Deloitte.

WASHINGTON STATE PATROL
WSP

Post Report: DEI Strategic Recruitment and Retention Plan

Washington State Patrol (WSP)

April 9, 2021

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WHY?

Washington State Patrol (WSP) is focused on building a diverse agency, 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 this Post Report, a deeper set of recommendations are focused on advancing DEI recruitment, retention, and training plans.

WHAT?

The purpose of this report is to 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. In addition, 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:	2/15	2/22	3/1	3/8	3/15	3/22	3/29	4/5

Phase 1: Data Collection	Phase 2: Analysis	Phase 3: Reporting	Phase 4: Strategic Development

This Post Report focuses on the priority areas below

- Recruitment
- Retention

Purpose and Value

The WSP DEI Strategic Recruitment and Retention Plan provides an overview of key findings with the talent acquisition and talent experience, highlights opportunities for improvement, and recommends a **personalized** approach to improving DEI recruitment and retention at Washington State Patrol.

Intended Audience

This strategic framework is intended to offer an enduring, scalable, and repeatable internal guide for WSP HRD and leadership to utilize for its present and future recruitment and retention needs. As an internal document, multiple WSP stakeholders, including the executive staff, HRD director and staff, DEI officer, recruiters, and related staff are highlighted to establish specific considerations, roles, and responsibilities.
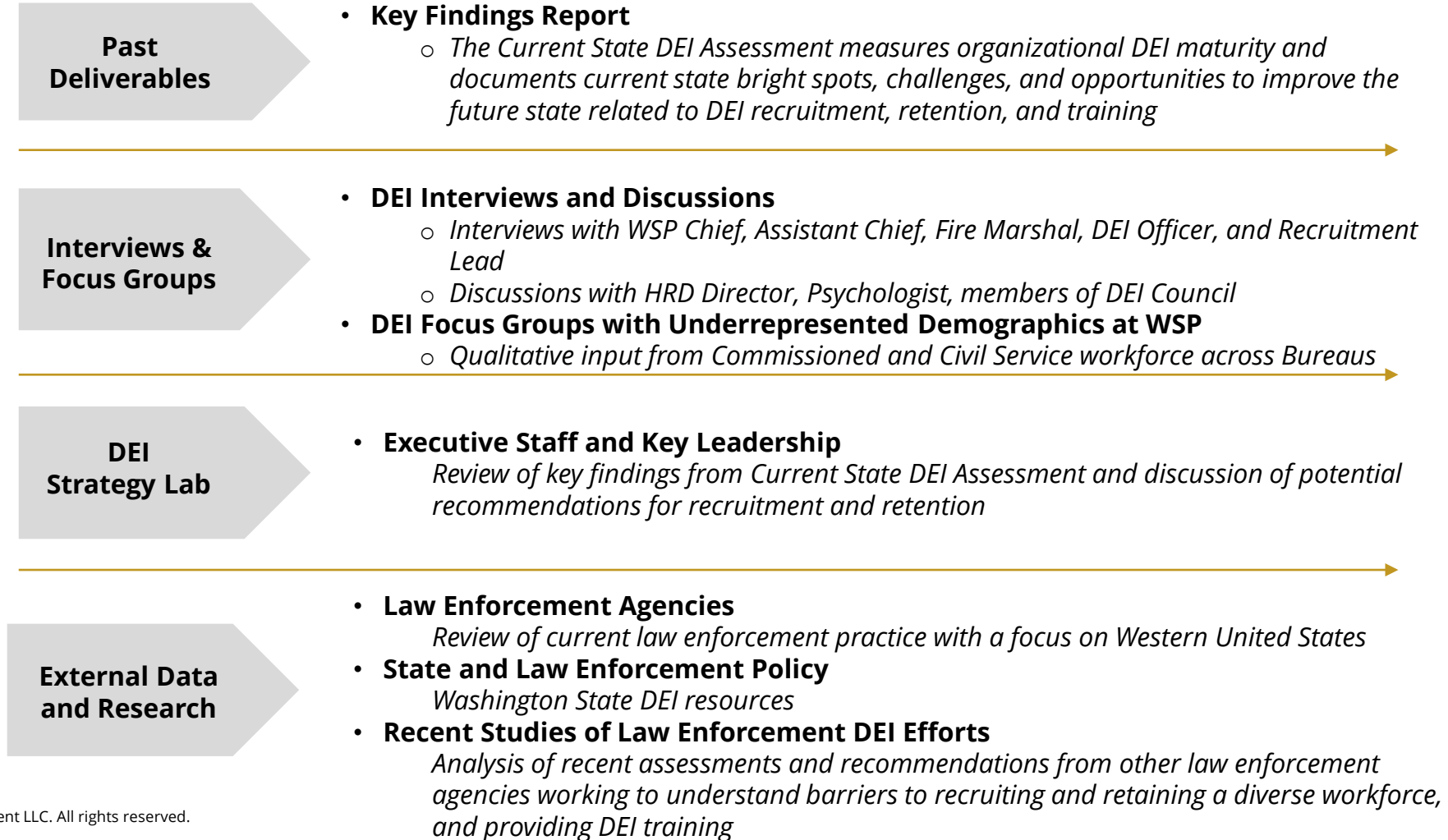
Document Organization

A number of key components were considered when developing recommendations. Listed below are the sections in which these components are presented, as well as an overview of each section's content:

1. **Key Findings**: Provides an overview of known DEI challenges faced in recruitment and retention at WSP.

2. **Recruiting:** Proposes enhancements to recruiting processes today, high-value new recruitment avenues, and measures of success.

3. **Retention**: Provides a consolidated list of recommended methods to improve retention, particularly for underrepresented groups and measurements to track.

Executive Summary

The WSP DEI Strategic Recruitment and Retention Plan considers our understanding of the WSP's current state and workforce today based on past deliverables, WSP data sources, and qualitative interviews and focus groups, as well as adds external research and best practices for recruitment and retention strategies to shape our recommendations for the future state.

Inputs

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

Essential DEI Recruitment Next Steps

To improve and advance its DEI workforce recruitment efforts, the Washington State Patrol should, at a minimum, take the following four tactical and tangible steps outlined below:

	What	*How*	*Who + When*	*Outcome*
Data	Utilize data for diverse and underrepresented groups to drive targeted recruitment efforts of underrepresented communities	Pull publicly available data of recent graduates to target recruitment of diverse candidate profiles that match WSP Commissioned and Civil Service job qualifications	In the next 60 days, HRD Commander, Recruitment Lead, and DEI Officer pilot targeted efforts to gather actionable data and implement targeted recruitment strategy	Create a targeted DEI workforce recruitment strategy and approach based on data-driven analysis to increase diversity of applicants and improve return on investment for recruiting efforts
Partnerships	Sign the 30x30 Pledge and partner with national organizations to advance women and underrepresented groups in law enforcement	Contact the 30x30 Initiative (30×30@policingproject.org) to discuss the pledge, understand requirements, and establish national partnerships with law enforcement agencies	In the next 30 days, WSP Chief, HRD Commander, and Recruitment Lead should arrange a meeting with the 30x30 Initiative and publicly commit to the pledge	Create public accountability related to the advancement and improvement towards diversifying the workforce and developing national partnerships with peer law enforcement agencies
Brand	Overhaul brand and media presence to reflect diversity, equity, and inclusion to prospective recruits. Develop new videos, social media accounts for recruiters.	Remove all communications and marketing material that does not currently reflect WSP's refreshed DEI brand; publicly update WSP's DEI vision on its website, and create social media for recruiters	In the next 60 days, the DEI Officer and Recruitment Lead should work with Government and Media Relations to review, remove, and replace media content that does not align to DEI vision	Improve public perception amongst target demographics with the agile use of social media outlets and marketing strategies that represent WSP as a diverse, equitable, and inclusive employer of choice
Evaluations	Obtain additional contract psychologist(s) to diversify the perspectives of evaluators in the psychological evaluation process	Connect with peer organizations to follow best practice on the addition of contract psychologists; write a position description, and open job application for psychologist	In the next 90 days, Chief Batiste and Captain Ashley should create an open job application and hire a diverse candidate for the role of administering psychological evaluations	Mitigate a critical, longstanding barrier to entry for recruits from underrepresented demographics by bringing in a fresh perspective to the psychological evaluation process

Summary of Recruitment Strategy and Tactics

Infusing DEI into WSP's brand, recruitment, and onboarding procedures and strategies enhances Washington State Patrol's ability to diversify its workforce and compete for top talent

Build Brand as an Employer of Choice

WSP has spent considerable efforts to enhance its brand perception in the community through DEI-related videos on the WSP website and YouTube channel. To continue recruiting a diverse talent pool and being an employer of choice, WSP will need to **formally incorporate DEI as part of its brand strategy**. DEI must be consistent within the organization, and especially in how the organization is presented externally to the public. Consistent messaging and celebration of the diversity of the state will build the brand as an employer of choice for diverse recruits.

Evaluate Positions & Dispositions

WSP has a strong focus on and recent success in expanding the diversity of its recruitment pool. Through the addition of a DEI Officer and start-up of a DEI Council, there are concerted efforts to formalize and integrate DEI throughout the recruitment and talent acquisition lifecycle. To further **integrate DEI across WSP's recruitment efforts,** WSP must redefine core and preferred role qualifications and responsibilities of positions across the agency to mitigate for potential bias.

