Enterprise DEI Competencies – All Employees – A pathway for success

These competencies are designed to be a tool in creating pathways for employees to learn and grow in this critical area of knowledge and behavior as we continue to build work environments grounded in diversity, equity, inclusion, and respect where people thrive, our missions are accomplished, and the public is served.

The following information is provided in a table format. If you prefer a text-only version of the information, go to the Text Only Descriptions section of this document.

Introduction:

These competencies have been created by the State of Washington to support our shift to a more diverse, equitable and inclusive enterprise-wide culture. These competencies are designed to be a tool in creating pathways for employees to learn and grow in this critical area of knowledge and behavior as we continue to build work environments grounded in diversity, equity, inclusion, and respect where people thrive, our missions are accomplished, and the public is served.

The State of Washington is committed to creating an environment where diversity, equity and inclusion are key characteristics of our workplace environments that are marked by opportunities for a robust diversity of people encouraged to be their authentic selves and perform to our full capabilities. Our business environment is fast moving and complex and benefits from integrating and leveraging diverse perspectives that promote innovation and collaboration.

The purpose of establishing standardized competencies is to support departments and agencies in such activities as informing: job descriptions; training needs assessment criteria; organizational policy development; continuing improvement initiatives; continuing professional development; recruitment screening , selection, retention and promotion; diverse supplier access; accessibility initiatives; community development initiatives; strategic objectives for program development.

Enterprise DEI Competencies – All Employees – A pathway for success

Shared Enterprise Competencies

1. DEI Knowledge, Understanding, & Commitment

This competency evaluates the ability of state employees to be exposed to, know and understand the language and concepts of DEI and be committed to being part of creating, maintaining, and improving a diverse, equitable, respectful, and inclusive workplace.[1]

Why is it needed?

Knowledge and understanding is the starting point of competency development. Having a shared language and understanding across state government strengthens our ability to achieve a diverse, equitable, inclusive, and respectful work environment. A commitment to learning about our lived experiences enhances communication, attitudes, behaviors, and outcomes.

DEI Knowledge, Understanding, & Commitment Stages of Growth Table

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
Standards of Competence	Know the DEI Definitions – the language of DEI Recognize the role and impact of bias	Realize and understand that forms of oppression and inequities such as racism, sexism, classism, etc. are real experiences that need to be addressed.	Respond consistently in an appropriate and effective manner to challenge inequities.	Model, propose, design, and/or implement equitable policies and practices to promote diversity and inclusion.
Examples of Activities ***The action to build the competency.*** *"Here is how I get there."*	Attend trainings and other events on diversity, equity and inclusion topics Ask questions when you do not understand or agree with	Identify culturally dominant practices that create inequities or barriers to accessibility across various groups. Deepen understanding about different forms of oppression and inequities.	Identify and explain which culture(s) are dominant and privileged in their environments. Share with others evidence of structural inequities in order to gain support for organizational cultural change. Advocate for practices and working conditions that allow	Work with one or more persons of different cultural groups to advocate for change that results in more equitable practices. Join or convene a workgroup or a committee that engages in DEI work throughout the agency or the enterprise. Serve as a liaison to agency leadership to ensure

---

[1] The competencies are designed to apply to the workforce while in their role as state employees, regardless of location or position.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
	terminology or definition – seek to understand Remain open to new ideas and learning that are different from what you believe to be true Attend training to expand knowledge and understanding of the impact of bias. Practice identifying your biases, including challenging yourself to gain a growing awareness of implicit bias.		for more inclusion in the workforce and in the way we serve the public. Engage in continuous learning in DEI.	accountability that DEI work is being prioritized. Encouraging and supporting colleagues in continuous DEI learning.
Examples of Competency Demonstration *What I do.* *"Here is what you'll notice in me."*	Connect with your agency's DEI practitioner or other employees involved in DEI work to learn more about DEI throughout the enterprise Demonstrate evidence of applying what was learned in training. You recognize a bias you have that is a barrier to an inclusive and respectful workplace and you openly work with another person to change it.	Identify at least one policy or practice that could benefit from applying a DEI lens in your area of responsibility. Identify documents and forms that may not be accessible to people with disabilities and to people who do not speak English. Recognize not every new employee is consistently included and welcomed the same way.	Ask your leadership about where the agency stands on pronoun use in email signature blocks. Address inequities in policies, programs, and practices. Attend an anti-bias training before serving on hiring interview panels. Attend advanced learning (IE certifications, classroom courses, online courses, conferences, etc.)	Use your role as an influencer to encourage participation in BRG and DEI communities of practice. Using your knowledge and understanding of DEI to influence operational changes in meetings with your supervisors and leaders. Share DEI training and certification opportunities with colleagues via email, announcing at all-staff meetings, etc.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
	Discuss how your awareness is leading to change.	Write and share a summary about a DEI training you attended.	Includes and welcomes all new team members and customers into the work unit and helps them succeed.	Regularly encourages people from other work units to include and welcome new team members and customers into the work unit to bolster teamwork and respect.

