

IMPORTANT: This is a **living document** and is subject to change after additional review.

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

A. Contact Information

Agency/Department/Board/Commission Name: Employment Security Department

Agency Leader/Head Name: Cami Feek
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B. PEAR Team Information

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

Tip: Revisit the PEAR Team Orientation Session guidance on establishing a complete PEAR Team.

- Answer: **Yes**

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

Agency Executive Leaders: Cami Feek (Commissioner, cami.feek@esd.wa.gov) Phil White (Assistant Commissioner, Director of Organizational Excellence, Phillip.white@esd.wa.gov), Lisa Kissler (Chief Strategy & Innovation Officer, lisa.kissler@esd.wa.gov), Chris Barron (Communications Director, christopher.barron@esd.wa.gov), Ayanna Colman (EDI Director, ayanna.colman@esd.wa.gov), Marie Burrows (Director of People and Culture, marie.burrows@esd.wa.gov)

Agency Equity Officer: Ayanna Colman (EDI Director, ayanna.colman@esd.wa.gov)

Agency PEAR Specialist: Nadine Nabass (PEAR Specialist, nadine.nabass@esd.wa.gov)

Employees: Matthew LaPalm (matt.lapalm@esd.wa.gov), Teresa Eckstein (Equal Opportunity Director, teresa.eckstein@esd.wa.gov), Ann Hartman (Communications Consultant, ann.hartman@esd.wa.gov), Cheri Willoughby (WorkSource Specialist 4, cheri.willoughby@esd.wa.gov), Dalina Tolbert (Fraud Compliance & Training Manager, dalina.tolbert@esd.wa.gov), Mariana Hernandez (Lead Tax Policy Specialist, mariana.hernandez@esd.wa.gov), Jessica Do (Equal Opportunity Consultant, jessica.do@esd.wa.gov), Ismaila Maidadi (WIOA Title I Manager, ismaila.maidadi@esd.wa.gov), Ashlee Delaney (Government Relations Manager, ashlee.delaney@esd.wa.gov), Jesse Marie Echeverria (UICS6 Intake Supervisor, jesus.echeverria@esd.wa.gov), Maria "Denise" Galloway (PFML Specialist 2, maria.galloway@esd.wa.gov), Caitlin Cormier (Internal and Web Communications Manager, Caitlin.cormier@esd.wa.gov), Megan Eason (Equal Opportunity Officer, megan.eason@esd.wa.gov), Kaelynn Marie Gonzalez (Product Analyst, kaelynnmarie.gonzalez@esd.wa.gov), Nino Gray (Executive Outreach Officer, nino.gray@esd.wa.gov), Caitlyn Jekel (Government Relations Director, Caitlyn.jekel@esd.wa.gov), Ariel Kay-Barto (Equity Specialist, ariel.kay-barto@esd.wa.gov), Betty Kirschbaum (ES Benefits Specialist 1, betty.kirschbaum@esd.wa.gov), Gary Lott (Executive Public Affairs Officer, gary.lott@esd.wa.gov), Jasper Marino (Division Equity and Employee Experience Manager, jasper.marino@esd.wa.gov), Sarah McGraw (Deputy Operation Manager, sarah.mcgraw@esd.wa.gov), Kelly Moore (Equal Opportunity Consultant, Kelly.moore@esd.wa.gov), Tim Probst (ESD Grants Management Office Director, tim.probst@esd.wa.gov), 'Samba' Ngenarr Samba (Regional Change Agent, Ngenarr.samba@esd.wa.gov), Stephanie Sams (Policy & Legislative Implementation Manager, stephanie.sams@esd.wa.gov), KLeigh Terrell (WIOA Specialist, kleigh.terrell@esd.wa.gov),

External Customers: Megan Lee (meganyjlee@gmail.com), David Simpson (simmisimp@gmail.com), Joseph Seia (josephseia@outlook.com), Matilda Jene Stokes (brazieal772@gmail.com),