Diversify Talent Source

WSP has recently explored innovative ways to source more diverse candidates to join the Commissioned workforce. Leaders know that WSP and the community must work in partnership, and having a diverse workforce can further **improve Washington State Patrol's public perception.** By engaging with community and national DEI partners, WSP can establish the relationships to build a workforce that better reflects the state's population and demographics.

Revamp Evaluations & Interviews

Washington State Patrol leaders emphasize the importance and value of DEI. However, the evaluation and interview process does not mitigate for potential biases. To this end, WSP can **make DEI integral for evaluation and interviews** by reassessing evaluations to intentionally remove potential bias, requiring diverse and inclusive interview panels, and restructuring checks and balances in the evaluation process to ensure relevant Bureaus and Divisions have opportunities to appeal decisions or request justification.

Hiring & Onboarding

The hiring and onboarding stage is an opportunity for WSP to better understand the applicant flow lifecycle while also ensuring a comprehensive and inclusive onboarding experience to set the tone for future employees for years to come. Focus groups and interviews indicated administrative barriers and limited communication (Civil Service) in the application process. WSP can **gather and analyze data to produce an agile recruiting framework.** This can be done by, continuing to leverage application flow data for process insights, developing ongoing hiring communications and establishing WSP feedback loops through drop out and onboarding surveys.

DEI Current State – Key Findings

Bright Spots

Hiring a DEI Officer
The WSP's hiring of a DEI Officer to focus specifically on DEI at the WSP has brought new energy to the agency

DEI in the News
Washington State Patrol's DEI efforts have been included in recent local news articles and clips. This new attention to DEI at WSP will create an accountability to the public on improving the diversity, equity, and inclusion of the workforce.

DEI Council
Washington State Patrol's DEI newly established DEI Council is brainstorming ideas for learning and development of the workforce

1

Mentorship program (Veterans)

0

BRGs at the Washington State Patrol (participation at the WA State BRGs unknown)

0

Posts for Black History Month (WSP website, blog, Facebook, Twitter) compared to multiple posts for St. Patrick's Day, 3 posts for "Movember," and several for Breast Cancer Awareness Month

Key Challenges & Opportunity Areas

DEI strategy, vision, and definitions have yet to be established
WSP's vision is to be the best law enforcement agency in the US. What does that mean? As it pertains to DEI, unifying vision and strategy, as well as defining diversity, equity, and inclusion to the agency are critical to beginning its DEI journey. This is foundational before any success metrics are established and executed, measuring progress toward being the best.

Case for change for DEI efforts is recommended to promote change
Natural connections that exist between the Washington State Patrol's mission and strategy and benefits of a diverse, equitable, and inclusive agency have not been explicitly made and socialized to promote the case for change; a large population of the workforce is not "bought in"

Limited dedicated resources for DEI
Washington State Patrol has not intentionally established inclusion as a cultural norm within the agency. Although WSP has a DEI Officer, there is no dedicated DEI budget or team to support DEI efforts.

DEI resources at State Government level, but not customized for WA State Patrol
While BRGs and DEI resources exist at the state level, WSP can leverage and customize those resources for its workforce. WSP should consider strategically utilizing existing BRGs as a source of recruiting, retention, and institutional insight and support

DEI optics are inconsistent
WSP is inconsistent with celebrating or promoting diversity. The "Be a Trooper" recruitment site has videos on diversity, but WSP did not post once about Black History Month in 2020 or 2021. There were multiple posts for St. Patrick's Day, Breast Cancer Awareness Month, and during November 2020, WSP had 3 Facebook posts about "Movember."

What We Heard

"In order to build trust and transparency, we want to reflect community."

"Somewhere in the core value there must be some DEI language. It can't just be about being the best."

"The patrol has a lot to give people, it does it really does. It has a lot to give people, but I would love to see that sort of gift that it has to give given to a wider range and variety of people."

"Maybe there needs to be more inclusivity within the core values. Maybe we need a retake of our core values – being more diverse."

"Visibility of diversity affects applicant pools in a way. People don't apply for jobs if they don't think there will be people like them they can work with."

"I really think we need to think about what does that equity inclusion and diversity, look like."

Summary of Findings: WSP is strengthening its DEI efforts with the addition of a DEI Officer. There is an opportunity for WSP to clearly define its mission, vision, and values to include DEI language. This will bolster WSP's reputation within the community and serve as a role model law enforcement agency. A strategy is needed to build a more diverse, equitable, and inclusive agency.

Bright Spots

Washington State Patrol Has Diversified Recruitment Team
WSP has recently hired 5 full-time recruiters that solely focus on recruitment. Whereas in the past, recruiters balanced recruitment and their duties as active troopers.

New Recruitment Lead
The addition of a new Recruitment Lead has implemented a variety of new initiatives to target underrepresented racial and ethnic groups. The WSP Recruitment Instagram account is advancing DEI through its inclusive process and content, seemingly independent of other marketing efforts.

Centralized & Dedicated Recruitment Team
WSP previously had 8 part-time recruiters geographically dispersed statewide with 2 in HRD. Now, they have full-time recruiters (2 at HQ and 3 throughout the state) with a centralized process and reporting structure. Recruiters no longer assist districts and now all report to HRD.

Shift in Recruitment Strategy
Previous recruitment strategy was class-specific, whereas now the approach is targeting long-term relationship building with community liaisons.

WSP Brand and Marketing
Public-facing marketing materials have highlighted the diversity of the Washington State Patrol. Representational diversity is a key to attracting more diverse talent.

13%
of the 37th Arming Class were non-White

15%
Of the 38th Arming Class were female

40%
of last graduating WSP Academy class were women or underrepresented groups

21%
Higher fail rate of psychological evaluation for underrepresented racial/ethnic groups

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Key Challenges & Opportunity Areas

Need for outside marketing team
A digital marketing/recruiting company could help recruiters focus on social media, branding, and the marketing side of things allowing recruiters to focus on the personal, relationship building interactions. Recruiters are not uniquely suited, generally speaking, to do digital marketing, advertising and social media campaigns.

Concerns with psychological evaluation
Concerns regarding the transparency of criteria the psychologist uses affects the recruiters' ability to know what to look for when recruiting applicants. Issues have been reported with finding time to schedule the psych evaluation and has resulted in delays in the hiring process.

Limited number of recruiters
While there is a new recruitment team and it has been centralized, there is only one recruiter on the East side of the state and 2 recruiters on the West. Having recruiters in every major city could help build community relationships and interest in WSP employment.

Covid restrictions
Due to Covid restrictions, it is difficult to find available testing sites and events to participate in face-to-face recruitment activities.

General administrative barriers
Concerns were reported with the number of approvals needed to create changes to website and other key recruitment mediums.

Long process with limited communication
While WSP has made an effort to reduce the length of the hiring process, there are still opportunities to cut down on time. For civil service, there is an HR tracking system that has the capability to input an applicant's status but is not being fully used. Using existing technology could reduce status calls to HR. There is limited communication to applicants regarding their stage in the hiring process.

What We Heard

"I strongly believe that this agency's inability to let go of the reigns is holding it back from allowing companies who specialize in marketing and recruiting from doing what they do best."

"One of the largest failure rates in the entire hiring process resides with the psychological evaluation."

"Open up further recruiter openings throughout the state but keep them as a human resources function."

"COVID is causing issues with accessibility with this approach, community groups are shy engaging with law enforcement historically and even more so now."

"Recruiting/HRD needs more autonomy outside of Government Media Relations (GMR)."

"Long process with no feedback on status."

Summary of Findings: While some improved recruitment efforts through centralization and diversification of the recruitment team seem to have increased the overall number of applicants and the diversity of the applicant pool on the Commissioned side, there are disproportionately high numbers of dropouts or failures amongst underrepresented groups in the talent pipeline.

Bright Spots

Job Security
Results of the focus group and interview data analysis indicated job security was the most influential factor for retention. Job security was more than twice as important than all other factors except benefits. .

Benefits, Retirement and Pension
Benefits, retirement, and the pension plan were reported as important factors for retention. Several participants indicated they were only staying at WSP to make it to retirement.

Positive Supervisory Relationships
2020 engagement survey results showed that the highest scoring item was being treated with respect and dignity from their supervisor. In addition, receiving helpful feedback from a supervisor was a top 5 result.

Meaningful Work
The top two reasons participants became interested in working for a state patrol agency were to help people and to serve their community. In addition, knowing what is expected and finding meaning in their work were top findings from the engagement survey.

#1
reason for leaving WSP was **lack of career advancement opportunities**

68%
of participants reported **job security** as the top factor for employment at WSP

4.7%
Attrition rates for POCs are 4.7% higher than white employees

0%
women or underrepresented groups as Assistant Chief

Key Challenges & Opportunity Areas

Mentorship
Formal mentoring is only offered to Veterans. Employees have indicated a desire to receive formal mentoring or to have support groups but have been told that is "exclusive" and not inclusive for all. Those that receive mentoring report having to seek it out on their own.

Difficulty navigating promotion
While there is a formal process for climbing the ranks for commissioned officers, those in civil service reported not having clear guidelines for earning a promotion. Findings also indicated employees do not create annual goals for advancement. Exit interview data revealed lack of career advancement opportunities was the number one reason for leaving WSP.

