



# Post Report: DEI Strategic Recruitment and Retention Plan

Washington State Patrol (WSP)

April 9, 2021

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# Executive Summary

# Project Overview

## 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

# Executive Summary



## 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



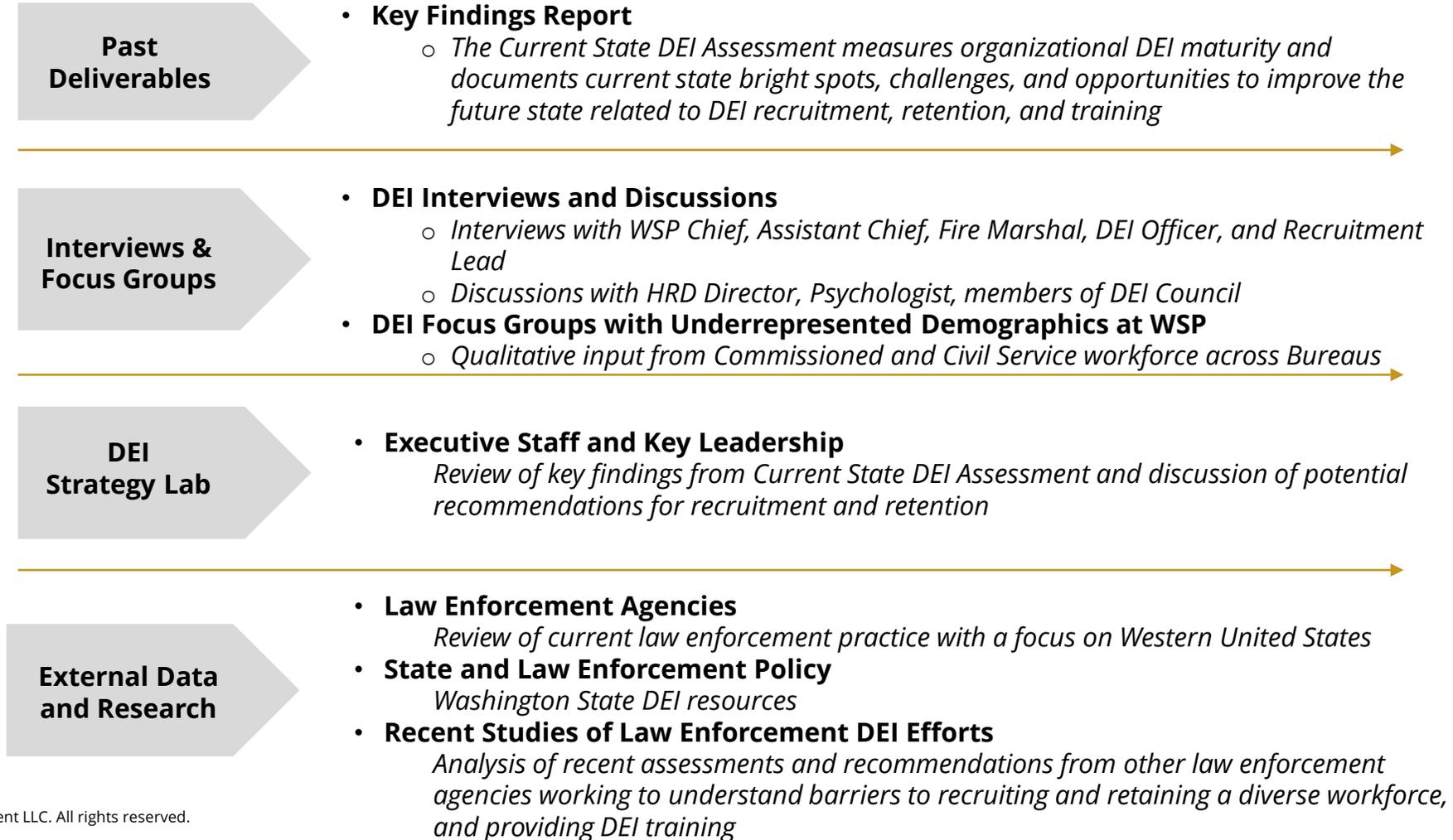
A number of key components were considered when developing recommendations. Listed below are the sections in which these components are presented, as well as an overview of each section's content:

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



# 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:

	<i>What</i>	<i>How</i>	<i>Who + When</i>	<i>Outcome</i>
<i>Data</i>	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
<i>Partnerships</i>	Sign the 30x30 Pledge and partner with national organizations to advance women and underrepresented groups in law enforcement	Contact the 30x30 Initiative (30x30@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
<i>Brand</i>	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
<i>Evaluations</i>	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

# Deep Dive: *DEI Strategy and Infrastructure*

## 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.

# Deep Dive: Recruitment and Onboarding

## 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 37<sup>th</sup>  
Arming Class  
were non-White

**15%**  
Of the 38<sup>th</sup>  
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

## 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.

# Deep Dive: Retention and Advancement

## 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.

# Deep Dive: *Psychological Evaluation*

## 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 (38<sup>th</sup> 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 (38<sup>th</sup> 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 do 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 39<sup>th</sup> 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

# Build Brand as a DEI Employer of Choice

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

### 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
- 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

- 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)*

- 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



Level of Effort: Medium



Timing: Q2-Q3 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 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

# Build Brand as a DEI Employer of Choice (continued)

## 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



#### 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



#### 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



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

# Evaluate Positions and Dispositions

## 2. Mitigate for bias in position descriptions and establish position 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)



### Positions and Dispositions



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

# Diversify Talent Source

## 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

- 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

- 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

# Update Evaluations & Interviews

## 4. Reduce barriers to entry for underrepresented candidates

### KEY ACTIVITIES



#### 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 39<sup>th</sup> 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

# Hiring and Onboarding

## 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



**Level of Effort:** Medium/High



**Timing:** Q2-Q4 2021, ongoing



**Hiring & Onboarding**

### 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



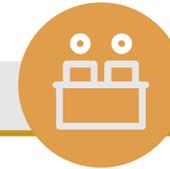
Culture is the way work gets done, and WSP's culture is driven by a strong reputation for job security and long-lasting tenure. Acknowledgement that serving the public through trust, confidence and provide public safety is critical to WSP's success. Leaders know that trust and DEI are closely intertwined 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

# Nurture WSP's Culture of Inclusion

## 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

# Nurture WSP's Culture of Inclusion



Culture

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

### KEY ACTIVITIES



Level of Effort: Medium



Timing: Q2-Q4 2021

#### 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

- 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

# Nurture WSP's Culture of Inclusion

## 1.3 Equip high performing 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 (*see 1.2.2*)



**Level of Effort:** Medium



**Timing:** Q3-Q4 2021



**Culture**

### 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 embedding 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

# Nurture WSP's Culture of Inclusion

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

### 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*)
- 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



**Level of Effort:** Low/Medium



**Timing:** Q3-Q4 2021, ongoing



**Culture**

### 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

# Use Analytics to Transform Data into Actionable Insights

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

### 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



Analytics

### 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

# Use Analytics to Transform Data into Actionable Insights

## 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



Level of Effort: High



Timing: Q1-Q4 2022, ongoing



Analytics

### 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

# Robust Communications Strategy

## 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

#### 3.2.1 Develop communication plan to identify opportunities for senior leaders to purposefully integrate DEI



- 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



Level of Effort: High



Timing: Q2-Q4 2021, ongoing



Strategic Communications

### 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

# Robust Communications Strategy

## 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, bringning 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

# Retention Plan Timeline



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 managers 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

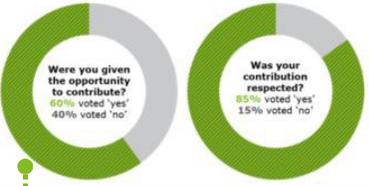
# Appendix: Additional Resources

# Inclusive Communications and Culture Calendar

# How Can I Make My Materials More Inclusive?

## Illustrative Example

Global Consulting (GC) Monthly Team Meeting - April 10<sup>th</sup> Agenda

Timing	Topic	Prework
10:00	Welcome	• Not applicable (N/A)
10:05	Vote for chairperson /	• Review candidate profiles and platforms <a href="#">here</a>
10:15	Collect feedback on video	<ul style="list-style-type: none"> <li>Watch the video and identify how we can improve it before sharing with the broader team:</li> </ul> 
10:25	Review survey results and determine next steps	<ul style="list-style-type: none"> <li>Review the survey results from our last meeting:</li> </ul>  <div data-bbox="1439 849 1949 1021"> <p><b>How could we make the next meeting more inclusive?</b></p> <ul style="list-style-type: none"> <li>▶ "Can you send out the materials further in advance next time? One day was not enough time for me to review."</li> <li>▶ "I loved the live-poll we used, hope we use this again in the future!"</li> <li>▶ "Could you provide the materials in Spanish? I can speak English, but I read and understand Spanish quicker."</li> </ul> </div>

Spell out acronyms

Use contrasting text and background colors

Use gender neutral terms

Use bold, instead of underlining

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

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)

Use plain language instead of jargon or slang

Limit text overlaid on photos

Use imagery that promotes diversity

Tag images with captions

Use quotations instead of italics

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

# 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<sup>2</sup>.

### Use 'quotations' instead of italics

The slant of italics makes the word less solid and harder to read<sup>2</sup>.

## 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.

# How Can I Make My Materials More Inclusive?

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.



<sup>1</sup> Prewitt-Freilino, Caswell, Laakso (2011) *The Gendering of Language: A comparison of gender equality in countries with gendered, natural gender, and genderless language*

<sup>2</sup> Chartered Institute of Public Relations (2010) *Disability Confident – Make it your business: A communications guide for PR and communications professionals*

# Considerations for WSP's Culture Calendar

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

# Sample 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				
<b>Develop Concept</b> <ul style="list-style-type: none"> <li>Identify gaps &amp; current resources available; align with existing programming</li> <li>Develop a solution framework</li> </ul>	[Yellow]														
<b>Proof of Concept</b> <ul style="list-style-type: none"> <li>Engage colleagues in focus groups; share the initial program structure and get feedback on what would be most valuable to participating protégés</li> <li>Survey protégés to understand what they seek in a sponsor</li> <li>Pressure test and refine concepts based on feedback</li> </ul>						[Yellow]									
<b>Refine Concept and Define Program</b> <ul style="list-style-type: none"> <li>Use feedback to develop program roadmap</li> <li>Begin identifying and recruiting sponsors</li> <li>Socialize revised plan among leadership; align on program KPIs and measures of success</li> </ul>											[Gold]				
<b>Recruit and Pair Protégés with Sponsors</b> <ul style="list-style-type: none"> <li>Develop program pitch to inform practitioners about the program / share call to action</li> <li>Communicate pitch via email (tailored to both sponsors and protégés) with a link to opt into the program</li> <li>Pair and introduce protégé to sponsors</li> </ul>											[Light Blue]				
<b>Train the Sponsors</b> <ul style="list-style-type: none"> <li>Develop sample emails, one-pagers covering monthly discussion topics, and supporting resources for mentors to leverage when working with protégés</li> <li>Set up sponsor training sessions (2 training options) to provide support and education on helpful firm resources</li> <li>Share sample monthly (or bi-monthly) topics and helpful links with sponsors post-training</li> </ul>											[Grey]				
<b>Go-Live</b> <ul style="list-style-type: none"> <li>Kick off by giving sponsors the “green light” to send a templated introduction email to protégés, and set up their first meeting</li> <li>Maintain ongoing metrics &amp; program enhancement efforts after initial launch</li> </ul>											[Dark Grey]				



# Post Report: DEI Training Plan and Roadmap

Washington State Patrol (WSP)

April 9, 2021

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# Executive Summary

# Project Overview

## WHY?

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

## HOW?

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

## WHAT?

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

WEEK OF:

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



Training Plan and Roadmap

# Executive Summary



## Purpose and Value

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



## Intended Audience

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

## Document Organization



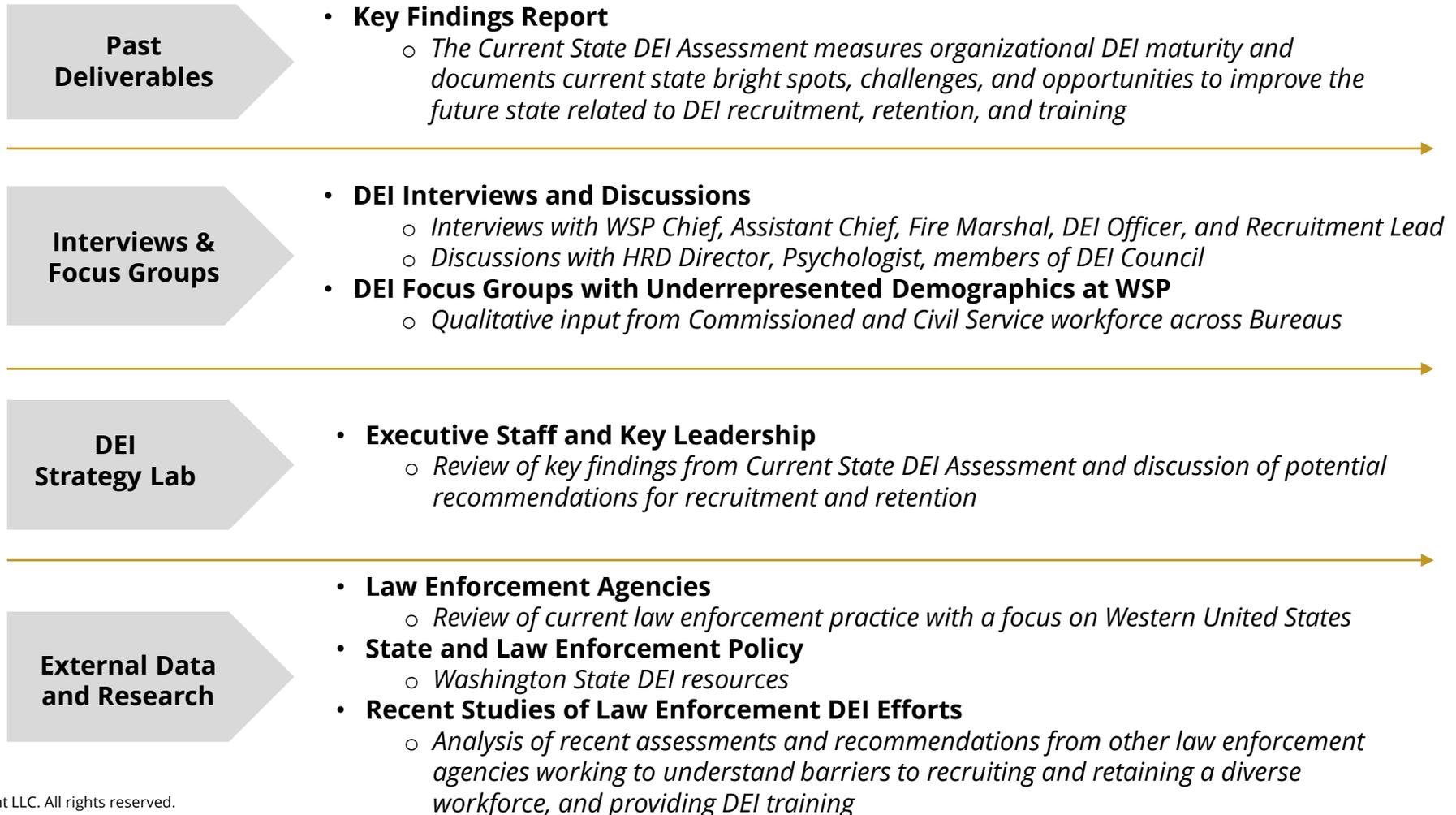
A number of key components were considered when developing recommendations. Listed below are the sections in which these components are presented and an overview of each section's content:

1. **Key Findings:** Provides an overview of results from WSP focus groups in regard to DEI training preferences.
2. **Training Plan and Roadmap:** Proposes five focus areas for DEI training to advance DEI competence and skills at WSP.
3. **Additional Training Considerations:** Provides a consolidated list of training opportunities and activities designed to advance DEI at WSP.

# Executive Summary

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

## Inputs



# Summary of Training Recommendations

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

## Introduction to Diversity, Equity & Inclusion Training



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

## Inclusive Leadership



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

## Unconscious Bias



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

## Allyship and Bystander Intervention



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

## History of Law Enforcement Culture



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

# DEI Training Current Assessment Results

# Summary of Results Deep Dive: *Training*

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

## Bright Spots

### DEI training is a key focus area

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

### DEI Council

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

### Interest in DEI training

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

73%

of focus group participants want DEI training on leadership development

65%

of focus group participants would prefer DEI training in person

29%

Increase in team collaboration<sup>1</sup>

20%

improvement in decision making when employees experience feelings of respect, fairness, value, and belonging<sup>1</sup>

## Key Challenges & Opportunity Areas

### Unsuccessful history of DEI training

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

### Moving from compliance to education on DEI

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

### Internal talent processes and culture

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

### Public-facing interactions

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

## What We Heard

*"Obviously, it's very important that if they're going to have training, it's the proper training."*

*"Trainings and education, there are a lot of gaps."*

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

*"I expect that exec level gets training first, so we know what's being pushed throughout the agency."*

*"From a culture standpoint, training has to be done in the 'right way.'"*

*"Need support for education and training and it's going to be a lot of time commitment."*

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

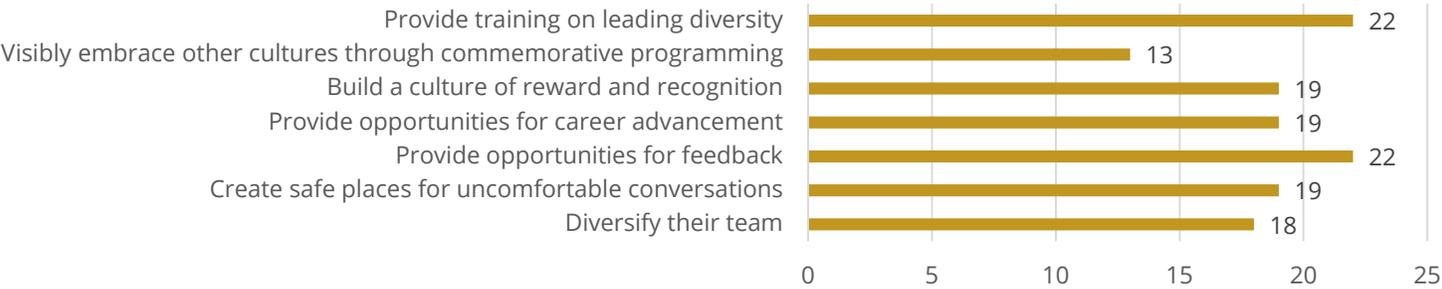
# Focus Group Results - Training

WSP focus group participants provided insights into preferred training topics and delivery formats:

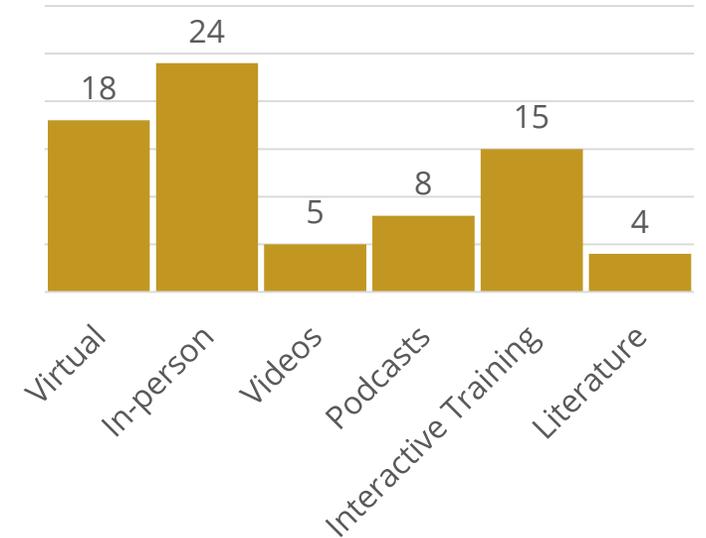
### Key Takeaways

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

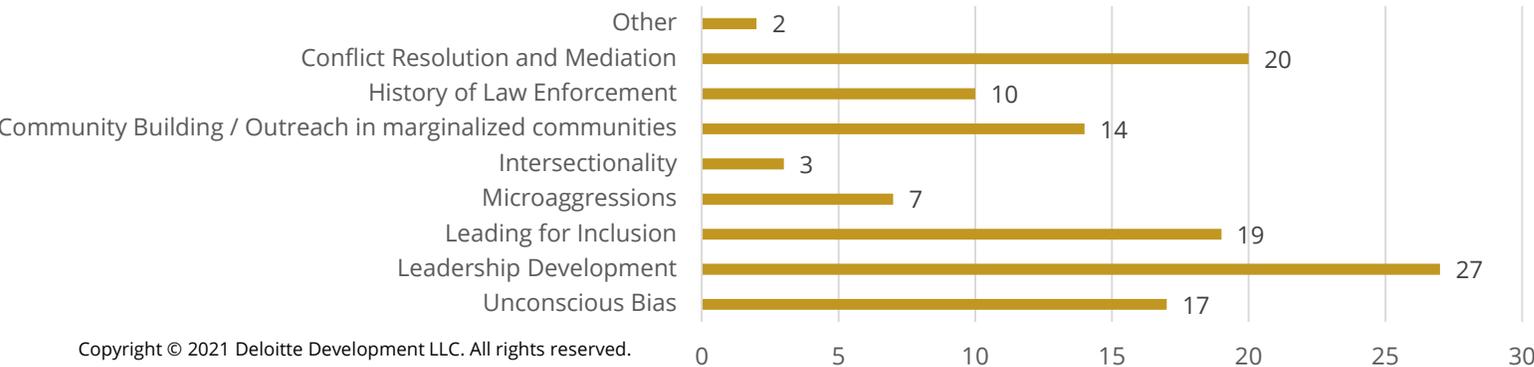
Leaders could improve the inclusive employee experience by:  
(Select all that apply)



What formats of DEI training would you be interested in?  
(Select all that apply)



What DEI training topics would you be interested in? (Select all that apply)



# DEI Training Plan & Roadmap

# DEI Training Plan and Roadmap Considerations

Outlined below is an overview of elements included in the training deep dives, as well as the key considerations for WSP as the agency continues along its DEI journey

Components of Training	Key Considerations		
<p><b>Overview</b> A high-level overview of the purpose and content included in the training</p> <p><b>Level of Effort</b> The level of effort needed to implement the training based on the complexity of the training, as well as the time and resources needed to execute it</p> <p><b>Time Requirement</b> The suggested time requirement of the training</p> <p><b>Audience</b> The key individuals or groups that should be engaged throughout the execution of the training</p> <p><b>Delivery Format</b> The options for delivery of the training</p> <p><b>Value and Impact</b> The potential value of the training and additional considerations that could impact the success and/or completion of the recommendation</p>	<p><b>Address Resource Constraints &amp; Gaps</b></p> <hr style="border: 2px solid #008080; margin-top: 10px;"/> <p>WSP has limited DEI resources, which could hinder the agency's ability to execute DEI training plan and roadmap within the proposed timing provided</p>	<p><b>Maintain Coordination with DEI Officer</b></p> <hr style="border: 2px solid #808000; margin-top: 10px;"/> <p>In order to increase alignment across the agency and minimize the duplication of efforts, there is a need for WSP to stay in sync with WSP's DEI Officer</p>	<p><b>Translate Roadmap to DEI Training Plan</b></p> <hr style="border: 2px solid #FFD700; margin-top: 10px;"/> <p>Recommendations highlighted in the DEI roadmap need to be translated into a detailed training plan with clear owners, confirmed timelines, etc. in order to drive progress on WSP's DEI efforts</p>

# Introduction to Diversity, Equity & Inclusion Training

## OVERVIEW

### Introduction to Diversity, Equity, and Inclusion for Law Enforcement

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



**Level of Effort:** Low/Medium



**Time Requirement:** 4 hours



**Audience:** All WSP employees



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

## VALUE TO WASHINGTON STATE PATROL

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

## IMPACT

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

# Inclusive Leadership Training

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## OVERVIEW & ACTIVITIES

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### Inclusive Leadership

- Treating people and groups fairly—that is, based on their unique characteristics, rather than on stereotypes
- Personalizing individuals—that is, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group
- Leveraging the thinking of diverse groups for smarter ideation and decision making that reduces the risk of being blindsided
- Consider expectations of inclusive behaviors such as:
  - **Commitment:** Highly inclusive employees are committed to diversity, equity, and inclusion because these objectives align with their personal values and because they believe in the business case
  - **Courage:** Highly inclusive employees speak up and challenge the status quo, and they are humble about their strengths and weaknesses
  - **Cognizance of Bias:** Highly inclusive employees are mindful of personal and organizational blind spots, and self-regulate to help ensure fair play
  - **Curiosity:** Highly inclusive employees have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity
  - **Cultural Intelligence:** Highly inclusive employees are confident and effective in cross-cultural interactions
  - **Collaboration:** Highly inclusive employees empower individuals as well as create and leverage the thinking of diverse groups



**Level of Effort:** Low/Medium



**Time Requirement:** 4 hours



**Audience:** Managers, Executive staff



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

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## VALUE TO WASHINGTON STATE PATROL

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- Highlight inclusive leadership as a core pillar within the organization's diversity, equity, and inclusion strategy.
- Articulate a compelling narrative as to why inclusive leadership is critical to business success.
- Make symbolic workplace changes to signify the importance of inclusive leadership. For example, incorporate inclusion into an agency's values to guide behaviors, and appoint senior leaders who embody inclusive leadership.

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## IMPACT

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

# Unconscious Bias Training

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## OVERVIEW & ACTIVITIES

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### Unconscious Bias

- **Unconscious biases** are the mental shortcuts that individuals form outside their own conscious awareness about others. They are often informed by social stereotypes about groups of people.
- **Everyone experiences unconscious bias** – it's the brain's way of coping with and categorizing the information we receive every day. Our tendency to give preference to a group or type of person may not be intentional, but we can still do something to change it.
- Consider expectations of inclusive behaviors such as:
  - **In Group/Out Group Bias:** We show affinity to social groups we feel a part of as opposed to groups with whom we do not identify
  - **Mini Me Bias:** We tend to associate with individuals we believe are like us
  - **As I Expected Bias:** We tend to only consider information that confirms our point of view
  - **Perception Bias:** When stereotypes and assumptions about certain groups obstruct our judgement about individuals
  - **Personality Error Bias:** We assume an individual's behavior is core to their personality, without considering external factors
- When it comes to performance management, objectivity is essential for an effective appraisal system.
- Effective performance management requires a system in which top performers are recognized and given opportunities to advance; while low performers are given the guidance and motivation needed to improve their performance.



**Level of Effort:** Low/Medium



**Time Requirement:** 4 hours



**Audience:** All WSP employees



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

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## VALUE TO WASHINGTON STATE PATROL

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- Leaders establish a commitment for DEI through sharing understanding of unconscious bias and building inclusive behaviors.
- Unconscious bias can result in micro-inequities, flawed decision-making, and unintended exclusion of individuals and groups.

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## METRICS

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- People of color are 3X more likely to leave a job because of perceptions of workplace unfairness
- LGBTQ professionals leave almost twice as often because of perceptions of workplace unfairness
- Unfairness at work costs U.S. employers \$64 billion on an annual basis (1.5 x salary to replace people)

*(Level Playing Field Institute's incredible Corporate Leavers Survey, 2018)* 15

# Allyship and Bystander Intervention Training

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## OVERVIEW & ACTIVITIES

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### Allyship and Bystander Intervention

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



**Level of Effort:** Low/Medium



**Time Requirement:** 4 hours



**Audience:** All WSP employees



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

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## VALUE TO WASHINGTON STATE PATROL

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

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## IMPACT

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

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## OVERVIEW & ACTIVITIES

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### Education

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



**Level of Effort:** Low/Medium



**Time Requirement:** 4 hours



**Audience:** All WSP employees



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

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## VALUE TO WASHINGTON STATE PATROL

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

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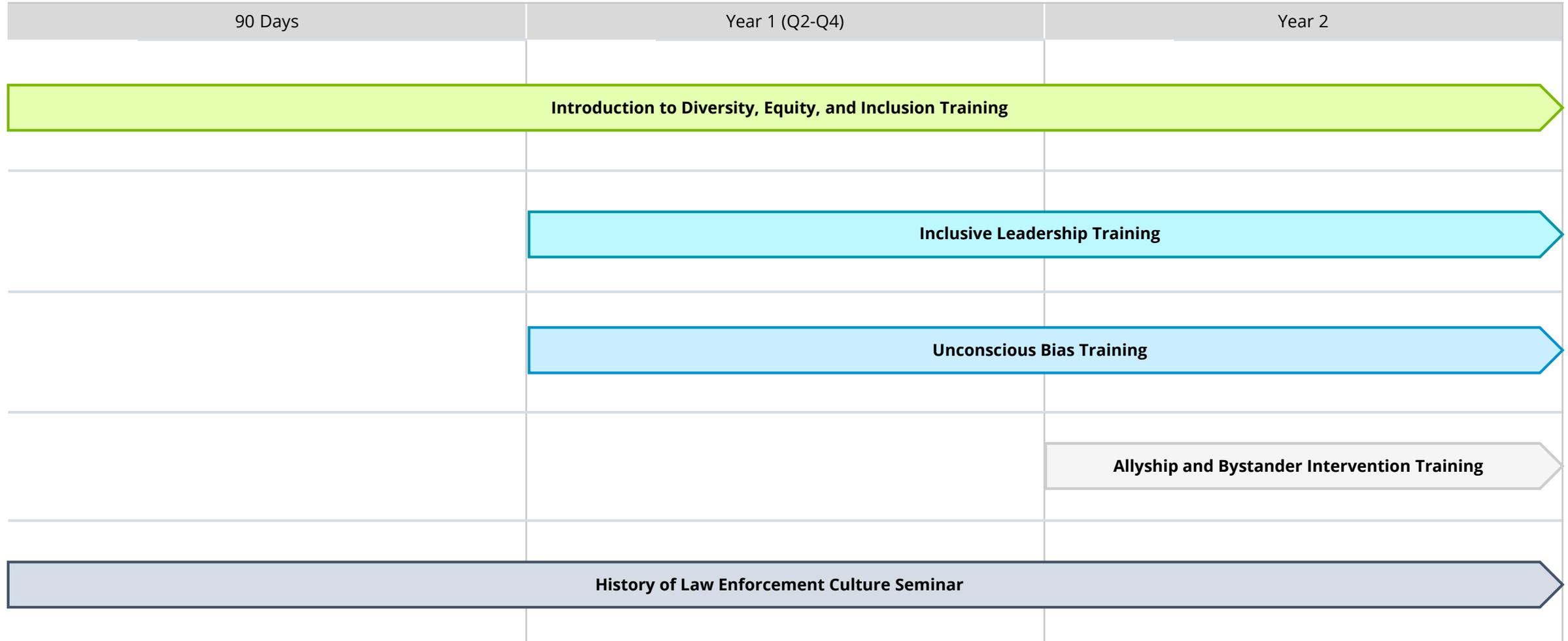
## MUSEUMS/EVENTS WITH HISTORICAL DEI FOCUS

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

# Training Roadmap

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



# Additional DEI Considerations

# Quick Wins in First 30 Days

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

## DEI Follow-up Message

- Develop communication for WSP’s DEI Officer to distribute to all colleagues that:
  - Provides a review of the current state assessment
  - Communicates information about the DEI Council
  - Shares the updated DEI vision, mission and links to internal and external sites
  - Provides a high-level preview of next steps (e.g., unveiling a DEI training plan for WSP)

## Initial Updates to Internal and External DEI Site

- Update DEI references on sites to DEI
- Add updated diversity, equity, and inclusion definitions to internal DEI site
- Add updated DEI mission and vision to internal and external DEI sites
- Create mailbox for feedback and ideas to include on internal DEI site

## Creation and Management of DEI Training Plan

- In addition to the DEI Officer, identify a team to support the management of the DEI training plan
- Translate DEI training plan and roadmap into project plan with action items and deadlines

# WSP's DEI Strategy

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

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

Colleagues	Culture	External Stakeholders	Leadership
<p><b>Develop a <i>talented and diverse workforce</i></b></p> <p><i>Attract, develop, and retain a talented and diverse workforce at all levels within WSP that mirrors the diversity of the communities we serve</i></p>	<p><b>Build a <i>culture of belonging</i></b></p> <p><i>Create an environment that welcomes and values our individuality and unique perspectives, and enables colleagues to feel a true sense of belonging at WSP</i></p>	<p><b>Advance <i>DEI through partnerships</i></b></p> <p><i>Activate and engage our external environment, partnering with communities, across our agency and beyond, to support our DEI goals and elevate our impact on society</i></p>	<p><b>Promote <i>inclusive leadership</i></b></p> <p><i>Leaders at all levels prioritize DEI, demonstrate inclusive leadership behaviors and activate a more diverse and inclusive culture</i></p>
Stakeholders*			
<ul style="list-style-type: none"> <li>• DEI Officer</li> <li>• Executive Leaders</li> <li>• Human Resources</li> <li>• Recruitment Team</li> </ul>	<ul style="list-style-type: none"> <li>• DEI Officer</li> <li>• Executive Leaders</li> <li>• Human Resources</li> <li>• Hiring Managers</li> </ul>	<ul style="list-style-type: none"> <li>• DEI Officer</li> <li>• GMR</li> <li>• Procurement</li> <li>• Marketing and Communications</li> <li>• Recruitment Team</li> </ul>	<ul style="list-style-type: none"> <li>• DEI Officer</li> <li>• Executive Leaders</li> <li>• Managers</li> <li>• Human Resources</li> </ul>
Enablers			
<p><b>Infrastructure   Talent   Analytics   Brand   Leadership</b></p>			

*The following slides show detailed planned activities under each of these drivers*

*\*Stakeholders is not an all-inclusive list*

# Additional DEI Recommendations Summary

A set of prioritized recommendations to activate WSP's DEI culture is provided below:

<i>First 90 Days</i> <b>LAYING THE FOUNDATION</b>	<i>Year 1 &amp; 2</i> <b>BUILDING THE LEGACY</b>	
<p><b>C1.</b> Evaluate talent acquisition practices and identify DEI opportunities</p> <p><b>CU1.</b> Develop a DEI email signature template</p> <p><b>CU2.</b> Develop a guide for more inclusive materials/language, including definitions and protocols</p> <p><b>ES1.</b> Research DEI agenda of the State of Washington</p> <p><b>ES2.</b> Develop external partnership strategy and plan for providing trainings</p> <p><b>ES3.</b> Assess existing DEI Council and their efforts to align with agency's DEI goals</p> <p><b>L1.</b> Define specific inclusive leadership framework and expectations</p> <p><b>EN1.</b> Provide more visibility for DEI Officer on internal and external websites to advance DEI at WSP</p> <p><b>EN2.</b> Continue assessing facilities for accessibility and inclusivity</p> <p><b>EN3.</b> Develop and begin executing internal and external DEI communications plan</p>	<p><b>C2.</b> Update talent acquisition practices to include DEI language</p> <p><b>C3.</b> Establish a formal centralized onboarding program that includes DEI topics</p> <p><b>C4.</b> Develop a DEI learning curriculum</p> <p><b>C5.</b> Establish sponsorship program for all with emphasis on underrepresented colleagues</p> <p><b>C6.</b> Increase transparency related to career mobility, specifically for civil service employees</p> <p><b>C7.</b> Create leadership development program for all with emphasis on underrepresented colleagues</p> <p><b>CU3.</b> Establish additional ways for colleagues to connect/engage with each other (e.g. mentorship, support groups, clubs/activities)</p> <p><b>CU4.</b> Proactive outreach from HR department to be more human capital focused</p> <p><b>ES4.</b> Design and launch campaign to strengthen WSP's DEI brand</p> <p><b>ES5.</b> Apply for DEI Certifications and Awards</p>	<p><b>L2.</b> Establish DEI goals and accountability mechanisms for Bureau leaders</p> <p><b>L3.</b> Establish inclusive leadership learning program</p> <p><b>EN4.</b> Establish/refine dashboard to track progress towards DEI goals</p> <p><b>EN5.</b> Integrate DEI question(s) into existing employee engagement survey</p> <p><b>EN6.</b> Continue DEI reports to internally share progress against identified DEI goals</p> <p><b>EN7.</b> Continue to execute and refine internal and external DEI communication plan</p> <p><b>EN8.</b> Continue meeting with DEI Council to expand membership and engagement</p> <div data-bbox="1488 1071 2206 1325" style="border: 1px dashed gray; padding: 5px;"> <p><b>C</b> = Colleague Initiative</p> <p><b>CU</b> = Culture Initiative</p> <p><b>ES</b> = External Stakeholder Initiative</p> <p><b>L</b> = Leadership Initiative</p> <p><b>EN</b> = Enabler Initiative</p> </div>

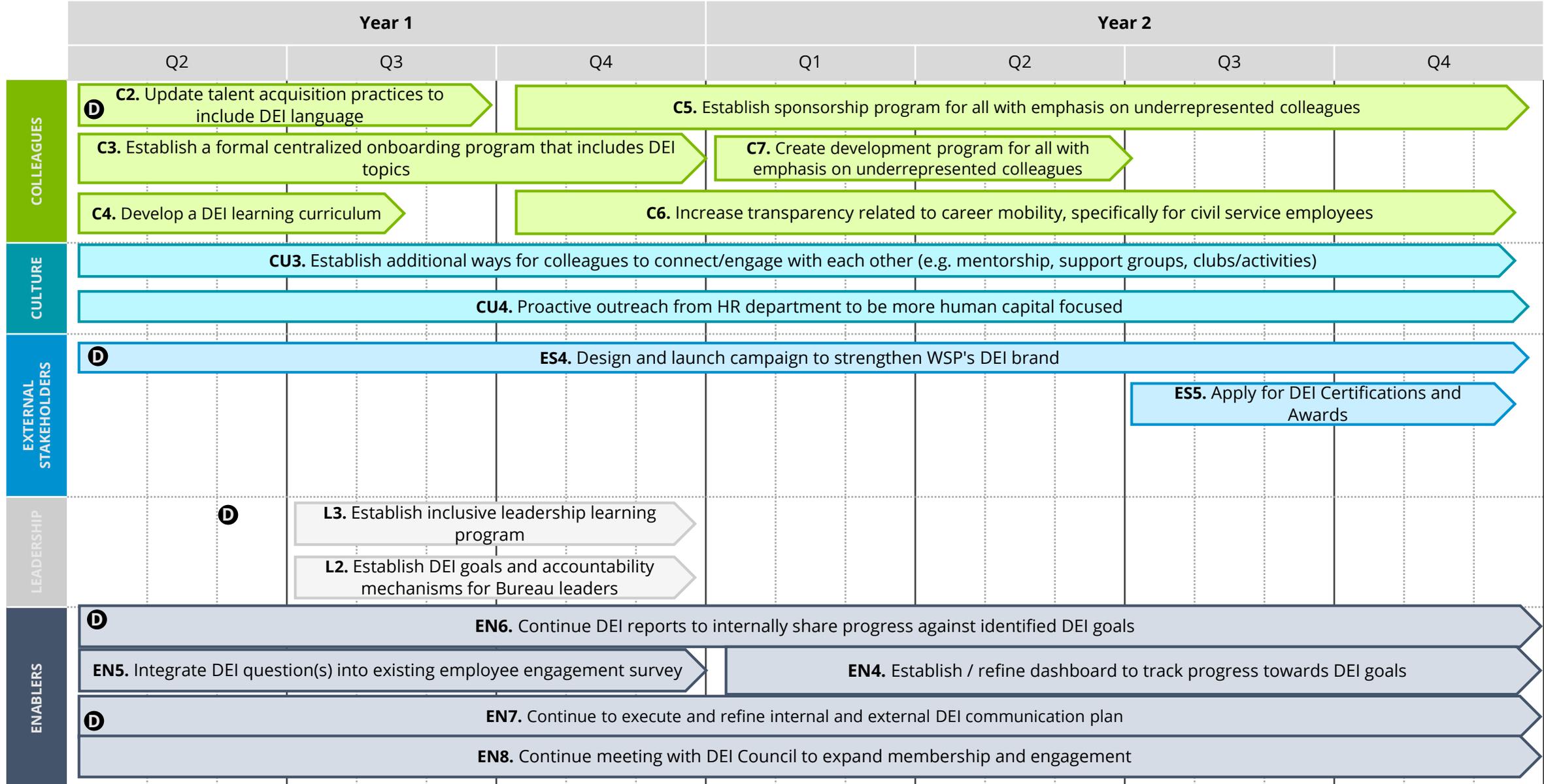
*Realizing  
WSP's DEI  
Vision*

# 90-Day Roadmap

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

**D** = activity has dependencies

# 2-Year Roadmap\*



D = activity has dependencies

\*Ongoing execution and refinement of planned activities for each strategic driver follow the timing outlined on this roadmap

# Appendix

# Appendix A: DEI Goal Setting

# DEI Goal-Setting: An Overview

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

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

## DEI Vision and Mission

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

## DEI Training Plan & Roadmap

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

## DEI Goals

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

## DEI Action Plans

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

*The everyday experience of leaders, colleagues, and constituents*

# DEI Goal-Setting: Approach

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



# Appendix B: Benchmarking

# Trainings at Other Agencies

Nationally, there is very limited and insufficient information about DEI trainings offered at law enforcement agencies. WSP has an opportunity to become a role model agency in implementing and highlighting their DEI training offerings on their website.

	Agency Mission	Trainings
<b>Los Angeles Police Department</b>	<i>"It is the mission of the Los Angeles Police Department to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence."</i>	<ul style="list-style-type: none"> <li>• Policing in the Community</li> <li>• Victimology</li> <li>• Handling Disputes</li> <li>• Domestic Violence</li> <li>• Preliminary Investigation</li> <li>• Sexual Assault</li> <li>• Persons with Disabilities</li> <li>• Cultural Diversity</li> <li>• Racial Profiling</li> <li>• Hate Crimes</li> </ul>
<b>San Francisco Police Department</b>	<i>"San Francisco has an international reputation for its commitment to human values: compassion, fairness, diversity, human rights, and justice. These values must be at the forefront of the SFPD as it fulfills its public safety mission."</i>	<ul style="list-style-type: none"> <li>• Inclusive leadership</li> <li>• Cultural diversity</li> <li>• Community outreach</li> <li>• Blue Courage, which focuses on developing a guardian mindset to serve the public</li> </ul>
<b>California State University Fullerton PD</b>	<i>"California State University Fullerton Police Department is dedicated to ensuring the University Community's right to a crime free environment through exemplary and professional service."</i>	<ul style="list-style-type: none"> <li>• Educate to Empower Law Enforcement and the community</li> <li>• DEI Speaker Series</li> <li>• Listening and Sharing tour</li> <li>• Bias and Racial profiling training</li> <li>• Awareness &amp; De-escalation Training</li> </ul>



## **DEI Findings Report**

Washington State Patrol (WSP)

March 26, 2021

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# Project Overview & Executive Summary

# Project Overview

## WHY?

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

## HOW?

As a first step to driving a culture of diversity, equity, and inclusion, Washington State Patrol must understand the current state of DEI at the agency today. This report contains the preliminary findings of Washington State Patrol's DEI maturity assessment. Following this report, a deeper set of recommendations will be delivered on advancing DEI recruitment, retention, and training.

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 report is a synthesis of all the findings of this assessment across the priority areas below



• Recruitment • Retention • Training



## Scope

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



## Activities

- **Conduct a current state assessment of DEI at the WSP and provide a Findings Report based on the data collected**
- **Collect and analyze quantitative and qualitative data** on the current state of DEI at WSP across workforce composition, talent programs, and DEI strategies including:
  - Demographic employment data on the workforce composition of the WSP;
  - Current DEI programs, policies, trainings, and recruitment efforts;
  - Interviews and focus groups;
  - Best practices for recruiting across the state and from historically underrepresented communities;
  - Case studies from other law enforcement agencies (emphasis on Western United States) that diversified their workforce
- Facilitate a **DEI Strategy Lab** with WSP's senior leaders to drive DEI strategy and vision on workforce recruitment, retention, and training
- Develop **DEI Strategic Recruitment Plan** and **DEI Training Plan** driven by the Findings Report with a particular focus on workforce recruitment, retention, and training

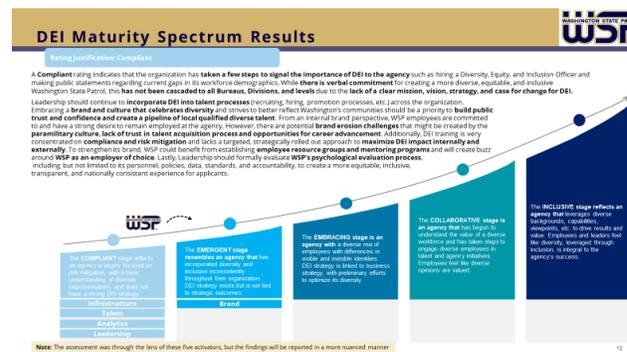
# Findings Report Overview

## Findings Report includes

- Comprehensive assessment on WSP's:
  - DEI operations and infrastructure
  - Recruitment practices and strategy
  - Approach to DEI training
  - Retention and advancement strategies
  - Brand as it relates to recruitment, retention, and training
  - Workforce data analysis across the talent life cycle to understand trends
  - Key themes from interviews and focus groups
- Summary of findings and deep dive
- Preliminary recommendations

## Findings Report does not include

- A review of WSP's Community engagement and brand as it relates to WSP's constituents
- Comprehensive recommendations for recruitment, retention, and training (these will be included in Post Report Recruitment and Retention Plan and DEI Training Plan / Roadmap)



## Deep Dive: Recruitment and Onboarding

**Bright Spots**

- Diversified Recruitment Team**: WSP has recently hired 7 full-time recruiters that solely focus on recruitment. Whereas in the past, recruitment was a shared duty across active troopers.
- New Recruitment Lead**: Spokane Bureau Chief has taken the role of Recruitment Lead and implemented a variety of new initiatives to target underrepresented racial and ethnic groups. The WSP Recruitment program account is advancing DEI through its insurance process and content, technology, and data management.
- Centralized Recruitment Team**: WSP had 8 recruiters statewide and 2 in WA and now they have 2 in WA and throughout the state. Recruiters no longer across districts and work under 2K.
- Shift in Recruitment Strategy**: Previous recruitment strategy was often specific, whereas now the approach is getting together in relationship building with community partners.
- WSP Brand and Marketing**: Marketing messaging materials have highlighted the diversity of the Washington State Patrol. Representative diversity is a key in attracting more diverse talent.

**Key Challenges & Opportunity Areas**

- Need for outside marketing team**: A digital marketing/recruiting company could help recruiters focus on local needs, branding, and be available to offer alternative ways to focus on the personal, relationship building, interactions. Recruiters are not actively used, generally speaking, in the digital marketing, advertising and social media content.
- Concerns with psychological evaluation**: Concerns regarding the frequency of criteria the psychological uses affects the recruiter's ability to know what to look for when recruiting applicants. Issues have been reported with finding time to schedule the psychological evaluation and has resulted in delay 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 West side of the state and 2 recruiters on the East. Moving resources in every major city could help build community.
- Covid restrictions**: Due to Covid restrictions, it is difficult to find available testing sites and events to participate in for our recruitment activities.
- General administrative barriers**: Concerns were reported and the number of approvals needed to create an open position and the number of approvals needed to create a new position.
- 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. There is an existing system that has the capability to input an applicant's status but it's not being fully used. Using 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 ability to do so much of the things it's doing is due to the fact that they are doing what they do best."
- "One of the biggest failure rates in the entire hiring process occurs with the psychological evaluation."
- "Open up further recruiter opportunities throughout the state, but keep them at a Bureau reporting function."
- "COVID is causing issues with accessibility with this approach, concerns people are shy engaging with law enforcement, especially our own team more so."
- "Recruiting WSP with more awareness outside of Government Inside Jobs (GIJ)."
- "Long process with no feedback on status."

**Summary of Findings:** WSP has increased its overall applicant diversity, but DEI challenges remain in recruitment. While some improved recruitment efforts have increased the overall number of applicants and the diversity of the applicant pool, there are disproportionately high numbers of dropouts or failures amongst underrepresented groups in the talent pipeline.

**Preliminary Recommendations for Consideration**

**WSP**

- Diversity, Inclusion, and Equity Campaign**:
  - Develop an overarching DEI strategy and vision to DEI that aligns with the organization's mission and vision and build these into all recruitment and training content and communication materials on Trooper-Cadet Academy.
  - Develop a DEI vision statement and strategy plan.
  - Develop a DEI vision statement and strategy plan.
  - Develop a DEI vision statement and strategy plan.
  - Develop a DEI vision statement and strategy plan.
- DEI Recruitment**:
  - Provide diversity recruiting support to all recruitment and training content and communication materials on Trooper-Cadet Academy.
  - Build a DEI vision statement and strategy plan.
  - Build a DEI vision statement and strategy plan.
  - Build a DEI vision statement and strategy plan.
  - Build a DEI vision statement and strategy plan.
- DEI Retention**:
  - Launch a mentorship program for high potential women and underrepresented groups.
  - Build a DEI vision statement and strategy plan.
  - Build a DEI vision statement and strategy plan.
  - Build a DEI vision statement and strategy plan.
  - Build a DEI vision statement and strategy plan.
- DEI Training**:
  - Provide education to ensure candidates on fundamental DEI topics.
  - Develop and schedule DEI training for all employees.
  - Provide targeted DEI training for groups with greatest need.
  - Provide DEI training for workforce.
  - Provide DEI training for workforce.
  - Provide DEI training for workforce.
- Psychological Evaluation**:
  - Conduct a review of psychological evaluation to include the following: validity, reliability, and accuracy.
  - Obtain additional contract information to ensure the evaluation is appropriate for the position.
  - Establish transparency around the use of the psychological evaluation.
  - Set quarterly checkpoints with HRD Director and Recruiting Lead for recruitment and training.
  - Set quarterly checkpoints with HRD Director and Recruiting Lead for recruitment and training.

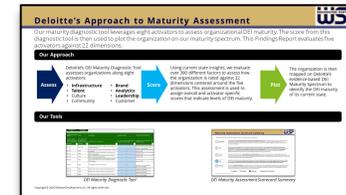
# How to Read this Document

This report presents findings using Deloitte's DEI Maturity Spectrum to assess Washington State Patrol's current state diversity, equity, and inclusion practices. The spectrum is based on diversity, equity, and inclusion benchmarks and leading practice research as a scorecard for assessment.

Findings are supported by quantitative and qualitative analysis and will be leveraged as input for Washington State Patrol's Strategy Lab to help leadership define Washington State Patrol's DEI strategy for 2021 and beyond.

## Project Methodology

Explains Deloitte's approach to gathering both quantitative and qualitative data to assess the current state of DEI at Washington State Patrol. Provides detail on various data sources used and the type of output for each source.



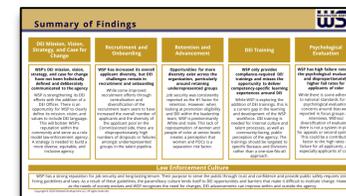
## Washington State Patrol DEI Current State Maturity Assessment

Leverages Deloitte's DEI Maturity Spectrum to provide a holistic picture of DEI at WSP today: how WSP rates against 21 DEI dimensions across three key activators and what that means for Washington State Patrol's DEI Maturity.



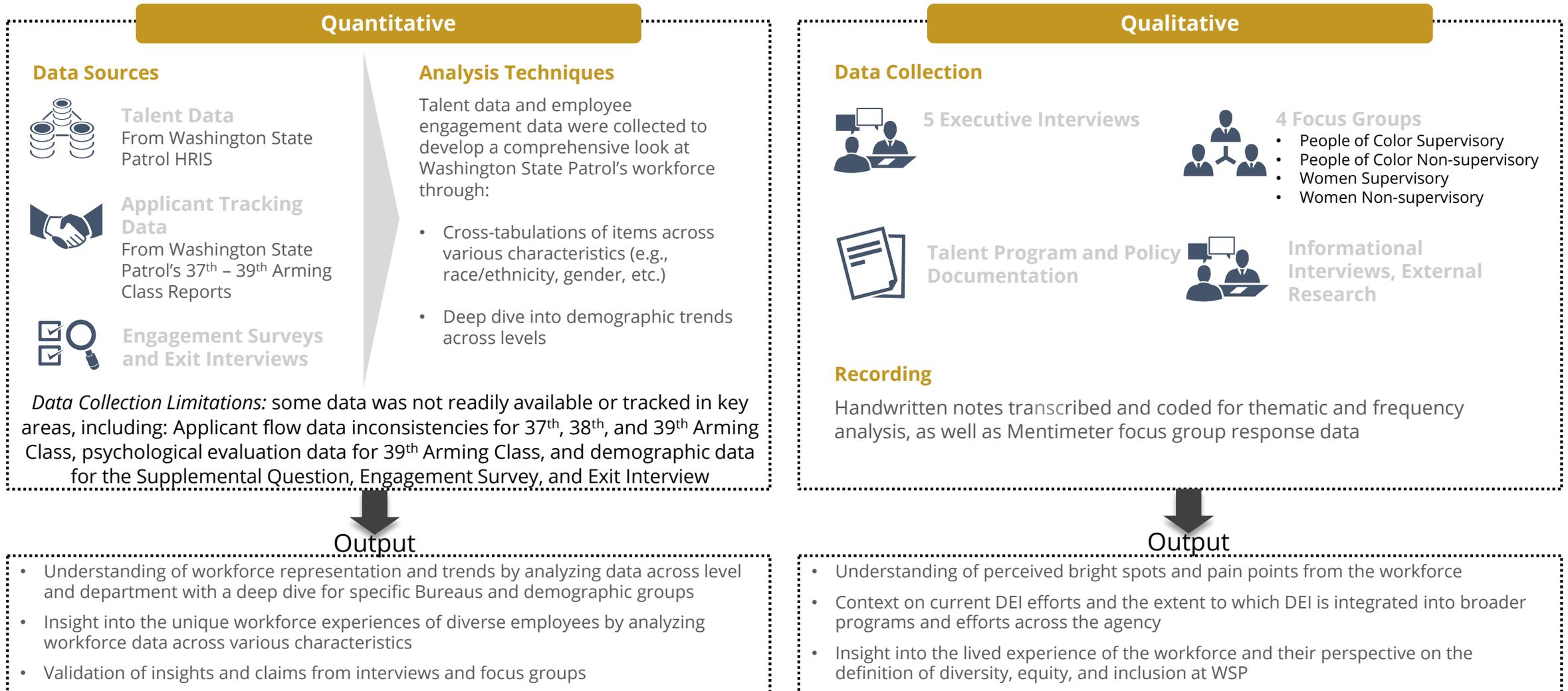
## DEI Current State Themes: Key Findings

Summarizes the most salient DEI themes uncovered from the Findings Report, as supported by both bright spots and opportunity areas seen within the quantitative and qualitative data.



# Assessment Methodology

The current state assessment used quantitative and qualitative data and analysis to identify key DEI bright spots and opportunities across the agency



# Holistic Diversity, Equity, and Inclusion Model

Using the Eight-activator framework to anchor the assessment, Deloitte gained critical insights into WSP's DEI maturity to serve as a baseline for creating recommendations around recruitment, retention, and training. For this Findings Report, Deloitte specifically targeted the DEI Infrastructure, Talent, Analytics, Brand, and Leadership activators for the assessment.

## Infrastructure

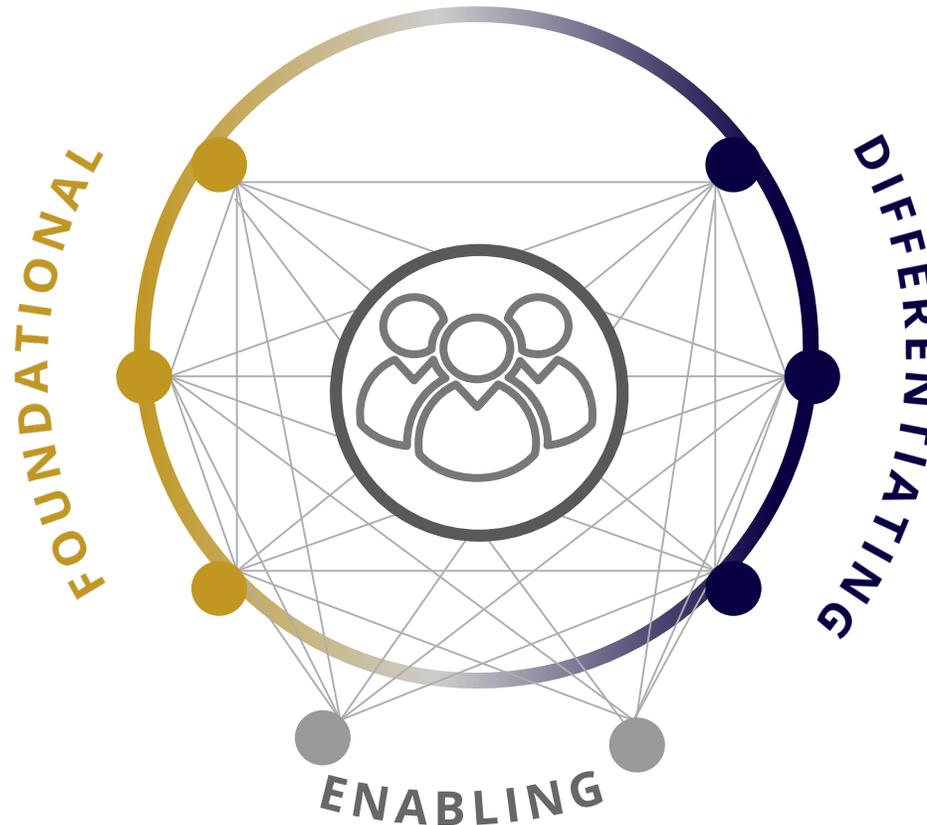
Set the groundwork required to promote, support, and activate DEI strategy, culture, and behavior at WSP

## Talent

Create an equal playing field for employees and applicants of all identities and backgrounds to succeed through talent programs and processes that mitigate bias and allow for promotion at WSP

## Culture

Decentralize the approach for cultivating culture, relying on natural influencers to activate a culture that sparks diversity of thought and invites complex identities to work together and spur innovation



## Constituents

Match insides to outsides by engaging WA State leaders in inclusive decision-making to reflect insights about and values of the state Government and citizens

## Community

Unite with purpose – align WSP values to partnerships and community action to maximize mutual benefit and support broader goals across the agency and State of WA

## Brand

Look inside out – and outside in – to define an aspirational brand for WSP rooted in DEI values, touting diversity, equity, and inclusion consistently and widely

## Analytics

Drive organizational accountability using analytics that paint a picture of WSP's DEI practices that maximize human potential

## Leadership

Ignite WSP leaders' inner transformational activist and sponsor self expression, driving authentic connection and DEI innovation across the agency

# Deloitte's Approach to Maturity Assessment

Our maturity diagnostic tool leverages eight activators to assess organizational DEI maturity. The score from this diagnostic tool is then used to plot the organization on our maturity spectrum. This Findings Report evaluates five activators against 22 dimensions.

## Our Approach



Deloitte's DEI Maturity Diagnostic Tool assesses organizations along eight activators:

- **Infrastructure**
- **Talent**
- Culture
- Community
- **Brand**
- **Analytics**
- **Leadership**
- Constituents



Using current state insights, we evaluate over 300 different factors to assess how the organization is rated against 22 dimensions centered around the five activators. This assessment is used to assign overall and activator-specific scores that indicate levels of DEI maturity.



The organization is then mapped on Deloitte's evidence-based DEI Maturity Spectrum to identify the DEI maturity of its current state.

## Our Tools

Maturity Score (0-9)	Maturity Level	Completion		
Infrastructure Activator Buckets	Criteria	Checklist Item	Assessment Result	Assessment Result Justification
High-level category within the Infrastructure activator that this item is assessing	Sub-category within the Infrastructure activator that this item is assessing	Specific item that is being assessed	1 = True; 0 = False; NA = Not Applicable or Information Not Available	Supporting data that justifies the result provided in Column 5
Resources	People	Volunteers support D&I efforts, in addition to their everyday roles within the organization	1	No evidence in Org Charts that dedicated resources to D&I, Volunteers getting involved in community effort
Resources	People	D&I represents 50%+ of at least one executive leader's formal job responsibilities	0	No evidence in Org Charts that dedicated resources to D&I
Resources	People	There is at least one full-time D&I leader at the executive level (COO/CEO, or equivalent)	0	No evidence in Org Charts that dedicated resources to D&I
Resources	People	There is one full-time resource and/or two part-time resources dedicated to D&I (non-executive level)	0	No evidence in Org Charts that dedicated resources to D&I
Resources	People	There is a scaled approach to D&I resourcing, with one full-time resource and/or two part-time resources dedicated to D&I per 3,000 employees	0	No evidence in Org Charts that dedicated resources to D&I
Resources	Budget	Annual budget is allocated to D&I efforts	0	No evidence in documentation that speaks to any D&I budget
Resources	Budget	Budget for D&I initiatives is allocated at the department level	0	No evidence in documentation that speaks to any D&I budget
Resources	Budget	Budget for D&I initiatives is allocated at the enterprise level	0	No evidence in documentation that speaks to any D&I budget
Resources	Budget	Annual spend per employee to support D&I efforts is > \$51,00*	0	No evidence in documentation that speaks to any D&I budget

DEI Maturity Diagnostic Tool

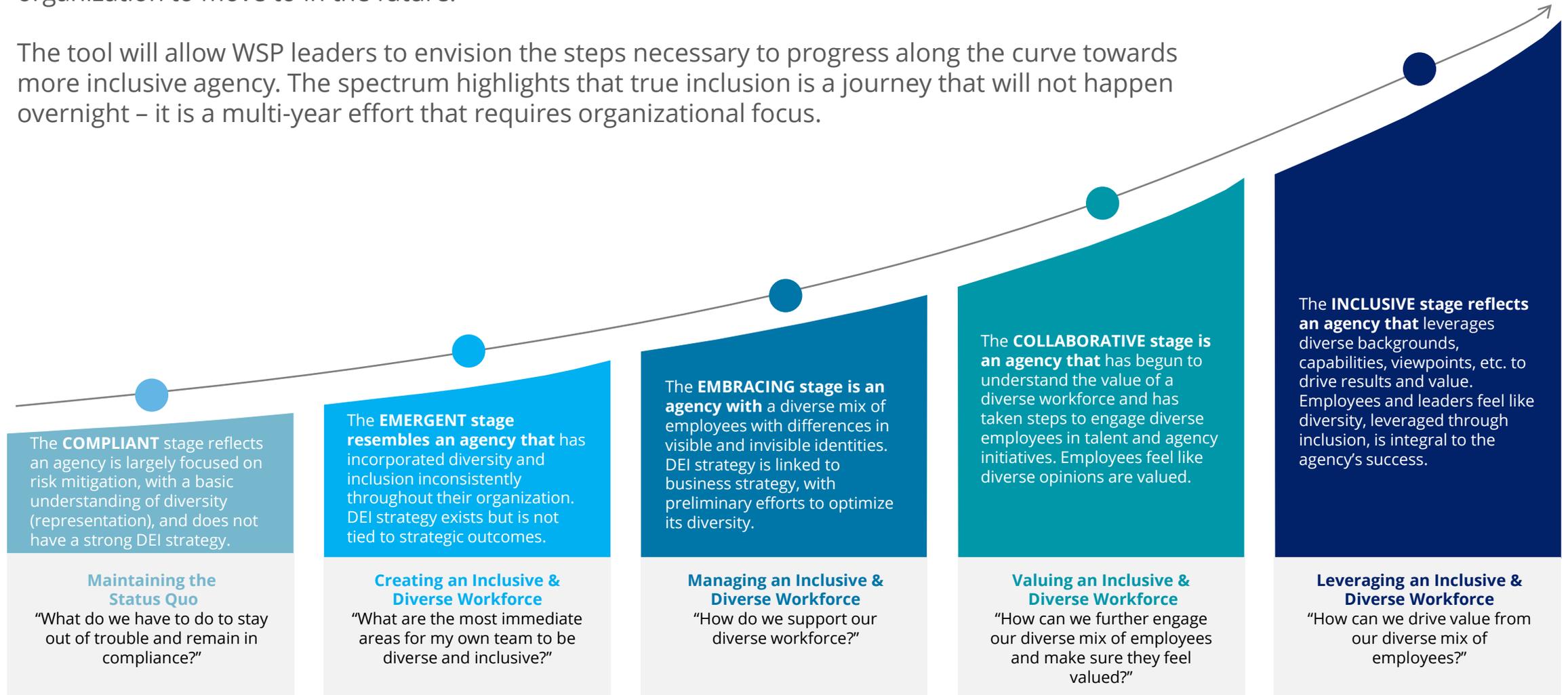
Maturity Assessment Scorecard Summary		WSP
Maturity Model results for each of the 5 activators are as follows:		
<b>Infrastructure</b>	DEI has not been formally and holistically defined at the Washington State Patrol nor has a DEI strategy, vision, or case for change been established for the agency. While the hiring of a DEI officer has signaled a renewed focus on diversity, equity, and inclusion, there is no operational budget allocated to build capacity for DEI efforts. The case for change and imperative for DEI efforts at WSP is not understood by large parts of the agency.	
<b>Talent</b>	DEI has not been embedded into any talent processes (e.g., hiring, promotions, compensation). Recruitment and retention are inconsistent across the agency, for Commissioned and Civil Service. There are also opportunities to mitigate potential bias in talent acquisition processes through more robust talent analytics capabilities and DEI training efforts. Compensation and benefits are evaluated for equity, but talent lifecycle data are not used to evaluate equity. The hiring process for people of color is vastly different as they face disproportionately higher rates of failure on the psychological evaluation process with no explanation.	
<b>Analytics</b>	While Washington State Patrol has data collection processes in place, opportunities exist to use the data to further diagnose gaps in the recruitment and retention of women and underrepresented groups. Additionally, there are gaps between how data is collected for commissioned and civil service. There is a gap in data around the psychological evaluation, which has historically been a point of failure in the recruitment process and disproportionately impacts underrepresented groups.	
<b>Brand</b>	Washington State Patrol has recently taken several steps to centralize their recruitment efforts and target specific underrepresented minority groups; however, diversity and inclusion is not mentioned or used as a differentiator on the external website when communicating why individuals should come work for Washington State Patrol. WSP is inconsistent with its public celebration of diversity.	
<b>Leadership</b>	Leadership is largely homogenous and leaders are lacking unconscious bias and inclusive leadership training and DEI accountability measures. As a result, they are not fully understanding, value, and practice inclusive behaviors. The psychological evaluation was identified as a barrier to entry as early as 2016, but no action was taken to make the process more diverse, equitable, or inclusive. As a result, applicants of color are disproportionately failed due to a highly subjective process and individual.	
<div style="display: flex; justify-content: space-around;"> <span>Compliant</span> <span>Emerging</span> <span>Embracing</span> <span>Collaborating</span> <span>Inclusive</span> </div>		

DEI Maturity Assessment Scorecard Summary

# DEI Maturity Spectrum Overview

The DEI maturity spectrum helps leaders map where they are today and where they want their organization to move to in the future.

The tool will allow WSP leaders to envision the steps necessary to progress along the curve towards more inclusive agency. The spectrum highlights that true inclusion is a journey that will not happen overnight – it is a multi-year effort that requires organizational focus.



# DEI Maturity Spectrum Results

## Rating Justification: Compliant

A **Compliant** rating indicates that the organization has **taken a few steps to signal the importance of DEI to the agency** such as hiring a Diversity, Equity, and Inclusion Officer and making public statements regarding current gaps in its workforce demographics. While **there is verbal commitment** for creating a more diverse, equitable, and inclusive Washington State Patrol, this **has not been cascaded to all Bureaus, Divisions, and levels** due to the **lack of a clear mission, vision, strategy, and case for change for DEI**.

Leadership should continue to **incorporate DEI into talent processes** (recruiting, hiring, promotion processes, etc.) across the organization. Embracing a **brand and culture that celebrates diversity** and strives to better reflect Washington's communities should be a priority to **build public trust and confidence and create a pipeline of local qualified diverse talent**. From an internal brand perspective, WSP employees are committed to and have a strong desire to remain employed at the agency. However, there are potential **brand erosion challenges** that might be created by the **paramilitary culture, lack of trust in talent acquisition process and opportunities for career advancement**. Additionally, DEI training is very concentrated on **compliance and risk mitigation** and lacks a targeted, strategically rolled out approach to **maximize DEI impact internally and externally**. To strengthen its brand, WSP could benefit from establishing **employee resource groups and mentoring programs** and will create buzz around **WSP as an employer of choice**. Lastly, Leadership should formally evaluate **WSP's psychological evaluation process**, including but not limited to its personnel, policies, data, standards, and accountability, to create a more equitable, inclusive, transparent, and nationally consistent experience for applicants.



# Maturity Assessment Scorecard Summary

Maturity Model results for each of the 5 activators are as follows:



## Infrastructure

DEI **has not been formally and holistically defined at the Washington State Patrol** nor has a DEI strategy, vision, or case for change been established for the agency. While the hiring of a DEI officer has sparked a renewed focus on diversity, equity, and inclusion, there is no operational budget allocated to build capacity for DEI efforts. The case for change and imperative for DEI efforts at WSP is not understood by large parts of the agency.



## Talent

DEI **has not been embedded into any talent processes (e.g., hiring, promotions, compensation). Recruitment and retention are inconsistent** across the agency, for Commissioned and Civil Service. There are also opportunities to mitigate potential bias in talent acquisition processes through **more robust talent analytics capabilities and DEI training efforts**. Compensation and benefits are **evaluated for equity**, but talent lifecycle data are not used to evaluate equity. The hiring process for people of color is vastly different as they face disproportionately higher rates of failure on the psychological evaluation process with no explanation.



