

# **Washington State Office of Equity:**

## **Laying the Foundation Towards a Pro-Equity Anti-Racism (PEAR) Ecosystem**

October 26, 2022

### **Presenters:**

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Megan Matthews, CDE, CDP, Prosci CM, Assistant Director, Shared Power Design

# Agenda

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|----------------------------|------------|
| 1. Results Happen Together | 15 minutes |
| 2. This Is How We Do It    | 40 minutes |
| 3. Q&A Discussion          | 5 minutes  |

# Key Learning Objectives

- Strategies and tools for building the required relationships with community and employees to apply an equity lens in all aspects of agency decision-making
- Understanding of the Pro-Equity Anti-Racism (PEAR) Framework
- Strategies and tools for creating a PEAR ecosystem in Washington state

# **Results Happen Together**

## **EO 22-04 Progress To-Date**

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# Relational Partnership

- HEAL Act: Work collaboratively with community to address issues
- DSHS: Subcabinet – Co-governance
- Commerce: Shared decision-making
- DSHS ESA BIPOC ERG: Sharing power with employees
- PRWG: Shared power design
- WRG: Co-create with community
- [Federal Govt](#): Government must recommit to being “of the people, by the people, [and] for the people” in order to solve the complex 21<sup>st</sup> century challenges our nation faces.
- [For the Love of Country](#)- Federal Govt Equity Plan: Work in partnership with impact in relevant communities.



# PEAR Teams

Initial contact information for **72 PEAR Teams** was submitted to the Office of Equity

- **812 total PEAR Team members**, including agency executive leaders, agency equity officers, employees, and external customers, partners, and experts per Executive Order 22-04.
- **100% of Executive Cabinet** agencies
- Approximately **74% of Small Cabinet** agencies (not including Office of Equity)
- **25** additional agencies, boards, commissions, and organizations (including those that accepted the Governor's invitation in Executive Order 22-04 and opted in), including:
  - **Three elected offices**: Office of the Superintendent of Public Instruction; Office of the Insurance Commissioner; Office of the State Treasurer
  - **One institution of higher education**: Eastern Washington University

# PEAR Team Orientation Sessions

We held **20** live PEAR Team Orientation sessions

**607** people or approximately **74%** of total PEAR Team members attended the live sessions, including state employees and community members.

There have been **314 views** of the [recorded PEAR Team Orientation session](#)

## **EO 22-04 Consultation**

The Office of Equity has responded to over **310 inquiries** that were sent to the [PEAR@equity.wa.gov](mailto:PEAR@equity.wa.gov) inbox, including requests for 1:1 consultation.



# PEAR Strategic Action Plans Submitted

- **48 PEAR Strategic Action Plans submitted as of noon 10/6/2022**
- **Washington State Department of Veterans Affairs submitted the first PEAR Strategic Action Plan on August 19, 2022**

# Examples of PEAR Strategic Action Plan Investments Being Implemented

## Leadership, Operations & Services

### **Priority 1: Relational Partnerships**

Add 10 external customers and stakeholders as PEAR Team members

### **Priority 2: Communication Services Access**

Create accessible materials for formerly incarcerated individuals who are seeking reentry services

## Workforce Equity

### **Priority: Equity in Jobs & Job Training (a PEAR Determinant of Equity)**

Require all hiring managers and those involved with screening to attend bias training

# Results Happen Together: What We Heard From PEAR Team Members

“I just wanted to say thank you for the PEAR orientation video and introduction by Dr. J. It really helped me to solidify all the paperwork that I had been reading. The effort your department is putting into making this work as clear as possible is really amazing. I had an amazing first meeting with WSP on their PEAR team yesterday. Having been in this area (Criminal Justice) for the last 30 years, it was refreshing to listen, and be heard. The system has a great opportunity to change with the leadership of the state today.” – External partner

“I'm so excited for this work. It is clear and easy to understand and also in line with priorities we are just forming. The timing is so right and I can see the effort (and love!) that went into building this. Thanks to each of you! Full of gratitude today.” – State employee

# Results Happen Together: WA State Agency PEAR Websites

[Department of Social & Health Services](#)

