

WA State Office of Equity

Proposed Roles & Functions

Purpose: Promote access to equitable opportunities and resources that reduce disparities, including racial and ethnic disparities, and improve outcomes statewide across all sectors of government.

| Role | Functions | Strategies | Future Work for the Task Force (Key partners & areas for exploration) |
|---|---|---|--|
| 1. Guide enterprise-wide efforts through a common vision around equity | 1.1 Establish a universal definition of equity <ul style="list-style-type: none">Equity definitionEquity statementVision statement for the OfficeMission statement for the Office | a) Define equity in a way that relates both inward and outward, allowing everyone to relate it to themselves and their work. b) Get ongoing community guidance on the definition of ‘equity,’ the mission/vision statement, and equity statement. | <ul style="list-style-type: none">Get feedback on draft definition and statements from communities and state agency employees/management.<ul style="list-style-type: none">Community forums, focus groups, listening sessions, surveys, interviewsEmphasize that equity is a journey. How can the future Equity Office engage communities and agencies in an inclusive, transformative journey? |
| 2. Serve as a conduit: <ul style="list-style-type: none">Internal (workforce) – External (community)Intermural (between state institutions) | 2.1 Maintain a feedback loop with communities to ensure statewide efforts are prioritizing community voice and meeting community needs 2.2 Promote meaningful opportunities for community engagement in state government decision-making processes 2.3 Relate enterprise-wide efforts/initiatives to community needs | a) Convene a Community Advisory Board/Steering Committee to inform the Equity Office’s work and policy recommendations b) Examine and recommend strategies to agencies on how to improve community outreach and engagement by those agencies, including advising on policies and practices concerning language access. <ul style="list-style-type: none">Partner directly with the following agencies to develop community outreach strategies: CAAA, CAPAA, CHA, GOIA, Human Rights Commission, Women’s Commission, and other agencies.Identify policy and systems barriers to meaningful engagement (e.g. language access)Make recommendations to eliminate those barriers | <ul style="list-style-type: none">Provide principles and recommend best practices for convening a community boardConsult the Governor’s Poverty Reduction Workgroup:<ul style="list-style-type: none">Creating a Steering Committee / Listening to the experts: stories from people with experience living in poverty (page 7, Oct 2018 Report)Consult communities: How can state government engage communities in meaningful ways to share power in decision-making?Identify the main role and responsibilities for a Community Liaison(s)<ul style="list-style-type: none">How do they work with agencies and commissions?How do they interface with the public and communities? |

| Role | Functions | Strategies | Future Work for the Task Force (Key partners & areas for exploration) |
|------|---|--|--|
| | <p>2.4 Facilitate collaboration between agencies as they step in the same direction</p> <p>2.5 Provide platforms to share promising practices and useful tools</p> <p>2.6 Facilitate systems and policy change by reaching hearts and minds, policies and practices</p> <p>2.7 Identify workforce development needs and collaborate with agencies to develop policies and trainings</p> | <p>c) Establish the Office as a symbolic place of gathering for all state employees and groups doing DEI work.</p> <p>d) Maintain an inventory of DEI efforts within and across agencies.</p> <p>e) Ensure everyone doing related work is talking to each other by providing accessible channels for these groups to connect and share information.</p> <ul style="list-style-type: none">• Convene the Interagency Equity Workgroup, which currently sits with the Governor’s Interagency Council on Health Disparities <p>f) Collaborate with OFM and DES to develop policies, provide technical assistance, and training for agencies on maintaining a diverse, inclusive, and culturally sensitive workforce.</p> <ul style="list-style-type: none">• Link enterprise-wide efforts geared toward developing the state workforce to efforts around community outreach/engagement, so they are mutually dependent and informative.• Work with OFM to do external outreach that could: (1) improve internal messaging around workforce engagement; and (2) inform methods for workforce engagement (e.g. surveys).• Work with DES to identify needs around workforce development and culture change within state systems. | <ul style="list-style-type: none">• Make recommendations on a plan to engage executive-level management at agencies<ul style="list-style-type: none">○ Consult King Co. Office of Equity and Social Justice & other offices○ Best practices in engaging executive-level management? In engaging the workforce?○ What approaches have been effective in balancing technical assistance and accountability?• Survey executive-level management and other staff: What are your current DEI efforts? What are some strengths/accomplishments? Where could you use more guidance, assistance, or tools? What accountability measures would be most effective?• How can the Office work with others to identify common challenges and promising practices?<ul style="list-style-type: none">○ What is appropriate for the Office to do and what could the agencies/ commissions do with more resources of their own?• Focus group: How can the Office identify who is doing DEI-related work at agencies and connect them? What could help guide this work and what types of platform would be best to host them on?• Could membership to the Government Alliance on Race and Equity (GARE) be beneficial for all state agencies?<ul style="list-style-type: none">○ What may be needed in addition to this? |