Enterprise DEI Competencies – All Employees – A pathway for success

2. Self-Awareness and Commitment to Growth

This competency evaluates how state employees engage in self-reflection, lifelong learning, and growth.

Why is it needed?

Self-awareness leads to an understanding of how our perceptions, attitudes, and behaviors impact others. The phrase "do your own work" is the essence of this competency. Commitment to growth, by regular reflection and recalibration, is what keeps us on that path. These practices enhance working relationships, and promote inclusive workplaces and an organizational culture of belonging.

Self-Awareness and Commitment to Growth Stages of Growth Table

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
Standards of Competence	Understand your personal identity and cultural background. Realize all lived experiences are not the same. Explore and identify your own biases.	Understand how your values and biases impact communication, working relationships, and the communities you serve. Examine your own perspectives as they relate to your personal and professional growth goals.	Apply self-awareness and knowledge about others to advance workplace inclusion. Be comfortable in your discomfort as you progress through this work. Adapt your behavior in response to increased intercultural knowledge to create effective working relationships.	Create a culture of inclusion and belonging in the workplace. Empower colleagues to engage in their own self-awareness journey. Model and hold space for people to be comfortable in their discomfort. Demonstrate vulnerability through sharing your own identity and self-awareness to inspire colleagues to do the same.
Examples of Activities *The action to build the competency.*	Engage in a self-assessment of personal history and beliefs Learn about other cultures	Engage in ongoing self-education and self-reflection regarding cultural differences Identify your values and how they align with your agency's objectives	Respond effectively to inappropriate and non-inclusive behavior. Support colleagues in difficult conversations about	Deepen your practice of self-reflection and self-awareness. Influence others to promote and embrace DEI principles.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
"Here is how I get there."	Recognize and actively address own biases and privileges	Interrupt one's own inappropriate or non-inclusive behavior Become aware of and be open to the cultural differences within your team	values, identity, and self-image. Share revelations about our areas of privilege, oppression, and/or intersectionality while remaining curious, effective, and engaged. Continue to practice self-reflection and build self-awareness. Operationalize inclusivity in decisions affecting policies and practices.	Share how to operationalize inclusion and belonging in agency policies and practices.
Examples of Competency Demonstration *What I do.* *"Here is what you'll notice in me."*	At work, share or discuss what you learned about your identity, about other cultures, and/or from self-assessments such as the Implicit Association Test. Share a realization about a bias you discovered related to a community Washington state government serves.	Discuss with your supervisor the alignment between your personal values and the agency's objectives. Reflect upon workplace interactions affected by personal biases or behaviors and discuss with a trusted colleague. Take the initiative to learn more about my own biases and begin addressing them. Be personally accountable for resolving conflicts.	Actively participate in an agency or interagency diversity committee or workgroup and share knowledge gained with your team. Be an active bystander by interrupting non-inclusive behavior. Take the last ten minutes of the day to journal about an interaction that could be	Share your DEI journey in the workplace to encourage everyone to begin/continue their own journey. Teach/coach others how to practice self-reflection and build self-awareness. Create templates for inclusive policies to share with other agencies. Expand the discussion of DEI outside your circle to incorporate new ideas, opinions, and concepts.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
			improved and come up with other ways of responding. Make space for all participants to be heard and encourage input.	

Enterprise DEI Competencies – All Employees – A pathway for success

3. Cultivating Mutually Beneficial and Trusting Strategic Partnerships

This competency evaluates how state employees will conduct themselves in a manner that builds trust, enhances work relationships, and meaningfully partner and engage with those they serve and serve with.

Why is it needed?

Cultivating mutually beneficial and trusting strategic partnerships is foundational to creating shared success where all communities thrive. It reinforces the legitimacy of government services and actions by sharing power and creating responsiveness and transparency, particularly with historically marginalized and oppressed communities. Public service is at its best when we take action with the community instead of for the community.

Cultivating Mutually Beneficial and Trusting Strategic Partnerships Stages of Growth Table

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
Standards of Competence	Know the communities you serve, as well as the impacts of systems, programs, policies, and services. Take ownership of lost-trust circumstances and make changes that rebuild trust and strengthens strategic partnerships.	Understand what employees, clients, and communities need to thrive and successfully engage. Maintain open lines of communication even during disagreement and conflict.	Design and implement processes and practices with employees and clients that increase trust and apply rules and policies equitably and consistently. Cultivate trust and build relationships with people and communities that experience marginalization in our systems, including different sexual orientations, gender identities and expressions, ability, racial, ethnic, and cultural background.	Co-create and support policies, programs, practices, and procedures that increase the power, voice, and influence of the most impacted and marginalized employees and clients. Demonstrate flexibility, adaption, and cross-cultural communication skills when interacting with others. Acknowledge and incorporate people's lived experiences in your own words and actions.
Examples of Activities	Identify the various communities and groups impacted by a particular	Learn about communities and groups impacted by a particular agency program,	Use contributions from clients, communities, tribes, partners, and stakeholders	Intentionally share leadership and decision-

