



# Strategic Planning Listening Sessions & Organizational Equity Readiness Baseline Assessment

JULY 2021

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# Section I

## Leading with Community

On June 9, Deputy Secretary Amy Scarton of the Washington State Department of Transportation requested the assistance of all senior leadership in disseminating the Washington State Office of Equity's survey. In addition, she provided information on the need and purpose for stakeholder equity listening sessions. These listening session invitations were shared via newsletter, emails, and GovDelivery as well as posted on WSDOT's webpage.

The external equity listening sessions were held:

- 1 - 2:30 p.m., Tuesday, June 29
- 8 - 9:30 a.m., Wednesday, June 30
- 5 - 6:30 p.m., Thursday, July 1

One hundred fifty-seven people registered for the stakeholder equity listening sessions. Although WSDOT had anticipated more individuals would attend the external listening sessions, we collected useful information from the event participants. We will continue to work with our stakeholders to gather additional feedback on improving our diversity, equity, and inclusion efforts.

From the feedback received, WSDOT learned stakeholders would appreciate increased access to:

- Transportation options for individuals with disabilities, including those in rural localities
- Transportation for all individuals, including those in rural localities
- Resources for rural infrastructure
- Decision-makers
- Affordable housing, broadband, and daycare
- Consulting and construction opportunities for marginalized communities
- Opportunities, jobs, a portion of Washington's wealth
- Safer streets for non-drivers
- Services for non-English speakers

Please note, the above is a high-level summary of the information gathered. WSDOT has maintained information from the above meetings and will be reviewing and analyzing the information from the listening sessions as it furthers its DEI efforts.

## Section II

# Centering the Voice of Staff

On June 9, WSDOT's Human Resources DEI Team sent out internal requests to all staff to participate in internal equity listening sessions.

The internal equity listening sessions were held:

- 2 - 3:30 p.m., Wednesday, June 16
- 9:30 - 11 a.m., Wednesday, June 23
- 1 - 2:30 p.m., Wednesday, June 30

Combined, 2,050 people participated in these sessions. Based on feedback, WSDOT learned staff observed the following efforts as evidence of the agency's work toward creating an organizational culture that centers equity and belonging to sustain workplace diversity:

- Creation and presence of statewide Diversity Advisory Groups (DAG)
- Recent activities and events hosted by the DAGs
- Consistent messaging from executive leadership
- Inclusion goal as a part of WSDOT's Strategic Plan, including efforts to support this goal area
- Evolution of recruitment efforts (e.g., unconscious bias training, improved data collection, etc.)
- Listening sessions

In response to the question, "How do you feel working for WSDOT?" we received an overall positive response. These responses included, "welcome, supported, informed, valued, proud, respected and safe." Feedback consistently heard from all three internal listening sessions was a desire for more:

- Mentoring, coaching, and cross-training
- Evaluation and elimination of barriers for positions and career pathways
- Diversity within leadership positions

Please note, the above is a high-level summary of the information gathered. WSDOT has maintained information from the above meetings and will be reviewing and analyzing the information from the listening sessions as it furthers its DEI efforts.

## Section III

# Executive Branch Agency Baseline Assessment

## PART 1: AGENCY INFORMATION

**Agency Name:** Washington State Department of Transportation

**Number of Employees:** Approximately 7,000, with seasonal fluctuations

**Agency Leadership:**

| Title/Role                        | Name         | Email  |
|-----------------------------------|--------------|--|
| Secretary of Transportation       | Roger Millar | <a href="mailto:Roger.Millar@wsdot.wa.gov">Roger.Millar@wsdot.wa.gov</a> |
| Deputy Secretary                  | Amy Scarton  | <a href="mailto:Amy.Scarton@wsdot.wa.gov">Amy.Scarton@wsdot.wa.gov</a>   |
| Equity Primary Point of Contact   | Earl Key     | <a href="mailto:Earl.Key@wsdot.wa.gov">Earl.Key@wsdot.wa.gov</a>         |
| Equity Secondary Point of Contact | Jeff Pelton  | <a href="mailto:Jeff.Pelton@wsdot.wa.gov">Jeff.Pelton@wsdot.wa.gov</a>   |

## PART 2: CAPACITY & REPRESENTATION

**Diversity Executive & Professionals with Certifications:**

|                                  |   |  |
|----------------------------------|---|--|
| Certified Diversity Executive    | Jackie Bayne, certified                                 | <a href="mailto:Jackie.Bayne@wsdot.wa.gov">Jackie.Bayne@wsdot.wa.gov</a>         |
| Certified Diversity Executive    | Earl Key, enrolled scheduled to complete 9/2021         | <a href="mailto:Earl.Key@wsdot.wa.gov">Earl.Key@wsdot.wa.gov</a>                 |
| Certified Diversity Professional | Alberto Valentin, enrolled scheduled to complete 9/2021 | <a href="mailto:Alberto.Valentin@wsdot.wa.gov">Alberto.Valentin@wsdot.wa.gov</a> |
| Certified Diversity Executive    | Jeff Pelton, enrolled scheduled to complete 12/2021     | <a href="mailto:Jeff.Pelton@wsdot.wa.gov">Jeff.Pelton@wsdot.wa.gov</a>           |
| Certified Diversity Professional | Alvina Mao, enrolled scheduled to complete 12/2021      | <a href="mailto:Alvina.Mao@wsdot.wa.gov">Alvina.Mao@wsdot.wa.gov</a>             |

**Representatives from Business Resource Groups:**

| Business Resource Group (EO-21-01) & Organizations | Number of Representatives* |
|--|----------------------------|
| Blacks United In Leadership & Diversity (BUILD)    | 15                         |
| Disability & Inclusion Network (DIN)               | 1                          |
| Latino Leadership Network (LLN)                    | 0**                        |
| Rainbow Alliance & Inclusion Network (RAIN)        | 5                          |
| Veteran's Employee Resource Group (VERG)           | 2                          |

| Business Resource Group (EO-21-01) & Organizations       | Number of Representatives* |
|--|----------------------------|
| Washington's Immigrant Network                           | 1                          |
| Interagency Committee of State Employed Women (EO 16-04) | 3                          |
| Washington State DEI Council Representatives             | 1                          |

\*For confidentiality reasons, the name and contact information for these individuals was not provided.

