

1. Review and update policies with DEI lens.
2. What policies? All policies or HR/ Personnel only? What does that mean?
3. Use the DEI lens making things easier/ more inclusive across the board.
4. Create a workload or engaged review process that is diverse.
5. What does this workgroup do? (They should be the ones to look at policies.)
6. We need input from a vetted group. Don't work in a vacuum.
7. Create a review process to develop more diverse lens.
8. Need leadership buy in! What gets measured gets done.
9. Develop multi-direction connection channels – Top down/ Bottom up.
10. Hire more people of color.
11. Leadership lead from DEI.
12. Highlight the work of people of color.
13. Provide more in-training opportunities.
14. Collect data of workflow, skills, and talents. What currently exists?
15. Review job announcements and position descriptions for inclusion language.
16. Provide data in demographics.
17. More detailed workgroup of DEI including all levels of staff leaders.
18. Group introduction /training so everyone is on the same page.
19. Come up with standard definitions of DEI that we all understand.
20. Make sure all staff have the same training.
21. Create programs that address level of representation.
22. Ease grant criteria to make money available for more and move quickly.
23. Form a Diversity Advisory Group.
24. Determine how to incorporate DEI in meetings and strategies.
25. Fishbowl | Exercises People of color/Black and White.
26. Need visible indicators.
27. Visit employers from diverse areas of the state.
28. Hold monthly discussions.
29. Sharing groups- Challenges w/ feelings about DEI process.
30. Have more discussions/facts about how it can improve services to citizens.
31. Assessment of work thus far. What has the impact been on citizens, residents?
32. Embed expectation in position descriptions.
33. Regular and frequent discussion panels to role model preferred engagement in the workplace.
34. Be open to shifting those expectations over time and across different circumstances.
35. Have a drop box for conversation topics for all employees and facilitate organization and work conversations based on topics submitted.
36. Model policies from DEI workgroups.
37. Required training on Equity guide terms.
38. Ask line staff for ideas.
39. Offer mentoring programs.
40. Lunch and learns.
41. Bring in guest speakers.
42. Do role reversal exercises.
43. Double our contractor DEI goals.
44. Have some type of assessment to weed out leaders that disrespect, disrupt, or reject the DEI culture.

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

45. Hold lunch discussions on “What is DEI for you?”
46. Add EDI perspective pause before group decisions. Consistently refer to elements of EDI principles in leadership. Send **ALL EXEC IT** to DEI Summit.
47. The Executive leadership DEI summit should be mandatory every 1-2 years.
48. Extend session times and add more training.
49. Make it a 3-day training; some sessions were too short.
50. Make it a part of you; get to know DEI groups.
51. Make the agenda relevant.
52. Join DEI groups within the agency.
53. Change the hiring culture....Training, Training, Training.
54. Celebrate DEI type of events at work.
55. Communicate DEI opportunities to all staff.
56. Create diversity advisory groups.
57. Support for training on various topics – including financial.
58. Awesome leadership support.
59. Clear expectations for people.
60. Clear communication with people on “why.”
61. Encourage job rotations every XX years.
62. Create programs that cross train or OJT for further exposure to diverse clients.
63. Not sure what this applies to. Who are our clients?
64. Create job shadowing opportunities.
65. Participation in job shadow opportunities should be random, i.e., not someone who is in direct line of supervision.
66. Have executive leadership job shadow front line staff.
67. More frequent and more time with DEI leaders.
68. Create more opportunities for mentorship.
69. Improve DEI thinking /goals with HR.
70. Elevate DEI by giving staff a project to implement.
71. Make DEI part of hiring process.
72. Establish a policy of what DEI principles are expected.
73. Be present in DEI.
74. Have diverse team members involved in DEI policy and decisions.
75. DEI community of practice.
76. DEI performance measures.
77. Quarterly meeting results.
78. Set time aside in workplace for DEI discussions.
79. Require mandatory training – cultural competency.
80. Find more opportunity for events like defamation events.
81. Be inclusive in meetings. Ask for other perspectives.
82. Proactive role play at staff meetings.
83. Examples from leadership – Successfully creating a more inclusive workforce. Learn from each other; be vulnerable.
84. Hire /recruit to a broader base of candidates.
85. Reach out to colleges with DEIs to help recruit.
86. Have monthly lunch/learn sessions on DEI topics.
87. Newsletter stories of DEI topics.
88. Video boards showing DEI topics.
89. Staff meeting conversations on DEI.

