

Washington State Office of Equity:

Pro-Equity Anti-Racism (PEAR) Team Orientation

May 24 – 26, 2022

May 31 – June 2, 2022

Presenters:

Carolyn Cole, Esq., CDE, Assistant Director, Equity, Access & Belonging

Megan Matthews, CDE, CDP, Prosci CM, Assistant Director, Shared Power Design

Recorded Session Agenda

- | | |
|----------------------------------|------------|
| 1. Background Information | 4 minutes |
| 2. Relational Partnerships | 15 minutes |
| 3. Establishing PEAR Teams | 10 minutes |
| 4. Meeting EO 22-04 Requirements | 25 minutes |

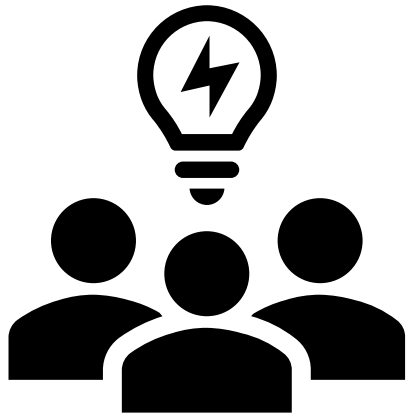
Objective

Provide PEAR Teams with guidance to meet Executive Order 22-04 requirements for:

- Establishing a PEAR Team (2c),
- Conducting an initial baseline Equity Impact Review (EIR) (2e), and
- Completing the PEAR Strategic Action Plan Template (2f).



Washington State Office of Equity

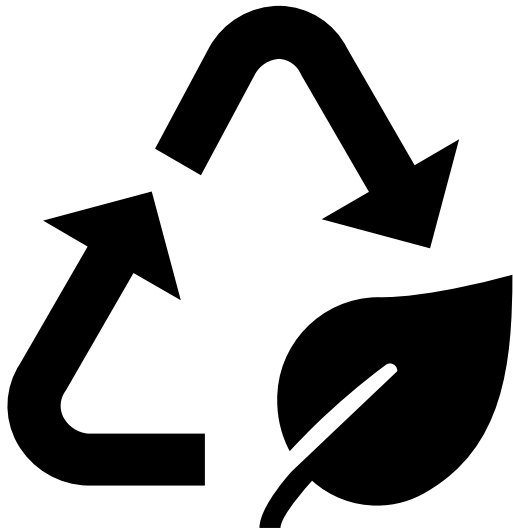


VISION: Everyone in Washington has full access to the opportunities, power, and resources they need to flourish and achieve their full potential.

MISSION: Promote equitable access to opportunities and resources that reduce disparities and improve outcomes statewide across state government.

[Chapter 43.06D RCW](#)

PEAR Ecosystem



- Community is the guiding light
- Interconnected system of PEAR Values, PEAR Service Lines, and PEAR Determinants of Equity
- Outcomes: All people in Washington flourish and achieve their full potential, embody pro-equity anti-racism values, and enjoy peace, prosperity, and possibility now and for generations to come.

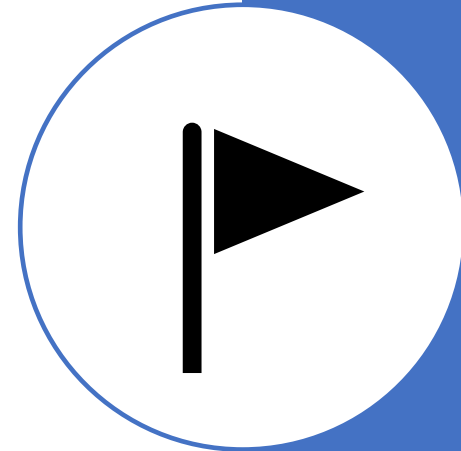
EO 22-04 Year One Timeline: Agency Upcoming Milestones

- **May 1 – August 31**
 - Build PEAR Team Capacity, complete initial baseline Equity Impact Review (EIR) (by August 1), develop PEAR Strategic Action Plan.
- **September 1**
 - Full PEAR Teams established. PEAR Strategic Action Plan due. Begin implementation.
- **September 1- October 31**
 - Receive technical assistance from the Office of Equity.