\*\* WSDOT is currently unable to determine membership in the LLN.

## PART 3: ASSESSING COMPLIANCE

### Part 3a: Related Executive Orders, Directives, and Memorandums

| Executive Orders, Directives and Memorandum   | Agency Expectation/Requirement   | Compliance Y/N |
|---|--|----------------|
| <a href="#">EO 12-02</a> Workforce Diversity and Inclusion  | <p>Designate a staff member to oversee and implement workforce diversity strategies;</p> <p>Maintain current policies on diversity, inclusion, and equal opportunity, which include supervisors' and employees' specific responsibilities for promoting diversity, inclusion, and equal employment opportunity;</p> <p>Deliver training to supervisors and employees on diversity, inclusion, and equal employment opportunity, including the competencies necessary to provide culturally responsive services;</p> <p>Develop and implement diversity recruitment, hiring, development, and retention strategies, including strategies to build a diverse cadre of mid and senior level managers; and</p> <p>Submit reports on the effectiveness of workforce diversity strategies in accordance with requirements outlined by the Office of the State HR Director.</p> | Yes            |
| <a href="#">EO 13-02</a> Improving Employment Opportunities and Outcomes for People with Disabilities in State Employment | <p>Employment: Each organization shall develop an annual employment plan to address under-representation of people with disabilities, and report progress as prescribed by the Office of Financial Management.</p> <p>Coordination: Designate a staff person or persons to serve as disability employment coordinator. The coordinator will be responsible for overseeing the development, implementation, monitoring, and evaluation of effective strategies to attract, engage, and advance people with disabilities.</p> <p>Supported Employment: Each organization shall utilize and participate in the state's supported employment program in accordance with standards established by the Office of Financial Management.</p>   | Yes            |

| Executive Orders, Directives and Memorandum   | Agency Expectation/Requirement   | Compliance Y/N |
|---|--|----------------|
| <p><a href="#">EO 16-04</a> Reaffirming the Interagency Committee of State Employed Women</p>   | <p>Each state department or agency shall provide appropriate and reasonable resources to the Committee as needed in order that the Committee may carry out the purposes of this Executive Order. Appropriate and reasonable resources shall include but not be limited to designating at least one person to serve on the Committee as its representative; granting that representative reasonable accommodation to attend Committee meetings and events; and providing, as necessary and available, office supplies, distribution capabilities, and meeting facilities for Committee work.</p> <p>Membership shall consist of a diverse group of state department and agency representatives with a maximum number of 60 members. Agencies shall have one representative for every 2,000 employees and have the authority to appoint an alternate representative. Leadership of the agency shall appoint its member(s).</p> <p>Persons appointed to serve on the Committee shall serve two year terms, except in the case of a vacancy in which event appointment shall be for the remainder of the unexpired term for which the vacancy occurs. Committee bylaws shall be developed to address removal of members.</p> <p>The reasonable expenses incurred by a person designated by a department or agency as its representative to the Committee shall be borne by that representative's employing department or agency.</p> | <p>Yes</p>     |
| <p><a href="#">EO 16-05</a> Building Safe and Strong Communities through Successful Reentry</p> | <p>WHEREAS, further actions by state agencies to support successful reentry into the workforce following incarceration will bolster Washington's reputation as an ideal place to do business by bolstering qualified applicant pools and improving the likelihood that an employer will identify committed and prepared candidates for its workforce. NOW THEREFORE, I, Jay Inslee, Governor of the state of Washington, direct Washington State agencies to implement further hiring policies intended to encourage full workforce participation of motivated and qualified persons with criminal histories in order to improve public safety by reducing recidivism and help repair and rebuild families and communities impacted by incarceration.</p>  | <p>Yes</p>     |

| Executive Orders, Directives and Memorandum                        | Agency Expectation/Requirement  | Compliance Y/N |
|--|---|----------------|
| <p><a href="#">EO 16-07</a> Building a Modern Work Environment</p> | <p>Enable a mobile workforce: Each executive cabinet-level agency and small cabinet agency shall encourage mobility by adopting technology and policies that support a culture of it's what you do, not where you do it. Agencies must maintain a written policy(s) supporting mobility, including telework and flexible work hours, while maintaining or improving business operations and customer service. The policy, at a minimum, shall define specific suitability criteria and agency participation targets. Policies shall be submitted to OFM State Human Resources (State HR) by July 1, 2017.</p> <p>Create a modern work environment: Agencies shall provide a workplace and tools that support the work being performed and the customers being served, in a cost-effective and space-efficient way that promotes flexibility, collaboration, and productivity. The state's workplaces shall be planned for, designed, and maintained with consideration for each agency's desired culture, its written mobility policies, and other workplace strategies. Workplace decisions must take into consideration how space will be used</p> <p>Measure implementation of modern workplace strategies across state government. • Together, state agencies shall increase participation in telework from 8.8 percent in 2015 to 9 percent in 2017, and for flexible work hours from 21.2 percent in 2014 to 40 percent in 2017, using biennial Commute Trip Reduction (CTR) survey data as an indicator to measure progress toward these goals. For purposes of these targets, telework includes 3 employees who regularly telework at least 1 to 2 days/month, and flexible work hours includes employees who regularly work compressed workweek schedules. i. The Washington State Department of Transportation will provide biennial CTR data on state agency employee participation rates to State HR ii. By January 1, 2017, telework, flexible work hours, and user duty station data should be added to the state's Human Resource Management System (HRMS) by agencies to provide more comprehensive and accurate data on position suitability and employee participation rates. Agencies shall update data as needed. iii. After January 1, 2017, the Workplace Strategy Council shall set new telework and flexible work hours participation targets using baseline data from HRMS.</p> <p>Agencies shall work with OFM to establish agency-specific facilities goals, documented in the state's 2017-2023 Six-Year Facilities Plan, and updated every two years thereafter. • Agencies shall report regularly to OFM on the status of incorporating the concepts of this Executive Order into their culture in their agency Human Resource Management report. • Agency leadership shall ensure the implementation of this EO and provide a letter (template will be provided by the Workplace Strategy Council) to OFM by January 1, 2017, and every year thereafter that certifies that the agency has: i. reviewed and updated its policies to reflect this culture change; ii. set telework and flexible work hours participation targets; iii. provided training to its employees and supervisors to aid in this culture change; and iv. actively worked toward creating a modern work environment.</p> | <p>Yes</p>     |