Agency Partners: Workforce Training Board (Cynthia Harris, cynthia.harris@wtb.wa.gov), Northwest Justice Project (Kristi Cruz, kristic@nwjustice.org), Unemployment Law Project (Anne Paxton, apaxton@ulproject.org), Washington State Labor Council (Joe Kendo, jkendo@wslc.org), Sybil Hyppolite, shyppolite@wslc.org), Elizabeth Gordon (Governor’s Committee on Disability Issues and Employment Executive Director, elizabeth.gordon@esd.wa.gov), Amelia Bai (Executive Director at Oceania NorthWest, msameliabai@gmail.com), Rose Gunderson (Ware Tail Services, rgundersen@waretailservices.com), Lauren Hipp (Moms Rising, lauren@momsrising.org), Gabriela Quintana (Economic Opportunity Institute, gabriela@opportunityinstitute.org), Ali Scego (Program Director Neighborhood House, alis@NHWA.org),

Experts for Key Business Lines:

C. Baseline Equity Impact Review (EIR) Completion

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

- Answer: **No**

D. 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
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: In progress
- Date your agency completed all PEAR Readiness Steps: N/A
- Or target date of completion: September 2024 (for final deliverable)

PEAR Readiness Steps:

Agency leader and all PEAR Team members attend a PEAR Team Orientation Session hosted by the Office of Equity or watch the recordings:

Dr. Johnson Welcome Video

2022 PEAR Team Orientation Recorded Session

- YES, June 2022

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

- YES, June 2022

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.

- YES, September 2022

*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.

- YES, October 2022

*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.

- Developing, October 2023

E. PEAR Service Line Investments

Based on the results of the Baseline EIR, describe the three (3) PEAR Service Line Investments your agency is going to make over the next year.

Use your Baseline EIR Worksheet responses to answer the questions below. Appendix A of this document includes a PEAR Service Line Investment example.

1. PEAR Service Line Investment 1

Agency Key Business Line(s):

Equity in Government Policies, Practices, People and Systems

PEAR Service Line where the needs are greatest:

Workforce Equity Service Line

PEAR Service Line Priority where the needs are greatest:

Equity in State and Local Practices (a PEAR determinant of equity) – We will proactively embed accountability measures for Employment Security Department (ESD) and Workforce Training & Education Coordinating Board (WTB) staff. These accountability measures will honor the commitments we have made to our PEAR statements and policies so that employees have strong guidelines and principles of cultural humility and competency. These accountability measures will be derived from the enterprise-wide work managed by the Office of Financial Management and the Department of Enterprise Services. The agencies will foster and maintain “pipeline” plans where employees can learn, grow, and promote within the agencies with the objective of having more diverse leadership and inclusion of staff with lived experiences, reflecting the communities we serve.

PEAR Service Line Investment 1 description - Summarize the policies, processes, practices, and procedures related to this investment:

Create an agencywide approach to define, communicate and select staff for opportunities to grow and develop skills to be prepared for future promotional opportunities. This includes developmental job assignments and special projects. All ESD employees will have expectations related to cultural competency in their Performance Development Plans (PDPs) based on where they are on their Equity, Diversity, and Inclusion (EDI) journey.

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

Employees from historically marginalized communities – especially Black and Indigenous employees and other employees of color, employees with disabilities, and particularly employees with intersectional lived experience within these communities – do not excel in the traditional model of recruitment, retention, and promotion. For example, we may focus so much on “checking a box” in hiring that we are bringing in people to a culture where microaggression and flat-out discrimination drive them back into the job market. Also, people who are here doing good work are told they do not have experience to lead within the organization. At times they may even be the ones training new hires who then get promoted and paid more money to do the same or even less work. We do not have standard agency practices around professional development, nor have we tracked how these practices have been historically executed and to whose benefit. Performance evaluations tend to reflect personal and professional biases of one person (the manager), who often is not a member of the direct report’s community, nor do they understand their lived experience and the unique value that experience offers the organization. This service line will build in a process for efficiently tracking these current disparities so we can mitigate, if not

completely eradicate, unfair treatment. We will build agency capacity where all leaders can be held responsible for ensuring assessments are balanced with a human-centered focus on retention, growth, and reward. We have in our agency strategic plan that embedding cultural competency for employees is a must, and this service line will bolster those efforts, particularly with agency leadership who will be held accountable for implementing fair hiring and retention practices.