## Analytics

While Washington State Patrol has **data collection processes in place**, opportunities exist to use the data to further diagnose gaps in the recruitment and retention of women and underrepresented groups. Additionally, there are gaps between how data is collected for commissioned and civil service. There is a gap in data around the psychological evaluation, which has historically been a point of failure in the recruitment process, and disproportionately impacts underrepresented groups.



## Brand

Washington State Patrol has recently taken several steps to centralize their recruitment efforts and target specific underrepresented minority groups; however, **diversity and inclusion is not mentioned or used as a differentiator on the external website when communicating why individuals should come work for Washington State Patrol. WSP is inconsistent with its public celebration of diversity.**



## Leadership

Leadership is **largely homogenous** and leaders are lacking unconscious bias and inclusive leadership training and DEI accountability measures. As a result, they inconsistently understand, value, and practice inclusive behaviors. The psychological evaluation was identified as a barrier to entry as early as 2016, but no action was taken to make the process more diverse, equitable, or inclusive. As a result, applicants of color are disproportionately failed due to a highly subjective process and individual.

Compliant
  Emerging
  Embracing
  Collaborating
  Inclusive

# Summary of Findings

## DEI Strategy and Infrastructure

**WSP's DEI mission, vision, strategy, and case for change have not been holistically defined and deliberately communicated to the agency**

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.

## Recruitment and Onboarding

**WSP has increased its overall applicant diversity, but DEI challenges remain in recruitment and onboarding**

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.

## Retention and Advancement

**Opportunities for more diversity exist across the organization, particularly around retaining underrepresented groups**

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.

## DEI Training

**WSP only provides compliance-required DEI trainings and misses the opportunity to deliver competency-specific learning experiences around DEI**

While WSP is exploring the addition of DEI trainings, this is a current gap in the learning and development of the WSP workforce. DEI training is needed for internal culture and talent processes, as well as community-facing, public perception of the agency. The trainings should be targeted to specific Bureaus and Divisions rather than a one-size-fits-all approach.

## Psychological Evaluation

**WSP has high failure rates on the psychological evaluation, and disproportionately higher fail rates for applicants of color**

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.

## Law Enforcement Brand and Culture

WSP has a strong reputation for job security and long-lasting tenure. Their purpose to serve the public through trust and confidence and provide public safety requires strict hiring guidelines and laws. As a result of these guidelines, the paramilitary culture lends itself to DEI opportunities and barriers that make it difficult to institute change. However, as the needs of society evolves and WSP recognizes the need for changes, DEI advancements can improve within and outside the agency.

# Key Themes Deep Dive

# Deep Dive: *DEI Strategy and Infrastructure*

## 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

ERGs 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 ERGs and DEI resources exist at the state level, WSP can leverage and customize those resources for its workforce. WSP should consider strategically utilizing existing ERGs 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.

# Deep Dive: Recruitment and Onboarding

## 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 37<sup>th</sup> Arming Class were non-White

**15%**

Of the 38<sup>th</sup> 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

## 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.

# Deep Dive: *Retention and Advancement*

## 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.

# Deep Dive: Training

## Bright Spots

### DEI training is a key focus area

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

### DEI Council

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

### Interest in DEI training

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

**73%**

of focus group participants want DEI training on leadership development

**65%**

of focus group participants would prefer DEI training in person

**29%**

Increase in team collaboration<sup>1</sup>

**20%**

improvement in decision making when employees experience feelings of respect, fairness, value, and belonging<sup>1</sup>

## Key Challenges & Opportunity Areas

### Unsuccessful history of DEI training

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

### Moving from compliance to education on DEI

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

### Internal talent processes and culture

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

### Public-facing interactions

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

## What We Heard

*"Obviously, it's very important that if they're going to have training, it's the proper training."*

*"Trainings and education, there are a lot of gaps."*

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

*"I expect that exec level gets training first, so we know what's being pushed throughout the agency."*

*"From a culture standpoint, training has to be done in the "right way."*

*"Need support for education and training and it's going to be a lot of time commitment."*

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

# Deep Dive: *Psychological Evaluation*

## Bright Spots

### Licensed Psychologist

Dr. Clark 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

Dr. Clark reports meeting regularly with national and state organizations to discuss psychological evaluation process and best practices

**38%**

of applicants fail the psychological evaluation (38<sup>th</sup> 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 (38<sup>th</sup> 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 do 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 39<sup>th</sup> 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.

# Deep Dive: Law Enforcement Culture

## Bright Spots

### DEI Council

Washington State Patrol has recently created a DEI Council under the leadership of the new DEI Officer. Participant reported this is an opportunity to begin exploring DEI issues and opportunities for WSP.

### Education Incentives

Education incentives include a 2% increase in pay for an associate degree and 4% increase for a bachelor degree. In addition, WSP will pay for continuing education and employees may also qualify for the Public Service Loan Forgiveness program.

### Career Values

Having “moral character” and a desire to serve the public are values WSP considers in their requirements. Participants reported the hiring process to be comprehensive and thorough.

### Specialty Areas

WSP offers commissioned employees 30 specialty areas. The specialty areas are designed to allow troopers the opportunity to create a professional life that is best for them.

### Attraction to Law Enforcement Culture

Over 35% of the focus group participants said they became interested in joining a state patrol agency because they were attracted to law enforcement culture.

57%

of focus group participants somewhat agree or agree that WSP is inclusive

32%

of WSP employees have been with the agency for at least 15 years

## Key Challenges & Opportunity Areas

### Function of Human Resources

Human Resources can take a more intentional and proactive approach to DEI. Participants reported not knowing if they had permission or who they could speak with about culture issues and employee relations from the Human Resources team. Having a consistent message of openness and communication from HR could be beneficial to employees not familiar or needing HR services.

### Access to Leadership

Many participants reported a respect for the hierarchal ranks within the agency and felt it would be disrespectful and against the employee regulation manual to speak with someone above their direct supervisor regarding issues of concern. Women and underrepresented racial/ethnic group participants feared developing a problematic reputation if they voiced their concerns.

### Connectedness across agency

Given the many bureaus WSP is made up of it is understandable that employees may feel isolated or disconnected from the main offering. Participants in civil service reported there to be more focus given to commissioned employees, but that there was also preference towards specific bureaus. Offering a more intentional inclusion and accessibility approach could help to build feelings of connectedness for those not commissioned or at headquarters.

### Improving public perception and support

Many participants reported concerns in recruitment and retention due to the public perception of law enforcement. Recommendations to improve community relationships were offered and suggested, as well as trainings for engaging with community members.

## What We Heard

*“Law enforcement is a paramilitary organization so is fire and rescue to a point.”*

*“It’s our culture being a paramilitary organization. I just can’t walk upstairs. I know they say every supervisor’s door is open, but I’m not going to walk upstairs and walk into Chief’s office and talk to him. It is not how it works.”*

*“This is a paramilitary organization, and so there are unique challenges there as well.”*

*“(As a woman) if you want to get something done, you have to kind of make the other person think they came up with the idea.”*

*“I think that female culture in general we’re encouraged to talk things through, talk people down and work through maybe tough situations with our words and male culture is more encouraged to use their fists.”*

**Summary of Findings:** WSP has a strong reputation for job security and long-lasting tenure. Their purpose to serve the public through trust and confidence and provide public safety requires strict hiring guidelines and laws. As a result of these guidelines, the paramilitary culture lends itself to DEI opportunities and barriers that make it difficult to institute change. However, as the needs of society evolves and WSP recognizes the need for changes, DEI advancements can improve within and outside the agency.

# Preliminary Recommendations

# Preliminary Recommendations for Consideration

## Diversity, Equity, and Inclusion Campaign



- Define an **overarching DEI strategy and vision** with commonly understood definitions of diversity, equity, and inclusion and a **strong link to Washington State Patrol's mission and strategic plan**
- Develop agency-wide **education campaign** that builds understanding of the case for change for **equity, inclusion, and diversity**
- Develop a DEI section of the WSP intranet and internet site
- **Create DEI scorecard with key talent metrics** and circulate to senior leaders on a regular basis
- Use townhall to set the expectation and solicit ideas to create a **"speak up" culture within Washington State Patrol**
- Spotlight **DEI success stories in daily Washington State Patrol newsletter, blog, and social media**, highlighting specific examples of how leaders have **built diverse, equitable, and inclusive teams**

## DEI Recruitment



- Provide **diversity recruiting toolkit to all recruiters and hiring managers** who aim to fill positions and **hold them accountable** for both sourcing women and underrepresented candidates and actively mitigating biases in the selection process
- Establish standard processes to **minimize the impact of bias in hiring and promotion decisions**
- **Align with Government and Media Relations Team** to own parts of the marketing and social media process
- **Highlight local community involvement** efforts and partnerships on external website
- Post open positions on **diverse job search engines** (i.e. National Association of Black Law Enforcement Officers)
- Consider **partnering with an outside marketing** agency to help with development and distribution of and marketing campaigns

## DEI Retention



- Launch **mentorship program for high-potential women and underrepresented groups**
- **Evaluate talent lifecycle** data for biases
- Pilot **Employee Resource Groups** specific to underrepresented groups within the agency
- **Promote DEI accountability** by embedding these behaviors into the performance review process
- Reimagine the onboarding experience to include a **buddy system** and other ways to integrate new workforce into the culture
- **Create database and marketing campaign to promote opportunities for staff** to get involved in community efforts
- Offer incentives for participating in well-being activities
- Establish goal-setting for promotion and advancement during annual review process

## DEI Training



- Provide education to entire workforce on **fundamental DEI terms**
- Develop and cascade **DEI training** across Washington State Patrol and incorporate modules into Trooper Cadet Academy
- Provide **targeted DEI training** for internal talent processes and culture
- Provide DEI training for workforce that has primary responsibilities for community-facing, public interactions
- Create clear expectations and policies surrounding DEI compliance trainings
- Offer leave to attend and participate in DEI professional development activities and trainings
- Provide a variety of training formats to accommodate schedules and learning styles for DEI trainings
- Create incentives and reward systems around DEI training

## Psychological Evaluation



- **Conduct review of psychological evaluation** to include but not limited to: personnel, policies, pass/fail data, justification, industry standards, and DEI training and accountability to create a more transparent and nationally consistent experience for applicants
- **Obtain additional contract psychologist(s)** to balance the workload and perspective on candidates' psychological evaluation
- **Establish transparency** around results of the psychological evaluation (demographics, justification for pass/fail, et.)
- **Set-up quarterly touchpoint with HRD Director and Recruiting Lead** for Psychologist to provide insight into the candidates who pass and fail to better prepare future applicants and potentially diversify the applicant pool with targeted recruiting
- Explore electronic assessment and virtual psychological interview options to accommodate out-of-state applicants

# Appendices

# Appendix A: Quantitative Analysis

# General Demographics (1 of 3)

## 2,211

Full-time and part-time employees as of December 31, 2020

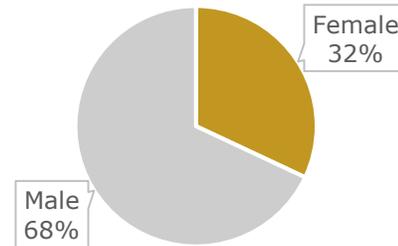
### Key Takeaways

- The majority of employees at Washington State Patrol are males (similar to law enforcement professions overall nationally)<sup>1</sup>.
- Washington State Patrol is **majority White (88%)**. This number drops slightly to 86% for just Civil Service employees but **increases to 90% for Commissioned employees**.
- **People of color (non-white) are underrepresented at Washington State Patrol when compared to the local community** (17.5% at Washington State Patrol vs. 34.7% in Washington state).

### Geographic Demographics:

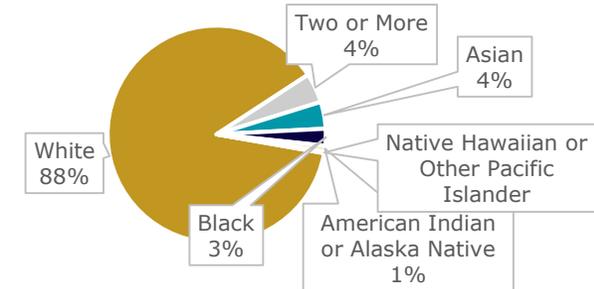
	National USA <sup>3</sup>	Washington State <sup>3</sup>	Washington State Patrol <sup>2</sup>
American Indian or Alaska Native	1.3%	1.9%	0.9%
Asian	5.9%	9.6%	4%
Black or African American	13.4%	4.4%	2.5%
Native Hawaiian / Pacific Islander	0.2%	0.8%	0.2%
Two or More	2.8%	4.9%	4.4%
White	76.3%	78.5%	88%
Hispanic/Latino	18.5%	13%	5.5%
Female	50.8%	49.9%	31.7%

### Gender

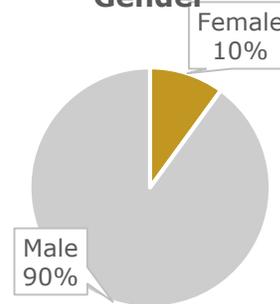


### Overall

### Race

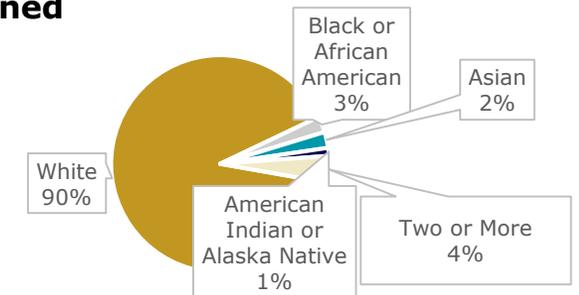


### Gender

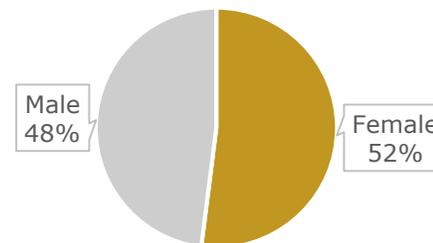


### Commissioned

### Race

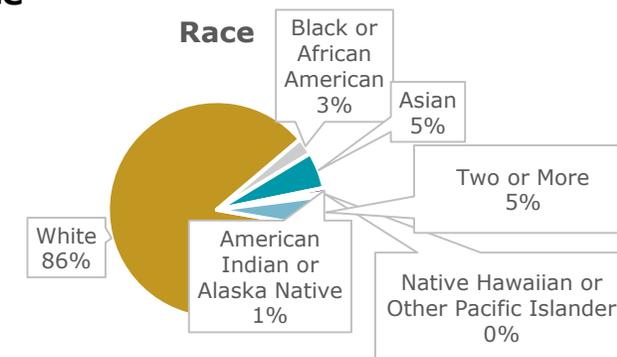


### Gender



### Civil Service

### Race



Note: Employees that selected more than one race are noted under two or more races.

# General Demographics (2 of 3)

Data as of:  
December 31, 2020



# 2,211

Full-time and part-time employees as of December 31, 2020

## Key Takeaways

- While the overall Washington State Patrol workforce spans across 4 generations, **Millennials and Gen X's make up the majority** of employees.
- A **larger representation of Baby Boomers make up the Civil Service** (20.7%) compared to just 3.7% of Commissioned employees.



## 47%

commissioned officers



## 1.1%

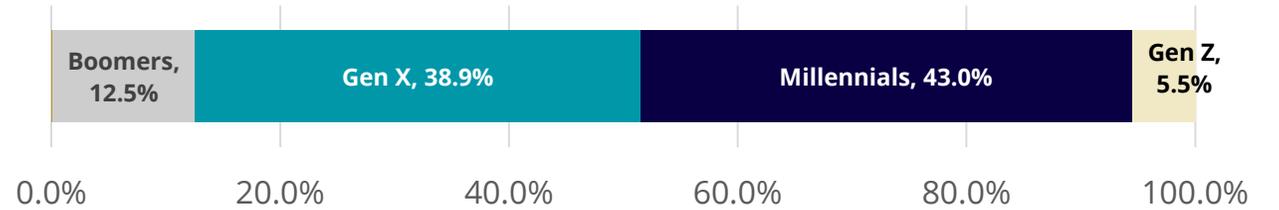
employees with a self-reported disability status



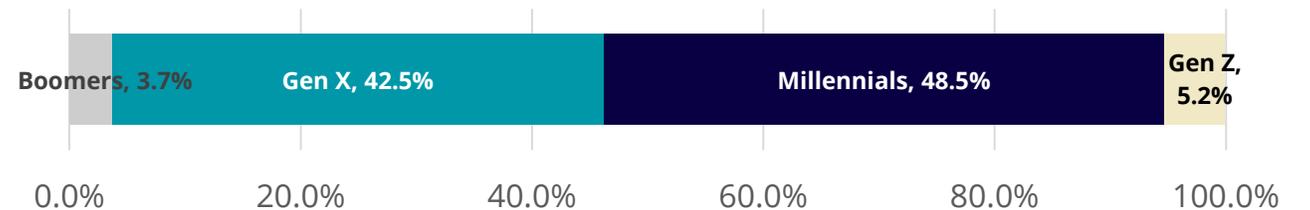
## 14%

veterans

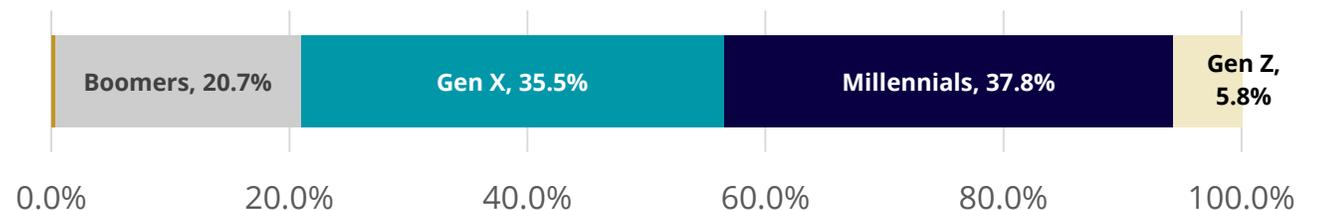
## Overall Generation



## Commissioned Generation



## Civil Service Generation



# General Demographics (3 of 3)

Data as of:  
December 31, 2020



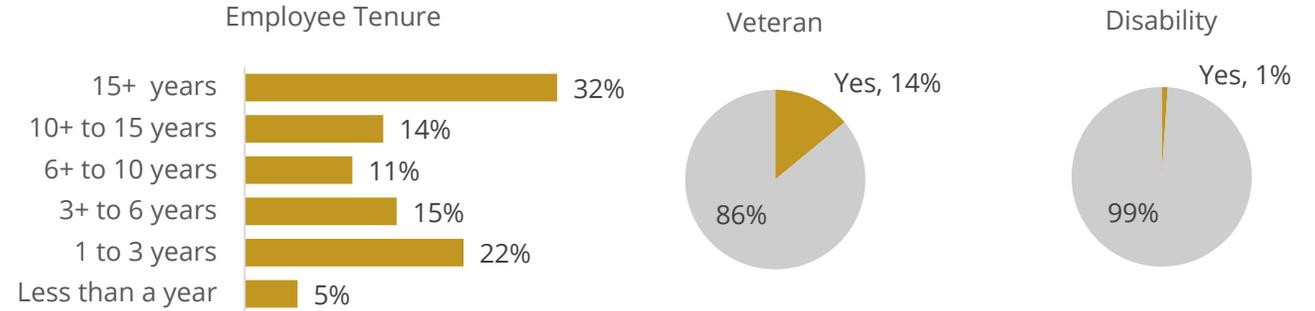
## 2,211

Full-time and part-time employees as of December 31, 2020

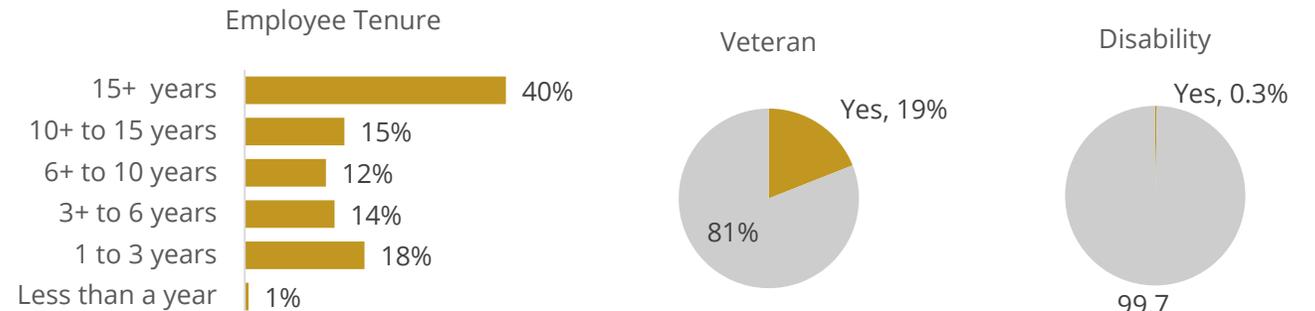
### Key Takeaways

- **Overall, 1/3 of all WSP employees have been employed for 15+ years.** This number jumps to almost 50% for employees 10 years or more (46%).
- **Around 20% of employees are in the 1 to 3 years bracket,** this drops to 15% in the 3+ years to 6 years, noting there may be a drop off in retention after 3 years. This trend is seen in both the Commissioned and Civil Service data.
- 14% of the total WSP workforce are veterans. While **only 1% of all workforce identify with having a disability.**

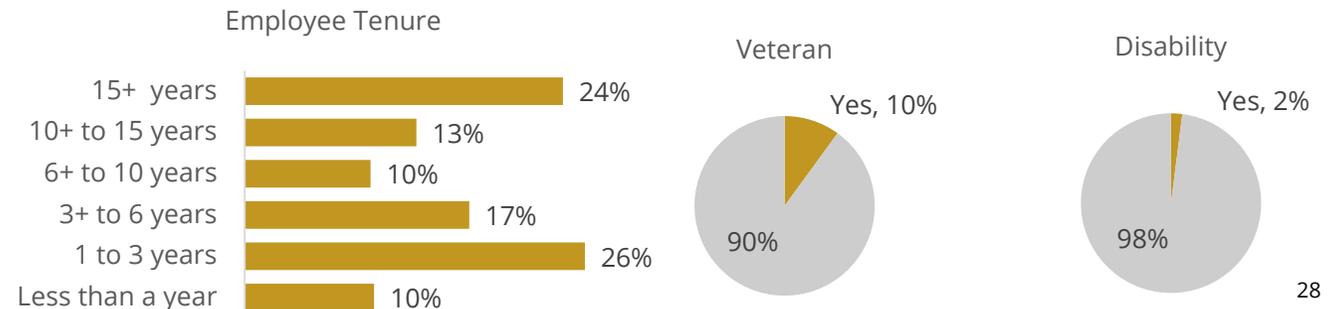
### Overall



### Commissioned



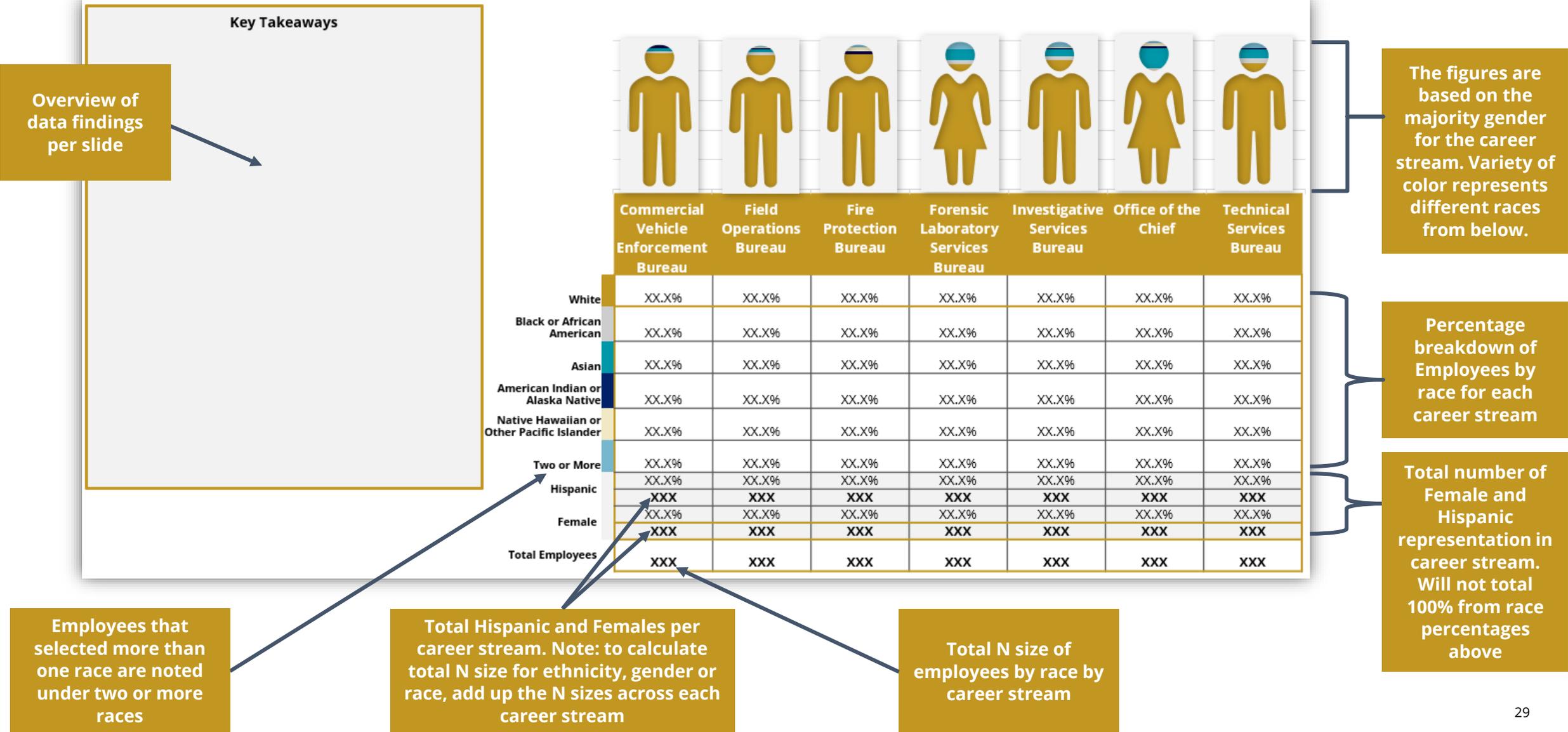
### Civil Service



# How To Read Data Ahead

Data as of:  
December 31, 2020

This document provides detailed breakdown of how interpret data on each slide.



# 2020 Overall Demographics by Bureau

Data as of:  
December 31, 2020



## Key Takeaways

- **Whites have more representation across every bureau**, the highest being Commercial Vehicle Enforcement (91.7%, n=232) and Fire Protection Bureau (90.9%, n=40)
- **The largest percentage of female representation of bureaus is seen in the Office of the Chief (74.6%, n=47)** and the Forensic Laboratory Services Bureau (62.3%, n=142).
- **The lowest percentage of female representation is seen in the Field Operations Bureau (13.5%, n=111) and Commercial Vehicle Enforcement Bureau (21.2%, n=56)**
- **The largest percentage of Hispanics (10.2%, n=5) and American Indian or Alaska Native representation (2.3%, n=1) within a bureau are held at the Fire Protection Bureau.**
- **Of all bureaus, Office of the Chief has the highest percentage of Asian representation at (13.1%, n=8), while for Blacks/African Americans is in the Technical Services Bureau (3.3%, n=14).**

	Commercial Vehicle Enforcement Bureau	Field Operations Bureau	Fire Protection Bureau	Forensic Laboratory Services Bureau	Investigative Services Bureau	Office of the Chief	Technical Services Bureau
White	91.7%	90.2%	90.9%	84.2%	87.0%	80.3%	85.2%
Black or African American	1.2%	2.3%	-	3.2%	2.7%	1.6%	3.3%
Asian	2.4%	1.8%	-	6.8%	5.0%	13.1%	5.7%
American Indian or Alaska Native	1.6%	1.0%	2.3%	0.5%	0.6%	1.6%	0.7%
Native Hawaiian or Other Pacific Islander	-	0.1%	2.3%	-	0.6%	1.6%	-
Two or More	3.2%	4.5%	4.5%	5.4%	4.1%	1.6%	5.0%
Hispanic	4.5%	5.7%	10.2%	3.5%	6.0%	3.2%	4.4%
Female	21.2%	13.5%	40.8%	62.3%	37.2%	74.6%	44.7%
	<b>56</b>	<b>111</b>	<b>20</b>	<b>142</b>	<b>131</b>	<b>47</b>	<b>196</b>
<b>Total Employees</b>	<b>253</b>	<b>775</b>	<b>44</b>	<b>222</b>	<b>338</b>	<b>61</b>	<b>420</b>

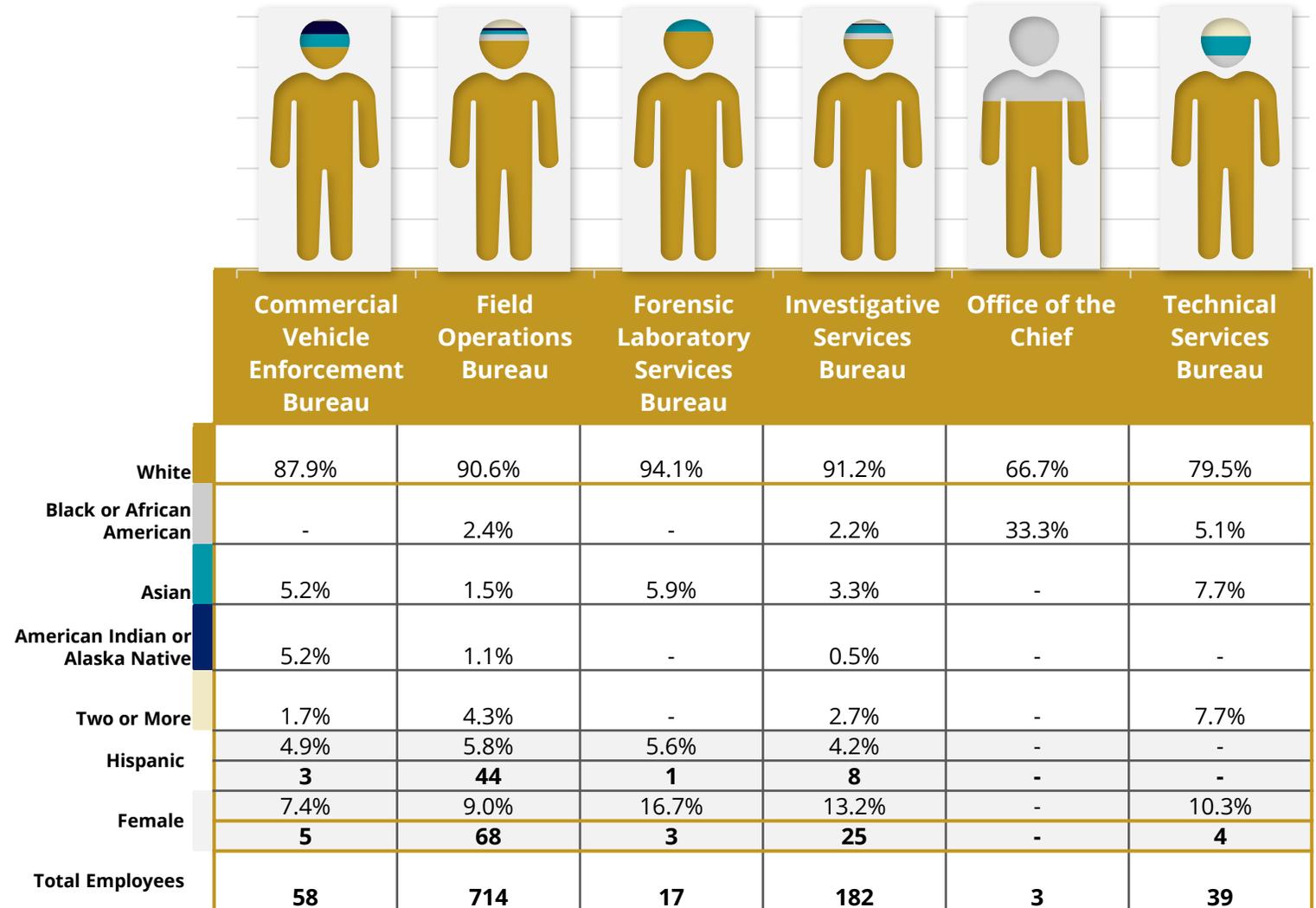
# 2020 Commissioned Demographics by Bureau

Data as of:  
December 31, 2020



## Key Takeaways

- Commissioned female representation is much lower than Civil Service representation, **it is largest at the Forensic Laboratory Services Bureau (16.7%, n=3) and Investigative Services Bureau (13.2%, n=25).**
- Field Operations and Investigative Services are the largest bureaus and **have the biggest variety of racial diversity including all tracked demographics.**
- Forensic Laboratory Services Bureau and the Office of the Chief are the smallest bureaus and have the least variety of racial/ethnic diversity comparatively.
- Asians and Two or More Races have the largest representation in the Technical Services Bureau, both at 7.7% (n=3, n=3).
- Other than the Office of the Chief, **Black representation is highest within Technical Services Bureau 5.1%, n=2.**



# 2020 Civil Service Demographics by Bureau

Data as of:  
December 31, 2020



## Key Takeaways

- Of the Civil Service, **females make up the majority gender 4 of the 7 Bureaus.**
- **Lowest Bureau female representation is seen within Commercial Vehicle Enforcement (25.1%, n=51).**
- Investigative Services Bureau has the biggest variety of racial diversity within **all demographics tracked.**
- **The largest bureau representation of Hispanic and American Indian or Alaska Native employees are held at the Fire Protection Bureau (10.2%, n=5 and 2.3%, n=1).**
- **Asians' highest bureau representation is seen at the Office of the Chief (13.8%, n=8),** while for Blacks/African Americans it's Forensic Laboratory Services Bureau (3.4%, n=7).

