

LEAPS SAN DIEGO 2022

WORKPLACE EQUITY ASSESSMENT



KIM CENTER
FOR SOCIAL BALANCE

LEAD SPONSORS



OTHER MAJOR SPONSORS



HOW SAN DIEGO CAN LEAD CHANGE

Workplace equity is not happening organically. Women of color still hold disproportionately few top-level positions, the gender/race-based pay gap persists, and single mothers are the poorest demographic in the U.S.

The most effective solution is for regions to drive local change with strategies built specifically from local benchmarks ([Day, 2008](#)). That is why the Kim Center is partnering with San Diego decision-makers to pilot a uniquely collaborative, data-driven initiative called LEAPS (Leadership in Ecosystems, Advancement, Policies, Supervisors). Together, we aim to prove that a united community can achieve long-term, *measurable progress* in workplace equity.



WHAT IS LEAPS?

Step 1: Standardized LEAPS Assessment

The LEAPS Assessment evaluates employer performance based on worker experiences in 5 Metric Areas: Workplace Ecosystem, Advancement and Compensation, Policies and Organizational Support, Supervisor Relationships, and Pandemic Impacts. The Assessment was designed by the Kim Center and UC San Diego to reveal differences in equity for employees at multiple intersections of identity.



LEAPS






Quantifies worker experiences related to equity using consistent metrics across regions and industries.

Methods

- Anonymous, self-reported Employee Engagement survey
- Distributed to employees-at-large from San Diego organizations via partner networks and social media throughout June 2022
- 83 questions: 65 evaluating equity-related experiences at work; 17 personal and professional demographic; 1 open-ended
- Incentive: opportunity drawing for 4 gas cards (\$50 each)


Scoring System

Four metric areas received Composite Scores from 1-100. Findings are categorized into 4 Response Zones ranging from Doing Well to Problematic, based on their proportion of positive and negative responses.

1. WEMA  Workplace Ecosystem Metric Area	2. ACMA  Advancement and Compensation Metric Area
3. POMA  Policies and Organizational Support Metric Area	4. SRMA  Supervisor Relationship Metric Area
 Pandemic Impacts (currently unscored)	

SAN DIEGO AT THE NATIONAL FOREFRONT

Gender equity can help us increase our GDP by \$23 billion within 10 years ([McKinsey, 2016](#)). By taking action now, San Diego can lead the nation in workplace equity!

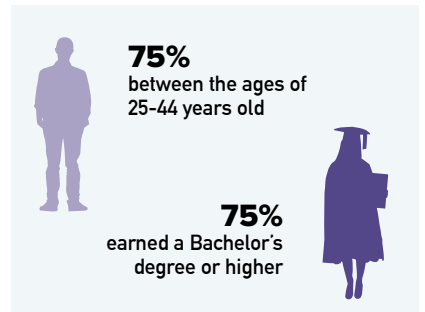
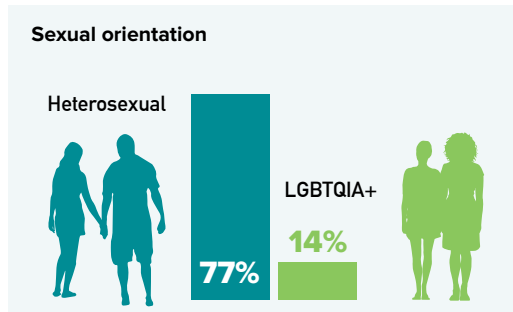
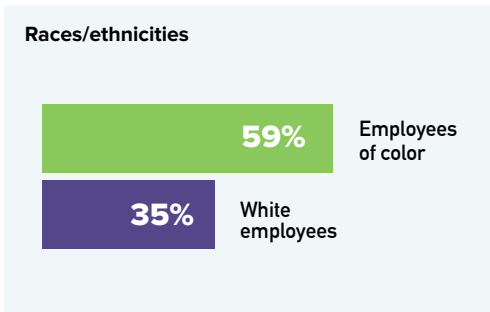
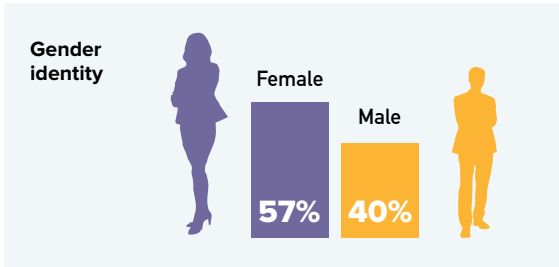


