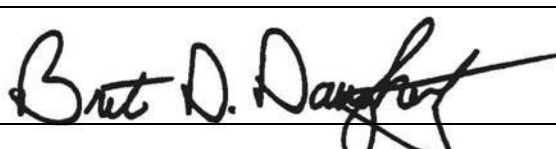




**Department Policy No. HR-265-21**

|                               |                                                                                                                                                                                                                       |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Title:</b>                 | Diversity, Equity and Inclusion Policy                                                                                                                                                                                |
| <b>Former Number:</b>         | New                                                                                                                                                                                                                   |
| <b>Authorizing Source:</b>    | Governor's April 2018 Memorandum and Action Plan on Diversity, Equity, Inclusion, and Respectful Work Environment (DEIR)                                                                                              |
| <b>References:</b>            | DEI Policy Committee Charter<br>2018 Washington State Human Resources Management Report<br>Equity Language Guide from the Governor's Interagency Council on Health Disparities<br>DEI Definitions<br>DEI Competencies |
| <b>Information Contact:</b>   | HRO Director<br>Building# 33 (253) 512-7942                                                                                                                                                                           |
| <b>Effective Date:</b>        | January 1, 2021                                                                                                                                                                                                       |
| <b>Mandatory Review Date:</b> | January 1, 2025                                                                                                                                                                                                       |
| <b>Revised:</b>               |                                                                                                                                                                                                                       |
| <b>Approved By:</b>           | <br>Bret D. Daugherty, Major General<br>The Adjutant General<br>Washington Military Department Director                           |

**Purpose**

This policy affirms the Washington Military Department's (WMD) commitment to diversity, equity and inclusion, and outlines responsibilities for employees, supervisors/managers and executives to ensure the agency creates and maintains a diverse, equitable and inclusive work environment.

## **Scope**

This policy applies to all agency employees, contractors and volunteers. For represented employees, the collective bargaining agreement will supersede any provisions of this policy with which it conflicts.

## **Policy**

The WMD will embed the values of diversity, equity and inclusion (DEI) in all aspects of our work to achieve our mission and vision in service of those who reside in Washington. The State of Washington is diverse, and our agency must reflect that diversity to better address disparities in outcomes of our services for marginalized and underrepresented communities through purposeful, tailored and equitable use of resources and programs.

To ensure a more diverse workforce, the WMD will foster a work environment that is respectful, brave and safe and will address realities such as individual biases (both conscious and unconscious) and discrimination, recognizing that the actions and impacts of institutions, laws and policies can sometimes reinforce discrimination and oppression. DEI work necessitates confronting discrimination and bias. A focus on DEI is needed to address systems and structures that can discriminate against marginalized communities.

### **A. Responsibilities/Expectation**

#### **1. Employees**

It is WMD's expectation that all employees, regardless of position, do the following:

- a. Co-create with their colleagues a welcoming, supportive, safe, affirming and respectful work environment where uniqueness and differences are honored and celebrated.
- b. Learn and grow one's DEI knowledge through engagement in respectful dialogue and courageous conversations even when uncomfortable about racism, privilege, dominant culture, oppression and historical trauma to learn from other's experiences/viewpoints.
- c. Be willing to walk the journey toward self-awareness and reflection.
- d. Understand that mistakes will be made, acknowledged, learned from and improved upon as much of this journey requires learning through iterations of growth and failure.
- e. Participate in continuous learning, development and training offered in the areas of diversity, equity, and inclusion, cultural humility, and oppression.
- f. Identify and address microaggressions as they occur in our workplace, whether intentional or unintentional, and use these as opportunities to educate, learn, grow, listen and respond with respect.
- g. Recognize unconscious bias.

- h. Offer support and encouragement by honoring each individual's truth through the affirmation and validation of their values, beliefs, principles and lived experiences.
- i. If unsure as to whether or not they are following this policy, ask their supervisor for advice or support so they can uphold the values described here.

