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Executive Summary
Project Overview

**WHY?**
Washington State Patrol (WSP) is focused on building a diverse organization, with equitable access to opportunities, and an inclusive culture. WSP aims to bridge its current diversity, equity, and inclusion (DEI) gaps by expanding its ability to recruit and retain a diverse workforce and provide training to build trust and confidence with the public, as well as within the agency. Washington State Patrol is well-positioned to more strategically leverage DEI to accelerate their mission of providing the best public safety services to enhance the safety and security in the state of Washington.

**HOW?**
As a first step to driving a culture of diversity, equity, and inclusion, Washington State Patrol must understand the current state of DEI at the agency today. The DEI Findings Report contained the preliminary findings of Washington State Patrol's DEI maturity assessment. In the Post Report, a deeper set of recommendations are focused on advancing DEI recruitment, retention, and training plans.

**WHAT?**
Understand the current state and provide recommendations to improve diversity, equity, and inclusion at WSP with a particular focus on workforce recruitment, retention, and training. Develop an actionable, institutionalized Workforce DEI Strategic Recruitment Plan and DEI Training Plan that internally and externally align with WSP's DEI vision and goals.

**WEEK OF:**
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<tbody>
<tr>
<td>Phase 1: Data Collection</td>
<td>Phase 2: Analysis</td>
<td>Phase 3: Reporting</td>
<td>Phase 4: Strategic Development</td>
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This Post Report focuses on the priority areas below

Training Plan and Roadmap
Purpose and Value
The DEI Training Plan and Roadmap provides an overview of key training opportunities for WSP. An overview of the training, as well as level of effort, time requirement, targeted audience, delivery format, and value and impact are identified for each training. These trainings are intended to improve DEI competence and skills at Washington State Patrol.

Intended Audience
This training plan framework is intended to offer an enduring, scalable, and repeatable internal guide for WSP HRD to utilize for its present and future training needs. As an internal document, multiple WSP stakeholders including the Executive Staff, HRD Director and Staff, DEI Officer, and related staff are highlighted to establish specific considerations, roles, and responsibilities.

Document Organization
A number of key components were considered when developing recommendations. Listed below are the sections in which these components are presented and an overview of each section’s content:

1. **Key Findings**: Provides an overview of results from WSP focus groups in regard to DEI training preferences.

2. **Training Plan and Roadmap**: Proposes five focus areas for DEI training to advance DEI competence and skills at WSP.

3. **Additional Training Considerations**: Provides a consolidated list of training opportunities and activities designed to advance DEI at WSP.
Executive Summary

The WSP DEI Training Plan and Roadmap takes into account our understanding of WSP's current state and workforce based on past deliverables, WSP data sources, and qualitative interviews and focus groups, and adds external research and best practices for training to shape our recommendations for the future state.

Past Deliverables

- Key Findings Report
  - The Current State DEI Assessment measures organizational DEI maturity and documents current state bright spots, challenges, and opportunities to improve the future state related to DEI recruitment, retention, and training

Interviews & Focus Groups

- DEI Interviews and Discussions
  - Interviews with WSP Chief, Assistant Chief, Fire Marshal, DEI Officer, and Recruitment Lead
  - Discussions with HRD Director, Psychologist, members of DEI Council
- DEI Focus Groups with Underrepresented Demographics at WSP
  - Qualitative input from Commissioned and Civil Service workforce across Bureaus

DEI Strategy Lab

- Executive Staff and Key Leadership
  - Review of key findings from Current State DEI Assessment and discussion of potential recommendations for recruitment and retention

External Data and Research

- Law Enforcement Agencies
  - Review of current law enforcement practice with a focus on Western United States
- State and Law Enforcement Policy
  - Washington State DEI resources
- Recent Studies of Law Enforcement DEI Efforts
  - Analysis of recent assessments and recommendations from other law enforcement agencies working to understand barriers to recruiting and retaining a diverse workforce, and providing DEI training

Inputs
Summary of Training Recommendations

5 training themes were identified from the research to advance DEI at WSP:

**Introduction to Diversity, Equity & Inclusion Training**

It is important to have an understanding and a foundational multicultural competence in diversity, equity, and inclusion to recognize and respect all identities. An introduction to DEI concepts, definitions, and purpose for the agency is a starting point to develop awareness. Increased multicultural awareness fosters trust among the public and positively impacts policing efforts. Definitions of diversity, equity, inclusion, intersectionality, and microaggressions should all be included in this training, as well as the exploration and recognition of identities.