| Executive Orders, Directives and Memorandum  | Agency Expectation/Requirement  | Compliance Y/N |
|--|---|----------------|
| <p><a href="#">EO 17-01</a> Reaffirming Washington's Commitment to Tolerance, Diversity, and Inclusiveness</p> | <p>The state of Washington shall remain a welcoming jurisdiction that embraces diversity with compassion and tolerance and recognizes the value of immigrants;</p> <p>Executive and small cabinet agencies shall continue to provide assistance and services to Washingtonians, regardless of citizenship or legal status, to the extent allowed by law;</p> <p>No executive or small cabinet agency may discriminate against a person based on the person's national origin in violation of RCW 49.60.030;</p> <p>No executive or small cabinet agency may condition provision of services or benefits upon a resident's immigration status, except as required by international, federal or state law;</p> <p>Executive and small cabinet agencies shall ensure their policies comply with Executive Order 16-01, Privacy Protection and Transparency in State Government, and that information collected from clients is limited to that necessary to perform agency duties. Policies must ensure that information regarding a person's immigration or citizenship status or place of birth shall not be collected, except as required by federal or state law or state agency policy;</p> <p>No executive or small cabinet agency may inquire into, or request specific documents, in order to ascertain a person's immigration status for the sole purpose of identifying if a person has complied with federal civil immigration laws, including passports, alien registration, or work permits, except as required by federal or state law;</p> <p>No executive or small cabinet agency may use agency or department monies, facilities, property, equipment, or personnel to enforce, or assist in the enforcement or creation of any federal program requiring registration of individuals on the basis of religious affiliation, except as required by federal or state law;</p> <p>No executive or small cabinet agency may use agency or department monies, facilities, property, equipment, or personnel for the purpose of targeting or apprehending persons for violation of federal civil immigration laws, except as required by federal or state law or otherwise authorized by the Governor; and</p> <p>The Washington State Patrol or Department of Corrections, or other executive or small cabinet agency with arrest powers, will act consistently with current federal law and shall not arrest solely for violation of federal civil immigration laws, except as otherwise required by federal or state law or authorized by the Governor. Specifically, no agency may enter into any agreements with the federal government authorizing such authority under the Immigration and Nationality Act (8 USC §1357).</p> | <p>Yes</p>     |

| Executive Orders, Directives and Memorandum  | Agency Expectation/Requirement  | Compliance Y/N |
|--|---|----------------|
| <p><a href="#">EO 19-01</a> Veteran and Military Family Transition and Readiness Support</p> | <p>Each executive cabinet agency shall develop annual plans to increase the employment representation of veterans and military spouses respectively. At a minimum, plans will include: utilizing WorkSource job posting, candidate search, applicant matching, and other related veteran and military spouse employer services; (2) creating bridge employment opportunities such as temporary, seasonal, internship, and job shadow assignments; (3) allowing remote and flexible work arrangements; and (4) identifying and actively promoting jobs that are both relevant to veteran and military spouse skills and experience, and conducive to transition and change of duty station.</p> <p>Agencies will report progress and future plans as prescribed by OFM to include: (1) the number of veterans hired during the prior year; (2) the number of bridge employment opportunities created during the prior year that resulted in full-time employment for veterans and military spouses; (3) an effectiveness/impact assessment of veteran and military spouse programs, policies, and activities; and ( 4) the number of all anticipated hires for the current year. OFM will collaborate with DES, ESD, DVA, and other public and private partners to identify and develop resources to assist agency human resource staff and hiring managers. OFM will also collaborate with DES, ESD, and DVA to identify, develop, and pilot strategies for measuring military spouse employment in state government.</p> <p>Equal Employment Opportunity. Agencies shall review job postings and applicant screening and selection tools to ensure they do not exclude transferrable military and military spouse employment skills and experience. Agencies shall not eliminate military spouses from consideration due to employment gaps, varied occupation history that resulted from military moves, or other military affiliation.</p> <p>State Employee Resource Groups. OFM will convene and support a cross-agency employee-led resource group or groups to promote recruitment, retention, and development of veterans and military spouses in state government. DVA will provide executive sponsorship for the group or groups. Executive cabinet agencies will support employee participation in the group or groups and approved initiatives. Agencies are encouraged to sponsor agency-level resource groups, and either include military spouses in their veteran groups or create separate military spouse groups.</p> | <p>Yes</p>     |