Encouragement to share ideas
Women and underrepresented race/ethnic groups reported a fear of sharing ideas for being labeled as problematic. Participants also reported feeling as though their ideas were not heard or respected. The 2020 engagement survey supports this, as encouragement to come up with better ways of doing things was the lowest scored item in the survey.

Inclusion
Participants in focus groups and interviews expressed concern over the lack of diversity and inclusion within the organization, specifically at the executive level. Concerns were raised in the appointment of promotions and bias surrounding the appointment process. Helpful communication, navigating change, recognition of good work, and expectations for inclusion were the lowest scoring items in the engagement survey.

What We Heard

"She really fills out a Trooper uniform"

"As a woman in this agency, I have learned quite honestly that if I want to get anywhere, I have to bite my tongue because it's not my place to speak."

"You just bite your tongue and let it go if you want to continue to do good things for the agency and continue to move the agency forward, and you have to be patient and you have to do things that will not get you labeled."

"I will agree that this is a very stuck in the mud kind of agency."

"I think we do a poor job mentoring."

"I mean specifically if you want to promote from a trooper to a sergeant, we do a very poor job. We train you once you pass the test, but there isn't a lot of mentorship to get you prepared to that phase."

"Once you get up to the higher ranks, it seems to be that promotions seem to be heavily on the male side and white men."

Summary of Findings: Job security was consistently reported as the #1 factor for retention. However, when looking at promotion eligibility and DEI within the leadership team, WSP is predominantly White and male. This lack of representation of women and people of color at senior levels creates a perception that women and POCs is a separation risk factor.

Bright Spots

Licensed Psychologist
WSP Psychologist has the credentials needed to fulfill the duties and responsibilities of the Staff Psychologist position. He has a specialty in suicidology and has delivered presentations, trainings, and written publications related to Psychology and law enforcement.

Member of Professional Organizations
WSP Psychologists reports meeting regularly with national and state organizations to discuss psychological evaluation process and best practices

38%

of applicants fail the psychological evaluation (38th Arming Class). This is the same rate of failure from the 2016 Recruitment and Retention Report

56%

of underrepresented racial/ethnic groups fail the psychological evaluation

33%

underrepresented racial/ethnic applicants drop out of the Psychological exam. 27.3% than Whites.

Key Challenges & Opportunity Areas

Disproportionally high fail rates for people of color
WSP has an average fail rate of 38% on the psychological evaluation (38th Arming Class data). The failure rate for black applicants is 60%, Latinx applicants is 44%, and Asian applicants is 67%, while failure rates for white applicants is 36%. Dr. Clark reported that he is looking for "the best candidates," but no criteria to define this was shared.

2016 Recruitment and Retention Report
The 2016 Recruitment and Retention Report spotlighted the psychological evaluation as a barrier to entry for all applicants. The WSP looked into alternative methods for the psychological evaluation, but ultimately did not make substantive changes despite relatively low-cost solutions available. The 38% failure rate from 2016 is consistent in 2021.

No appeal process for psychological evaluation results
There is no process to appeal the psychological evaluation.

Contract additional psychologist
While there are outside contractors to perform medical evaluations, WSP doe not contract out work for the psychological evaluation. Having more than one opinion could diversify the evaluation process.

Limited or no data reporting
Psychological evaluation data is unavailable for the 39th Arming Class. While there is a dedicated page for the Department Psychologist's annual report on the WSP website, no report is available, and no reports were provided to Deloitte regarding the psychological evaluation process.

Concerns among staff of bias
Every focus group and multiple key executives reported concerns of bias in the psychological evaluation process and recommended a review of the process.

What We Heard

"I personally believe that he needs to either be replaced, forced to use nationally accredited and certified testing techniques, and/or have a peer psychologist to assist him with his analysis or duties."

"Psych needs to change way of thinking."

"Everything across the board was great minus the psych portion."

"When he sits across from them, we lose a lot."

"Not that everybody needs to know, but if there's more detail on why people are failing, then the Agency might be able to do something about it, and I think there are very few people that are involved in that, for obvious reasons."

"I think there's a lot of bias when it comes to our psych."

The issue is there is one person that makes the decision."

Summary of Findings: While there is some adherence to national standards for the psychological evaluation, concerns around bias were reported in focus groups and interviews. Without diversification of evaluators, there is not a system in place for appeals or second opinions. This could be a contributing factor to the high rates of failure for all applicants, and especially applicants of color.

Recommendations for Recruitment Plan

1. Promote WSP as an Employer of Choice as it relates to DEI

Employer of Choice

Level of Effort: Medium

Timing: Q2-Q3 2021, ongoing

KEY ACTIVITIES

1.1 Solidify WSP's DEI recruitment plan by leveraging data and engaging diverse employees to have a consistent recruitment and branding message for both Civil Service and Commissioned job openings
- Pull publicly available data of recent graduates to target recruitment of diverse candidate profiles that match WSP Commissioned and Civil Service job qualifications
- Prioritize and reemphasize incentives for employee referral as a recruiting source; important that all employees are informed of the DEI recruitment efforts as well as any new brand messaging
- Share DEI vision on internal and public website for all existing and prospective employees
- Recruitment Lead and team will develop a detailed plan with benchmarks, outcomes, and timelines for each campaign and marketing endeavor
- Encourage leaders to speak candidly about recruitment challenges and opportunities in semi-annual town halls to increase rapport with local communities currently underrepresented within WSP
- Use social media platforms to showcase DEI recruitment efforts by going live and updating statuses regularly when participating in recruitment events *(Quick Win)*
- Sign onto the *30x30 Initiative* to publicly commit to advancing women in policing
- Train all staff on foundational DEI education to ensure consistent understanding and public messaging

1.2 Reduce barriers between Government and Media Relations (GMR) Team and Recruitment Team to allow more efficient recruitment efforts *(Quick Win)*
- Identify and reduce barriers that exist between GMR and the recruitment team to make processes more efficient
- Define roles, responsibilities, and alignment of public-facing DEI content between GMR and Recruitment Team
- Ensure autonomy in time-sensitive public posts for Recruitment Team to target diverse candidates without requiring lengthy approvals processes

1.3 Increase visibility of DEI imagery and language within branding and marketing initiatives to send a message of diversity and inclusivity to prospective employees *(see Retention 3.1)* *(Quick Win)*
- Celebrate Black History Month, Hispanic Heritage Month, Women's History Month, Asian American and Pacific Islander Heritage Month, etc. to recognize the impact of those employees and signal to prospective employees that WSP values diversity, equity, and inclusion
- Customize and plan DEI celebratory announcements and messaging across different media platforms (i.e. WSP website, WSP blog, Facebook, Twitter, Instagram, LinkedIn, etc.)
- Create specific recruitment sub-sites on WSP's "Be a Trooper" website specifically for underrepresented groups to include current employee insight and testimonies

VALUE TO WASHINGTON STATE PATROL

- WSP's brand and public perception will be strengthened by continued commitment to and progress toward diversity, equity, and inclusion values
- Underrepresented employees' talent experience will match WSP's external, public-facing content and brand as an employer of choice
- More agility and DEI innovation in social media posts
- Refreshed and relevant marketing content

METRICS

- New recruitment plan documents
- Number GMR issues solved
- Number of new DEI branding documents created
- Number of clicks, shares and views on new branding materials

1. Promote WSP as an Employer of Choice as it relates to DEI

KEY ACTIVITIES

1.4 Create targeted marketing campaigns to specific audiences to attract a more diverse workforce
- Leverage the diversity of current employees' unique backgrounds, understanding of cultural context, and linguistic abilities to create new marketing campaigns that resonate with diverse communities
- Establish a process through which employees can propose and pilot innovative ideas on their own initiative
- Use generational studies to gain a better understanding of what the next generation of hires are looking for in a career in law enforcement when developing branding and marketing campaigns

Quick Win

1.5 Update existing and add new social media accounts for recruiters, the agency, and each bureau
- To give prospective employees a more personalized recruitment experience, have each recruiter develop their own professional Facebook and other social media profiles that prospective employees can follow and connect with them on. This will allow a more personalized relationship between prospective employees and recruiters.
- Articulate frequency of posting to social media platforms so all recruiters have clearly defined expectations
- Create a plan that allows for consistency among posts to social media accounts and shared resources

Quick Win

1.6 Review and dispose of outdated and irrelevant external marketing materials (brochures, YouTube videos, social media account content, etc.)
- Ensure all marketing videos posted on WSP accounts reflect the current DEI branding initiatives. Remove outdated and unprofessional videos on YouTube and replace with new material.
- Remove all online marketing posts that are outdated and replace with new marketing campaign materials

1.7 Update WSP external website and include a dedicated DEI page, content, marketing materials, and social media contact information
- A robust and comprehensive, dedicated DEI page for current and prospective employees will provide a message that is intentionally focused on DEI efforts within the agency
- Ensure the most relevant and up-to-date marketing materials are accessible on WSP's website

Quick Win

Level of Effort: Medium

Timing: Q2-Q4 2021, ongoing

Employer of Choice

VALUE TO WASHINGTON STATE PATROL

- WSP's brand and public perception will be strengthened by continued commitment to and progress toward diversity, equity, and inclusion values
- Underrepresented employees' talent experience will match WSP's external, public-facing content and brand as an employer of choice
- More agility and DEI innovation in social media posts
- Refreshed and relevant DEI marketing content