**Inclusive Leadership**

An inclusive culture that drives agency outcomes starts with inclusive leaders. Participants will employ characteristics associated with effective cross-cultural interactions, engage in courageous conversations with colleagues by building trust and speaking up when they witness exclusionary behaviors, develop inclusive leadership habits and drive accountability by creating and sharing personal action plans. Leaders will better mitigate bias and drive a more inclusive organizational culture.

**Unconscious Bias**

To build truly inclusive leaders and individuals across WSP will require an approach that not only enables the understanding and cognizance of bias, but also embeds inclusive behavior in the fabric of WSP's culture. Unconscious bias training increases awareness of core topics to begin building the capability to mitigate bias, reinforces equality as an agency, and activates personal commitment through immersive, visceral experiences. The results of Unconscious Bias can also affect how WSP is perceived externally - by the public, the media or potential new employees.

**Allyship and Bystander Intervention**

Moving beyond a basic understanding of DEI to actively promoting and advancing the culture of DEI is critical to becoming a more equitable and inclusive agency. Training in allyship and bystander intervention will give employees in the agency a set of skills they can use to advocate for all and reduce maladaptive and illegal harmful behaviors. Tolerance and acceptance are not enough to meet the diverse needs of all, while moving towards a model of allyship and advocacy will create a safer and more inclusive agency.

**History of Law Enforcement Culture**

In addition to learning new perspectives and skills related to DEI, it's important to understand the historical context of legal discrimination in the United States. Without placing blame on law enforcement, it's important for those in the industry, especially commissioned officers, to be educated on historical laws that targeted underrepresented populations. A history of law enforcement culture can increase empathy and trust among employees and enhance relationships with the public in which they serve.
DEI Training Current Assessment Results
Summary of Results Deep Dive: Training

Bright spots, challenges, and opportunities for training at WSP include:

**DEI training is a key focus area**
Washington State Patrol recognizes DEI training as a focus area for the learning and development of its Commissioned and Civil Service workforce. The DEI Officer has explored training options and trainings will be rolled out across the agency in the near future.

**DEI Council**
Washington State Patrol’s DEI Council has started to share training opportunities and educational content amongst the Council.

**Interest in DEI training**
Interview and focus group participants all shared a common desire for DEI trainings. The top two DEI topics of interest selected by focus group participants were Leading Diversity and Leadership Development.

**What We Heard**
“Obviously, it’s very important that if they’re going to have training, it’s the proper training.”

“Trainings and education, there are a lot of gaps.”

“Most of the time when you’re seeing diversity training on somebody it’s training documents and so forth and because it’s something that they’ve searched out on their own.”

“I expect that exec level gets training first, so we know what’s being pushed throughout the agency.”

“From a culture standpoint, training has to be done in the “right way.”

“Need support for education and training and it’s going to be a lot of time commitment.”

**Key Challenges & Opportunity Areas**

Unsuccessful history of DEI training
Nearly twenty years ago, there was a DEI training at WSP that was not well-received. As a result, DEI training has largely fallen off the radar at exception for recent, one-off trainings with local university partnerships. As a new generation joins WSP, the unsuccessful training from 20 years ago will be forgotten and an opportunity to build a new and positive DEI training legacy exists.

Moving from compliance to education on DEI
The language around diversity, equity, and inclusion has evolved over the last 20 years, but DEI is linked to the historic struggle for civil rights. There is a quick-win opportunity to formally educate Commissioned and Civil Service staff on key DEI terminology, systemic inequities, the use of more inclusive language in the workplace, and anti-racism. The WSP Academy has a well-received training on US history and systemic injustice that could be more broadly rolled out beyond Cadets.

Internal talent processes and culture
Internal trainings aim to change behaviors around unconscious biases and inclusive leadership in the talent experience, including recruitment, hiring, retention, performance evaluations, promotions, and an overall culture of diversity, equity, and inclusion.

Public-facing interactions
Public perception of law enforcement is currently low and polarizing. DEI trainings can aim to change behaviors in public interactions to improve trust and transparency between law enforcement and the community. Data from the Washington State University study on traffic stops by the Washington State Patrol illustrated Black and Latinx drivers being stopped at disproportionately higher rates than White drivers. Training on intersectionality, unconscious bias, crisis intervention training, de-escalation, and other citizen-focused trainings will support the behavior change and ultimately improved public perception.

