Office of Financial Management
Pro-Equity Anti-Racist (PEAR)
Strategic Action Plan 2023-2024

Contents

Pro-Equity Anti-Racism (PEAR)
Strategic Action Plan Template

Complete and submit this document to PEAR@equity.wa.gov by Sept. 1, 2022 (Executive Order 22-04 Section 2f).

Contact Information

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PEAR Team Information

Has your Agency/Department/Board/Commission established your complete PEAR Team (Executive Order 22-04 Section 2c)?

Answer: Yes

Provide the name and email address of all PEAR Team members: See attached roster

Agency Executive Leaders: David Schumacher and Emily Beck

Agency Equity Officer: Lenora Sneva

Employees: See attached roster

External Customers: See attached roster

Agency Partners: See attached roster

Experts for Key Business Lines: See attached roster

Baseline Equity Impact Assessment (EIA) Completion

Has your Agency/Department/Board/Commission completed the Baseline Equity Impact Assessment (EIA) of your agency's key business lines to determine where the needs are greatest?

Answer: Yes

Baseline EIAs must be completed by August 1, 2022 (Executive Order Section 2e).

PEAR Readiness Checklist

Directions:

1. Use the PEAR Readiness Checklist below to indicate actions you have already taken to prepare your agency for PEAR Strategic Action Plan development and implementation and/or

2. Identify actions your agency still needs to take to increase your agency's readiness for PEAR Strategic Action Plan development and implementation. Identify target date to complete all PEAR Readiness Steps.

Note: This checklist outlines minimum steps agency leaders should take to increase PEAR Readiness. Agency leaders can and should take more steps as needed to prepare their agency for successful PEAR Strategic Action Plan development and implementation.

Has your Agency/Department/Board/Commission completed all PEAR Readiness Steps below?

*   Answer: Yes
*   Date your agency completed all PEAR Readiness Steps: 10/31/22

PEAR Readiness Steps:

☒ Agency leader and all PEAR Team members attend a live PEAR Team Orientation Session hosted by the Office of Equity.

☒ Agency leader and PEAR Team members meet to debrief the PEAR Team Orientation Session and discuss next steps.

Create an agency Pro-Equity Anti-Racism (PEAR) Statement signed by the agency leader outlining the agency's commitment to implementing Executive Order 22-04 and expectations for employees.

Note: We recommend translating the Statement into a **minimum** of top 6 languages of the populations your agency serves. If data is unavailable, translate the Statement into a minimum top 6 languages identified using [best available Office of Financial Management (OFM) data](#): Spanish, Vietnamese, Russian, Ukrainian, Tagalog, and Somali. Provide translations in other languages if requested. The PEAR Statement and translations should be posted on your agency landing page and shared internally with employees and external partners.

Create a video of the agency leader and PEAR Team sharing information about the agency's PEAR Statement.

Note: American Sign Language (ASL) interpreting, captioning, and transcript should be provided for the video. Agencies should post the video on their agency's landing page and share internally with employees and external partners.

We recommend translating the transcript into a **minimum** of top 6 language populations your agency serves. If data is unavailable, translate the transcript into a minimum top 6 languages identified using best available OFM data: Spanish, Vietnamese, Russian, Ukrainian, Tagalog, and Somali. Provide translations in other languages if requested.
Establish a stand-alone agency administrative policy that outlines the agency's roles and responsibilities for implementing Executive Order 22-04.

PEAR Strategic Action Plan Investments

Based on the results of the Baseline EIA, describe the three (3) PEAR Strategic Action Plan Investments your agency is going to make over the next year.

OFM Pro-Equity Anti-Racist (PEAR)
Strategic Action Plan 2023-2024

Agency Key Business Line: Budget

PEAR Service Line where the needs are greatest:
Statewide Budget Setting Practices

PEAR Service Line Priority where the needs are greatest:

- Use budget instructions that direct agencies to include outreach efforts and data on who programs/services currently reach and who is not being reached.

- Capture diversity data, financial impacts, and program/service reach (this will help us know if intended communities can access programs/services)

- Access evidence

- Provide clear data requirement instructions to agencies to improve our data integrity and community outreach.

PEAR Service Line Investment description – Summarize the policies, processes, practices, and procedures related to this investment:

- Budget instructions that we send to agencies.
- The decision package documentation that agencies must submit for funding options.
- Budget forums that OFM hosts to support agencies through the budgeting process.