| Executive Orders, Directives and Memorandum   | Agency Expectation/Requirement   | Compliance Y/N |
|---|--|----------------|
| <p><a href="#">EO 21-01</a> Affirming Washington State Business Resource Groups</p>   | <p>Each executive cabinet or small cabinet agency shall provide appropriate and reasonable resources to BRGs so that the groups may carry out the purposes of this order. This includes reasonable accommodations for employees with disabilities to attend meetings and events during work time, and as necessary and available, office supplies, distribution capabilities, meeting spaces and facilities, reasonable storage space for promotional materials, and teleconferencing technologies for the BRGs' work. Participation in BRGs is open to all current state employees. To ensure effective and efficient operations of all BRGs and to provide the best possible work environment, agencies will inform new employees about BRGs, and shall discuss work expectations and reasonable access for those who are interested in participating. Participation in BRGs is work-related and agencies should support reasonable requests from employees to participate. Agencies are encouraged to be proactively inclusive by planning, approving and providing reasonable accommodations for their employees with disabilities to participate in BRGs.</p> | <p>Yes</p>     |
| <p><a href="#">Directive 16-11</a> LGBTQ Inclusion and Safe Places Initiative</p>   | <p>Safe Place WA. The Seattle Police Department recently created a "Safe Place" program, in which local businesses and organizations can signal to the public that they serve as locations for members of the LGBTQ community to find safe and secure spaces to request and wait for police assistance. Businesses and organizations throughout Seattle, including Starbucks and Seattle Public Schools, are participating in this program. I believe that our public-facing state offices should also be safe places where people can connect with emergency and related support services. Consequently, I am also asking my Policy Office and OFM to work with agencies and the new employee resource group to develop a similar state program.</p>  | <p>Yes</p>     |
| <p><a href="#">State HR Directive 20-02</a><br/>The directive requires state organizations to develop or update their workforce diversity plans</p> | <p>Update or create workforce diversity, equity and inclusion policies and procedures. Organizations unsure how to begin these efforts are encouraged to review Executive Order 12-02 on Workforce Diversity and Inclusion, and reach out to State HR for support. 2.Train all recruitment staff on recognizing and mitigating implicit bias. 3.Develop and implement simple written standards for diversity data review. 4.Include agency and institutional executive leaders in the diversity data review. 5.Discuss opportunities to develop collaborative relationships between agencies and Washington state higher education institutions 6.Review diversity details of your past, completed certified candidate pools or lists of interviewees.</p>   | <p>Yes</p>     |

| Executive Orders, Directives and Memorandum  | Agency Expectation/Requirement   | Compliance Y/N |
|--|--|----------------|
| <a href="#">State HR Directive 20-03</a><br>The directive requires state organizations to develop or update certain workforce policies | Every agency must establish policies in the following areas by November 1, 2020. • Diversity, equity and inclusion • Respectful work environment • Anti-discrimination, harassment, and sexual harassment • Reasonable accommodation   | Yes            |
| <a href="#">2018 Inclusive and Respectful Work Environment Governor's Memorandum</a>   | 1. Identify a DEI liaison. 2. Review your agency's diversity, equity and inclusion policies to identify strengths and gaps. 3. Identify your agency's current policy/process to track compliance for required training. 4 Review your agency's process for handling personnel investigations. 5. Review the past three years of your agency's formal and informal reporting. | Yes            |

### Part 3b: State Human Resources Compliance

On August 14, 2020, WSDOT's Human Resources & Safety Division submitted its Workforce Diversity Plan to State HR.

Per State HR Directive 20-03, the following are the dates WSDOT implemented the model policies:

- July 2021, Diversity, Equity, and Inclusion
- January 2020, Respectful Work Environment
- March 2020, Anti-Discrimination, Harassment, and Sexual Harassment
- January 2020, Reasonable Accommodation

On October 29, 2020, WSDOT submitted the HR Management Report to State HR.

## PART 4: DEMOGRAPHIC DATA BASELINE

On April 8, 2021, employees were made aware of their opportunity to voluntarily self-disclose demographic information on the Employee Affirmative Action and Demographic Data.

### Minority, Small, Veteran & Women's Business Enterprise Utilization

State Fiscal Year 2020<sup>1</sup>

| Business Type                                    | Percentage | Dollars    |
|--|------------|------------|
| Combination Business Enterprise                  | 0.01%      | \$156,872  |
| Minority Owned Business Enterprise               | 4.48%      | 66,149,029 |
| Minority Women Owned Business Enterprise         | 0.79%      | 11,625,430 |
| Socially & Economically Disadvantaged Businesses | 0.10%      | 1,497,232  |
| Women Owned Business Enterprises                 | 2.02%      | 29,837,784 |
| Veteran Owned Businesses                         | 0.04       | 606,370    |
| Small Business                                   | 2.88%      | 42,579,973 |

In response to the disparity ratios and low levels of participation on state-funded projects, WSDOT has implemented the [State-Funded Contracts Diversity Roadmap](#).

<sup>1</sup> WSDOT separately tracks its construction and consulting opportunities to monitor progress of diverse business initiatives.

## Demographic Representations at All Levels:

Annually, WSDOT conducts a comprehensive [Internal Equal Employment Opportunity Report](#). This report requires a comprehensive demographic analysis (availability versus utilization) of employees at all levels of the organization. This report does not contain information on all marginalized communities, as this information wasn't captured until April 2021, as noted above. This report provides a general understanding of efforts the agency can undertake in the near future to enhance our DEI efforts. Future reports will be more comprehensive, with additional protected classes included.

Following are some charts from the previously mentioned report that illustrates a high-level demographic representation of WSDOT, with the information we currently have available:

| Agency Employee Profile |   |                               |                               |                        |
|-------------------------|---|-------------------------------|-------------------------------|------------------------|
| <b>Black</b>            | <b>Native American/<br/>Alaska Native</b> | <b>Asian/Pacific Islander</b> | <b>Hispanic/Latino</b>        | <b>Total Minority</b>  |
| 2%                      | 1%  | 5%                            | 2%                            | 10%                    |
| <b>Female</b>           | <b>Vietnam Era Veteran</b>                | <b>Disabled Veteran</b>       | <b>Person with Disability</b> | <b>Age 40 and Over</b> |
| 26%                     | 1%  | 0%                            | 3%                            | 69%                    |