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
The action to build the competency. *"Here is how I get there."*	agency policy, program, or service. Be thoughtful and accountable for your words and actions.	policy, or service by researching and building trusting, respectful, and mutually beneficial relationships with members of the community. Apply strategies to deescalate and work through conflict and difficult conversations.	to plan, deliver, revise, and reflect on established policies, practices, procedures, and programs. Communicate transparently, especially to impacted employees or groups historically marginalized or oppressed, about processes and decisions.	making power with communities. Establish a "Color Brave©" learning space or meeting.
Examples of Competency Demonstration *What I do.* *"Here is what you'll notice in me."* **Examples of Competency Demonstration (cont.)**	An employee whose work impacts tribal communities takes a government to government training. An employee refers to a community using language that is offensive to members of the community. After being made aware, the employee acknowledges the negative impact of their words, learns the appropriate language, and uses it from then on.	Through engagement and dialogue with communities, you learns where the most appropriate deployment of agency resources to address a particular health issue is needed. During a difficult conversation, you practice effective and mindful communication skills promoting mutual engagement.	An employee partners with individuals and groups from historically marginalized or oppressed communities to influence a particular agency, program, policy, or service. When starting a new project, you gather a committee of employees or clients to create the project plan and seek feedback and input from employees with diverse backgrounds and skill sets as part of the development process.	Prior to beginning the work of creating a public program, the employee engages with communities to make sense of the data, assess the current state, and establish the goal. The employee partners with community members to co-design the program with measures to assess the program's progress. An employee opens a meeting by inviting suggestions for agreements and norms on how participants will engage, operate with one another,

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
				and lean into discomfort when the conversations get difficult, especially about race.

Enterprise DEI Competencies – All Employees – A pathway for success

4. **Inclusive Excellence & Allyship**

This competency evaluates the ability of state employees to demonstrate that all people are valued and engaged as members of the group, team, organization, or community through equitable, inclusive, and respectful behavior.[2]

Why is it needed?

Inclusivity and allyship are important elements in supporting psychological safety in the workplace. Allyship leverages privilege in improving workplace climate and advocating in crucial conversations. This competency is critical to the success of any team or organization.

Inclusive Excellence & Allyship Stages of Growth Table

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
Standards of Competence	Understand the role of allyship and how it applies to one's own areas of privilege Recognize your own in-group/out-group biases	See the world through a different cultural perspective and begin to explore opportunities for allyship Be aware of how the dominant culture perpetuates distancing and othering.	Imbed allyship into everyday work through intentional co-creation with those without privilege Use conscious disruption of othering to increase inclusion and belonging.	Teach the principles of allyship and its importance to inclusive excellence. Foster belonging at the structural, systematic, and institutional levels.
Examples of Activities ***The action to build the competency.*** **"Here is how I get there."** **Examples of Activities (cont.)**	Identify what areas one holds privilege and can be an ally Expand your exposure to out-group norms and practices to increase inclusion and allyship.	Listen to and elevate the voices of those who have been marginalized and oppressed Engage in reflective practices to reduce your distancing and othering behaviors.	Solicit meaningful stakeholder participation to ensure and intentionally incorporate feedback and recommendations. Engage your team in regular discussions of the Implicit Association Test to disrupt acts of othering.	Encourage others with privilege to speak up and be allies Create opportunities to inform, recommend, and advocate changes to agency policies, programs, and service delivery.

---

[2] The competencies are designed to apply to the workforce while in their role as state employees, regardless of location or position.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
Examples of Competency Demonstration *What I do.* *"Here is what you'll notice in me."*	An employee shares their increasing comfort in discussing their areas of privilege and non-privilege and their identity. An employee reads an article about an Asian culture and notices that there is an emphasis on collective identity and applies the knowledge to working with individuals who are a part of a collective culture.	Read a book that is about a person/people who have a lived experience different from your own. An employee invites a person with a lived experience that represents customers and clients served by the work team. An employee helps a coworker to understand and use appropriate terms such as, people who are incarcerated, people with disabilities, people living in poverty, etc. As a member of the dominate culture, an employee respectfully confronts a colleagues bias.	A meeting planner chooses to host the next public town hall regarding graduation requirements in a community experiencing low graduation rates. As a member of a recruitment team, you want to have a diverse applicant pool. Before proceeding, you brainstorm with other professionals who successfully recruit and retain a diverse workforce on ways to attract a diverse applicant pool.	You mentor a coworker who identifies with your same privilege identity in the importance of allyship. You create a lunch time club to discuss all inclusive excellence topics as determined by the group.