EO 22-04 Year One Timeline: Office of Equity Upcoming Milestones

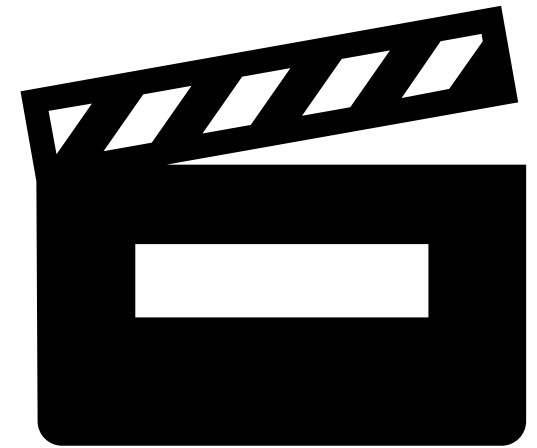
- **May 1 – August 31**
 - Build Office capacity, host orientations, provide technical assistance to agencies.
- **September 1 – October 31**
 - Track establishment of PEAR Teams, track completed PEAR Strategic Action Plans, and provide technical assistance to agencies.



Designing the Future: Defining the “Pro” in Pro-Equity

“...[T]he **proactive** way of doing equity work involves starting from the knowledge that we live in a society permeated by racism and bigotry, so we should be looking to combat or control for that in every **action** — no matter whether there’s an “incident” or not.”

– [Caroline Hill, founder of 228 Accelerator](#)



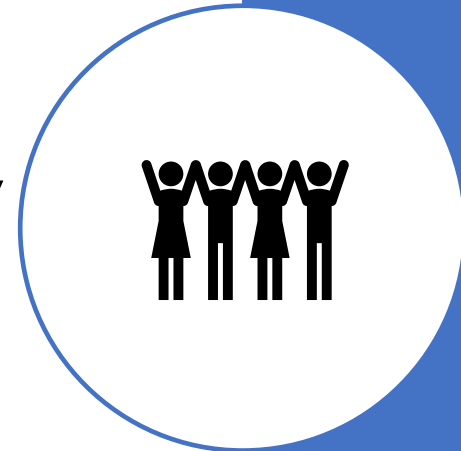
Defining Anti-Racism

“Anti-racism is a process of **actively** identifying and opposing racism.

The goal of anti-racism is to **challenge** racism and **actively** change the policies, behaviors, and beliefs that perpetuate racist ideas and actions.

Anti-racism is rooted in **action**. It is about **taking steps** to eliminate racism at the individual, institutional, and structural levels.”

Source: [Verywell Mind](#)

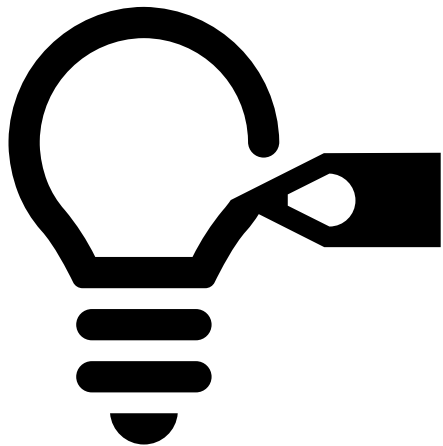




Relational Partnership



The Office of Equity's Call



Reimagine state government by implementing a

Pro-Equity Anti-Racism (PEAR) ecosystem framework through relational partnership

Sovereign Nations

Tribal Governments have inherent sovereignty to govern their own people and their own lands

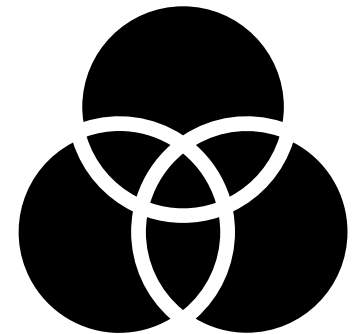
The government-to-government relationship is a **separate** relationship

Relational partnership is about **people** interacting with the state government **not** governments interacting with state government



Relational Partnership Defined

Empathy-centered collaboration between government and people groups who have been excluded and marginalized by government decisions and actions to undo harm and advance Pro-Equity Anti-Racism (PEAR) outcomes.