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90. DEI agency maturity model.
91. Share employee data with leadership.
92. Post personal experiences related to DEI on the Intranet.
93. Be able to discuss privilege.
94. Need more recruiting efforts in Olympia communities.
95. Training of peer DEI educators in each office location.
96. Celebrate cultural differences in workplace recognition events.
97. Add training sessions on implicit bias.
98. Have more discussions between participants.
99. Invite “gemba” to the conversation. Don’t think you already know it all.
100. Help all leaders and employees get curious about each other’s strengths, successes, and challenges.
101. Create /support meaningful sponsorship, meeting, shadowing, etc., and internship programs.
102. Get clear on what is important to team members.
103. Create opportunities for people to connect to what is important to them.
104. Have position descriptions reviewed by peers. Value diversity in hiring.
105. Establish dates/time and frequency. Create safe places for open and honest discussions.
106. Mentorship opportunities initiated by mentors.
107. Develop a DEI policy action team sanctioned by the organization.
108. Inclusive of community members.
109. Inclusive diverse input in a leadership role.
110. Create action plan on DEI.
111. Spend time with communities we serve and build relationships outside our work units.
112. Allow for work time to be spent outside normal work hours to build these relationships and attend their events.
113. Allow staff to focus on DEI work and not be distracted by other work. Yes, build formally into professional development plan.
114. Hold unit level group activities to generate discussion of DEI and ensure top level leadership is on board.
115. Use less technology and more interactions on groups. Equip staff with facilitation skills.
116. Make sure meeting agendas include DEI and ask staff to contribute.
117. Continue to advocate for transparency- speak out on equity and inclusion.
118. Add specific questions to interviews to determine Knowledge, Skills, and Ability (KSA).
119. Ask why people of color are not assuming /taking on leadership positions even when they have the experience /expertise to do so.
120. Choose speakers that understand the nature/business government services to speak about EDI.
121. Nurture a culture that forgives mistakes and allows redemption.
122. Accelerate or improve DEI.
123. Have recognition of inclusiveness.
124. Recognize acts of EDI using public formats.
125. “One-up” EDI sessions.
126. Use the language /concepts of EDI daily to normalize them in my decisions.
127. Make the reasonable accommodation process Reasonable.
128. Ensure statewide use of competencies.
129. Increase understanding of what, how, and why in senior leaders.
130. Hiring practices.
131. Training for leaders.

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

132. Create expectations/cultural norm for workplace to own role/ privilege.
133. Change recruitment practices to enable more inclusiveness.
134. Partner with communities to provide connections to marginalize communities.
135. Affirmative Action: Hire to promote diversity. Mentor /mentee programs.
136. Have more dialogue. Engagement at meetings and discussion topic icebreakers.
137. Ask leadership to read a book on DEI and write an essay.
138. Give an expectation for staff about DEI practices.
139. Create a shared understanding for the need to address DEI concerns.
140. Have shared readings/ speakers.
141. Have mandatory training for leadership.
142. Have independent screening annually.
143. Hire leaders that are not racist.
144. Create a collective understanding for the need to address DEI (i.e., shared readings, common language). We cannot address what we cannot name!
145. Review of practices – micro aggression.
146. Create a shared understanding of the need for DEI work.
147. Have common readiness/terms/ language.
148. Conversations.
149. Professional development/professional learning.
150. Develop/implement policy.
151. Diverse employee workgroups at all levels.
152. A policy to support diverse workgroups. How do you formalize/force diversity?
153. Enforce behavior and expectations around diversity issues.
154. Cultural training.
155. Leadership consensus about culture. What are we creating?
156. Leadership/management speaking engagements.
157. Investment in cultural events (i.e., money, resources, etc.)
158. Revise employment applications by removing names and age.
159. If we say yes to vets, have programs to help the transition.
160. Review engagement scores and adjust culture to improve.
161. Encourage trustful relationships.
162. Leadership needs to continue to continue to drive accountability and benchmarks of progress throughout the department.
163. Have goals.
164. Develop the goals –measures.
165. Have a good communication plan. Need a newsletter section for EDI.
166. Engage more with the diverse group of stakeholders to hold the agency accountable.
167. Listen more!! Try to see why some staff do not speak up.
168. Embrace discomfort and lead others to do the same.
169. Demand acceptance of these concepts (personally).
170. Have a cultural lunch theme once a month (i.e., food, drinks) to bring people together.
171. Have employee led discussions about cultural experiences growing up.
172. Discuss expectations of how you would like to be perceived.
173. Teach staff about crucial conversations – tell me more – what, when, how- be open to all feedback and welcome challenges to the “norm.”
174. Have more employee discussions in meetings and require silence.
175. Step back and specifically ask local staff for their opinion and their reasoning on the thought process.