Enterprise DEI Competencies – All Employees – A pathway for success

5. **Measuring for Success and Improvement**

   This competency evaluates the ability of state employees to develop, implement, evaluate, and continually improve strategies that promote equity and inclusion in their organization and with the communities they serve.

   Why is it needed?

   Measuring success and improvement ensures we have the ability to determine our impact by assessing what is working, what is not, and where we need to improve. By measuring our progress, we can continually adjust and improve upon the strategies we use to achieve our desired outcomes. Using data, we can ensure accountability is imbedded with our actions and use of public resources.

Measuring for Success and Improvement Stages of Growth Table

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
Standards of Competence	Recognize that there is DEI related data relevant to your program and practices. Recognize importance of collecting DEI data. Understand the importance of setting DEI goals and initiatives within your program and practices.	Learn the story data is telling about your program and practices. Aware of what DEI related data is available and what opportunities and limitations exist with regard to the data Connecting the data story with the DEI related goals and initiatives to your agency and other statewide goals and initiatives (i.e., Results WA).	Use DEI data to inform and influence your organization's programs and services. Be able to identify missing data and consult with a data specialist to explore feasibility of collection and use. Use data, set a DEI related goal, measure, and evaluate progress.	Be current on global, national, local trends and changes and how they may inform and influence your organizational programs and services and DEI. Help others to understand, evaluate, and expand their own DEI related data to improve their programs and practices. Advance DEI-related goals through continuous improvement and innovation to achieve the desired outcomes.
Examples of Activities	Identify what data is available on client/customer feedback	Based on data, describe what the customer/client	Identify how the agency DEI data can improve your	Research trends and changes, share with others how the data may influence

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
The action to build the competency. *"Here is how I get there."*	Use and/or consider using DEI data in discussions Familiarize yourself with your agency's DEI goals	experience is related to your program or practice. Identify the marginalized or oppressed groups who have been included and perhaps, left out of program or practice data collection. Become knowledgeable regarding enterprise level DEI goals.	agencies program or practice. Review agency data with identified employees and customers to gain additional insights into the collected data. Develop and implement DEI related metrics.	agency programs and practices Mentor or coach another employee in the review of agency data and processes for evaluation and improvement. Using DEI data and insights, co-create DEI strategic objectives or statewide level DEI goals with other employees and customers
Examples of Competency Demonstration *What I do.* *"Here is what you'll notice in me."* **Examples of Competency Demonstration (cont.)**	An employee reviews the annual client/customer survey report and participates in a facilitated discussion with team. During a discussion on client/customer service delivery, an employee raises a question regarding where the data comes from. An employee asks how a proposal relates to agency DEI goals during a staff meeting.	Meet with agency or other experts who understand the use of data, to include DEI data. Based on published scientific data, an employee identifies that people of color have a twenty percent less likelihood of receiving services from the program. An employee raises a concern that one client/customer group was left out of their program's or practice's recent data collection efforts. An employee researches the Results WA DEI related goals and performance	Share your analysis and identified areas of improvement with your team. Facilitate a focus group. Assist in development of a SMART (Specific, Measurable, Attainable, Relevant, Timely) DEI strategic goal for your agency.	Incorporate data trends and changes into the agency DEI business case. Mentor or coach other teams in your agency in methods to use DEI data to improve processes. Lead employee and customer focus groups on the "Future of DEI" to create a shared and improved vision.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth	Emerging (Preparing the Seeds)	Developing (Planting Season)	Performing (Nurturing Growth)	Transforming (Sharing the Bounty)
		measures and is able to connect them with their agency or program/practice DEI goals.		

Enterprise DEI Competencies – All Employees – A pathway for success

Text only descriptions

Introduction:

These competencies have been created by the State of Washington to support our shift to a more diverse, equitable and inclusive enterprise-wide culture. These competencies are designed to be a tool in creating pathways for employees to learn and grow in this critical area of knowledge and behavior as we continue to build work environments grounded in diversity, equity, inclusion, and respect where people thrive, our missions are accomplished, and the public is served.

The State of Washington is committed to creating an environment where diversity, equity and inclusion are key characteristics of our workplace environments that are marked by opportunities for a robust diversity of people encouraged to be their authentic selves and perform to our full capabilities. Our business environment is fast moving and complex and benefits from integrating and leveraging diverse perspectives that promote innovation and collaboration.

The purpose of establishing standardized competencies is to support departments and agencies in such activities as informing: job descriptions; training needs assessment criteria; organizational policy development; continuing improvement initiatives; continuing professional development; recruitment screening , selection, retention and promotion; diverse supplier access; accessibility initiatives; community development initiatives; strategic objectives for program development.

