report.pdf ; Ramsey, M. (2020). Hiring Challenges Confront Public-Sector Employers. SHRM. Retrieved Jan. 6, 2021, from https://www.shrm.org/hr-today/news/all-things-work/pages/hiring-challenges-confront-public-sector-employers.aspx; City of Milwaukee. (2020). Workforce Equity Summary and Strategy Recommendations. Department of Employee Relations.

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[3] Jaschik, S. (2010, June 21). New Evidence of Racial Bias on SAT. *Inside Higher Education.* Retrieved on Dec. 14, 2020, from https://www.insidehighered.com/news/2010/06/21/new-evidence-racial-bias-sat

[4] Matthies, C., Keller, K. & Lim, N. (2012). Identifying Barriers to Diversity in Law Enforcement Agencies. *Rand center on Quality Policing.* Occasional paper.

[5] Keen Independent Focus Group Data.

Retention of Diverse Employees

Many times the bulk of an organization's diversity efforts are focused on recruitment strategies to increase the demographic expanse of their workforce. But once an organization hires diverse employees, how do they retain them? This section highlights potential causes of diverse employee attrition, as well as evidence-based methods to retain these employees.

Possible causes of diverse employee attrition. There are numerous reasons why employees leave an organization. Figure F-5 displays some possible causes behind the attrition of women and employees of color.

Impact of COVID-19 on employee retention. The practices discussed in this appendix should be tailored to fit the conditions of each unique workplace and its employees, as well as the realities of current social and national events, such as the COVID-19 pandemic.

Employee attrition, particularly of women, has increased nationally during the COVID-19 pandemic. Women's professional workloads are compounded by at-home obligations, such as household chores, caregiving and home schooling. Women's attrition is especially apparent in working mothers, who have been found to be twice as likely as working fathers to spend more than five hours a day on household responsibilities.[6]

Therefore, employers such as the City should be aware of the strain the pandemic has placed on the shoulders of women and parents, and might consider providing flexibility for employees during these unique circumstances.

Figure F-5.
Possible causes of employee attrition in public sector jobs

1. **More competitive wages in private sector.** Employees may be attracted to the private sector by better wages, benefits and job perks.

2. **Feeling underappreciated or undervalued.** Minorities and women might be relegated to "housekeeping" activities, such as arranging office events or administrative tasks, more often than men and non-minority employees. These activities do not lead to organizational advancement and contrast with the high profile, client-facing activities that men and white employees are assigned. This can result in minorities and women feeling unrecognized and undervalued, and may lead them to attrition.

3. **Public employment as a "stepping stone."** Employees may view public employment as a professional "stepping stone" to gain experience and skills for employment elsewhere.

4. **Unfair or disparate treatment.** Minorities and women may perceive unfairness in a workplace that lacks transparent practices, has biased management strategies and/or pay inequity. Attrition is likely if these issues are not addressed and remedied.

Source: Keen Independent Research; Keen Independent Focus Group Data; Stephens, N., Rivera, L. & Townsend, S. (n.d.) What Works to Increase Diversity? A multi-level approach. Retrieved on Dec. 14, 2020, from https://www.nicolemstephens. com/uploads/ 3/9/5/9/39596235/ stephensriveratownsend_robsubmission_8-28.pdf

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[6] McKinsey and LeanIn.org. (2020, September 30). Women in the Workplace 2020. Retrieved on Dec. 14, 2020, from https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace#

Current regional retention actions. The following are examples of workforce investment actions from governments in the Pacific Northwest developed to address diversity retention. The effectiveness of these measures is yet to be determined; however, they provide insight into how other local governments are currently approaching diversity retention.

The Affirmative Action Program at the City of Portland. The City of Portland's Affirmative Action Program (AAP) is an ongoing planning mechanism that requires each bureau plan and benchmark diversity and inclusion initiatives (from recruitment to retention) over four-year periods.[7] The AAP acts as a guide and accountability measure. Some of the retention initiatives stated in the 2018-2022 Plan Strategies are:

- Open career development and training to all employees seeking advancement.

- Provide employees the option to try out different job positions via temporary assignments and educational opportunities to help employees envision a future of new possibilities at the City.

- Assess the structure and make up of inclusion committees to increase participation of underrepresented groups in committee-run organizational improvement efforts.

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[7] City of Portland. (2018). Action Strategies. *Bureau Affirmative Action Strategies.* Retrieved on Dec. 16, 2020, from https://www.portlandoregon.gov/bhr/article/679723

Appendix F. Public Employment Hiring Practices

Seattle's Workforce Investment Strategies. In 2020, the City of Seattle initiated the implementation of several equity actions. One of the most notable initiatives was the extension of paid parent, family care and sick leave by four weeks. The City explained that more paid leave "create[s] a more inclusive policy and acknowledge[s] that family-care obligations often fall to women and particularly, women of color."

The City of Seattle also implemented the following workforce investment strategies:

1. Employment pathways;
2. Increased access to training;
3. Leadership development; and
4. Improved access to flexible scheduling.[8]

Evidenced-based methods to retain diverse employees. There are several ways organizations can improve retention of diverse employees. Figure F-6 offers some methods.

Figure F-6.
Evidence-based methods to retain diverse employees

1. Invest in leadership development, access to education and employment pathways.

2. Ensure that minorities and women are in visible leadership positions and publicize their accomplishments.

3. Get to know minority and women employees through one-on-one discussions.

4. Break down organizational silos and encourage inter-organizational teams, events and informal meetings.

5. Extend paid parent, family care and sick leave benefits for full-time employees.

6. Ensure fairness and transparency in promotion processes.

7. Regularly assess workplace culture for bias and exclusivity.

8. Create, promote and expand employee wellness programs.

9. Allow rotating assignments and alternative work assignments.

10. Recruit diverse employees via inside sources who have pre-established social connections within the organization.

Source: Keen Independent Research.

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[8]City of Seattle. (2020, March). 2020 Workforce Equity Update Report. *Seattle Department of Human Resources*. Retrieved on Dec. 16, 2020, from

https://www.seattle.gov/Documents/Departments/HumanResources/Workforce%20Equity/2020%20WFE%20Update%20Report%20v1%20Final.pdf

Succession Planning and Promotion

Biases and disparate treatment may arise during succession planning and promotions, which can then impact employee satisfaction and retention. This section provides an overview of succession and promotion in the public sector, possible biases to consider best practices to prevent inequality and inequity during this employment process.

Generally, succession and promotion fall into two categories:

- Contest mobility, when candidates are competitively placed against one another to seek out the most qualified individual.

- Sponsored mobility, when a candidate is "sponsored" by the leaving/retiring employee and is the primary (sometimes only) candidate groomed for the position.

Most public entities use a combination of both approaches. Sponsored mobility has been found to reproduce social inequality, as people tend to sponsor those like them in gender, race/ethnicity and more. Additionally, because high status positions are often held by white men, white men successors are disproportionately sponsored into positions over people of color and women.[9]

Succession and promotion processes of other cities. To understand how other municipalities conduct succession and promotion — particularly of management positions — the following are snapshots of the cities of Milwaukee, Wisconsin, which employs roughly 7,800 individuals and Plano, Texas, which employs about 3,200 individuals.

City of Milwaukee, Wisconsin. When an employee gives notice of intent to retire or leave, their supervisor works with an HR administrator to seek out potential candidates. This occurs in the following steps:

1. Approach the departing employee's second-in-command to assess interest. If interested, provide the individual with the needed training to develop him/her into the best candidate for the position.

2. If the successor is not interested, post the job position for 7 days on the internal City hiring forum and within the hiring department to inform all employees.

3. If no internal candidates arise, create and post the position for 21 days on the external hiring forum.

City of Plano, Texas. The City of Plano developed the Management Preparation Program of Plano (MP), a year-long, 300-hour leadership and management course.[10] To be considered for promotion a candidate must:

1. Qualify for the MP program by working >5 years with the City and passing the application process.

2. Complete the MP program.

3. Pass evaluation by the Management Preparation Assessment Team.

4. Attain promotion after a position opens within the department.

The City of Seattle has a similar system: Formal Upward Mobility Programs.

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[9] Myung, J. Loeb, S. & Horng, E. (2011). Tapping the principal pipeline. *Educational Administration Quarterly,* 47(5): 695-727.

[10] Jarrell, K. & Pewitt, K. (2007). Succession Planning in Government. *Review of Public Personnel Administration* 27(3):297-309.

Potential biases and barriers during succession and promotion.
There are several ways barriers arise during the succession and promotion process. (Appendix E, for example, shows disparities in promotions of women to Sergeant at the Tacoma Police Department because relatively few eligible women applied for promotion.)

"Heir-apparent" syndrome. It is common for agencies that utilize sponsored mobility to automatically promote the "heir-apparent," employees who are perceived as the "next in line," without consideration of other candidates. This process may be perceived as unfair as it can make employees feel underappreciated and diminish the credibility of the promotion process.[11] Some organizations refrain from relying on the "heir-apparent" method, and instead promote contest mobility.

Lack of honest feedback. Candidates who are not promoted do not always receive prompt and honest feedback on (1) why they were not selected, (2) what professional areas should be developed and (3) the promotion process and future opportunities.[12] This lack of transparency and attention may cause some to feel the process is unfair. In some organizations, HR or hiring managers routinely meet with unsuccessful candidates to provide explanations and recommendations.

Poor management preparedness. By definition, successful succession planning requires "planning." This is particularly true for municipalities that encourage leadership development. Successful organizations provide HR departments with adequate staffing and resources to undertake such planning and promotion of leadership development, especially to prepare generational workforce changes from the retirement of the Baby Boomer generation.

Failure to broadly advertise promotion opportunities. Some organizations fail to share promotion opportunities with all employees, opting for sponsored mobility or the publicization to a select group of individuals. This can exclude employees who have key skills and training that a hiring manager may not recognize.

Therefore, promotion opportunities should be shared with all employees (competitive or not) in an accessible manner. Job description, qualifications and HR contact information (in case questions arise) should be clearly identified in these advertisements so that interested parties have the tools needed to be competitive.[13]

Reliance on self-nomination. Some organizations rely on employee self-nomination to identify candidates for promotion. However, this method is biased against certain personality types and cultures: (1) introverted individuals; (2) those without established professional connections who may not feel comfortable nominating themselves; and (3) individuals with cultural backgrounds that prize modesty, such as some East Asian cultures. These types of employees are less likely to self-nominate even if they are highly qualified and appropriate. Consequently, some organizations attempt to reach out to all qualified candidates within a department, and not solely rely on self-nomination.

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[11] Wilkerson, B. (2007). Effective Succession Planning in the Public Sector. *Watson Wyatt Worldwide.* Retrieved on Dec. 15, 2020, from http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.538.9397&rep=rep1&type=pdf

[12] IBID.

[13] Carriere, B., Muise, M., Cummings, G. & Newburn-Cook, C. (2009). Healthcare succession planning: An integrative review. *The Journal of Nursing Administration,* 39(12): 548-555.