What disparities do you seek to decrease or eliminate with this investment?

Ensure budget recommendations to the governor and Legislature are equitable and include a spectrum of information.

Which people groups and/or places, with the greatest need, does this investment focus on?

This focuses on anyone who receives benefits and services through the state. The range of benefits and services include:

- Cash assistance to low-income residents
- Food assistance
- Unemployment benefits
- Unemployment services
- Physical shelters and housing
- Assistance in obtaining and retaining shelter and housing
- Economic development programs for businesses and communities

- Basic infrastructure (i.e., drinking water, storm water, wastewater, roads, culverts, broadband)
- Physical and behavioral health care
- Incarceration
- Law enforcement
- All levels of education

Did your agency consult with tribal governments and Recognized American Indian Organizations (RAIOs)? How does this investment address the consultation they provided?

We have not consulted with tribal governments and Recognized American Indian Organizations (RAIOs) yet. However, we are committed to doing so soon.

What did impacted communities/employees/other interested parties identify as the root causes of the disparities? How will your investment address these root causes?

The root causes are:

- People not receiving the right benefits because they fall through the cracks.
- Implementing and allocating the correct service for the person or group.

We will address root causes by working with agencies to determine what programs engage impacted communities and gather information on how this the engagement takes place.

How does your investment address concerns and priorities identified by impacted communities/employees/other interested parties?

We need to improve the depth of information we give to decision makers to make sure the state funding reaches its intended recipients.

How will/could your investment increase or decrease benefits for communities/employees/other interested parties? Increase or decrease burdens? How will your agency identify and minimize any unintended harms?

We will identify where to make strategic investments and study the outcomes for the future.

PEAR Determinants of Equity supported by this investment:

This investment will support people who receive and don't receive services. Demographics of who receives and does not receive services or benefits of state funding, i.e., cash assistance, food assistance, childcare, infrastructure (roads, water infrastructure, broadband), geographic information, timing, program implementation and awareness (how programs are communicated, although, this may not fall under the data category, Dollar amounts).

PEAR Determinants of Equity Group(s) [Community Support Systems (Trunk), Family Support Systems (Branches), Community Infrastructure (Root System), Government Practices (Soil & Nutrients)] supported by this investment:

If done effectively, this process would impact all groups.

Desired PEAR Outcome(s):

Our success looks like statewide budget practices use data, customer feedback and partners to tell us what areas need to be highlighted or focused on. Success also looks like we have equitably distributed funds for programs and services.

PEAR Habit(s) needed to achieve desired PEAR Outcomes:

- Stronger data collection
- Better customer feedback and partner input
- Continuous improvement / feedback loops

PEAR Service Line Investment Lead or Team – Who is responsible for leading the actions?

- OFM Budget Division
- Forecasting Division

Collaboration needs - Who does the agency need to collaborate with to make the investment?

- We need to complete qualitative research and focus groups with impacted communities. This will help us better understand and ask the right questions to gather the most applicable research.

- Work with agencies to determine what programs engage impacted communities and how this the engagement takes place.

What are the potential barriers, challenges, and/or risks of this investment?

The current budget timelines may stand in the way of our agency completing this investment. Another current challenge is that we need to work out how agencies will engage with each other to share partner efforts, information, and data.

Solution(s) identified to address resource needs and barriers/challenges/risks:

The goal is to develop solutions within existing funding sources.

PEAR Service Line Investment Start Date:

June 2023

PEAR Service Line Investment Target End Date:

December 2024

PEAR Performance Measure(s) - What measures will be used to determine effectiveness of investments? Were these measures informed by impacted communities/employees/interested parties? Choose a minimum of 1 outcome measure and 1 process measure for each investment.

- Outcome measure No. 1: Greater community engagement and partner input.

- Process measure No. 1: Increase the number of organizations we consult with during the budget building process.

PEAR Goals - What exactly will your agency achieve in the first 3 months (Quarter 1) after investment start date? Were these goals informed by impacted communities/ employees/interested parties? Choose 1 goal for each outcome and process measure.

- Outcome measure No. 1: Quarter 1 Goal: Develop a baseline to understand how many diverse partner agencies to reach out to.