**Summary of Findings:** While WSP is exploring the addition of DEI trainings, this is a current gap in the learning and development of the WSP workforce. DEI training is needed for internal culture and talent processes, as well as community-facing, public perception of the agency. The trainings should be targeted to specific Bureaus and Divisions rather than a one-size-fits-all approach.
WSP focus group participants provided insights into preferred training topics and delivery formats:

### Key Takeaways
- **65%** of focus group participants would be interested in **in-person DEI trainings**
- **73%** of participants would like to have **leadership development training**
- **59%** of participants believe leaders could improve the inclusive employee experience by providing opportunities for feedback and providing training on leading diversity

### What DEI training topics would you be interested in? (Select all that apply)
- **Community Building / Outreach in marginalized communities**
- **Conflict Resolution and Mediation**
- **History of Law Enforcement**
- **Intersectionality**
- **Microaggressions**
- **Leading for Inclusion**
- **Leadership Development**
- **Unconscious Bias**
- **Other**

### What formats of DEI training would you be interested in? (Select all that apply)
- **Virtual**
- **In-person**
- **Videos**
- **Podcasts**
- **Interactive Training**
- **Literature**
DEI Training Plan & Roadmap
## Components of Training

<table>
<thead>
<tr>
<th>Overview</th>
<th>A high-level overview of the purpose and content included in the training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of Effort</td>
<td>The level of effort needed to implement the training based on the complexity of the training, as well as the time and resources needed to execute it</td>
</tr>
<tr>
<td>Time Requirement</td>
<td>The suggested time requirement of the training</td>
</tr>
<tr>
<td>Audience</td>
<td>The key individuals or groups that should be engaged throughout the execution of the training</td>
</tr>
<tr>
<td>Delivery Format</td>
<td>The options for delivery of the training</td>
</tr>
<tr>
<td>Value and Impact</td>
<td>The potential value of the training and additional considerations that could impact the success and/or completion of the recommendation</td>
</tr>
</tbody>
</table>

## Key Considerations

<table>
<thead>
<tr>
<th>Address Resource Constraints &amp; Gaps</th>
<th>Maintain Coordination with DEI Officer</th>
<th>Translate Roadmap to DEI Training Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSP has limited DEI resources, which could hinder the agency's ability to execute DEI training plan and roadmap within the proposed timing provided</td>
<td>In order to increase alignment across the agency and minimize the duplication of efforts, there is a need for WSP to stay in sync with WSP's DEI Officer</td>
<td>Recommendations highlighted in the DEI roadmap need to be translated into a detailed training plan with clear owners, confirmed timelines, etc. in order to drive progress on WSP's DEI efforts</td>
</tr>
</tbody>
</table>
Introduction to Diversity, Equity, and Inclusion Training

OVERVIEW

Introduction to Diversity, Equity, and Inclusion for Law Enforcement

- Those working in public service are responsible for serving and protecting all people.
- It is important to have an understanding and a foundational multicultural competence in diversity, equity, and inclusion to recognize and respect all identities.
- Multicultural awareness fosters trust among the public and positively impacts policing efforts.
- Explore and define the following concepts:
  - **Diversity**: The characteristics with which we are born and gain through experience, both seen and unseen, that make us different and similar.
  - **Equity**: The outcome of diversity, inclusion, and anti-oppression wherein all people have fair access, opportunity, resources, and power to thrive with consideration for and elimination of historical and systemic barriers and privileges that cause oppression.
  - **Inclusion**: The actions taken to understand, embrace, and leverage the unique strengths and facets of identity for all individuals so that all feel welcomed, valued, and supported.
  - **Intersectionality**: The notion that social identities, such as race, gender, sexuality, class, marital status, and age, overlap and intersect in dynamic ways that shape each individual.
  - **Microaggressions**: Subtle, intentional — and oftentimes unintentional — interactions or behaviors that communicate some sort of bias toward historically marginalized groups.

Key themes of training include:
- Define Diversity, Equity, and Inclusion
- Understand the concept of intersectionality
- Recognize and celebrate personal identities

Level of Effort: Low/Medium

Time Requirement: 4 hours

Audience: All WSP employees

Delivery Format: Virtual, face-to-face, group, webinar

VALUE TO WASHINGTON STATE PATROL

- It is now more important than ever for law enforcement agencies to build trusting relationships with their communities and having DEI training can positively improve policing efforts.
- Having trusting relationships with the public helps in reporting and solving crimes, improving safety, and fosters a more cooperative environment between the public and law enforcement.