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

176. Brown bag discussions - topics should be selected by staff.
177. Employee Survey – Create a “safe space/ time” to hear concerns.
178. How to improve DEI in the workplace: (1) Employee Resource Groups by leaders; (2) dedicate resources (\$) (time) for efforts; and (3) facilitated discussions.
179. Have more FTEs- more supported BRGs; networking of BRGs; and representation of workforce.
180. Measurable /attainable goals around EDI.
181. Communication, Communication, Communication.
182. The state workforce should mirror race, gender, ethnicity, or your primary customer base of the state population.
183. Engage in different conversations.
184. Implement more than training, ensuring everything we do is done through the DEI lens.
185. Invite folks with disabilities to speak to staff on a monthly basis.
186. Experiential learning activities.
187. Provide education rather than punishment when ignorance is exhibited.
188. In-group bias training.
189. Agency DEI – research and develop maturity model.
190. Find ways to challenge ourselves weekly on EDI topics (i.e., meetings, etc.)
191. Ask about leader’s impact on these topics.
192. Reduce offensiveness related to DEI topics.
193. Have a DEI employee group. Cross section of employees and people most impacted. Manager training – Cross section of employees.
194. Use best practices tool to guide the work.
195. Provide leadership and incentives to those who are excelling in work and share ideas across the work environment.
196. Get people talking. It’s ok to feel uncomfortable. Community engagement tool.
197. Share DEI concepts and ideas with all employees.
198. Bring DEI speakers to our executive leadership and manager meetings.
199. Include DEI topics on all staff meeting agendas.
200. Have an open forum on the intranet to discuss DEI topics.
201. Have DEI activities.
202. It is ok to feel uncomfortable.
203. Be able to discuss privilege.
204. Delivery of such a sensitive topics is very important.
205. It is easier to accept things, and get to thinking about things, if they are not shouted at you.
206. Expand/support opportunities for training at all levels.
207. Create ways to allow broader representation in decision making.
208. Peer led DEI group/committee in offices to facilitate continued brain storming.
209. Designate DEI champions in workplace teams to facilitate healthy and productive discussions.
210. Intentional source and local/region office.
211. Monthly highlights – conversation /cultures.
212. Review current policies through DEI lens.
213. Increase mentorship of “out” group members.
214. Invite through DEI lens.
215. Add meaningful reading – Dr. King sayings – at the beginning of meetings.
216. Integrate the positions into the work more seamlessly.
217. Have change management as part of any new goals or metrics.
218. Offer job developmental assignments more frequently.
219. Look and review hiring practices.