[Washington State Patrol](#)

[Puget Sound Partnership](#)

[Board of Accountancy](#)

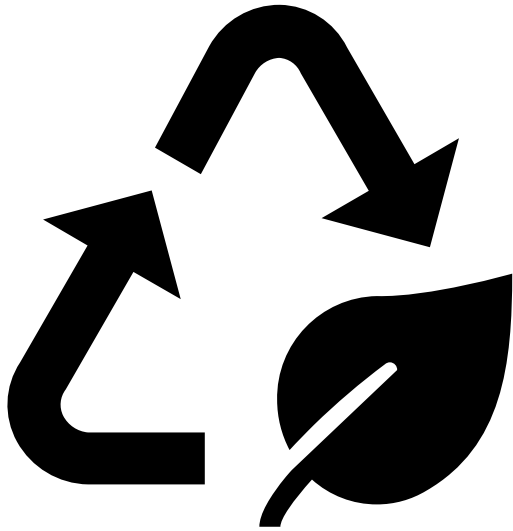
[Office of the Corrections Ombuds](#)

[Utilities and Transportation Commission](#)

# **This is How We Do It**

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# PEAR Ecosystem: A Change Management Model



- Community is the guiding light
- Interconnected system of PEAR Values, PEAR Service Lines, and PEAR Determinants of Equity
- Outcomes: All people in Washington flourish and achieve their full potential, embody pro-equity anti-racism values, and enjoy peace, prosperity, and possibility now and for generations to come.
- Laying the foundation: Executive Order 22-04 Implementing the PEAR Plan & Playbook

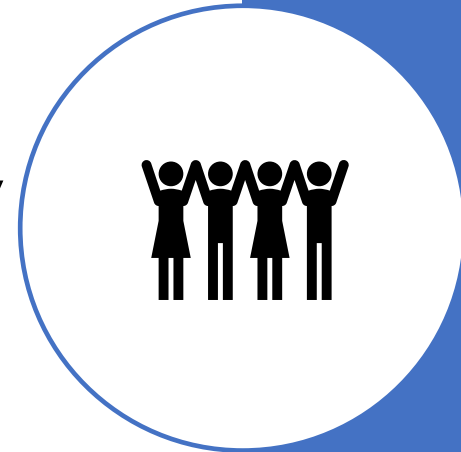
# Defining Anti-Racism

“Anti-racism is a process of **actively** identifying and opposing racism.

The goal of anti-racism is to **challenge** racism and **actively** change the policies, behaviors, and beliefs that perpetuate racist ideas and actions.

Anti-racism is rooted in **action**. It is about **taking steps** to eliminate racism at the individual, institutional, and structural levels.”

Source: [Verywell Mind](#)





# Relational Partnership

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# The Office of Equity's Call

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**Reimagine** state government by implementing a

Pro-Equity Anti-Racism (PEAR) ecosystem framework through relational partnership

# Sovereign Nations

Tribal Governments have inherent sovereignty to govern their own people and their own lands

The government-to-government relationship is a **separate** relationship

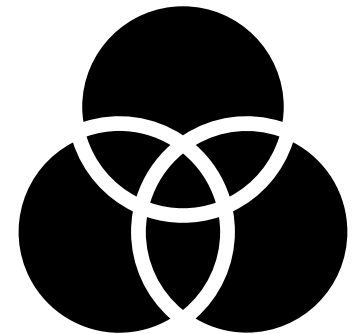
Relational partnership is about **people** interacting with the state government **not** governments interacting with state government



# Relational Partnership Defined

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**Empathy-centered collaboration** between government and people groups who have been excluded and marginalized by government decisions and actions to undo harm and advance Pro-Equity Anti-Racism (PEAR) outcomes.



**Relational  
Partnership is all  
About  
RELATIONSHIPS**

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# SPICE Up Community Interaction

**Seek:** Search out new stakeholders; learn how to interact with other communities in a culturally appropriate manner.

**Partner:** Work with, in a relational partnership model. Share decision-making

**Inform:** Provide updates; share information in an accessible, culturally appropriate way.

**Connect/Collaborate:** Make contact to build or strengthen relationships; Work together to create.

**Engage:** Interact with others through activities or events to receive feedback or exchange information.



# Central to Community Relationships

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There is no checklist.