Enterprise DEI Competencies – All Employees – A pathway for success

Shared Enterprise Competencies

1.	DEI Knowledge, Understanding, & Commitment

This competency evaluates the ability of state employees to be exposed to, know and understand the language and concepts of DEI and be committed to being part of creating, maintaining, and improving a diverse, equitable, respectful, and inclusive workplace.[3]

Why is it needed?

Knowledge and understanding is the starting point of competency development. Having a shared language and understanding across state government strengthens our ability to achieve a diverse, equitable, inclusive, and respectful work environment. A commitment to learning about our lived experiences enhances communication, attitudes, behaviors, and outcomes.

DEI Knowledge, Understanding, & Commitment Stages of Growth

Stages of Growth: Standards of Competence

Emerging (Preparing the Seeds):

- Know the DEI Definitions – the language of DEI
- Recognize the role and impact of bias

Developing (Planting Season):

- Realize and understand that forms of oppression and inequities such as racism, sexism, classism, etc. are real experiences that need to be addressed.

Performing (Nurturing Growth):

- Respond consistently in an appropriate and effective manner to challenge inequities.

Transforming (Sharing the Bounty):

- Model, propose, design, and/or implement equitable policies and practices to promote diversity and inclusion.

---

[3] The competencies are designed to apply to the workforce while in their role as state employees, regardless of location or position.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth: Examples of Activities

The action to build the competency. "Here is how I get there."

Emerging (Preparing the Seeds):

- Attend trainings and other events on diversity, equity and inclusion topics
- Ask questions when you do not understand or agree with terminology or definition – seek to understand
- Remain open to new ideas and learning that are different from what you believe to be true
- Attend training to expand knowledge and understanding of the impact of bias.
- Practice identifying your biases, including challenging yourself to gain a growing awareness of implicit bias.

Developing (Planting Season):

- Identify culturally dominant practices that create inequities or barriers to accessibility across various groups.
- Deepen understanding about different forms of oppression and inequities.

Performing (Nurturing Growth):

- Identify and explain which culture(s) are dominant and privileged in their environments.
- Share with others evidence of structural inequities in order to gain support for organizational cultural change.
- Advocate for practices and working conditions that allow for more inclusion in the workforce and in the way we serve the public.
- Engage in continuous learning in DEI.

Transforming (Sharing the Bounty):

- Work with one or more persons of different cultural groups to advocate for change that results in more equitable practices.
- Join or convene a workgroup or a committee that engages in DEI work throughout the agency or the enterprise.
- Serve as a liaison to agency leadership to ensure accountability that DEI work is being prioritized.
- Encouraging and supporting colleagues in continuous DEI learning.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth: Examples Competency Demonstration

What I do. "Here is what you'll notice in me."

Emerging (Preparing the Seeds):

- Connect with your agency's DEI practitioner or other employees involved in DEI work to learn more about DEI throughout the enterprise
- Demonstrate evidence of applying what was learned in training.
- You recognize a bias you have that is a barrier to an inclusive and respectful workplace and you openly work with another person to change it.
- Discuss how your awareness is leading to change.

Developing (Planting Season):

- Identify at least one policy or practice that could benefit from applying a DEI lens in your area of responsibility.
- Identify documents and forms that may not be accessible to people with disabilities and to people who do not speak English.
- Recognize not every new employee is consistently included and welcomed the same way.
- Write and share a summary about a DEI training you attended.

Performing (Nurturing Growth):

- Ask your leadership about where the agency stands on pronoun use in email signature blocks.
- Address inequities in policies, programs, and practices.
- Attend an anti-bias training before serving on hiring interview panels.
- Attend advanced learning (IE certifications, classroom courses, online courses, conferences, etc.)
- Includes and welcomes all new team members and customers into the work unit and helps them succeed.

Transforming (Sharing the Bounty):

- Use your role as an influencer to encourage participation in BRG and DEI communities of practice.
- Using your knowledge and understanding of DEI to influence operational changes in meetings with your supervisors and leaders.
- Share DEI training and certification opportunities with colleagues via email, announcing at all-staff meetings, etc.
- Regularly encourages people from other work units to include and welcome new team members and customers into the work unit to bolster teamwork and respect.

Enterprise DEI Competencies – All Employees – A pathway for success

2.	Self-Awareness and Commitment to Growth

This competency evaluates how state employees engage in self-reflection, lifelong learning, and growth.

Why is it needed?

Self-awareness leads to an understanding of how our perceptions, attitudes, and behaviors impact others. The phrase "do your own work" is the essence of this competency. Commitment to growth, by regular reflection and recalibration, is what keeps us on that path. These practices enhance working relationships, and promote inclusive workplaces and an organizational culture of belonging.

Self-Awareness and Commitment to Growth Stages of Growth

Stages of Growth: Standards of Competence

Emerging (Preparing the Seeds):

- Understand your personal identity and cultural background.
- Realize all lived experiences are not the same.
- Explore and identify your own biases.