	Commercial Vehicle Enforcement Bureau	Field Operations Bureau	Fire Protection Bureau	Forensic Laboratory Services Bureau	Investigative Services Bureau	Office of the Chief	Technical Services Bureau
White	92.8%	85.2%	90.9%	83.4%	82.1%	81.0%	85.8%
Black or African American	1.5%	1.6%	-	3.4%	3.2%	-	3.1%
Asian	1.5%	4.9%	-	6.8%	7.1%	13.8%	5.5%
American Indian or Alaska Native	0.5%	-	2.3%	0.5%	0.6%	1.7%	0.8%
Native Hawaiian or Other Pacific Islander	-	1.6%	2.3%	-	1.3%	1.7%	-
Two or More	3.6%	6.6%	4.5%	5.9%	5.8%	1.7%	4.7%
Hispanic	4.4%	4.8%	10.2%	3.3%	8.0%	3.3%	4.8%
Female	25.1%	68.9%	40.8%	66.2%	65.0%	78.3%	48.1%
	<b>51</b>	<b>43</b>	<b>20</b>	<b>139</b>	<b>106</b>	<b>47</b>	<b>192</b>
<b>Total Employees</b>	<b>195</b>	<b>61</b>	<b>44</b>	<b>205</b>	<b>156</b>	<b>58</b>	<b>381</b>

# 2020 Demographics with Comparable Work Groups

Data as of:  
December 31, 2020



## Key Takeaways

- Whites and males are more represented in Commissioned WSP than in other comparable workforce groups.
- For commissioned staff, Whites are overrepresented at least 89% or above while for other comparable groups, it is lower. Police Officers (67%), Detectives and Supervisors (74%) and other Law Enforcement (60.8%) are all below.
- In other comparable groups, female representation range from 15.1% to 27.3%. For WSP Commissioned employees, the Captain position has the highest representation at 15% (n=3), and Sergeant the lowest at 8.7% (n=13).
- For underrepresented race/ethnic groups, Commissioned WSP has larger representation of Hispanics than their peers (5.5%, n=58), lower number of Blacks than their peers (2.4%, n=24) and are equal to their peers for Asians (2.4%, n=24).
- Overall, there is a decrease in race/ethnic representation going from Trooper to Assistant Chief. While for female there is an upward trend of representation after Sergeant.

	TROOPER	SERGEANT	LIEUTENANT	CAPTAIN	ASSISTANT CHIEF
White	89.9%	89.2%	97.4%	94.7%	100%
Black or African American	2.6%	1.4%	-	-	-
Asian	2.7%	0.7%	-	5.3%	-
American Indian or Alaska Native	0.7%	4.1%	-	-	-
Two or More	4.0%	4.7%	2.6%	-	-
Hispanic	6.2%	2.0%	2.6%	5.0%	-
Female	9.8%	8.7%	12.8%	15.0%	-
Total Employees	803	148	38	19	4

### Sample External Comparable Work Groups

The outlines are based on the majority gender for the career stream.

Source: 2019 DataUSA

	Police Officers	Firstline Supervisors of Police & Detectives	Miscellaneous Law Enforcement Workers
White	67%	74%	60.8%
Black/African-American	12.4%	10.7%	17.1%
Asian	2.2%	1.1%	5.4%
Hispanic	2.7%	2.3%	-
Female	15.1%	15.3%	27.3%

Note: Employees that selected more than one race are noted under two or more races.

Note: Numbers do not add up to 100 because of ability to select 33 more than one race on DataUSA

# WSP Commissioned Officers 2020



2020 Ethnicity and Gender Breakdown For WSP Commissioned Officers											
Rank	White		Black or African American		Asian		American Indian or Alaska Native		Two or More		Rank Sub Percent
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
TROOPER	78.65%	79.13%	100%	86.36%	100%	91.30%	66.67%	44.44%	83.33%	79.41%	79.27%
SERGEANT	12.36%	14.68%	-	9.09%	-	4.35%	33.33%	55.56%	16.67%	17.65%	14.61%
LIEUTENANT	5.62%	3.88%	-	-	-	-	-	-	-	2.94%	3.75%
CAPTAIN	3.37%	1.82%	-	-	-	4.35%	-	-	-	-	1.88%
ASSISTANT CHIEF	-	0.49%	-	-	-	-	-	-	-	-	0.39%
CHIEF	-	-	-	4.55%	-	-	-	-	-	-	0.10%
<b>Ethnicity and Gender Sub Totals</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%2020

2020 Ethnicity and Gender Breakdown For WSP Commissioned Officers											
Rank	White		Black or African American		Asian		American Indian or Alaska Native		Two or More		Rank Subtotals
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
TROOPER	70	652	2	19	1	21	2	4	5	27	803
SERGEANT	11	121		2		1	1	5	1	6	148
LIEUTENANT	5	32								1	38
CAPTAIN	3	15				1					19
ASSISTANT CHIEF		4									4
CHIEF				1							1
<b>Ethnicity and Gender Sub Totals</b>	89	824	2	22	1	23	3	9	6	34	1013

# 2020 Leadership Demographics

Data as of:  
December 31, 2020

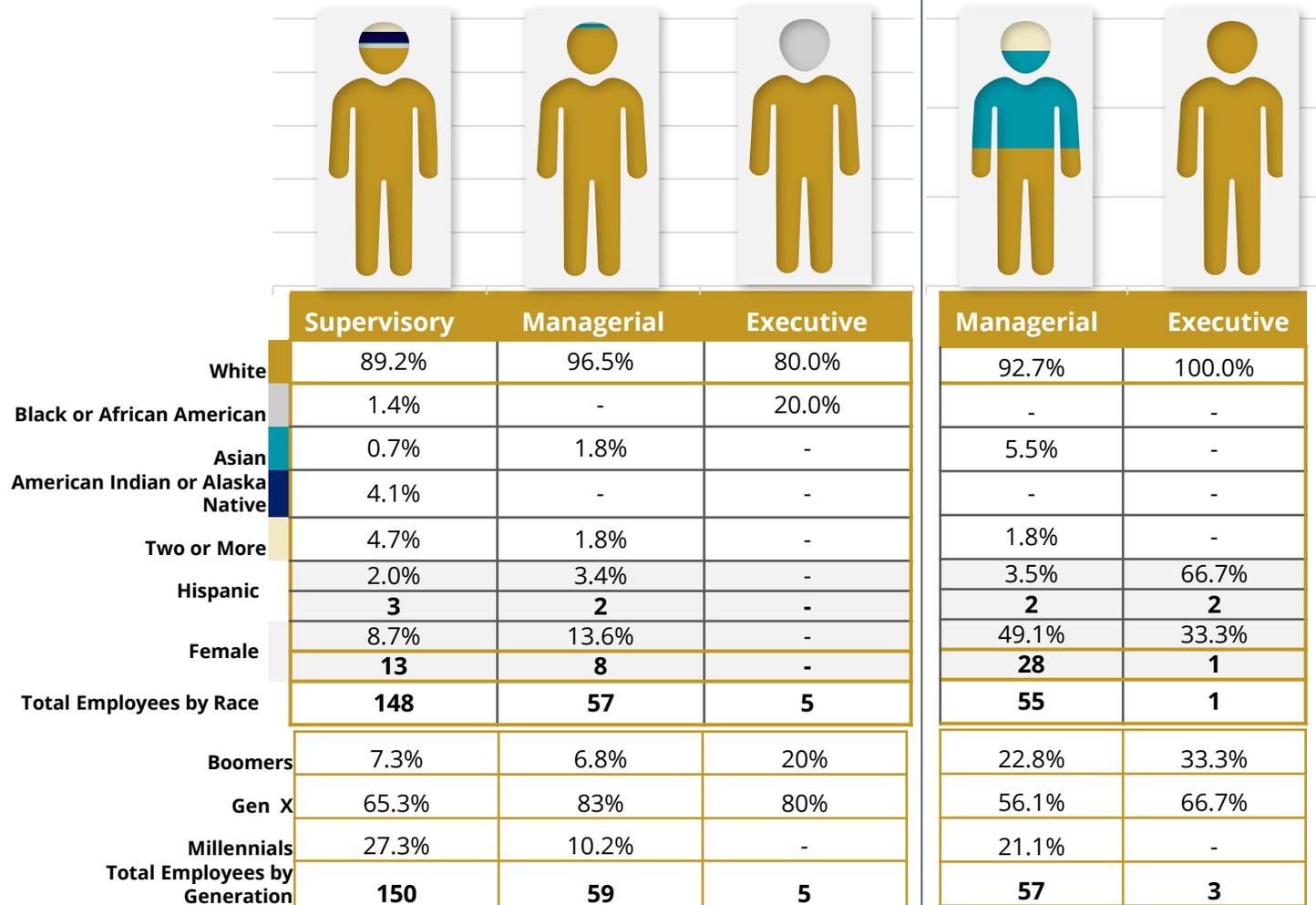


## Key Takeaways

- Representation across different Race/Ethnic groups are more represented in entry level leadership (Supervisory and Managerial). These numbers decline in higher leadership positions.
- The largest percentage of underrepresented race/ethnic in leadership positions for both Commissioned and Civil Service is the executive level (20%, n=1).
- There is more female representation in Civil Service leadership from 33.3%-49.1% (n=1 to 28), These numbers decline to 8.7% and 13.6% for commissioned employees.
- There are no females within Commissioned Executive leadership.
- Majority of employees in leadership positions are of the Gen X generation, ranging from 56.1% to 80% (n=32 to 49), across Commissioned and Civil Service.

## Commissioned

## Civil Service



Note: Employees that selected more than one race are noted under two or more races.

The outlines are based on the majority gender for the career stream. 35

# Appointment and Tenure Breakdown by Gender

Data as of:  
December 31, 2020



## 2,211

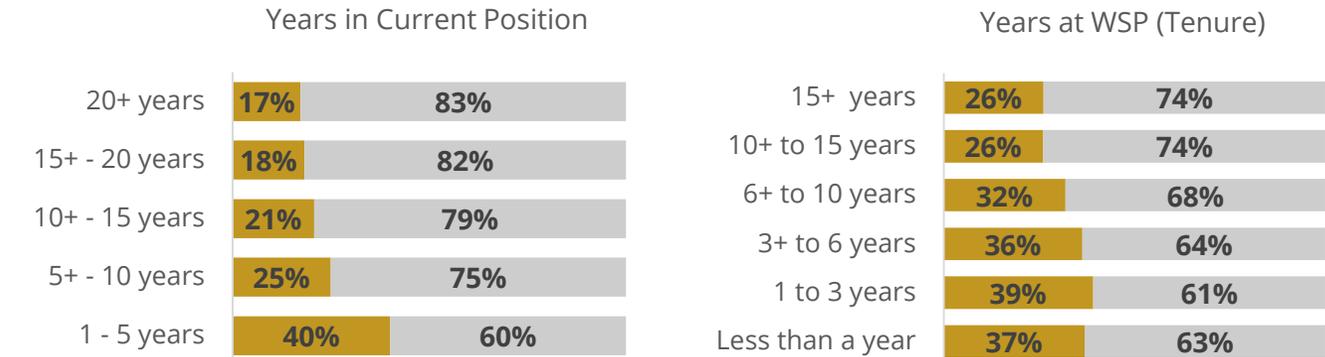
Full-time and part-time employees as of December 31, 2020

■ Female  
■ Male

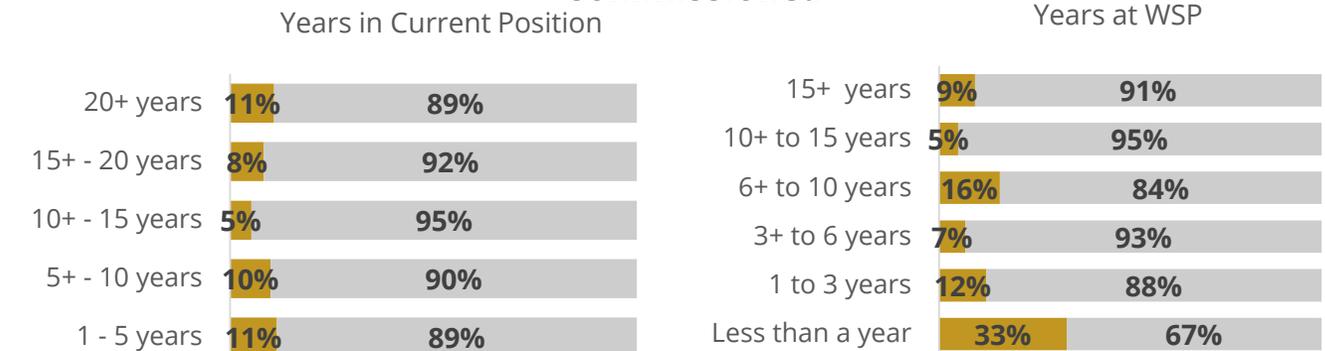
### Key Takeaways

- Overall, the largest percentage of tenure for female employees are from 0 years to 6 years (ranging from 37% to 36%).
- The percentage of females decrease after 10 years for more for both Tenure (26% 10+ years) and Length of Time in Position (18% 15+ years, 17% 20+ years).
- Of everyone who has stayed in their current positions, females represent 11% or less across years. **Only 5% of everyone who have stayed in their current position for 10+ years are female.**
- Tenure representation within Civil Service is more evenly distributed across gender. However, on average males are staying in positions longer across all years (~51%) than females (~49%).

### Overall



### Commissioned



### Civil Service



# Female Appointment and Tenure Breakdown

## 2,211

Full-time and part-time employees as of December 31, 2020

### Key Takeaways

- **69% of all females have stayed at their current position for 1-5 years.** This number decreases to 16% for 5+ years and above. This number is 74% for female Civil Service employees.
- **Highest WSP tenure for all female employees is from 1 to 3 years (27%) and 15 years and above (26%).**
- **Overall, there is a steady decline in Tenure from 1 to 3 years (27%) to 10+ to 15 years (12%)** suggesting decreased retention after 1 to 3 years.
- **For Commissioned WSP, highest female tenure is 15+ years (38%) for Civil Service it is 1 to 3 years (28%).**

### Overall



### Commissioned



### Civil Service



# Attrition (1 of 5)

Data as of:  
December 31, 2020

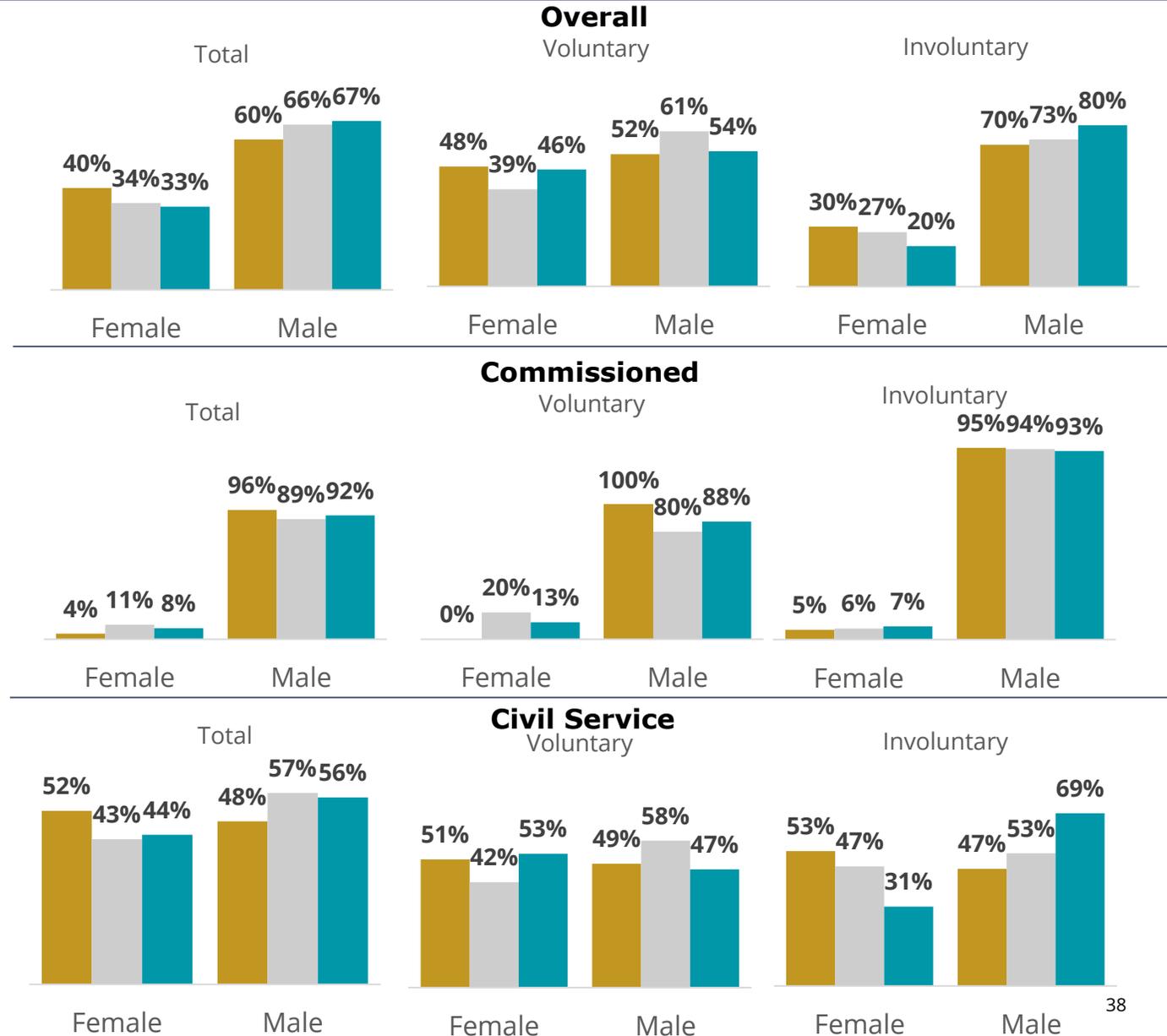
## 614

Separations through 2018, 2019 and 2020

### Key Takeaways

- On average, for all of WSP, males make up more voluntary and involuntary separations across all years.
- For commissioned employees, **over 89% of all separations are male across 3 years. For Civil Service, female held higher separations overall for 2018 only.**
- **Highest percentage of commissioned female separations was 2019 Voluntary (20%).** For Civil Service, female separations peaked in 2018 for involuntary (53%) a higher average than males.
- **There is a 10% increase in female Civil Service voluntary separations from 2019 to 2020 (42% to 53%).**

Year	Total Separations	Involuntary Separations	Voluntary Separations
2018	208	84 (40%)	124 (60%)
2019	209	74 (35%)	135 (65%)
2020	197	100 (51%)	97 (49%)



# Attrition (2 of 5)

Data as of:  
December 31, 2020



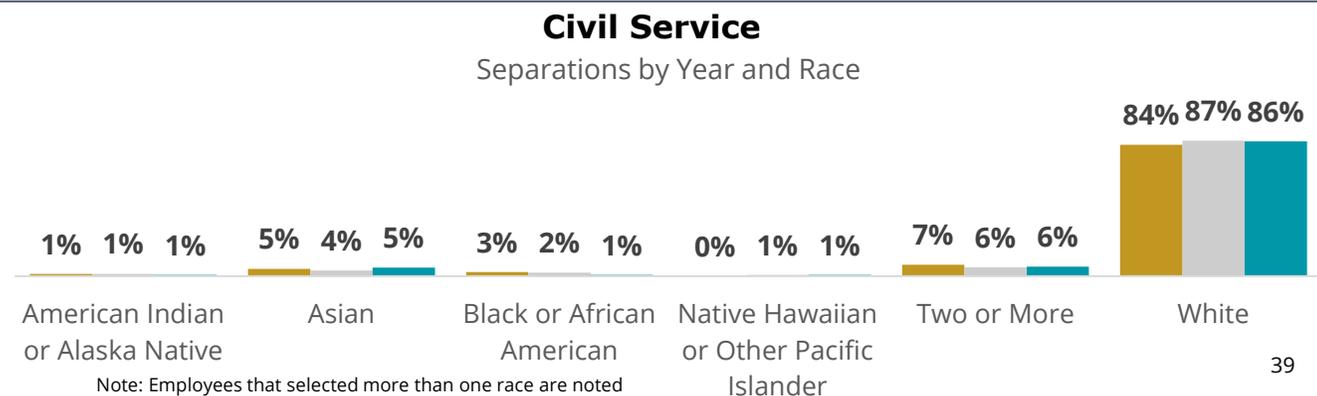
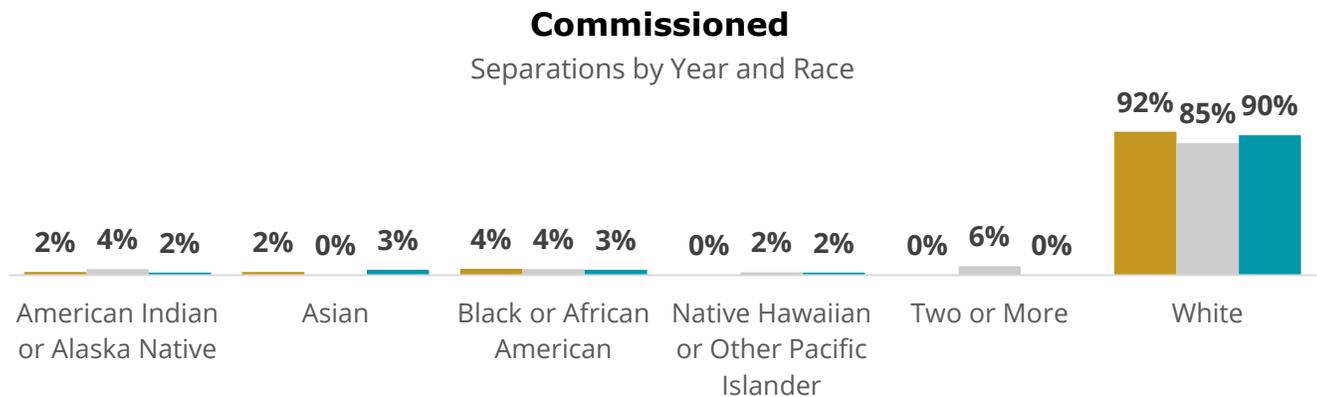
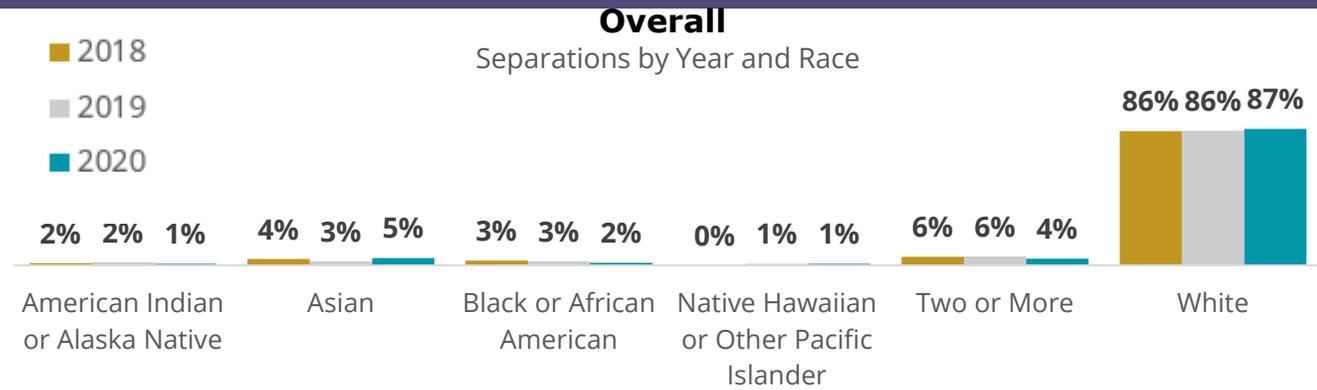
# 614

Separations through 2018, 2019 and 2020

### Key Takeaways

- **Total number of separations for underrepresented race/ethnic groups where highest in 2018 voluntary (19).**
- For underrepresented race/ethnic groups, **“Two or More Races” have highest percentage of separations for 2018 and 2019.** For 2020 Asians at 5% is the highest.
- Overall, Native Hawaiian/Pacific Islander are leaving at same rate from 2019 to 2020. Percentages of American Indian/Alaska Native, Black, and Two or More races, separations have decrease from 2019 to 2020.
- Other than Whites, **Asians are the only other race/ethnic group that has a percentage increase in separations from 2019 to 2020** (3% to 5%).

Race	2018 Separations				2019 Separations				2020 Separations			
	Voluntary (V)		Involuntary (IV)		V		IV		V		IV	
American Indian or Alaska Native	2	2%	1	1%	2	2%	2	3%	-	-	2	2%
Asian	5	4%	3	4%	2	2%	3	4%	4	4%	5	5%
Black or African American	4	3%	2	2%	2	2%	3	4%	1	1%	2	2%
Native Hawaiian or Other Pacific Islander	-	-	-	-	2	2%	-	-	1	1%	1	1%
Two or More	8	7%	3	4%	10	8%	1	1%	7	8%	1	1%
White	98	84%	74	89%	103	85%	64	88%	80	86%	85	89%



Note: Employees that selected more than one race are noted under two or more races.

# Attrition (3 of 5)

Data as of:  
December 31, 2020



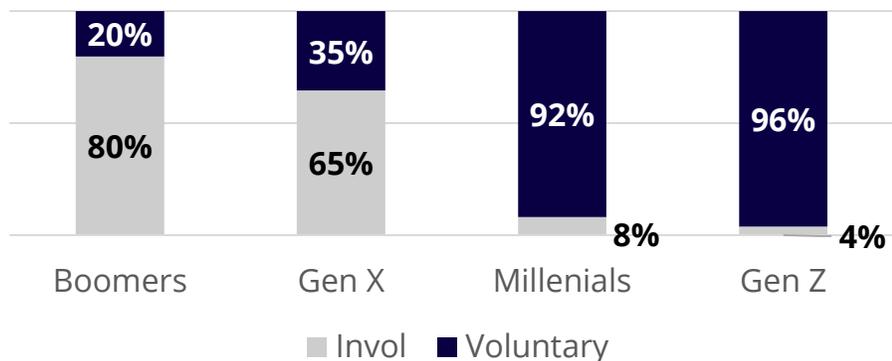
## 614

Separations through 2018, 2019 and 2020

### Key Takeaways

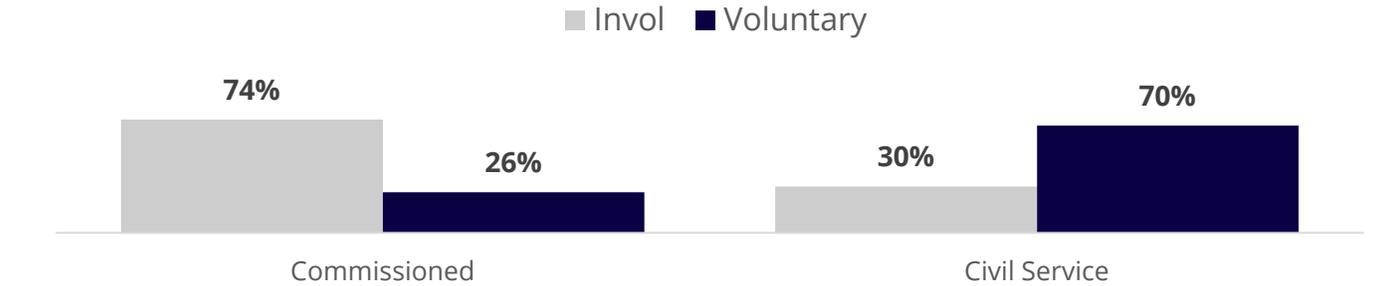
- Of Commissioned Separations, American Indian, Asian, and Black employees were separated involuntarily.
- Overall, more Commissioned (74%) employees separate involuntary than the Civil Service (30%) staff.
- Millennials and Gen Z are both voluntarily leaving WSP at above 90%.

### Separations by Generations



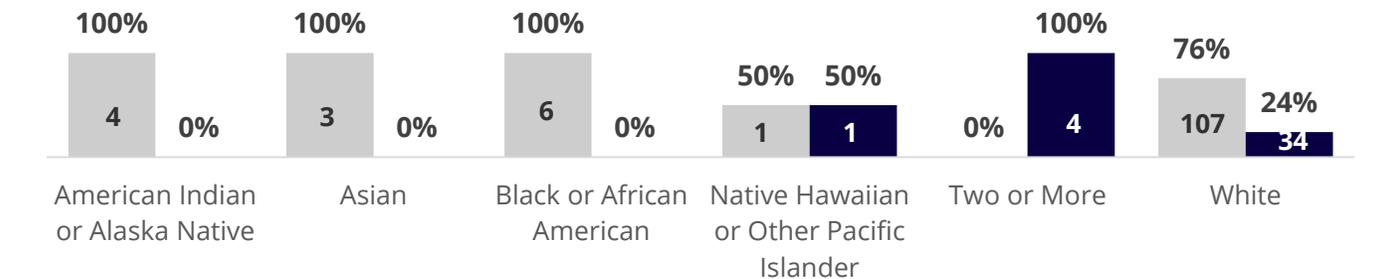
### Overall

Separations by Classification and Race



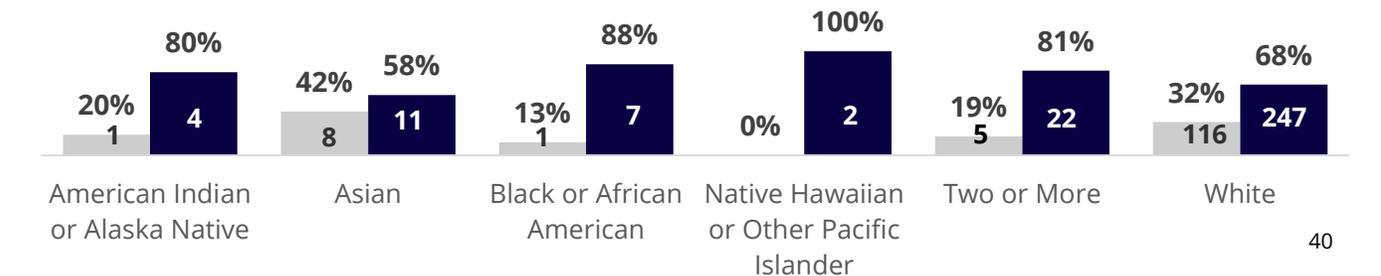
### Commissioned

Separations by Classification and Race



### Civil Service

Separations by Classification and Race



# Attrition (4 of 5)

Data as of:  
December 31, 2020



## 221 Female

Separations through 2018, 2019 and 2020

### Key Takeaways

- **Out all females who separated from 2018 to 2020, females in underrepresented race groups made up 18%.**
- **Of Commissioned females, 9% of Asian and Black females were involuntary separated.**
- **Of all female separations, there are more voluntarily separations than involuntary.**



**65** females separated in 2020



**703** females were employed by WSP in 2020

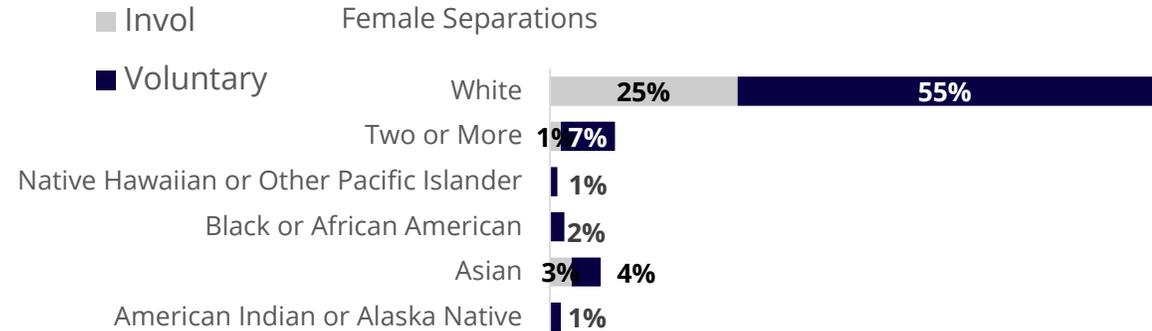


**9%** of all females in 2020 separated

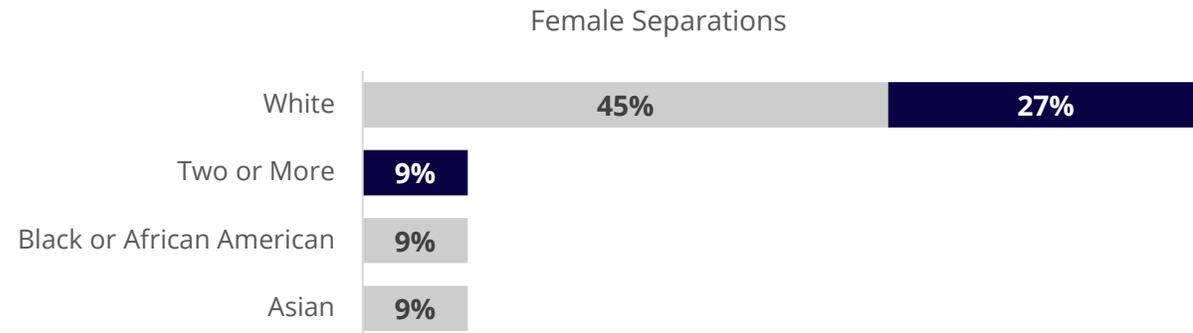
\* 12 out of 221 females did not specify their race and were not included in the chart

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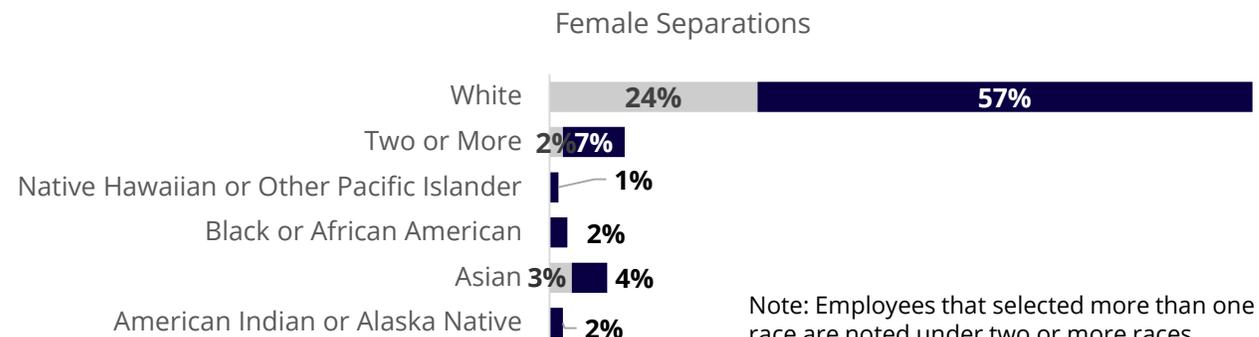
### Overall (n=209)\*



### Commissioned (n=11)



### Civil Service (n=198)



Note: Employees that selected more than one race are noted under two or more races.

## 79 Employees Separated (Underrepresented)

Separations through 2018, 2019 and 2020

### Key Takeaways

- **Of Commissioned underrepresented race group separations, all Asian (17%), American Indian (22%), and Blacks (33%) separated from WSP involuntarily.** This make up 72% of all Commissioned underrepresented race group separations.
- **Of Civil Service underrepresented race group separations, 75% were voluntary separations.**

**1%** of Hispanics involuntary separated from 2018 through 2020 out of 610 separations\*

**5%** of Hispanics voluntary separated from 2018 through 2020 out of 610 separations

Note: Employees that selected more than one race are noted under two or more races.

