

RACE & GENDER EQUITY ACTION PLAN 2020-2025

OVERVIEW

JULY 2020

INTRODUCTION AND BACKGROUND – PAGE 2

CALL FOR COORDINATED CITYWIDE ACTION – PAGE 3

GOVERNMENT ALLIANCE ON RACE EQUITY – PAGE 4

REFLECT THE CITY TO BETTER SERVE THE CITY – PAGE 4

WHY FOCUS ON RACE? – PAGE 6

ESSENTIAL ELEMENTS – PAGE 7

PHASED IMPLEMENTATION APPROACH – PAGE 9

ACHIEVING THE CITY'S VISION OF RACIAL AND GENDER EQUITY – PAGE 9

RGEAP STRATEGIC PLAN ROLL OUT STEP OBJECTIVES AND TIMELINE – PAGE 11

INTRODUCTION AND BACKGROUND

With the placement of the Diversity & Equity Manager in July 2018, three priority areas of work were established – equity and inclusion training and development, developing racial and equity competency as part of the Government Alliance on Race and Equity (GARE) local cohort training, and developing a citywide five year Race & Gender Equity Action Plan (The Plan). The current focus of the Plan is **workforce equity** and is document that will **guide racial and gender equity from 2020-2025**. It reflects ongoing and gaps of work from past years, work that has been initiated in 2019, and new initiatives already underway in advancing workforce equity. Furthermore, it outlines key steps to ensure staff are equipped with tools and knowledge to integrate racial and gender equity into their work and departments as a whole. The Plan was developed through a year-long process in conjunction with 9 other city jurisdictions as part of a local cohort of GARE. It is a working living document, and as such, it will be continually enhanced and improved upon through department teams, staff, and community input.

The action plan supports ongoing learning, assessment, and internal transformational change to ensure a continued high level of service to our evolving diverse community. The action plan is organized under the goal: to attract, hire, and retain a workforce that reflects the diversity of the community across the breadth and depth of the City of Sacramento through the 14 outcome action strategies:

- 1. Review and modify job specifications/announcements through a class study to identify remove unintentional and artificial barriers.**
- 2. Sacramento youth of color and young women have a basic knowledge of careers preparation in government service and receive opportunities for preparing for those careers.**
- 3. Develop a citywide pipeline framework that removes barriers to access to career pathways for people of color and women to move from high school to college to entry level positions with City of Sacramento.**
- 4. The applicant pool for all positions reflects the racial and gender diversity of the City of Sacramento.**
- 5. Department leadership and employees understand and are committed to achieving racial and gender equity and understand how the concepts connect to identify racially diverse applicants.**
- 6. Department leadership and employees understand and are committed to achieving racial and gender equity and understand how the concepts connect to City Employment Examinations of the Hiring Process.**

7. **All employees are trained on interview practices that eliminate barriers, including addressing implicit bias, and support the hiring and promotion of a diverse workforce.**
8. **The selection process is designed to support the hiring and promotion of underrepresented racial and gender populations.**
9. **The onboarding process is designed to support all staff to advance racial and equity in all City of Sacramento processes and work-places.**
10. **Fosters employee career development while developing and supporting racial and gender equity.**
11. **City of Sacramento demonstrates commitment to investing in professional development by utilizing performance review processes to collaboratively identify opportunities, resources, and pathways towards individual employee goals.**
12. **City of Sacramento demonstrates a commitment to build leadership capacity and equity competencies of all managers and supervisors in mentoring and coaching practices.**
13. **City of Sacramento demonstrates a commitment to investing in professional development, capacity building, and training to advance racial and gender equity among the workforce.**
14. **City of Sacramento hires and supports retention efforts to support a racially and gender diverse workforce.**

CALL FOR COORDINATED CITYWIDE ACTION

The City of Sacramento is committed to becoming a more diverse and equity just organization in assessing, evaluating, and building infrastructure, operations, policy, and programs that establishes systemic capacity and results in workforce equity. The plan calls for a coordinated and collective response to the following overarching goals with City of Sacramento:

- Significant increase in employment, retention, and promotion of people of color and women.
- Improved communication, internally and externally, regarding outreach, recruitment, and hiring processes.
- Provide best practices resources to hiring managers in order to increase equity.
- Develop new partnerships internal and external to move workforce equity forward.