Developing (Planting Season):

- Understand how your values and biases impact communication, working relationships, and the communities you serve.
- Examine your own perspectives as they relate to your personal and professional growth goals.

Performing (Nurturing Growth):

- Apply self-awareness and knowledge about others to advance workplace inclusion.
- Be comfortable in your discomfort as you progress through this work.
- Adapt your behavior in response to increased intercultural knowledge to create effective working relationships.

Transforming (Sharing the Bounty):

- Create a culture of inclusion and belonging in the workplace.
- Empower colleagues to engage in their own self-awareness journey.
- Model and hold space for people to be comfortable in their discomfort.
- Demonstrate vulnerability through sharing your own identity and self-awareness to inspire colleagues to do the same.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth: Examples of Activities

The action to build the competency. "Here is how I get there."

Emerging (Preparing the Seeds):

- Engage in a self-assessment of personal history and beliefs
- Learn about other cultures
- Recognize and actively address own biases and privileges

Developing (Planting Season):

- Engage in ongoing self-education and self-reflection regarding cultural differences
- Identify your values and how they align with your agency's objectives
- Interrupt one's own inappropriate or non-inclusive behavior
- Become aware of and be open to the cultural differences within your team

Performing (Nurturing Growth):

- Respond effectively to inappropriate and non-inclusive behavior.
- Support colleagues in difficult conversations about values, identity, and self-image.
- Share revelations about our areas of privilege, oppression, and/or intersectionality while remaining curious, effective, and engaged.
- Continue to practice self-reflection and build self-awareness.
- Operationalize inclusivity in decisions affecting policies and practices.

Transforming (Sharing the Bounty):

- Deepen your practice of self-reflection and self-awareness.
- Influence others to promote and embrace DEI principles.
- Share how to operationalize inclusion and belonging in agency policies and practices.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth: Examples of Competency Demonstration

What I do. "Here is what you'll notice in me."

Emerging (Preparing the Seeds):

- At work, share or discuss what you learned about your identity, about other cultures, and/or from self-assessments such as the Implicit Association Test.
- Share a realization about a bias you discovered related to a community Washington state government serves.

Developing (Planting Season):

- Discuss with your supervisor the alignment between your personal values and the agency's objectives.
- Reflect upon workplace interactions affected by personal biases or behaviors and discuss with a trusted colleague.
- Take the initiative to learn more about my own biases and begin addressing them.
- Be personally accountable for resolving conflicts.

Performing (Nurturing Growth):

- Actively participate in an agency or interagency diversity committee or workgroup and share knowledge gained with your team.
- Be an active bystander by interrupting non-inclusive behavior.
- Take the last ten minutes of the day to journal about an interaction that could be improved and come up with other ways of responding.
- Make space for all participants to be heard and encourage input.

Transforming (Sharing the Bounty):

- Share your DEI journey in the workplace to encourage everyone to begin/continue their own journey.
- Teach/coach others how to practice self-reflection and build self-awareness.
- Create templates for inclusive policies to share with other agencies.
- Expand the discussion of DEI outside your circle to incorporate new ideas, opinions, and concepts.

Enterprise DEI Competencies – All Employees – A pathway for success

3.   Cultivating Mutually Beneficial and Trusting Strategic Partnerships

This competency evaluates how state employees will conduct themselves in a manner that builds trust, enhances work relationships, and meaningfully partner and engage with those they serve and serve with.

Why is it needed?

Cultivating mutually beneficial and trusting strategic partnerships is foundational to creating shared success where all communities thrive. It reinforces the legitimacy of government services and actions by sharing power and creating responsiveness and transparency, particularly with historically marginalized and oppressed communities. Public service is at its best when we take action with the community instead of for the community.

Cultivating Mutually Beneficial and Trusting Strategic Partnerships Stages of Growth Table

Stages of Growth: Standards of Competence

Emerging (Preparing the Seeds):

- Know the communities you serve, as well as the impacts of systems, programs, policies, and services.
- Take ownership of lost-trust circumstances and make changes that rebuild trust and strengthens strategic partnerships.

Developing (Planting Season):

- Understand what employees, clients, and communities need to thrive and successfully engage.
- Maintain open lines of communication even during disagreement and conflict.

Performing (Nurturing Growth):

- Design and implement processes and practices with employees and clients that increase trust and apply rules and policies equitably and consistently.
- Cultivate trust and build relationships with people and communities that experience marginalization in our systems, including different sexual orientations, gender identities and expressions, ability, racial, ethnic, and cultural background.

Enterprise DEI Competencies – All Employees – A pathway for success

Transforming (Sharing the Bounty):

- Co-create and support policies, programs, practices, and procedures that increase the power, voice, and influence of the most impacted and marginalized employees and clients.
- Demonstrate flexibility, adaption, and cross-cultural communication skills when interacting with others.
- Acknowledge and incorporate people's lived experiences in your own words and actions.