IMPACT

- Mandatory participation in DEI training for all employees documented in annual review
- Implementation of inclusion as an input for manager/leader performance management
Inclusive Leadership Training

OVERVIEW & ACTIVITIES

Inclusive Leadership

- Treating people and groups fairly—that is, based on their unique characteristics, rather than on stereotypes
- Personalizing individuals—that is, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group
- Leveraging the thinking of diverse groups for smarter ideation and decision making that reduces the risk of being blindsided
- Consider expectations of inclusive behaviors such as:

  - **Commitment**: Highly inclusive employees are committed to diversity, equity, and inclusion because these objectives align with their personal values and because they believe in the business case
  - **Courage**: Highly inclusive employees speak up and challenge the status quo, and they are humble about their strengths and weaknesses
  - **Cognizance of Bias**: Highly inclusive employees are mindful of personal and organizational blind spots, and self-regulate to help ensure fair play
  - **Curiosity**: Highly inclusive employees have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity
  - **Cultural Intelligence**: Highly inclusive employees are confident and effective in cross-cultural interactions
  - **Collaboration**: Highly inclusive employees empower individuals as well as create and leverage the thinking of diverse groups

VALUE TO WASHINGTON STATE PATROL

- **Commitment**: Highly inclusive employees are committed to diversity, equity, and inclusion because these objectives align with their personal values and because they believe in the business case
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- **Collaboration**: Highly inclusive employees empower individuals as well as create and leverage the thinking of diverse groups

IMPACT

- **Formally assess inclusive leadership capabilities across senior leaders and people managers. Identify individual and organizational developmental gaps and create development plans.**
- **Encourage leaders to seek informal feedback from others on their capability for inclusive leadership.**

Level of Effort: Low/Medium

Time Requirement: 4 hours

Audience: Managers, Executive staff

Delivery Format: Virtual, face-to-face, group, webinar
Unconscious Bias Training

OVERVIEW & ACTIVITIES

Unconscious Bias

• **Unconscious biases** are the mental shortcuts that individuals form outside their own conscious awareness about others. They are often informed by social stereotypes about groups of people.

• **Everyone experiences unconscious bias** – it’s the brain’s way of coping with and categorizing the information we receive every day. Our tendency to give preference to a group or type of person may not be intentional, but we can still do something to change it.

• Consider expectations of inclusive behaviors such as:
  
  • **In Group/Out Group Bias**: We show affinity to social groups we feel a part of as opposed to groups with whom we do not identify
  
  • **Mini Me Bias**: We tend to associate with individuals we believe are like us
  
  • **As I Expected Bias**: We tend to only consider information that confirms our point of view
  
  • **Perception Bias**: When stereotypes and assumptions about certain groups obstruct our judgement about individuals
  
  • **Personality Error Bias**: We assume an individual’s behavior is core to their personality, without considering external factors

When it comes to performance management, objectivity is essential for an effective appraisal system.

Effective performance management requires a system in which top performers are recognized and given opportunities to advance; while low performers are given the guidance and motivation needed to improve their performance.

VALUE TO WASHINGTON STATE PATROL

• Leaders establish a commitment for DEI through sharing understanding of unconscious bias and building inclusive behaviors.

• Unconscious bias can result in micro-inequities, flawed decision-making, and unintended exclusion of individuals and groups.

METRICS

• People of color are 3X more likely to leave a job because of perceptions of workplace unfairness

• LGBTQ professionals leave almost twice as often because of perceptions of workplace unfairness

• Unfairness at work costs U.S. employers $64 billion on an annual basis (1.5 x salary to replace people)

(Levelling Playing Field Institute’s incredible Corporate Leavers Survey, 2018)
Allyship and Bystander Intervention Training

OVERVIEW & ACTIVITIES

Allyship and Bystander Intervention

- **Allyship** is the intentional practice of using our unique position to equalize possibilities for a person or group of people who cannot access the same opportunities.
- **Bystander Intervention** can help create a collective responsibility among employees to reduce inappropriate maladaptive behavior and prevent illegal harassment.
- Training in Bystander Intervention can lead to increased allyship and promote a culture of inclusivity and reduce unintentional and intentional harmful behaviors.
- Understand the various levels of allyship:
  - **Unaware**: unaware of or disagree with the need for diversity, equity, and inclusion
  - **Curious**: seeking understanding and knowledge of diversity, equity, and inclusion, including allyship
  - **Aware**: understand the basics of allyship, but does not actively practice allyship on behalf of others
  - **Active**: strong understanding of allyship and serves as an ally to others when asked/prompted
  - **Proactive**: committed to the concept of allyship and routinely and proactively championing inclusion
- Become familiar with the 4 D’s of bystander intervention:
  - **Direct Action**: Respond directly to the aggressor or physically intervene if necessary
  - **Distract**: Interrupt the aggressor in an effort to de-escalate the situation
  - **Delegate**: Bring in a 3rd party to help
  - **Delay**: Check in with the person being harassed at a time when it’s safe for them