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

220. Need staff training.
221. Collaborate on projects.
222. Start expanding group – members.
223. Need clarity of expectations regarding outcomes.
224. Be intentional about data and intent.
225. Model inclusive behavior.
226. Build relationships – trust goes a long way.
227. Review job announcements to ensure broad representation by identifying actual skills.
228. Add inclusive environment language.
229. Ensure interview panel is inclusive.
230. Have a “cultural” potluck.
231. Policies (updates and now implementation).
232. Need conversations around bias and privilege.
233. Hiring.
234. Need additional professional learning.
235. Get feedback/ideas on what would be meaningful for each individual in a safe place.
236. Additional professional learning/understanding. Be consistent in “non” typical spaces.
237. Encourage staff to take training in other areas to gain exposure.
238. Recognize the skills that older/ senior workers have. Do not write us off!
239. Ensure that the governor requires each agency to develop DEI programs and representatives in each department. Have a dedicated DEI manager in each office over (x?) employees.
240. Fully implement training recommendations – require crucial conversations. Develop diversity committee with finances, investment/budget to improve transition and representation in agency.
241. Have designated DEI officer in each agency outside of the HR office.
242. Create a DEI mentoring program or partner program.
243. Have continued training; not just one round and then we are done.
244. Need to update the DEI website.
245. Integrate DEI into existing training.
246. Have a mentorship program with a DEI focus.
247. Make sure DEI is part of job interviews.
248. Create a specific position for EDI.
249. Set a baseline; something measurable.
250. Promote EDI activities and events.
251. Have monthly lunch meetings.
252. Ensure DEI is part of the public service appreciation week.
253. Send weekly email tips or “did you know”.
254. Make it safe to make mistakes while becoming introduced to DEI.
255. We need authentic /real buy-in from agency leadership.
256. Need consistent expectations and measures.
257. Create a position to carry out EDI duties.
258. Promote EDI within the agency and local levels.
259. Hire more diverse staff to provide other perspectives.
260. Need better communication from top agency down regarding responsibilities.
261. DEI swag on Division store on-line.
262. Hold monthly meetings and provide diverse backgrounds.
263. Need more cross-divisional DEI meetings.
264. Town halls with planned and rotating subjects.

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

265. Require yearly on-line training.
266. Webinars- on-line videos on issues, ideas, and interactive activities.
267. Create a space for diverse staff to come together.
268. Move ADKAR on DEI.
269. Continue education with trainings, awareness, learnings, and cultural events.
270. Create agency champion groups made up of a diverse group of employees. Love the idea of agency/organizational champions. Formalize. What does it do? Purpose? Set standards of behavior /expectations for what courageous conversations look like. Train people to do it well.
271. Provide a place or process to discuss tough topics.
272. Cross program transfer of knowledge. Quarterly meetings. Those programs that have a key connections to DEI activities.
273. Have a diversity workgroup.
274. Have BRG/EGB standard processes- yes!
275. No group projects at conferences.
276. Have lunch and learns. Team building.
277. Research and develop agency maturity model.
278. Provide info/awareness topics on website.
279. Share employee data with agency leadership.
280. As leaders, ask how we are doing in this area and our impact- be open for what may be shared.
281. Improve recruitment channels/ mix of applicants.
282. Hold formal DEI groups within state service.
283. Publish SWOT analysis for all staff.
284. Create and maintain EDI C of P locally and statewide.
285. Create an EDI newsletter.
286. Recruiting efforts for workgroups.
287. Have networking opportunities with EDI co-workers.
288. Have employee resource groups meet monthly at a specific time. Everyone is encouraged to join or visit various ones. Could also provide remote option.
289. Have DEI rallies on a regular basis with different focus.
290. Have a policy that requires a diverse candidate pool to choose from.
291. Need open communication on our webpage.
292. Have DEI training for **ALL** employees, not just interested individuals.
293. Make sure DEI training is more focused on diversity topics in addition to black/white race relations.
294. Need better communication about DEI efforts.
295. Webpage – Community of Practice.
296. Encourage everyone to join an ERG and make it a cultural norm to engage at the same time.
297. Why are policies being implemented? We need transparency and to show the data behind the decision.
298. Hold regular staff meetings.
299. Let support staff attend their diversity group functions (i.e., Latino Alliance).
300. Mentor diverse staff to volunteer.
301. Provide leadership /training to diverse staff.
302. Promote trainings and learning opportunities at all levels.
303. Provide communication regarding opportunities past and present.
304. Include DEI expectations in all position descriptions. What would this look like – start with learning. Meet people where they are at and elevate.