Stages of Growth: Examples of Activities

The action to build the competency. "Here is how I get there."

Emerging (Preparing the Seeds):

- Identify the various communities and groups impacted by a particular agency policy, program, or service.
- Be thoughtful and accountable for your words and actions.

Developing (Planting Season):

- Learn about communities and groups impacted by a particular agency program, policy, or service by researching and building trusting, respectful, and mutually beneficial relationships with members of the community.
- Apply strategies to deescalate and work through conflict and difficult conversations.

Performing (Nurturing Growth):

- Use contributions from clients, communities, tribes, partners, and stakeholders to plan, deliver, revise, and reflect on established policies, practices, procedures, and programs.
- Communicate transparently, especially to impacted employees or groups historically marginalized or oppressed, about processes and decisions.

Transforming (Sharing the Bounty):

- Intentionally share leadership and decision-making power with communities.
- Establish a "Color Brave©" learning space or meeting.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth: Examples of Competency Demonstration

What I do. "Here is what you'll notice in me."

Emerging (Preparing the Seeds):

- An employee whose work impacts tribal communities takes a government to government training.
- An employee refers to a community using language that is offensive to members of the community. After being made aware, the employee acknowledges the negative impact of their words, learns the appropriate language, and uses it from then on.

Developing (Planting Season):

- Through engagement and dialogue with communities, you learns where the most appropriate deployment of agency resources to address a particular health issue is needed.
- During a difficult conversation, you practice effective and mindful communication skills promoting mutual engagement.

Performing (Nurturing Growth):

- An employee partners with individuals and groups from historically marginalized or oppressed communities to influence a particular agency, program, policy, or service.
- When starting a new project, you gather a committee of employees or clients to create the project plan and seek feedback and input from employees with diverse backgrounds and skill sets as part of the development process.

Transforming (Sharing the Bounty):

- Prior to beginning the work of creating a public program, the employee engages with communities to make sense of the data, assess the current state, and establish the goal. The employee partners with community members to co-design the program with measures to assess the program's progress.
- An employee opens a meeting by inviting suggestions for agreements and norms on how participants will engage, operate with one another, and lean into discomfort when the conversations get difficult, especially about race.

Enterprise DEI Competencies – All Employees – A pathway for success

4. Inclusive Excellence & Allyship

This competency evaluates the ability of state employees to demonstrate that all people are valued and engaged as members of the group, team, organization, or community through equitable, inclusive, and respectful behavior.[4]

Why is it needed?

Inclusivity and allyship are important elements in supporting psychological safety in the workplace. Allyship leverages privilege in improving workplace climate and advocating in crucial conversations. This competency is critical to the success of any team or organization.

Inclusive Excellence & Allyship Stages of Growth Table

Stages of Growth: Standards of Competence

Emerging (Preparing the Seeds):

- Understand the role of allyship and how it applies to one's own areas of privilege
- Recognize your own in-group/out-group biases

Developing (Planting Season):

- See the world through a different cultural perspective and begin to explore opportunities for allyship
- Be aware of how the dominant culture perpetuates distancing and othering.

Performing (Nurturing Growth):

- Imbed allyship into everyday work through intentional co-creation with those without privilege
- Use conscious disruption of othering to increase inclusion and belonging.

Transforming (Sharing the Bounty):

- Teach the principles of allyship and its importance to inclusive excellence.
- Foster belonging at the structural, systematic, and institutional levels.

---

[4] The competencies are designed to apply to the workforce while in their role as state employees, regardless of location or position.

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth: Examples of Activities

The action to build the competency. "Here is how I get there."

Emerging (Preparing the Seeds):

- Identify what areas one holds privilege and can be an ally
- Expand your exposure to out-group norms and practices to increase inclusion and allyship.

Developing (Planting Season):

- Listen to and elevate the voices of those who have been marginalized and oppressed
- Engage in reflective practices to reduce your distancing and othering behaviors.

Performing (Nurturing Growth):

- Solicit meaningful stakeholder participation to ensure and intentionally incorporate feedback and recommendations.
- Engage your team in regular discussions of the Implicit Association Test to disrupt acts of othering.

Transforming (Sharing the Bounty):

- Encourage others with privilege to speak up and be allies
- Create opportunities to inform, recommend, and advocate changes to agency policies, programs, and service delivery.

Stages of Growth: Examples of Competency Demonstration

What I do. "Here is what you'll notice in me."

Emerging (Preparing the Seeds):

- An employee shares their increasing comfort in discussing their areas of privilege and non-privilege and their identity.
- An employee reads an article about an Asian culture and notices that there is an emphasis on collective identity and applies the knowledge to working with individuals who are a part of a collective culture.

Developing (Planting Season):

- Read a book that is about a person/people who have a lived experience different from your own.
- An employee invites a person with a lived experience that represents customers and clients served by the work team.