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

- People of Color (Black and Indigenous, most critically)
- People from historically marginalized communities (people who are disabled, people from the LGBTQ+ community)
- People with non-traditional professional backgrounds (military families, justice-involved individuals, people who took long breaks from employment for caregiving or other personal matters)
- Pay equity and workload distribution among genders, intersectional with race

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.

N/A: this is an internally focused service line concerning agency staff

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 causes of disparities identified:** Biased recruitment and promotion processes, internally facing systems, training, and documents that are not fully accessible, supervisors who are not trained in disability inclusion practices such as providing reasonable accommodation.
- **We will address root causes by:** Implicit bias training for hiring panels, addressing accessibility of systems and training, training for supervisors on reasonable accommodation.

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

- **We will address concerns by:** Looking at data already existing within ESD EDI, HR, and EO Offices. We will identify trends as well as unique situations to ensure we account for all experiences within ESD. We will continue to bridge communication efforts with all staff so they can share their personal experiences as well as performance outcomes

so we can track progress (and/or inaction). We will educate staff about the three offices and where they can help individually and as a collective, so staff know where to bring questions, concerns, and suggestions for how we can act on this service line. We will continue to use the employee resource groups to be a source of information and communication sharing so multiple channels can be utilized to meet employees in their respective communities.

- **We will address priorities by:** Making this a standing agenda item in meetings for all ESD leaders, particularly executive leadership. A baseline will be established with marked progression milestones to be tracked every quarter. If we are not making progress, a full analysis effort will be undertaken to understand root cause for stagnation or regression. We will also develop an accountability plan to course correct. We will poll staff on a quarterly basis with “pulse” surveys as well as other tools that speak to the urgent issues of concern. We will share progress with all staff, not just leaders, so we can live our values of transparency and accountability. This will ensure staff can progress and continue to inform leaders on the right priorities for focus.

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?

There will be more access to employment opportunities (especially promotions) for people of marginalized communities. Increase burdens will be upon the majority community to provide access, training, and resources to allow the employees to effectively perform their job duties (including specialized equipment). In order to identify/minimize any unintended harms, we need to create a tool where staff can report issues/concerns to HR/EDI/EO so that matter can be reviewed/investigated.

PEAR Determinants of Equity supported by this investment: Equity in State and Local Practices

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):

All staff, but particularly staff from historically marginalized communities, benefit from employee engagement work by learning new and transferable skills, gaining on-the-job experience, deepening their knowledge of cultural issues and being afforded the opportunity to practice their competencies in

their day-to-day interactions with staff and customers. All leaders are able to assess their teams based on cultural awareness, ensuring that PEAR and agency values are practiced. If expectations are not met, an action plan will be put in place with detailed steps so employees know what to expect and when to expect it, and can be in compliance with their performance expectations.

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

- Enhance our culture of equity, diversity, and inclusion by developing cultural competency for every employee.
- Increase diverse representation in our leadership by improving retention and embedding our goals and values into hiring and promotional processes.
- Improve the experience of team members from historically marginalized communities by using employee engagement data and direct input from employees.

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

Executive Team Leaders: HR Director, Equal Opportunity (EO) Director, EDI Director, Planning, Product, and Performance (PPP) Director, and Chief Strategy and Innovation Officer, along with their teams. This work will belong to all supervisors in the agency, which includes all team leads, managers, and directors. Performance plans will be updated with necessary language related to this service line so it can be a metric for reviews and action plans.

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

- All agency executive leaders as well as their leadership teams.
- The agency employee resource groups and other employee engagement workgroups.
- Divisional equity, diversity, and inclusion teams.