## **2. Supervisors and Managers**

WMD further directs all supervisors and leaders, with coordination and support from Human Resources, to do the following:

- a. Promote diversity in all hiring activities including recruiting, interviewing and selection.
- b. Recruit and appoint culturally, racially and ethnically diverse managers and leaders.
- c. Actively engage in initiating, promoting and championing inclusive strategies to retain workforce diversity in race, ethnicity, color, national origin, religion, sexual orientation, gender identity, gender expression, age, veteran status and disability status.
- d. Ensure equal access to growth and leadership development, education and training opportunities, succession planning, mentoring opportunities and other resources. This includes ensuring competitive internal and external recruitments rather than direct appointments where possible.

## **3. Executive Leadership**

WMD directs its executive leadership, with support and coordination from Human Resources and executive leaders, including deputies and department heads, to do the following:

- a. Ensure diversity, equity and inclusion remain a priority and are core values in our agency decisions, especially as they relate to the allocation of resources.
- b. Use the voices and perspectives of diverse communities to influence and inform our priorities now and in the future.
- c. Support progressive facilities and environment planning to transform the workplace into a welcoming, inclusive and accessible environment for all staff and customers.
- d. Actively listen to the experiences of staff, especially those from marginalized groups, and take action to change discriminatory or exclusionary perceptions.
- e. Continue to assess and correct inequities throughout the agency including leadership appointments, promotional opportunities, training requests, access to flexible and alternate work modalities, and compensation.
- f. In their responsibility as agency leaders, division directors will be accountable to ensure required training, diversity council participation and inclusionary hiring practices.
- g. Leadership will review this policy for effectiveness at least once every three years, unless there is a rule or statutory change necessitating a sooner review, change, or

update.

### **B. Competency and Evaluation Requirements for Leaders**

In addition, these directives and the goals will be used in annual evaluations for leaders as a specific competency required for satisfactory job performance. Leaders will be expected to explain how they worked to comply, achieve and exceed the goals identified in this policy.

### **C. Failure to Follow Policy**

The directives indicated here are not optional, and failure to follow them may lead to discipline, up to and including termination.

### **D. Policy Review Requirements**

Leadership will review this policy for effectiveness at least once every three years, unless there is a rule or statutory change necessitating a sooner review, change, or update.

### **E. Complaints**

Employees may register complaints through the internal dispute resolution process listed in this procedure or directly with the Washington State Human Rights Commission under RCW 49.60, or with the Federal Equal Employment Opportunity Commission.

## **Procedure**

Complaints alleging violation of this policy should be addressed to:

Human Resources Director  
Washington Military Department  
State Human Resources Office  
Camp Murray, Building #33  
Tacoma, WA 98430-5006  
(253) 512-7940

1. Complaints shall be in writing and include a description of the act which caused the policy violation including the location and date of the action, as well as the name, address, and phone number of complainants. Upon request, alternative means of filing complaints such as personal interview or tape recordings of the complaint will be made available for persons with disabilities.
2. The Human Resources Director will provide written acknowledgement, of all complaints filed in accordance with this procedure, within seven (7) calendar days of their receipt. The acknowledgement will identify a point of contact and provide a reasonable time frame for further response to the complainant. All employees shall cooperate in all phases of the investigative process. The Human Resources Director may determine the need to request the investigation be completed by a neutral, outside party with appropriate investigation skills.

3. The investigation of complaints under this procedure shall be conducted in a confidential manner. Any employee who is a participant in the investigation and violates the confidentiality of the investigation where the integrity of the investigation could be compromised may be subject to corrective and/or disciplinary action in accordance with the Washington Administrative Codes.
4. Employees of the Department who are not satisfied with the Human Resources Director's response to their complaint may request a review by the Adjutant General (Department Director). Requests must be submitted in writing within seven (7) calendar days of the Human Resources Director's written response. The Adjutant General (Department Director) or designee will review the Human Resources Director's response and attempt to seek resolution.
5. The Adjutant General (Department Director) or designee will provide a written response to the employee within twenty-one (21) calendar days from the date of receipt.