The 14 recommended outcomes and action in the (RGEAP), which were developed after use of the racial equity tool on City of Sacramento recruitment and hiring practices, are intended to inspire action to advance workforce equity. We invite all City of Sacramento employees to review and provide additional feedback and to move to action.

Normalizing and operationalizing these outcomes and actions requires different levels of effort and timespans – some recommended goals maybe accomplished by relatively simply administrative changes, while most will require all departments to identify capacity gaps, learn

equity centered practices, leverage resources, and engage in change management processes in order to achieve systemic change.

GOVERNMENT ALLIANCE ON RACE AND EQUITY (GARE)

In December of 2018, the City of Sacramento became a partner in a Northern California cohort of racial equity leaders by joining the Local and Regional Government Alliance on Racial and Equity (GARE)¹. This partnership has led to developing multiple resources and capacity building on racial equity for City of Sacramento leadership. As a result of completing the GARE's 6-month Racial Equity curriculum the cohort 1) learned how racial equity tool² can be leveraged as a product and a process to develop strategies and actions to reduce inequities and improve success for all groups, 2) applied the organizational assessment framework to benchmark the city organization as a whole, and 3) identified workforce equity as a focus for an equity action plan. From May 2019 to November 2019, the cohort worked to develop 14 outcome action strategies reflective of choice points along the workforce continuum from career pipelines to hiring to coaching to retention as part of the RGEAP.

REFLECT THE CITY TO BETTER SERVE THE CITY

The City of Sacramento endeavors to go "beyond compliance" and create substantive programs that begin before a person enters the local government and continues throughout his/her/their career. Understanding the strengths, weaknesses, and challenges associated with this work is critical to fostering more meaningful diversity and inclusion efforts. Based on an International City/County Management Association (ICMA) qualitative case study design³ whereby four cities or counties were identified by the researcher as organizations with exemplary diversity, equity, and inclusion programs, *diversity, equity, inclusion, and belonging*⁴ are terms commonly used in describing an employer's approach to fostering a workplace that is representative in terms of ethnicity, gender, sexual orientation, and other factors.

As a local municipal government, the City strives to serve all citizens in a manner that meets their expectations, address their needs, and fosters full contribution by all members of the community. To provide the people of Sacramento with the best municipal services we must access and recruit from the full talent available in our community. A workplace that recognizes difference and values the contributions made by all employees is more likely to attract and retain the best employees available. By extension, if these employees bring the full spectrum of community views to their jobs, the City

¹ GARE is a joint project of the new Race Forward and the Haas Institute for a Fair and Inclusive Society raciaequityalliance.org.

² <https://www.raciaequityalliance.org/resources/racial-equity-toolkit-opportunity-operationalize-equity/>

³ Masami Nishishiba, "Local Government Diversity Initiatives in Oregon: An Exploratory Study," *State and Local Government Review* 44, no. 1 (2012): 55-66.

⁴ In this context, belonging is critical to human happiness and well-being. Belonging to a work culture helps remove feelings of isolation and inspires physical, mental, and emotional well-being and performance.

can rely on internal resources to assist in delivering services to citizens that meet their expectations. The RGEAP outlines how the City of Sacramento will achieve its vision and goals to be a municipality respectful and inclusive of human difference in its workforce.

Several key definitions help guide this work:

*Diversity*⁵- Each person has layers of diversity which make his/her/their perspective unique. The City of Sacramento defines diversity as the variety of human differences and similarities among people, such as: Age, Belief System, Class/caste, Culture, Disability, Education, Ethnicity, Gender, Gender Identity, Generation, Geography, Job role and function, Language, Marital Status, Mental Health, Nationality, Native or Indigenous origins, Parental Status, Personality type, Race, Religion, Sexual Orientation, Thinking Style, Work Experience, Work Style

*Inclusion*⁶ – is an active is a state of being valued, respected and supported. It’s about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential. Inclusion should be reflected in an organization’s culture, practices and relationships that are in place to support a diverse workforce. Taken from the Global Diversity & Inclusion Benchmark model, The City of Sacramento defines inclusion as a dynamic state of operating in which diversity is leveraged to create a

- fair,
- healthy, and
- high performing organization and/or community.