“This is heart work, it’s not about what’s between your ears.” -Dr. Joy DeGruy



“We blame it on the people and it’s almost always the system.” -Dr. Joy DeGruy



How do we know what to change if we do not build relationships with community to identify the barriers?



# What Plays Need to be Made?

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# First Play: Identify Your Biases



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**We all  
have them.**

**What are  
YOURS?**

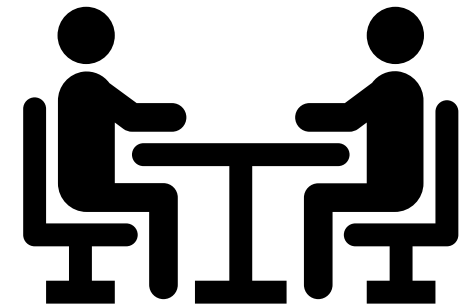


# Second Play: Understand Agency Culture

- Where are there barriers to a supportive community, relational partnership?
- What aspects of agency culture prioritize processes, policies, and structures instead of people?
- What decision-making structure excludes impacted people groups?
- What does the executive leader need to do or say to clear the way for transformation instead of assimilation?



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# **Third Play: Build your PEAR Team**

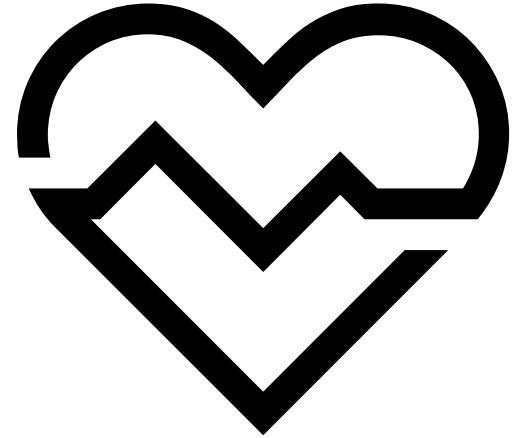
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Guidance on this play will be covered later  
in the training.....

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# Fourth Play: Grow Your Relationships

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## Truth, Healing, and Reconciliation

People representing government must listen.

We are used to telling, now we need to listen to the people who have been harmed.

# Fifth Play: Set the Environment

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## Creating a Supportive Collaborative Environment

How will you:

- Focus on people, not policy/process (Center Community)?
- Build trust (how will you define it)?
- Make decisions collectively?
- Make space for failing forward?
- Share information (what information is needed)?
- Collect data (what data will you collect)?



# Sixth Play: Educate Yourself

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Read and discuss:

- Executive Order 22-04
- PEAR Team Best Practices and FAQs
- PEAR One-Pager

# Seventh Play: Use SPICE

## Definitions:

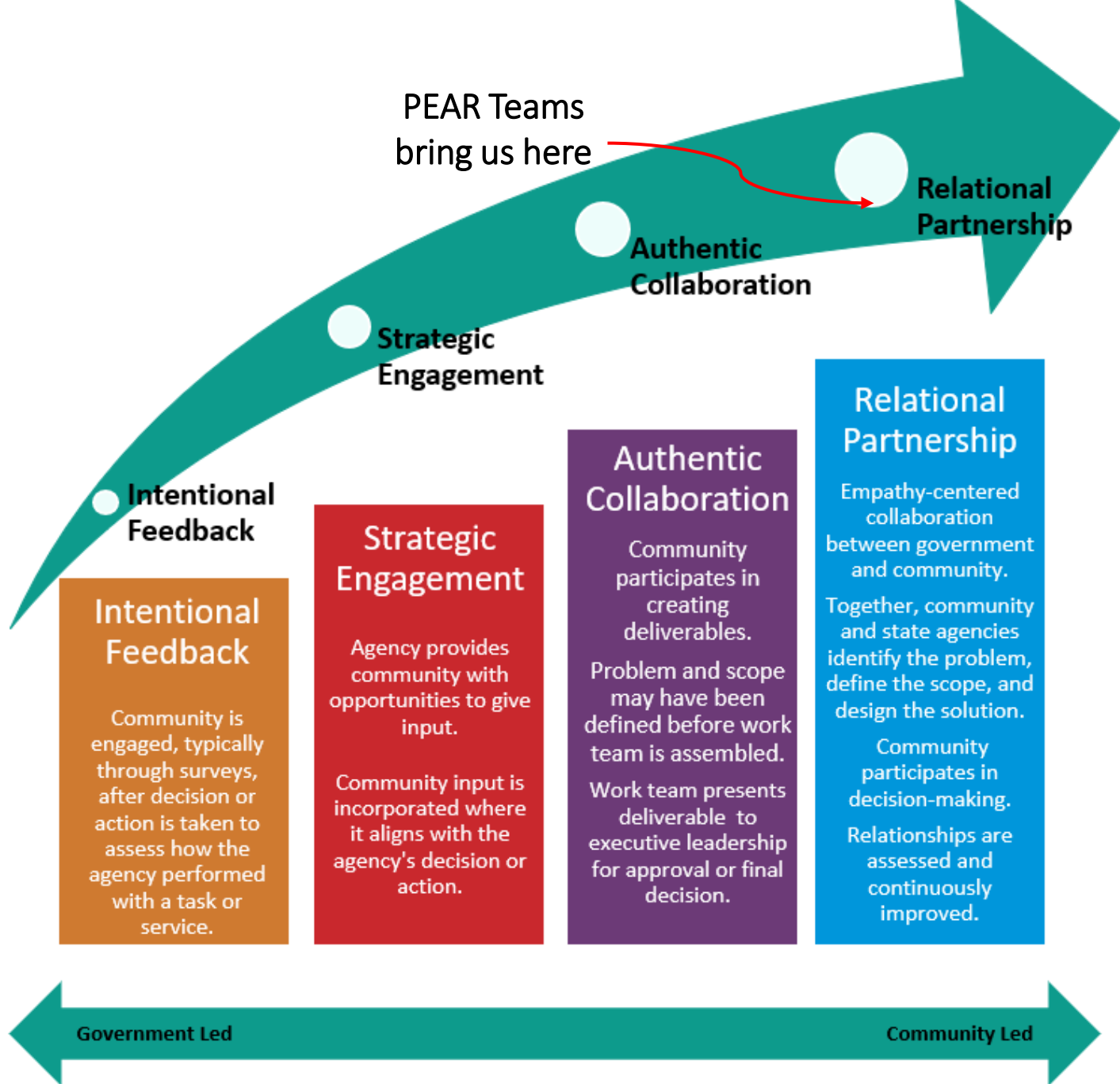
- **Seek:** Search out new stakeholders; learn and understand how to interact with other communities in a culturally appropriate and respectful manner.
- **Partner:** Work with, in a relational partnership model.
- **Inform:** Provide updates; share information in an accessible, culturally appropriate way.
- **Connect/Collaborate:** Make contact to build or strengthen relationships; Work together to create.
- **Engage:** Interact with others through activities or events.

	Current State	Gap	Future State
Vision			
Activities			
Outcomes			
Measurement			

# Where is your agency?

We're not all starting at the same place

# Relational Partnership Maturation Model





# Relational Partnership Maturation Model (From Government Led to Community Led)

**Intentional Feedback:** Community is engaged, typically through surveys, after decision or action is to assess how the agency performed with a task or service.

**Strategic Engagement:** Agency provides community with opportunities to give input. Community input is incorporated where it aligns with the agency's decision or action.

**Authentic Collaboration:** Community participates in creating deliverables. Problem and scope may have been defined before work team is assembled. Work team presents deliverable to executive leadership for approval or final decision.

**Relational Partnership:** Empathy-centered collaboration between government and community. Together, community and state agencies identify the problem, define the scope, and design the solution. Community participates in decision-making. Relationships are assessed and continuously improved.

# Relational Partnership Continuum:

How agencies advance through the Relational Partnership Maturation model



## CONCEPTUALIZATION

Agencies learn and understand what relational partnership is and how it can be operationalized.