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Manipulation of promotion criteria. Promotion criteria can be manipulated by managers and HR administrators to match a desired candidate. For example, seniority may be set aside for less quantifiable soft skills to advance one candidate over another. To prevent this, promotion should be based on clear, quantifiable standards that cannot be manipulated.[14]

Successful succession planning and promotion. Fair succession planning and promotion:

- Provides job security to employees;

- Creates a positive career attitude in the workplace; and

- Mitigates turnover and increase retention.[15]

Promotions and succession best practices. The following figure outlines best practices used by public entities to ensure fair succession and promotion processes.

Figure F-7.
Succession and promotion best practices

1. Use promotion criteria that cannot be manipulated.

2. Publicize promotion opportunities to all employees.

3. Consider all qualifying employees, as well as multiple final candidates.

4. Do not use self-nomination.

5. Create and use formal employee promotion training programs, when possible.

6. Fund employee promotion training programs through HR to ensure adequate attention and resources are allocated.

7. Formalize succession and promotion processes in HR policy.

8. Provide honest and prompt feedback to candidates who are not promoted.

Source: Keen Independent Research.

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[14] Byron, R. (2010). Discrimination, Complexity, and the Public/Private Sector Question. *Work and Occupations* 37(4): 435-475.

[15] Ali, Z & Mehreen, A. (2019). Understanding Succession Planning as a Combating Strategy for Turnover Intentions. *Journal of Advances in Management Research* 16(2): 216-233.

Encouraging Employees to Bring "Whole Self" to Work

It is common for workers of color to feel inhibited in the workplace, unable to be their "whole self" with colleagues and feeling the need to self-censor. This is because in addition to the daily rigors of work, people of color face and must overcome unique difficulties that their white counterparts do not. For example, equity think tank Coqual (formerly the Center for Work-Life Policy) conducted a representative survey of roughly 4,000 college-educated adults in 2012 and found that 33 percent of African American and Hispanic employees and 45 percent of Asian employees felt the "need to compromise their authenticity" and conform to the organization's "demeanor or style."[16]

This is exacerbated by many people of color sensing that they do not have real opportunities for organizational advancement. For instance, the survey cited above found 22 percent of Hispanic, 33 percent of African American and 29 percent of Asian American employees report that a minority would "never get a top position at my company."[17]

Women often also feel inhibited in the workplace, particularly in male-dominated senior-level management positions and technical and trade departments (e.g., IT and utilities). A study by McKinsey and Lean In in 2020 found that because women stand out in these spaces — becoming the "odd woman out" — women may feel:

- Unfairly scrutinized;

- Held to a double standard;

- High pressure to perform;

- Excluded from the work group; and

- On guard.

Consequently, women in these spaces are 1.5 times more likely than included women employees to consider leaving the organization.[18]

The rest of this section details the effects of not feeling comfortable bringing the "whole self" to work, and how organizations can address this issue to create a more open and inclusive atmosphere for all employees.

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[16] Winters, M. (2014). Chapter 7: From Diversity to Inclusion. *Diversity at Work: The Practice of Inclusion*, ed. B. Ferman and B. Deane. Hoboken, NJ: Wiley.
[17] IBID.

[18] McKinsey and LeanIn.org. (2020, September 30). Women in the Workplace 2020. Retrieved on Dec. 14, 2020, from https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace#

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Common shared experience. The shared sense of discomfort among workers of color is due to centuries of structural and interpersonal discrimination (e.g., racism, sexism and anti-LGBTQ discrimination) and current practices in the public and private sector that highlight differences among employees rather than bridge them. For example, many workers of color, women and LGBTQ members find themselves tokenized and required to shoulder additional burdens in the workplace.

Tokenization comes in two main forms, as displayed in Figure F-8.

Consequences of not being able to bring "whole self" to work.
Workers of color who do not feel comfortable bringing their "whole" or "true" self at work may also:

- Feel less organizational and interpersonal support;

- Be less engaged with their occupation and coworkers;

- Be less committed to their job and employer;

- Feel that their job is unimportant; and

- Seek out (or perceive) fewer opportunities to learn and grow within an organization.[19]

Ultimately, these employees are more likely to leave the organization.

Figure F-8.
Tokenization in the workplace

"Onlys." Intersectional minorities often find they are the "onlys" in their department. As a result, they perceive more scrutiny and microaggression than if the workplace included others like them. This is especially true for African American women. Research has found that they are consistently the most scrutinized employees in the public and private sector, and are placed under extreme pressures to perform.

Token cultural ambassadors. When there are few minorities in the workplace, minorities may feel like cultural ambassadors (i.e., their actions become direct reflections of their racial, ethnic, religious, sexual and/or gender identity group). They then monitor their behavior out of fear of damage to their group image. This pressure is increased by the fact that minorities tend to be heavily relied upon during organizational diversity initiatives (e.g., diversity task forces or Employee Resource Groups). These requirements to "perform" may cause some to feel inauthentic as they suppress their "whole" or "true" self and conform to workplace pressures to act as cultural ambassadors.

Sources: McKinsey and LeanIn.org. (2020, September 30). Women in the Workplace 2020. Retrieved on Dec. 14, 2020, from https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace#; Morgan, L., & Mayo, A. J. (2019, Nov. 14). Toward a Racially Just Workplace. Retrieved on Dec. 14, 2020, from https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace.

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[19] Morgan, L., & Mayo, A. J. (2019, Nov. 14). Toward a Racially Just Workplace. Retrieved on Dec. 14, 2020, from https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace

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Ways to encourage the "whole self" at work. The following figure outlines good practices to encourage employees of all backgrounds and identities to bring their "whole self" to work.

It is important to note that people of color and women could be encouraged to participate in the initiatives shown in Figure F-9, however they should not be required. Employees should have the autonomy to decide if they want to participate. Required participation may backfire on an organization and intensify perceptions of tokenism and repression.

Figure F-9.
Ways to encourage employee authenticity

1. Prompt intergroup contact	Cross-department contact and friendships have been found to widen social networks, decrease anxiety related to coworker interactions and reduce workforce stereotypes and prejudices.
2. Offer alternative work arrangements (AWAs)	Traditional work schedules are based on patriarchal models of healthy families. They do not account for non-traditional family units, health issues and/or caretaking. AWAs can provide employees with non-traditional families or obligations flexibility via work schedule; work location; telecommunting; and job sharing.
3. Address distinct barriers head-on	Organization-wide reforms are helpful, but not all employee issues are applicable to the entire organization. Thus, low-level supervisors should address individualized employee issues head-on.
4. Assess departmental customs, cultures and gatherings	Departmental gatherings and norms (e.g., weekly meetings, potlucks, birthday parties, and traditions) should be assessed for inclusivity and revised if needed.
5. Encourage mentorships between minorities	Mentorships between minority staff provide cultural and professional support resources to all involved.
6. Promote Employee Resource Groups and Employee Network Groups	Employee groups increase social interaction, broaden employee networks, and decrease feelings of social isolation.
7. Provide a seat at the table	Ensure diverse staff are physically included in workspaces and gatherings (e.g., meetings). Inclusion should entail equitable "seats" at the same "table" as their white and/or male coworkers.

Source: Keen Independent Research.

Diversity Pipelines for Specific Jobs

Staffing is a key component of diversity and inclusion efforts.[20] The many approaches to recruit diverse candidates for specific jobs include targeted recruiting, emphasis on people or color and/or women, and recruiting from nontraditional avenues. This section will provide an overview of pipeline development strategies applicable to the City of Tacoma's population, workforce and current practices.

Examples from local governments. Governments utilize many strategies to reach diverse candidates. Many of these strategies include a training component, as entities have found some targeted populations lack the skills required to be competitive. Internships, apprenticeship programs and diversity executive recruitment programs are examples of these.[21]

Figure F-10 provides examples of public sector outreach programs used to target specific populations for specific occupations.

Tacoma Public Utilities (TPU) had had similar apprenticeship programs as those discussed in Figure F-10, and include a Women in Trades initiative to seek out women candidates. The apprenticeships sponsored by TPU include training in electrical lines, wiring and metering, system power dispatching, water utility work as well as access to training with Tacoma Rail. While TPU does not guarantee employment upon apprenticeship completion, it has hired program participants in the past.[22]

Figure F-10.
Examples of pipeline initiatives and programs

City of Eugene's Young Women's Fire Camp	Eugene holds a no-cost Fire Camp for women aged 16 to 19. This annual week-long camp began in 2011, and encourages young women to pursue a firefighting career.
City of Portland's presence at minority bar associations	Portland advertises at local bar associations and encourages City counsel to join diverse law organizations, such as the Oregon State Bar's Diversity Section, the Oregon Hispanic Bar Association and the Oregon Women Lawyer's Association. Doing so promotes connections with minority candidates and increases the City's visibility as an employer in spaces of color.
City of Seattle's Women in the Trades	Seattle encourages women to consider futures in water pipe work, hydro-electric maintenance, machining cable slicing, utility construction work and sworn positions through the Women in the Trades apprenticeship program. This program provides paid full-time work, evening classes and guarantees employment after apprenticeship completion.
City and County of San Francisco's Bridge to Success	Through Bridge to Success, San Francisco provides training and national industry certification to participants in automotive technology, cement masonry, landscape maintenance, park ranging and stationary engineering. While San Francisco does not guarantee employment upon program completion, it has hired past participants.

Sources: City of Eugene. (2015). Affirmative Action Plan 2015/2017. Retrieved on Jan. 6, 2020, from https://www.eugene-or.gov/DocumentCenter/View/2396/City-of-Eugene-Affirmative-Action-Plan---20152017?bidId=; City of Portland. (2018). Action Strategies. *Bureau Affirmative Action Strategies.* Retrieved on Dec. 14, 2020, from https://www.portlandoregon.gov/bhr/article/679723; City of Seattle. (2020). Women in the Trades. *Office for Civil Rights.* Retrieved on Jan. 6, 2021, from http://www.seattle.gov/civilrights/what-we-do/gender-justice-project/what-we-do/workforce-equity/women-in-the-trades; City and County of San Francisco. (2020). "Bridge to Success." *Department of Human Resources.* Retrieved on Jan. 6, 2021, from https://sfdhr.org/apprenticeshipsf-bridge-to-success.

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[20] Newkirk, P. (2019). *Diversity, Inc: The Failed Promise of a Billion-Dollar Business* (1st ed.). Bold Type Books.

[21] National Academies of Sciences, Engineering, and Medicine 2001. *Practical Resources for Recruiting Minorites for Chief Executive Officers at Public Transportation Agencies.* Washington, DC. The National Academies Press. https://doi.org/10.17226/13324.

[22] Tacoma Public Utilities. (2020, Feb. 7). Women in Trades Open House. *City of Tacoma.* Retrieved on Jan. 7, 2021, from https://www.mytpu.org/wp-content/uploads/TPU-Women-in-Trades-Presentation.pdf

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Initiatives for persons with disabilities. Most government entities also have pipeline and hiring initiatives to effectively recruit persons with disabilities. Examples include:

- The City of Baltimore offers a "disability preference" during the applicant grading/ranking system similar to veteran preference.

- The City and County of San Francisco created the Access to City Employment program, which gives exemptions to qualified persons with disabilities for certain employment requirements, such as written exams, to increase hireability.

