Human Resources Policy No. 4.23.2

Subject:	Diversity, Equity, and Inclusion (DEI)
Contact:	Deputy Director
References:	Executive Order 22-02 and 22-04, State Human Resources Directive 20-02, 20-03, and 23-01, DEI Policy Committee Guidance
Effective Date:	April 13, 2022
Revised:	June 1, 2026
Approval:	Russell E Olsen box SIGN 152WQ2YW-18W9KQJ6 Russell E. Olsen, Executive Director

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I. Purpose

Ensuring success for all by eliminating disparities and building partnerships.

II. Scope

This policy applies to all Pollution Liability Insurance Agency (PLIA) employees, contractors, and volunteers.

III. Definitions

Please see Glossary of Equity-Related Terms found at ofm.wa.gov.

IV. Policy

PLIA recognizes that to achieve our mission and vision in service of those who reside in Washington, we must embed the values of diversity, equity and inclusion in all aspects of our work.

Washington State is diverse, and our agency must reflect that diversity. When we are representative of the people we serve, we can better

address the disparities in outcomes of our services for marginalized communities through purposeful, tailored, and equitable use of resources and programs.

- To achieve a diverse workforce, we must address discrimination, oppression, racism, and individual biases.
- We recognize that oppression exists in institutions, laws, and policies that create structures and systems which discriminate against marginalized communities.
- These systems have influenced societal norms, practices, beliefs, and thoughts. This can create a dominant culture that perpetuates discrimination and oppression.
- This dominant culture influences our individual perceptions, thoughts, and actions. The product of this is biases, both conscious and unconscious, in how we perceive others.
- These biases perpetuate discrimination and oppression of those outside of the dominant culture, leading to:
    - Discriminatory hiring practices and other employment decisions.
    - Micro-aggressions.
    - An unhealthy and exclusionary workforce culture.
- To achieve inclusion, we must disrupt the "othering" of communities and ensure respect and belonging for all.
- We look at our facilities and work environment through the lens of inclusivity and accessibility. This includes considerations such as:
    - Gender-inclusive restrooms.
    - Heights of countertops.
    - Accessibility of presentations.
    - Norms of communication.
- We must be willing to challenge our practices and behaviors that perpetuate a patriarchal and discriminatory work environment. These conditions can lead to discrimination and harassment.
- Although we cannot change the oppressive and discriminatory practices of the past, we have control over the workplace culture we create today and in the future.

- Much work remains for us as an agency and as individuals to accept our responsibility and seize our opportunity to dismantle those things that perpetuate inequity.

PLIA's management team will review and update this policy every three years. PLIA's Agency Impact Team will continuously work with the Office of Equity in implementing equity initiatives in all programs.

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

All employees are responsible for the following.

1. Recognize your role in perpetuating inequity through your own individual biases, whether conscious or unconscious. Be willing to work toward self-awareness and reflection.

2. Co-create with your colleagues a welcoming, supportive, safe, affirming, and respectful work environment.

3. Accept that employees make mistakes. Acknowledge them and learn from them in order to improve. Much of this work requires learning through iterations of growth and failure.

4. Engage and support respectful dialogue and courageous conversations even when uncomfortable about topics such as:

    - Racism
    - Privilege
    - White fragility
    - Dominant culture
    - Oppression
    - Historical trauma

5. Participate in continuous learning, development, and training offered in the areas of:

    - Diversity
    - Inclusion
    - Cultural humility
    - Oppression
    - Equity

6. Identify and address micro-aggressions as they occur in our workplace, whether intentional or unintentional. Use these instances as opportunities to educate, learn, grow, listen, and respond with respect.

7. Offer support and encouragement by honoring everyone's truth through the affirmation and validation of their:
    - Values
    - Beliefs
    - Principles
    - Lived experiences
8. Read and follow this policy.
9. If you are not sure whether you're following this policy, ask your supervisor for advice or support so you can uphold the values described here.

Supervisors are responsible for the following.

1. Promote diversity in all hiring activities including:
    - Recruiting
    - Interviewing
    - Candidate selection
2. Recruit and appoint culturally, racially and ethnically diverse employees.
3. Ensure required qualifications listed for a job are truly necessary for a position. Where possible, consider other comparable experience in lieu of education requirements.
4. Actively engage in initiating, promoting, and championing inclusive strategies to retain workforce diversity in areas such as:
    - Race
    - Ethnicity
    - Color
    - Sex
    - National origin
    - Religion
    - Sexual orientation
    - Gender identity
    - Gender expression
    - Age
    - Veteran status
    - Disability status

5. Ensure equal access to:

- Growth and leadership development
- Educational and training opportunities
- Mentoring opportunities
- Other resources

This includes ensuring competitive internal and external recruitment rather than direct appointments where possible.

6. PLIA will use this policy in supervisors' annual evaluations as a specific competency required for satisfactory job performance.

Executive Management is responsible for the following.

1. Ensure diversity, equity and inclusion is a continuously present focus and a core value in our agency decisions, especially as they relate to the allocation of resources.

2. Use the voices and perspectives of marginalized communities to influence and inform our priorities now and in the future.

3. Make PLIA an anti-oppression institution with inclusive, full participation in decision-making. Promote purposeful commitment to restored relationships with marginalized communities.

4. Support progressive facilities and environment planning to transform the workplace into a welcoming, inclusive and accessible environment for all staff and customers.

5. Actively listen to the experiences of staff, especially those from marginalized groups. Take action to change discriminatory practices.

6. Continue to assess and correct workforce inequities throughout the agency including leadership appointments, promotional opportunities, training requests, access to flexible and alternate work formats, and compensation.

    - Train recruitment staff on mitigating bias in the job application process.
    - Set workforce diversity goals.
    - Conduct regular reviews of agency diversity data by leadership.
    - Develop pathways and connections with higher education.

    - Review the diversity of candidate pools for past job opportunities.
7. PLIA expects Managers to explain how they worked to comply, achieve and exceed the goals identified in this policy.

PLIA staff should report complaints associated with this policy to any PLIA supervisor, manager, leader or Small Agency Human Resources support personnel. While we recognize that those experiencing or witnessing policy violations may feel uncomfortable with reporting violations, such reporting minimizes future violations.

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