METRICS

- Number of new targeted materials on website
- Number of clicks, shares and views on new branding materials
- Number of external content taken down with number of replacements

2. Mitigate for bias in position descriptions and establish position dispositions

Positions and Dispositions

KEY ACTIVITIES

2.1 Conduct a job description analysis to mitigate for bias
- Review and update preferred and required job qualifications for open positions (Commissioned and Civil Service) by gathering insights from current employees and incorporating DEI best practices
- Conduct a market analysis to align job descriptions with trends for Commissioned roles
- Translate data insights into talking points for leaders on how DEI has made WSP better for its employees, its customers, and its bottom line
- Emphasize the variety of duties and activities Commissioned officers face on a daily basis to ensure underrepresented population apply for WSP positions
- Create standard DEI statement for job postings that emphasizes WSP's commitment to DEI
- Leverage Artificial Intelligence (AI) software to minimize potentially biased language in job postings

2.2 Assess union implications and factors for changes to position descriptions
- Gain buy-in across WSP-affiliated unions for DEI strategy and vision, particularly around changes to position descriptions
- Understand downstream impacts to roles, responsibilities, and compensation for changes in position descriptions

2.3 Develop position dispositions to inform development of job qualifications
- Document and formalize position dispositions based on current employee requirements and preferences
- Include position dispositions within job description for prospective employees
- Utilize position dispositions as part of evaluation process with justification for ratings (i.e. psychological evaluation criteria currently highly subjective and disproportionately disqualifies more underrepresented candidates)

Level of Effort: High

Timing: Q2-Q3 2021, ongoing

VALUE TO WASHINGTON STATE PATROL

- WSP can mitigate unconscious bias in the job qualifications and position descriptions that unintentionally disqualify prospective candidates from underrepresented backgrounds
- Ensuring unions are bought-in and support WSP's DEI efforts will reinforce and amplify the impact of DEI changes to position descriptions
- Clearly identifying dispositions for commissioned officers will aid the psychological evaluation process to be more objective and ensure quality candidates of diverse backgrounds do not fail simply because of their diverse backgrounds

METRICS

- Applicant flow data from underrepresented groups
- Catalog of Dispositions by Job Function

3. Attract new, diverse talent pipelines

KEY ACTIVITIES

3.1 Develop DEI toolkit for recruiters based on target demographics
- Provide recruiters with information and tactics on target demographics (i.e. cultural intelligence in recruiting indigenous populations)
- Leverage DEI trainings and local university partnerships (i.e. WSU) to better equip recruiters in new environments

3.2 Build relationships with underrepresented communities to attract a more diverse pool of candidates
- Establish deliberate, formal partnerships with local diverse organizations (i.e. sororities, fraternities, places of worship, and cultural community centers for underrepresented groups)
- Support promising candidates throughout the recruitment process via mentorship, coaching, and updates on the process
- Solicit feedback from the community in the recruiting, selecting, and hiring Commissioned and Civil Service staff
- Expand early engagement programs to build talent pipeline in underrepresented communities
- Increase recruiters in the east side of Washington (currently only 1 recruiter)
- Provide accommodations (subsidized, virtual, localized) for traveling candidates to ensure equitable access to opportunities

3.3 Establish partnerships with organizations focused on diversifying law enforcement

Quick Win

- Sign the 30x30 Pledge and partner with national organizations to advance the recruitment and retention of women and underrepresented groups in law enforcement; Incorporate lessons learned and best practices from other law enforcement agencies as part of the 30x30 Initiative
- Post open positions on diverse job search engines (i.e. National Association of Black Law Enforcement Officers, National Association of Women Law Enforcement Executives, etc.)

3.4 Consider lateral entry workforce recruitment
- Reassess policy on lateral entry to allow and recruit for Commissioned professionals from other law enforcement agencies
- Determine qualifications, rank, and training requirements for lateral entry officers
- Develop processes and procedures for lateral entry (probationary period, pension program, review of National Decertification Index (NDI), etc.)

3.5 Involve underrepresented workforce in recruitment efforts

Quick Win

- Continue to incorporate underrepresented employees as part of recruitment efforts with an emphasis on inclusion in the process and not simply the marketing materials / optics
- Engage with Commissioned and Civil Service employees of diverse backgrounds to bring in their perspectives to recruitment efforts and tap into their networks for prospective employees

Level of Effort: High

Timing: Q2-Q4 2021, ongoing

Diversify Talent Source

VALUE TO WSP

- WSP can diversify its sources of talent to establish relationships to effectively build a workforce that better reflects the state's population and demographics
- WSP will have opportunity to recruit and exchange best practice with national organizations with similar DEI recruitment goals
- WSP will be better positioned to utilize the agency's diverse talent to tap into formal and informal networks to increase diversity of recruits

METRICS

- Number of diverse applicants
- Number of diverse hires
- Number of hours spent recruiting different demographics
- Catalog of WSP's strategic DEI partnerships and relationships
- Number of virtual interviews
- Support (compensation or otherwise) for traveling candidates
- Number of lateral entry candidates

4. Reduce barriers to entry for underrepresented candidates

KEY ACTIVITIES

Quick Win

4.1 Provide DEI training for all members of the recruitment, evaluation, and interview teams
- Provide just-in-time micro-learning on implicit bias for all members of recruitment process, with particular focus on evaluators and interviewers
- Include DEI Officer or DEI Council members as part of recruitment, evaluation, and interview process to measure effectiveness of training and ensure DEI values are included in the process
- Re-evaluate learning requirements annually to prepare employees for evaluations and interviews

4.2 Reform current psychological evaluation process
- Gather psychological evaluation data on 39th Arming Class (currently not included in centralized data)
- Conduct review of the psychological evaluation process to include, but not limited to: personnel, policies, reliability and validity of objective and subjective metrics, pass/fail data, pass/fail justifications, industry standards in testing and interviews, DEI training, and accountability
- Determine why the current failure rate of the psychological evaluation is 38% for all applicants and above 50% for underrepresented races and ethnicities
- Realign psychological evaluation to organizationally fall under HRD
- Separate psychological evaluation hiring process responsibilities from psychological services responsibilities, which could remain under the supervision of the Chief
- Obtain additional contract psychologist(s) to complement or take over current psychological evaluation process
- Align psychological evaluation (written test and interview) with national standards as "current test mix is a bit different" from national standards based on key findings report

4.3 Incorporate DEI in evaluations and interview panels
- Reassess evaluations and interview questions from a DEI perspective to mitigate for potential bias or barriers to entry for underrepresented groups
- Include racial, ethnic, and gender diversity in interview panels
- Examine changing legal landscape for disqualification of candidates based on past illegal substance use or criminal background checks based on disproportionate contact with law enforcement for some underrepresented groups

Level of Effort: High

Timing: Q2-Q4 2021, ongoing

Evaluations & Interviews

VALUE TO WSP

- Reduced barriers to entry for diverse applicants
- Increased transparency and standardization of psychological evaluation process
- Improved culture and trust around psychological evaluations

METRICS

- Arming Class data for underrepresented groups
- Psychological evaluation data
- Roster of diverse interview panelists
- Catalog of DEI trainings for recruitment, evaluation, and interviews

5. Gather and analyze data to produce an agile recruiting framework

KEY ACTIVITIES

5.1 Leverage Application flow data for insights to both Civil Service and Commissioned applicant processes
- Start collecting disaggregated raw data from applications for both Civil Service and Commissioned applicants
- Track all interactions with potential candidates – whether initiated online or in-person—in a central repository that integrates with the Applicant Tracking System.
- Continue to dive deeper to better understand lead sources most likely to convert to applicants, pools most likely to have qualified candidates, and passive leads most likely to convert to active pursuits.

5.2 Provide ongoing communications and transparency for Civil Service applicants throughout the hiring process
- Find key stakeholders within NeoGov to provide recruiters with more access to helping applicants through the process
- Build a set list of communications throughout each step of the hiring process targeted for both Civil Service and Commissioned candidates
- Automate communications and applicant status updates to applicants based on application progress

5.3 Establish WSP feedback loops through dropout and Onboarding mentorship program surveys (*see retention culture recommendations*)
- Identify aggregated data survey to evaluate onboarding mentorship program and make changes when needed
- Identify additional onboarding champions or ambassadors from leadership to check in with new hires to see how the onboarding is going
- Automate a dropout feedback survey to gather insights on why potential employees moved on from WSP

Hiring & Onboarding

Level of Effort: Medium/High

Timing: Q2-Q4 2021, ongoing

VALUE TO WSP

- Application data designed for data analytics will provide WSP with key insights establish with continuous evaluation of recruitment strategies for targeted populations
- Increased hiring process communications will provide potential employees with additional transparency but also increase trust in the process and subsequently the agency

METRICS

- Civil Service application data
- Number of increased communications touchpoints
- Evaluation of onboarding program
- Data on dropouts and mentorship

Recommendations for Retention Plan

# Recommendations for Retention Plan

Culture

Culture is the way work gets done, and WSP's culture is driven by a strong reputation for job security and long-lasting tenure. Acknowledgement that serving the public through trust, confidence and provide public safety is critical to WSP's success. Leaders know that trust and DEI are closely intertwined both internally and externally, and WSP can further **nurture WSP's culture of inclusion** by infusing DEI into WSP's vision and mission statements, engaging mid-level managers as DEI champions, implement BRGs, and mentorship & sponsorship programs.