- Process Measure No. 1: Quarter 1 Goal: Gather information from agencies regarding partner relationships/input by program.

What data sources will your agency use to measure success? Consider data sources created by impacted communities/employees/other interested parties if available.

- Demographics of who receives and does not receive services or benefits of state funding, i.e., cash assistance, food assistance, childcare, infrastructure (roads, water infrastructure, broadband) / Geographic information / Timing / Program implementation and awareness (how programs are communicated, although, this may not fall under the data category / Dollar amounts.

- Ideally, this program/solution should impact all Washingtonians in all state funding areas.

Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment implementation:

Internally, OFM will use the budget forum to update and engage state agency partners about the work. OFM will explore potential areas of engagement with external clients, though this may fall more to state agency partners.

Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment evaluation:

Internally, OFM will use the budget forum to update state agency partners about the work. OFM will explore potential areas of engagement with external clients, though this may fall more to state agency partners.

Agency Key Business Line: Hiring (State Human Resources, OFM Human Resources and all internal OFM divisions)

PEAR Service Line where the needs are greatest:
Statewide hiring practices

PEAR Service Line Priority where the needs are greatest:

- We currently have a de-centralized model for searching for diverse vendors. There is an opportunity to create standard and modernized tools, resources, and best practices so that we can impact systemic gaps in access, equity and opportunity.

- OFM HR is already working on this as part of their PEAR efforts. This group can be a pilot/champion.

PEAR Service Line Investment description - Summarize the policies, processes, practices, and procedures related to this investment:

State HR (statewide hiring practices)

- NEOGOV program

- Leads a statewide workgroup about recruitment and retention.

- Created a position that will standardize hiring practices across the agency (e.g., NEOGOV).

- Supports pilot projects with state agencies that will inform our work. For example, the Department of Commerce Office of Homeless Youth is building in a 'lived-experience' competency into their job announcements. We can use what they find and adjust our work, when needed.

- Leadership Tomorrow (a leadership organization) conducted outreach with the Employment Security Department, Department of Commerce, Department of Veterans Affairs, and Washington State Patrol to understand what their hiring processes look like and provided recommendations about how to build equity into their hiring processes.

- We follow this state law: [Who is responsible for determining what recruitment methods are appropriate to meet the hiring needs of the employer?](WAC 357-16-020) (WAC 357-16-020)

OFM HR

- Analyze practices and training in all phases of the recruitment process. This may include:

  - Internal policies for recruitment
  - NEOGOV
  - Recruitment checklist
  - Recruitment intranet page for hiring supervisors
  - Templates for interview questions, reference checks
  - Implicit Bias Training for hiring teams

- We follow this state law: [Who is responsible for determining what recruitment methods are appropriate to meet the hiring needs of the employer?](#) (WAC 357-16-020)

What disparities do you seek to decrease or eliminate with this investment?

State HR and OFM HR

- We want to decrease systemic gaps in access, equity, and opportunity for those seeking employment. The specific historically marginalized communities we know are experiencing these barriers with the state include:

  - Military (Veterans, spouses, family)
  - Limited English proficient (LEP)
  - Disability
  - LGBTQIA2S+
  - BIPOC
  - 40+
  - Women
  - Immigrant
  - Formerly incarcerated individuals
  - Native American/tribal governments

This impacts the people we serve because there is a direct tie to the experiences and culture of our workforce and the services we provide to the people of Washington.

State HR

- We want to address state agencies not having a uniform approach to recruitment and hiring practices, and the issues that come from that.

Which people groups and/or places, with the greatest need, does this investment focus on?

State HR

- Currently, we do not have the data to address this question. The focus at the statewide level is to get standardized data to ensure state agencies know which people groups and/or places have the greatest need.

OFM HR

- Under-represented populations who can't access information regarding recruitment /job postings and employment opportunities.

- Individuals with accessibility issues – access to internet or computers, language / translation needs

- Position descriptions with education requirements.

Did your agency consult with tribal governments and Recognized American Indian Organizations (RAIOs)? How does this investment address the consultation they provided?

We have not consulted with tribal governments and Recognized American Indian Organizations (RAIOs) yet. However, we have plans to do so soon.

What did impacted communities/employees/other interested parties identify as the root causes of the disparities? How will your investment address the root causes?

State HR

As we stated above, we don't have the data to address this question. The focus at the statewide level is to get standardized data to ensure state agencies learn and understand the root causes of disparities.