Takeaway

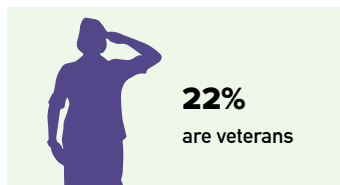
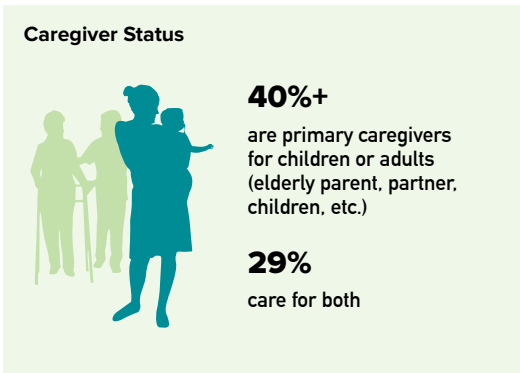
THE SAMPLE

455 employees-at-large from 100+ San Diego organizations represented the local workforce across a wide variety of industries and occupations.

Largest Demographic Groups



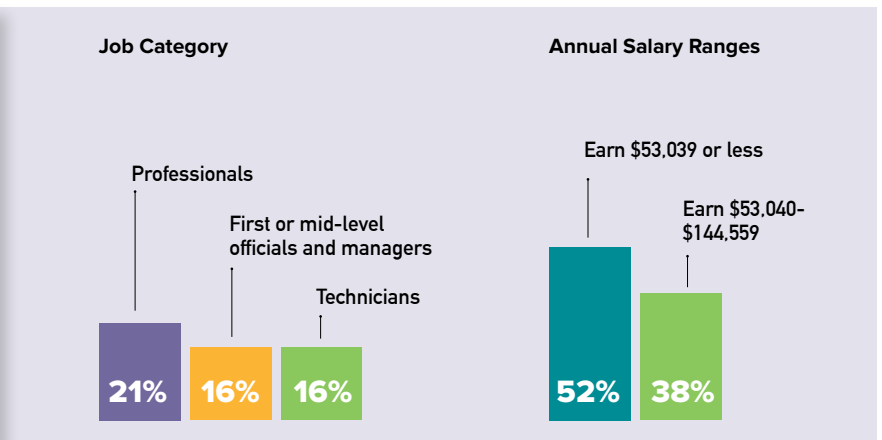
Other Notable Characteristics



UNHOUSED WORKERS

A small number (3%) of participants are unhoused, but their work experiences are notable in their differences from other participants. They report much higher rates of microaggressions, sexual harassment, and disillusionment with their employers.

Largest Professional Groups



INSIGHTS INTO SAN DIEGO'S ASSESSMENT FINDINGS

The San Diego community can lead the nation in embracing a powerful opportunity to demonstrate what measurable progress looks like...for the first time in history! Most of our region's findings fall in the Worrisome and Problematic zones, but that should only fuel our determination to evolve so we can attract and retain the best talent, and create unprecedented economic and social prosperity.

San Diego's Composite Scores

1 WEMA	70 out of 100
2 ACMA	64 out of 100
3 POMA	64 out of 100
4 SRMA	70 out of 100

Response Zones


(based on proportion of positive and negative responses)

- DOING WELL
- WORRISOME
- GETTING CLOSE
- PROBLEMATIC

Metric 1: Workplace Ecosystem (WEMA) 70

WEMA explores how valued and respected employees feel. Key indicators include: empowerment, work-life balance, representation, microaggressions, sexual harassment, and discrimination based on personal characteristics. Problematic areas had a greater impact than other findings on the composite score for this metric.