An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational societal goals.

*Equity*⁷ - Adapted from the Government Alliance on Race & Equity definition of racial equity, the City of Sacramento defines equity as regardless of one’s identities, equity is when all people have, jut treatment, access to opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential, while identifying and eliminating barriers that have prevented the full participation of some groups.

*Racial Equity Statement*⁸ – The City of Sacramento affirms racial equity as a core value – where race does not affect life outcomes. We acknowledge historical racial inequities and are committed to transparent, deliberate, and actionable solutions that will remedy those inequities in service all our diverse communities.

*Workforce Equity*⁹ - is when the workforce is inclusive of people of color and other marginalized or underrepresented groups at a rate representative of the {greater Sacramento} area at all

⁵ adopted from the Global Diversity & Inclusion Benchmark model

⁶ adopted from the Global Diversity & Inclusion Benchmark model

⁷ Adapted from the Government Alliance on Race & Equity definition of racial equity

⁸ adopted on February 8, 2019, the City of Sacramento GARE cohort

⁹ adapted from the Workforce Equity Strategic Plan, City of Seattle, 2016

levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation and retention have been eliminated, enabling opportunity for employment success and career growth. It is both aspirational and operational, describing an environment of full representation and inclusion in the workplace, combined with a call for removing structural and institutional barriers (real or perceived) that impede this vision.

It is not enough to employ a workforce of individuals with varying backgrounds and views. We need to include their experiences and views when working with each other and when developing programs and services. This way we ensure respect and consideration of the diverse needs and perspectives of all Sacramentans when creating municipal programs and services. Diversity, inclusion, and equity go hand in hand.



WHY FOCUS ON RACE?

The City of Sacramento recognizes that the creation and perpetuation of racial inequities has been baked into government, and that racial inequities across all indicators for success are deep and pervasive. We also know that other groups of people are still marginalized, including based on gender, sexual orientation, ability, and age, to name but a few. Focusing on racial equity provides the opportunity to introduce a framework, tools and resources that can also be applied to other areas of marginalization.

“It is critical to address all areas of marginalization, and an institutional approach is necessary across the board. As local and regional government deepens its ability to eliminate racial inequity, it will be better equipped to transform systems and institutions impacting other marginalized groups.”

This is important because:

- To have maximum impact, focus and specificity are necessary. Strategies to achieve racial equity differ from those to achieve equity in other areas. “One-size-fits all” strategies are rarely successful.

- A racial equity framework that is clear about the differences between individual, institutional and structural racism, as well as the history and current reality of inequities, has applications for other marginalized groups.
- Race can be an issue that keeps other marginalized communities from effectively coming together. An approach that recognizes the inter-connected and intersecting ways in which marginalization takes place will help to achieve greater organizational and systemic change.

ESSENTIAL ELEMENTS

The RGEAP presents a dynamic citywide endeavor to leverage the following elements into all our race and gender equity outcome action strategies to ensure systemic integration and alignment throughout the City of Sacramento organization. These elements serve as a methodological checklist to maximize probability of success, building capacity, sustainability, increased understanding for community partners, and lessen time to integrate into processes, practices, programs, and services:

Macro Level

- *Policy Review & Development*- Policy and administrative directives provide a framework for delegating decision making, reduces misunderstandings and uncertainties and serves as a basis for directing all employees toward achievement of the organization’s goals. The way policy is developed is as important as what it yields.
- *Measurement & Evaluation* - Measurement and evaluation are instruments for knowledge building and future planning. activity: A measurement framework supports the way we evaluate the effectiveness and ability to achieve the identified goals. Using the GDIB Model and the assessment checklist to measure D&I and the GARE to measure Equity.
- *Informed & Committed Leadership* - Leadership is committed to organizational change ensuring respect and credibility for the initiative by continually articulating the vision, being visible spokes-persons and leading through example.
- *Comprehensive Scope* - Strategies are integrated and multidisciplinary, and address organizational systems, policies, practices, and protocols.