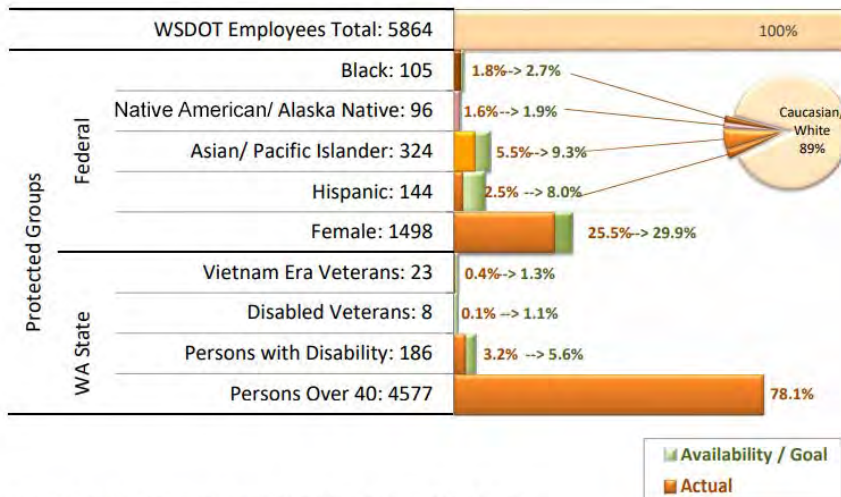
Percentages reflect permanent Merit System 1 employees (>50%) and all active WSF Merit System 5 employees.

Source: State HR Date Warehouse for June 2020.

| Senior Management Profile |                |             |               |              |                 |              |                                    |  |                 |
|---------------------------|----------------|-------------|---------------|--------------|-----------------|--------------|------------------------------------|--|-----------------|
| <b>Total Senior Staff</b> | <b>Over 40</b> | <b>Male</b> | <b>Female</b> | <b>White</b> | <b>Hispanic</b> | <b>Black</b> | <b>Asian/<br/>Pacific Islander</b> | <b>Native American/<br/>Alaskan Native</b> | <b>Disabled</b> |
| 44                        | 43             | 31          | 13            | 40           | 0               | 3            | 0                                  | 1  | 1               |
|                           | 98%            | 70%         | 30%           | 91%          | 0%              | 7%           | 0%                                 | 2%   | 2%              |

Source for Senior Staff List: Agency Org Chart dated 08/2020, see Appendix A

**WSDOT Workforce Utilization  
as of June 30, 2020**



\*The chart at left notes 5,864 employees which differs from the approximation reported in Section III Part 1. This variance in staffing levels is presumably due to seasonal fluctuations, and vacancies that went unfilled during the enterprise-wide hiring freeze.

For further information, please visit the [Internal Equal Employment Opportunity Report](#).

For information on WSDOT's employee engagement, please visit [WSDOT's 2020 Employee Engagement Survey Results](#).

Source: DOP Data Warehouse snapshot of WSDOT workforce utilization as of June 30, 2019  
Included are all full-time permanent employees.

Please see the below 2020 Baseline DEI Employee Engagement Information:

| Question  | Black | Latino | Asian | Native American | White | LGBTQ+ | Disability | Veteran | Male | Female |
|---|-------|--------|-------|-----------------|-------|--------|------------|---------|------|--------|
| My agency supports a diverse workforce.   | 4.22  | 3.72   | 4.26  | 4.13            | 4.28  | 4.01   | 4.09       | 4.33    | 4.25 | 4.23   |
| At my job, I have the opportunity to make good use of my skills.  | 4.1   | 3.99   | 4.17  | 4.17            | 4.09  | 4.02   | 3.85       | 4.05    | 4.01 | 4.15   |
| I have the opportunity to give input on decisions affecting my work.  | 4.03  | 3.62   | 3.88  | 4.08            | 3.9   | 3.81   | 3.59       | 3.82    | 3.87 | 3.92   |
| A spirit of cooperation and teamwork exists in my work group.   | 4.26  | 3.85   | 4.07  | 3.92            | 4.11  | 4.16   | 3.78       | 3.96    | 4.05 | 4.16   |
| I am encouraged to come up with better ways of doing things.  | 3.84  | 3.66   | 3.91  | 3.62            | 3.78  | 3.74   | 3.51       | 3.73    | 3.72 | 3.87   |
| At my workplace, I feel valued for who I am as a person.  | 4.21  | 3.79   | 4.04  | 3.87            | 3.96  | 3.92   | 3.51       | 3.87    | 4.52 | 4.58   |
| My agency sets the expectation for inclusion by embedding it in everyday interactions. (2020 Rotating Question) | 3.81  | 3.46   | 3.74  | 3.53            | 3.68  | 3.64   | 3.4        | 3.65    | 3.61 | 3.77   |
| I have opportunities at work to learn and grow.   | 4.26  | 3.8    | 4.01  | 4               | 3.86  | 3.95   | 3.58       | 3.8     | 3.83 | 3.93   |
| My supervisor treats me with dignity and respect.   | 4.64  | 4.34   | 4.61  | 4.64            | 4.55  | 4.53   | 4.32       | 4.46    | 4.52 | 4.58   |
| I receive recognition for a job well done.  | 3.93  | 3.52   | 3.86  | 3.69            | 3.71  | 3.83   | 3.3        | 3.64    | 3.63 | 3.83   |
| My agency helps me navigate change.   | 4     | 3.73   | 3.93  | 3.89            | 3.79  | 3.78   | 3.52       | 3.73    | 3.7  | 3.94   |
| I would recommend my agency as a great place to work.   | 4.19  | 4.04   | 4.21  | 4.26            | 4.06  | 3.97   | 3.78       | 4.01    | 3.98 | 4.18   |
| In general, I'm satisfied with my job.  | 4.23  | 4.1    | 4.17  | 4.35            | 4.11  | 3.94   | 3.83       | 4.1     | 4.18 | 4.07   |

|           |      |      |      |      |      |      |      |      |      |      |
|-----------|------|------|------|------|------|------|------|------|------|------|
| Diversity | 4.16 | 3.86 | 4.22 | 4.15 | 4.19 | 4.02 | 3.97 | 4.19 | 4.13 | 4.19 |
| Equity    | 4.21 | 3.85 | 4.10 | 4.06 | 3.98 | 4.02 | 3.68 | 3.91 | 3.92 | 4.07 |
| Inclusion | 4.03 | 3.68 | 3.93 | 3.80 | 3.89 | 3.85 | 3.56 | 3.81 | 3.95 | 4.06 |

Employee job satisfaction is evaluated on a scale of one to five via an annual engagement survey (with one being low and five being high). Responses related to DEI are broken down by demographic categories.

