

# LEAPS SAN DIEGO 2022

## WORKPLACE EQUITY ASSESSMENT



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## 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

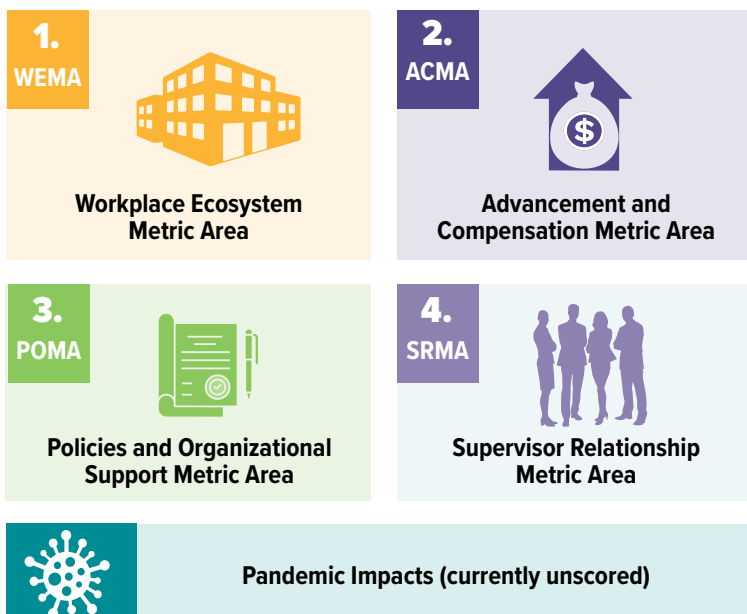
Quantifies worker experiences related to equity using consistent metrics across regions and industries.

### 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.



## 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!

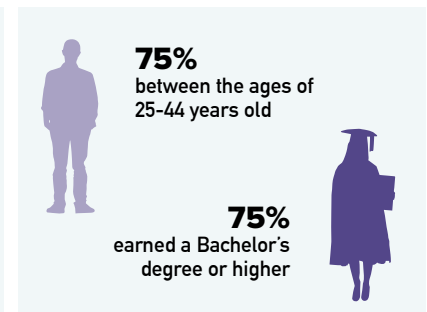
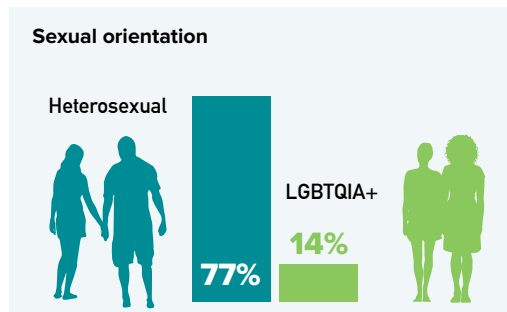
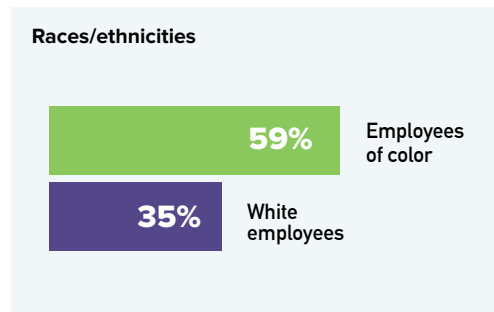
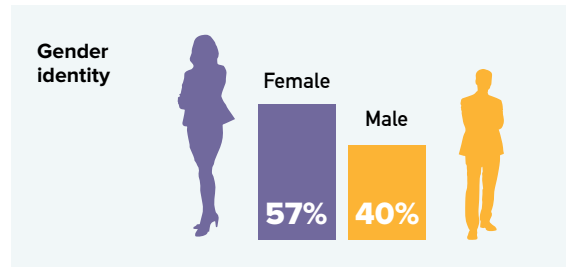
Takeaway



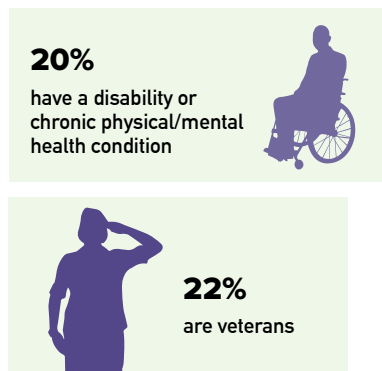
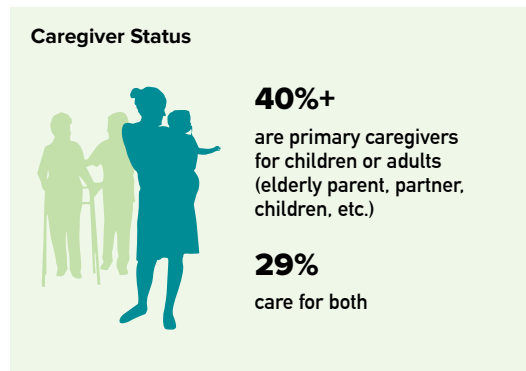
## THE SAMPLE