- The City of Portland has developed Project SEARCH, an outreach program for persons with intellectual or developmental disabilities. Project SEARCH provides internships with the Portland Bureau of Transportation, the City Fleet and the Bureau of Human Resources. Twenty percent of Project SEARCH interns go on to work with the City of Portland on a full-time basis.[23]

Potential pipeline initiatives and sites for the City of Tacoma.
Figure F-11 outlines diversity pipeline initiatives used by public entities, as well as local outreach sites that may prove fruitful for the City of Tacoma.

Figure F-11.
Targeted pipeline efforts

1. University/college outreach	Tacoma Community College; University of Puget Sound; Clover Park Technical College; University of Washington Tacoma; Renton Technical College; Seattle University; and Northwest Indian College.
2. Local and regional job fairs	Pierce County's JobFest; Puget Sound Naval Shipyard Fair; UW Tacoma's Career Fair Forecast; Tacoma Community Center Career Fair; and Veterans Resource Fair.
3. Local organizations	WorkSourceWA; Korean Women's Association; Tacoma Community House; Women's Resource Inc.; Asia Pacific Cultural Center; Tacoma Area Coalition of Individuals with Disabilities; and local tribal organizations, like the Puyallup Tribe of Indians.
4. Apprenticeship programs	Apprenticeship & Nontraditional Employment for Women (ANEW) program; City of Seattle's Women in the Trades program; and City of Eugene's Young Women's Fire Camp.
5. Non-English language job announcements on multi-cultural platforms	KKMO (1360 AM) Spanish-language radio; KXPA (1540 AM) multi-language radio station; Seattle Chinese Times newspaper; Salaxey TV a Somali television program; Fil Am Chronicle newspaper; and Andenet TV an Ethiopian television program.
6. Veterans organizations	Veterans Affairs; Hiring Our Heros; RecruitMilitary; Pierce County Veterans Service Office; UW Tacoma Veteran and Military Resource Center; Nine9Line; and Lean In Women Veterans Tacoma.
7. Disabled peoples programs	City of Portland's Project SEARCH; City and County of San Francisco's Access to City Employment program; and disability preference grading.

Source: Keen Independent Research.

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[23] City of Portland. (2019). City of Portland Workforce Survey: Disability and veteran status. Retrieved on Dec. 14, 2020, from https://www.portlandoregon.gov/bhr/article/744426

Employee Resource Groups and Employee Network Groups

Employee Resource Groups (ERGs) and Employee Network Groups (ENGs) are tools used by public and private organizations to increase inclusivity and social connections within the workforce.

Defining ERGs and ENGs. ERGs and ENGs are groups where employees meet regularly to build relationships, increase diversity awareness, discuss issues and push forward group goals. They are typically supported with funding and encouragement from leadership, and members are occasionally provided time allowances to participate.

Organizationally, ERGs and ENGs are different:

- ERGs are formal employee groups created typically with a diversity and inclusion mission statement in mind.

- ENGs, sometimes called, "Affinity Groups," are self-organized groups of employees whose informal creation results in diversity, inclusion and equity in the workplace.

Employee groups are not always founded on demographic characteristics (e.g., race, gender, sexual orientation, etc.). Research indicates that, ideally, not all groups should be formed along specific characteristics, as this can lead to employee perception that the employer (a) only values certain employees with certain characteristics and/or (b) does not understand the intersectionality of its employees.[24]

Figure F-12.
City of Memphis Employee Resource Groups

Source: City of Memphis. (n.d.). Employee Resource Groups. Retrieved on Jan. 6, 2021, from http://memphis.hosted.civiclive.com/government/careers/diversity_and_inclusion/employee_resource_groups.

Therefore, entities could encourage some employee groups be formed along shared interests (e.g., environmental sustainability), life stages (e.g., new hires), family characteristics (e.g., working parents) and more.[25] Figure F-12 above displays intersectional ERGs at the City of Memphis.

[24] Alonso, A. (2020, Nov. 20). Creating New Opportunities for People of Color. *Society for Human Resource Management*. Retrieved on Dec. 11, 2020, from https://www.shrm.org/hr-today/news/hr-magazine/winter2020/pages/creating-new-opportunities-for-people-of-color.aspx

[25] Rolf, S., Welbourne, T. & Schlachter, S. (2016). Leading Sustainable Global Change from Within: The case of environmental Employee Resource Groups. *Employment Relations Today*. doi:10.1002/ert.21564

Advantages of employee groups. ERGs and ENGs provide workplaces with following benefits:

- Groups signal to employees that their organization values diversity;[26]

- Meetings act as safe and welcoming spaces for participants;

- Meetings expose employees to varied perspectives;

- Individuals who participate perceive more social support than those who do not participate;[27]

- Meetings act as sites for individuals to find and identify colleagues who share interests or characteristics;[28]

- Group members can provide feedback and insight to leadership, particularly on topics of employee relations;

- HR can utilize employee groups for outreach and recruitment;

- Groups can be used as forums for employee training and professionalization;

- Groups that highlight people of color and/or women increase organizational ability to recruit and retain employees of color and women;

- Meetings encourage information exchange and hone collective voices; and

- Groups can be formed in cooperation with one another to achieve broader organizational goals.

Figure F-13.
Example of ERG event from the City of Boston

Source: City of Boston. (2019). LGBTQ+ In Public Service Panel. Retrieved on Jan. 6, 2021, from bit.ly/LGBTQinService.

Workers who participate in ERGs and ENGs often perceive more social support, feel a greater sense of community and have the ability through group consensus to make recommendations to leadership on organizational matters, including diversity and inclusion. Ultimately, ERGs and ENGs have been found to boost employee morale, overall workplace belonging and an organization's ability to retain diverse workforces.

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[26] Rolf, S., Welbourne, T. & Schlachter, S. (2016). Leading Sustainable Global Change from Within: The case of environmental Employee Resource Groups. *Employment Relations Today*. doi:10.1002/ert.21564

[27] Nunez, A. (2019). Participation in Employee Resource Groups and Job Satisfaction at a Global Investment Company. Master's Thesis. Sacramento, CA: California State University, Sacramento.

[28] IBID.

ERG and ENG best practices. Figure F-14 details evidence-based strategies for employee groups.

Additional considerations. ERGs and ENGs bring significant advantages to a workplace, however, it is important to note potential disadvantages:

- Individuals who do not match the characteristics of employee groups (particularly white men) have been found to perceive these groups as unfair, particularly if groups receive funding;[29]

- Groups may decrease feelings of social isolation, but do not cure them;[30]

- Those who perpetuate stereotypes and discrimination typically do not participate in employee groups, therefore groups cannot address these problematic employees;[31] and

- ERGs and ENGs do not have a significant effect on general patterns of social interaction within the workplace.[32]

Figure F-14.
Employee group strategies

1. Endorse participation across all departments	All employees should be encouraged to join groups, so staff are exposed to the varied perspectives and lived experiences of coworkers.
2. Discourage combative or radical groups	Employees are less likely to join groups perceived as "too combative" or "too radical" out of fear that association may negatively affect relationships with non-members.
3. Encourage intersectional interest/characteristic groups	Intersectional groups (e.g., LGBTQ parents group) are more effective at creating inclusive cultures than single characteristic groups (e.g., Chinese American group).
4. Require formalized purpose, operations and goals	Groups should be formal organizations registered with HR. During registration, groups should explain goals, meeting frequency/location and organizational structure. Employers should share this information to all staff.
5. Provide time to achieve group goals	Groups should be given adequate time to achieve goals. However, allowing too much time creates groups that become social spaces rather than professional, incentivized organizations.
6. Motivate groups to challenge practices and provide insight	Groups should be motivated to challenge current practices and recommend solutions. Doing so boosts employee empowerment and organizational investment.
7. Require presentation of achievements and insights	Groups should present their achievements, recommendations and insights to leadership.
8. Provide protection from backlash	Groups should be protected from non-group member backlash and perceptions of unfairness.
9. Limit ally membership	Too many allies can lead to feelings of co-opting among minority members, therefore ally membership should not exceed that of minority members.

Source: Keen Independent Research.

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[29] Lambertz-Berndt, M. (2016). Communicating One's Identity in the Workplace and Affinity Groups Spaces. Dissertation. Milwaukee, WI: University of Wisconsin-Milwaukee.

[30] Annabi, H. & Tari, M. (2018). Are Women Affinity Groups Enough to Solve the Retention Problem of Women in the IT Workforce? *51st Hawaii International Conference on*

System Sciences. Retrieved Dec. 11, 2020, from http://128.171.57.22/bitstream/10125/50531/paper0644.pdf

[31] IBID.

[32] Beaver, G. (2018). Individual Outcomes of Employee Resource Group Membership. Dissertation. Minneapolis, MN: University of Minnesota.

Appendix F. Public Employment Hiring Practices

Case Study: City of Portland and City of Seattle

Figure F-15 examines how the practices of the City of Portland and the City of Seattle resemble or contrast with those of the City of Tacoma.

Figure F-15.

Comparison of City of Portland and City of Seattle practices

	Public employment hiring practices							
	Targeted recruitment		**Hiring practices**			**Employee retention and promotion**		
	Programs	**Locations**	**Process similar to City of Tacoma?**	**Application window period**	**Number of candidates advanced from eligibility list**	**Promotion process**	**Employee development programs**	**Encourages employee groups?**
City of Portland	Project SEARCH; Work-Study programs; City internships with the Police Bureau, Water Bureau, City Attorney's Office, Bureau of Environmental Services and Parks and Recreation; and the Water Bureau Apprenticeship program	Professional organizations; ethnic and cultural groups; universities and colleges; tribal groups; and workforce development organizations	Yes, although positions are posted on an as-needed basis every Monday rather than once-a-year	14 days	Varies by bureau	A position is posted on the internal hiring forum. Applications are only considered if applicant is (1) regularly appointed; (2) within a certain designated class; and/or (3) with designated time in service.	Employees can seek training via the Bureau of Human Resource's CityLearner online training system. Mentorships are also facilitated by the Mentorship Program	Yes
City of Seattle	Women in Trades; apprenticeships offered at Seattle City Light and Seattle Public Utilities, Seattle Conservation Corps, Seattle Dept. of Transportation and Finance and Administrative Services; and internships offered in most departments	Career fairs; professional organizations, universities and colleges	Yes, although positions are posted on an as-needed basis rather than once-a-year	10 to 28 days	All passing scores	A notice of position is posted to the Opportunity for Advancement bulletin. Candidates apply directly to the hiring department. The hiring department's selected finalists are audited by the HR Director, who provides final approval	Employees can seek training via the Department of Human Resource's Workforce Development Unit, and the Learning and Development team. The City also offers the Emerging Leaders program and City Leadership Academy	Yes

Source: Keen Independent Research.