In 2021, CPI in North America worked with 173 governments across the globe. In addition to those pictured below, we worked with 40 governments outside of the United States.

Where in the World?



Source:

[Centre for Public Impact](#)

- ● Circles represent local and tribal governments
 - Earned Legitimacy Learning Cohort
 - Innovation Training Program
- ★ ● Stars represent state governments
 - Innovation Track
 - Failing Forward in Local Government
 - The Opportunity Project for Cities
 - Global Mayors Challenge
- ★ ● Inclusive Economies Gov. Listening Series
- ★ ● Pandemic Solutions Group

State Examples of Relational Partnership

- Governor's Poverty Reduction Workgroup
- Governor's Poverty Reduction Basic Income Feasibility Study
- Governor's Office, Office of Equity Task Force Report
- Governor's Office, Office of Equity PEAR Plan & Playbook
- Governor's Interagency Work Group on Youth Homelessness
- Dept. of Commerce Office of Homeless Youth



How is this Partnership?

A partner shares in investment, benefits, and risk.

Who, what or how much is invested, risked, and benefitted may vary depending on the partners involved

A **state agency** may fund the project, compensate community, and assume legal risk

A **community member** may invest time, energy, and risk their reputation if decisions or services do not serve their community well or cause harm

**Relational
Partnership is all
About
RELATIONSHIPS**

SPICE Up Community Interaction

Seek: Search out new stakeholders; learn how to interact with other communities in a culturally appropriate manner.

Partner: Work with, in a relational partnership model.

Inform: Provide updates; share information in an accessible, culturally appropriate way.

Connect/Collaborate: Make contact to build or strengthen relationships; Work together to create.

Engage: Interact with others through activities or events.



Central to Community Relationships



There is no checklist.



“This is heart work, it’s not about what’s between your ears.” -Dr. Joy DeGruy



“We blame it on the people and it’s almost always the system.” -Dr. Joy DeGruy



How do we know what to change if we do not build relationships with community to identify the barriers?

Values of and Valuing Relational Partnership



Authentic
Relationships

Collaborative
Decision-
Making

Continuous
Growth
Journey

Genuine
Accountability

4 BASIC HUMAN NEEDS FOR ENGAGEMENT

VIA RANDY CONLEY

To collaborate with each other we need:

- Trust
- Hope
- Sense of Worth
- Feel Competent

THE NEED FOR

TRUST



AT THE HEART OF TAPPING PASSION & EFFORT OF PEOPLE



THE NEED TO HAVE

HOPE



LEADERS ARE DEALERS OF HOPE

FOSTER HOPE

THE NEED TO FEEL A

SENSE OF WORTH

PEOPLE DERIVE TREMENDOUS SENSE OF WORTH FROM WORK

REWARDS & RECOGNITION



THE NEED TO FEEL

COMPETENT

CHALLENGING WORK THAT HELPS PEOPLE GROW



What Plays Need to be Made?



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First Play: Identify Your Biases



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**We all
have them.**

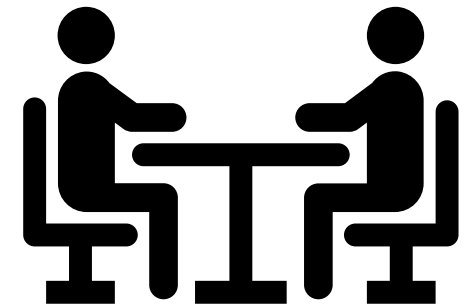
**What are
YOURS?**

Second Play: Understand Agency Culture

- Where are there barriers to a supportive community, relational partnership?
- What aspects of agency culture prioritize processes, policies, and structures instead of people?
- What decision-making structure excludes impacted people groups?
- What does the executive leader need to do or say to clear the way for transformation instead of assimilation?