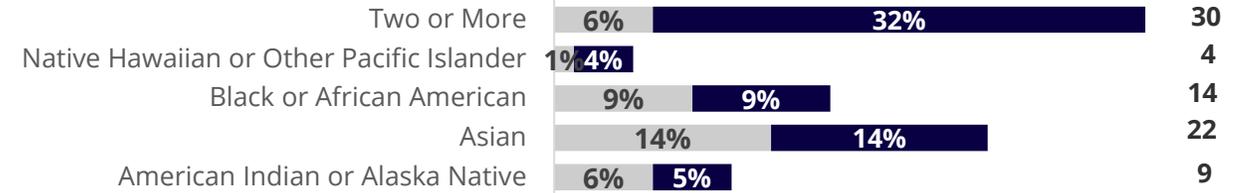
\* 4 out of 614 employees who separated did not specify their ethnic origin and were not included in the calculation

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### Overall

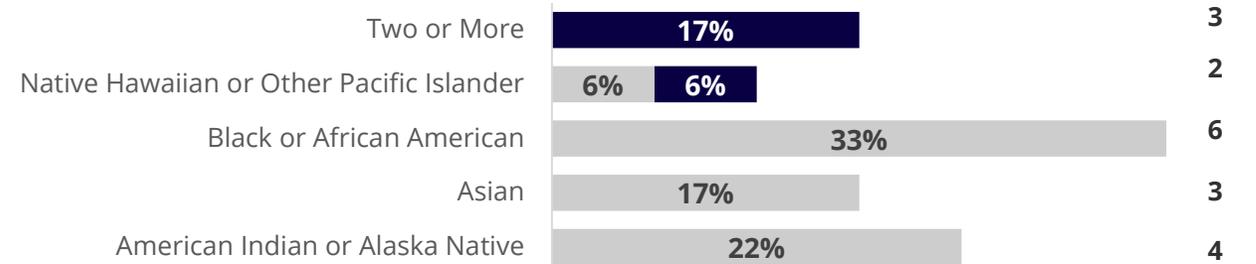
Underrepresented Race Separations

■ Invol ■ Voluntary



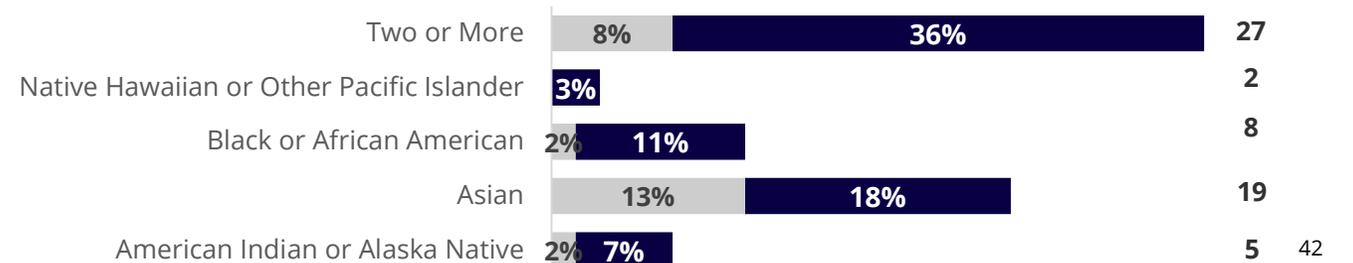
### Commissioned

Underrepresented Race Separations



### Civil Service

Underrepresented Race Separations



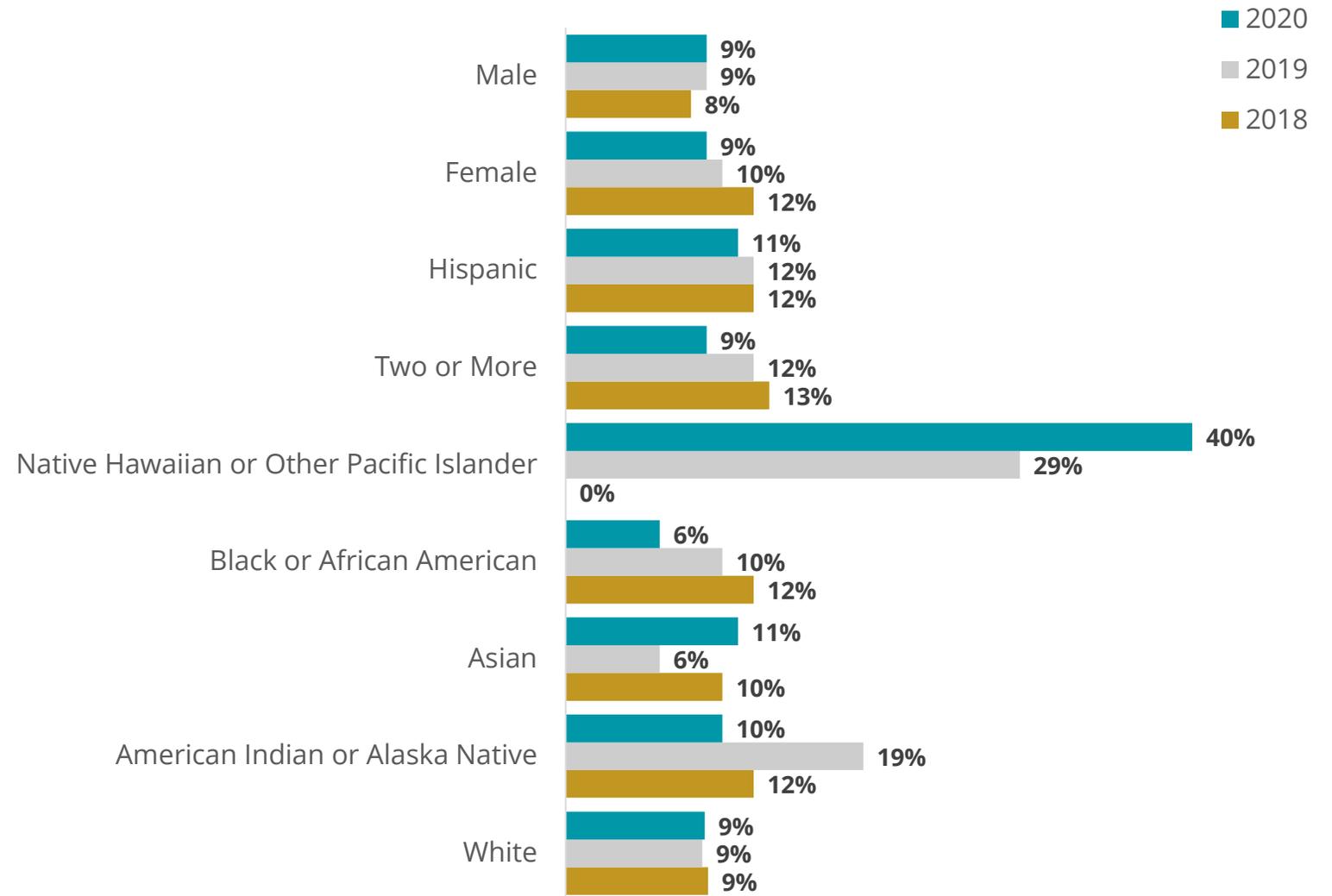
## 614

Separations through 2018, 2019 and 2020 by race and ethnicity

### Key Takeaways

- There is a decrease in percent change from 2018 of female separations (12% to 9%).
- **Underrepresented race/ethnic groups attrition rates on average (13.7%) are 4.7% higher than whites (9%).**
- **Asian and Native Hawaiian or Pacific Islander both saw an increase in attrition rates from 2019 to 2020.** Asians with an increase of 5% and Native Hawaiian with an increase of 11%.
- **In 2020, 40% of Native Hawaiians separated out of all Native Hawaiians in WSP's workforce.**

### Overall Attrition Rate by Year for Gender, Race and Ethnicity



Note: Employees that selected more than one race are noted under two or more races.

# Exit Interview

## Key Takeaways

- **Of separation employees that took the exit survey, co-workers were the most liked aspect of the job.** Type of Work, Job Security, Benefits, and Challenging work rounded out the top 5.
- **Although Challenging Work was a top 5 aspect of the job,** Job Stress was the second highest dislike of the job just behind Salary. Job Stress was also a top reason for leaving.
- **Career Advancement Opportunities was the third top dislike of the job.** It was also the top reason for people leaving the job.
- **Quality of Agency Leadership and Lack of Support from supervisor were both in top dislikes and named reason for leaving.**

## Top 5 Things Respondents Liked About WSP

Category	Score (Max = 20)
Co-Workers	16.39
Type of Work	15.9
Job Security	15.44
Benefits - Health Care - Leave - Sick Leave	15.4
Challenging Work	14.96

## Top 5 Reasons For Leaving WSP

Category	Score (Max = 20)
Lack of career advancement opportunities	16.37
Disagree with the operation of the facility/unit	16.25
Lack of support from supervisor	16.25
Type of work no longer desirable	16.23
Job stress	16.04

## Top 5 Things Respondents Disliked About WSP

Category	Score (Max = 20)
Salary	17.29
Job Stress	16.49
Career Advancement Opportunities	16.46
Employee/Management Relations	15.84
Quality Of Agency Leadership	15.71

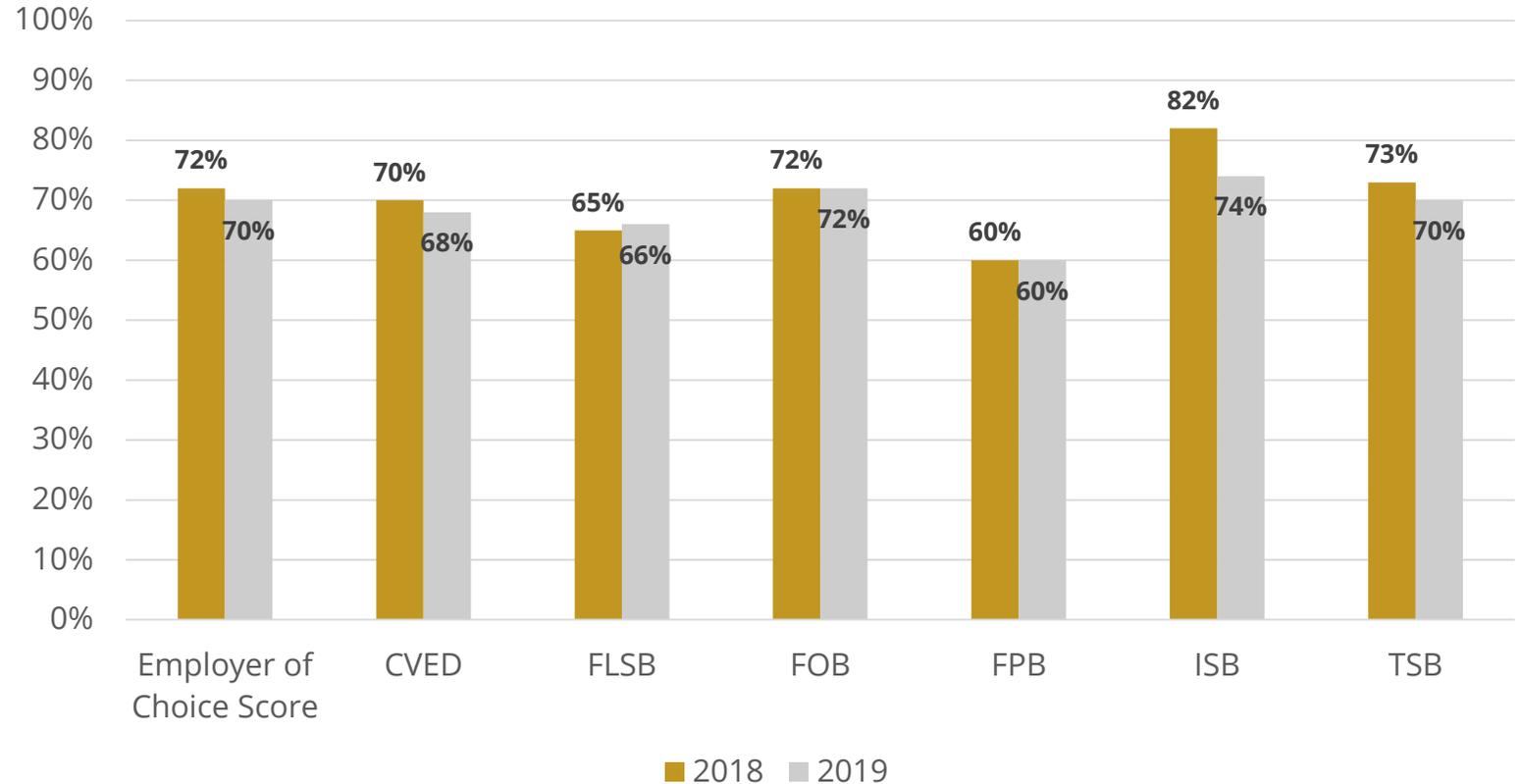
# Deep Dive: Workforce Engagement Survey

# 2018 and 2019 Engagement Data

## Key Takeaways

- Overall, in 2018 and 2019 ISB had the overall highest engagement scores (82%) followed by TSB (73%) for 2018 and FOB (72%) for 2019.
- The lowest overall scores for both 2018 and 2019 was FPB (60%).
- FLSB has the second to lowest engagement scores for both 2018 and 2019 yet saw an increase in engagement from 2018 (65%) and 2019 (66%).
- FOB and FPB both maintained the same engagement scores at 72% and 60% respectively.
- CVED, ISB, and TSB all saw a decrease in their engagement numbers from 2018 to 2019. The largest decrease being ISB at 8% (82% to 74%).

### Average Positive Scores Across 2018 and 2019 By Bureau



## Key Takeaways

- **Respect and Knowing Expectations** scored in or above 90% favorable.
- **80% Favorable scores were Support for Diversity and Finding Meaning in Work.** Helpful Feedback from Supervisors was the last highest favorable at 79%.
- **Inclusion not being embedded in everyday interactions was the third lowest scored item at 59% favorable.**
- **Other lowest scoring items include Job recognition (62%) and WSP communication (63%).** Themes of agility and autonomy to process improvements on the job were also scored low.

## 5 Highest Scoring Items

Question	% Favorable
My supervisor treats me with dignity and respect.	91
I know what is expected of me at work.	90
My agency supports a diverse workforce.	86
I find meaning in my work.	82
My supervisor gives me helpful feedback.	79

## 5 Lowest Scoring Items

Question	% Favorable
I am encouraged to come up with better ways of doing things.	57
My agency helps me navigate change.	58
My agency sets the expectation for inclusion by embedding it in everyday interactions	59
I receive recognition for a job well done.	62
I receive helpful communication from my agency.	63

# Applicant Flow Barrier Analysis

# Trooper Barrier Analysis Key Insights

## Underrepresented Race/Ethnic Groups Analysis

- 1 Underrepresented Race/ Ethnic Groups Pass Rates in the Application Process are Lower than White Pass Rates in 3 sections.**  
 Three sections in the application process have large differences between pass ratings of UREG applicants and White applicants (Test Scores PST, Psychological Exam and Medical Exam). The largest being the Psychological exam at the end of the process where UREGs pass at 21.1% rate lower than White applicants.
- 2 Underrepresented Race/ Ethnic Groups Drop Out Rates are also consistently higher.**  
 UREG applicants' dropout rate is on average higher than white applicants at every stage besides Conditional offer and Referred Hirer stages. UREG applicants drop out of the Psychological exam at 33%, 27.3% higher than white applicants. This increases at the Medical exam to 50% dropout rate. Although the N size for UREG applicants is much lower than white, there is an opportunity to explore the increased dropout rate separate from the failed rate.

## Gender Analysis

- 1 Percentage of Female Representation has steady Decline throughout the Application Lifecycle**  
 From Class 37 to Class 38 there as been an increase in total female applicants to start Class 37 to Class 38 (13.1% to 15%) However, the percentage of Female representation has declined 5 of the 8 levels, steady decreasing across steps Trooper Cadet/Oral Board Interview through Referred Hired from Class 37 to Class 38.
- 2 Test Score PST still poses as a Barrier For Female Applicants**  
 Unlike the UREG barrier analysis, the pass % difference between Females and Males was greatest during the Test Scores PST phase. Passing rates for Females are on par with males, dropping significantly at the Test Score PST. Females were 21.5% less likely to pass the Test Scores PST step. Test Scores PST also has a high percentage of Females dropping out, the average being 64.9% of Class 37 and Class 38.

Note: Not all values are statistically significant. Due to the variation of recording across classes, "Application Received" step is only recorded in the first slides.

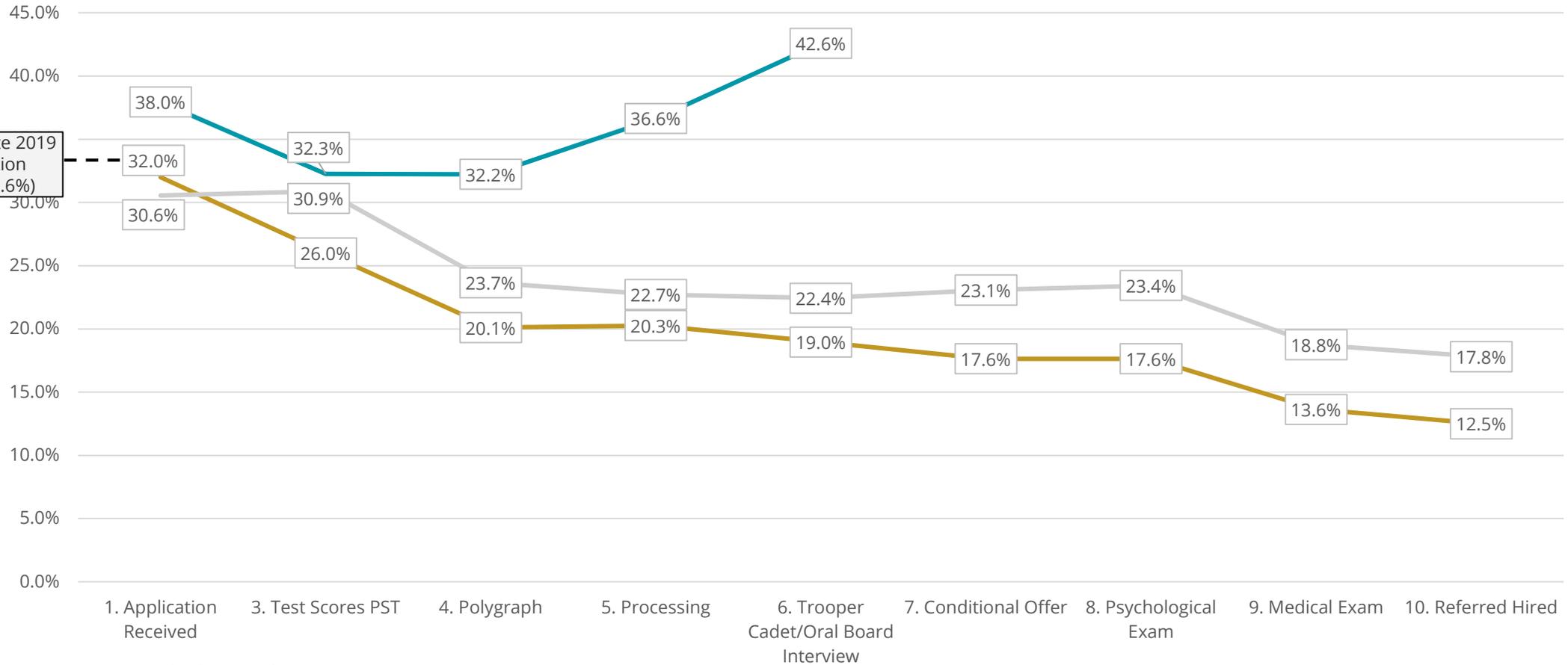
Employees that selected more than one race are noted under two or more races.

# **Applicant Flow Barrier Analysis: Underrepresented Race/Ethnic Groups**

# UREG Applicants across WSP Classes (37, 38, 39)

Underrepresented Race/ Ethnic Applicants' representation across WSP has increased slightly from Class 37 to Class 39, yet continues to drop significantly from Applicant to New Hires. **WSP looks to be on trend with Washington state demographics, although the number will likely continue to increase as the country trends more diverse.**

Total % of Underrepresented Group Applicants at Each Step



Note: Class 39 is in progress and subject to change

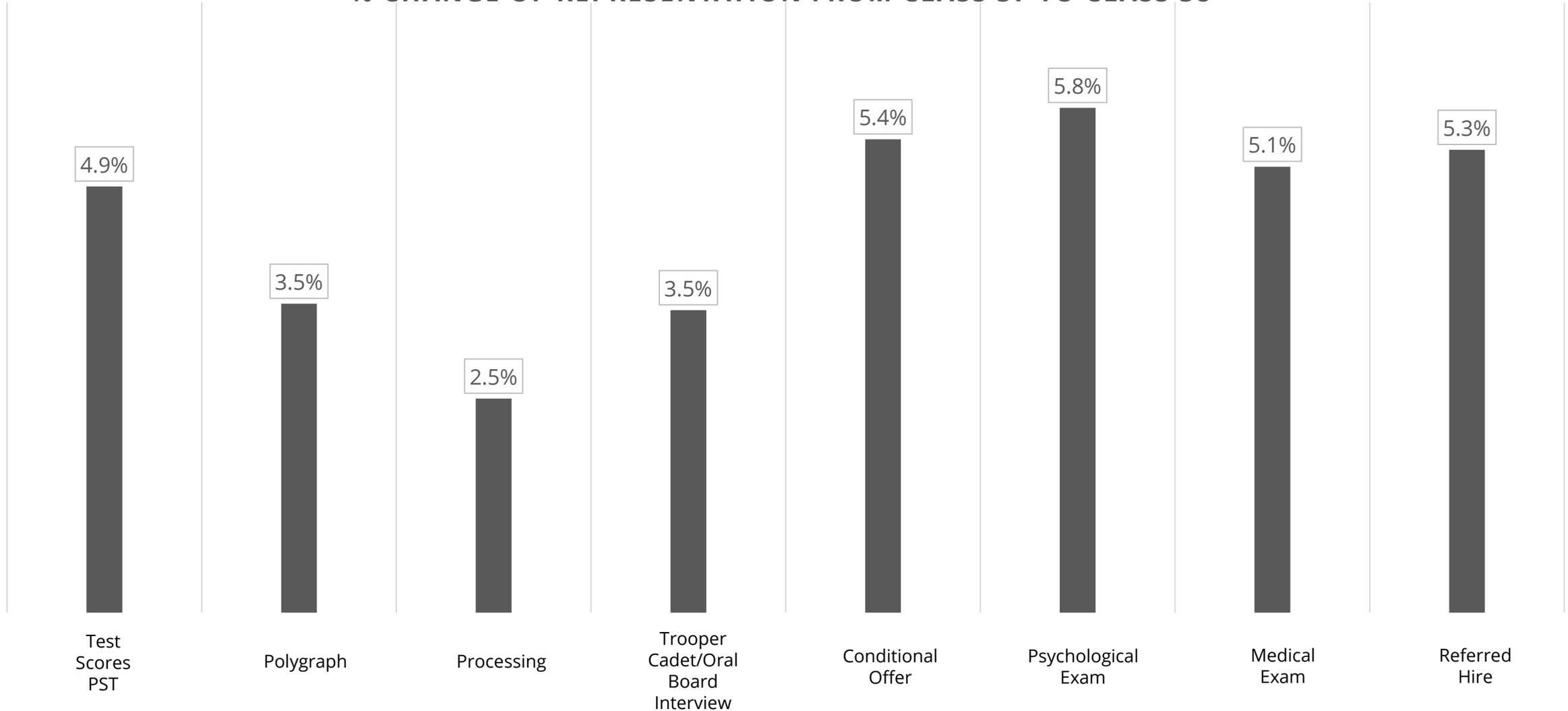
1. 2019 US Census Population Estimates

— Class 37 — Class 38 — Class 39

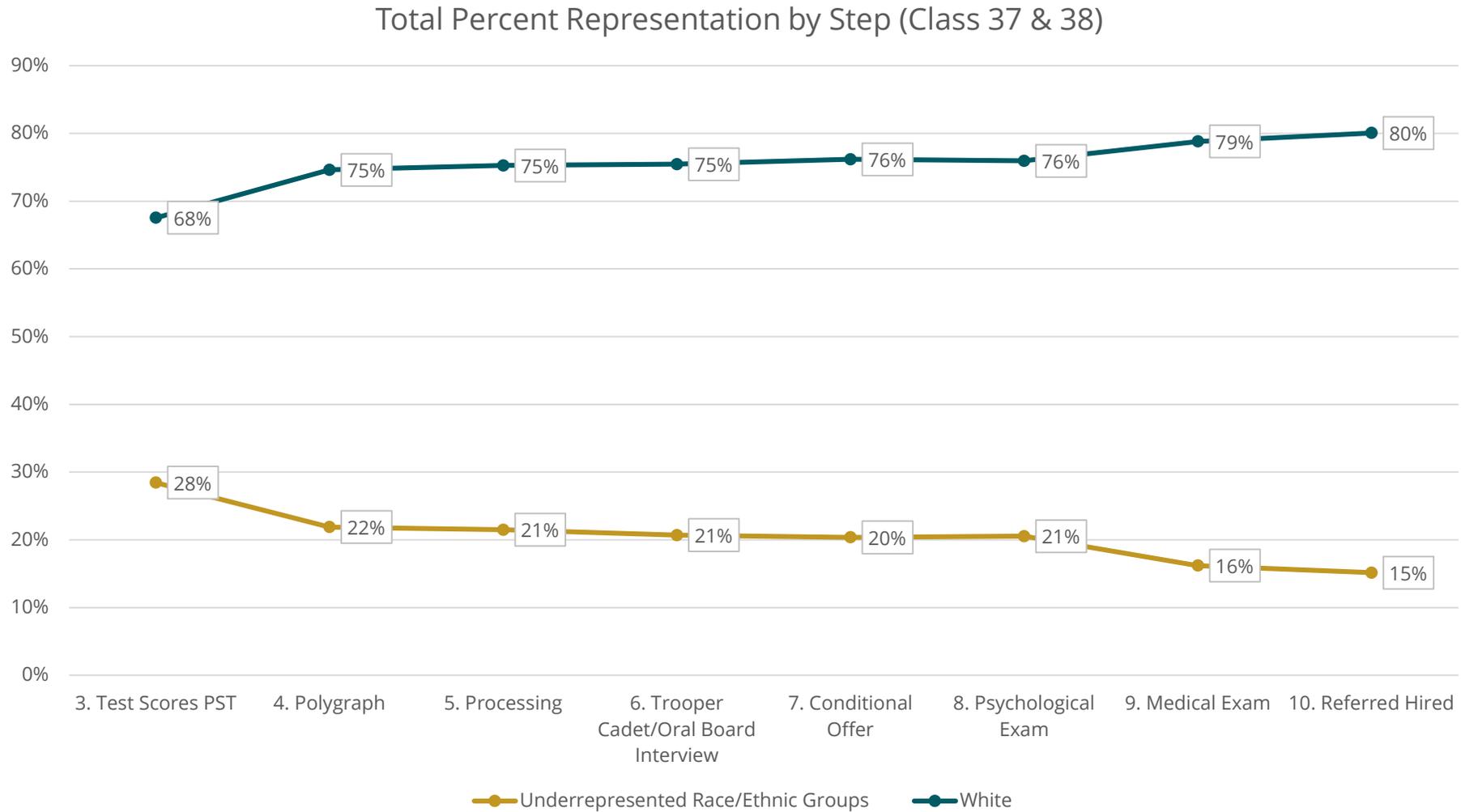
# Representation across Step (Underrepresented Groups)

The following slide shows the increases and decreases of representation across each step from Class 37 to Class 38. Overall, the number of applicants from Underrepresented groups has increased from Class 37 to Class 38 at the start of each process.

**% CHANGE OF REPRESENTATION FROM CLASS 37 TO CLASS 38**

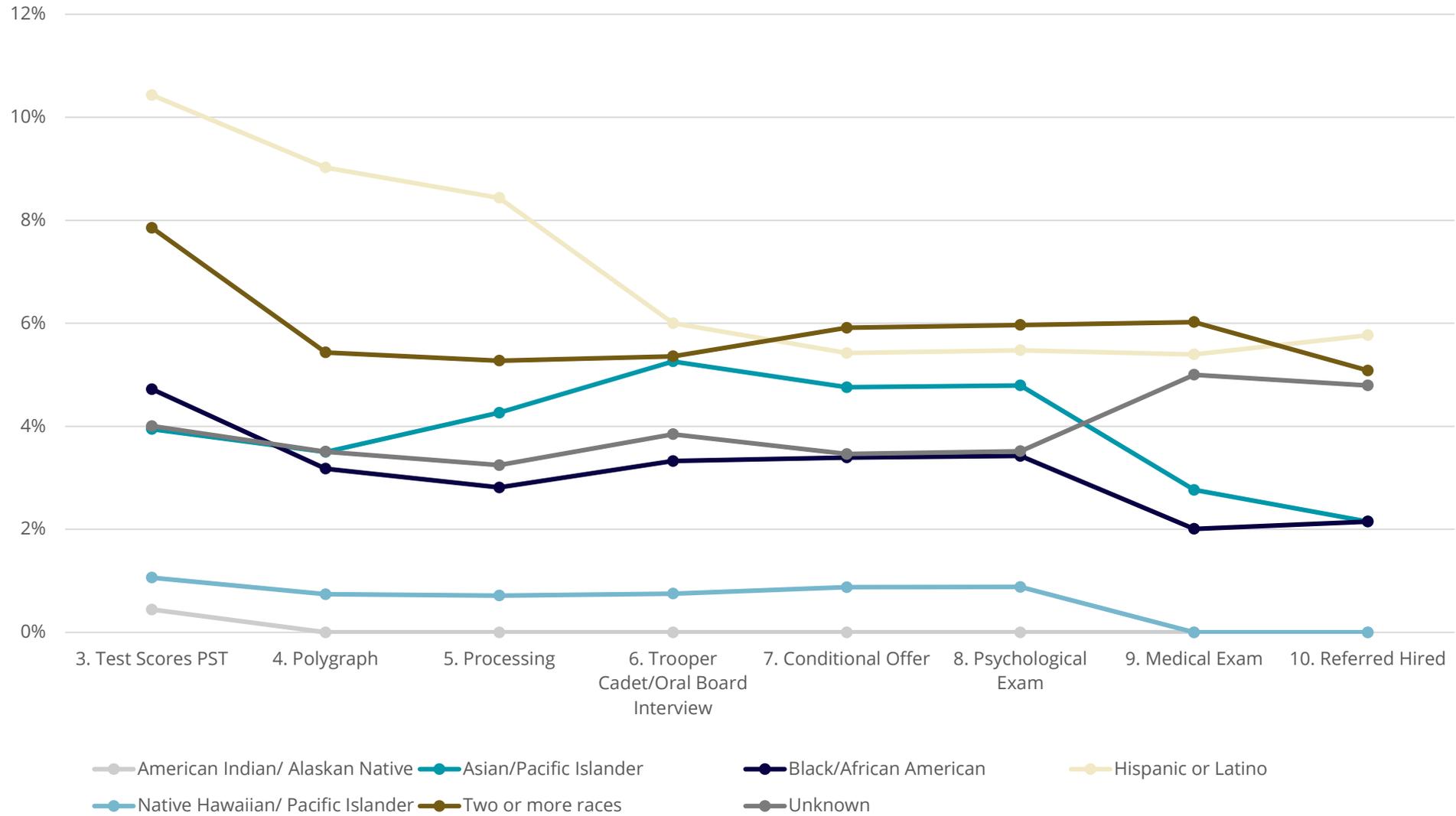


# Class 37 and 38 by Race/Ethnicity

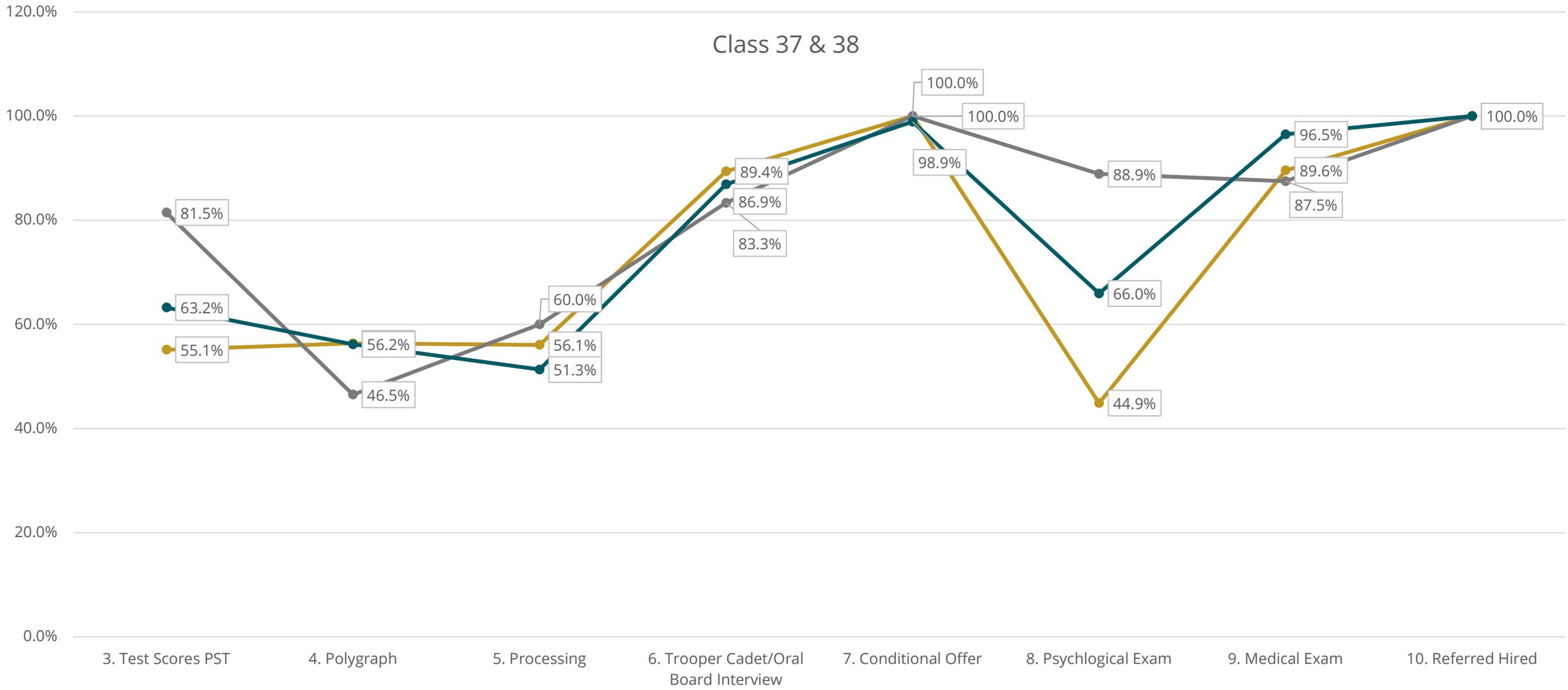


# Overall % Representation Disaggregated by Race/Ethnicity

## Class 37 and 38 Race/Ethnicity at Each Step

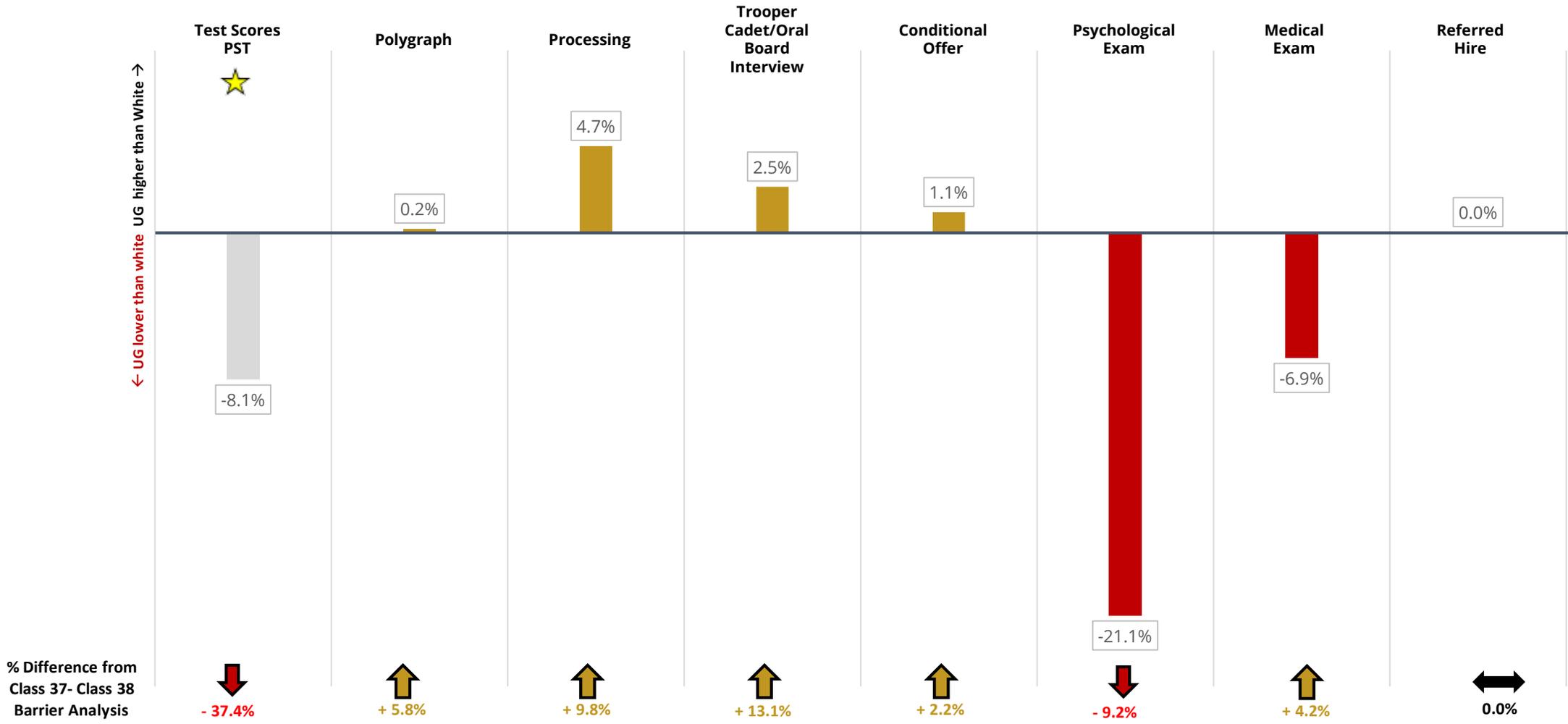


# Average of % Passed By Step by Race/Ethnicity



# Pass/Advance Rate Difference across Applicant Lifecycle, Underrepresented Groups vs White

The graph below combines Class 37 and Class 38 data together. The largest difference between Underrepresented Group applicants and White applicants is mostly seen in the **beginning (Test PST)** and end of the applicant lifecycle **the psychological exam and medical exam**.