Appendix G. Qualitative Information from Focus Groups, Interviews and Other Sources

Appendix G introduces study team methodology for gathering anecdotal information and analyzing results. This appendix focuses on seven topics:

A. Introduction and methodology;

B. Definition of equity and fairness;

C. Factors that affect equity and fairness;

D. Employee challenges;

E. Barriers to achieving equity and fairness; and

F. Other input and recommendations.

A. Introduction and Methodology

The Keen Independent study collected qualitative information through focus groups, in-depth interviews and other employee comments. The study team conducted 12 in-person and/virtual focus groups with represented and non-represented employees as well as managers, members of the leadership team and remote workers working for the City of Tacoma. For anonymity, focus group comments are coded as "FG" followed by an assigned number (e.g., #FG-01, #FG-02, #FG-03, etc.).

Keen Independent gathered additional input through employee comments via the study website, the designated study telephone hotline and email address. These comments are identified as employee comments or "EC" (e.g., #EC-01, #EC-02, #EC-03, etc.).

In May 2021, the study team presented study results to staff, Directors and Superintendents, Civil Service Board, Joint Labor Committee and at a City Council/Utility Board study session and provided opportunity for public participation.

Keen Independent also collected insights through in-depth interviews (by phone or in person) with current and former employees. These comments are coded with an "I" (e.g., #I-01, #I-02, #I-03, etc.).

In addition to the six primary topics listed above, focus group participants, interviewees and others reported their experiences working for the City, obstacles the study team should be aware of and the types of culture and events that occur in the workplace that make employees feel unwelcomed, disrespected or disengaged.

B. Definition of Equity and Fairness

The Keen Independent study team asked participants to define equity and fairness. Employees and managers defined equity and fairness as (a) equal access and opportunity for all, (b) offering a leg up for disadvantaged groups, (c) applying an equality, "colorblind" approach and (d) leaving no person behind. Some enlisted an approach that resembles the tenets of affirmative action. Topics discussed include:

- Equal access and opportunity;
- Equality, colorblind; and
- Workforce that leaves no one behind.

Equal access and opportunity. For many focus group participants, equity involves access and opportunities. Some reported that candidates seeking employment and employees working for the City should have the same access to resources and opportunity to be successful no matter their race, ethnicity, gender, sexual orientation, gender identity, age or socioeconomic status. [e.g., #FG-01b, #FG-03a, #FG-03b, #FG-04c, #FG-06a, #FG-06b, #FG-06f, #FG-10a, #FG-11a, #FG-12b, #FG-12f, #I-03, #EC-12] For example:

- A woman of color reported, "Equity is ensuring that each person is afforded the same opportunity as the next person." She added, "There is no such thing as equality. We all strive for it, but it's not going to happen." She noted that to ensure that the workplace is equitable, the City needs to provide all employees have the same opportunity. [#FG-01a]

- Another woman of color commented that the City of Tacoma has a very diverse workforce. She added, "Everyone should have the same opportunities regardless of their background." [#FG-02d]

- A white woman reported that equity is making sure that everyone has equal opportunity for advancement and that everyone is treated fairly. [#FG-01d]

- A person of color reported that equity and fairness "boil down to opportunity and access." [#FG-06g]

Several reported that to realize equal access and opportunity those who are disadvantaged need to be offered a leg up. Examples follow:

- A person of color commented that he took the "Equity 101" training. He reported that the training used an analogy of three people looking over a fence to watch a baseball game, only one was short and had difficulty seeing over it. He commented that creating equity was like giving that individual a stool. He remarked that equity is giving someone in a less advantaged position the tools to succeed so that it is as if they are not at any disadvantage. [#FG-04a]

- One woman manager remarked that equity and fairness refer to making sure that race and marginalized aspects of people's identity do not impact whether they are hired, retained or promoted. [#FG-05a]

  She added that everyone should have the opportunity to be successful in the City. She noted that those in charge need to be conscious of the advantages and disadvantages that certain groups have. [#FG-05a]

- One participant reported that equity should be described as everyone being provided the individualized tools and opportunities they need to succeed. [#EC-12]

- One focus group participant stated that equity is "not diversity." She explained, "To me, equity is putting the resources in place to develop [individuals] and [help them] compete for positions and some people need more resources than others. That stands for retention as well." [#FG-09e]

  For the City, she added, achieving equity will require a redirection of resources and money to realize substantial change. [#FG-09e]

- A woman focus group participant stated, "For me equity doesn't mean that everyone is treated equal … it means that we ensure people who don't have the same resources or access to resources … get a seat at the table." [#FG-10d]

  She added, "We find ways to reach out to all groups, but in different ways depending on what that group of people need to be able to have that seat at the table." [#FG-10d]

- One woman focus group participant reported that equity is equal opportunity and recognizing that some people do not have the same access to opportunities. She added that if there is a disparity in opportunity, those who are disadvantaged need to be helped. [#FG-03f]

In contrast, one male interviewee reported that this vision of equity is "affirmative action" stating that affirmative action is "nothing but prejudice in my book because it's hiring people because of the color of their skin, their ethnicity." When asked what the City could do better, he replied, "Knock that crap off!" [#I-05]

Equality, colorblind. Some participants defined equity and fairness as everyone should be treated equally and meet the same high qualifications and accountability standards. [e.g., #FG-11b, #FG-12a, #FG-12d, #FG-12e, #FG-12h, #FG-12i, #I-06] For example:

- A woman stated that when hiring applications are completely redacted: "All we see is work … education history (no age, race or gender). It's basically a blind eye." [#FG-02f]

- One woman of color reported that equity in City employment means that employees can thrive in the work environment regardless of race, ethnicity or gender. A white woman stated that everyone's input should be equally valued and respected. [#FG-03g, #FG-01c]

- A white woman stated, "Equity means … equality all around. It doesn't matter what you look like or where you're from or how many years you've worked, if you have a Ph.D. … it should just be equal." [#FG-02c]

- One person of color described equity as equal pay/ process. A white manager reported, "Regardless of where you come from, if your qualifications match up, you have an equal chance to compete." [#FG-08e, #FG-06e]

- Another man reported that equity means that employment and pay are based on the difficulty and quality of the work an employee performs without regard to race, political party, religion, gender or relationships with other City employees. He added that all employees need to be held to the same standard of accountability for their actions on the job even when they are in management or related to the manager. [#EC-13]

Workforce that leaves no one behind. Some study participants reported that equity is defined as the City building a workforce inclusive of "different types" of people and the "unique attributes" that they have to offer with the goal of leaving no person behind and encouraging individuals to bring their "whole self" to work. Examples include:

■ One woman of color commented that equity means a workplace with visibly "different types of people." In contrast she said, "Going into my building and seeing … all white ladies and all of the chiefs are white guys." [#FG-07a]

■ A white woman reported that equity recognizes the "unique attributes" people have to offer. Another reported that equity means fairness and making sure the workforce reflects the communities the City serves. [#FG-03d, #FG-03e]

■ One focus group participant said, "We're out building public streets … we're out in the community and [community members] see [workers] that look like them … it makes them think that they can do this job too … other departments are trying to make the same [hiring] efforts we are … learning about equity … over the last few years." [#FG-09b]

■ A woman of color reported, "I have experienced an unspoken 'caste system' here." She explained that equity means that such a "caste system" should not exist in the City's hiring, promotion, mentoring and coaching. [#FG-03c]

■ One individual reported that LGBTQ+ and persons with disabilities are often "invisible, unseen and underrepresented" in equity discussions and can be silenced because of their fear of retaliation when speaking up. Another individual stated that discussions regarding "whole self" must be inclusive of persons identifying as LGBTQ+. [#PC-26, #PC-53]

Figure G-1.
Strong desire for a workforce that leaves no person behind
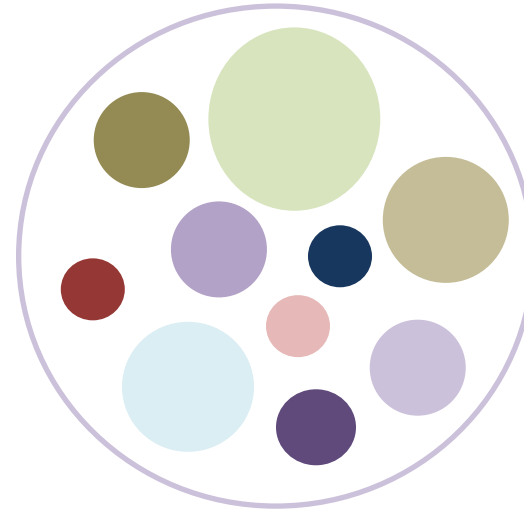
C. Factors that Affect Equity and Fairness

Participants reported on the factors or processes that have affected equity and fairness for employees of the City of Tacoma. Topics included:

- Reported actions the City is taking; and
- Other internal and external influences.

Reported actions the City is taking. Some reported positive initiatives impacting equity and fairness in the City's workforce; others described where there is opportunity for improvement.

Examples of reported positive actions the City is taking. Comments follow:

- A person of color applauded the City for its efforts with Continuous Improvement Advocacy (CIA). He added, "It helps engage employees to be happy within the workplace. [It] challenges you to help improve … it's a win-win for everyone." He noted, "One thing the City is doing well … they are hiring more minorities and females … I appreciated when I came here that there were a lot of Asians in my department. That made me feel good. I came from the County and it was not as diverse." [#FG-02b]

- One white manager reported that he believes diverse hiring at entry levels is a current practice that will impact leadership diversity down the road as many candidates are promoted from within the organization. He commented that his department recently lengthened the window of time a position is open from a few weeks to a month to help attract a more diverse pool of applicants. [#FG-05j]

- A white woman commented that Public Utilities is trying to change culture to end "bad habits." She added, "We are trying to foster a culture that is positive and that works for the younger generations. I feel overall positive that change is good. When the utility superintendent was selected, it felt like it changed the whole feeling of the building … there was a new atmosphere." [#FG-02c]

- One white woman manager reported that the City of Tacoma is doing a lot of equity work around race but not as much work regarding gender, sexual orientation or age. She added that her department has started to recognize that some of the minimum requirements they have are exclusionary and not inclusive of all groups. [#FG-05e]

- A woman focus group participant reported the creation of a pre-apprenticeship program in 2005 to bring women and people of color into the power utilities trades that focused on math and technical training. She noted that although 13 individuals were hired from the program, "I believe that the return on investment was not there, unfortunately. A lot of people either washed out or walked away." She added that only some went on to pass the apprenticeship program. [#FG-10c]

- Another woman focus group participant reported that there is a new person in charge of equity and advancement and that the process has been changing. She added that there appears to be different employees getting opportunities that they may not have had in the past. She noted that diversity was not a focus previously but now it seems to be more of a priority. [#FG-1]

Appendix G. Qualitative Information from Focus Groups, Interviews and Other Sources

Others identified inconsistencies in practices or other City actions that impact development of a more equitable workplace. Examples are:

- One woman stated, "Regarding hiring … there is a lot of talk about with equity, diversity and awareness, but it's not reflected in the hiring. In the gender awareness training we were taught to use gender pronouns in our email signatures, but on a job application, it only allows you to select male/female. This goes against our training." [#FG-07b]

- One woman of color reported that there is a mentorship program in the City but she has never met anyone that has participated in it. She commented that she only saw some record of this on the website. [#FG-04c]