DOING WELL ●



Most participants bring their best selves to work and feel valued by their organization's leadership

GETTING CLOSE ●



Most participants have satisfying levels of work-life balance

WORRISOME ●




Less than 2/3
see fair gender representation in leadership

PROBLEMATIC ●




32% are sexually harassed/assaulted by others in their organizations

30% by customers/clients

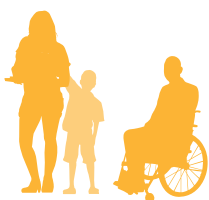


1/3 to 1/2 experience microaggressions (inappropriate comments about their appearance, gender, race/ethnicity, sexual orientation, etc.)



58% see fair racial/ethnic representation in leadership

PRIMARY GROUPS EXPERIENCING NEGATIVE IMPACT



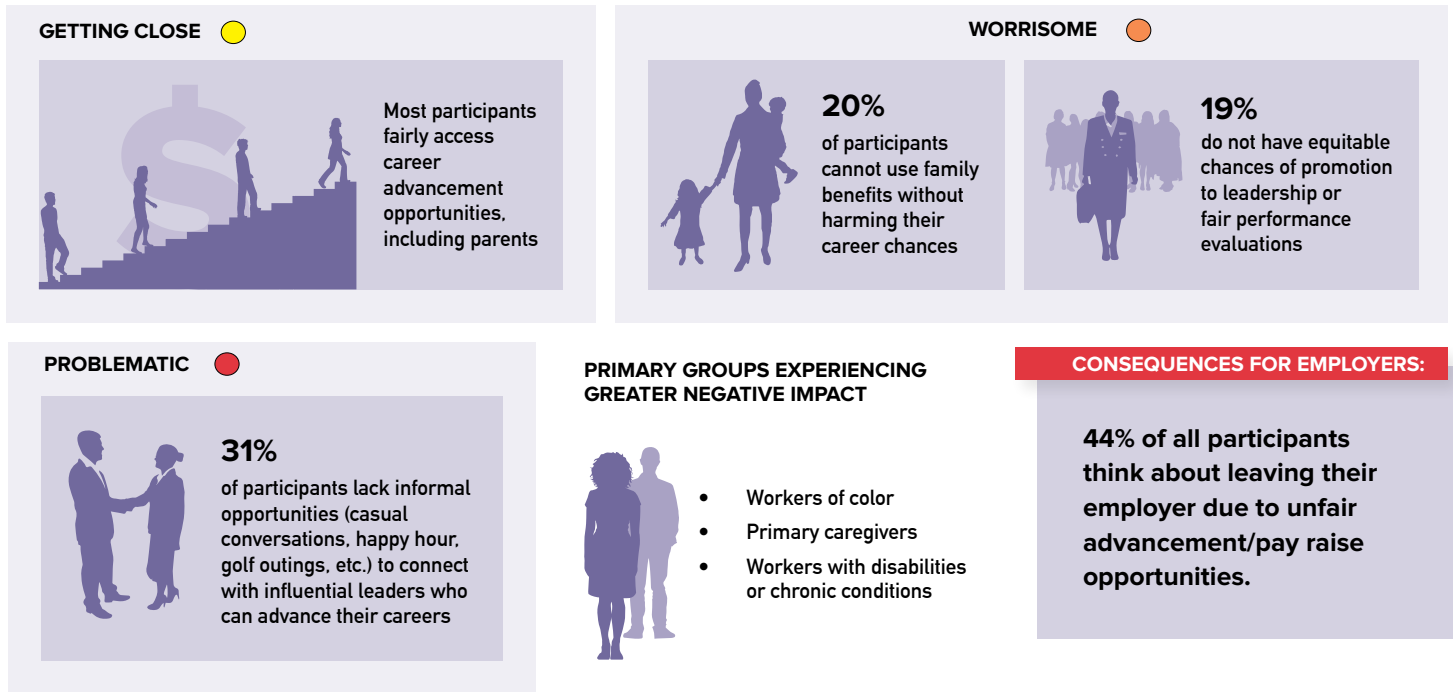
- Latinas
- Primary caregivers
- Men of color
- Workers with disabilities or chronic conditions
- Veterans

CONSEQUENCES FOR EMPLOYERS:

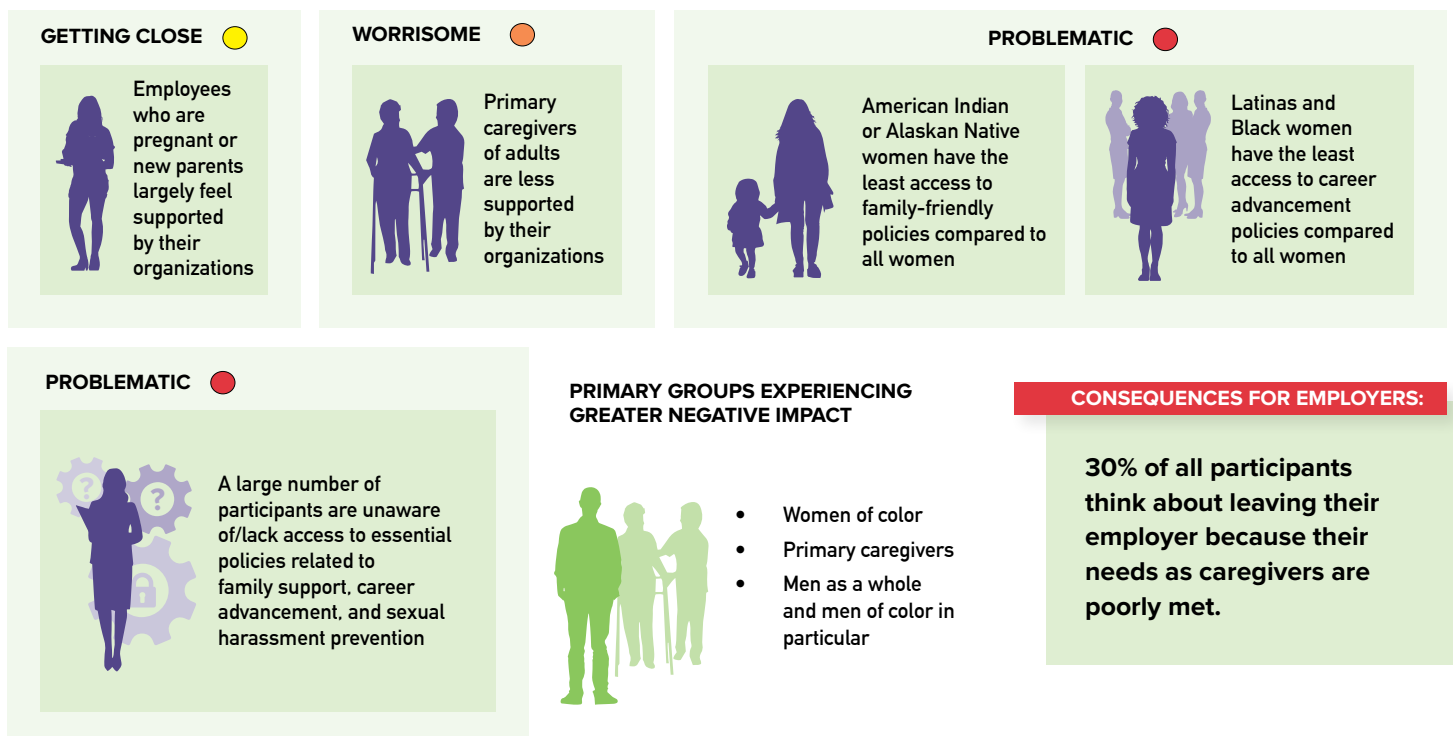
Workplace discrimination negatively impacts the work productivity and innovation/creativity of almost 40% of participants.

37% think about leaving their employer because of workplace discrimination.

ACMA measures employee perceptions of fairness in career opportunities. Key indicators include: access to raises, promotions, and tools for career success. Worrisome and Problematic areas are more numerous than the Getting Close areas.