OFM HR

We identified the root causes of disparities:

- Candidates and workforce diversity
- Lack of access to application process
- Limited information
- Technology issues
- Job requirements (such as needing a degree)
- Hiring bias practices

We will address these by engaging in data collection, industry best practices, training, policy, and procedure updates.

How does your investment address concerns and priorities identified by impacted communities/employees/other interested parties?

State HR

We do not yet understand the concerns and priorities of impacted communities/employees/other interested parties statewide.

OFM HR

- So far, we have sought customer feedback through a survey and focus group. We are committed to seeking additional customer feedback.

- We will address concerns by using data to inform us of under-represented communities. We will gather data via focus groups, surveys, and accessibility reviews. We will also review hiring data.

- We will address priorities by determining what we can accomplish, while considering the timeline and budget constraints.

How will/could your investment increase or decrease benefits for communities/ employees/other interested parties? Increase or decrease burdens? How will your agency identify and minimize any unintended harms?

State HR and OFM HR

- We can mitigate and try to remove barriers that prospective state employees experience in the recruitment process once we understand the barriers that exist. These include a lack of accessibility, too long of a process, and/or it is hard for prospective state employees to get their skills noticed.

- We are committed to making sure we get enough feedback from an appropriate number of people before we take action to ensure one individual's experience does not alter the entire process.

PEAR Determinants of Equity supported by this investment:

Equity in state and local practices, equity in jobs and job training and economic justice

PEAR Determinants of Equity Group(s) [Community Support Systems (Trunk), Family Support Systems (Branches), Community Infrastructure (Root System), Government Practices (Soil & Nutrients)] supported by this investment:

Community Infrastructure (Root System) and Government Practices (Soil & Nutrients)

- State HR – Understand and address inequities within recruitment and hiring systems statewide. Improve hiring diversity and create a model for statewide hiring practices.

- OFM HR – Understand and remove barriers in OFM's application, interviewing, and job offer processes. Build more equity into our hiring process.

PEAR Habit(s) needed to achieve desired PEAR outcomes:

- Voice amplification – Center the voices of the prospective state workforce in policy, program, procedure, and practice design and decision-making.

- Relatable workforce – Ensure we have cultural, linguistic, and racial/ethnic representation in our workforce that can relate to the lived experiences of our communities and increase the state's ability to meet our community needs and priorities.

- Workforce experience – Create an atmosphere that allows employees to show up to work as their full selves where they feel welcomed, safe, and valued, and make sure they can perform fulfilling work.

- Building workforce capacity – Provide learning and development based on our workforce so they can build their abilities to advance pro-equity, racial justice, access, and belonging.

- Continuous workforce development – We will work to hire and promote employees who embody pro-equity, racial justice, access, and belonging, *and* who have the willingness and ability to improve. We will also develop these values in existing employees.

- Employee voice – As an employer, we commit to elevating our employees' voices in our strategies to advance pro-equity, racial justice, access, and belonging in our state.

- Business Resource Group (BRG) support – Our government will work with business and employee resource groups to understand and address pro-equity, racial justice, access, and belonging issues that are important to them. We will fund Business Resource Groups (BRGs) to enhance their ability to:
    - continue workforce advocacy,
    - increase their visibility,
    - help our agencies in recruitment and retention efforts,
    - provide training to state agencies, and
    - inform state strategies and policies for a safe, accessible, and culturally appropriate workplace.

- Sustained Partnerships – Develop partnerships with partners to build trust.

PEAR Service Line Investment Lead or Team - Who is responsible for leading the actions?

State HR and OFM HR will lead this effort. The co-sponsors of this PEAR service line are Michaela Doelman, chief Human Resources officer for State HR and Leticia Gomez-Esposito, director of OFM HR.

Collaboration needs - Who does the agency need to collaborate with to make the investment?

We will collaborate with state agency leaders, state agency HR professionals, state agency hiring managers, prospective state employees, Office of the Governor, Office of Equity, community groups, and nonprofit organizations.

What are the potential barriers, challenges, and/or risks of this investment?

State HR challenges and barriers include:

- Limited staff bandwidth
- Fixed mindsets about what a successful candidate looks like
- Scale the process across OFM
- Connect the right people to the right job
- Ensure workplaces are prepared for workplace diversity.