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

305. Mandate time for DEI training and adjust work load accordingly.
306. Diversity advisory groups.
307. Discussions about diversity.
308. Have employee language programs on company time- Spanish, etc. Love the language idea.
309. Establish habits/forms/ skills to practice a new mindset and behaviors with other people.
310. Have funding for DEI training.
311. Review internal DEI policies (gap analysis).
312. Assess interview questions through an equity lens.
313. Offer formal DEI training on LMS and make participation mandatory like violence, security, etc. Have multiple options/choices.
314. Take the privilege walk with large groups within the agency, organizational level at safety meetings. (At least 30 people.)
315. Compare diversity of executives, supervisors and overall agency.
316. Have agency-wide town halls on issues of equity.
317. Have deeper formal training for DAC members.
318. Engage more staff in meetings/conferences on DEI. (i.e., rotate attendance)
319. Share DEI opportunities and have more interaction between state agencies.
320. Leverage technology to reach the broadest audience.
321. Use technology to create a two-way conversation with staff.
322. Identify leader's fears and choose ways to overcome fears.
323. Total transparency of executive communications.
324. Listen to learn when you are with others.
325. Make values clear to everyone in the agency.
326. When you offend someone, apologize.
327. Have an essay contest on DEI, just like the photo contest and publish winning essays every month.
328. Courageous conversations are not working.
329. Encourage others to ask "tell me more."
330. Ask questions when you do not understand.
331. Look at data on equity and do something to address any issues identified.
332. Make videos of EDI conferences available on line.
333. Have a focus on DEI in each administrations strategic plan with accountability metrics.
334. Send a DEI TED video out each week to all staff.
335. Have the State of Washington create TED videos/points to share.
336. Create forms for interaction – Lunch and Learn sessions and include safe places to ask questions.
337. Three ideas for accelerating and implementing DEI goals: (1) Adding these principles into position descriptions. Figure out how to help others who misstep on these principles without discipline or scoring them for their career; (2) Holding upper management to these principles; (3) Ensuring upper management leads by example and DEI is not just policy but a practice!
338. Create activities/ meeting spaces for groups to interact (i.e., softball).
339. Have meaningful dialogue.
340. Ensure interview panels are diverse.
341. Inform and train all employees on cutting edge DEI concepts.
342. Training – cultural events and fairs: Cultural events need to have diversity highlighted by including food from different cultures, dance, music, and stories.
343. More training on generational identities.

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

344. Statewide policy guidance/ training / lunch and learns/ cultural potlucks/ employees show and tell/ full ADA compliance (i.e., bathroom access for wheelchairs and automatic doors), talks about life stories.
345. Train all employees.
346. Provide opportunities for diverse group collaboration.
347. Define clear success metrics.
348. Staff training on core concepts.
349. Acknowledge that DEI work is standard work.
350. Embed DEI policies in program work.
351. Provide clear definitions and procedures outlined for DEI work (not work culture). Define success metrics.
352. Have focus groups, climate surveys, and the budget to respond to action items.
353. Have funding for incentives so money is available for training, DEI officers, and data site.
354. Have an affinity group and provide incentives.
355. Create values around lived experiences as opposed to or in addition to academic events.
356. Have all teams and members participate in value building.
357. Find ways to celebrate differences and similarities.
358. Add the standards in recruitment DEI language (each agency is so different).
359. Have a statewide mail or website for all state employees to share ideas.
360. More references/interactions on DEI within the agency as well as across agencies.
361. Have more diversity in leadership.
362. Offer multiple paths to success/leadership.
363. Have DEI luncheons.
364. Create/support a DAC. Have a DAC coordinator with other DACs for ideas. Find ways to generate staff interest in DAC membership.
365. Onsite childcare. (free or discounted price)
366. Flexible work schedules.
367. The hiring process should be a fair and equitable process.
368. Have clear objectives and data to measure with expectations across agencies.
369. Outreach to historically underrepresented groups in schools. Identify opportunities for improving diverse recruitment by targeting schools.
370. Apply equity lens to your budget process.
371. Increase transparency to DEI activities and show meaningful DEI goals for all levels. Create a safe environment.
372. Offer more training to all levels of DOC.
373. Add to every leadership meeting agenda.
374. DEI steering committee.
375. DEI key stakeholder groups – internal and external.
376. DEI business plan.
377. Facilitated privilege conversations.
378. Offer mentorship at all levels.
379. Increase time spent on meaningful activities /strategy.
380. Have better use of technology to educate.
381. Tell more stories of staff experiences with inclusivity and lack thereof.
382. Annual supervisor led DEI exercises. Online DEI LMS class. All training forms updated with DEI language.
383. Set expectations /policy with clear actions.
384. Skype meetings to save money. Tools to monitor productivity to ensure performance.