Enterprise DEI Competencies – All Employees – A pathway for success

- An employee helps a coworker to understand and use appropriate terms such as, people who are incarcerated, people with disabilities, people living in poverty, etc.
- As a member of the dominate culture, an employee respectfully confronts a colleagues bias.

Performing (Nurturing Growth):

- A meeting planner chooses to host the next public town hall regarding graduation requirements in a community experiencing low graduation rates.
- As a member of a recruitment team, you want to have a diverse applicant pool. Before proceeding, you brainstorm with other professionals who successfully recruit and retain a diverse workforce on ways to attract a diverse applicant pool.

Transforming (Sharing the Bounty):

- You mentor a coworker who identifies with your same privilege identity in the importance of allyship.
- You create a lunch time club to discuss all inclusive excellence topics as determined by the group.

Enterprise DEI Competencies – All Employees – A pathway for success

5.	Measuring for Success and Improvement

This competency evaluates the ability of state employees to develop, implement, evaluate, and continually improve strategies that promote equity and inclusion in their organization and with the communities they serve.

Why is it needed?

Measuring success and improvement ensures we have the ability to determine our impact by assessing what is working, what is not, and where we need to improve. By measuring our progress, we can continually adjust and improve upon the strategies we use to achieve our desired outcomes. Using data, we can ensure accountability is imbedded with our actions and use of public resources.

Measuring for Success and Improvement Stages of Growth Table

Stages of Growth: Standards of Competence

Emerging (Preparing the Seeds):

- Recognize that there is DEI related data relevant to your program and practices.
- Recognize importance of collecting DEI data.
- Understand the importance of setting DEI goals and initiatives within your program and practices.

Developing (Planting Season):

- Learn the story data is telling about your program and practices.
- Aware of what DEI related data is available and what opportunities and limitations exist with regard to the data
- Connecting the data story with the DEI related goals and initiatives to your agency and other statewide goals and initiatives (i.e., Results WA).

Performing (Nurturing Growth):

- Use DEI data to inform and influence your organization's programs and services.
- Be able to identify missing data and consult with a data specialist to explore feasibility of collection and use.
- Use data, set a DEI related goal, measure, and evaluate progress.

Enterprise DEI Competencies – All Employees – A pathway for success

Transforming (Sharing the Bounty):

- Be current on global, national, local trends and changes and how they may inform and influence your organizational programs and services and DEI.
- Help others to understand, evaluate, and expand their own DEI related data to improve their programs and practices.
- Advance DEI-related goals through continuous improvement and innovation to achieve the desired outcomes.

Stages of Growth: Examples of Activities

The action to build the competency. "Here is how I get there."

Emerging (Preparing the Seeds):

- Identify what data is available on client/customer feedback
- Use and/or consider using DEI data in discussions
- Familiarize yourself with your agency's DEI goals

Developing (Planting Season):

- Based on data, describe what the customer/client experience is related to your program or practice.
- Identify the marginalized or oppressed groups who have been included and perhaps, left out of program or practice data collection.
- Become knowledgeable regarding enterprise level DEI goals.

Performing (Nurturing Growth):

- Identify how the agency DEI data can improve your agencies program or practice.
- Review agency data with identified employees and customers to gain additional insights into the collected data.
- Develop and implement DEI related metrics.

Transforming (Sharing the Bounty):

- Research trends and changes, share with others how the data may influence agency programs and practices
- Mentor or coach another employee in the review of agency data and processes for evaluation and improvement.
- Using DEI data and insights, co-create DEI strategic objectives or statewide level DEI goals with other employees and customers

Enterprise DEI Competencies – All Employees – A pathway for success

Stages of Growth: Examples of Competency Demonstration

What I do. "Here is what you'll notice in me."

Emerging (Preparing the Seeds):

- An employee reviews the annual client/customer survey report and participates in a facilitated discussion with team.
- During a discussion on client/customer service delivery, an employee raises a question regarding where the data comes from.
- An employee asks how a proposal relates to agency DEI goals during a staff meeting.

Developing (Planting Season):

- Meet with agency or other experts who understand the use of data, to include DEI data.
- Based on published scientific data, an employee identifies that people of color have a twenty percent less likelihood of receiving services from the program.
- An employee raises a concern that one client/customer group was left out of their program's or practice's recent data collection efforts.
- An employee researches the Results WA DEI related goals and performance measures and is able to connect them with their agency or program/practice DEI goals.

Performing (Nurturing Growth):

- Share your analysis and identified areas of improvement with your team.
- Facilitate a focus group.
- Assist in development of a SMART (Specific, Measurable, Attainable, Relevant, Timely) DEI strategic goal for your agency.

Transforming (Sharing the Bounty):

- Incorporate data trends and changes into the agency DEI business case.
- Mentor or coach other teams in your agency in methods to use DEI data to improve processes.
- Lead employee and customer focus groups on the "Future of DEI" to create a shared and improved vision.