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

- Uniformity across the divisions: leaders do not enforce what they are not measured on. One piece of the barriers is the huge amount and diversity of work that ESD does so that uniformity is difficult because each area has different customers and service approach based on those customers.
- Agreement on what is considered "retention and promotion efforts" that lead to desired PEAR outcomes.
- Balancing resource priorities

- Executive leadership change (a commissioner change can potentially bring this work to a halt or slow it down dramatically)
- Classifications and capacity - poor tools, inefficient processes, as well as leadership, management, and supervisor capacity.

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

- Continuous communication with Commissioner/agency leader, and all executives as to achieve objectives and strategies.
- Target review timeline with adequate discussion on barriers and outcomes so that solutions can be immediately identified and implemented so as not to lose focus or momentum.
- Implement use of Employee Surveys to collect data on how successful (or not) we are with implementing PEAR (addressing resource needs/barriers/challenges/risks/failures to conduct our business in DEI lens).

PEAR Service Line Investment Start Date: 9/1/22

PEAR Service Line Investment Target End Date: Continuous

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 1:** Staff demographics align more closely with state and regional worker demographics (source: <https://www.census.gov/quickfacts/WA>) for race, gender, LGBTQ+ status, disabilities, and age. Employee Engagement scores are more consistent across employee demographics, including for those who are members of marginalized communities. At least 80% of employees from historically marginalized communities respond positively to the following employee engagement questions:
 - My agency supports a diverse workforce.
 - At my workplace, I feel valued for who I am as a person.
 - At my job, I have the opportunity to make good use of my skills.
 - I have the opportunity to give input on decisions affecting my work.
- **Process Measure 1:** Pulse Surveys, Meetings with Employee Resource Groups, Exit Interviews, Meetings with divisional EDI teams, concentrated work with the People Development Team.

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 1 Quarter 1 Goal:** Get a baseline understanding of our current state on these objectives and start the conversation on the PEAR service line with expected timelines for forward progress.
- **Process Measure 1 Quarter 1 Goal:** Executive People and Culture Team brought into the conversation 9/1/22 and discusses integration with PEAR team, the plan, and bridges all responsible parties together to distribute action items. Work on feedback loops and focus groups with staff to learn baseline and hear professional goals for workforce development. Meet with executive leaders to determine the action plan for leaders to implement for desired outcomes.

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

- Staff resources so they are able to compete for positions (determined by HR and division partners)
- Qualitative data from staff from historically marginalized communities (pulse surveys and other check points) as to their experiences in the application and hiring process – particularly promotions.
- Working with HR on data reports for leaders of color and leaders from other historically marginalized communities and connect that continuously with division leadership.
- Employee demographics data (OFM and also, ESD needs to be able to track to report at any time to whomever asks).
- LMS (Learning Center) training data (for EDI, cultural competency, implicit bias trainings).
- Communication and conversation tools on work time (Speak Your Truth, town hall sessions, employee resource groups, conversations with leadership, etc.).
- Considerations of classification and qualifications of job classes and positions within divisions (Unemployment Insurance/Employment Connections/Leave & Care).

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

Every quarter, the PEAR team will host a town hall to share ESD's progress and debrief about any concerns or suggestions. Adjustments will be agreed upon to support employee growth. Community members, partners, and ESD employees will have the opportunity to provide their comments and

suggestions to the PEAR leader and/or other PEAR representatives directly throughout the year for continuous improvement.

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

Employees will have the opportunity to share their evaluation of the impact of the program and whether it helped them meet their needs and goals via exit surveys and annual employee evaluations. Beyond exit surveys, ESD will utilize other surveying tools for current employees, such as pulse surveys, annual employee engagement survey questions, and divisional or agency-wide focus groups (such as the employee resource groups) to keep fresh data points. The exit survey and/or evaluation question will also request their suggestions for program improvement. Employees will receive a report that summarizes performance on their EDI journey throughout the year.