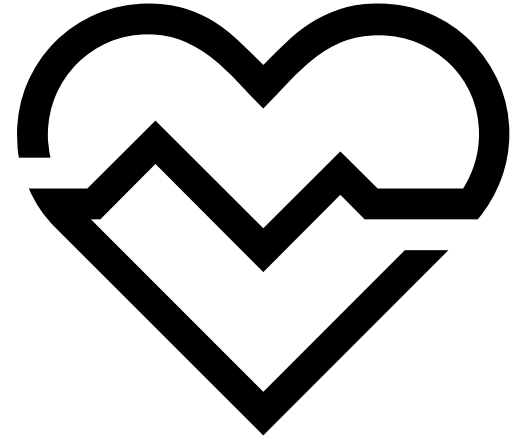
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Third Play: Build your PEAR Team

Guidance on this play will be covered later
in the training.....

Fourth Play: Grow Your Relationships



Truth, Healing, and Reconciliation

People representing government must listen.

We are used to telling, now we need to listen to the people who have been harmed.

Fifth Play: Set the Environment

Creating a Supportive Collaborative Environment

How will you:

- Focus on people, not policy/process (Center Community)?
- Build trust (how will you define it)?
- Make decisions collectively?
- Make space for failing forward?
- Share information (what information is needed)?
- Collect data (what data will you collect)?



Sixth Play: Educate Yourself

Read and discuss:

- Executive Order 22-04
- PEAR Team Best Practices and FAQs
- PEAR One-Pager

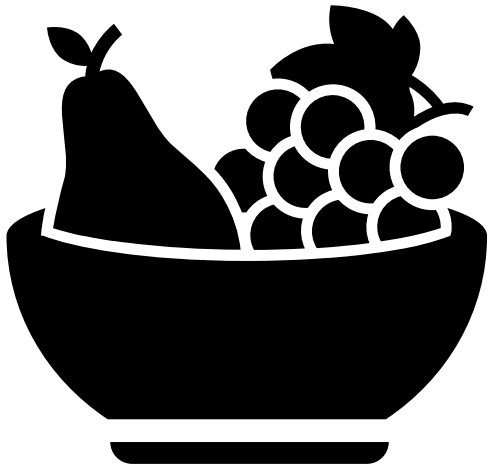
Seventh Play: Use SPICE

Definitions:

- **Seek:** Search out new stakeholders; learn and understand how to interact with other communities in a culturally appropriate and respectful manner.
- **Partner:** Work with, in a relational partnership model.
- **Inform:** Provide updates; share information in an accessible, culturally appropriate way.
- **Connect/Collaborate:** Make contact to build or strengthen relationships; Work together to create.
- **Engage:** Interact with others through activities or events.