In the chart above, all of the green boxes illustrate where WSDOT is below its own average or the state's average. For the green items, and others determined to be needing improvement, WSDOT will develop strategies, measurements, and monitoring mechanisms.

WSDOT does not use an Equity, Diversity, Inclusion, Respect (EDIR) Index, or a variation of an EDIR Index. During the next state fiscal year, WSDOT will consult with the Office of Equity to develop and implement EDIR indices for the upcoming employee engagement efforts.

WSDOT's strategic plan currently has three goal areas – Inclusion, Practical Solutions, and Workforce Development. Through the Inclusion and Workforce Development strategies, we have implemented resolution mechanisms for the following questions:

- I have the opportunity to give input on decisions affecting my work.
- My agency consistently demonstrates support for a diverse workforce.
- At my workplace, I feel valued for who I am as a person.
- I take initiative to incorporate other's opinions into my work.
- My thoughts and opinions matter at work.
- I am comfortable seeking perspectives from people who are different from me.
- People I work with treat others with dignity and respect.



## PART 5: ORGANIZATIONAL READINESS ASSESSMENT

This Organizational Readiness Assessment will help:

- Develop the state's five-year equity plan
- The state develop language-access requirements
- Remove barriers to accessing state services
- Decrease inequities across state government
- WSDOT develop its Diversity, Equity & Inclusion plans
- Promote systemic and cultural changes by introducing best practices and change management to agencies
- Design an online performance dashboard that measures state agencies' progress toward equity goals

Additionally, this assessment will also assist WSDOT by providing the data and analysis necessary to establish its own DEI Plan.

### Part 5a: Common Language

WSDOT recently published an executive order on becoming an anti-racist organization and developing a DEI workplan. This executive order references the defined terms developed by the [Office of Financial Management Diversity, Equity, and Inclusion Committee](#). WSDOT will work to infuse this terminology into becoming a multi-cultural and anti-racist culture.

### Part 5b: Why an Organization Readiness Assessment?

Before WSDOT could begin the work of creating a comprehensive DEI Plan, we need to perform an analysis to determine what the data, both qualitative and quantitative, tell us. This analysis will help us determine where the culture change work needs to begin.

Since 2016, inclusion has been at the forefront of WSDOT's [Strategic Plan](#). This work will help inform how the department can enhance DEI and further embed it into the agency culture, with innovative strategies to creating a paradigm shift with measurable goals and accountability.

### Part 5c: Operationalizing Equity

WSDOT recently published an executive order on becoming an anti-racist organization. This work will include education and training to remove implicit bias and create a culture of explicit equity. It works toward the following dimensions of racial justice:

- Securing an organizational commitment – Complete
- Recruiting, hiring, and retaining a diverse workforce – Underway
- Developing accountability to, and partnerships with, communities of color – Underway
- Applying an anti-racism lens to programs, advocacy, and decision making – Started

## Part 5d: The Diversity, Equity, and Inclusion Spectrum Tool

WSDOT was asked to evaluate its efforts on the Diversity and Equity Inclusion Spectrum. The items bolded below are where WSDOT believes it is on this spectrum.

| DEI Component     | Not Yet Started   | Ready to Start   | Launched  | Well on the Way   | Exemplary/<br>Leading  |
|-------------------|---|--|---|---|--|
| <b>DEI Vision</b> | Does not see DEI as relevant to its work                                      | Recognizes the importance of DEI to its work and is contemplating its next steps | <b>Recognizes the importance of DEI to its work and is in the process of developing a shared DEI vision</b> | Has developed a shared DEI vision and is working to align the organization's programs and operations with this vision | Has integrated DEI in organizational mission and vision statements which are actively being used to guide the organization's programs and operations             |
| <b>Commitment</b> | Does not have an interest in advancing its DEI work                           | Is interested in advancing its DEI work and is considering how to do so          | Is interested in advancing its DEI work and has put some strategies or actions in motion                    | <b>Is actively engaged in advancing its DEI work</b>  | A commitment to DEI is fully institutionalized throughout the organization both internally and externally  |
| <b>Leadership</b> | Members of management, staff or board have not taken leadership on DEI issues | A few members of management, staff or board are leading the DEI discussion       | <b>A DEI point person or team is leading the organization's DEI work</b>                                    | All levels of management, staff and board are taking leadership on DEI issues   | Organization is a DEI leader and is helping to build the field and best practices; leadership demonstrates accountability to clients, constituents, stakeholders |

| DEI Component         | Not Yet Started  | Ready to Start  | Launched  | Well on the Way   | Exemplary/<br>Leading   |
|-----------------------|--|---|---|---|---|
| <b>Policies</b>       | Does not have any DEI-related organizational policies (beyond non-discrimination policies) | Does not have, but is interested in developing, DEI- related organizational policies (beyond non-discrimination policies) | May have some DEI-related language in some of its organizational policies   | <b>Has DEI policies or an organizational DEI plan but may be unclear about how to operationalize it</b>                                   | Has DEI policies and an organizational DEI plan with clear goals, strategies, and indicators of progress  |
| <b>Infrastructure</b> | Has not had internal discussions about the organization's DEI work                         | Has had some internal DEI discussions, but doesn't have an infrastructure to guide the organization's DEI work            | Individuals or small groups are guiding internal DEI discussions but aren't integrated into the organization as a whole | <b>Has internal committees, affinity groups or other formal structures focused on integrating DEI issues into the organization's work</b> | Work on DEI issues is integrated into every aspect of organizational culture and infrastructure   |
| <b>Training</b>       | Has not done any training related to DEI   | Is contemplating doing organizational DEI training: individual staff may have done some initial training                  | <b>Some staff or board have participated in DEI-related training</b>  | All management, staff and board are involved in DEI training and capacity building  | Fosters ongoing DEI training, growth and leadership among management, staff, and board in line with an equity plan/ strategy; staff are held accountable to DEI-related practices |