Analytics

WSP currently maintains a large quantity of data related to DEI. Yet, DEI data and analysis is not readily accessible to senior leaders and the DEI Council throughout the agency. To this end, there is an opportunity to **use analytics to transform data into actionable insights**. With greater centralization of DEI data, metrics, and key performance indicators (KPIs), and with an expanded analytical capability, WSP can enhance its ability to identify issues early and hold leaders and managers accountable.

Strategic Communications
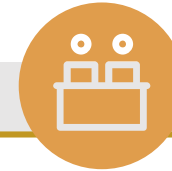
WSP has taken great strides in showing the importance of DEI through action. Yet, employees indicated they don't know some of the DEI work and recourses are unknown. Wil the roll out of new programs and DEI information, WSP can **increase awareness and transparency with a robust Communications Strategy** by launching a DEI Awareness Campaign and strategy, integrate DEI into senior leadership messaging, and increasing external visibility with new and existing partnerships

1.1 Infuse DEI into WSP's strong culture of ethics

KEY ACTIVITIES

1.1.1 Incorporate DEI into WSP's Mission statement, Regulation Manual and Procedural Manual

- Identify key stakeholders (i.e., Chief of WSP, Senior Leadership Team, DEI Officer & DEI Council
- HR Captain) in the agency who should collaborate with WSP to review the Code of Conduct and advocate for the implementation of necessary changes
- Review WSP's Regulation and Procedural Manuals' policies to identify areas that have a natural alignment or connection to DEI
- Consider expectations of inclusive behaviors such as:

  - *Commitment:* Highly inclusive employees are committed to diversity 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

- Gain Washington state and WSP leadership buy-in needed for revision Regulation Manual and Procedural Manual

1.1.2 Hold managers and leaders accountable for fostering an inclusive environment among their team members

- Allow managers to self-report their inclusive behaviors (e.g., "I have started asking the most junior resource on my team to present at team meetings"), to be reviewed during performance evaluations in conjunction with similar feedback from a manager's team members *(see 2.1)*
- Incorporate local-level culture and engagement scores into manager and leadership performance evaluations *(see 2.1.3)*
- Tie KPIs and other DEI metrics into performance evaluations

Level of Effort: Medium/High

Timing: Q2-Q3 2021

Culture

VALUE TO WSP

- Incorporating DEI into the mission statement and Regulation and Procedural Manuals signals to employees that DEI is a business imperative woven into the fabric of WSP's core values
- Embedding inclusive behaviors into performance evaluations actualizes the vision of an inclusive culture, as articulated by WSP and the revised mission statement and Regulation and Procedural Manuals

METRICS

- Implementation of a revised mission statement, Regulation manual, and Procedural Manual
- Implementation of inclusion as an input for manager/leader performance management

1.2 Make inclusion go viral by engaging mid-level managers in DEI (2 of 2)

Level of Effort: Medium

Culture

Timing: Q2-Q4 2021

KEY ACTIVITIES

1.2.1 Institute a recognition program acknowledging WSP employees who demonstrate inclusive behaviors in the workplace
- Develop a recognition program centered around WSP's inclusion priorities
- Promote the concept of "Moments that Matter" (exceptional experiences that spark deep relationships and generate lasting value for employees) and call them out for celebration as they occur; examples include:

  - *Walk in their shoes* (show empathy)
  - *Show up* (act engaged and show enthusiasm)
  - *Tailor it* (be willing to adapt)
  - *Change the lens* (consider other points of view)
  - *Bring a point of view* (anticipate one's needs)

  - *Work it together* (be willing to collaborate)
  - *Suspend self-interest* (think about others' interests)
  - *Own it* (make yourself accountable)
  - *Say what no one else will* (stand up for what is right)
  - *Up their game* (bring out the best in others)

- Provide a forum on the WSP intranet that lets employees publish their experiences with Moments that Matter and call out colleagues who have made an impact by exhibiting inclusive behaviors

1.2.2 Create a toolkit for managers on methods and techniques to act courageously and inclusively
- Provide an electronic resource kit easily accessible to all managers and leaders on how to foster a more inclusive workplace, including tangible examples such as (*see 1.3.2*):
  - Inviting employees to meetings as a way to expand their network and foster their career growth
  - Permitting junior representatives to present DEI progress reports and areas for opportunities to leadership
  - Making an effort to learn more about the unique challenges different groups face what you can do to help
  - Mentoring and being mentored by someone different from you
  - Observing your own behavior to understand how biases impact

  - your actions
  - Being a skeptic of your own thinking so you are aware when biases influence your decisions
  - Spending time with people different from yourself to broaden your perspective
  - 'Talking less and listening more' to diverse colleagues

- Offer rewards or recognition for employees that exhibit inclusive behaviors based on criteria established by WSP

1.2.3 Identify mid-level managers that are critical for WSP's DEI priorities, but appear hesitant to fully embrace DEI   *Quick Win*
- Perform an organizational network analysis to identify influential managers at all levels of the organization who consistently support diversity and inclusion efforts
- Facilitate visits to influential managers and sub-organizations that are not highly engaged in DEI efforts to understand and alleviate concerns

VALUE TO WSP

- Inclusion, an often diffuse notion lacking immediate practical applicability, is reified into a tangible set of tools, techniques and expectations applicable to all WSP employees

- WSP employees share a common frame of reference for what inclusion is, and can reference inclusive behaviors using a common vernacular

- Inclusion transitions from an extracurricular activity to the way business gets done at WSP

- Electronically accessible resources enable managers and leaders to frequently refresh their knowledge, skills, and understanding of diversity and inclusion on an as-needed basis

METRICS

- Number of Moments that Matter uploaded
- Number of toolkit downloads
- Number of recognition rewards distributed

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1.3 Equip high preforming individuals with "Next-Level" Sponsorship Program

KEY ACTIVITIES

1.3.1 Roll-out Next-Level Leadership program designed for WSP employees who demonstrate high performance and inclusive behaviors in the workplace
- Identify and train key stakeholders in the agency from Inclusive Leadership Training (*see WSP Training Plan and Roadmap*) who are also champions to support programs and communication as sponsors for the program
- Identify key talent for Next-Level participants based on performance, diversity, and talent data

1.3.2 Incorporate a playbook for Sponsors and program participants on leadership methods and techniques to act courageously and inclusively

- Develop agency-wide Sponsorship Program toolkit/playbook (e.g., sponsoring outcomes), with understanding what it means to be a sponsor vs. mentor, inclusive leadership, and WSP's belonging principles and the ability for each sponsor to tailor to their participants needs *(see1.2.2)*

Level of Effort: Medium

Culture

Timing: Q3-Q4 2021

VALUE TO WSP

- Provides an opportunity to high performers get a better understanding of leadership and managerial expectations in the role ahead while also building strong sponsorship relationships with current leaders
- Combines the importance of sponsorship and DEI with eembedding inclusive behaviors into sponsorship materials and actualizes the vision of an inclusive culture

METRICS

- Number of new sponsor relationships
- Evaluation of level of in engagement/ retention of sponsorship program participants versus non-participants

1.4 Model inclusive culture with formal BRGs and onboarding "buddy" program

Culture

Level of Effort: Low/Medium

Timing: Q3-Q4 2021, ongoing

KEY ACTIVITIES

1.4.1 Create WSP business resource groups (BRGs) based off statewide BRG program and structure
- Leverage Washington State BRGs and create WSP chapters with the same groupings and format (i.e. Blacks United in Leadership and Diversity – BUILD, Latino Leadership Network – LLN, etc.)
- Expand potential BRGs at WSP to include groups not included in the statewide BRG programming (i.e. Women, Asian-Americans, etc.)
- Leverage DEI Council to help establish and organize WSP's BRG programming
- Identify criteria for BRG success and disseminate these criteria to stakeholders across the agency who lead and support BRG efforts
- Utilize the knowledge, skills, and abilities of BRG members to support the development of targeted external partnerships and talent acquisition campaigns that underscore the importance of DEI across the agency (*see 3.3*)

  Quick Win

- Implement a BRG annual scorecard to track progress against submitted strategies

1.4.2 Permit junior representatives from BRGs to present to senior leaders on progress and areas of opportunity related to DEI
- Leverage BRGs as a mechanism for junior employees to engage with leadership, demonstrate their skills and competencies, and expedite their career growth

1.4.3 Position DEI Council and BRGs to provide insights into diverse employee experiences and integrate into mission-critical business decision making
- Leverage DEI Council and BRGs to provide input for WSP's DEI program design, particularly as WSP considers how to consolidate and standardize programming across the Business Areas
- Utilize focus groups, interviews, and surveys to collect and aggregate feedback across the agency
- Communicate back with BRGs to explain how the feedback they provided will be leveraged to improve WSP programming
- Pilot programs related to diverse and inclusive talent through respective BRGs to test their efficacy

1.4.4 Design onboarding buddy program and strategy
- Identify role model leaders and champions to support onboarding buddy programs and/or serve communication ambassadors
- Implement mentorship program within onboarding to reinforce importance for everyone

VALUE TO WSP
- By recasting DEI Council and formalizing BRGs as DEI champions, the agency is leveraged to broaden WSP's external brand and potential public partnerships, which requires a strong understanding of the cultures, norms, and values of respective communities
- Asking BRGs to develop their own strategic priorities aligned to the overall WSP strategy empowers motivated employees to identify relevant and timely DEI priorities that are most impactful for them
- Refreshing DEI programs based on feedback from the groups that the programs are intended to support demonstrates to employees that WSP understands their issues and concerns

METRICS
- Number of interviews conducted and participation rates at focus groups; Number of agency development activities supported by BRGs
- Rubric to assess BRG strategic priorities
- Number of new mentorship relationships

2.1 Establish DEI metrics and Key Performance Indicators (KPIs) that gain traction

Analytics

KEY ACTIVITIES

2.1.1 Identify DEI KPIs at each stage of the talent lifecycle appropriate for various levels of managers and leaders
- Evaluate relevance and effectiveness of DEI related KPIs as they exist today (e.g., relating to high potential candidates, inclusive leadership behaviors, time in grade, composition of promotes, composition of new hires)
- Create an internal evaluation framework for new and existing programs and initiatives to put parameters around what DEI success at WSP looks like
- Adapt KPIs as needed to fulfill the goals of specially identified Business Areas or functions
- On an ongoing basis, assess if WSP KPIs continue to reflect changing business goals and review the efficacy of KPI insights (e.g., Are the insights actionable? Do they help identify strengths or weaknesses of initiatives?)