OFM HR challenges and barriers include:

- Staff bandwidth
- Fixed mindsets about what a successful candidate looks like at OFM
- Connecting the right people to the right job and ensuring OFM teams are prepared for workplace diversity.

Solution(s) identified to address resource needs and barriers/challenges/risks:

We are currently identifying solutions to these challenges.

PEAR Service Line Investment Start Date:

June 2023

PEAR Service Line Investment Target End Date:

September 2024

PEAR Performance Measure(s) - What measures will be used to determine effectiveness of investments? Were these measures informed by impacted communities/employees/interested parties? Choose a minimum of 1 outcome measure and 1 process measure for each investment.

We based these measures on initial feedback we received from impacted communities/ employees/interested parties. We are going to seek additional feedback and will update our outcome and process measures, as needed.

- State HR outcome measure - 80% of state agencies enter standard information into the NEOGOV system.
- State HR Process measures:
  - Measure #1: Initiate the process of collaboratively developing a directive or EO for intended use of OLRS (Online Recruiting System). *12/31/2024*
  - Measure #2: Work with partners to identify OLRS standard process steps needed to extract reliable DEI data and release guidance to agencies. *12/31/2024*
  - Measure #3: Work with partners to determine NEOGOV common language and release definitions to agencies. *12/31/2024*
  - Measure#4: Build support and engagement with Talent Management Council monthly. *TBD pending progress on previous measures.*
  - Measure #5: Provide NEOGOV process training to agency recruiters. *TBD pending progress on previous measures.*
  - Measure #6: Develop audit cadence and measure mechanism. *TBD pending progress on previous measures.*
- OFM HR process measure – OFM HR will provide division-specific, talent acquisition data to OFM divisions by September 2024.

- OFM HR process measure – Define standard data points and definitions (e.g., best time to hire) that supervisors need to enter in the NEOGOV system by June 2024.

PEAR Goals - What exactly will your agency achieve in the first 3 months after investment start date? Were these goals informed by impacted communities/employees/interested parties? Choose 1 goal for each outcome and process measure.

We used initial feedback received from impacted communities/employees/interested parties to create these goals. We are going to seek additional feedback and will update our outcome and process measures, as needed.

- OFM HR outcome measure goal – Data will show that OFM will have more diverse candidate pools in NEOGOV by December 2024.

- State HR and OFM HR process measure goal – We will seek feedback from community members about hiring practices to define our future process and outcome measures by February 2024.

- State HR and OFM HR process measure goal – We will target outreach to determine which parts of the recruitment process we can make more effective.

- OFM HR process measure goal – We will implement feedback from hiring managers to develop resources (e.g., intranet page, toolkit) by December 2023.

We will use employee feedback that we capture in enterprise engagement and exit surveys. We will also gather feedback from current state employees and prospective state employees through focus groups and surveys.

NEOGOV (Careers.wa.gov) captures demographic data of all applicants and how/when they fall out of the assessment process.

We know the only way we can carry out the work of agency PEAR plans and adequately serve the diverse people of Washington is to have a diverse and culturally responsive workforce. Our plan to engage and understand the needs of impacted communities is twofold:

1. Although it's not direct engagement, we plan to read and understand the direct community feedback other state agencies obtain so we can understand the gaps in our current workforce. This will help us understand how we can mobilize our current business lines (or evolve to build out new, relevant business lines) to support our workforce and fill those gaps.

2. As we discussed above, we recognize that our current and potential workforce experience disparate impacts and outcomes every day, so the community we engage is also our workforce. To gain direct feedback from our workforce, we plan to establish feedback channels with the following groups:

    a) **Business Resource Groups –** By nature of their work, our BRGs obtain employee feedback about their experience and opportunities with state government work. These groups are a valuable feedback partner, and we plan to build formal and informal ways to obtain this feedback for future strategies.

    b) **Job applicants –** We currently don't have a way to understand where the applicant experiences disparate impacts. If we can get additional funding for resources in talent acquisition, a key part of our plan is to better understand and improve the applicant experience.

    c) **Statewide DEI Council –** This council has members from almost every state agency does day-to-day work for PEAR plans across state agencies. Council members include people from historically marginalized communities that employers sought out to share their workplace experiences in confidence. We plan to develop more formal ways to obtain feedback from DEI council members and from staff through DEI Council events (e.g., DEI Summit). This will give us more understanding on the inequities current employees experience.