| DEI Component    | Not Yet Started  | Ready to Start  | Launched  | Well on the Way  | Exemplary/<br>Leading  |
|------------------|--|---|---|--|--|
| <b>Diversity</b> | Doesn't see diversification of board and staff as a priority; may be paralyzed by the perceived challenges or view it as unattainable                                  | Has had initial discussions about and values the idea of diversifying its board and staff   | Beginning attempts to diversify its board or staff but may not know how to do it effectively or have strategies and systems in place; may not result in growing diversity                                       | <b>Actively works to increase diversity of board and staff, resulting in growing diversity; has begun to identify and institute retention strategies for diverse staff</b> | Has policies and strategies for strengthening and maintaining organizational diversity; staff and board represent the diversity of the community it serves; effective retention strategies are implemented |
| <b>Data</b>      | Does not collect demographic data in its programmatic or operational work  | Does not collect demographic data in its programmatic or operational work, but views this as a future goal                            | <b>Collects some demographic data in its programmatic or operational work, but not in a systematic or comprehensive way</b>   | Collects and disaggregates comprehensive demographic data in its programmatic and operational work but may not know what to do with the information                        | Routinely collects, disaggregates, and analyzes demographic data for all programmatic and operational work; uses the information in planning and decision-making   |
| <b>Community</b> | Doesn't express interest in building stronger partnerships with communities facing disparities; may see it as unrealistic or unimportant to the organization's mission | Values the idea of building partnerships with communities facing disparities, but may not know how or have relationships to draw upon | Is beginning to build partnerships with communities facing disparities but has not yet established accountability to and meaningful partnerships with these communities and may approach it in a tokenistic way | <b>Actively works to build partnerships and trust with communities facing disparities; working to understand how to provide value and support to these communities</b>     | Has strong, mutually beneficial, accountable and equitable partnerships with diverse organizations and leaders from communities facing disparities   |

| DEI Component         | Not Yet Started  | Ready to Start   | Launched   | Well on the Way   | Exemplary/<br>Leading   |
|-----------------------|--|--|--|---|---|
| <b>Decisions</b>      | DEI considerations do not factor into decision-making  | Interested in factoring DEI considerations into decision-making, but may view it as an option or an add-on to core decision-making considerations  | <b>Decisions are occasionally influenced by DEI considerations in an ad hoc way</b>  | Decisions regarding organizational policies, practices and resource allocation are informed by DEI considerations   | Decisions regarding organizational policies, practices and resource allocation are systematically guided by DEI considerations  |
| <b>Accountability</b> | DEI-related metrics are not included in evaluations of staff or programs or in organizational accountability mechanisms      | May recognize the value of including DEI-related metrics in evaluations of staff or programs or in organizational accountability mechanisms, but has not made any plans to do so               | Is preparing to include or is currently including DEI-related metrics in a few aspects of the organization, such as staff or board representation or evaluations of specific projects  | <b>Some of the organization's standard evaluation and accountability mechanisms include DEI-related metrics</b>   | All evaluation and accountability mechanisms for the organization, its projects, programs, management, staff, and board include specific DEI-related metrics  |
| <b>Inclusion</b>      | No explicit effort is made to create an inclusive atmosphere for staff and board members from communities facing disparities | Values the idea of being an inclusive organization but tries to achieve this by encouraging staff and board members from communities facing disparities to participate in the dominant culture | <b>There is an appreciation of the voice and perspective of staff and board members from communities facing disparities, particularly in relation to the organization's DEI work, but they are still expected to conform to the dominant culture</b> | The voice of staff and board members from communities facing disparities is valued and integrated into aspects of the organization; the organization is in transition from a dominant culture to an inclusive, multi-cultural culture | All staff and board feel valued and all aspects of the organization reflect the voice, contributions, and interests of a multi-cultural constituency; the organization has transitioned to an inclusive, multi-cultural culture and has created systems, policies, and practices to maintain this culture |

## Part 5e: Continuum on Becoming an Anti-Racist Multi-cultural Organization

### Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL

Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets

| 1. Exclusive<br>An Exclusionary<br>Institution  | 2. Passive<br>A "Club"<br>Institution   | 3. Symbolic<br>Change<br>A Compliance<br>Organization  | 4. Identity<br>Change<br>An Affirming<br>Institution | 5. Structural<br>Change<br>A Transforming<br>Institution   | 6. Fully Inclusive<br>Anti-Racist<br>Multicultural<br>Organization in<br>a Transformed<br>Society   |
|---|---|--|--|--|---|
| Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans | Tolerant of a limited number of "token" People of Color and members from other social identify groups allowed in with "proper" perspective and credentials. | Makes official policy pronouncements regarding multicultural diversity                                     | Growing understanding of racism as                   | Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity  | Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression   |
| Intentionally and publicly enforces the racist status quo throughout institution                                    | May still secretly limit or exclude People of Color in contradiction to public policies   | Sees itself as "non-racist" institution with open doors to People of Color                                 | Develops analysis of systemic racism                 | Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world- view, culture and lifestyles | Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices |
| Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels | Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all le           | Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff | Sponsors programs of anti-racism training            | Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work  | Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest                                 |