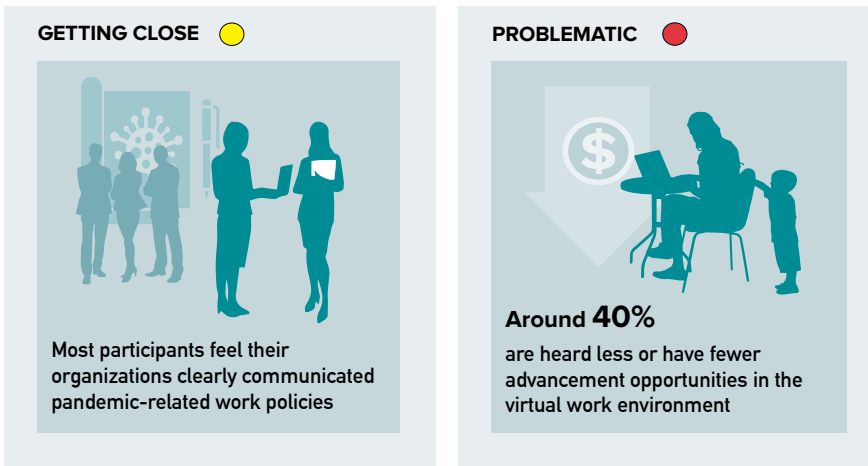
POMA reveals presence/absence of official company policies that promote workplace equity (access to professional development, caregiver support, sexual harassment prevention, etc.), and how effective the policies are. Worrisome and Problematic areas had a greater impact than other findings on the composite score for this metric.



SRMA measures whether supervisors are effectively providing employees balanced professional and personal support. Key indicators include: promoting direct reports' work in ways that can advance their careers, and providing support for workplace satisfaction and balance. Worrisome areas slightly outweigh Getting Close areas.



Pandemic Impact



UNZONED ISSUES: IMPACTS TO WORK PRODUCTIVITY

Flexible work schedules, remote work, and virtual meetings increase productivity for about half of participants, but...



PRIMARY GROUPS EXPERIENCING GREATER NEGATIVE IMPACT



EVOLVING EMPLOYEE NEEDS

- 69% of participants need better pay/advancement to remain loyal to their employer
- 53% need more flexible hours
- 48% need more recognition for hard work
- 46% need more remote work options



CONCLUSIONS

LEAPS Assessment findings suggest that three priorities have the most potential to drive short-term gains and long-term impact for San Diego’s workplace culture:

<p>Eliminate sexual harassment/assault</p> 	<p>Normalize availability/transparency of pay and career advancement practices</p> 	<p>Universalize employer policies that drive equity and inclusive diversity</p> 
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WHAT’S NEXT?

Step 2: Collaborative LEAPS Playbook

Local leaders are uniting as a collaborative group called the San Diego LEAPS Alliance. Together, we will use LEAPS Assessment findings to build a region-specific roadmap, the LEAPS Playbook, to help our communities address San Diego’s top three workplace equity priorities. Key stakeholder groups (e.g., advocacy organizations, employers, legislators) will meet in 5 Stakeholder Roundtables through June 2023 to agree on and commit to tangible roles, goals, and timelines for each group. Stay tuned at kimcenter.org for updates!





CALL TO ACTION: JOIN THE LEAPS ALLIANCE

Long-term meaningful change will only happen with active collaboration. The Kim Center and its partners are calling on local leaders to represent key stakeholder groups in the Playbook process. Contact Dr. Hei-ock (HAY-oh) Kim at heiock@kimcenter.org to join this historic movement!



City of Lemon Grove proclaims Workplace Equity Day (2018)

KEY STAKEHOLDER GROUPS INCLUDE:

<p>Employers & Business Groups</p> 	<p>Investors & Foundations</p> 	<p>Policymakers</p> 	<p>Unions & Advocacy Groups</p> 
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ABOUT THE KIM CENTER

The Kim Center is dedicated to transforming San Diego into a trailblazing model of economic and social leadership that can be replicated in other regions throughout the nation. Collaborative local action informed by local data is essential to cultural transformation, so we unite stakeholder representatives around our LEAPS initiative. LEAPS accelerates change through a rigorous Assessment, custom Playbook, and national Accreditation. Our research partners include UC San Diego's Center for Research + Evaluation, Arboreta Group, and a volunteer Research Advisory Committee. Our partners represent multiple industries, sectors, and social justice interests. Learn more at kimcenter.org.



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The San Diego LEAPS Alliance



Many thanks to our 2022 supporting partners!



We are also grateful to **Arleene Antin & Leonard Ozerkis, Linda & Mel Katz, Barbara Bry & Neil Senturia, Proven Recruiting, MyPoint Credit Union**, and numerous other **visionary supporters!**