Employees read books, attend trainings, and have discussions.

There has been no significant action taken to change to how business is done and how clients and community are impacted.

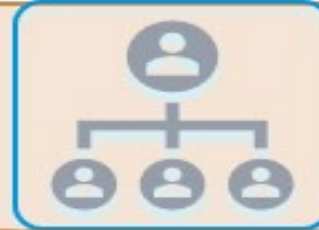


## COMPLIANCE

Agencies take the first steps toward relational partnership by creating and implementing policies and procedures to comply with directives and laws related to relational partnership strategies.

Agencies may also incorporate current actions and strategies that advance a relational partnership structure.

Agencies in the compliance phase incorporate its PEAR strategic plan and the components of the SPICE model for community interaction as required.



## ASSIMILATION

Agencies incorporate relational partnership strategies into the existing organizational structure and culture.

To partner, community must fit into existing agency structures and internal processes.

Agencies are incorporating its PEAR strategic plan and each component of SPICE into existing processes.

While agencies are creating in partnership with community, these partnerships can only exist on agencies' terms.



## TRANSFORMATION

Agencies re-imagine the foundation of *how* work is accomplished to do things *with* people.

Existing structures, processes and policies are re-designed to center partnership and co-creation with community.

Agencies embed its PEAR strategic plan and the components of SPICE into its infrastructure.

Process improvement is standard to move the agency forward.

# Relational Partnership Continuum: How agencies advance through the Relational Partnership Model

**Conceptualization:** Agencies learn and understand what relational partnership is and how it can be operationalized. Employees read books, attend trainings, and have discussions. There has been no significant action taken to change to how business is done and how clients and community are impacted.

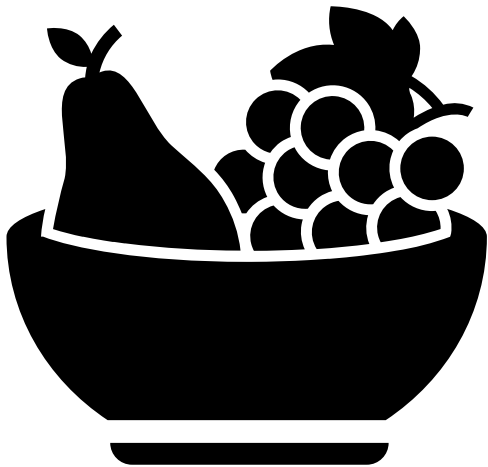
**Compliance:** Agencies take the first steps toward relational partnership by creating and implementing policies and procedures to comply with directives and laws related to relational partnership strategies. Agencies may also incorporate current actions and strategies that advance a relational partnership structure. Agencies in the compliance phase incorporate its PEAR strategic plan and the components of the SPICE model for community interaction as required.

# Continued...Relational Partnership Continuum: How agencies advance through the Relational Partnership Model

**Assimilation:** Agencies incorporate relational partnership strategies into the existing organizational structure and culture. To partner, community must fit into existing agency structures and internal processes. Agencies are incorporating its PEAR strategic plan and each component of SPICE into existing processes. While agencies are creating in partnership with community, these partnerships can only exist on agencies' terms.

**Transformation:** Agencies re-imagine the foundation of **how** work is accomplished to do things **with** people. Existing structures, processes and policies are re-designed to center partnership and co-creation with community. Agencies embed its PEAR strategic plan and the components of SPICE into its infrastructure. Process improvement is standard to move the agency forward.

# Relational Partnership Wrap-Up

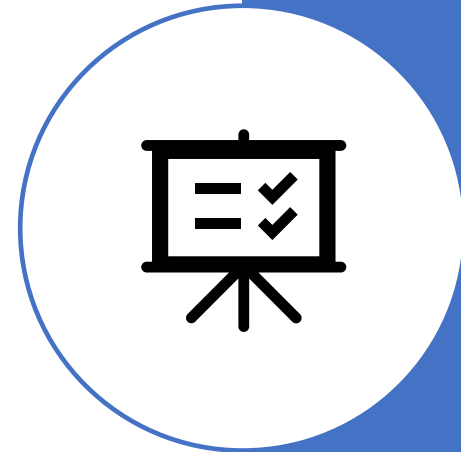


- Building block for PEAR Teams
- Foundation for success
- Takes intention, time, and work
- No checklist
- Build your plays
- Remember SPICE
- This is a journey- continuous improvement

