



PEAR Plan with Service Line Investments – WSP

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	PEAR Service Line Investment 1	PEAR Service Line Investment 2	PEAR Service Line Investment 3
PEAR Service Line chosen	Leadership, Operations & Services Advance PEAR practices and systems at all levels through transparent, accountable organizational development, adaptive leadership, and change agents.	Engagement & Community Partnerships Ensuring our communities, employees and partners collaborate to develop and inform Washington state’s Pro-Equity Anti-Racism efforts.	Workforce Equity We build a diverse and culturally responsive pipeline for state employees and create a culture where each employee feels welcomed and valued.
Priority	Learning Organization Establish mentorship, coaching and training standards for agency leaders to advance pro-equity, racial justice, accessibility and a sense of belonging for the workforce and the communities served.	Relationship Partnerships and Resources We will partner with community members, other agencies and organizations to eliminate racial inequity in all areas of our operation and services.	Building a culture of Pro-Equity, Access, Racial Justice and Belonging Become an equitable, racially just, and accessible employer where every employee feels a sense of belonging. Create an environment where no public employee will feel uncomfortable at work because of who they are. Establishing systems for our employees to provide input and guide our agencies to create more equitable, culturally appropriate, and accessible work environments.
Investment	PEAR Team Establish and expand PEAR Team to advance pro-equity, racial justice, access and belonging.	Optimal Community Participation Our outreach and engagement methods will be accessible to all regardless of age, region, language, disability status, income.	Collective Workforce Development Develop an interagency collaborative relationship between agencies and higher education institutions in partnership with the Office of Financial Management and Department of Enterprise Services to identify workforce development needs and develop PEAR policies and training standards that build and sustain a diverse, culturally appropriate, and racially just workforce.
Key Business Line	Delivered by: DEI Program, Training Division; HRD Impacted: All Divisions	Delivered by: DEI Program, HRD Impacted: All Divisions	Delivered by: DEI Program, HRD Impacted: All Divisions
Disparities to be addressed	Lack of connection with community; Systemic inequities for diverse employees and communities; Accessibility barriers for different communities like non English speaking and rural; Gaps in inclusive culture to eliminate turn over and increase retention.	Lack of outreach to communities like BIPOC, LGBTQ, Non-English speaking, remote geographical.	BIPOC (and other excluded or underrepresented populations) representation in WSP workforce, so WSP is an accessible employer; Scarcity in relevant resources that support diverse workforce creating a sense of belonging in a culturally appropriate environment.
Root cause of disparity identified	Lack of trust in police; lack of community engagement.	Lack of relationship/partnerships with different communities.	Lack of engagement and relationship with diverse communities.
We will address the root cause by	Establishing a learning system for learning, practicing, coaching in recognizing systemic inequities and thereby provide inclusive services to all; Our investment is in PEAR Team; We will invest in expanding our PEAR Team so that we are constantly involving the public voice in our processes.	Engaging with different communities through PEAR teams and strengthening community engagement programs. Also make our website more accessible in multiple languages.	Engaging and building trust-based relationships with diverse populations through PEAR Teams and community engagement and supporting employees from diverse backgrounds through identifying culturally relevant resources that create a culturally appropriate and accessible work environment.
Desired PEAR Outcome	Inclusive Culture and Sense of Belonging internally; Strong connection and relationship of trust with communities; Improved cultural humility of our workforce to better serve all people in Washington state; Leadership at all levels of our government who are effective, transparent, and accountable in advancing pro-equity, racial justice, access, and belonging.	Communities participate, inform and assess our services.	Increased psychological safety and culturally appropriate environments, which ensure all employees can come to work and experience belonging.
Outcome Measures	Offer trainings; track participation, feedback and impact; Pro-equity, racial justice, access, and belonging-based employee engagement, community engagement, and customer service experience; Percentage of community members who are compensated and reimbursed for costs related to participating in EIR process and other relational partnership opportunities.	Frequency, size and number of PEAR Team meetings; review of website accessibility; ASL interpreter for PEAR Team meetings; Tribal, community, and employee engagement satisfaction; Percentage of racial inequities and barriers identified by Equity Impact Reviews that are addressed.	BRG participation; ERGs - grow and increase membership; Employee Engagement Surveys and DEI Pulse Survey results; Employment status by race, ethnicity, gender, sexual orientation, and disability status; Number of employee discrimination complaints.