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

385. Incorporate DEI in job interviews – mandate race and gender.
386. Additional awareness presentation. Team standing EDI agendas. EDI community of practice.
387. Agency BRG. Partner with organizations that have been doing this work long term.
388. Have a monthly meeting potluck.
389. Make DEI part of your organization’s vision.
390. Challenge the organization to develop their own ideas that support DEI.
391. Assign people of different cultures to work on a project.
392. Representation for each agency on DEI.
393. DEI programs in every agency and region.
394. Training.
395. Go to another office /unit to work for the day.
396. Talk to someone you do not know.
397. Do an activity you have never done with someone else.
398. Survey the organization – what are their thoughts of DEI.
399. Recruit diverse employees in each agency.
400. Have positive role models to display how to have courageous conversations.
401. Evaluate hiring and promotional opportunities in each agency.
402. Have real check-ins with diverse employees.
403. Evaluate the HR departments.
404. Provide an open space where everyone can speak.
405. Provide fairs that are fun and provide information on something that can be fun for everyone and provide information on diversity/family/people/life.
406. Share business data/ statistics supporting DEI in our organization.
407. Ask customers what would make them feel more included.
408. Celebrate various customs on a monthly basis.
409. Share how individuals feel they are being perceived on their team.
410. Share your unconscious bias.
411. Establish Office of Equity.
412. Decision package for equity capacity.
413. Cross-agency collaboration regarding equity.
414. Have more training.
415. Hire more diverse staff.
416. Establish clear objectives /outcomes.
417. Identify the resources necessary to achieve those objectives.
418. Targeted resources across agencies for specific gains.
419. Need leadership accountability.
420. Accountability to DEI objectives – we are all employed by Washington State residents and should reflect their needs.
421. Acknowledge that the **How** is sometimes listening and learning (as simple as self-lead research).
422. Identify systems of power and privilege at play within the agency - even if they **seem** small.
423. Ideas for improving DEI: (1) Bring cutting edge training to executive staff, supervisors, and all employees on DEI concepts (2) Provide recognition to employees to ensure all employees feel included and recognized. Link to data or action plan. (3) Get to know your employees and recognize that everyone is different and value them. (4) Create formal mentoring programs. (5) Approach recruiting through a DEI lens- national and diverse universities.
424. Establish DEI goals specific to the agency vision.
425. Encourage training for self-awareness.

DEI Summit | January 21-22, 2020

Innovations: What can we do better in terms of Diversity, Equity, and Inclusion?

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| 426. Talk about whiteness. |
| 427. Establish Office of Equity. |
| 428. Set benchmarks per agency and for state; hold agencies accountable. |
| 429. Hold monthly group/book discussions. |
| 430. The governor needs to be more visible and active in this leadership training. |
| 431. Film series and discussion groups. |
| 432. Training. |
| 433. Bring somatic practices into DEI work. |

Common Themes:

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|---|
| 1. Mandatory training for all DOC employees on DEI. |
| 2. Communication about DEI! |
| 3. There needs to be clear expectations for everyone. |
| 4. How can we better serve our clients |
| 5. Model the DEI policies. |
| 6. Provide Lunch and Learns |
| 7. Create safe places for honest and open discussions. |
| 8. Make sure position descriptions reflect DEI principles. |
| 9. HR/ Interview panels need to be inclusive/diverse. |
| 10. Engage with our stakeholders. |
| 11. Review current policies through the DEI lens. |
| 12. Communicate efforts of DEI on iDOC |
| 13. Schedule time where staff can come together more often- team building/ lunch 'n learns. |