	Current State	Gap	Future State
Vision			
Activities			
Outcomes			
Measurement			

Relational Partnership Wrap-Up



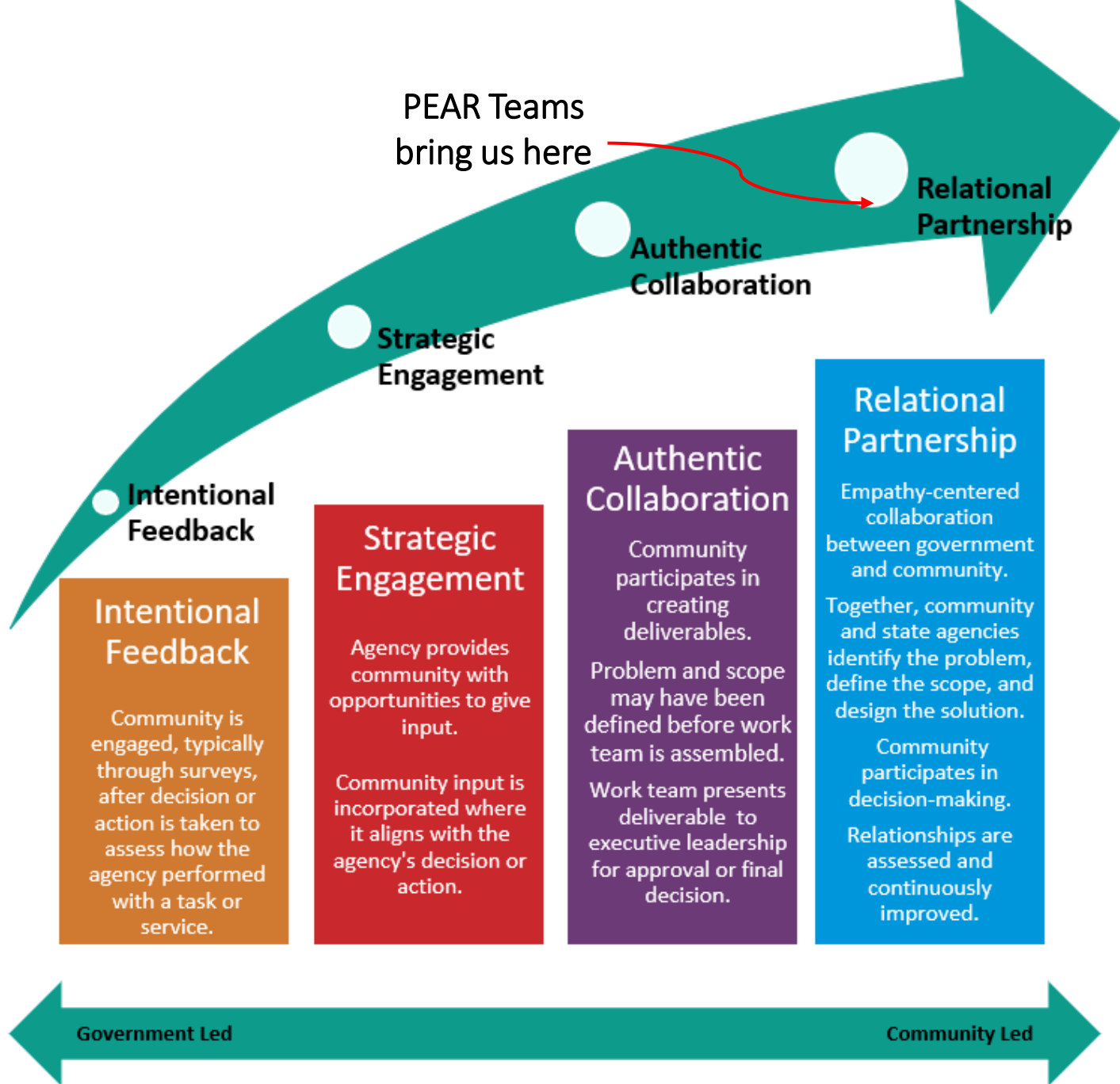
- Building block for PEAR Teams
- Foundation for success
- Takes intention, time, and work
- No checklist
- Build your plays
- Remember SPICE

**Break
(5 minutes)**

Where is your agency?

We're not all starting at the same place

Relational Partnership Maturation Model



Relational Partnership Maturation Model (From Government Led to Community Led)

Intentional Feedback: Community is engaged, typically through surveys, after decision or action is to assess how the agency performed with a task or service.

Strategic Engagement: Agency provides community with opportunities to give input. Community input is incorporated where it aligns with the agency's decision or action.

Authentic Collaboration: Community participates in creating deliverables. Problem and scope may have been defined before work team is assembled. Work team presents deliverable to executive leadership for approval or final decision.

Relational Partnership: Empathy-centered collaboration between government and community. Together, community and state agencies identify the problem, define the scope, and design the solution. Community participates in decision-making. Relationships are assessed and continuously improved.

Relational Partnership Continuum:

How agencies advance through the Relational Partnership Maturation model



CONCEPTUALIZATION

Agencies learn and understand what relational partnership is and how it can be operationalized.

Employees read books, attend trainings, and have discussions.

There has been no significant action taken to change to how business is done and how clients and community are impacted.

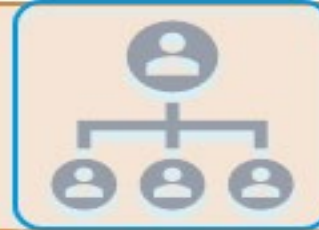


COMPLIANCE

Agencies take the first steps toward relational partnership by creating and implementing policies and procedures to comply with directives and laws related to relational partnership strategies.

Agencies may also incorporate current actions and strategies that advance a relational partnership structure.

Agencies in the compliance phase incorporate its PEAR strategic plan and the components of the SPICE model for community interaction as required.



ASSIMILATION

Agencies incorporate relational partnership strategies into the existing organizational structure and culture.

To partner, community must fit into existing agency structures and internal processes.

Agencies are incorporating its PEAR strategic plan and each component of SPICE into existing processes.