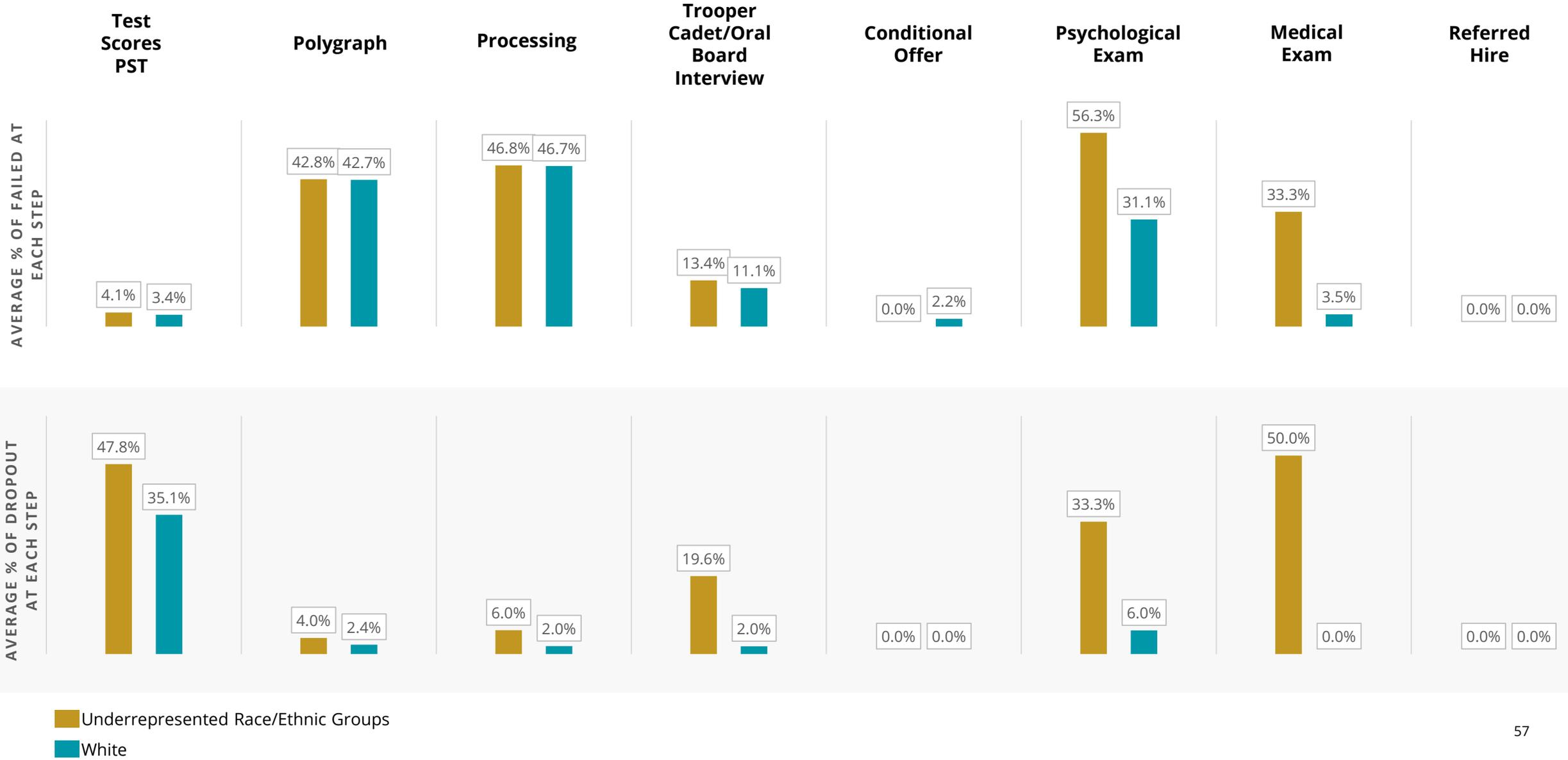
Red bar: Pass/advance rate of Underrepresented population is lower than White population

Gold bar: Pass/advance rate of Minority population is higher than White population

Grey bar: Includes drop out rate with additional external factors, for %'s w/o dropout visit slide 82

Yellow Star: Indicates Statistical Significance (means there is a 95% confidence that the variance is not due to random chance)

# Class 37 and 38 Applicants Failed and Drop-Out Rates, Underrepresented Groups vs White

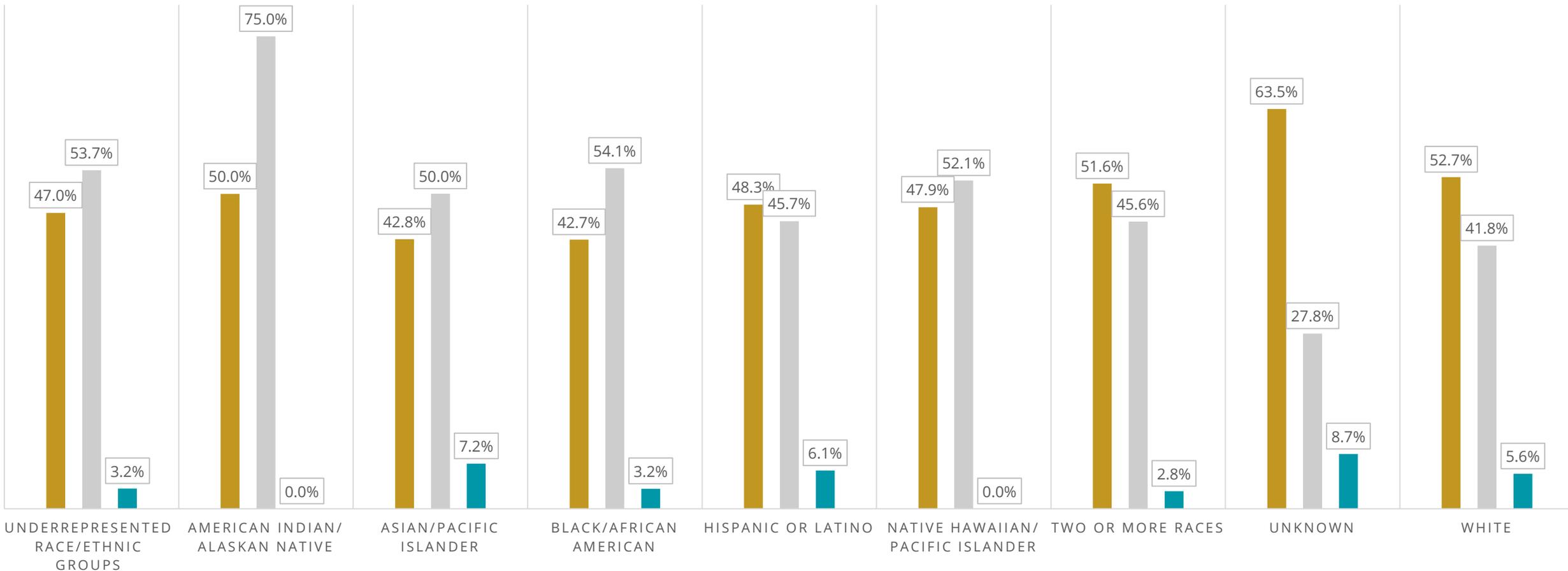


# Exam Overall Passed, Failed and Drop-Out Rates, Underrepresented Groups vs White\* (38 & 39 Classes)



When looking at the exam process overall, underrepresented race groups are more likely to dropout of the process than their white peers. Whites also have a higher pass rate overall.

■ Exam Overall Average of % of Failed    ■ Exam Overall Average of % of Dropout    ■ Exam Overall Average of % Passed



Note: Class 39 is still in process and subject to change.

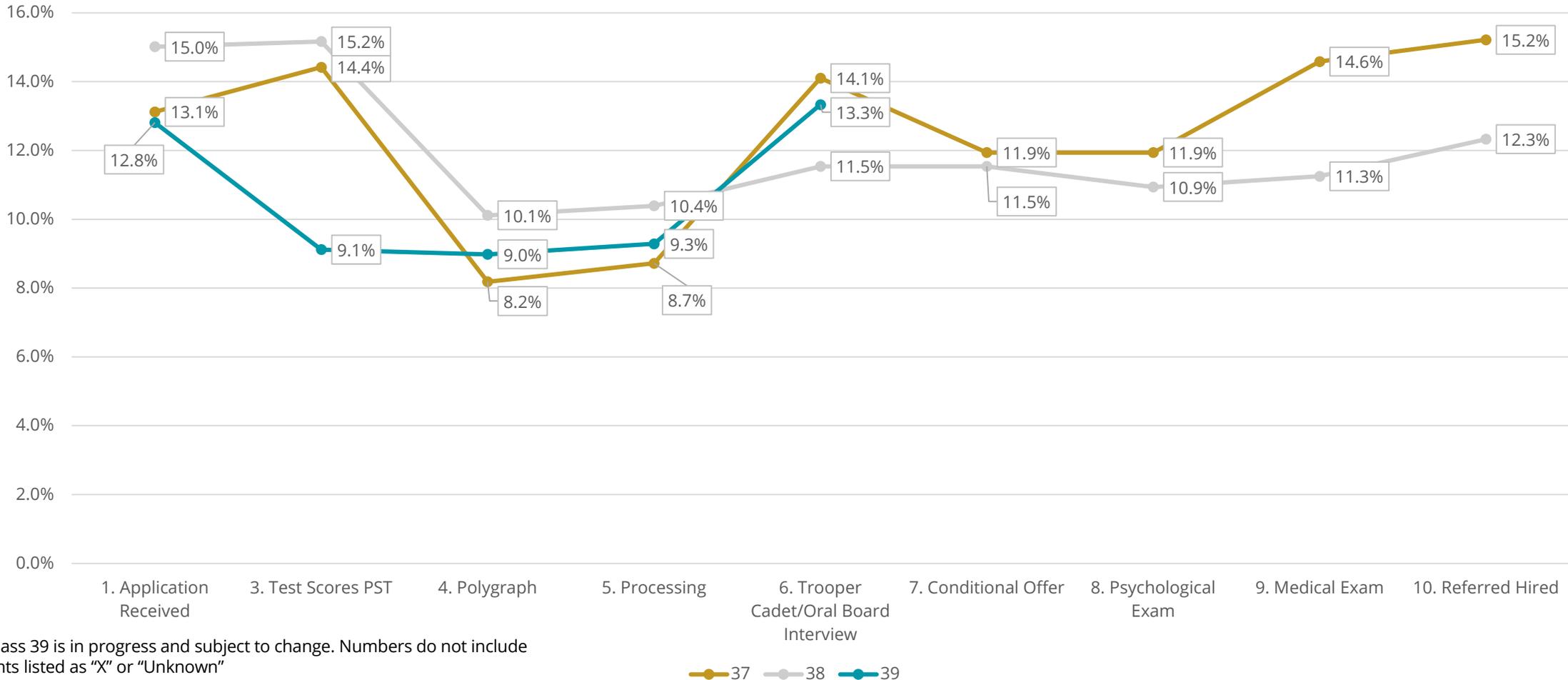
\*Indicates Statistical Significance (means there is a 95% confidence that the variance is not due to random chance)

# Applicant Flow Barrier Analysis: Gender

# Female Applicants across WSP Classes (37, 38, 39)

Female Applicant representation across WSP has both increased and decreased through the three classes. When looking up to the Trooper cadet/ Oral board interview, Representation is up from Class 38 to Class 39 (11.5% to 13.3%) but has decreased overall from Class 37. There continues to be a decline in the polygraph and psychological exam sections.

Total % of Female Applicants at Each Step

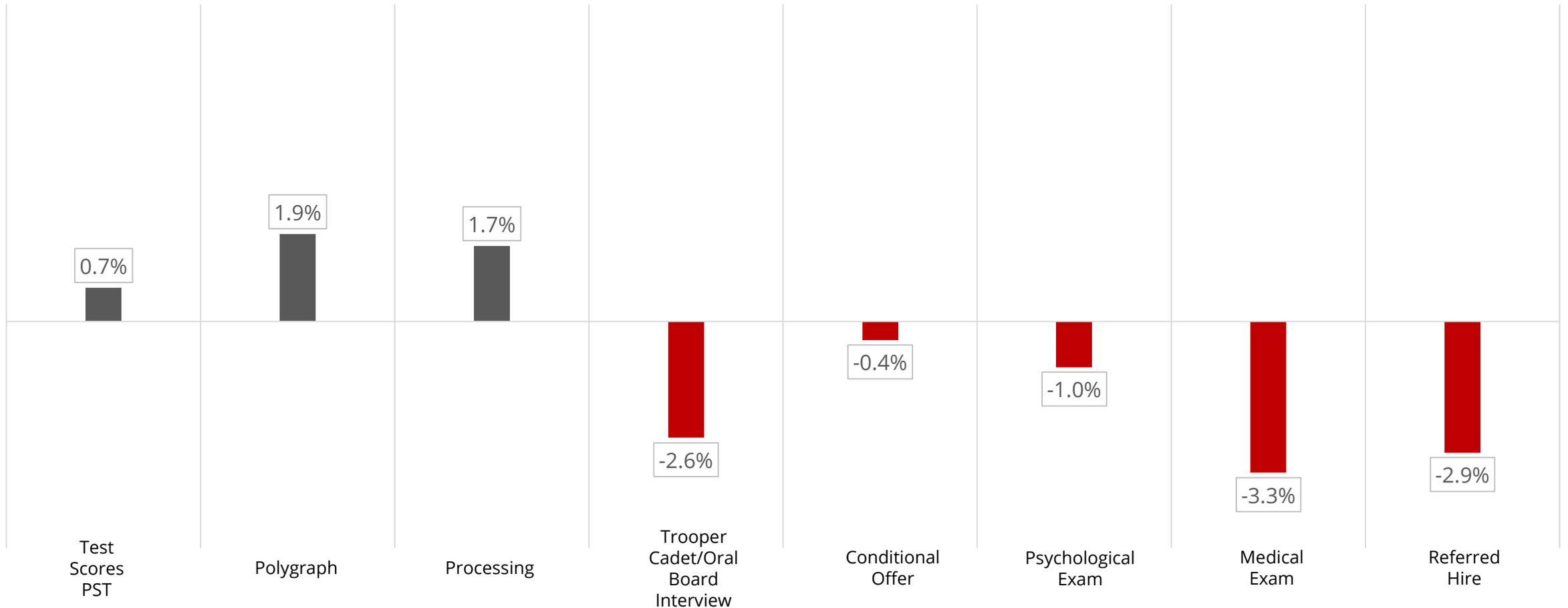


Note: Class 39 is in progress and subject to change. Numbers do not include Applicants listed as "X" or "Unknown"

# Representation across Step (Female Applicants)

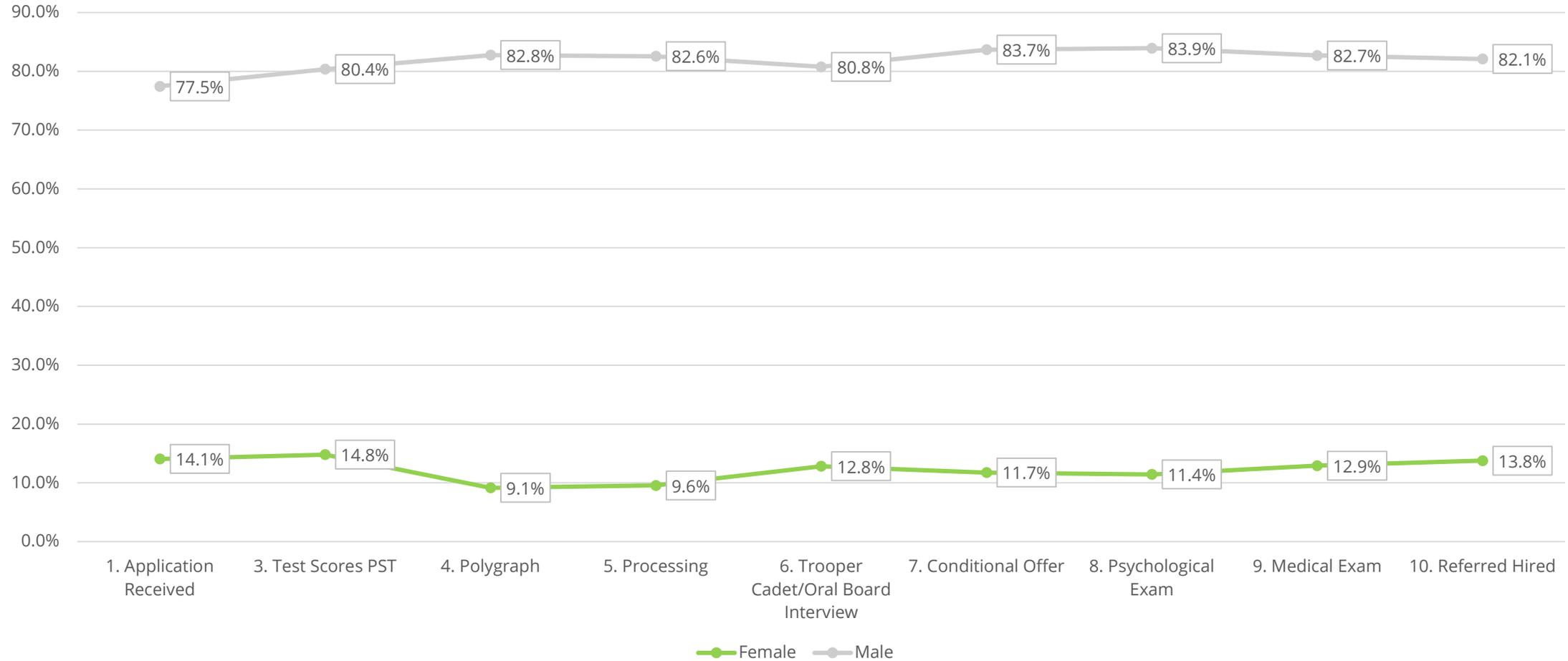
The following slide shows the increases and decreases of Female representation across each step from Class 37 to Class 38. Overall, the number of applicants from females has increased in the beginning of the process and then declines from Class 37 to Class 38 at the start of each process.

**% CHANGE OF REPRESENTATION FROM CLASS 37 TO CLASS 38**



# Class 37 and 38 by Male and Female

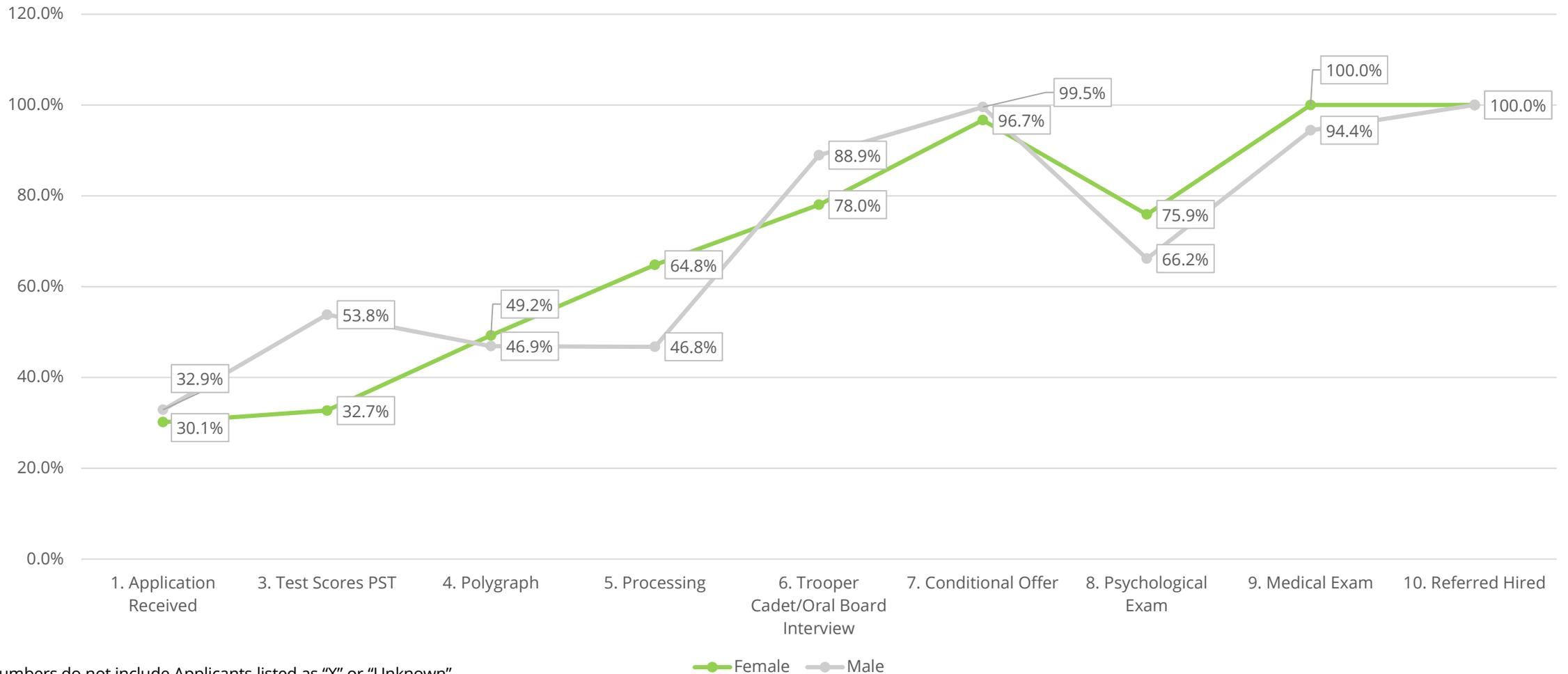
## Class 37 and 38 Male and Female at Each Step



Note: Numbers do not include Applicants listed as "X" or "Unknown"

# Average of % Passed By Step By Gender

Class 37 & 38



Note: Numbers do not include Applicants listed as "X" or "Unknown"

# Pass/Advance Rate Difference across Applicant Lifecycle, Female vs Male



The graph below combines Class 37 and Class 38 data together. The largest difference between Female and Male applicants and White applicants is mostly seen in the **beginning (Test PST)** and middle of the applicant lifecycle **the board review**. Numbers between both years show a large change in passing rates particularly for stages Processing, Board review, and Psychological exam.

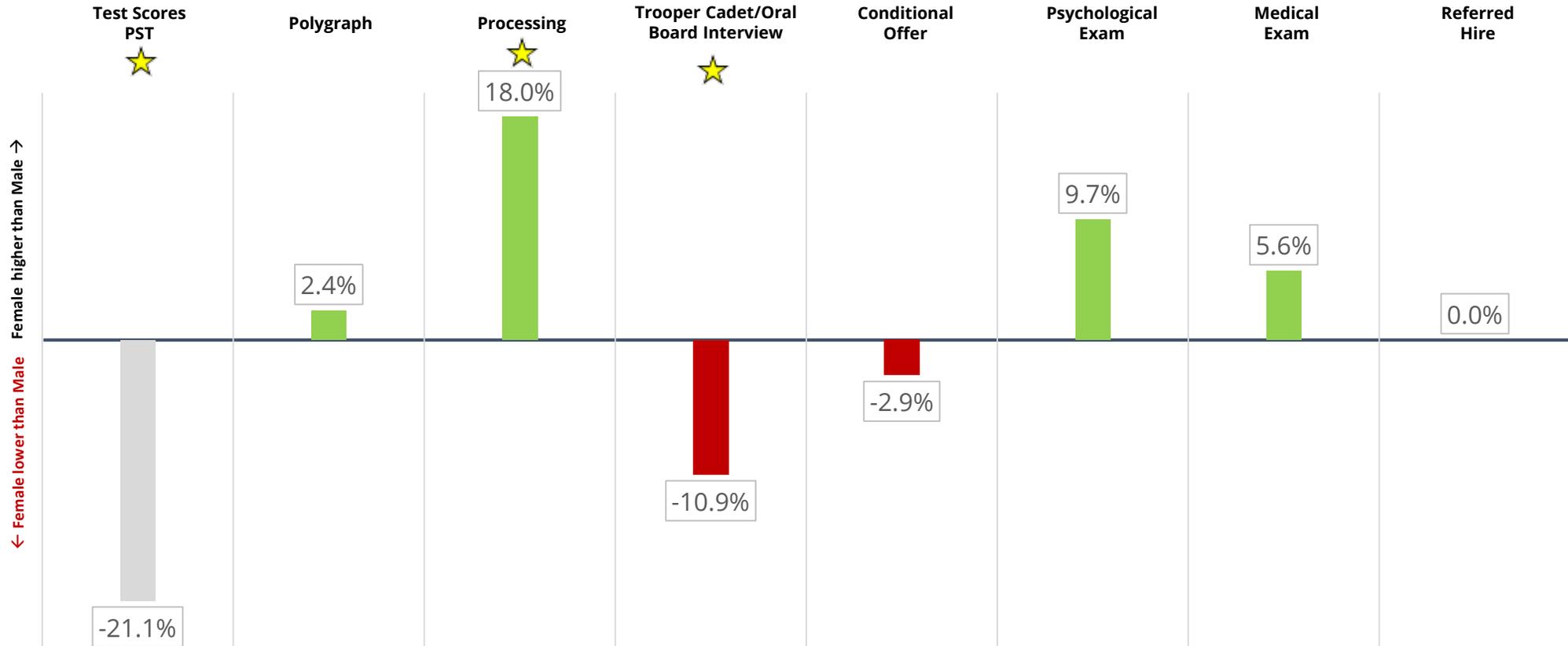
█ Pass/advance rate of Female population is lower than Male population

█ Pass/advance rate of Female population is higher than Male population

█ Includes drop out rate with additional external factors, for %'s w/o dropout visit slide 82

★ Indicates Statistical Significance (means there is a 95% confidence that the variance is not due to random chance)

Note: Numbers do not include Applicants listed as "X" or "Unknown"



% Difference from Class 37- Class 38 Barrier Analysis

↓ -1.4%

↓ -2.7%

↓ -22.7%

↑ +16.6%

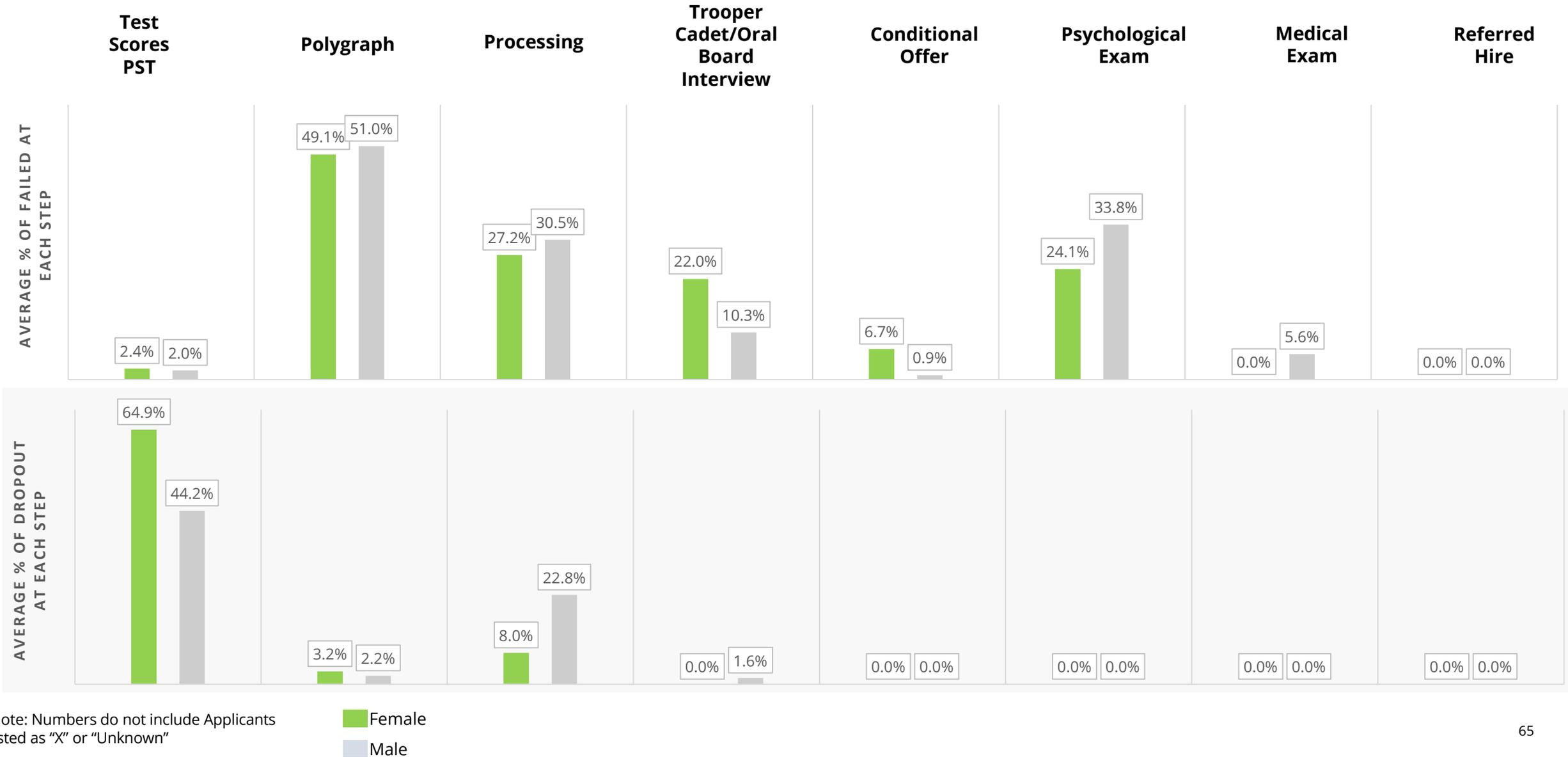
↑ +5.7%

↓ -11.7%

↑ +1.4%

↔ 0.0%

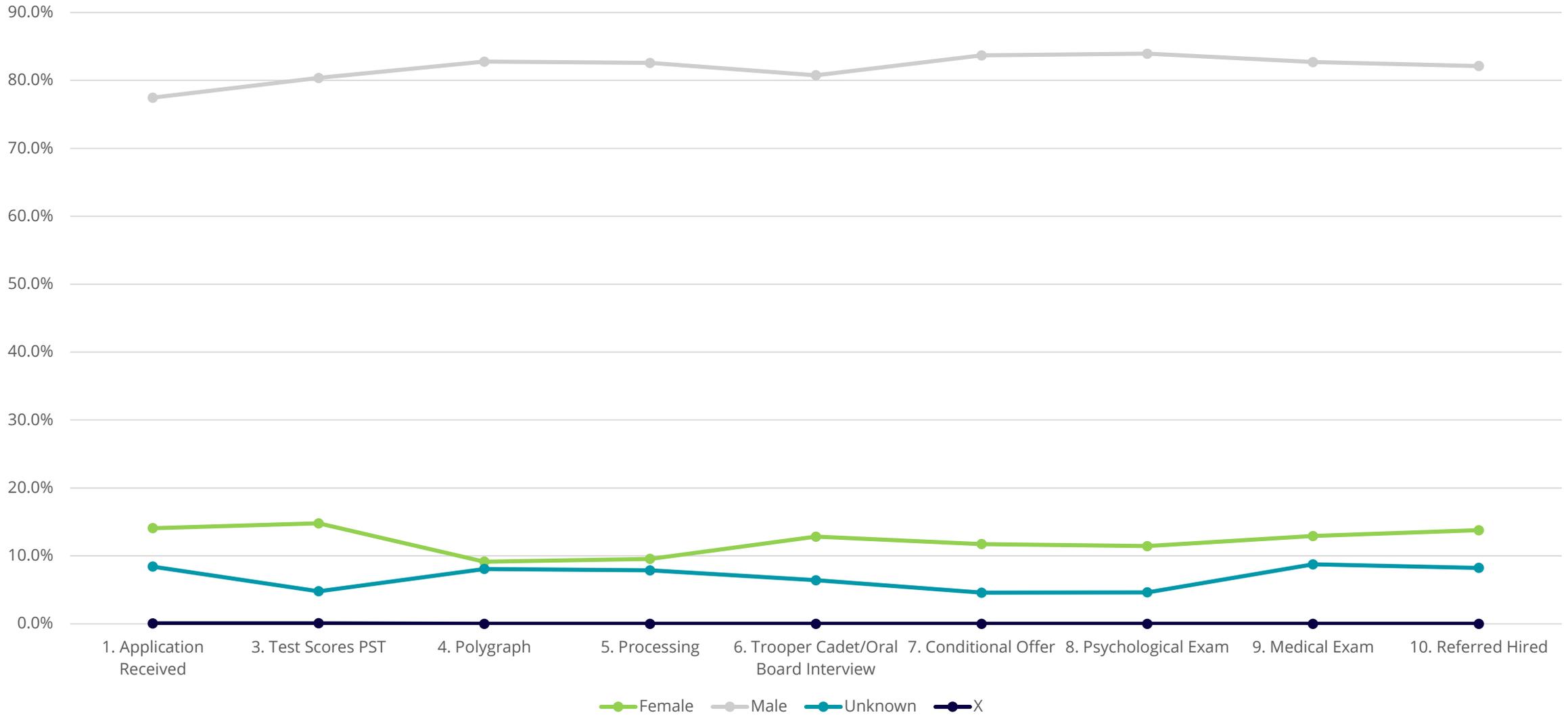
# Class 37 and 38 Applicants Failed and Drop-Out Rates, Female vs Male