| Role | Functions | Strategies | Future Work for the Task Force (Key partners & areas for exploration) |
|---|--|---|--|
| | | | <ul style="list-style-type: none">• Should it be a requirement for every agency to designate a DEI Liaison? What would the requirement be (what type of staff; their responsibilities)?<ul style="list-style-type: none">○ Look at Tribal Liaison model○ Ask focus group of agency staff○ Are there benefits and drawbacks to codifying this requirement?• Continue engaging staff at OFM and DES to identify areas of opportunity for future work involving these agencies and the Equity Office.<ul style="list-style-type: none">○ Example: The Equity Office may want to examine the types of data currently collected through employee surveys and recommend further disaggregation or areas of focus. |
| 3. Provide guidance and technical assistance for systems and policy change | <p>3.1 Help agencies identify agency policies, procedures, practices, statutes, rules, and budget decision-making practices that may perpetuate inequities.</p> <p>3.2 Provide guidance on agency equity/DEI plans</p> <p>3.3 Promote decision-making practices that meet community needs and lead to more equitable outcomes</p> | <p>a) Assist government agencies to consider race, ethnicity, gender, and equitable impacts in all aspects of their decision-making including services, programming, policy development, budgeting, staffing, and more.</p> <p>b) Work with GOIA to uphold the significance of government-to-government relations and the expectation for working with sovereign nations</p> <p>c) Guide agencies in defining their objectives and establishing intentional strategies to promote equity and improve outcomes.</p> <ul style="list-style-type: none">• Help link these objectives to performance measures (internal measures for the agency & external measures for the ‘data-verse’) | <ul style="list-style-type: none">• Recommend best practices for engaging sovereign nations through government-to-government relations• Work with Results WA to explore: (1) the possibility/advantages of establishing a new DEI dashboard; and (2) who would host a public dashboard. |

| Role | Functions | Strategies | Future Work for the Task Force (Key partners & areas for exploration) |
|------|-----------|--|---|
| | | <p>d) Tools: Equip agencies with the tools/resources and guidance they need to promote more equitable policies and practices:</p> <ul style="list-style-type: none">• Recommend to agencies best practices for promoting equity in providing services.• Recommend equity assessment tools for agencies to use in the development and evaluation of their agency programs, policies, budgeting, and other decisions.• Provide technical assistance to agencies in implementing best practices, equity assessment tools, and other strategies to eliminate disparities and achieve performance measures. <p>e) Promote an ‘upstream’ approach: Look at root causes and the intersections that exist between systems.</p> <p>f) Caution agencies on the use of ‘evidence-based’ solutions</p> <ul style="list-style-type: none">○ Provide guidance on how to seek community-led solutions through a process that is driven by those most affected | <ul style="list-style-type: none">• Equity tools: Establish principles for the tools that the Equity Office will consider/recommend<ul style="list-style-type: none">○ Look at tools used in Seattle, King County, and beyond for examples○ Look at approaches that already exist at state agencies (e.g. DCYF’s approach) |

| | | | |
|--|---|---|--|
| <p>4. Create/Maintain a ‘data-verse’ that highlights communities’ strengths, aspirations, and needs</p> | <p>4.1 Establish standards for the collection, analysis, and reporting of disaggregated data.</p> <p>4.2 Work with communities to incorporate equitable practices and meaningful measures</p> <p>4.3 Coordinate messages across the enterprise</p> | <p>a) Work with Results WA and agencies to:</p> <ul style="list-style-type: none">• Establish standards for the collection, analysis, and reporting of disaggregated data regarding race and ethnicity, including subracial and subethnic populations as it pertains to tracking population level outcomes;• Create agency-specific performance measures using outcome-based methodology to determine the effectiveness of agency programs and services on reducing disparities; and• Create an online performance dashboard to publish agency performance measures and outcomes.• Convene a group to establish standards• If necessary, use proxy measures first and then build out exact measures. <p>b) Include community perspective to establish measures that resonate with communities and tell a meaningful story.</p> <p>c) Workforce data:</p> <ul style="list-style-type: none">• Work with OFM SHR to identify existing workforce data standards and pinpoint gaps.• Work with OFM SHR on messaging around the prospects/uses for workforce data. Encourage workforce engagement and participation in tools (e.g. surveys). <p>d) Work with agencies to formulate messages (internal and external) around data prospects and workforce engagement:</p> <ul style="list-style-type: none">• Why data is collected• What data will be used for / not be used for• How data can benefit the workforce and communities | <ul style="list-style-type: none">• Consult the following groups to learn about current practices and recommend how the Equity Office can begin its work on establishing data standards:<ul style="list-style-type: none">○ Results WA○ Center for Public Affairs (C4PA) at Dept of Health○ Information Office at DCYF○ Matias V. at King Co. Office of Equity and Social Justice○ Race and Ethnicity Student Data Task Force (RESD Task Force) and OSPI○ Educational Opportunity Gap Oversight and Accountability Committee (EOGOAC) for its past recommendations around disaggregated data• Consult communities and community organizations: How could state government work with communities to establish meaningful performance measures?<ul style="list-style-type: none">○ What does a healthy community look like?○ What does a person need in order to thrive in WA?• Explore the practice of decolonizing data and recommend promising practices for state government |
|--|---|---|--|

| Role | Functions | Strategies | Future Work for the Task Force (Key partners & areas for exploration) |
|-------------------|-----------|------------|--|
| 5. Accountability | | | |
| 6. Enforcement | | | |