2. PEAR Service Line Investment 2

Agency Key Business Line(s):

Equity in Community Infrastructure

PEAR Service Line where the needs are greatest:

Capacity Building Service Line

PEAR Service Line Priority where the needs are greatest:

Economic Justice (a PEAR Determinant of Equity) - Access to the programs and benefits of ESD, including Unemployment Insurance, Paid Family and Medical Leave and re-employment services, rely on navigating a complex system which currently operates in a piecemeal manner: people are directed to one division or another to get, in most cases, one service. Currently, it is up to the customer to know who to call, where to go, and how to follow up on all the requirements in order to receive their desired outcome. There are many people who are unable to navigate our systems without better support from the agency. We continue to hear from advocates and other community members and partners that current systems are not built to serve the people, and the updates that need to be made need to consider what works best for the people and not the longstanding program(s) which perpetuate inequities. We know that different groups of people need certain systemic assistance (people with disabilities, people with limited digital proficiency, etc.) and we can no longer rely on a one-size-fits-all model and expect people to fit into our molds. ESD and WTB will need to focus on building out additional models to meet diverse populations and service needs.

PEAR Service Line Investment 2 description - Summarize the policies, processes, practices, and procedures related to this investment:

Our first priority will be to pilot an in-person and virtual program to provide navigational support for all agency programs targeted specifically to highly barriered customers. We envision doing this at our WorkSource Centers by creating a role for staff as navigators to assist clients through the system.

It is our desire to have navigators for both UI and PFML services, because they are complex programs and having separate sets of navigators should better serve the customers and be a better working experience for staff. It is important that the navigators are equipped with the appropriate training and necessary skills to serve the targeted populations. Navigators will be either multilingual themselves or will be trained to work with qualified interpreters. In addition, navigators will receive training in working with diverse clients, in cross-agency program eligibility issues, and in providing reasonable accommodations to people with disabilities. In addition, ESD will consider increasing access by expanding hours of operations for virtual services at first, then potentially moving to expanding hours of operations for in-person services. The expanded hours would be designed to accommodate those working during our current hours of operations and may include evenings and weekends. A study is needed to identify the best possible times to add hours to meet the needs of those identified in this section. Also, involvement with the WDC to include an EO officer would be desirable.

Finally, ESD will ask each program to review their policies to identify policies that result in keeping people out or result in denying benefits. Programs will identify such policies and convene a working group to identify ways to remedy the identified barriers.

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

We no longer want to see people turned away or discouraged while using our facilities and systems due to their inability to access technology or assistance with programs. This includes people who access our agencies in person, online, by telephone, or by way of another agent (community resource, etc.)

The disparities this service line item is attempting to address are:

- Inequitable access to services due to: online nature for many programs; limited English proficiency or disability; lack of digital access and literacy; and/or populations who would be better served by “nontraditional” hours due to socio-cultural norms.
- Disparate impact of policies on highly barriered customers.

- Inequitable access to services because the programs are not set up to be universally accessible, especially for those from historically marginalized populations or highly barriered populations.

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

- People with disabilities (physical, sensory, learning, and mental and behavioral health) and any disabilities that may impact accessibility to services
- People with digital illiteracy
- People without stable adequate digital access, internet access or only have mobile devices
- People with limited English proficiency
- People who have “non-traditional” schedules and/or service needs
- People experiencing housing insecurity
- Veterans/Spouses of Veterans’
- Low wage workers
- Unemployed customers who have children, but no childcare
- Migrant or seasonal farmworkers
- People with other barriers to in-person services for social or cultural reasons
- Small employers

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.

Not at this time.

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 causes of disparities identified:** Impacted communities identified language and disability accessibility barriers to be one of the major causes of disparities in access to our services. Our investment will address this by seeking out ways to improve accessibility in this area. Our agencies provide services to assist people in languages other than English (including ASL), but we acknowledge that we can create a more robust language service system. This includes adding more bi-lingual staff that speak the most common languages in the service area and adding additional methods of delivering interpreter services, including remote interpreting via video for ASL customers where an in-person interpreter is not available.