While agencies are creating in partnership with community, these partnerships can only exist on agencies' terms.



TRANSFORMATION

Agencies re-imagine the foundation of *how* work is accomplished to do things *with* people.

Existing structures, processes and policies are re-designed to center partnership and co-creation with community.

Agencies embed its PEAR strategic plan and the components of SPICE into its infrastructure.

Process improvement is standard to move the agency forward.

Relational Partnership Continuum: How agencies advance through the Relational Partnership Model

Conceptualization: Agencies learn and understand what relational partnership is and how it can be operationalized. Employees read books, attend trainings, and have discussions. There has been no significant action taken to change to how business is done and how clients and community are impacted.

Compliance: Agencies take the first steps toward relational partnership by creating and implementing policies and procedures to comply with directives and laws related to relational partnership strategies. Agencies may also incorporate current actions and strategies that advance a relational partnership structure. Agencies in the compliance phase incorporate its PEAR strategic plan and the components of the SPICE model for community interaction as required.

Continued...Relational Partnership Continuum: How agencies advance through the Relational Partnership Model

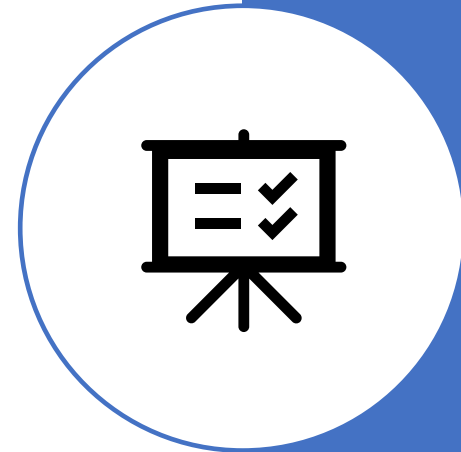
Assimilation: Agencies incorporate relational partnership strategies into the existing organizational structure and culture. To partner, community must fit into existing agency structures and internal processes. Agencies are incorporating its PEAR strategic plan and each component of SPICE into existing processes. While agencies are creating in partnership with community, these partnerships can only exist on agencies' terms.

Transformation: Agencies re-imagine the foundation of **how** work is accomplished to do things **with** people. Existing structures, processes and policies are re-designed to center partnership and co-creation with community. Agencies embed its PEAR strategic plan and the components of SPICE into its infrastructure. Process improvement is standard to move the agency forward.

Easy as 1-2-3

Meeting EO 22-04 Requirements

1. Establish complete PEAR Team
2. Complete initial baseline Equity Impact Review (EIR) by August 1, 2022
3. Complete the PEAR Strategic Action Plan Template by September 1, 2022



Easy as 1-2-3

Step 1: Establish Complete PEAR Team

2c. Establishing and delegating authority to the PEAR Team, reporting directly to executive leadership, comprised of agency executive leaders, the agency equity officer, employees, and external customers, partners, and experts for key business lines to assist the agency leader in achieving these goals.



Relational Partnership: EO 22-04 (PEAR Team Composition)

PEAR Team:

Agency executive leaders, the agency equity officer, employees, and external customers, partners, and experts for key business lines.



PEAR Team Advisory Group

Broader group of impacted employees, community members, interested parties, and partners from public, private, and academic sectors. They advise the agency PEAR Team in their decision-making.

Who needs to be on your PEAR Team...

Complete PEAR Teams must be established by:
September 1, 2022

Important: Your agency head is the leader of your PEAR Team.

Their contact information must be included in your PEAR Team contact information submitted to the Office of Equity.

...who needs to be on your PEAR Team...

- **Agency Executive Leaders** (executive cabinet level)- secretary/directors, agency deputy directors, assistant directors/secretaries
- **Agency Equity Officer**- EDI/DEI director, manager, administrator, consultant, specialist, analyst, coordinator
- **Agency Tribal Liaison**
- **Agency employees**- Supervisor/manager & those who do not supervise or manage people or programs

continued...who needs to be on your PEAR Team

- **External customers/clients-** individuals impacted by agency programs and services & organizations that advocate on behalf of these individuals
- **External partners-** Individuals or groups that have an existing relationship with an agency and provide support in the agency's program or service area.
- **External experts-** Individuals outside of the agency who have subject matter knowledge about agency programs or services (for example, private and nonprofit organization, researchers, and consultants in a field related to the agency program or service area)