2.1.2 Analyze the relationship between DEI metrics and external facing outcomes
- Collaborate with senior leaders to tie DEI KPIs to WSP agency outcomes KPIs
- As WSP on the job outcomes and DEI data are collected, perform statistical analyses to demonstrate the linkage (or lack thereof) between measures of DEI outcomes and agency outcomes
- Include a key driver analysis function in leadership dynamic dashboards to explore agency- and local-level relationships between DEI and outcomes *(see 3.3)*

2.1.3 Track inclusive behaviors of leaders and managers via pulse surveys *(see 1.1, 1.2)*
- As a supplement to WSP's engagement survey, design short, recurring, cadenced pulse surveys to collect data about how leaders and managers exhibit inclusive behaviors in their day-to-day actions
- Provide automated local-level progress reports on inclusive behaviors

2.1.4 Embed DEI KPIs into bureau and functional operations
- As a pilot, report progress on KPIs to leaders and managers so they can identify their areas of strength and weakness and course-correct as needed *(see 4.3)*
- Work with senior leadership to integrate KPIs into performance management, rewards, and other identified areas

Level of Effort: High

Timing: Q3 -Q4 2021, ongoing

VALUE TO WSP

- WSP has at its disposal quantifiable data on local-level employee perceptions of manager behaviors, as well as the capability to generate insights across multiple, diverse data sets
- By analyzing the relationship between DEI metrics and agency outcomes, WSP can build a strong case to leadership about the importance of continued resources for DEI and WSP's outcomes
- Leaders and managers have increased visibility into their DEI outcomes, and are held accountable for addressing issues and exhibiting inclusive behaviors

METRICS

- Number of KPIs identified, adopted and integrated into HR and Bureau Area planning
- Pulse survey response rates

2.2 Track and analyze leadership's DEI performance

KEY ACTIVITIES

2.2.1 Use dynamic dashboards to convey progress against DEI goals for each leader's respective organization
- Provide leaders with an interactive one-stop shop to assess the current state of DEI KPIs and metrics for their bureau or sub-organization
- Include filter capabilities so leaders can quickly compare suborganizations and identify pockets of strengths and weaknesses based on the organizational hierarchy and employee demographics
- Identify data of interest to include in the dashboard, such as: workforce compensation data, data on equity-focused assessments (e.g., compensation, performance ratings); participation in DEI related events and training; engagement and inclusive behavior pulse surveys *(see 2.2.3)*; and individual- and team-level performance metrics and business outcomes (e.g., sales metrics, customer satisfaction scores)
- Build in analytical capabilities to relate performance metrics and business outcomes to DEI efforts to quickly identify key drivers of performance for specific business units
- Add a self-report and self-assessment tool for leaders to record their inclusive behaviors
- Enable leaders to view trends over time to assess whether current efforts are effective or require a refresh
- Include action planning functionalities so leaders can create their own personalized roadmaps for change
- Train leaders to utilize data to drive decision-making, and emphasize nuances in available data views to minimize unproductive focus on demographic quotas
- Build a prototype dashboard and beta test with a cross-section of leaders across the agency

2.2.2 Track executive sponsorship of employees and encourage leaders to sponsor individuals of diverse backgrounds
- Consolidate, institutionalize, and encourage leadership participation in sponsorship programs to diversify the current leadership pipeline *(see 1.3)*
- Hold leaders accountable for providing meaningful sponsorship by garnering feedback from sponsored individuals

2.2.3 Communicate with senior leadership on issue areas from monitoring DEI data and KPIs
- Using all available data (workforce composition, inclusion metrics, program evaluations, etc.), monitor Bureau Areas, other sub-organizations, and individual managers' DEI performance to identify and address issues early
- Conduct an annual assessment of DEI and assess whether WSP's strategy is adequately addressing the gaps discovered
- Develop and automate leadership dashboards and progress reports so leaders can track diversity at all stages of the employee lifecycle, as well as DEI program KPIs and local-level culture of inclusion metrics

Analytics

Level of Effort: High

Timing: Q1-Q4 2022, ongoing

VALUE TO WSP

- WSP leverages automation to quickly convey near real-time DEI updates to leadership with minimal effort, enables leaders to self-assess their DEI priorities, and encourages leaders to think strategically about how to address any DEI gaps
- WSP nudges leadership to consider their unconscious biases when selecting candidates for formal and informal mentorship
- Increased access to data provides managers, and senior leaders will have the DEI-related data required to identify DEI gaps and opportunities,

METRICS

- Number of leaders who consulted their DEI dashboard in the last 30 days
- Number of self assessments and action plans inputted by leaders into the dashboard
- Longitudinal analysis of DEI and outcomes as tracked in the dashboard
- Number of diverse employees sponsored by leaders
- Percent of issues identified in DEI data that WSP followed up on via conversations with relevant leaders or managers

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3.1 Launch DEI Awareness Campaign

KEY ACTIVITIES

3.1.1 Establish a robust and ongoing DEI communications plan targeted to the right audience and maintains transparency
- Identify who in WSP will own the responsibility of operationalizing the strategic communications plan
- Develop a united strategic communications plan outlining key messages that need to be shared with stakeholder groups, as well as a tactical plan for distributing key messages and distributing data
- Outline different messaging groups (Bureau, geographic region, other demographics) to be able to deliver relevant and inclusive messaging to various stakeholder groups to garner support and engagement
- Keep in mind the various needs of different workforces (e.g., commissioned and civil service) when developing communications
- Consider the timing in which each audience will need the message delivered
- Focus messaging on the aspirations for the future and the behaviors that support that vision as opposed to gaps identified that exist today
- Incorporate multi-media avenues (e.g., mini-videos, podcasts, emails, posters) to reiterate key messages when possible
- Based on the parameters identified by Legal and the risk tolerance articulated by senior leaders, publish on the WSP intranet an internal one-pager articulating WSP's perspective on when, where and why DEI data is shared across the agency *(see 2.1.1)*
- Build a WSP's externally-facing statement or annual DEI report to more candidly display the state of DEI to attract and retain high-performing talent and more strongly infuse DEI into WSP's external brand

3.1.2 Consistently communicate WSP DEI programs, WSP spotlights and how they align to WSP's broader vision and mission
- Topics to potentially communicate include strategy, progress against goals, programs, events, training, WSP's official positions on DEI topics, DEI's impact on WSP, and solicitations for feedback
- Create Internal and External acknowledgment of cultural events, observances, celebrations (i.e., intra office platform, email blasts, website recognition and other social media platforms)
- Center a variety of voices in communications by featuring a diverse set of people from different levels and backgrounds
- Tell the stories of these colleagues and use to refresh campaign and inform DEI strategy

Level of Effort: Medium

Timing: Q2-Q4 2021, ongoing

Strategic Communications

VALUE TO WSP

- WSP routinely begins to reinforces agency's DEI expectations for all employees, workplace culture, performance metrics, and agency outcomes creating widespread buy-in
- Employees understand that leadership supports variety of cultures, events and celebrations demonstrating their commitment to creating a culture of belonging

METRICS

- Percent of employees engaged with campaign
- Utilization of talking points (internal and external)
- Number of internal and external communications sent out or posted

Robust Communications Strategy

3.2 Integrate DEI into senior leadership messaging

KEY ACTIVITIES

Level of Effort: High

Timing: Q2-Q4 2021, ongoing

Strategic Communications

3.2.1 Develop communication plan to identify opportunities for senior leaders to purposefully integrate DEI *(Quick Win)*
- Build ongoing leadership messaging plan for leadership laying out expectations of leaders and managers, inclusive leadership behaviors, etc.
- Craft and deliver initial key communication from the Chief of WSP asking leaders to demonstrate defined inclusive leadership behaviors
- Chief of WSP, HR Captain and DEI Officer socialize communication plan, DEI strategy, and expectations with senior leadership articulating their buy-in and advocacy for DEI to mature at WSP
- Create WSP feedback channels with DEI Council and BRGs which employees can suggest ideas that drive innovation *(see 1.4.3)*