- **Impacted communities and partners also identified the barrier of limited office hours.** Office and phone line hours reflect “traditional” hours of business and are not flexible to meet the needs of people who have schedules more conducive to “extended” hours. Inconsistent accessibility of both online systems and forms for those with sensory disabilities, and programmatic accessibility for those who have learning disabilities or developmental disabilities, means it is imperative to plain talk the complexities of eligibility. Plain talk is not consistently applied, a root cause of which could be training as well as resources for people who create content. Another root cause is that our system is vast and complicated. Taking into account workload and funding, we try to meet the needs of the majority of individuals we serve and therefore we have difficulty flexing to meet the needs of folks who have more complex needs.
- **We will address root causes by:** Investing in and establishing team members in field offices and other locations who can help direct people through the current systems, providing support where needed, and offering to bridge to other work lines in the agencies so people will not need to repeat their attempts at service. We will resource virtual service beyond “traditional” business hours to meet the needs of people as they come to our programs, with the intent to further expand in-person operations.
- We will review materials to ensure that we use plain talk so that our materials are easy to understand and programmatically accessible. This investment will increase accessibility to our written materials.
- We will review policies for additional barriers to services in an on-going manner.

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

We know that our language services need serious improvement, as well as our services to people with different abilities. A navigator program will specifically target those inequities and help us immediately identify gaps and outcomes so we can pivot resources to meet people when and where they need us most. We could leverage the Integrated Service Delivery (ISD) model at the local area and identify partners that can supplement our work in this area when we have customers with needs for interpretation and translation. Our agencies provide in-person services to people who speak other languages (including ASL), reasonable accommodations to people with disabilities, and modify our services for people with other specific needs.

Our agency once served people beyond “traditional” hours in order to be of service to those who needed that flexibility. It is the desire of community members for agencies to re-invest in those services to meet the needs of our

customers in today's economic climate. Re-prioritizing scheduling meet the needs of our customers is a shift from the current model that accommodates the agency's business hours.

Our investment will also help people move out of working multiple minimum wage jobs to jobs that have better pay and benefits.

Staff training on using interpreters and meeting the needs of customers with disabilities will reduce disparities. Training is ongoing and available on demand so staff can build confidence and skill level.

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?

Increased utilization in UI and PFML benefits can mean increased employer premiums/taxes. 90% or more of the businesses in WA are small, under 50 employees, which means we have a lot of business owners in WA that are part of the community - small, minority, and women owned.

The initiatives we have outlined in the document provide clear additional benefits for our customers and community members (more virtual services, navigators, services during non-traditional hours); this will lead to a decreased burden for those populations. That being said, these initiatives may increase the tax burden on employers and/or employees.

Other considerations:

- For Paid Leave customers who work in small businesses and don't have job protection, there could be a link between those workers who need to take paid leave and, if they lose their job, will need to find a new job.
- Increased utilization of paid leave would also increase the premium for employees for the following year.
 - Concern: Increasing the cost of Paid Leave for increased utilization will prevent lower-income workers from using the program, so they are essentially subsidizing the use of Paid Leave for higher income workers.

PEAR Determinants of Equity supported by this investment: Capacity Building

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):

- Create an integrated experience for customers when interacting with ESD.
- Help connect more people to our services through a network of community partners.
- Improve equitable outcomes for customers by listening to and learning from people who face barriers to receiving our services.

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

Survey customers on their phone and in-person access and experience

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

Division leaders, as they could work on enacting the necessary process changes as a result of the PEAR plan.

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

There are some cross agency statewide needs that can be addressed in legislation and in partnership with Office of Equity--for example there is a proposed universal access and belonging plan focusing on the needs of folks with disabilities. So, there may be statewide needs that could be funded and increase bandwidth temporarily or permanently.

WIOA mandated partners and additional partners in the local areas.