VALUE TO WASHINGTON STATE PATROL

- Establish a common frame of understanding of allyship across the enterprise
- Create a seamless experience that enables leaders to adopt allyship mindsets and behaviors
- Challenge with individual insights on their allyship journey and goals
- Support leaders in advancing opportunities to practice allyship
- Enable continual growth with relevant resources and tools on allyship
- Create a safe learning space rooted in human connection amongst the cohort leaders

IMPACT

- **Sponsorship** is being actively involved in aiding in an individual's career progression, rather than providing advice (mentorship)
- **Bystander Intervention Training** equips employees with the skills to reduce harmful behaviors and illegal harassment

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History of Law Enforcement Culture Seminar

OVERVIEW & ACTIVITIES

Education
• Successful training requires education. Education provides the “why” and foundation for buy-in, whereas training builds on skills and answers the “how” to training initiatives
• As society has evolved, the role of law enforcement has had to change and adapt to meet the needs of providing public service and safety
• Law enforcement agencies have had to follow and enforce historical laws that were discriminatory to underrepresented populations
• Examples of a few laws that were discriminatory include:
  • **Fugitive Slave Act of 1850:** Law requiring slaves be returned to their owners even if they were in a free state
  • **Chinese Exclusion Act:** Law prohibiting immigration of Chinese, the first significant law restricting immigration
  • **The Immigration Act of 1924:** Law aimed at limiting the number of immigrants through a national origins quota
  • **Japanese Internment Camps:** Forced relocation and incarceration of people in the United States with Japanese ancestry
  • **Jim Crow Laws (1876-1965):** Laws that legalized racial segregation
  • **Women’s Right to Vote:** The passage of the 19th amendment in 1920 made it legal for women to vote, but still discriminated against many women of color
  • **Sodomy Laws:** Up until 1961, there were sodomy laws in every state that specifically targeted the LGBTQ community
  • **Anti-miscegenation Laws:** Laws that criminalized interracial marriages and sexual relations between members of different races

• In addition to learning new perspectives and skills related to DEI, it’s important to understand the historical context of legal discrimination in the United States.
• Without placing blame on law enforcement, it’s important for those in the industry, especially commissioned officers, to be educated on historical laws that targeted underrepresented populations.
• A history of law enforcement culture can increase empathy and trust among employees.

VALUE TO WASHINGTON STATE PATROL

• Level of Effort: Low/Medium
• Time Requirement: 4 hours
• Audience: All WSP employees
• Delivery Format: Virtual, face-to-face, group, webinar

MUSEUMS/EVENTS WITH HISTORICAL DEI FOCUS

• The Northwest African American Museum
• Wing Luke Museum (Asian Pacific American Experience)
• Yakama Nation Museum (Native American Experience)
• Chinese Lantern Festival, Spokane
• Japan Fair, Bellevue
• Festa Italiana Seattle

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Below is a recommended timeline for identifying, developing and implementing the five identified trainings:

<table>
<thead>
<tr>
<th>90 Days</th>
<th>Year 1 (Q2-Q4)</th>
<th>Year 2</th>
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<tbody>
<tr>
<td><img src="image" alt="Diagram" /> Introduction to Diversity, Equity, and Inclusion Training</td>
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<tr>
<td><img src="image" alt="Diagram" /> Inclusive Leadership Training</td>
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<tr>
<td><img src="image" alt="Diagram" /> Unconscious Bias Training</td>
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<tr>
<td><img src="image" alt="Diagram" /> Allyship and Bystander Intervention Training</td>
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<tr>
<td><img src="image" alt="Diagram" /> History of Law Enforcement Culture Seminar</td>
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Additional DEI Considerations
Quick Wins in First 30 Days

A few key actions can be taken to help WSP maintain its DEI momentum and demonstrate an early impact in activating the new DEI training plan and roadmap. The following recommendations can be implemented over the first 30 days.