# **Applicant Flow Barrier Analysis: All Genders**

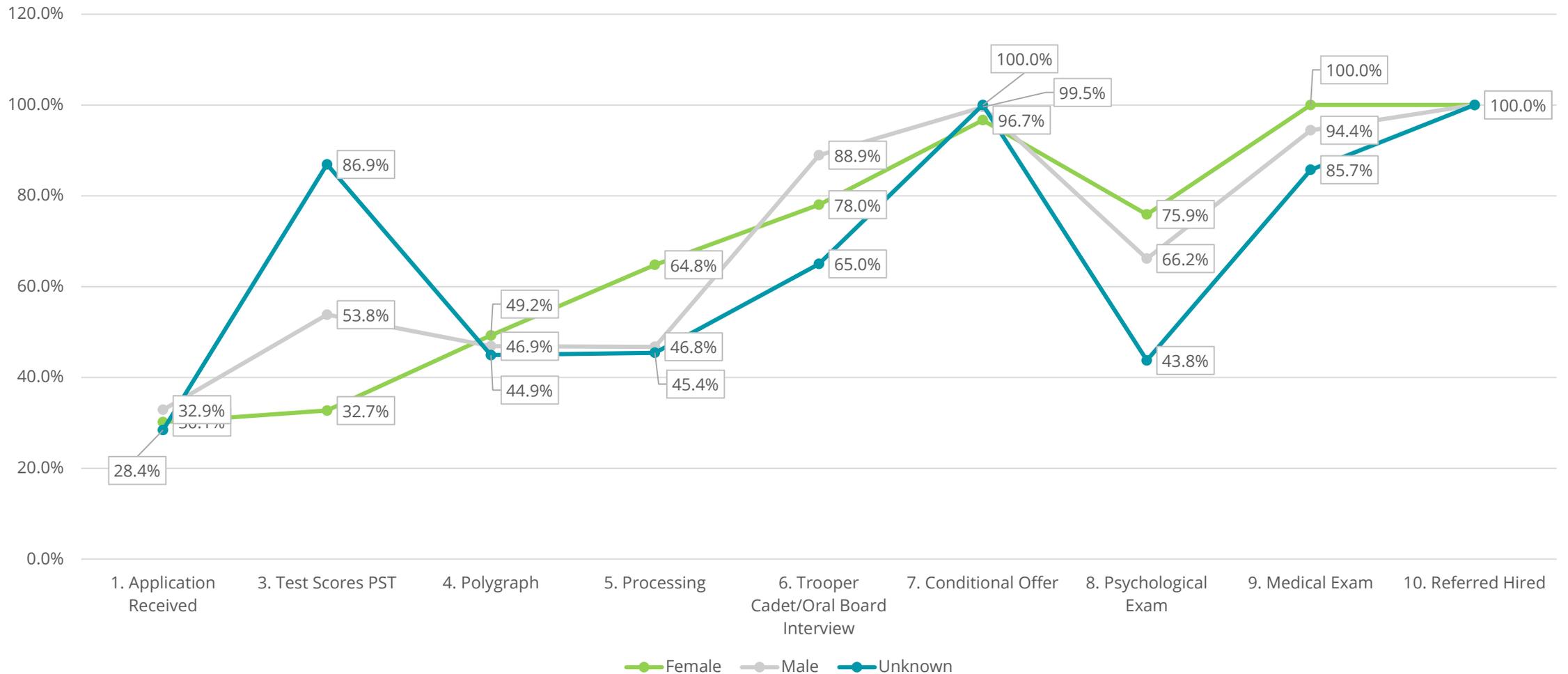
# Overall % Representation of All Genders

## Class 37 and 38 Gender at Each Step



# Average of % Passed By Step By Gender

Class 37 & 38



# Data Methodology & Assumptions

Data	Assumption/Methodology
<b>Workforce data</b>	
<b>Female and Male Definitions</b>	<p>All year over year (2018-2020) slides uses Sex Assigned at Birth            All 2020 Snapshot slides uses Gender Identity</p>
<b>Separations</b>	<p>Assumed Involuntary separations includes: Retirement, Dismissal, End of Appointment, Death, Disability – Involuntary, Layoff            Assumed voluntary separations includes: Resign, Abandonment of Position, General Government Employee to Higher Ed</p> <p>Data uses Sex assigned at birth for all slides</p>
<b>Hispanic Definition</b>	Data uses Ethnic Origin
<b>Barrier Analysis</b>	
<b>Process steps</b>	<p>Application Received sometimes included supplemental questionnaire review (class 38 and 39) and wasn't included in class 37. this process was only used to show the total number of applicates in the beginning of the application flow process for reference.</p> <p>Processing Step includes: Sergeant Review, Background- Processing/ Skill Survey, Background Sergeant Review, Trooper Cadet Sergeant Review, Lieutenant Review, Captain Review</p> <p>Polygraph Step Includes: Personal History Interview</p>
<b>Gender</b>	"X" and "Unknown" were excluded from most of the analysis due to small N size.

# Applicant Flow Barrier Analysis: Data Tables

# Class 37 and 38 Disaggregated by Race/Ethnicity (Underrepresented Groups)

Start and Passed 37 & 38 Totals																		
Row Labels	1. Application Received		3. Test Scores PST		4. Polygraph		5. Processing		6. Trooper Cadet/Oral Board Interview		7. Conditional Offer		8. Psychological Exam		9. Medical Exam		10. Referred Hired	
	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed
<b>Underrepresented Race/Ethnic Groups</b>	<b>885</b>	<b>663</b>	<b>551</b>	<b>321</b>	<b>218</b>	<b>116</b>	<b>115</b>	<b>57</b>	<b>57</b>	<b>50</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>24</b>	<b>24</b>	<b>21</b>	<b>21</b>	<b>21</b>
American Indian/ Alaskan Native	7	13	8	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	99	106	76	46	34	22	22	14	14	11	11	11	11	4	4	3	3	3
Black/African American	177	109	93	49	30	15	15	9	9	8	8	8	8	3	3	3	3	3
Hispanic or Latino	300	241	201	124	90	46	45	17	17	15	13	13	13	8	8	8	8	8
Native Hawaiian/ Pacific Islander	36	22	20	11	7	4	4	2	2	2	2	2	2	0	0	0	0	0
Two or more races	266	172	153	88	57	29	29	15	15	14	14	14	14	9	9	7	7	7
<b>Unknown</b>	<b>234</b>	<b>107</b>	<b>79</b>	<b>44</b>	<b>43</b>	<b>20</b>	<b>20</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>
Unknown	234	107	79	44	43	20	20	12	12	10	9	9	9	8	8	7	7	7
<b>White</b>	<b>1752</b>	<b>1571</b>	<b>1290</b>	<b>816</b>	<b>715</b>	<b>395</b>	<b>395</b>	<b>202</b>	<b>203</b>	<b>176</b>	<b>175</b>	<b>173</b>	<b>173</b>	<b>114</b>	<b>114</b>	<b>110</b>	<b>109</b>	<b>109</b>
White	1752	1571	1290	816	715	395	395	202	203	176	175	173	173	114	114	110	109	109
<b>Grand Total</b>	<b>2871</b>	<b>2341</b>	<b>1920</b>	<b>1181</b>	<b>976</b>	<b>531</b>	<b>530</b>	<b>271</b>	<b>272</b>	<b>236</b>	<b>232</b>	<b>230</b>	<b>230</b>	<b>146</b>	<b>146</b>	<b>138</b>	<b>137</b>	<b>137</b>

# Class 37 and 38 Disaggregated by Race/Ethnicity (Underrepresented Groups)

Total % of Applicants by Race at Each Step 37									
	1. Application Received	3. Test Scores PST	4. Polygraph	5. Processing Interview	6. Trooper Cadet/Oral Board	7. Conditional Offer	8. Psychological Exam	9. Medical Exam	10. Referred Hired
<b>Underrepresented Race/Ethnic Groups</b>	<b>32.0%</b>	<b>26.0%</b>	<b>20.1%</b>	<b>20.3%</b>	<b>19.0%</b>	<b>17.6%</b>	<b>17.6%</b>	<b>13.6%</b>	<b>12.5%</b>
American Indian/ Alaskan Native	0.3%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	3.3%	3.8%	3.6%	5.0%	6.0%	4.9%	4.9%	3.0%	1.6%
Black/African American	6.4%	3.5%	3.6%	2.7%	3.4%	2.9%	2.9%	1.5%	1.6%
Hispanic or Latino	10.4%	10.1%	8.3%	8.1%	4.3%	3.9%	3.9%	4.5%	4.7%
Native Hawaiian/ Pacific Islander	1.7%	1.3%	0.8%	0.5%	0.9%	1.0%	1.0%	0.0%	0.0%
Two or more races	10.0%	6.7%	3.9%	4.1%	4.3%	4.9%	4.9%	4.5%	4.7%
<b>Unknown</b>	<b>8.1%</b>	<b>2.9%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
Unknown	8.1%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>White</b>	<b>61.6%</b>	<b>71.1%</b>	<b>79.9%</b>	<b>79.7%</b>	<b>81.0%</b>	<b>82.4%</b>	<b>82.4%</b>	<b>86.4%</b>	<b>87.5%</b>
White	61.6%	71.1%	79.9%	79.7%	81.0%	82.4%	82.4%	86.4%	87.5%
<b>Grand Total</b>	<b>101.7%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Total % of Applicants by Race at Each Step 38									
	1. Application Received	3. Test Scores PST	4. Polygraph	5. Processing Interview	6. Trooper Cadet/Oral Board	7. Conditional Offer	8. Psychological Exam	9. Medical Exam	10. Referred Hired
<b>Underrepresented Race/Ethnic Groups</b>	<b>30.6%</b>	<b>30.9%</b>	<b>23.7%</b>	<b>22.7%</b>	<b>22.4%</b>	<b>23.1%</b>	<b>23.4%</b>	<b>18.8%</b>	<b>17.8%</b>
American Indian/ Alaskan Native	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	3.6%	4.1%	3.4%	3.6%	4.5%	4.6%	4.7%	2.5%	2.7%
Black/African American	6.1%	6.0%	2.8%	2.9%	3.2%	3.8%	3.9%	2.5%	2.7%
Hispanic or Latino	10.6%	10.8%	9.8%	8.8%	7.7%	6.9%	7.0%	6.3%	6.8%
Native Hawaiian/ Pacific Islander	1.2%	0.9%	0.7%	1.0%	0.6%	0.8%	0.8%	0.0%	0.0%
Two or more races	8.9%	9.0%	7.0%	6.5%	6.4%	6.9%	7.0%	7.5%	5.5%
<b>Unknown</b>	<b>8.2%</b>	<b>5.1%</b>	<b>7.0%</b>	<b>6.5%</b>	<b>7.7%</b>	<b>6.9%</b>	<b>7.0%</b>	<b>10.0%</b>	<b>9.6%</b>
Unknown	8.2%	5.1%	7.0%	6.5%	7.7%	6.9%	7.0%	10.0%	9.6%
<b>White</b>	<b>61.2%</b>	<b>64.0%</b>	<b>69.3%</b>	<b>70.8%</b>	<b>69.9%</b>	<b>70.0%</b>	<b>69.5%</b>	<b>71.3%</b>	<b>72.6%</b>
White	61.2%	64.0%	69.3%	70.8%	69.9%	70.0%	69.5%	71.3%	72.6%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

# % of Passed by Step (Underrepresented Groups)



## Average of % Passed By Step (Class 37 & 38)

Row Labels	3. Test Scores PST	4. Polygraph	5. Processing	6. Trooper Cadet/Oral Board Interview	7. Conditional Psychological Offer	8. Psychological Exam	9. Medical Exam	10. Referred Hired
<b>Underrepresented Race/Ethnic Groups</b>	<b>55.1%</b>	<b>56.4%</b>	<b>56.1%</b>	<b>89.4%</b>	<b>100.0%</b>	<b>44.9%</b>	<b>89.6%</b>	<b>100.0%</b>
American Indian/ Alaskan Native	25.0%	NA	NA	NA	NA	NA	NA	NA
Asian/Pacific Islander	62.3%	68.5%	63.6%	78.6%	100.0%	36.7%	75.0%	100.0%
Black/African American	65.1%	49.5%	61.1%	87.5%	100.0%	36.7%	100.0%	100.0%
Hispanic or Latino	63.0%	54.2%	36.1%	85.8%	100.0%	65.3%	100.0%	100.0%
Native Hawaiian/ Pacific Islander	54.0%	54.2%	66.7%	100.0%	100.0%	0.0%	NA	NA
Two or more races	61.4%	55.4%	52.8%	95.0%	100.0%	63.3%	83.3%	100.0%
<b>Unknown</b>	<b>81.5%</b>	<b>46.5%</b>	<b>60.0%</b>	<b>83.3%</b>	<b>100.0%</b>	<b>88.9%</b>	<b>87.5%</b>	<b>100.0%</b>
Unknown	81.5%	46.5%	60.0%	83.3%	100.0%	88.9%	87.5%	100.0%
<b>White</b>	<b>63.2%</b>	<b>56.2%</b>	<b>51.3%</b>	<b>86.9%</b>	<b>98.9%</b>	<b>66.0%</b>	<b>96.5%</b>	<b>100.0%</b>
White	63.2%	56.2%	51.3%	86.9%	98.9%	66.0%	96.5%	100.0%

# Pass % by Race/Ethnicity (Underrepresented Groups)

Average of % Passed By Step Class 37

Row Labels	3. Test Scores PST	4. Polygraph	5. Processing	6. Trooper Cadet/Oral Interview	7. Conditional Offer	8. Psychological Exam	9. Medical Exam	10. Referred Hired
<b>Underrepresented Race/Ethnic Groups</b>	<b>73.2%</b>	<b>58.3%</b>	<b>62.7%</b>	<b>85.3%</b>	<b>100.0%</b>	<b>52.1%</b>	<b>87.5%</b>	<b>100.0%</b>
American Indian/ Alaskan Native	50.0%	NA	NA	NA	NA	NA	NA	NA
Asian/Pacific Islander	75.8%	84.6%	63.6%	71.4%	100.0%	40.0%	50.0%	100.0%
Black/African American	100.0%	46.2%	66.7%	75.0%	100.0%	33.3%	100.0%	100.0%
Hispanic or Latino	72.4%	63.3%	27.8%	80.0%	100.0%	75.0%	100.0%	100.0%
Native Hawaiian/ Pacific Islander	63.6%	33.3%	100.0%	100.0%	100.0%	NA	NA	NA
Two or more races	77.6%	64.3%	55.6%	100.0%	100.0%	60.0%	100.0%	100.0%
<b>Unknown</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>
Unknown	NA	NA	NA	NA	NA	NA	NA	NA
<b>White</b>	<b>62.6%</b>	<b>61.0%</b>	<b>53.1%</b>	<b>89.4%</b>	<b>100.0%</b>	<b>67.9%</b>	<b>96.5%</b>	<b>100.0%</b>
White	62.6%	61.0%	53.1%	89.4%	100.0%	67.9%	96.5%	100.0%

Average of % Passed By Step Class 38

Row Labels	3. Test Scores PST	4. Polygraph	5. Processing	6. Trooper Cadet/Oral Interview	7. Conditional Offer	8. Psychological Exam	9. Medical Exam	10. Referred Hired
<b>Underrepresented Race/Ethnic Groups</b>	<b>37.0%</b>	<b>54.4%</b>	<b>49.4%</b>	<b>93.5%</b>	<b>100.0%</b>	<b>39.1%</b>	<b>91.7%</b>	<b>100.0%</b>
American Indian/ Alaskan Native	0.0%	NA	NA	NA	NA	NA	NA	NA
Asian/Pacific Islander	48.8%	52.4%	63.6%	85.7%	100.0%	33.3%	100.0%	100.0%
Black/African American	30.2%	52.9%	55.6%	100.0%	100.0%	40.0%	100.0%	100.0%
Hispanic or Latino	53.5%	45.0%	44.4%	91.7%	100.0%	55.6%	100.0%	100.0%
Native Hawaiian/ Pacific Islander	44.4%	75.0%	33.3%	100.0%	100.0%	0.0%	NA	NA
Two or more races	45.3%	46.5%	50.0%	90.0%	100.0%	66.7%	66.7%	100.0%
<b>Unknown</b>	<b>81.5%</b>	<b>46.5%</b>	<b>60.0%</b>	<b>83.3%</b>	<b>100.0%</b>	<b>88.9%</b>	<b>87.5%</b>	<b>100.0%</b>
Unknown	81.5%	46.5%	60.0%	83.3%	100.0%	88.9%	87.5%	100.0%
<b>White</b>	<b>63.9%</b>	<b>51.3%</b>	<b>49.5%</b>	<b>84.4%</b>	<b>97.8%</b>	<b>64.0%</b>	<b>96.5%</b>	<b>100.0%</b>
White	63.9%	51.3%	49.5%	84.4%	97.8%	64.0%	96.5%	100.0%

# Failed and Dropout Totals by Race/Ethnicity (Underrepresented Groups)

	Class 37 & 38 Total Failed and Dropped Out																		
	1. Application Received		3. Test Scores PST		4. Polygraph		5. Processing		6. Trooper Cadet/Oral Board Interview		7. Conditional Offer		8. Psychological Exam		9. Medical Exam		10. Referred Hired		
	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	
<b>Underrepresented Race/Ethnic Groups</b>	<b>64</b>	<b>319</b>	<b>219</b>	<b>11</b>	<b>3</b>	<b>99</b>	<b>4</b>	<b>54</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>23</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	
American Indian/Alaskan Native	0	6	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	5	58	29	1	1	11	0	8	1	2	0	0	0	7	1	0	0	0	0
Black/African American	16	58	44	0	0	15	0	6	1	0	0	0	1	4	0	0	0	0	0
Hispanic or Latino	23	106	73	4	2	42	3	25	0	2	0	0	0	5	0	0	0	0	0
Native Hawaiian/Pacific Islander	3	12	9	0	0	3	0	2	0	0	0	0	0	2	0	0	0	0	0
Two or more races	17	79	59	6	0	28	1	13	0	1	0	0	0	5	0	2	0	0	0
<b>Unknown</b>	<b>10</b>	<b>117</b>	<b>31</b>	<b>4</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
Unknown	10	117	31	4	0	23	0	8	0	2	0	0	0	1	0	1	0	0	0
<b>White</b>	<b>96</b>	<b>585</b>	<b>451</b>	<b>23</b>	<b>10</b>	<b>310</b>	<b>8</b>	<b>185</b>	<b>4</b>	<b>23</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>54</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
White	96	585	451	23	10	310	8	185	4	23	0	2	5	54	0	4	0	0	0
<b>Grand Total</b>	<b>170</b>	<b>1021</b>	<b>701</b>	<b>38</b>	<b>13</b>	<b>432</b>	<b>12</b>	<b>247</b>	<b>6</b>	<b>30</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>78</b>	<b>1</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Failed and Dropout % by Race/Ethnicity (Underrepresented Groups)

Class 37 & 38 Failed and Dropout Percentages

	1. Application Received		3. Test Scores PST		4. Polygraph		5. Processing		6. Trooper Cadet/Oral Board Interview		7. Conditional Offer		8. Psychological Exam		9. Medical Exam		10. Referred Hired	
	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step
<b>Underrepresented Race/Ethnic Groups</b>	<b>48.4%</b>	<b>12.4%</b>	<b>4.1%</b>	<b>47.8%</b>	<b>42.8%</b>	<b>4.0%</b>	<b>46.8%</b>	<b>6.0%</b>	<b>13.4%</b>	<b>19.6%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>56.3%</b>	<b>33.3%</b>	<b>33.3%</b>	<b>50.0%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
American Indian/ Alaskan Native	91.7%	#DIV/0!	#DIV/0!	75.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Asian/Pacific Islander	68.6%	8.1%	2.3%	36.5%	29.1%	4.8%	36.4%	#DIV/0!	14.3%	14.3%	#DIV/0!	#DIV/0!	63.3%	#DIV/0!	#DIV/0!	50.0%	#DIV/0!	#DIV/0!
Black/African American	32.9%	15.2%	#DIV/0!	69.8%	50.5%	#DIV/0!	38.9%	#DIV/0!	#DIV/0!	25.0%	#DIV/0!	#DIV/0!	46.7%	33.3%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Hispanic or Latino	36.5%	12.6%	3.5%	35.3%	44.2%	3.3%	57.4%	6.5%	14.2%	#DIV/0!	#DIV/0!	#DIV/0!	34.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Native Hawaiian/ Pacific Islander	31.9%	15.0%	#DIV/0!	46.0%	45.8%	#DIV/0!	66.7%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	100.0%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Two or more races	29.1%	11.1%	6.3%	35.4%	44.6%	#DIV/0!	44.7%	5.0%	10.0%	#DIV/0!	#DIV/0!	#DIV/0!	36.7%	#DIV/0!	33.3%	#DIV/0!	#DIV/0!	#DIV/0!
<b>Unknown</b>	<b>46.7%</b>	<b>4.5%</b>	<b>7.4%</b>	<b>55.6%</b>	<b>53.5%</b>	<b>#DIV/0!</b>	<b>40.0%</b>	<b>#DIV/0!</b>	<b>16.7%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>11.1%</b>	<b>#DIV/0!</b>	<b>12.5%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
Unknown	46.7%	4.5%	7.4%	55.6%	53.5%	#DIV/0!	40.0%	#DIV/0!	16.7%	#DIV/0!	#DIV/0!	#DIV/0!	11.1%	#DIV/0!	12.5%	#DIV/0!	#DIV/0!	#DIV/0!
<b>White</b>	<b>34.0%</b>	<b>9.1%</b>	<b>3.4%</b>	<b>35.1%</b>	<b>42.7%</b>	<b>2.4%</b>	<b>46.7%</b>	<b>2.0%</b>	<b>11.1%</b>	<b>2.0%</b>	<b>2.2%</b>	<b>#DIV/0!</b>	<b>31.1%</b>	<b>6.0%</b>	<b>3.5%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>
White	34.0%	9.1%	3.4%	35.1%	42.7%	2.4%	46.7%	2.0%	11.1%	2.0%	2.2%	#DIV/0!	31.1%	6.0%	3.5%	#DIV/0!	#DIV/0!	#DIV/0!

# Class 37 and 38 Disaggregated by Gender

Start and Passed 37 & 38																		
	1. Application Received		3. Test Scores PST		4. Polygraph		5. Processing		6. Trooper Cadet/Oral Board Interview		7. Conditional Offer		8. Psychological Exam		9. Medical Exam		10. Referred Hired	
	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start	Sum of Passed	Sum of Start
<b>Female</b>	142	383	95	283	47	94	29	47	23	29	22	23	16	22	16	16	16	16
<b>Male</b>	805	2068	837	1533	397	832	189	398	167	190	163	164	105	163	99	105	97	97
<b>Unknown</b>	61	218	79	91	35	78	16	35	11	15	10	10	7	10	6	7	6	6
<b>Grand Total</b>	<b>1008</b>	<b>2670</b>	<b>1011</b>	<b>1908</b>	<b>479</b>	<b>1004</b>	<b>234</b>	<b>480</b>	<b>201</b>	<b>234</b>	<b>195</b>	<b>197</b>	<b>128</b>	<b>195</b>	<b>121</b>	<b>128</b>	<b>119</b>	<b>119</b>

# Class 37 and 38 Disaggregated by Gender

Average of Total % of Applicants at each step Class 37

	1. Application Received	3. Test Scores PST	4. Polygraph	5. Processing	6. Trooper Cadet/Oral Board Interview	7. Conditional Offer	8. Psychological Exam	9. Medical Exam	10. Referred Hired
<b>Female</b>	13.1%	14.4%	8.2%	8.7%	14.1%	11.9%	11.9%	14.6%	15.2%
<b>Male</b>	77.5%	80.5%	82.4%	81.4%	79.5%	85.1%	85.1%	85.4%	84.8%
<b>Unknown</b>	9.3%	4.9%	9.5%	9.9%	6.4%	3.0%	3.0%	0.0%	0.0%
<b>Grand Total</b>	<b>99.9%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Average of Total % of Applicants at each step Class 38

	1. Application Received	3. Test Scores PST	4. Polygraph	5. Processing	6. Trooper Cadet/Oral Board Interview	7. Conditional Offer	8. Psychological Exam	9. Medical Exam	10. Referred Hired
<b>Female</b>	15.0%	15.2%	10.1%	10.4%	11.5%	11.5%	10.9%	11.3%	12.3%
<b>Male</b>	77.4%	80.2%	83.2%	83.8%	82.1%	82.3%	82.8%	80.0%	79.5%
<b>Unknown</b>	7.5%	4.6%	6.7%	5.8%	6.4%	6.2%	6.3%	8.8%	8.2%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

# % of Passed by Step (Gender)

Class 37 & 38 Average of % Passed By Step									
Row Labels	1. Application Received	3. Test Scores PST	4. Polygraph	5. Processing	6. Trooper Cadet/Oral Board Interview	7. Conditional Offer	8. Psychological Exam	9. Medical Exam	10. Referred Hired
Female	30.1%	32.7%	49.2%	64.8%	78.0%	96.7%	75.9%	100.0%	100.0%
Male	32.9%	53.8%	46.9%	46.8%	88.9%	99.5%	66.2%	94.4%	100.0%
Unknown	28.4%	86.9%	44.9%	45.4%	65.0%	100.0%	43.8%	85.7%	100.0%
<b>Grand Total</b>	<b>26.1%</b>	<b>49.6%</b>	<b>47.0%</b>	<b>52.3%</b>	<b>77.3%</b>	<b>98.7%</b>	<b>61.9%</b>	<b>94.9%</b>	<b>100.0%</b>

# Failed and Dropout Totals by Gender

Class 37 & 38																					
		1. Application Received		3. Test Scores PST		4. Polygraph		5. Processing		6. Trooper Cadet/Oral Board Interview		7. Conditional Offer		8. Psychological Exam		9. Medical Exam		10. Referred Hired		Eligible Referred	
Row Labels	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	Sum of Drop Out	Sum of Failed	
Female	226	15	181	7	2	45	4	14	0	6	0	1	0	6	0	0	0	0	0	0	
Male	1135	128	663	33	18	417	66	143	2	21	0	1	0	58	0	6	0	0	0	2	
Unknown	34	123	10	2	1	42	6	13	0	4	0	0	0	3	0	1	0	0	0	0	
<b>Grand Total</b>	<b>1396</b>	<b>266</b>	<b>855</b>	<b>42</b>	<b>21</b>	<b>504</b>	<b>76</b>	<b>170</b>	<b>2</b>	<b>31</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	

# Failed and Dropout % by Gender

Class 37 & 38																		
	1. Application Received		3. Test Scores PST		4. Polygraph		5. Processing		6. Trooper Cadet/Oral Board Interview		7. Conditional Offer		8. Psychological Exam		9. Medical Exam		10. Referred Hired	
Row Labels	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step	Average of % of Failed by Step	Average of % of Dropout By Step
Female	0.031059	0.667487	0.023755	0.649289	0.491431	0.032258	0.271875	0.080208	0.219697	#DIV/0!	0.066666667	#DIV/0!	0.241071	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Male	0.060565	0.610678	0.019777	0.441907	0.509566	0.021654	0.3049	0.227547	0.102823	0.015625	0.009345794	#DIV/0!	0.338464	#DIV/0!	0.05564	#DIV/0!	#DIV/0!	#DIV/0!
Unknown	0.555682	0.16014	0.040816	0.110544	0.537245	0.027027	0.369281	0.352941	0.35	#DIV/0!	#DIV/0!	#DIV/0!	0.5625	#DIV/0!	0.142857	#DIV/0!	#DIV/0!	#DIV/0!
<b>Grand Total</b>	<b>0.215769</b>	<b>0.553801</b>	<b>0.025576</b>	<b>0.486212</b>	<b>0.512747</b>	<b>0.025648</b>	<b>0.315352</b>	<b>0.19369</b>	<b>0.224173</b>	<b>0.015625</b>	<b>0.038006231</b>	<b>#DIV/0!</b>	<b>0.380679</b>	<b>#DIV/0!</b>	<b>0.084713</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>

# % of Passed Of PST Test Scores w/o Dropout (Class 37 & 38)

% Passed (w/o Dropouts)	
Row Labels	3. Test Scores PST
Female	93.4%
Male	96.9%

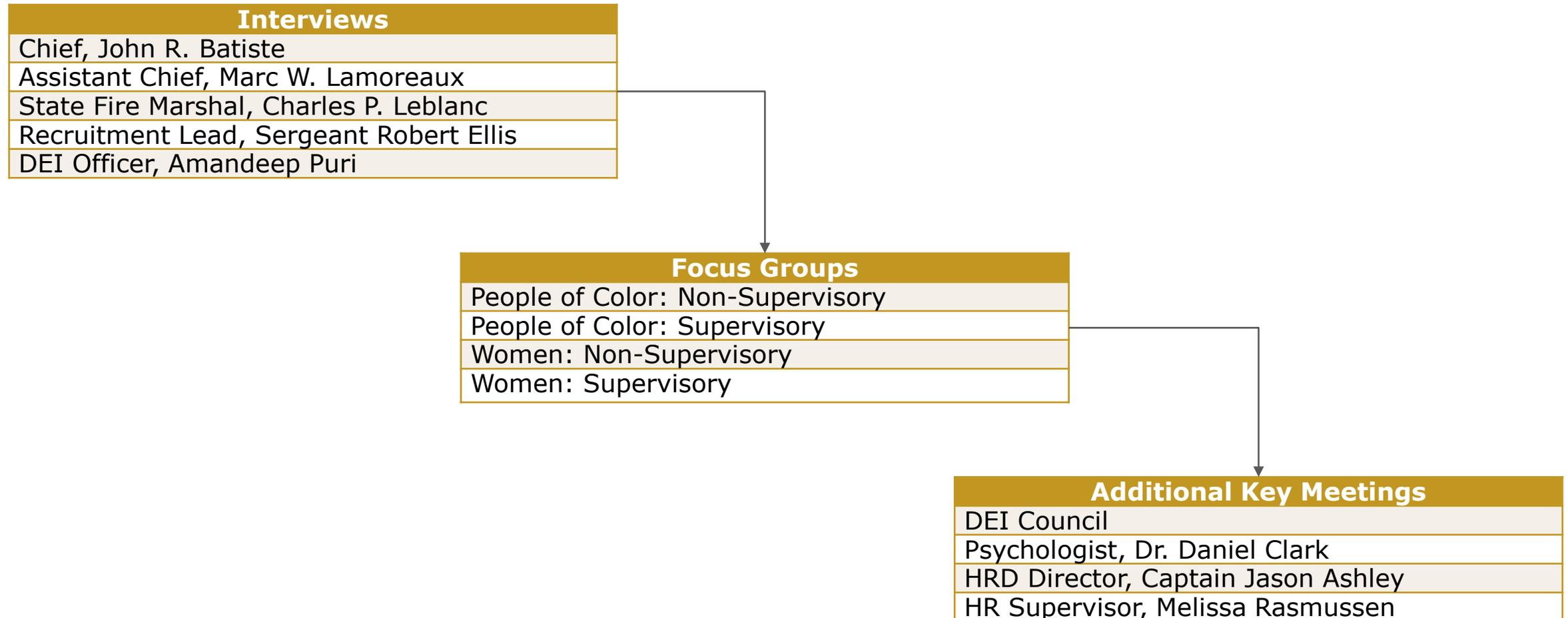
## Average of % Passed By Step ( no Dropout Rate)

Row Labels	3. Test Scores PST
<b>White</b>	<b>97.5%</b>
White	97.5%
<b>Unknown</b>	<b>91.7%</b>
Unknown	91.7%
<b>Underrepresented Race/Ethnic Groups</b>	<b>97.9%</b>
American Indian/ Alaskan Native	100.0%
Asian/Pacific Islander	97.7%
Black/African American	100.0%
Hispanic or Latino	96.9%
Native Hawaiian/ Pacific Islander	100.0%
Two or more races	93.9%

# Appendix B: Data Collection

# Interview and Focus Group List

During the eight week project, the Deloitte team held interviews, focus groups, and separate meetings with the Washington State Patrol stakeholders below to understand the current state of diversity, equity, and inclusion.



# Data Collected: General Workforce Data

The team was supported by the WSP HRD Director, Captain Jason Ashley, to collect the quantitative and qualitative data items requested below.