d) **Labor partners –** Our collective bargaining process already allows union representatives to share the voice and needs of their represented staff. And, we will continue to listen and solicit information from our labor partners about what their represented staff are experiencing, while prioritizing the most marginalized voices.

e) **Agency HR leaders –** Our HR leaders are on the ground supporting their agency workforce as they work to fill out their own PEAR plans. As we stated, before we know what gapes exist in the current workforce system, we need to understand what agency HR leaders need to carry out this work.

f) **Office of Equity –** We include the Office of Equity's voice, State HR's priorities and the agency participates in OFM's PEAR Hiring work group.

Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment evaluation:

Please see response above.

Agency Key Business Line: Contracts

PEAR Service Line where the needs are greatest:
Supplier Diversity

PEAR Service Line Priority where the needs are greatest:

OFM needs the following:

- Contract manager training and supporting staff on how to search for diverse vendors.
- Consistent communication to program staff.
- Finding certified vendors that meet the business needs.
- Finding vendors who could be certified and encouraging them/providing guidance for certification.
- Partnering more with community organizations.

PEAR Service Line Investment 3 description - Summarize the policies, processes, practices, and procedures related to this investment:

OFM has created a Supplier Diversity program that follows the policies laid out in Executive Order 22-01, DES Supplier Diversity Policy 090-06, Office of Minority and Women Business Entrepreneurs (OMWBE) Tools for Equity in Spending, and internal processes.

The governor directed state agencies to increase the amount of public funds being spent with minority-, women- and veteran-owned business (see Executive Order 22-01, Equity in Public Contracting [PDF]). In response, DES created the Supplier Diversity Policy 090-06, which includes required Supplier Diversity training for all procurement professionals.

What disparities do you seek to decrease or eliminate with this investment?

Currently, the percentage of contracts (and purchases) with diverse businesses is low. The goal is to provide equal access for contracting and purchasing opportunities with OFM, Office of Independent Investigations, Gov's Office and the satellite entities for which we provide contract services. Through supplier diversity program efforts, we can gain more opportunities to spend with the diverse businesses.

Which people groups and/or places, with the greatest need, does this investment focus on?

We will focus on the vendor community, specifically on minority-, women- and veteran-owned businesses.

Did your agency consult with tribal governments and Recognized American Indian Organizations (RAIOs)? How does this investment address the consultation they provided? Indicate N/A if not applicable.

We have not consulted with tribal governments and Recognized American Indian Organizations (RAIOs) yet. However, we plan to do so soon.

What did impacted communities/employees/other interested parties identify as the root causes of the disparities? How will your investment address the root causes?

Root cause: Vendor access disparities

- Low access to registration systems, forms, instructions, and processes.
- Low amount of material available in multiple formats and language options, as needed.

We will address this by:

- Increasing vendor access: The OFM Statewide Vendor Registration unit will create feedback loops with OMWBE-certified venders to make sure new systems do not eliminate vendor's access. Address accessibility of systems, not requiring internet or computers only for registration

- Improving vendor registration: We will involve disadvantage and underrepresented communities as we design new forms, instructions, and processes that make the registration experience easier and resolve problems more quickly.

- Increasing agency spend: We will use the OFM Supplier Diversity Program to increase the agency spend on diverse vendors through outreach, education, process changes, and by reducing/eliminating other barriers that prevent diverse vendors from participating in contracting opportunities.

- Improving payment timeline; we will put systems in place to pay vendors more quickly once they have performed their work.

Root cause: It's difficult to find vendors because contract managers have to search three databases.

We will address this by:

- Asking OMWBE and Washington Department of Veterans Affairs to train us on how to search their directories.

- Having the OFM Supplier Diversity program lead meet with all division contract managers to determine how we can best assist contract managers.

- Making sure our program lead is available to help all staff.

Root cause: We need more consistent communication to program staff.

We will address this by:

- Using the new communication plan that OFM's Organization Strategy and Performance Unit developed to help the Supplier Diversity program lead communicate the Supplier Diversity program to staff.

Root cause: We need to find certified vendors that meet the business needs.

We will address this by:

- Connecting with vendors through presentations at vendor association meetings, one-on-one meetings with vendors, and meet and greets between vendors and staff.