- A white woman reported that her director has encouraged her employees to attend equity classes. She added, "One thing that will always be an uphill battle is seniority. I can't tell you how many times I've heard 'well we've always done it this way' … it's the culture." [#FG-02a]

- A woman of color reported that the City is quick to say that it wants to increase diversity, but she questions whether the recruitment is actually happening. She added that at her previous job, the agency targeted diverse communities and schools with large populations of students of color to help increase diversity. [#FG-01a]

- A female remote worksite employee reported that her department offers internships and job shadowing for local high school students and seasonal employees work alongside more experienced workers to help them learn on the job. Many other departments do not offer internships. [#FG-12i]

Some reported management as contributors to the difficulty the City has in building and retaining a diverse workforce. For example:

- One woman of color remarked that upper-level managers may say they are invested in promoting diversity but that they are not "walking the walk." Another woman said that supervisors are not equipped to deal with the variety of cultures at the workplace. [#FG-08b, #FG-01a]

- A woman of color reported that in the many years that she has worked for the City, she is the only African American woman that is working in her department. She added that she believes this is an indication that the City's efforts to achieve equity and inclusion are not successful. She noted that many minority linemen, for example, have left. She remarked that the equity policies the City has in place do not matter if the individuals in charge do not accept them. [#FG-01b]

- A woman of color commented that there is a difference between hiring people of color and retaining them. She added, "For example, there is a woman that has been here over 20 years and is not moving up. If she can't even do that, why would I even try? I think that would happen in all departments. That's what they don't see … if they're not affected by it, then they don't see it." [#FG-07a]

- One white woman focus group participant reported that her department attempted to have an "airing out session" that resulted in people verbally attacking one another and the loss of a good employee. She noted that management was present but did not know how to handle the growing frustration over inequities in the department. [#FG-03e]

Appendix G. Qualitative Information from Focus Groups, Interviews and Other Sources

Participants shared insights regarding training provided by the City of Tacoma. [e.g., #FG-01a, #FG-03b, #FG-12d, #FG-12h]
Some reported on training related to equity and inclusion, others described skills training and apprenticeship opportunities, for example:

- A manager of color reported that the "Equity 101" training is a good start but that it lacks implementation guidance. She noted that she is used to "navigating" a mostly male environment but that she is unsure of what her own biases are. She added that it is easier for her to understand the perspective of an employee who is a parent that needs to work from home from time to time to take care of children than it is for her to relate to someone who is "the sole breadwinner of a one-person household." [#FG-05b]

- Several others reported that that Equity 101 is a good start (an "eye opener") but that there is limited training in how it applies in day-to-day actions and staff management. For example, one woman of color reported that an "equity resource group" that can relate the topics from equity trainings to the work being performed by employees would be useful. Another individual stated that equity training needs to expand beyond "recognition of past transgressions." Others agreed that skills training in this area is a needed next step. [#FG-05c, #FG-03d, #FG-04e]

- One remote worksite employee reported that equity training is a part of orientation and that the training is dull and boring and "treats everyone like they're racist." [#FG-12a]

- A woman of color recommended expansion of the "Outward Mindset" class. [#FG-02d]

- A focus group participant reported that the budget for training per person at the city is $70. He added, "Three-quarters of our budget is spent on management training. Each department is different and has different budgets for training. I know we spend $6 million on training city-wide … but our biannual budget for training is $600,000. There is no real thought on how it is spent." [#FG-09g]

- One male remote worksite employee reported that he believes that internships are beneficial and that his department has tried to start an apprenticeship program multiple times, but it keeps getting shut down. He added that the program gains momentum in the beginning but that it gets shut down once "numbers are crunched" and the City realizes there is not enough turnover. [#I-06]

  The same participant reported that management does not do a good job of promoting training or encouraging the workforce to attend trainings and different programs that can help employees advance. He reported that the City offers a variety of trainings, but many employees are afraid to ask for time off to attend them. [#I-06]

  This remote worksite employee added that there are many opportunities for people to advance if they are willing to put in the extra work and complete the required schooling. He stated that he had to attend night classes to tailor his skills to his job and that he applied to his current job four times before getting hired. He noted that the City has a good tuition reimbursement program and that he is still taking classes to continue learning. [#I-06]

Appendix G. Qualitative Information from Focus Groups, Interviews and Other Sources

Other internal and external influences. The study team also asked focus group participants about positive or negative influences on equity and fairness in the workplace. [e.g., #FG-04c, #FG-04d, #FG-06d, #FG-07b, #I-02] For example:

Internal and external climate. Comments follow:

- A manager of color reported that it is beneficial to have discussions about equity and fairness but "we have to be careful how far we push it." He added that to be effective, it must be more than "checking a box" or meeting a "quota." [#FG-06i]

- One woman of color stated, "The climate of our community is a lot more sensitive … media and social media, it's brought a lot more things to light whereas ten years ago if someone was appointed to a position, it might not have been questioned or talked about as much. It's an observation of our climate and our workplace." [#FG-02e]

Unfairness in hiring, employee retention and dismissals. Some reported evidence of exclusive or inconsistent hiring practices, favoritism or double standards based on race and gender. Examples include:

- A white manager reported, "We [exclude people] all the time across the broad spectrum of jobs at the City. Even jobs classified as entry level have minimum qualifications that result in the applicant pool being reduced to only a handful of candidates." He added, "We're slicing off a huge section of the public that may be capable of doing the job." He noted that the City is trying to find more flexible ways to qualify people for a position but "we're not there yet." [#FG-05j]

- A white woman commented that it seems like certain hiring is inconsistent. She explained, "Sometimes there will be interview panels and multiple people involved and then other times there won't be a posting for a job, but then someone will be hired for that role." [#FG-02a]

- One person of color commented, "My position was appointed so I didn't have to do interviews, but they did anyway. I was talking to my boss after I was hired and she said, 'Technically I could have just picked you and that would have been it.'" He reported, "People get promoted based on … drinking the 'Kool-Aid.'" Another man remarked that there is a lot of favoritism, "friends and family" plan. [#FG-02b, #FG-08c]

- One focus group participant remarked, "One of my operators had a nephew that he wanted to get hired. The [uncle] works with him, mentors him and prepares him for the type of questions that are going to be on the civil service exam for this position and now he's at the top of the list because he's had help from a family member on the job." [#FG-09c]

- A woman group participant remarked that there is favoritism and that "if you're in, you're in and if you're out, you're out." She reported that there is racial bias, even greater gender bias and a double standard for both. [#FG-08f]

- A manager of color reported that the perception that "you have to know someone" to get hired by the City prevails, but over the past few years the "good ol' boy" mentality has begun to disappear. [#FG-06i]

- One man reported witnessing a woman office worker's position defunded. He added that the manager subsequently reworked the budget to hire a replacement once the dismissed woman filled out her paperwork to leave. He reported, "[She] was a very strong asset to the office … her dismissal occurred because her husband [who worked for the City] filed a grievance against the project manager." [EC-13]

- One former employee reported that discrimination and unfairness is "across the board' and affects everyone that is not a part of the favorable group. He added that racism exists and manifests itself through the attitudes of employees and the hiring practices. [#I-04]

  He noted that one African American employee was passed over for promotion numerous times and could not advance so he quit working for the City. He commented that "racial bias" plays a significant role in how people are treated at the City of Tacoma. [#I-04]

- A woman of color reported that when she was interviewing for another position with the City (and had to prepare a ten-minute presentation), she could tell that the interviewers already had someone else in mind and were interviewing just as a requirement. She noted that she was "condescendingly" told that it is nice to see office assistants try to branch out of their roles. [#FG-04c]

- A male focus group participant reported, "We get interns for accounting … our labor unions don't let an intern get represented work. We do the best we can … but that's one big problem … trying [to build the relationships needed] to connect with our local community." [#FG-09d]

- A woman of color reported that she and another woman of color have not been promoted although all of the white women they have trained have been. [#FG-08f]

Response to retirements in police and fire. One person of color reported that the City is facing a number of retirements that, if not acted on, will significantly reduce diversity among police and fire employees. This police officer commented that although there is diversity in his department's staff now, in two or three years, about 80 percent of the "diverse members" will retire. [#FG-08e]

He continued that there will be no sergeants, lieutenants and captains from underrepresented groups and that they need to make up for "time lost." He remarked that the City has always been run by white males and that this has not changed, but what has changed is that the issue has come more to the forefront. [#FG-08e]

D. Employee Challenges

The study team asked participants to comment on challenges specific to represented and non-represented employees. Topics discussed include:

- Culture;
- Hiring, testing and recruitment;
- Advancement; and
- Managers and supervisors.

Culture. Many reported on culture in the workplace and how it impacts employees. [e.g., #FG-12b, #FG-12d, #I-02, #I-03, #I-05, #EC-12] For example:

- A woman reported that inequitable practices negatively influence the culture of the workplace. She added that there is a general lack of awareness. She noted that her supervisor asked her, "What exactly is white privilege?" [#FG-01a]

- One white woman manager remarked that the culture of the workplace is always hard to change and that it must start from the top. She noted that the City should want an open, inviting culture and needs diversity to get there. [#FG-05g]

- A woman of color manager reported that she wants to work at a place where there isn't a "group norm" that she must conform to. She noted that the City has an issue with "packs" and people perpetuating exclusive cliques. [#FG-05d]

- A white woman manager knew of managers who are uncomfortable with equity-based questions. [#FG-06b]

- Another white woman manager reported that the challenge is changing the behaviors, assumptions and opinions that the majority white workforce has and that it is a challenge for people to recognize that a change is needed. She noted, "We consider ourselves pretty progressive … so people don't see how they are privileged or how interactions with people are influenced by upbringing." [#FG-05f]

- One woman of color reported a culture at the City designed to silence some individuals. She added that if a person sees inequities and speaks up, he or she is considered a "troublemaker." She has been told, for example, not to "cause drama." [#FG-08b]

- Another woman of color reported that the culture of her department is very "power driven" and that leadership shares this mindset; there is no variety in how people "look at things." She described it as a common "siloed" perspective amongst management. [#FG-03g]

- A person of color reported that when a white officer died in the line of duty, there was something special done for his family by fellow officers. He added that when they tried to do the same for an African American officer that also died in the line of duty, the union gave them a hard time and told them that they had to get permission first. [#FG-08e]

- One individual reported few "protections" for persons identifying as LGBTQ+ and indicated a need for the City to address this inequity. [#PC-26]

- A person of color reported that some African American staff started an affinity program within the office to try to increase diversity but that they were ridiculed. [#FG-08e]

- A manager of color reported that government entities are slow to change. He added that at TPU, many of the leaders are from an older generation that may not recognize the value of diversity. (He indicated that younger leaders are more innovative, open to change.) He said that there is a "caste-like" system with people "stuck" in a position. [#FG-06g]

- One white woman indicated that younger staff at the City could be tapped to facilitate positive, inclusive changes in culture. [#FG-04b]

- A remote worksite employee reported that things have been changing as the older generation has started to retire and more younger employees have entered the workforce. He added that there is an "older mentality" regarding how to treat people that is starting to change for the better. [#I-06]