# Easy as 1-2-3

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1. Establish complete PEAR Team
2. Complete initial baseline Equity Impact Review (EIR)
3. Complete the PEAR Strategic Action Plan Template



# Step 1: Relational Partnership Establish Complete PEAR Team

## EO 22-04 PEAR Team Composition

### PEAR Team:

Agency executive leaders, the agency equity officer, employees, and external customers, partners, and experts for key business lines.



### PEAR Team Advisory Group

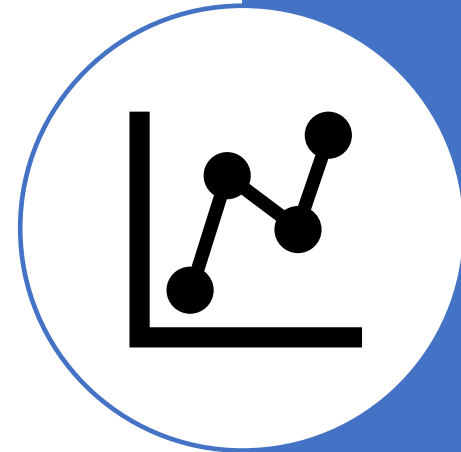
Broader group of impacted employees, community members, interested parties, and partners from public, private, and academic sectors. They advise the agency PEAR Team in their decision-making.

# Easy as 1-2-3

## Step 2: Initial Baseline Equity Impact Review (EIR)

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2e. Partnering with individuals, groups, and communities impacted by agency programs or services to complete an initial EIR to determine baseline.





# Proposed PEAR Service Line Investment for EIR

## Example 1

**EIR finding:** Historically, impacted communities have not been engaged with and included in decision-making. We are in the Compliance stage of the Relational Partnership Continuum.

**Proposed PEAR Service Line Investment:** Create dedicated positions required for PEAR Teams (e.g., Equity Officer, Tribal Liaison) to ensure complete PEAR Team representation.

# Proposed PEAR Service Line Investment for EIR

## Example 2

**EIR finding:** Historically, impacted communities have been engaged primarily through surveys and listening sessions that we host. We are in the Assimilation stage of the Relational Partnership Continuum.

**Proposed PEAR Service Line Investment:** Contract credible messengers in communities to lead work groups that help develop agency legislative requests.

# Proposed PEAR Service Line Investment for EIR

## Example 3

**EIR finding:** English learner students and students with disabilities are the groups with the lowest proficiency rates in math statewide.

**Proposed PEAR Service Line Investment:** Create a Family/Teacher Huddle program where teachers provide families with instruction on at-home math skill-building activities using materials and methods that are accessible to English learner students and students with disabilities.

# Easy as 1-2-3

## Step 3: PEAR Strategic Action Plan Template

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2f. Based on the results of the EIR, completing a PEAR Strategic Action Plan Template.



# PEAR Strategic Action Plan Template: What to Expect

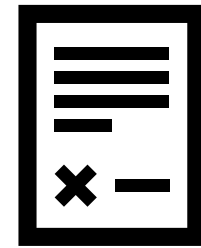
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- Completing a PEAR Readiness Checklist and reporting date of completion.
- Identifying the **top three (3) PEAR Service Line Priorities and Investments** and performance measures you will focus on in the next year in your agency PEAR Strategic Action Plan to eliminate these disparities.
- Tracking quarterly performance on PEAR Service Line Investment measures in the Quarterly Performance Tracker.

# Recap: PEAR Plays for Success in Meeting EO 22-04 Requirements

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1. Establish your complete PEAR Team
2. Build relational partnerships
3. Read the PEAR Plan and Playbook materials
4. Complete an initial baseline EIR
5. Complete the PEAR Strategic Action Template



# Thank You!

Email [PEAR@equity.wa.gov](mailto:PEAR@equity.wa.gov) for questions.  
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# Questions?

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