| DEI Follow-up Message | • Develop communication for WSP’s DEI Officer to distribute to all colleagues that:  
| | • Provides a review of the current state assessment  
| | • Communicates information about the DEI Council  
| | • Shares the updated DEI vision, mission and links to internal and external sites  
| | • Provides a high-level preview of next steps (e.g., unveiling a DEI training plan for WSP) |
| Initial Updates to Internal and External DEI Site | • Update DEI references on sites to DEI  
| | • Add updated diversity, equity, and inclusion definitions to internal DEI site  
| | • Add updated DEI mission and vision to internal and external DEI sites  
| | • Create mailbox for feedback and ideas to include on internal DEI site |
| Creation and Management of DEI Training Plan | • In addition to the DEI Officer, identify a team to support the management of the DEI training plan  
| | • Translate DEI training plan and roadmap into project plan with action items and deadlines |
WSP’s DEI Strategy

The proposed DEI training plan and roadmap will enable WSP to drive their DEI vision. By prioritizing efforts initially, WSP will establish a strong DEI foundation that can be built upon over time.

The **four strategic drivers** below, along with five enablers, will guide WSP's DEI efforts:

<table>
<thead>
<tr>
<th>Colleagues</th>
<th>Culture</th>
<th>External Stakeholders</th>
<th>Leadership</th>
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</thead>
<tbody>
<tr>
<td><strong>Develop a talented and diverse workforce</strong></td>
<td><strong>Build a culture of belonging</strong></td>
<td><strong>Advance DEI through partnerships</strong></td>
<td><strong>Promote inclusive leadership</strong></td>
</tr>
<tr>
<td>Attract, develop, and retain a talented and diverse workforce at all levels within WSP that mirrors the diversity of the communities we serve</td>
<td>Create an environment that welcomes and values our individuality and unique perspectives, and enables colleagues to feel a true sense of belonging at WSP</td>
<td>Activate and engage our external environment, partnering with communities, across our agency and beyond, to support our DEI goals and elevate our impact on society</td>
<td>Leaders at all levels prioritize DEI, demonstrate inclusive leadership behaviors and activate a more diverse and inclusive culture</td>
</tr>
</tbody>
</table>

**Stakeholders**

- DEI Officer
- Executive Leaders
- Human Resources
- Recruitment Team

- DEI Officer
- Executive Leaders
- Human Resources
- Hiring Managers

- DEI Officer
- GMR
- Procurement
- Marketing and Communications
- Recruitment Team

- DEI Officer
- Executive Leaders
- Managers
- Human Resources

**Enablers**

- Infrastructure
- Talent
- Analytics
- Brand
- Leadership

*Stakeholders is not an all-inclusive list*
A set of prioritized recommendations to activate WSP’s DEI culture is provided below:

<table>
<thead>
<tr>
<th>First 90 Days</th>
<th>Year 1 &amp; 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LAYING THE FOUNDATION</strong></td>
<td><strong>BUILDING THE LEGACY</strong></td>
</tr>
<tr>
<td><strong>C1.</strong> Evaluate talent acquisition practices and identify DEI opportunities</td>
<td><strong>C2.</strong> Update talent acquisition practices to include DEI language</td>
</tr>
<tr>
<td><strong>CU1.</strong> Develop a DEI email signature template</td>
<td><strong>C3.</strong> Establish a formal centralized onboarding program that includes DEI topics</td>
</tr>
<tr>
<td><strong>CU2.</strong> Develop a guide for more inclusive materials/language, including definitions and protocols</td>
<td><strong>C4.</strong> Develop a DEI learning curriculum</td>
</tr>
<tr>
<td><strong>ES1.</strong> Research DEI agenda of the State of Washington</td>
<td><strong>C5.</strong> Establish sponsorship program for all with emphasis on underrepresented colleagues</td>
</tr>
<tr>
<td><strong>ES2.</strong> Develop external partnership strategy and plan for providing trainings</td>
<td><strong>C6.</strong> Increase transparency related to career mobility, specifically for civil service employees</td>
</tr>
<tr>
<td><strong>ES3.</strong> Assess existing DEI Council and their efforts to align with agency’s DEI goals</td>
<td><strong>C7.</strong> Create leadership development program for all with emphasis on underrepresented colleagues</td>
</tr>
<tr>
<td><strong>L1.</strong> Define specific inclusive leadership framework and expectations</td>
<td><strong>CU3.</strong> Establish additional ways for colleagues to connect/engage with each other (e.g. mentorship, support groups, clubs/activities)</td>
</tr>
<tr>
<td><strong>EN1.</strong> Provide more visibility for DEI Officer on internal and external websites to advance DEI at WSP</td>
<td><strong>CU4.</strong> Proactive outreach from HR department to be more human capital focused</td>
</tr>
<tr>
<td><strong>EN2.</strong> Continue assessing facilities for accessibility and inclusivity</td>
<td><strong>ES4.</strong> Design and launch campaign to strengthen WSP’s DEI brand</td>
</tr>
<tr>
<td><strong>EN3.</strong> Develop and begin executing internal and external DEI communications plan</td>
<td><strong>ES5.</strong> Apply for DEI Certifications and Awards</td>
</tr>
<tr>
<td></td>
<td><strong>L2.</strong> Establish DEI goals and accountability mechanisms for Bureau leaders</td>
</tr>
<tr>
<td></td>
<td><strong>L3.</strong> Establish inclusive leadership learning program</td>
</tr>
<tr>
<td></td>
<td><strong>EN4.</strong> Establish/refine dashboard to track progress towards DEI goals</td>
</tr>
<tr>
<td></td>
<td><strong>EN5.</strong> Integrate DEI question(s) into existing employee engagement survey</td>
</tr>
<tr>
<td></td>
<td><strong>EN6.</strong> Continue DEI reports to internally share progress against identified DEI goals</td>
</tr>
<tr>
<td></td>
<td><strong>EN7.</strong> Continue to execute and refine internal and external DEI communication plan</td>
</tr>
<tr>
<td></td>
<td><strong>EN8.</strong> Continue meeting with DEI Council to expand membership and engagement</td>
</tr>
</tbody>
</table>