Co-located partners could be key to determining local needs.

The Washington Resource Group also identified expanded hours as a priority for them. So that would be a good group to sync with (our commissioner works directly with this group)

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

- Staff burnout if there's no additional funds to expand staffing.
- Maintaining momentum and excitement.
- Getting local partners to buy into the changes.
- Building momentum of folks acutally utilizing expanded hours.

- Challenge of overcoming the community sense that ESD is only available online or in limited languages. Outreach will be needed to address this challenge.

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

Townhall meetings with the general public about needs. Surveys of customers, partners and staff. Coordination with the union for represented staff.

Multilingual outreach for each program.

PEAR Service Line Investment Start Date: 9/1/2022

PEAR Service Line Investment Target End Date: 9/30/2024** (note: we do not anticipate that this investment will be completed by 2024 – rather, be reflected in the combined state plan sections submitted by our agencies)

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 1:**

Fewer of our customers get stuck trying to access benefits for which they qualify.

Our customers are more satisfied with the services they receive from ESD.

Access and outcomes for workers and employers in Washington are known and are more consistent across demographics.

Customers can get help applying for benefits.

Customers can get help navigating the "fact finding" process in UI and Paid Leave.

- **Process Measure 1:**

- Fact-finding how customers “get stuck” in our system and look into redetermination efforts to get more customers approved for the benefits they seek.

- Tracking how many customers come into a WorkSource office and can be served during their visit (as opposed to being redirected).

- Tracking the specific type of barrier our customers face when they come into an office (digital, language, etc.) and why that barrier exists.
- Tracking how many customers need extended/other service hours (virtually and in-person) and measuring staffing capacity, as well as looking into historical practices of when our agency had alternate hours and practices so we can sprint through success and avoid learned failures.

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 1 Quarter 1 Goal:** A team will be formed and serve customers cross-functionally
- **Process Measure 1 Quarter 1 Goal:** Assemble a team of subject matter experts from ESD programs to provide in person services through a six-month pilot in more than one WorkSource office.

What data sources will your agency use to measure success?

Consider data sources created by impacted communities/employees/other interested parties if available.

- Efforts to Outcomes (WorkSource case management)
- Unemployment Tax & Benefits (UTAB) - unemployment insurance benefits system
- Leave & Care Technology (external portal, CRM – customer relationship management, AX – finance & operation)
- Surveying software for customer satisfaction and/or in-person surveys for those in WorkSource offices
- State quality of Service (SQSP) plan for Unemployment Insurance.
- Program utilization, non-utilization and related research for PFML
- Participant Individual Record Layout (PIRL)"
- Complaints from customers (collected by Equal Opportunity Office)

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

- Geographic partners with the offices chosen for the pilot will be working with the formed team.
- Hiring full time PEAR managers to assist current PEAR team and all advisory groups to help coordinate efforts to track quarterly measures and outcomes.
- Work with current or future leadership positions that are designed for customer service, community outreach, and education efforts.

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

Customers will have the opportunity share their evaluation of the impact of the pilot program and whether it helped them meet their needs and goals via surveys. The survey will also ask their suggestions for program improvement to customers and employees. The PEAR team and leadership team will receive a report that summarizes customer satisfaction of services at the end of each program year.

3. PEAR Service Line Investment 3

Agency Key Business Line(s):

Equity in Government, Practices, People & Systems

PEAR Service Line where the needs are greatest:

Data & Strategy Reporting, Engagement, Policy Agenda

PEAR Service Line Priority where the needs are greatest:

For ESD and WTB to have the necessary impacts of our PEAR work, we need to be very intentional about setting our agenda, bringing in more community the right way, and tracking our progresses (and missteps) through reliable metrics and data tools so we do not repeat our own barriers and get help sooner than later when and where we need it. By taking the time to fully develop our Equity Initial Review, our PEAR statement, policy, and video, we can guarantee that this work sets up all other PEAR lines for success. Most importantly, as great as our team members have been, we absolutely cannot move forward in this work without more community engagement, at all levels and from all sources, and that will be our priority in all that we do throughout all current and future service lines.