How does your investment address concerns and priorities identified by impacted communities/employees/other interested parties?

OFM, Gov's Office and its affiliates, and OII are not spending an equitable amount with diverse businesses. This investment addresses that by focusing on ways we can increase our diverse spend: Vendor outreach, staff training and search assistance, and reducing barriers.

How will/could your investment increase or decrease benefits for communities/employees/other interested parties? Increase or decrease burdens? How will your agency identify and minimize any unintended harms?

OFM, Gov's Office and its affiliates, and OII are not spending an equitable amount with diverse businesses. This investment addresses that by focusing on ways we can increase our diverse spend: Vendor outreach, staff training and search assistance, and reducing barriers.

If contract spending can increase, then a greater number of minority-, women- and veteran-owned business will receive funds for products and services. As businesses grow, they can increase the number of people they employ. Increased employment puts money into diverse communities and helps grow the economy.

PEAR Determinants of Equity supported by this investment:

PEAR determinants of equity group(s) [community support systems (trunk), family support systems (branches), community infrastructure (root system), government practices (soil & nutrients)] supported by this investment:

Desired PEAR Outcome(s):

Increase supplier and vendor diversity for OFM, OII and the Governor's Office.

PEAR Habit(s) needed to achieve desired PEAR Outcomes:

Equity, access, dignity, and belonging.

PEAR Service Line Investment Lead or Team - Who is responsible for leading the actions?

Contracts Team, Legal and Contracts Services, and Statewide Accounting.

Collaboration needs - Who does the agency need to collaborate with to make the investment?

Contracts staff will collaborate with DES, OMWBE, WDVA and vendor organizations.

What are the potential barriers, challenges, and/or risks of this investment?

Our challenges include not being able to choose a vendor in every purchase situation, contract managers not knowing how to search for vendors, and not enough choices in some industries to meet the business need. We have insufficient search systems and there's a need for a comprehensive search database.

Solution(s) identified to address resource needs and barriers/challenges/risks:

We have a new email address specifically for this focus: ofmbuysdiverse@ofm.wa.gov. We also created an intranet page for employees and an internet page to connect with the impacted communities. We are connecting with organizations that know and assist the impacted communities and vendors. Organizations willing to engage in this project include AWMB, Tabor 100, Washington Procurement Technical Assistance Center (PTAC), Northwest Minority Builders Alliance (NWMBA), and the Black Collective.

PEAR Service Line Investment Start Date:

October 2022 (design phase) and July 2023 (build phase)

PEAR Service Line Investment Target Check-in Date:

January 2025

PEAR Performance Measure(s) - What measures will be used to determine effectiveness of investments? Were these measures informed by impacted communities/employees/interested parties? Choose a minimum of 1 outcome measure used to evaluate effectiveness of the investment in achieving the desired PEAR Outcome. Choose 1 process measure used to evaluate whether investment activities have been accomplished.

Outcome measure No. 1: Increase spending with minority- and women-owned businesses to 6.4%. We also want to increase spending for veteran-owned businesses by 1% before Dec. 30, 2026.

Process measure No. 1: Quarterly spend data reports. These reports will be used as a PEAR Performance Measure to determine effectiveness of investments.

PEAR Goals - What exactly will your agency achieve in the first 3 months (Quarter 1) after investment start date? Were these goals informed by impacted communities/ employees/interested parties? Choose 1 goal for each outcome and process measure.

The goal of our outcome measure No. 1:

- Attend the Washington Regional Contracting Forum Sept. 20, 2023.
- Encourage 50 contractors to participate in the OMWBE training.
- Talk with/present to at least three vendor organizations.
- Conduct 10 meet and greets with vendors.

The goal for our process measure No. 1: Complete scheduled events.

Process Measure No. 2: What data sources will your agency use to measure success?

We will consider data sources created by impacted communities/employees/other interested parties, if available. We will also retrieve data from OFM reporting, and we will measure yearly OMWBE reports from against the goals set by OMWBE and WDVA.

Process Measure No. 3: Describe the plan to partner, share, listen, adjust, and learn with impacted communities/employees/other interested parties during investment implementation:

- Employ customer feedback, create focus groups, analyze data, connect with Business Resource Groups, meet with divisions' contract managers, connect with vendor organizations, and have conversations with vendors.