Micro Level

- *Shared Responsibility & Individual Accountability*¹⁰ - Everyone has a responsibility for the success in achieving diversity, equity, and inclusion goals and individuals are evaluated on their performance related to these goals.
- *Education and training* is designed to meet the specific needs of each workplace and are designed to address behavioral change.
- *Integrated into Business Plans*- Departments identify links between business objectives and relevant diversity issues to ensure effective and sustainable strategy development and action plans.

¹⁰ Reference Section “Roles and Responsibilities” in RGEAP User Manual, pg. ##

- *Dedicated Resources* - Both financial and human resources are allocated to sustain the strategies and programs. Leadership and staff are dedicated to moving the process forward.

The RGEAP is guided by a clear vision of racial equity and structured to achieve meaningful and measurable results. The RGEAP includes the following components:

Desired Results: Community-level conditions you aim to achieve (the change you want to see).

Community Indicator: The means by which you can measure improved conditions.

Outcome: A future state of being, resulting from a change at the jurisdiction, department or program level. Strong outcomes articulate a clear improvement or define how much improvement will take place.

Actions: Specific things your department will do to achieve the outcome.

Performance Measure: A quantifiable measure of how well an action is working.

Different types of measures include:

- A. Quantity: How much did we do?
- B. Quality: How well did we do it?
- C. Impact: Is anyone better off?

Timeline: The month, quarter, and/or year(s) an action will be accomplished.

Accountability: The position or body responsible for the action and/or accountable for its completion.

PHASE IMPLEMENTATION APPROACH

The RGEAP is designed to be implemented in a step-by-step approach that supports diversity, flexibility, learning, and complexity in its application while maintaining evolutionary trajectories and addressment of specificities of racial and gender inequity. Each department equity team will be dynamically implementing the following types of strategic planning:

ASSESSMENT OF CULTURE AND PRACTICES
ESTABLISHING STANDARDS OF PRACTICE
OPERATING AND MAINTAINING
MONITORING & REPORTING

ACHIEVING THE CITY'S VISION OF RACIAL AND GENDER EQUITY

The 14 outcome action strategies of the RGEAP are designed to provide guiding measurements for each department's approach to develop and implement strategies while also articulating any additional unique goals and strategies of each department.

OVERALL STRATEGIES

1. Use a racial equity framework: Use a racial and gender equity framework that clearly articulates racial and gender equity; implicit and explicit bias; and individual, institutional, and structural racism.
2. Build organizational capacity: Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building capacity and infrastructure that creates racial and gender equity experts and teams throughout the city government.
3. Implement a racial equity lens: Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial and gender equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.
4. Be data driven: Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

5. Partner with other department, institutions, and communities: local government work on racial and gender equity is necessary, but insufficient. To achieve racial and gender equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.

6. Provide shared and consistent information to help guide and support informal and formal communications about our citywide work toward racial and gender equity in our workforce while helping partners feel included in the heart of the work.

7. Operate with urgency and accountability: When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve racial and gender equity.

The action plan is structured to span five years. At the end of each year, division/departments should conduct an in-depth evaluation to see how they have progressed over time utilizing data systems available at the time. The action plan is outcome driven and departments are expected to report not just on actions, but also on the outcomes of those actions. If an action is not producing the desired outcome, departments can re-evaluate and adjust their efforts as needed. By using a single plan template across all departments, the City of Sacramento and community will be able to compare racial and gender equity work across all division/departments in an “apples to apples” comparison while having documented information that reflects the unique aspects of each department.

RGEAP STRATEGIC PLAN ROLL OUT STEP OBJECTIVES AND TIMELINE

The following summarizes the beginning of the process step objectives and timeline for communicating and developing the infrastructure for plan implementation for 2021. Timeline and step objectives will be adjusted as necessary.

RGEAP Strategic Roll Out Step Objectives and Timeline October 2020 – March 2021