Realizing WSP’s DEI Vision

- **C** = Colleague Initiative
- **CU** = Culture Initiative
- **ES** = External Stakeholder Initiative
- **L** = Leadership Initiative
- **EN** = Enabler Initiative
## 90-Day Roadmap

<table>
<thead>
<tr>
<th>30 Days</th>
<th>60 Days</th>
<th>90 Days</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COLLEAGUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C1.</td>
<td>Evaluate talent acquisition practices and identify DEI opportunities</td>
<td>D</td>
</tr>
<tr>
<td><strong>CULTURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CU1.</td>
<td>Develop a DEI email signature template</td>
<td></td>
</tr>
<tr>
<td>CU2.</td>
<td>Develop a guide for more inclusive materials/language, including definitions and protocols</td>
<td>D</td>
</tr>
<tr>
<td><strong>EXTERNAL STAKEHOLDERS</strong></td>
<td></td>
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</tr>
<tr>
<td>ES1.</td>
<td>Research DEI agenda of the State of Washington</td>
<td></td>
</tr>
<tr>
<td>ES2.</td>
<td>Develop external partnership strategy and plan for providing trainings</td>
<td>D</td>
</tr>
<tr>
<td>ES3.</td>
<td>Assess existing DEI Council and their efforts to align with agency's DEI goals</td>
<td>D</td>
</tr>
<tr>
<td><strong>LEADERSHIP</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>L1.</td>
<td>Define specific inclusive leadership framework and expectations</td>
<td>D</td>
</tr>
<tr>
<td><strong>ENABLERS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EN1.</td>
<td>Provide more visibility for DEI Officer on internal and external websites to advance DEI at WSP</td>
<td>D</td>
</tr>
<tr>
<td>EN2.</td>
<td>Continue assessing facilities for accessibility and inclusivity</td>
<td></td>
</tr>
<tr>
<td>EN3.</td>
<td>Develop and begin executing internal and external DEI communications plan</td>
<td>D</td>
</tr>
</tbody>
</table>

*D = activity has dependencies*
### 2-Year Roadmap*

<table>
<thead>
<tr>
<th>COLLEAGUES</th>
<th>C2. Update talent acquisition practices to include DEI language</th>
<th>C3. Establish a formal centralized onboarding program that includes DEI topics</th>
<th>C4. Develop a DEI learning curriculum</th>
<th>C5. Establish sponsorship program for all with emphasis on underrepresented colleagues</th>
<th>C6. Increase transparency related to career mobility, specifically for civil service employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>CULTURE</td>
<td>CU3. Establish additional ways for colleagues to connect/engage with each other (e.g. mentorship, support groups, clubs/activities)</td>
<td>CU4. Proactive outreach from HR department to be more human capital focused</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXTERNAL STAKEHOLDERS</td>
<td>ES4. Design and launch campaign to strengthen WSP’s DEI brand</td>
<td>ES5. Apply for DEI Certifications and Awards</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEADERSHIP</td>
<td>L2. Establish DEI goals and accountability mechanisms for Bureau leaders</td>
<td>L3. Establish inclusive leadership learning program</td>
<td></td>
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<td>ENABILERS</td>
<td>EN4. Establish / refine dashboard to track progress towards DEI goals</td>
<td>EN6. Continue DEI reports to internally share progress against identified DEI goals</td>
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</tbody>
</table>