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

### Largest Demographic Groups



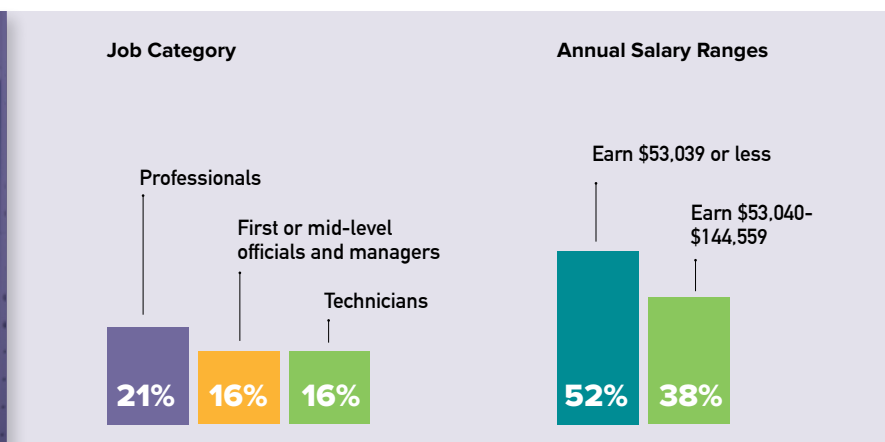
### Other Notable Characteristics



### 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

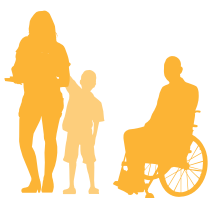


**1/3 to 1/2**  
experience  
microaggressions  
(inappropriate comments  
about their appearance,  
gender, race/ethnicity,  
sexual orientation, etc.)



**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.

## GETTING CLOSE ●



Most participants fairly access career advancement opportunities, including parents

## WORRISOME ●



**20%** of participants cannot use family benefits without harming their career chances



**19%** do not have equitable chances of promotion to leadership or fair performance evaluations

## PROBLEMATIC ●



**31%** of participants lack informal opportunities (casual conversations, happy hour, golf outings, etc.) to connect with influential leaders who can advance their careers

## PRIMARY GROUPS EXPERIENCING GREATER NEGATIVE IMPACT



- Workers of color
- Primary caregivers
- Workers with disabilities or chronic conditions

## CONSEQUENCES FOR EMPLOYERS:

**44% of all participants think about leaving their employer due to unfair advancement/pay raise opportunities.**

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.

## GETTING CLOSE ●



Employees who are pregnant or new parents largely feel supported by their organizations

## WORRISOME ●



Primary caregivers of adults are less supported by their organizations

## PROBLEMATIC ●



American Indian or Alaskan Native women have the least access to family-friendly policies compared to all women



Latinas and Black women have the least access to career advancement policies compared to all women

## PROBLEMATIC ●



A large number of participants are unaware of/lack access to essential policies related to family support, career advancement, and sexual harassment prevention

## PRIMARY GROUPS EXPERIENCING GREATER NEGATIVE IMPACT



- Women of color
- Primary caregivers
- Men as a whole and men of color in particular

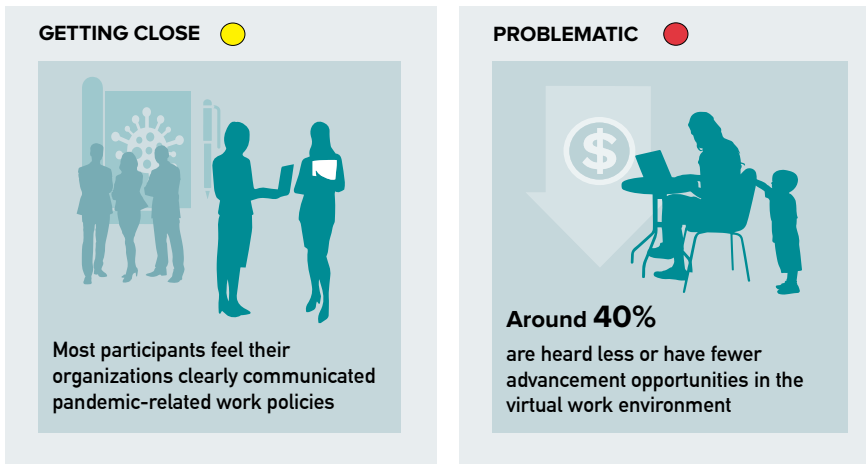
## CONSEQUENCES FOR EMPLOYERS:

**30% of all participants think about leaving their employer because their needs as caregivers are poorly met.**

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:

Eliminate sexual harassment/assault



Normalize availability/transparency of pay and career advancement practices



Universalize employer policies that drive equity and inclusive diversity



## 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](https://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](mailto:heiock@kimcenter.org) to join this historic movement!



City of Lemon Grove proclaims Workplace Equity Day (2018)

### KEY STAKEHOLDER GROUPS INCLUDE:

Employers & Business Groups



Investors & Foundations



Policymakers



Unions & Advocacy Groups



## 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 stakeholders 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](https://kimcenter.org).



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[kimcenter.org](https://kimcenter.org)

## 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!**