Hiring, testing and recruitment. Some participants discussed the role hiring and testing plays in workplace equity and fairness. [e.g., #FG-02b, #FG-02d, #FG-03b, #FG-03c, #FG-04d, #FG-05g, #FG-06b, #FG-07b, #FG-07c, #FG-09a, #FG-09b, #FG-10b, #FG-10c, #I-02, #I-04, #EC-11] For example:

- A white woman stated, "Sometimes people are getting these jobs that weren't even posted … or 'I don't have to interview this person because they were my righthand person sort of thing." She added, "If you're not going to seriously consider me then don't waste your time and don't waste my time." [#FG-02c]

- One focus group participant reported that the street development job postings require the applicant to have a driver's license. He added that the workers are driven to job sites, so he does not understand why the city requires the worker to have a driver's license (this limits the pool). He added, "We have to get out of our old ways." [#FG-09b]

- A white manager reported that it is challenging to define the minimum qualifications correctly without excluding a large group of potential applicants. Another manager indicated that this is even more challenging with represented positions. A manager of color saw the need for transparency in scoring during the selection process. [#FG-06a, #FG-06e, # FG-06c]

- One woman explained that "represented" is more of a formal process and the "appointed' positions are more subjective. [#FG-11a]

- A woman of color reported that it was easy to diversify her group of employees since the applicant pool for the department is usually diverse. She added that the manager of her department prioritizes diversity. She indicated, however, that since all her employees are represented, she must make sure her hiring practices are aligned with the bargaining agreement. She commented, "When you're hiring, what can you legally ask someone to determine if they're in an inequitable situation? It seems that anything I can ask to get that information is prohibited by law." [#FG-06h]

- One man commented, "You need to look at the civil service rules … the founding of the charter, Tacoma was a nepotism-city." He said it makes diversity hiring difficult. [#FG-09c]

Some participants reported testing as a barrier to building and retaining a diverse workforce. Responses included:

- A white manager reported, "We have all of these test portals for people to qualify for different positions and people do not have access to what is on the test, so they have to blindly take the test." [#FG-05j]

  He added, "We do a horrible job of telling people what to expect on the test." He noted, "We talk about being a transparent organization but many of the entry points are actually blackened windows." [#FG-05j]

- A woman of color reported that some positions require applicants to pass a test in order to receive the position. She noted that although some employees may have the required skills and have worked with the department for years, they may be poor test takers and therefore unable to advance. She commented, for example, that there is one man that has worked in customer service for ten years that has not been able to advance but that a woman who had only worked there for a year was able to advance because she made it into one of the top ten spots on the list based on testing. This same woman remarked that there should be some type of training given to help employees like this man have a sense of what he would do in a higher-level position so that he is better prepared for the test. [#FG-04f]

- A manager of color reported that classified positions are subject to civil service requirements that need to be reviewed for "institutionalized inequities." [#FG-06g]

- One woman of color commented that she had could not transfer because she was given a hard time about taking a test even though she already had the equivalent position in another department for decades. She reported that for her department for some period they were heavily relying on an oral component of a test. [#FG-08b]

- A woman interviewee reported that her hiring process is different than other departments and does not require an exam. She added that she creates the interview questions and job postings, selects the interview panel and decides what the interview process is. [#I-01]

  She noted that although she has no problem finding and hiring people of color, the City is not progressing the increase of diversity at the workplace. [#I-01]

- A woman of color reported that in the City of Tacoma, the entry level position is often civil service. This manager added that she knows of an employee who has been in the civil service position for many years and has been passed over for promotions because he has not scored high enough on a workforce exam. She noted, "The value that he adds to this company is immense," adding that there are barriers in the system that should not exist. She commented that this employee's first language is not English but that he has all the qualities of an ideal employee. She reported that he gets nervous when he takes the exam but that he performs well during verbal interviews and can explain every aspect of his position. [#FG-05c]

Appendix G. Qualitative Information from Focus Groups, Interviews and Other Sources

The impact that nepotism has on employment with the City was a topic of conversation. [e.g., #EC-07] For example:

- A white woman focus group participant reported that there is a lot of nepotism involved in the hiring process negatively impacting the diversity of the workforce. [#FG-03d]

- A woman of color reported that years ago, the majority of the electricians for TPU were family members. This manager explained that this combined with added education requirements, has resulted in fewer people applying for certain jobs. She noted that there are many barriers in place that make the applicant pool smaller. She said, "We should be casting a wider net and trying to encourage more people to apply." [#FG-05l]

- A man reported that he is a big fan of transparency in the hiring practice and that family members should not be able to create positions and appoint relatives without proper review and open opportunity. He added that a manager who was appointed to a position created for him by his uncle "did almost 30 years of damage to the community and the project he managed." He commented, "Blind protection by upper management only served to embolden his abusive behavior for years." [#EC-13]

Obstacles in the way of hiring a more diverse workforce were discussed by some participants. Examples include:

- A woman of color reported that outreach and interview processes affect equity and fairness. She added that many people of color are intimidated by the interview process. She noted that there is a lack of consciousness regarding the absence of diversity in the workplace. [#FG-03g]

- A woman of color reported that the City lacks the necessary resources to reach out to a more diverse pool of applicants. She added that employees who recruit for the City have to be creative in order to find applicants from underrepresented groups. [#FG-03a]

- One woman focus group participant commented on the inclusion of gender, race, name and age identifiers on job applications. She added that replacing names with initials and removing other identifies could help make hiring practices more equitable. She noted that this could also result in the expansion of the candidate pool. She reported that there is a lack of transparency regarding why people are hired or promoted. [#FG-03f]

Some participants shared thoughts on the recruitment process, as well as successful recruitment programs that have been retired. [e.g., #FG-05g, #FG-06b, #FG-06f, #FG-08g, #FG-08e, #FG-09a]

- A person of color reported that outreach is an important aspect of equity and fairness. This manager added that people from diverse communities need to be contacted during the hiring process. He noted that this can be measured by examining the workforce and trends in hiring. [#FG-05h]

- One woman of color reported that the City once had a diverse group go out once a year to go show people what Environmental Services did to recruit. She remarked that it has been a few years since this program ended and she is unsure why. [#FG-08b]

- A white focus group participant reported that every year there is a job program at the Tacoma Dome and a Summer Jobs 253 Program that is part of the school district. He remarked that it is up to the agency to be proactive in creating programs like this. He added that the program comes from the director at the top of Environmental Services. [#FG-08c]

- One white manager reported that since his department has a history of being made up of predominantly white men, they struggle to recruit women and minority men. He added that he thinks his department has done a very good job of prioritizing diversity. He noted that they want the work group to represent the community and have the necessary industry skills but that they do not want to hire someone "just because they are a woman or a person of color." [#FG-05j]

- Another manager reported that there is a "small pool" of women that apply for entry level positions within his department making it difficult to hire a more diverse group of workers. He added that the makeup of the entry level pool is critical to increasing diversity. He noted that the City needs to reach out to more schools and young people to help attract applicants from underrepresented groups. He reported that his department offers pre-apprentice positions that attract a diverse group of applicants but that some people feel like these positions should be reserved for applicants who already have the required skills and experience. [#FG-06a]

- A man reported that it is hard to recruit without intentional bias. He stated, "One of the things that's changed in the recent years is there is a lot more women on the professional side of humanities. We hire a lot of people in finance, economics, MBAs and stuff like that … there are a lot of females that come into the organization. Engineering is still predominantly male." [#FG-10a]

- One white woman manager reported that her department is mostly women and is very involved with the community. She added that her director has requested that the department recruit and reach out to the community to help bring in more diverse employees. She noted that people need to feel connections with each other and have a "basis of commonality" to get to the next step of being able to work with people from different backgrounds. [#FG-05n]

- A remote worksite employee reported that most of the applicants are white males and that the City should do a better job of recruiting people of color. He added, positively, that his department works closely with the Skokomish Tribe to find potential candidates and brings in these candidates to try out different entry-level and temporary fishery positions. He reported that his department has a contract with the Skokomish Tribe to help fill in some key areas of employment. [#FG-12a]

- Another remote worksite employee reported that that different employees from a variety of departments and locations are asked to volunteer for job fairs and public events but that his department focuses on the local community since they are far away from Tacoma. He added that he believes that this is important and that it helps educate the community. He commented that he has looked into programs provided by some of the local community colleges and that Tacoma used to be a sponsor of a clean energy and power plant operations program at one of the colleges. He added that he got his degree and first heard about working for the City through this program. [#I-06]

  The same participant reported that he was on a recruitment and outreach committee that no longer exists. He added that this gave him the idea to look at different colleges that the City could contact about job fairs and work with to pass out information about available jobs. [#I-06]

- A manager who is a woman of color reported that her department has tried to increase diversity through internships and partnerships but "our barrier is the civil service list." [#FG-05d]

  She added, "By the time we are ready to hire someone, we don't have an opening and people are not aware that they need to get on a civil service list to get hired." [#FG-05d]

  She noted that people often must wait up to 6 months for jobs to become available and that many people cannot afford to wait that long. She added that many people from underrepresented groups do not know about the civil service list. [#FG-05d]

- A person of color who is a manager reported that there are not many women engineers in the applicant pool. He added that his department has made the effort to reach out to schools to find a help diversify the applicant pool. He noted that the leadership in his department is made up of people with unique skillsets which makes it difficult to find candidates that meet the necessary requirements. He reported that the applicant pool needs to be expanded through outreach and having less stringent minimum requirements. [#FG-06i]

- One staff member commented, "Shouldn't efforts to increase diversity in the workforce happen at the recruitment step … once candidates get to the interview step, we should hire the most qualified, regardless of race." [#PC-11]

Advancement. Represented and non-represented employees who participated in focus groups commented on promotions and advancement opportunities at the City. Many employees shared their frustration with the promotion process and the lack of advancement opportunities at the City. [e.g., #FG-03b, #FG-04d, #FG-04e, #FG-07c, #FG-08b, #I-02, #I-03, #I-04, #EC-11, #EC-12] For example:

- A woman focus group participant reported a "rule of one" policy that when she has a promotional opportunity open within her department, she is only allowed to interview one internal candidate and the rest must be external applicants. One woman of color reported on the lack of transparency around promotions stating, "Sometimes people are promoted and there's a concentrated effort to keep it on the low down." [#FG-09e, #FG-03c]

- Another woman of color reported that candidates that make the first level cuts go onto the eligibility list. She added that there would need to a large "shift" to create more fairness in promotions. She remarked that in order for this to happen, managers need to be "champions" of their employees. [#FG-04c]

- A woman manager reported that management and other leadership need to do a better job of identifying strong internal employees with potential to be leaders and begin "coaching" them to help them progress. She added that there is a "gulf" between departments and that staff do not intermingle, creating a barrier for advancement across departments. Another woman offered that employees typically have to reach out to supervisors to let them know that they are interested in advancing. [#FG-05n, #FG-11b]

- One woman focus group participant stated, "I used to work at the Solid Waste Department … I left because I came to the realization that someone was going to have to die or retire before I was going to get promoted." She added that there is an "us versus them" relationship between General Government and Utilities explaining, "You can find movement within each group, but there isn't a lot of crossover between groups [regarding advancement]." [#FG-07d]