## Workforce Composition Snapshots

*(i.e., individual-level HRIS data)*

*If possible, the Deloitte team would like 3 snapshots (Fiscal Year End 2018, 2019, and 2020\*) for overall workforce including – at minimum – the following fields:*

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li><input type="checkbox"/> Unique employee identifier</li> <li><input type="checkbox"/> Location / Assigned Jurisdiction</li> <li><input type="checkbox"/> Agency, Unit, Sub-Unit, Function, Department (or applicable organizational coding)</li> <li><input type="checkbox"/> Position Title</li> <li><input type="checkbox"/> Position Classification</li> <li><input type="checkbox"/> Compensation band</li> <li><input type="checkbox"/> Employee Compensation</li> <li><input type="checkbox"/> Organizational Hierarchy - Supervisor/Team Alignment (e.g., names and/or titles of direct manager to which employee reports)</li> <li><input type="checkbox"/> Manager/Supervisory Level</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Performance Rating or any other quantifiable performance data</li> <li><input type="checkbox"/> Gender Identity</li> <li><input type="checkbox"/> Sexual Orientation</li> <li><input type="checkbox"/> Race/Ethnicity</li> <li><input type="checkbox"/> Religious Affiliation</li> <li><input type="checkbox"/> Birth year</li> <li><input type="checkbox"/> Tenure/Years of Service/Hire date</li> <li><input type="checkbox"/> Education</li> <li><input type="checkbox"/> Ability/Disability status</li> <li><input type="checkbox"/> Veteran status</li> <li><input type="checkbox"/> Marital status</li> <li><input type="checkbox"/> Last appointment date</li> <li><input type="checkbox"/> Separation action (including work-related leave of absence)</li> <li><input type="checkbox"/> Separation reason code</li> </ul> |
|---|--|

*Items in red were not available*

## General Organizational Data

- High-level org chart of entire organization
- Documented organizational values
- Documented organizational strategy/strategic priorities
- Internal communications processes/policies

# Data Collected: Talent and Acquisition

The team was supported by the WSP HRD Director, Captain Jason Ashley, to collect the quantitative and qualitative data items requested below.

## Talent Program Strategies, Processes & Practices

Strategy documents, process maps, policy documents, communications, marketing, and/or materials for talent programs, regarding:

- Classification of workforce (civilian, sworn, etc.)
- Structure and rank of workforce (function, level, etc.)
- Sourcing and recruiting (i.e. marketing materials, demographics, etc.)
- Hiring and onboarding (i.e. evaluation process, materials, processes, etc.)
- Performance management and promotion decision-making criteria
- Cultural or leadership competencies
- Compensation practices and strategies
- Succession planning and mobility
- Learning and development programs
- Mentoring and sponsorship programs
- Employee Resource Groups (ERGs) (list of ERGs is acceptable)
- Workplace discrimination policies (affirmative action, sexual harassment, etc.)

## Talent Program Participation Data

*(Usage/participation in current programs)*

- List of employee assistance programs (e.g., maternity leave, flexible work schedules, emergency back-up care, paid leave, unpaid leave, union benefits, etc.) including:
- Program details and qualifications
  - Employee usage of current programs in aggregate from January 2016 to present, including usage by:
    - Gender Identity
    - Race/Ethnicity
    - Birth Year
    - Position / Rank
    - Tenure
    - Other fields (e.g., veteran status, sexual orientation, etc.)

*Items in red were not available*

# Data Collected: Diversity, Equity, and Inclusion

The team was supported by the WSP HRD Director, Captain Jason Ashley, to collect the quantitative and qualitative data items requested below.

## DEI Strategies & Practices

*(High-level documentation or specific materials that offer insight into consideration of DEI factors in the following areas)*

- WSP 2020 Diversity Plan
- DEI team org chart, with distribution of responsibilities
- DEI team high-level spend 2018-2020, and high-level budget 2021
- WSP leadership roster, and any relevant identity characteristics (e.g., race/ethnicity, gender identity, etc.)
- Documentation or strategy documents including DEI mission, vision, definitions, and strategy
- DEI data, dashboards, or reports from the past three years
- DEI programs, trainings, partnerships, videos, communications, and events (including anything available on the employee intranet)
- DEI marketing and communications (e.g., a selection of marketing materials, communications/marketing guidelines)
- DEI-related workplace policies (e.g. affirmative action, attraction and retention of underrepresented groups, etc.)
- Corporate social responsibility, including partnerships, awards, volunteer opportunities, and philanthropy (quantitative giving history, if applicable)

## WSP Past Organizational Assessments

*(Survey data from applicable employee surveys)*

- Raw employee survey results across all individual survey questions
- Unique employee identifiers and corresponding code key
- Data dictionary
- Copy of past and present survey instrument(s)

## WSP Patrol Operations

*(Aggregate data over the last 3 years)*

- Traffic Stop Data by Jurisdiction (include demographics: i.e. race, gender, etc.)
- Arrests by Jurisdiction (include demographics: i.e. race, gender, etc.)
- Title VI Complaints Policy / Process
- Title VI Complaints Data

*Items in red were not available*

# Appendix C: Stakeholder Interview Themes

# Stakeholder Interview Themes

Analysis of the 5 stakeholder interviews revealed key themes impacting DEI at Washington State Patrol

## Findings

## Quotes

1

WSP interviewees all agree there needs to be more DEI training

*"We need to empower our people to not be afraid on uncommon grounds."*

*"Trainings and education, there are a lot of gaps."*

*"I think training on history of the US and systemic issues is so important."*

*"You can't train away DEI issues."*

*"We are for all sorts of training."*

2

Paramilitary organization – traditional, hierarchical structure

*"Don't need to reframe the narrative for traditional law enforcement applicants, but when we do reframe for folks that have not had good interactions with law enforcement make sure its genuine."*

*"The old school idea is that rank has privileges and whoever has the highest rank has the most saying."*

*"I hope we can empower our people to be vulnerable and to show emotions in public."*

*"Maybe we need a retake of our core values – being more diverse, being comfortable working with someone who is not heterosexual. Law enforcement can be a very macho career."*

3

WSP is Representative of Community

*"I would like to see the agency be a lot more diverse."*

*"Every organization should reflect their community but when I look around it is primarily Caucasian male and our chief is doing his best to promote diverse candidates, but I don't know if we are doing that fast enough."*

*"Want to be reflective of the population that we serve, harder for a state agency but we represent all communities and important for all."*

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

*"Trust and transparency and reflect the community – people of color, women. Make the community feel free and safe to engage with us."*

# Stakeholder Interview Themes

Analysis of the 5 stakeholder interviews revealed key themes impacting DEI at Washington State Patrol

## Findings

## Quotes

1

WSP Inclusivity

*"People have strong feelings and we need to help people to see from other perspectives."*

*"DEI messaging has to have the same consistent messaging from leadership down over and over and over again."*

*"Hard when it's still 85% one race and one gender. We have commitment but work to go."*

*"I would say it is inclusive, but it depends on who you talk to."*

*"We are inclusive, but our inclusiveness is limited."*

2

WSP Retention Barriers

*"There is no denying that people have biases, but people need to understand that there is no room for it in the workforce."*

*"You have to help develop people and help them get where they want to go even outside of the org because you build loyalty with them."*

*"Treat people well, people don't do this for the money. Leveraging the mission to the highest extent."*

*"Society's perception of the profession and officers fearing lawsuit."*

3

Public Perception

*"Trust and transparency and reflect the community - people of color, women. Make the community feel free and safe to engage with us."*

*"The public does not understand that we try to terminate bad apples."*

*"We are a very transparent agency, and we are the first to tell the public that we messed up."*

*"We see the worst of society and you are going to get jaded unless you have some sort of outlet to not lose faith in humanity."*

*"I want my troopers to think that if your family was receiving our service, what would you want it to look like."*

# Stakeholder Interview Themes - Recruitment

Analysis of the 5 stakeholder interviews revealed key themes impacting DEI at Washington State Patrol

## Findings

## Quotes

1

Need an outside Marketing Company

*"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."*

*"Need a digital marketing/recruiting company to help us focus on the social media, branding, marketing side of things to allow recruiters to focus on the personal, relationship building interactions."*

*"The recruiting program, needs dedicated individuals to institute change on a much faster timeline."*

*"Troopers are not designed to created marketing material that caters to, appeals to, or interests specific under-served or under-privileged communities."*

2

Concerns with Psychological Evaluation

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

*"Dr. Clark reports directly to the Chief of the Washington State Patrol, and there is seemingly very little oversight into his operations, methods, and practices. This creates an image of disparity and MANY people within the agency have expressed frustration and displeasure with Dr. Clark's office."*

*"The psychologist portion of our hiring process needs a major overhaul. The way in which the test and interview is conducted is outdated."*

*"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."*

*"I think the psychological questions with applicants should have inclusion questions embedded in there."*

*"Information regarding his decision to find someone as not qualified is minimal if at all present and thus it makes our efforts in locating qualified applicants even more difficult."*

*"There are nationally accredited tests that can be done on a computer, input, analyzed and given results, however we still use a test that essentially no other agency uses, that has to be scored by the psychologists assistant, then analyzed by the psychologist in order for him to further interview the applicant."*

*"Dr. Clark fails applicant at a much higher rate than his national counterparts."*

*"The psychologists office has in the past, multiple times, requested that they be given even MORE time to evaluate these psych tests and schedule the oral psych interview, even though this creates a very large financial and time burden to out of state applicants."*

# Stakeholder Interview Themes – Recruitment Cont.

Analysis of the 5 stakeholder interviews revealed key themes impacting DEI at Washington State Patrol

## Findings

## Quotes

3

Limited number of Recruiters

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

*"Makes sense to have more than 1 recruiter working events on the east side of the state, and 2 working on the west side of the state."*

*"We make sure that the people we put in as recruiters represent the people we are trying to recruit."*

*"We need your help to determine if they're working as hard as they should and working the right way to be successful."*

4

"

*"This makes it more difficult for the limited recruiters to reach enough areas of the state consistently."*

*"Focus is historically focused on class recruitment and then move on until the next cycle."*

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

*"Aim is to narrow scope and identify who they want to work with and target and then establish relationships uniquely with them."*

*"Recruiters have been given free reign within reason to pursue recruiting efforts in their localities and home states especially during covid."*

5

Administrative barriers

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

*"It should be up to the HRD Commander or Recruiting Sergeant/Lieutenant to determine what the needs of the recruiting program are."*

*"There is too much bureaucracy in trying to find new avenues to reach potential applicants."*

*"Having to get something cleared through the chain of command in human resources, then to turn having something cleared through the chain of command in government/media relations, then request that something be created such as a LinkedIn account, then waiting for permissions to use said account and make changes to it, is completely stunting the ability of the recruiting program from making quick changes."*

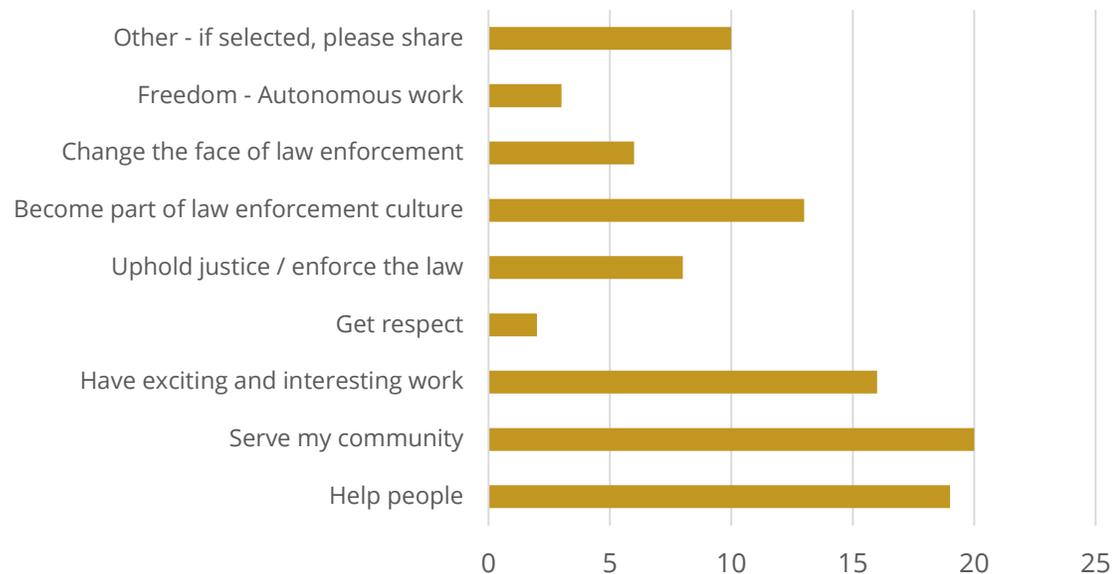
# Appendix D: Focus Group Themes

# Focus Group Results - Recruitment

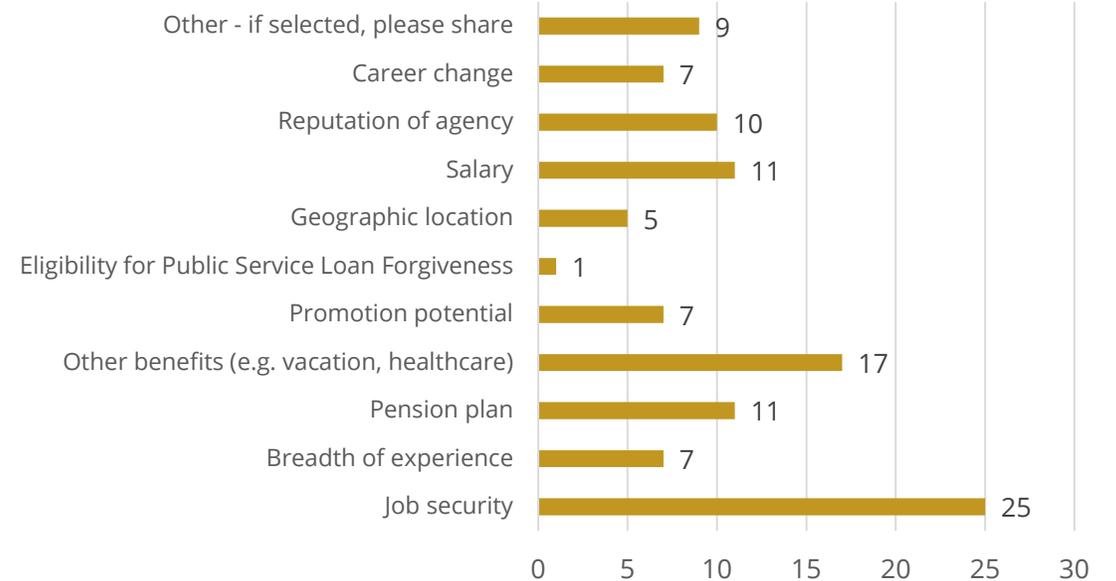
## Key Takeaways

- The top two reasons WSP employees became interested in working for a state patrol agency were to **serve their community** and **help people**.
- The most common "Other" response was **job security** as the reason for interest in the profession and was also the highest factor that influenced their decision to pursue a career in a state patrol agency.
- Although participants report public perception of law enforcement as a barrier for recruitment, **becoming part of law enforcement culture** was the 3rd most popular reason for having interest in working for a state patrol agency.

What made you become interested in working for a state patrol agency, not specifically WSP?  
(Select all that apply)



What factors influenced your decision to pursue a career within a state patrol agency?  
(Select all that apply)

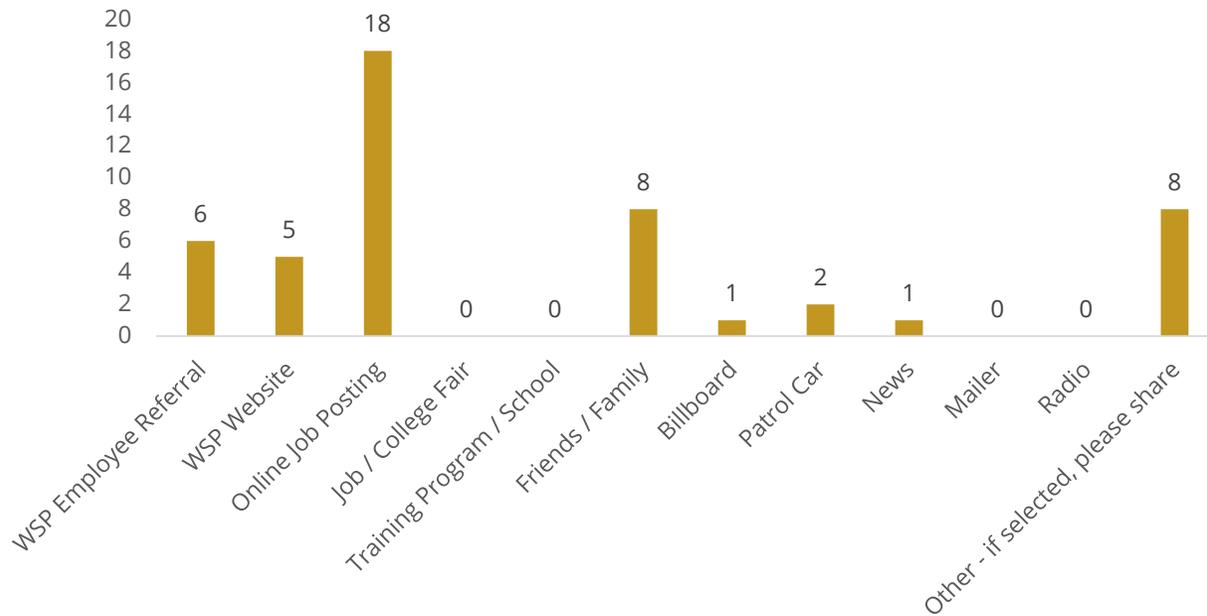


# Focus Group Results - Recruitment

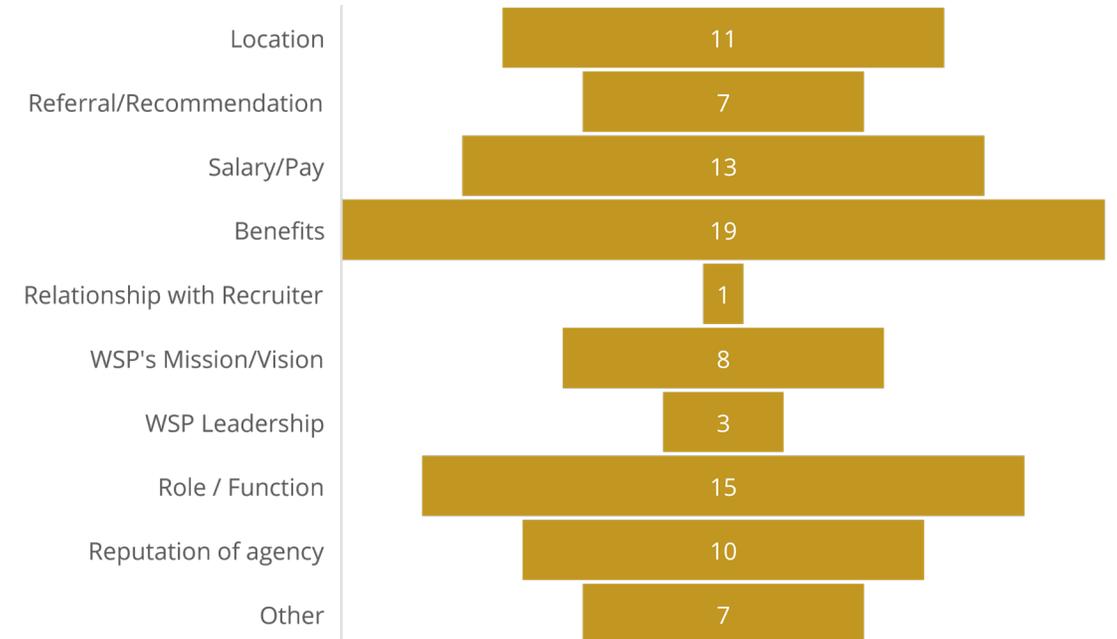
## Key Takeaways

- The top recruitment option for learning about job opportunities at WSP was **online job postings**.
- Only one participant indicated that their **relationship with their recruiter** made them choose WSP as their employer.
- **Benefits and role/function** were the two reasons participants chose to work for WSP.
- While WSP is spending money on mailers, radio ads, job/college fairs, and training programs/schools, no participants indicated this was how they found out about job opportunities at WSP.

How did you learn about job opportunities at WSP? (Select all that apply)



What made you choose WSP as your place of employment? (Select all that apply)

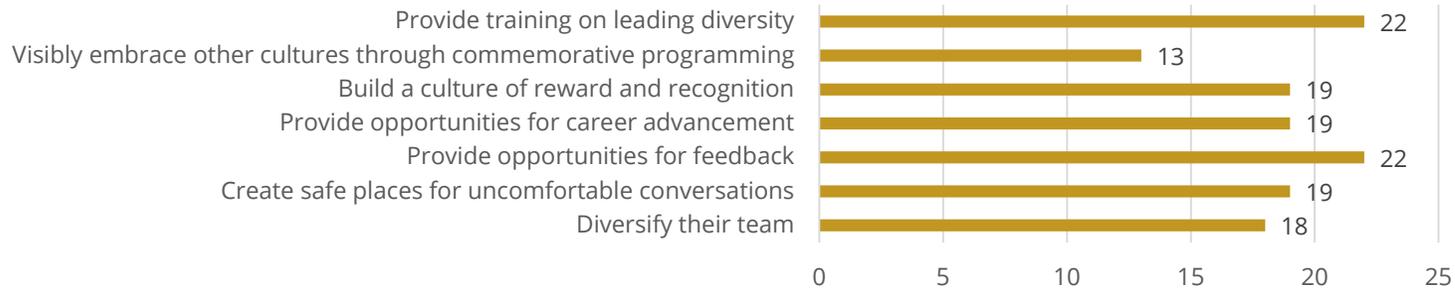


# Focus Group Results - Training

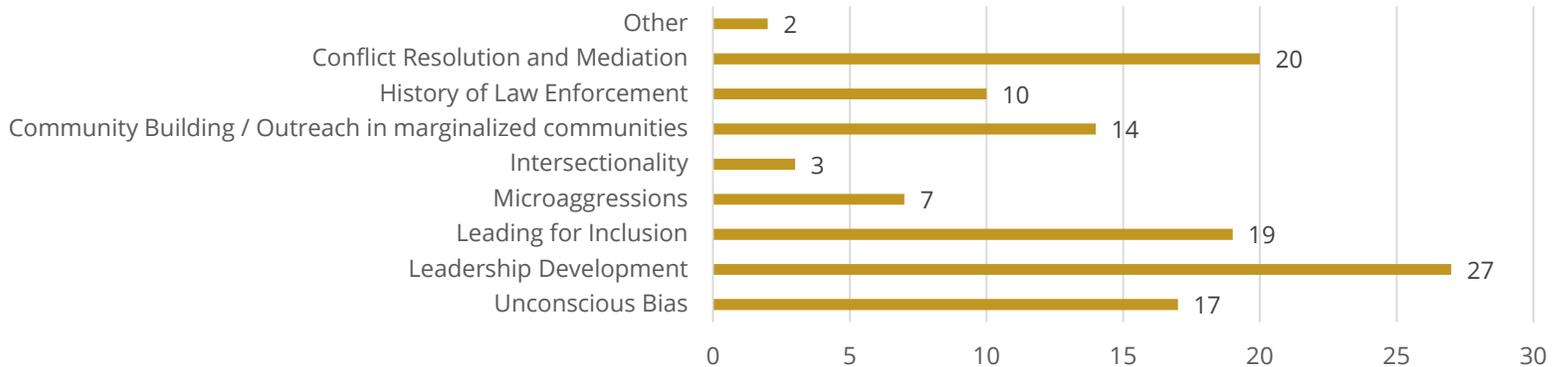
## Key Takeaways

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

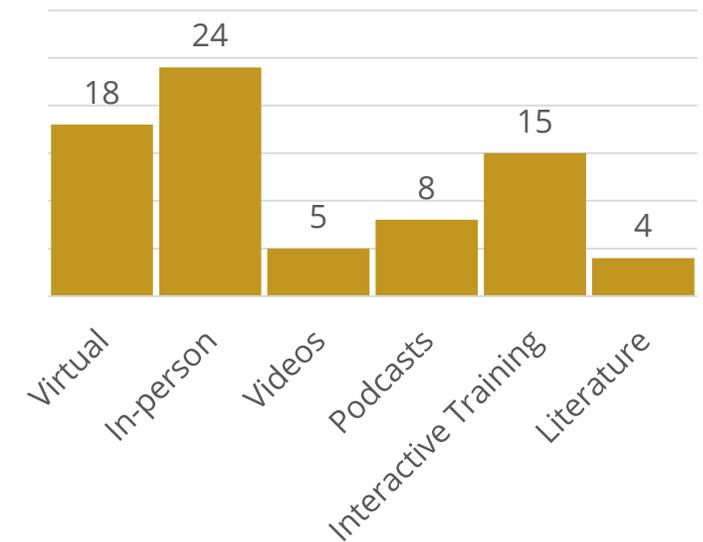
Leaders could improve the inclusive employee experience by:  
(Select all that apply)



What DEI training topics would you be interested in? (Select all that apply)



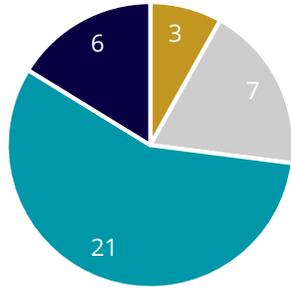
What formats of DEI training would you be interested in?  
(Select all that apply)



# Focus Group Survey Results

Focus group attendees responded to the following two prompts:

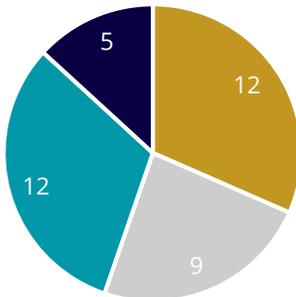
As an organization, WSP is inclusive.



57% of focus group attendees somewhat agree that “As an organization, WSP is inclusive.”

■ Disagree ■ Somewhat Disagree ■ Somewhat Agree ■ Agree

How familiar are you with WSP’s 2020 Diversity Plan?



33% of focus group attendees were unaware of “WSP’s 2020 Diversity Plan.”

■ Unaware ■ Not Familiar ■ Somewhat Familiar ■ Familiar

**Note:** The percent Favorable score represents the percentage of participants who responded “Strongly Agree” or “Agree” to survey items; The percent Neutral score represent the percentage of participants who responded “Neutral” to the survey item; The percent Unfavorable score represents the percentage of participants who responded “Strongly Disagree” or “Disagree” to survey items

# Focus Group Themes: Recruitment Process Challenges

Analysis of the 4 focus group discussions revealed 4 key themes when asked about the recruitment process at WSP

## Findings

## Quotes

1

### Polygraph

*"Very stressful going through background and polygraph."*

*"To be more inclusive, we may want to conduct an assessment on the background and polygraph."*

*"Polygraph isn't needed for civilians (although CVEOs should be required)."*

*"I thought the recruitment experience was very thorough. Part of why I don't believe in the polygraph."*

2

### Long Process

*"Took a VERY long time from job application to interview, etc."*

*"Long process with no feedback on status."*

*"I would say the poly/background is what I have heard issues on. With the amount time to get scheduled and then disqualified after a long interview process."*

*"Not just as the person applying but the person trying to hire people, we don't know what's going on and it takes forever."*

3

### Psychological Evaluation

*"Psych needs to change way of thinking."*

*"Fitness and psych testing need to be highlighted, but willing to change without giving the appearance of lowering a standard."*

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

*"Dr. Clark is a quack and needs to GO."*

*"Psych needs to change to how society is now instead back in the day. You have one person making the call of hire or not hire do to psych evaluation."*

4

### Lack of Communication

*"Very long process - it would be nice if there was more communication throughout the process with the applicant."*

*"The recruitment was a very long process. When you are looking for a job and don't hear from anyone for months. You tend to move on."*

*"It would be nice to know where they are in process w/out having to bother HR."*

# Focus Group Themes: Retention

What could WSP do more of to retain a diverse workforce?

## Findings

## Quotes

1

Pay/Salary

*"Pay! Other agencies are actively reclassifying jobs to get their employees more pay."*

*"Bilingual pay, be a standard pay and not a percentage scale of how often you help the agency."*

*"Money and respect."*

*"Comparable pay to national average."*

2

Promotion

*"Encouragement for those trying to promote."*

*"In the 100-year history of the agency, only nine women have promoted to a captain level which is sad."*

*"(Promotion) most of its really just with the individual being proactive and having a drive to try to get to that spot."*

*"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."*

3

Education/Training

*"Better training."*

*"Educate on determination to always move forward."*

*"The training isn't always necessarily enough."*

*"Better job of enculturation. People join the agency on the civil service side not understanding what it means to work for a paramilitary organization."*

4

Respect

*"Respect, comparable pay, same opportunities, included as an equal!"*

*"Promote a culture of tolerance and acceptance."*

*"Encourage all divisions to interact and know more about what the others do. There is definitely an us versus them mentality and that is between civil service."*

# Focus Group Themes: Recruitment

In the law enforcement profession, what are some barriers to recruiting people of diverse backgrounds?

## Findings

## Quotes

### 1 Public Support & Perception

"The current state of affairs in this country. A minority doesn't want to be a part of law enforcement right now."

"The public only sees the blue uniform. I think it is good for the public to know that half the agency doesn't wear a blue uniform. There are so many opportunities within the agency, and I don't believe we are advertising that enough."

"Perception of the type of people who work for law enforcement."

"Perception of law enforcement and what they represent to sections of the community. The court of public opinion can be harsh."

### 2 Identity Represented

"Most of our recruiters, until very recently, were all white men. Whether or not it is on purpose or not it's definitely biased."

"Fear of being a woman or minority and seeing the WSP as white male dominated."

"Not all ethnicities want to work in law enforcement."

"I've talked to our interviewers and they say we don't get a lot of applications from females."

### 3 Background/Life Experiences

"Fear of past activities or actions keeping you from being considered for a cadet position."

"Things that people have done in the past. Those who had harder lives growing up might have things in their past (drugs, criminal history), and I think they could be great examples."

"Life experiences and decisions in the past affecting current job capabilities."

### 4 Life & Work Balance

"The type of work is not always conducive to family life. Shift work is tough, and it can be a dangerous job, that not everyone is willing to accept."

"Specifically female troopers there is not a lot of interest from females. I've always wanted to do law enforcement since a kid, but it does change your family life or family dreams drastically."

"Family."

"Some of them don't talk to me anymore, because I worked for the patrol and they see that as a betrayal of my race."

### 5 Duties & Responsibilities

"Perceived physical abilities and mental aptitude."

"Job duties that are required." (Ex. carrying a gun, responding to crisis)

"I found a lot of times I don't think people realize they can do the job."

"I think you have to have a somewhat of a Type A or alpha personality."

# Focus Group Themes: WSP Recruitment Barriers

Specifically at WSP, what is impeding efforts to diversify its workforce?

## Findings

## Quotes

1	Traditional/White Males	"The old school mentality."	"Traditional white male views of how things should be."	"Unconscious bias with individuals in positions that can help change."	"Old white men on top."	"As an agency, you need to understand that you have to move forward with things that are going on in society and so forth, you have to continue to evolve you can't live in history."	
2	Pay/Salary	"Pay is a huge factor people just don't apply."	"Pay is getting up there but not as competitive as other LEAs." (Civil Service)	"Salary. Perception of fairness and diversity."	"Pay inequity is a factor."		
3	Diversity Visibility	"Not having equal representation for the hiring decision."	"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."	"Minorities not wanting to work for a bunch of white males, therefore they won't apply."	"Mostly military backgrounds are valued. Which also tends to certain ages and races."	"All you see you go up to the Chief's office and you look at all the walls are White males, and that doesn't portray openness."	
4	Hiring Standards	"Hiring standards may be out of touch with community being served."	"Something that happened in high school years ago does not make a bad employee today."	"Hiring standards are very high (which is great) but limits us."	"Job analysis and essential functions may not fit what society actually wants."	"A lot of our hiring standards are very specific there's no grey area."	"The same psychologist now is the one that I went to 20 years ago, out of our whole hiring process he's the only consistent thing."
5	Public Perception	"Not letting the public know who we are as an agency."	"Current society views that all cops are bad."	"The agency needs to do a better job of getting its message out."	"Potential applicants have preconceived notions of the work environment."	"No one's gonna say anything. I mean I see troopers around on the roads - it's always male I don't see very many women, I see them around the building, of course, and I know quite a few, but my public perception is definitely White male now."	

# Focus Group Themes: Recruitment Process

## Focus group questions

### Prompts

### Top Responses

What words resonated with you from the DEI definitions we shared?

*Fair*

*Experience*

*Inclusion*

*Embrace*

*Access*

If you could name one thing WSP could do to improve its DEI efforts, what would that be?

*Education*

*Team Building*

*Hiring Standards*

*Change Leadership*

*Pay/Salary*

# Appendix E: External WSP Coverage

# Washington State Patrol in the News

The team reviewed news and media around WSP's diversity, equity, and inclusion efforts and challenges.



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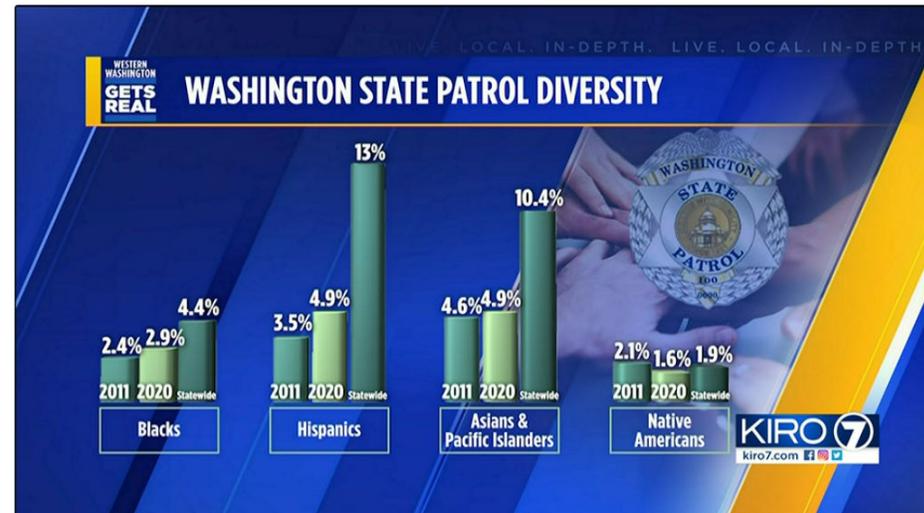
## Abrupt Retirement Of African American Captain Highlights Washington State Patrol's Diversity Issue

### Washington State Patrol chief on minority hires: 'Less than what we'd like'

Records show slight increases in minority hiring over past decade, but the demographics of the Washington State Patrol do not match that of the state.



## Western Washington Gets Real: WSP working to diversify force



## THE INDEPENDENT

COVERING CHEWELAH, STEVENS COUNTY AND NE WASHINGTON SINCE 1903



## Washington State Patrol looking to hire 60 new troopers this year

February 25, 2021 | Brandon Hansen | Featured, Latest, State | 0