3.2.2 Regularly prepare talking points for leadership on the agency's value of DEI
- As WSP expands its DEI reporting and analysis capabilities, perform statistical analyses to demonstrate the linkage (or lack thereof) between measures of DEI outcomes and agency outcomes
- Translate data insights into talking points for leaders on how DEI has made WSP better for its employees, its customers, and its bottom line
- Encourage leaders to disseminate these talking points in internal and external presentations and communications *(see 3.3)*
- Refresh talking points as needed and as more data is collected and analyzed
- Advise WSP leaders on how to manage DEI current events, internally and externally, and, as future events occur, inform leaders on how WSP's peers and other government agencies are responding

VALUE TO WSP
- WSP routinely reinforces leadership's understanding of the impact of DEI on employee engagement, workplace culture, performance metrics, and business outcomes, which secures leadership buy-in for DEI efforts
- Employees understand that leadership supports the time that they spend developing WSP's inclusive culture and communication around DEI related topics

METRICS
- Cadence that revised talking points are sent to leaders
- Percent of leadership messages with DEI language

3.3 Increase external public relations with new and existing partnerships

KEY ACTIVITIES

3.3.1 Continue to find and expand external DEI community partnerships
- Catalog existing community networks (colleges and universities, grassroots organizations, targeted non-profits), including strategies, practices, documentation, etc.
- Conduct research to understand community needs and opportunity areas
- Develop standardized framework to incentivize leaders and employees to participate and/or hold leadership positions in community networks
- Leverage BRGs and DEI Council for potential partnerships *(see 1.4)*

3.3.2 Utilize existing relationships with the Governor's Equity Office for additional DEI alignment and coordination
- Advocate the importance of standing WSP updates with Governor's Equity Office for additional DEI resources, process roadblocks as well as the desired statewide outcomes
- Continue to articulate administrative roadblocks and barriers that stifle DEI growth at WSP

Level of Effort: Medium

Timing: Q4 2021, ongoing

Strategic Communications

VALUE TO WSP

- Formalizing relationships with external partners signals to current staff the value WSP places on communities and possibly communities they are apart of, brining WSP closer to institutionalizes DEI.

METRICS

- Frequency of WSP's reporting to Governor's Equity Office
- Number of new external community partners
- Track progress of community engagements regularly against DEI success metrics

Schedule of Activities

Recruitment Plan Timeline

Recommendation Number	Recruitment Activity	Implementation Duration	Dependency	Level of Effort
1.1	Solidify WSP's DEI recruitment plan by leveraging data and engaging diverse employees to have a consistent recruitment and branding message for both Civil Service and Commissioned job openings	3 months	Define target candidate profiles	Medium
1.2	Reduce barriers between Government and Media Relations (GMR) Team and Recruitment Team to allow more efficient recruitment efforts	1 month	HRD and GMR leadership agreement to share responsibilities	Medium
1.3	Increase visibility of DEI imagery and language within branding and marketing initiatives to send a message of diversity and inclusivity to prospective employees	1 month	Review website and available marketing, branding, and recruitment material	Medium
1.4	Create targeted marketing campaigns to specific audiences to attract a more diverse workforce	3 months	Leverage available public data to identify target candidate profiles	Medium
1.5	Update existing and add new social media accounts for recruiters, the agency, and each bureau	1 month	Conduct inventory of existing WSP social media	Medium
1.6	Review and dispose of outdated and irrelevant external marketing materials (brochures, YouTube videos, social media account content, etc.)	2 months	None	Medium
1.7	Update WSP external website and include a dedicated DEI page, content, marketing materials, and social media contact information	1 month	Define DEI Vision and brand	Medium
2.1	Conduct a job description analysis to mitigate for bias	1 month	Review best practice from 30x30 Initiative and partnerships	Medium
2.2	Assess union implications and factors for changes to position descriptions	3 months	None	Medium
2.3	Develop position dispositions to inform development of job qualifications	2 months	None	Medium
3.1	Develop DEI toolkit for recruiters based on target demographics	3 months	Begin DEI training for recruiters	High
3.2	Build relationships with underrepresented communities to attract a more diverse pool of candidates	6-12 months	Identify target candidate profiles	High
3.3	Establish partnerships with organizations focused on diversifying law enforcement	1-3 months	Identify target organizations	High

Recruitment Plan Timeline

Recommendation Number	Recruitment Activity	Implementation Duration	Dependency	Level of Effort
3.4	Consider lateral entry workforce recruitment	3-6 months	Executive Staff and HRD Commander alignment on the need for lateral entry (possible union coordination, as well)	High
3.5	Involve underrepresented workforce in recruitment efforts	Continuous	None	Low
4.1	Provide DEI training for all members of the recruitment, evaluation, and interview teams	1 month, recurring with recruitment cycle	Develop or Contract DEI training	Medium
4.2	Reform current psychological evaluation process	3-9 months	WSP Chief decision on current psychological evaluation process	High
4.3	Incorporate DEI in evaluations and interview panels	3 months	Develop or Contract DEI training	Medium
5.1	Leverage Application flow data for insights to both Civil Service and Commissioned applicant processes	3 months	Gain transparency on psychological evaluation status and justification for Commissioned; create automated method of viewing current status of Civil Service applications	Medium
5.2	Provide ongoing communications and transparency for Civil Service applicants throughout the hiring process	3 months	Create automated method of viewing current status of Civil Service applications	Medium
5.3	Establish WSP feedback loops through dropout and Onboarding mentorship program surveys	6 months	Develop upward feedback survey; Establish mentorship program and survey	Medium

Retention Plan Timeline

Recommendation Number	Retention Activity	Implementation Duration	Dependency	Level of Effort
1.1.1	Incorporate DEI into WSP's Mission statement, Regulation Manual and Procedural Manual	3 months	Chief of WSP, DEI Officer, HRD Commander alignment on changes	Medium/High
1.1.2	Hold managers and leaders accountable for fostering an inclusive environment among their team members	3 months	DEI accountability KPIs	Medium/High
1.2.1	Institute a recognition program acknowledging WSP employees who demonstrate inclusive behaviors in the workplace	6 months	DEI accountability KPIs	Medium
1.2.2	Create a toolkit for managers on methods and techniques to act courageously and inclusively	6 months	DEI accountability goals and alignment on future state	Medium
1.2.3	Identify mid-level managers that are critical for WSP's DEI priorities, but appear hesitant to fully embrace DEI	6 months	None	Medium
1.3.1	Roll-out Next-Level Leadership program designed for WSP employees who demonstrate high performance and inclusive behaviors in the workplace	3 months	Develop alongside Inclusive Leadership Training	Medium
1.3.2	Incorporate a playbook for sponsors on leadership methods and techniques to act courageously and inclusively	3 months	Develop alongside Inclusive Leadership Training	Medium
1.4.1	Create WSP BRG chapters based off statewide BRG program and structure	3 months	Learn Statewide BRG Model and offerings	Low/Medium
1.4.2	Permit junior representatives from BRGs to present to senior leaders on progress and areas of opportunity related to DEI	3 months	None	Low/Medium
1.4.3	Position DEI Council and BRGs to provide insights into diverse employee experiences and integrate into mission-critical business decision making	3 months	Establish WSP BRG chapters and standing meeting with Chief of WSP and Senior Leadership	Low/Medium
1.4.4	Design onboarding buddy program and strategy	3 months	Key DEI principles for mentors and mentees aligned with future state DEI goals	Low/Medium

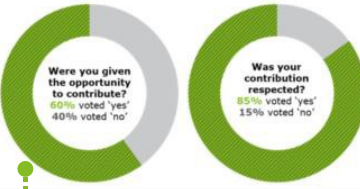| Recommendation Number	Retention Activity	Implementation Duration	Dependency	Level of Effort
2.1.1	Identify DEI KPIs at each stage of the talent lifecycle appropriate for various levels of managers and leaders	3 months	DEI accountability goals and alignment on future state	High
2.1.2	Analyze the relationship between DEI metrics and external facing outcomes	9 months	Defining DEI metrics and intended outcomes	High
2.1.3	Track inclusive behaviors of leaders and managers via pulse surveys	6 months	Key DEI principles and accountability goals for mangers and leadership	High
2.1.4	Embed DEI KPIs into bureau and functional operations	6 months	Defining DEI metrics and intended outcomes	High
2.2.1	Use dynamic dashboards to convey progress against DEI goals for each leader's respective organization	9 months	Define and embed DEI metrics and KPIs	High
2.2.2	Track executive sponsorship of employees and encourage leaders to sponsor individuals of diverse backgrounds	12 months	Develop Sponsorship program	High
2.2.3	Communicate with senior leadership on issue areas from monitoring DEI data and KPIs	12 months	None	High
3.1.1	Establish a robust and ongoing DEI communications plan targeted to the right audience and maintains transparency	6 months	Chief of WSP, HRD, DEI Officer and GMR aligned on communication goals	Medium
3.1.2	Consistently communicate WSP DEI programs, WSP spotlights and how they align to WSP's broader vision and mission	6 months	DEI Communications Strategy	Medium
3.2.1	Develop communication plan to identify opportunities for senior leaders to purposefully integrate DEI	6 months	Chief of WSP, HRD, DEI Officer and GMR aligned on communication goals	High
3.2.2	Regularly prepare talking points for leadership on the agency's value of DEI	6 months	HRD, DEI Officer and GMR leadership agreement on Communications Strategy	High
3.3.1	Continue to find and expand external DEI community partnerships	3 months	Identify target organizations with help of BRGs and DEI Council	Medium
3.3.2	Utilize existing relationships with the Governor's Equity Office for additional DEI alignment and coordination	3 months	Understand key accountability barriers and successes to discuss	Medium

Appendix: Additional Resources

Inclusive Communications and Culture Calendar

How Can I Make My Materials More Inclusive?