- A woman of color stated, "I've been told that I have to wait until a person retires in order to advance." She commented that this makes her feel less empowered. She added, "Why would I encourage someone else to come work for the City if I am not getting opportunities to be promoted?" She reported, "I witnessed a situation where a co-worker wanted to move up and they had to move to another department and start all over with new education and training." [#FG-07a]

- A person of color reported that for some managers that are non-represented, it looks like the promotion process is much shorter because they do not have to talk with a union. He commented that he was told his promotion was taking a long time because they needed to get a different type of approval from Human Resources. He noted that non-represented employees experience more "dynamic changes." He added that he is aware of many promotions based on seniority, not experience. [#FG-04g]

- A manager reported that there is a "funneling effect" that is structurally related to the nature of the work conducted at the City and the bargaining unit divide that exists. He added employees can't "migrate and grow" because "the body of work lives in the bargaining unit." He noted, "As soon as you cross that divide [between represented and non-represented], you can't be that anymore … that's a dynamic of our environment that keeps people where they are by design." He reported, "We're not a meritocracy that allows people to grow on their own and be innovative." [#FG-06a]

- A woman of color reported that there is a culture of "I've been here this long, so I should've been selected [for promotion]." This manager noted that the promotion process is complicated and that she believes that there is a lot of frustration with the lack of transparency in the advancement process. She added that more recent hires have benefitted from the new training procedures via promotion and advancement. She reported the perception that some people are moved into positions they are not qualified for to increase their pay. [#FG-06h]

- A manager reported that his department has moved away from the practice of promoting based on "seniority" to promoting employees based on their skillset. He added that this leads to "discontent" among senior employees. [#FG-06a]

- A woman focus group participant reported that there are a lot of people who have worked for the City for many years that have not been promoted. She compared a woman who has worked for the City in the same position for over 40 years to the young, white man who was promoted to assistant director after only a brief tenure with the City. [#I-01]

- An interviewee reported that when he took a test to advance, he was ranked third but was passed over for candidates that were ranked significantly lower out of the 39 on the list. He perceived that a lower-ranked woman received that position because she is a woman and a lower-ranked man received it because he has minority status. This interviewee commented that he knew he had more skills and that the complicated test proved it. He remarked that he went to the Civil Service Board as a represented employee that was part of TPU but was told that there was nothing they could do. He remarked that the experience was "a slap in the face." A white woman manager reported that she has read and heard comments that employees have been hired and promoted "for equity reasons" and not because of their skillset or knowledge of the position. [#I-05, #FG-06f]

- One individual questioned if biases in advancement can be avoided when those identifying and reviewing potential staff for advancement are "non-BIPOC and oftentimes not women." [#PC-23]

Appendix G. Qualitative Information from Focus Groups, Interviews and Other Sources

Employees shared the impact that favoritism and relationships with management have on the promotion process. Comments include:

- A white woman focus group participant reported that in order to advance, employees must embrace building relationships and becoming friends with leadership. She added that she has learned over time that she must be able to "talk sports" and have a social relationship with leadership if she wants to be successful. She noted that it is more about "fitting in" than performance. [#FG-03d]

- One interviewee reported that the City "talked a lot of lip service about equity and fairness." He added that "nepotism is an issue" at the City and that the people who typically received promotions during his employment were a part of the "Cougar Club" which was made up of Washington State University alumni working for the City. [#I-02]

- A white woman focus group participant reported that she started in the construction industry as a 19-year-old and went to college to help improve her chances of advancement but never got the opportunity. [#FG-03e]

  She added that she was always passed over by men who all went to the same college. She noted that now she feels like she is overlooked because of her age and gender. She reported that two men were recently promoted from "mid-level" and many of her coworkers do not understand how this happened. [#FG-03e]

Some participants reported that the advancement process lacked transparency with an unclear pathway to promotion. For example:

- A manager of color reported that how people advance and the steps they must take is "not defined well" in his department. He added that if people understand the "how" and the path to promotion, they are less likely to leave. He noted that his department had a "good ol' boys club" and that employees had to navigate it. [#FG-05i]

- One woman of color remarked that many people do not see a path for promotion and that they leave within a few years. This manager reported, "It is sad because we are losing a lot of talent." [#FG-05d]

- A manager of color reported that his department also wants more transparency in the promotion process. He added that there are a limited number of high-level positions in his department making it difficult to promote employees. [#FG-06c]

- One woman interviewee reported that people become "discouraged" when they realize there is an unequal path to promotion and based on favorites in the workplace. She added that these barriers exist at her department and that appointment practices are exclusionary by nature. She noted that in her department of 70, leadership is 100 percent white, with twice as many men as there are women and every man a manager, while every woman is an analyst. She reported that the City lacks accountability and that management often does not know how to solve issues of discrimination. [#I-03]

■ Another woman focus group participant reported that most represented positions are not required to be advertised. She added that employees may not know that there is an opportunity for advancement until its announced that the "favorite" has been placed in that position. She also commented on a situation in the clerical unit where a represented office assistant was placed in a position without a path for promotion. She added, "It just didn't make any sense." [#FG-07b]

■ A white woman focus group participant reported that she had a coworker that had wanted to advance but was told that she would not ever advance to a higher-level technician job in that department. She noted that the woman was instead given busy work and later found employment elsewhere. [#FG-04b]

She remarked that one time two people with two years of service were reclassified "under the table" while she was not, even though she has 14 years of service. She noted that there were two other people that were going to get promoted but had to be interviewed first and commented that it also did not seem fair that the employees that were reclassified did not have to be interviewed. [#FG-04b]

■ One man commented on a situation where an internal employee applied for a management position. She was the only female out of 21 selected for an interview. He added, "It was not equitable." [#FG-10a]

■ A woman interviewee reported that there are departments that have reputations of keeping employees in one position and not promoting them. She added that there are no clear progression pathways in certain departments. She noted, "It seems like people are picked [to be promoted without any justification] and it just so happens that people of color are never chosen." [#I-01]

■ A manager of color reported that the City does not have a strong growth and promotion mechanism. He noted that employees have to be very selective when they choose which development track to pursue once they are hired by the City. He remarked that some people in the public have a negative perception of working for the City and the impact it has on their development. [#FG-06g]

The same manager reported that the issue with promotion and advancement not being fair goes back a long time, adding that he was constantly asked "who do you know?" or "who are you related to?" when he first started working for the City. [#FG-06g]

He noted that there are "legacy employees" who still believe that staff can only advance and be promoted if they have a good relationship with leadership. He added that there are promotion rules that can be "circumvented" depending on the bargaining agreement and the nature of the position. [#FG-06g]

Managers and supervisors. Study participants shared some of the challenges they face or have witnessed involving management. [e.g., #FG-04b, #FG-04e, #FG-05k, #FG-05l, #FG-07a, #FG-07b, #FG-08e, #FG-08f, #I-02, #I-03, #I-04, #I-05, #EC-07, #EC-12] Comments follow:

- Many managers and supervisors recognized that they lack training in the area of equity and inclusion, and the soft skills to manage any related issues that arise. A woman of color reported, "As a manager I am asked to help make things more equitable, but I lack the tools and resources to understand what that actually means." She noted that she has been instructed not to ask questions about background, income, disability or culture making it difficult to help solve or identify barriers. A white manager reported that there has been a problem with lack of training for people working in supervisory roles. [#FG-05b, #FG-05j]

- A woman of color remarked that some in management are untrained and afraid of conflict. She reported that there is a manager that is otherwise very efficient and friendly but is not trained or able to respond to accusations of disparate treatment. Another woman of color reported that some employees do not like confrontation so they would rather leave a position than deal with poor management. She added that management is often afraid of confrontation as well. [#FG-04f, #FG-03a]

- A person of color reported that she also knows colleagues that have reported their manager and were told that the manager is going to be "coached" for improved behavior. She added that some people have decided to quit as a result of certain management being retained. She noted that her department allows employees to review colleagues in lower positions but that they cannot review someone in a higher position. [#FG-03g]

- A woman focus group participant reported that although there are some managers that are interested in helping employees grow, she noted that she has a friend in another department who was seeking professional development and advancement opportunities but was turned down. [#FG-11c]

- One white woman focus group participant reported that because it is difficult to get rid of unskilled, bad managers ("a lot of steps to take and boxes to check"), their employees do not share issues with management because of the "fear of retaliation." [#FG-03e]

  She reported that her department had to take a survey and assign scores to leadership in certain areas. She added that she didn't feel like the survey was sincere but that it felt like something that was being done for the sake of doing it. She noted that the employees took the survey seriously but that it didn't seem like the leaders of the department were invested in the results. [#FG-03e]

- A person of color reported that there was an employee that had a "bullseye" on his back in the eyes of one of the managers because the manager micromanaged him and did not like that the employee asked questions and found more efficient ways of completing tasks. [#FG-04g]

- A woman of color reported that one of her superiors spoke about her in front of others saying, "She needs to be gone!" She added that another lower-level supervisor told her she needed to "be with her own kind." [#FG-08b]

- Another woman of color reported that there was an incident where three Black represented employees were scheduled to work together. She stated that she overheard managers saying, "We can't put three [Black employees] together." [#FG-01b]

- A former employee reported that one of his colleagues was told by her supervisor that she could not report a safety issue. He explained that until then employees were always allowed to speak with safety personnel. He added that his colleague identified as "half Asian," and was told by her supervisor, "My least favorite color is yellow." Although a report was made to the manager, "[leadership's] way of dealing with it was to just pass the buck along … we would meet with management and the supervisor wouldn't participate in the meetings." [#I-04]

- One woman of color reported that mentorship depends on the type of person the supervisor is. This manager added, "The greatest compliment is to have my staff go on to bigger and better things." She noted that she encourages her staff to participate in variety of trainings and that she knows of some employees who have been told that they should not participate in supervisory training because they are not supervisors. She added that these same employees miss out on promotions because they do not have supervisory experience. [#FG-05c]

- A man reported that department management "hires friends" denying other staff promotions. He reported witnessing management and their friends make fun of other employees and calling themselves as the "A-team." He stated that he was forced to standby while he was recovering from injury and illness because his manager did not want to assign one of his friends to do the job. He added, "When I … returned to work [my supervisor] said he hated me and wished I was dead. He said that he felt he was pulling the whole load." [#EC-09]

Appendix G. Qualitative Information from Focus Groups, Interviews and Other Sources

A few participants had issues with favoritism and friendships among leadership that resulted in unfair treatment. Comments include:

- A white woman stated that she tried to complain about an abusive manager but was ignored because the director she talked with had a close relationship with the manager. She added that this made her apprehensive about bringing up issues with management. [#FG-03d]

- One woman of color reported that disciplinary practices differ for individuals based on their relationship with the supervisor which affects group morale. She remarked, "It's the 'good ol' boy network.'" She added it is hard to trust many of her coworkers. Another woman of color stated that it is a challenge to share problems with management because many people working at the City are related or have long-standing relationships. [#FG-01b, #FG-03b]