| 1. Exclusive<br>An Exclusionary<br>Institution   | 2. Passive<br>A “Club”<br>Institution  | 3. Symbolic<br>Change<br>A Compliance<br>Organization                                    | 4. Identity<br>Change<br>An Affirming<br>Institution  | 5. Structural<br>Change<br>A Transforming<br>Institution   | 6. Fully Inclusive<br>Anti-Racist<br>Multicultural<br>Organization in<br>a Transformed<br>Society   |
|--|--|--|---|--|---|
| Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc. | Often declares, “We don’t have a problem.”   | Expanding view of diversity includes other socially oppressed groups                     | New consciousness of institutionalized white power and privilege                                      | Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities | A sense of restored community and mutual caring   |
| Openly maintains the dominant group’s power and privilege  | Monocultural norms, policies and procedures of dominant culture viewed as the “right way” business as usual” | <i>But...</i><br>“Not those who make waves”  | Develops intentional identity as an “anti-racist” institution   | Anti-racist multicultural diversity becomes an institutionalized asset   | Allies with others in combating all forms of social oppression  |
|  | Engages issues of diversity and social justice only on club member’s terms and within their comfort zone.    | Little or no contextual change in culture, policies, and decision making                 | Begins to develop accountability to racially oppressed communities                                    | Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments                                       | Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations. |
|  |  | Is still relatively unaware of continuing patterns of privilege, paternalism and control | Increasing commitment to dismantle racism and eliminate inherent white advantage                      |  |   |
|  |  | Token placements in staff positions: must assimilate into organizational culture         | Actively recruits and promotes members of groups have been historically denied access and opportunity |  |   |

| 1. Exclusive<br>An Exclusionary<br>Institution | 2. Passive<br>A “Club”<br>Institution | 3. Symbolic<br>Change<br>A Compliance<br>Organization | 4. Identity<br>Change<br>An Affirming<br>Institution  | 5. Structural<br>Change<br>A Transforming<br>Institution | 6. Fully Inclusive<br>Anti-Racist<br>Multicultural<br>Organization in<br>a Transformed<br>Society |
|--|---------------------------------------|---|---|--|---|
|  |                                       |   | <i>But...</i><br><br>Institutional structures and culture that maintain white power and privilege still intact and relatively untouched |  |   |

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On the “Continuum of Becoming an Anti-Racist Organization,” WSDOT is currently in the third stage as a Compliance Organization. After years of dedicating resources to this journey, we would like to note we are further along in our efforts. We recognize that while we have accomplished a lot, we still have a lot of work to do. WSDOT is grateful for the Washington State Office of Equity acting as a catalyst to support and guide this meaningful work. As an agency of approximately 7,000 employees, institutionalizing change of this nature will take additional time and resources. We are dedicated to becoming a fully inclusive, anti-racist, and multi-cultural organization.





Each region hosts DAG events on an ongoing basis. Some of the DAG events have been attended by over 800 individuals. Topics include:

- Microaggressions
- Systemic racism
- How to be an anti-racist
- Building inclusive language
- White accountability training
- Juneteenth panel discussion
- Pride month panel discussion

The North Central Region started a mentoring program with 20 mentors paired with 20 proteges. The program was open to both engineering and maintenance staff. This program includes group mentoring sessions open to all North Central Region staff, even those not participating in the formal mentoring program.

The Olympic Region conducted a DEI assessment, and due to the results, created and launched its “Culture of Inclusion” initiative. This initiative ensures all staff are educated and trained in DEI and working to foster more respectful and inclusive work environments.

WSF is making a concerted effort to ensure its workforce reflects the communities it serves. This includes revised job postings and DEI questions incorporated into interviews and training. After employees are hired, WSF is working on retention strategies so that all employees feel valued and respected.

**Following are some initiatives being led by WSDOT’s Headquarters:**

The Highway System Plan is WSDOT’s blueprint for preserving, maintaining, improving, and operating interstates, U.S. routes, and state routes in Washington. The plan also serves as the basis for highway funding recommendations and budget requests. The plan currently under development incorporates evaluations through an equity lens.

In November 2017, WSDOT implemented a change order to include “Safe and Welcoming Worksite” language into all WSDOT construction contracts. This ensured contractors were aware of new acceptable worksite behavior standards so that all individuals could enjoy a positive working environment.

In 2020, WSDOT launched the YouthDirect Pilot Program as part of the Pre-Apprenticeship Support Services program. This program targeted youth aging out of the foster care and juvenile rehabilitation systems to participate in a highway construction training program. Participants that graduated were directly placed into an apprenticeship program with a living-wage job.

In addition to the Equity Baseline Assessment, WSDOT is also conducting an equity analysis with Western Washington University. This document is analyzing the outcomes of our highway construction program, real estate acquisition, and workforce diversity to determine if disparities exist. This study will help the department determine if processes, procedures, and policies need to be modified to realize more equitable results. This study is scheduled to be released later this summer.

On July 13, 2021, WSDOT shared the internal and external listening session results with approximately 100 of its senior managers. The senior managers were asked to think about the results and how they would best implement solutions.

## Where is more support is needed?

WSDOT has determined that additional resources, education, training, and tools are needed in the following areas:

- Tools to ensure decisions are centered on equity.
- Mechanisms and procedures for consistent systemic collection and analysis of DEI data in a comprehensive and meaningful fashion.
- Education and guidance to ensure all individuals are celebrated and not expected to conform to the dominant culture.
- Sufficient resources are made available to agencies for DEI efforts (e.g., staffing, training, etc.).

## Part 5g: Contacts for Next Steps

When the Washington State Office of Equity is ready, please reach out to one or more of the following contacts:

Earl Key, Director of the Office of Equal Opportunity  
[Earl.Key@wsdot.wa.gov](mailto:Earl.Key@wsdot.wa.gov) or 360.705.7095

Jeff Pelton, Director of the Office of Human Resources & Safety  
[Jeff.Pelton@wsdot.wa.gov](mailto:Jeff.Pelton@wsdot.wa.gov) or 360.705.7388

Jackie Bayne, Assistant Director of the Office of Equal Opportunity – Equity & Policy  
[Jackie.Bayne@wsdot.waog](mailto:Jackie.Bayne@wsdot.waog) or 360.705.7084

Alvina Mao, HR Workforce Development Manager  
[Alvina.Mao@wsdot.wa.gov](mailto:Alvina.Mao@wsdot.wa.gov) or 360.705.7059

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**Americans with Disabilities Act (ADA) Information:** This material can be made available in an alternate format by emailing the Office of Equal Opportunity at [wsdotada@wsdot.wa.gov](mailto:wsdotada@wsdot.wa.gov) or by calling toll free, 855-362-4ADA(4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

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