Establishing Your PEAR Team

Identify & invite members

Use the Office of Equity's:

- EO 22-04 and PEAR Team Best Practices and FAQs Guidance
- 2SSB 5793 Lived Experience Compensation Interim Guidelines & Best Practices shared with agency leaders and deputy directors
- PEAR Team Orientation materials

Small Agency, Boards, and Commissions

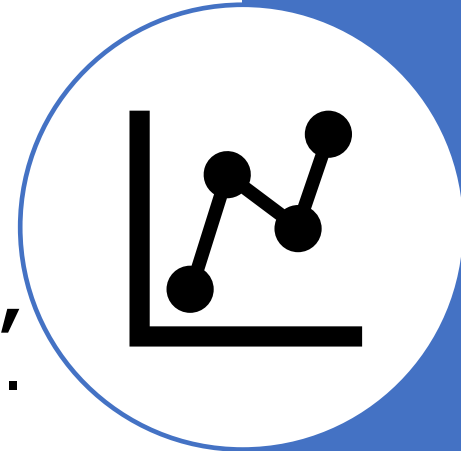
- Join other small agency, boards, or commissions working in the same issue area, or
- Join a larger agency working in the same issue area, or
- Other possibilities?

Easy as 1-2-3

Step 2: Initial Baseline Equity Impact Review (EIR)

2e. Partnering with individuals, groups, and communities impacted by agency programs or services to complete an initial EIR **by August 1, 2022**, to determine agency baseline.

Complete the initial Baseline Equity Impact Review (EIR) **included in today's materials** using the PEAR Plan & Playbook (when released).



Proposed PEAR Service Line Investment for EIR

Example 1

EIR finding: Historically, impacted communities have not been engaged with and included in decision-making. We are in the Compliance stage of the Relational Partnership Continuum.

Proposed PEAR Service Line Investment: Create dedicated positions required for PEAR Teams (e.g., Equity Officer, Tribal Liaison) to ensure complete PEAR Team representation.

Proposed PEAR Service Line Investment for EIR

Example 2

EIR finding: Historically, impacted communities have been engaged primarily through surveys and listening sessions that we host. We are in the Assimilation stage of the Relational Partnership Continuum.

Proposed PEAR Service Line Investment: Contract credible messengers in communities to lead work groups that help develop agency legislative requests.

Proposed PEAR Service Line Investment for EIR

Example 3

EIR finding: English learner students and students with disabilities are the groups with the lowest proficiency rates in math statewide.

Proposed PEAR Service Line Investment: Create a Family/Teacher Huddle program where teachers provide families with instruction on at-home math skill-building activities using materials and methods that are accessible to English learner students and students with disabilities.

Easy as 1-2-3

Step 3: PEAR Strategic Action Plan Template

2f. Based on the results of the EIR, completing a PEAR Strategic Action Plan Template due to the Office of Equity by **September 1, 2022**; updated plans are due every year thereafter.

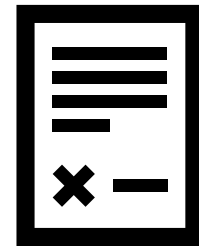


PEAR Strategic Action Plan Template: What to Expect

- Completing a PEAR Readiness Checklist and reporting date of completion.
- Identifying the **top three (3) PEAR Service Line Priorities and Investments** and performance measures you will focus on in the next year in your agency PEAR Strategic Action Plan to eliminate these disparities.
- Tracking quarterly performance on PEAR Service Line Investment measures in the Quarterly Performance Tracker tab.

Recap: PEAR Plays for Success in Meeting EO 22-04 Requirements

1. Establish your complete PEAR Team
2. Build relational partnerships
3. Read the PEAR Plan and Playbook (when released)
4. Complete an initial baseline EIR (included in your orientation materials)
5. Attend PEAR Strategic Action Plan Template training (when available)
6. Complete the PEAR Strategic Action Template (when released)



Thank You!

Email PEAR@equity.wa.gov for questions.

Office of Equity | www.equity.wa.gov
Office of Governor Inslee | www.governor.wa.gov