Staff reported on questions that management and leadership need to be asking of themselves and others regarding equity and fairness. [e.g., #FG-03a, #FG-03d, #FG-08e, #FG-08f] Many individuals had questions for management and leadership, for example:

- One woman of color stated, "What quantifiable efforts has management made to ensure their department is equitable?" [#FG-01a]

- A white woman reported that management needs to ask, "Do you know about your employees' lives?" [#FG-01d]

- A focus group participant suggested asking, "Do you believe that equity and fairness are important? Why?" A white woman added, "How often are you thinking about equity? Are you trying to incorporate equity into your daily practices?" [#FG-01f, #FG-01c]

- A white woman stated, "There is a lack of accountability city-wide and why aren't people being held accountable [for negative attitudes and behaviors regarding equity and fairness]?" [#FG-02f]

- One woman of color reported that she would request that disciplinary actions be made the same across the board. She added that management should always be aware of what is going on and "not have their blinders on." She noted that the attitude that leadership has impacts the attitude of employees. [#FG-01b]

- A woman of color indicated the need to ask, "Are you fully committed to [equity and fairness]?" She said people often do things that they are told but are not invested in their actions or company policies. Another woman of color reported that "the managers are all human beings" and must "look in the mirror" and face how they treat others. She added that that managers need "to see the forest through the trees." [#FG-03b, #FG-08b]

- A woman focus group participant reported, "In the last year I've had the opportunity to hear from a lot of people regarding equity. If we want more diversity, are we casting our net in the right place?" [#FG-10c]

E. Barriers to Achieving Equity and Fairness

City of Tacoma employees were asked about any obstacles that get in the way of achieving equity and fairness and any related experiences. Topics included:

- Examples of challenges;
- Factors contributing to why employees feel unwelcomed, disengaged or disrespected; and
- Factors contributing to a positive employee experience.

Examples of challenges. Study participants shared what can torpedo equity and fairness initiatives. [e.g., #FG-04a, #I-02, #I-03, #I-05, #EC-11] For example:

- One focus group participant reported that there are some "old school managers" that do not appreciate the value of hiring diverse employees." [#FG-01f]

- A person of color remarked that there is historical racism. He reported that back in the 70s and 80s the City hired about five or six African American police officers when there was affirmative action. He commented that affirmative action was looked down upon and ultimately, white females benefitted more than minorities. He stated that although some say that African Americans have "too much equity," there was a seven-year period where no African Americans were hired. [#FG-08e]

- One white manager asked, "The question is, 'Can we look like Tacoma in all areas?'" There is a "pipeline" problem that exists across occupations in the City. [#FG-06a]

- One man reported that many employees do not self-report race out of fear of discrimination. He added that assumptions have been made about people that did not fill out the forms on race, ethnicity or gender. He commented, "I've heard that [some city employees] just go in and do a visual and say, 'ok that's what I'm going to do the count on' and I find that horribly disturbing. I … don't trust our base numbers." [#FG-09a]

- A woman reported that she was working on an employee retention team and noticed that some departments have had a hard time retaining minority employees. She added that since the number of minority employees they had was low, the turnover rate was deemed statistically insignificant because the sample size was small. She noted that she is concerned that this may happen again. [#FG-11c]

- One white manager reported that his department is trying to increase diversity among managers and supervisors but that it is difficult because most people are promoted internally due to the nature of the work. A remote worksite employee reported that it is hard for the remote worksites to meet the City's diversity goals because there are not many people of color that live in the area and that there are not a lot of women that work in his department. He added that he can see how women may be intimidated by working in a male-dominated department. [#FG-05o, #I-06]

Factors contributing to why employees feel unwelcomed, disengaged or disrespected. The Keen study team asked participants to share some of the experiences they have had or have witnessed that lead to employees having difficulties while working for the City. [e.g., #FG-04d, #FG-08b, #EC-05, #EC-11, #I-02] For example:

- A woman of color reported being apprehensive about working at the City because it lacks diversity and is unwelcoming. [#FG-05d]

- One woman of color reported that her current department is very individualistic which makes her feel isolated. She noted that work culture and home culture differences can contribute to employees feeling disengaged. [#FG-03g]

- Another woman of color reported that the nepotism and inequity at her workplace is a part of the "deep rooted" bias that has lasted over the years. She noted that her department is mostly white males that all went to the same schools. She added that it is hard to come in and be different while trying to fit in. [#FG-03a]

- A woman of color remarked that the environment is currently very male-dominated and that there are few people of color. She remarked that she knows it takes time for change to happen but hopes that in the future it is more diverse. [#FG-04e]

- One white woman focus group participant remarked that there is a lot of favoritism. She commented that she feels "pushed aside" for younger, newer staff. [#FG-04b]

- One individual reported "frat-boy" hazing. [#PC-103]

- A person of color remarked that there has not ever been a successful EEO case for African Americans. He reported that someone used the "n-word" in front of an African American and was not reprimanded. He noted that another time a white officer responded to a call from an African American and told him to "go back to Africa" but nothing happened from the EEO investigation. He added that an African American with cornrows was yelled at for his hair and told that he looked bad and should cut it. [#FG-08e]

- A woman of color reported that she gets to participate in a lot of diversity events. She added, "It gets overwhelming a little bit … there is a standing joke when something comes up like 'oh we need the diversity candidate.'" She remarked, "Being a person of color, I don't want to feel like the only reason why I'm here is because of the color of my skin. I want to know it's because I earned it and I did what I needed to do." [#FG-10d]

- A woman of color reported that she was involved in a meeting where instead of being allowed to talk, her supervisor spoke on her behalf. She noted that she is often put into positions where she feels like she needs to be the spokesperson for her race and the face of diversity for her department. She shared that at many meetings the mostly white, male leadership team sits together at a round table with the women and people of color sitting near the back of the room. She added that she believes that most of the leadership team are oblivious to how wrong this is. [#I-01]

Factors contributing to a positive employee experience.
Keen Independent asked focus group participants to discuss what leads to positive employee experiences. [e.g., #FG-04a, #FG-04f, #FG-08a, #FG-09f, #EC-12] For example:

- A woman of color reported that employees who can "be themselves" have a positive experience. A manager remarked, "As a person of color, there is security in numbers … when I see someone that looks like me, I feel more comfortable." [#FG-03c, #FG-06h]

- Another woman of color indicated that coworkers impact the work experience for most employees. Being comfortable and seeing people who share the same ethnicity as her, creates a positive work experience. [#FG-01b]

- A woman of color reported that an employee has a positive experience when they feel valued and challenged. She added, "I've been here for many years and I want to be challenged and given opportunities." [#FG-02e]

- One white woman stated, "Having an open-door policy allows me to walk in and ask a question … make a comment and have that vulnerability and know that they won't treat me differently if I have questions." [#FG-02a]

- A focus group participant reported that clear expectations are important. He added that leadership and the way leaders conduct themselves impact the employee experience. He noted that the City has started a lead training program that has positively impacted his department and has led to managers and supervisors being held accountable for the work environment. [#FG-01f]

- One woman reported that being able to vent and speak your mind are important. She added that diversity brings a "richness" to the workplace. Another said that support, respect and good communication contribute to a positive employee experience. One other participant reported that management that believes in the skillset of employees and feeling respected contributes to a positive work experience. [#FG-03f, #FG-03b, #FG-01a]

- A woman manager reported that one of the goals of her department is to ensure that employees from traditionally marginalized groups feel welcome and are represented. She added, "It's one thing to [hire a diverse workforce] but it's a totally different thing to create an inclusive environment that people feel safe in." [#FG-05f]

- One participant reported that having managers and supervisors who respect their employees' opinions contributes to a positive employee experience. She added that this makes employees feel welcomed and gives them confidence. [#FG-01c]

- A person of color commented that in TPU women have a mentoring program that contributes to their success. He commented that although men can mentor women, it helps to have someone that looks like them as a mentor. He commented that it is important for women to speak with other women that have been successful. [#FG-08e]

F. Other Input and Recommendations

Study participants shared suggestions for the City. Comments follow:

- A woman focus group participant reported that paying attention to turnover and the demographics of employees leaving can help facilitate conversations with the heads of departments about how to become more invested in their employees and encourage retention. [#FG-11c]

- A woman interviewee noted that equity is the most important aspect of employment, especially since the City serves a very diverse community. She cautioned that it is hard for minority communities to trust institutions that are not diverse. She noted that communities of color are "relational," so it is difficult for community members to open up to organizations that lack diversity. Another woman reported, "Human Resources needs to find ways to make better connections with the community." [#I-01, #EC-15]

- One woman focus group participant reported that there should be a diverse group that "looks like the community" assigned to be a part of the hiring process. She added that this helps the hiring group and the person applying to the job. [#FG-11b]

- A manager of color reported that the classifications that exist and the jobs that people have should be rethought to more equitably reward high achievers. [#FG-06g]

- A woman of color remarked that some testing should be eliminated if people have sufficient professional experience. [#FG-04e]

- A woman recommended against City job listings that require a "bachelor's degree or the equivalent experience" for positions that do not technically need it. She remarked that many in the community without a degree find it "off-putting" and decide not to apply because they do not believe they would be considered. She offered that this shrinks the hiring pool for diverse candidates.

- One woman focus group participant reported that the City should begin valuing experience as much as education. She added that candidates should be able to substitute 1 or 2 years of experience for education. [#FG-07b]

- A person of color remarked that Human Resources should utilize social media more to reach out to more diverse candidates. (Others agreed.) [#FG-08e]

- A woman of color stated that more positions should be posted internally before being posted externally. She remarked that it would be nice if the City cared more about "career tracks." She indicated that some departments, like customer service, promote internally more than others. [#FG-04e]

- A white female manager remarked, "It would be helpful if we could come up with some equity-based questions that aren't illegal to ask during the hiring process." She added that she has brought this up with leadership and has not received any feedback. She noted that the questions asked of interviewees are very vague and confusing. [#FG-06f]

- Another woman participant reported that the high cost of childcare can make working not worthwhile for single parents. She reported a set-aside program that lets her pay tax-free for daycare but that she does not receive reimbursements promptly. [#EC-06]

  She suggested that the City have a program like the University of Washington Tacoma that has an agreement with the local museum to provide childcare, its own childcare program or flat rate waiver for external childcare. She remarked that worrying about this causes decline in mental health for employees. [#EC-06]

- A woman participant suggested, "Human Resources needs to find ways to make better connections with the community [besides] job fairs or street fairs." She added that she is looking for recommendations on how the City can spend time and provide more resources to the community. [#EC-15]

- One participant reported that training inequity exists between departments in the City and that there are "the haves and the have nots." He added that some departments have $75 per employee for training in a 12-month period, whereas others have 12 times the amount per person in the same time period. He commented that the Tuition Reimbursement Program is based on a first come first serve basis, adding, "We could be paying for someone to get their second master's degree versus someone who is getting their first associate's or bachelor's degree." [#EC-14]

- A focus group participant stated, "I would like to see a call to action … a few years ago, we put together a strategic plan and we had some objectives about race and equity. If we're going to actually make a difference, the entire organization needs to make it a priority. If that doesn't happen, then we're going to continue spending years just talking about it." [#FG-10a]