Illustrative Example

Spell out acronyms

Use contrasting text and background colors

Use plain language instead of jargon or slang

Use gender neutral terms

Limit text overlaid on photos

Use imagery that promotes diversity

Use bold, instead of underlining

Tag images with captions

Use quotations instead of italics

Consider how your materials might look different in digital vs. print

Communicate accessibly (e.g., text to speech, translations)

Don't rely on color alone – add text or textures to come across in black & white print

Use horizontal, easy to read fonts

Check the accessibility of all materials (e.g. use the Microsoft accessibility checker)

Global Consulting (GC) Monthly Team Meeting - April 10th Agenda

Timing	Topic	Prework
10:00	Welcome	• Not applicable (N/A)
10:05	Vote for chairperson /	• Review candidate profiles and platforms here
10:15	Collect feedback on video	• Watch the video and identify how we can improve it before sharing with the broader team:
10:25	Review survey results and determine next steps	• Review the survey results from our last meeting:

Being proactive by participating in redesigning the end-to-end Customer experience through a risk-based approach

Were you given the opportunity to contribute? 60% voted 'yes' 40% voted 'no'

Was your contribution respected? 85% voted 'yes' 15% voted 'no'

How could we make the next meeting more inclusive?
- "Can you send out the materials further in advance next time? One day was not enough time for me to review."
- "I loved the live-poll we used, hope we use this again in the future!"
- "Could you provide the materials in Spanish? I can speak English, but I read and understand Spanish quicker."

How Can I Make My Materials More Inclusive?

It is critical to ensure your materials are inclusive for diverse audiences, including colleagues who may work in a non-native language, have visual impairments or learning differences – follow the guidance below to drive inclusion through accessibility for all

Language

Use plain language, rather than slang

Limit your use of idioms, metaphors, and culture- specific phrases that don't easily translate across languages. Instead, say what you mean by using the description of the expression (e.g., instead of saying 'move the needle' say 'to make a positive impact').

Use gender neutral terms

When people hear male generic terms like 'chairman' they commonly visualize men. Instead, use gender neutral terms like 'chair' or 'chairperson', to promote greater inclusion.

Spell out acronyms

The first time you use an acronym in a presentation or document, state the words that make up the acronym. You might think the acronym is intuitive, but they differ across languages, agencies, and industries (e.g., 'AP' could mean 'accounts payable' or 'Asia Pacific').

Text

Use horizontal, easy to read fonts

Sans serif fonts (e.g., Arial, Calibri, Verdana) are cleaner in comparison to serif fonts (e.g., Times New Roman, Georgia, Century) that are decorative and can easily appear pixelated or difficult to read.

Use bold instead of underlining

Use bold text to emphasize key words/phrases, as underlines cause your eyes to work harder to separate the word from the line[2].

Use 'quotations' instead of italics

The slant of italics makes the word less solid and harder to read[2].

Imagery

Use imagery that promotes diversity

When selecting photographs, icons, symbols, or characters, ensure that they represent a diverse group of people (e.g., genders, cultures, people with disabilities) and don't reinforce any stereotypes.

Tag images with captions

If someone is using a text-to-speech technology, the images you use might not be translated. Adding a caption to graphic content ensures everyone is able to understand the intention of your image. To tag a photo, right click on the image then select 'Format Shape'. Once the menu appears click 'Shape Options' then 'Size & Properties'. Within the 'Alt Text' section, enter in the photo title and a brief description.

Limit text overlaid on photos

Overlaid text can make your text difficult to read.

[1] *Prewitt-Freilino, Caswell, Laakso (2011) The Gendering of Language: A comparison of gender equality in countries with gendered, natural gender, and genderless language*
[2] *Chartered Institute of Public Relations (2010) Disability Confident – Make it your business: A communications guide for PR and communications professionals*

It is critical to ensure that your materials are inclusive for diverse audiences, including colleagues who may work in a non-native language, have visual impairments or learning differences – follow the guidance below to drive inclusion through accessibility for all

Color

Use contrasting text and background colors

To ensure your text is easy to read, use dark text (e.g., black) on a light background (e.g., white) instead of using similar colors/hues for the text and background (e.g., blue text on black background). Do a test print in greyscale to confirm the color contrast is strong enough.

Don't rely on color alone

If you are differentiating data using color, consider adding text or textures to help colorblind readers distinguish the difference and to support grayscale or black and white printing.

Consider how your materials might look different in digital vs. print

Colors, contrast, and brightness look different when back-lit on a screen than they do when printed. Even if you don't plan on printing the materials, do a test print before sharing as your attendees might print personal versions.

Communication channels

Check the accessibility of the materials

Microsoft Office helps you check your document for content that people with disabilities might find difficult to process (e.g., captions for video or audio; low-contrast text). To use the tool, click on 'File' then within the 'Info' tab, click the 'Check for Issues' button. A dropdown menu will appear. Click on 'Check Accessibility' which will generate an 'Accessibility Checker' on the right side of your screen listing the issues for you to resolve.

Communicate accessibly

Determine if any of your attendees will require materials in an alternative format. For example, if attendees have a hearing impairment, offer subtitles or speech-to-text technology; if they have a visual impairment, provide audio or text- to-speech technology.

[1] Prewitt-Freilino, Caswell, Laakso (2011) The Gendering of Language: A comparison of gender equality in countries with gendered, natural gender, and genderless language

[2] Chartered Institute of Public Relations (2010) Disability Confident – Make it your business: A communications guide for PR and communications professionals

Below are examples of the types of holidays that could be included in WSP's culture calendar (note: might be subject to change based on year)

General Commemoration
- April: Celebrate Diversity Month
- October: Global Diversity Awareness Month
- Third Monday in October: Multicultural Diversity Day

Holidays for Women
- May 28, 2021: International Day of Action on Women's Health
- March: Women's History Month
- March 8: International Women's Day

Hispanic/Latinx Holidays
- September 15–October 15: Hispanic Heritage Month
- May 5: Cinco de Mayo
- September 16: Mexican Independence Day

Hindu Holidays
- March 28, 2021: Holi
- April 12, 2021: Hindu New Year
- November 4, 2021: Diwali, the "Indian Festival of Lights."

Black Holidays
- January: MLK
- February: Black History Month
- June 19: Juneteenth
- December 26-January 1: Kwanzaa

LGBTQ+ Holidays
- June: Pride Month
- March 31: Transgender Day of Visibility
- October 11: National Coming Out Day (US)

Islamic Holidays
- April 12 to May 11, 2021: Ramadan, the ninth month of the Islamic lunar calendar
- May 12, 2021: Eid-al-Fitr (End of Ramadan)
- August 19, 2021: Hijra - Islamic New Year

Indigenous People's Holidays
- June 21: National Indigenous People's Day

Jewish Holidays
- March 27 to April 4, 2021: Pesach, or "Passover."
- April 8 to 9, 2021: Yom HaShoah or Holocaust Remembrance Day
- May: Jewish American Heritage Month
- November 28 to December 6: Hanukkah

Holidays for Persons with Disabilities
- March: National Developmental Disabilities Awareness Month
- March 13 – April 15: Deaf History Month
- April: Autism Awareness Month

Sponsorship Program Roadmap

The sponsorship program is intended to support colleagues in their journey to advance at WSP, enhancing the talent experience and the diversity of the industry practitioner pipeline. Below is a sample roadmap highlighting the steps required to move the program from concept to action

	MONTH 1	MONTH 2	MONTH 3 - 5
Develop Concept ▪ Identify gaps & current resources available; align with existing programming ▪ Develop a solution framework	▓		
Proof of Concept ▪ Engage colleagues in focus groups; share the initial program structure and get feedback on what would be most valuable to participating protégés ▪ Survey protégés to understand what they seek in a sponsor ▪ Pressure test and refine concepts based on feedback		▓	
Refine Concept and Define Program ▪ Use feedback to develop program roadmap ▪ Begin identifying and recruiting sponsors ▪ Socialize revised plan among leadership; align on program KPIs and measures of success			▓
Recruit and Pair Protégés with Sponsors ▪ Develop program pitch to inform practitioners about the program / share call to action ▪ Communicate pitch via email (tailored to both sponsors and protégés) with a link to opt into the program ▪ Pair and introduce protégé to sponsors			▓
Train the Sponsors ▪ Develop sample emails, one-pagers covering monthly discussion topics, and supporting resources for mentors to leverage when working with protégés ▪ Set up sponsor training sessions (2 training options) to provide support and education on helpful firm resources ▪ Share sample monthly (or bi-monthly) topics and helpful links with sponsors post-training			▓
Go-Live ▪ Kick off by giving sponsors the "green light" to send a templated introduction email to protégés, and set up their first meeting ▪ Maintain ongoing metrics & program enhancement efforts after initial launch			▓

Note: certain activities can overlap