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

ESD will invest in completing our Equity Initial Review, including developing deeper community membership and relationship building, and evaluating infrastructure such as data collection to ensure that we have the tools we need to move work forward, using data sources developed and used by partners where appropriate.

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

Identify and decrease systemic inequities to ensure full participation and access for all.

Decrease the disparity of no community involvement/missing representation from agency decisions, rulemaking and budget discussions.

Decrease the disparity of staff resourcing and support for employees from historically marginalized communities.

Eliminate making decisions based on no or insufficient data when it comes to community and/or staff concerns.

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

We're investing in our knowledge and processes.

Mediums to engage people:

- Host Town Hall Meetings (in person/virtual) to provide feedback to ESD on how we are doing (or not)?
- Social media to gather feedback (where and how applicable so we are having the conversations with community that need to be had)
- Radio segments (especially in Spanish speaking communities) to share updates or changes regarding our programs
- Less open-ended surveys
- TV Commercials
- ESD being more engaged/participating in the community - like attending community events to increase our presence in our local communities
- Collaborating with WorkSource staff who do outreach

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.

Not yet. We need to build a mechanism for consultation.

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 causes of disparities identified:** Strong relationships with community have not been built.
- **We will address root causes by:** Conversations with the tribal liaison

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

We will make a commitment to address concerns as they are discovered. We are still building the relationships to make sure we understand those concerns.

- Priorities expressed by communities are addressed by this investment: effective and meaningful data collection from community members to determine barriers to access and improve access to services.
- Priorities expressed by employees are addressed by this investment: effective and meaningful data collection from employees and partners to influence decision-making in programmatic improvements.
- Concerns expressed by customers and employees are addressed by this investment: funds are not wasted to implement inefficient and ineffective change that is not backed with data.

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 are investing in understanding more about our space and depth in relationships, rather than addressing an immediate barrier. It will increase understanding about our work, build relationships with community, increase community awareness, and decrease misconceptions of our programs. We can identify and minimize unintended harms by making sure we are gathering feedback and adjusting in accordance as we move forward.

PEAR Determinants of Equity supported by this investment: Equity in state and local practices

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 knowledge of and access to our programs.

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

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

Agency leader (Commissioner), Equity Officer (responsible for PEAR implementation at agency), and PEAR team members and/or representatives

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

- Community throughout WA state
- Stakeholders and partners in economic justice work
- Legislators and policy makers (funding, when appropriate)
- Data analysts and firms/vendors who understand community-centered data
- Agency leadership
- All agency staff and volunteers

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

Barriers should be low but exist when there are resource gaps in gathering information or committing to research and fact finding.

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

- Project managers to help track various areas of the work left to be completed under the EO 22-04 requirements for 2022/2023.
- Connect existing bodies of work where outreach and community engagement are done to leverage best practices and elevate to PEAR standards.
- Agencies committing to data collection and usage standards that serve the PEAR service lines and build capacity for equity focused work.

PEAR Service Line Investment Start Date: 9/1/22

PEAR Service Line Investment Target End Date: 9/1/24

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 1:** completing the EIR through thorough engagement of the team, other partners and community members, and employees
- **Process Measure 1:** checking in with various partners and team members, on a quarterly basis to consider multiple ways of engagement being adaptable to review changes and updates to capture missing communities and perspectives

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 1 Goal:** review EIR and checklist items to ensure we have a progress plan so we can evaluate our investments
- **Process Measure 1 Goal:** answer the “who is missing” question and then seek out appropriate steps to bring them into discussions or, at the very least, make accountability plans so they are included in other investment lines

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

Thoroughly completed EIR questions.

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

Data collection progression is shared with PEAR team members through meeting notes and during PEAR meetings.

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

Data summary is posted on ESD website for customers and InsideESD for employees for full transparency.