*D = activity has dependencies

*Ongoing execution and refinement of planned activities for each strategic driver follow the timing outlined on this roadmap
Appendix
Appendix A: DEI Goal Setting
DEI Goal-Setting: An Overview

An agency's DEI vision, mission and strategy are critical inputs to establishing DEI goals and action plans that can lead to meaningful change and impact.

The vision for a more diverse, equitable, and inclusive WSP

The overarching aspiration for what a fully diverse, equitable and inclusive WSP would look like

DEI Training Plan & Roadmap

Defines the strategic drivers to achieve WSP's DEI vision and mission, and where WSP anticipates focusing over the next ~2 years

DEI Goals

Tangible and measurable objectives that if accomplished would help WSP accomplish its vision and mission. There are two levels of goals: (1) agency-wide goals and (2) bureau specific goals

DEI Action Plans

Details the tactical sequence of key activities (specific, time-bound activities) that when accomplished, achieve the goal

The everyday experience of leaders, colleagues, and constituents
DEI Goal-Setting: Approach

The high-level process for setting DEI goals and developing/supporting action plans is outlined below:

**Set DEI Goals**
- Review DEI current state assessment data, strategy, roadmap, and existing DEI goals
- Establish new and/or refine existing DEI goals (agency-wide)

**Cascade DEI Goals and Develop Action Plans**
- Meet with bureau unit / functional leaders to set operational, behavioral, and leadership goals for their area that will address DEI challenges and opportunities unique to their area
- Develop action plans to outline how agreed-upon goals will be achieved
- Embed agreed-upon goals into individual development plans, where appropriate

**Execute Against Action Plans**
- Establish mechanisms for tracking progress
- Tracks progress against agency-wide DEI goals and adjust as needed

**Track and Measure Progress**
- Evaluate progress against goals, both agency-wide and bureau unit / functional-specific goals
- Partner with bureau unit / functional leaders to articulate progress against goals, revise goals, where needed and develop additional aspiration goals over time
Appendix B: Benchmarking
Nationally, there is very limited and insufficient information about DEI trainings offered at law enforcement agencies. WSP has an opportunity to become a role model agency in implementing and highlighting their DEI training offerings on their website.

### Agency Mission

<table>
<thead>
<tr>
<th>Los Angeles Police Department</th>
<th>San Francisco Police Department</th>
<th>California State University Fullerton PD</th>
</tr>
</thead>
<tbody>
<tr>
<td>“It is the mission of the Los Angeles Police Department to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence.”</td>
<td>“San Francisco has an international reputation for its commitment to human values: compassion, fairness, diversity, human rights, and justice. These values must be at the forefront of the SFPD as it fulfills its public safety mission.”</td>
<td>“California State University Fullerton Police Department is dedicated to ensuring the University Community's right to a crime free environment through exemplary and professional service.”</td>
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### Trainings

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<th>California State University Fullerton PD</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Policing in the Community</td>
<td>• Inclusive leadership</td>
<td>• Educate to Empower Law Enforcement and the community</td>
</tr>
<tr>
<td>• Victimology</td>
<td>• Cultural diversity</td>
<td>• DEI Speaker Series</td>
</tr>
<tr>
<td>• Handling Disputes</td>
<td>• Community outreach</td>
<td>• Listening and Sharing tour</td>
</tr>
<tr>
<td>• Domestic Violence</td>
<td>• Blue Courage, which focuses on developing a guardian mindset to serve the public</td>
<td>• Bias and Racial profiling training</td>
</tr>
<tr>
<td>• Preliminary Investigation</td>
<td></td>
<td>• Awareness &amp; De-escalation Training</td>
</tr>
<tr>
<td>• Sexual Assault</td>
<td></td>
<td>• Hate Crimes</td>
</tr>
<tr>
<td>• Persons with Disabilities</td>
<td></td>
<td>• Racial Profiling</td>
</tr>
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