

Workplace Diversity Program Initiatives

Performance Council

June 29, 2001



Washington State
Department of Corrections

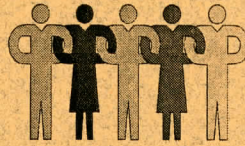
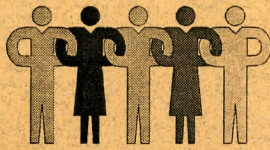


TABLE OF CONTENTS

- I. Cover Letter
- II. History
- III. Balanced Scorecard
- IV. Strategic Plan
- V. Summary of Initiatives
- VI. Workplace Diversity Program Organization-Function-Program Purpose
- VII. Other:
 - Accomplishments
 - Recommendations
 - Drafts



I. COVER LETTER



STATE OF WASHINGTON

DEPARTMENT OF CORRECTIONS

P.O. BOX 41100 Olympia, Washington 98504-1100 (360) 753-1573

June 29, 2001

TO: Performance Council
FROM: *WAT* Wanda A. Thompson
Diversity Programs Administrator
SUBJECT: Diversity Initiatives

Thank you for this opportunity to share the work that has been accomplished to “lift” the Diversity Program to the next level. It has been hard work, but very satisfying to develop initiatives that meet the Agency’s vision and the desire to move forward. Many of the initiatives are works-in-progress but will be the catalyst to implement the recommendations set forth.

I would like to recognize that these goals are not just primary to the Diversity Program but also the shared responsibility of all of us to impact measurable results. Department of Corrections successes in Diversity will not be realized without your full support.

Further, it is important to thank Joe for his vision and guidance, and particular accolades to Belinda Stewart for her commitment, leadership, and ability to continue “beating the drum for Diversity ” As well as, the combined efforts of Harold, Pat, Paul, Wilbert and Jane.

DOC’s Diversity is DOC’s Strength.

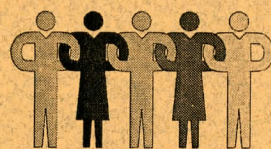
WAT:hg

cc: Belinda Stewart, Chair
Statewide Diversity Committee



recycled paper

“Working Together for SAFE Communities”



II. HISTORY

DIVERSITY PROGRAM

1997

The members of the Diversity System Improvement Team (SIT) for the Office of the Secretary met to strategize a plan for the structure and functions of the Diversity Program now reporting to the Office of the Secretary. What followed were the SIT's recommendations as it pertains solely to Diversity/Affirmative Action Committees and a flow chart giving a visual of how these committees would be organized. Input has been solicited and received from various current Diversity and Affirmative Action Committees.

The members of the SIT recommended that the Department consider renaming all Affirmative Action Committees to Diversity Committees. Affirmative Action Programs is one portion of what the Diversity Program entails, and the term "affirmative action" is one that carries with it many negative connotations and may foster the misconception that Diversity programs only benefit and/or pertain to a select number of individuals. The Affirmative Action Committee for the former Southwest Area Division of Community Corrections submitted in early 1997 a proposal to change its name to the SWA DCC Diversity Committee, which was approved by the Assistant Director for that Area.

We are suggesting that a DOC Advisory Committee and OCO Regional Committees be established. The Advisory Committee could be comprised of representatives from both OCO and OAS, as well as representation from the Office of the Secretary.

ROLE: The Advisory Committee would be as follows.

- Developing statewide action plans
- Assisting in developing statewide diversity training (ensuring consistency)
- Assisting the Diversity Program in developing the Affirmative Action Plan
- Developing a standard new committee member orientation and timeline for it to ensure all members are consistent in their knowledge and able to participate quickly. The appropriate consultant could provide the orientation.
- Function as a liaison between OS and Regional Committees in statewide issues as:
 - Information sharing
 - Recommending strategies and incentives
 - Working with Regional Committees to facilitate problem identification and resolution on statewide issues
 - Provide Regional Committees with a measurement and feedback process on their successes and areas for improvement so that their approach is research-based

1998

RESTRUCTURE.

Diversity Systems Information Team (SIT) developed recommendations that were approved by the Action Planning Team (APT) on 3/27/98, that set the framework for the organizational structure and new direction for the Diversity Program, with five charge statements.

Those charges are:

- 1 Secretary should clarify what diversity means in DOC.
2. Executive Management directly communicate with line staff.
- 3 Whenever the Vision and Mission Statement are marketed, include the Values Statement.
4. Create a diversity committee structure at the local, regional, and statewide levels to further the processes, awareness, and activities of diversity in DOC.
- 5 Improve diversity education and training.

At this point, OS exempt staff process owners would charter performance measures for responsibility they were charged with through performance agreements with the Secretary

1999

The Performance Agreement for Fiscal Year 1999 through September 2000 between the Secretary and Diversity Programs Administrator had the goal to implement a joint statewide committee that oversees compound issues of Diversity on an integrated basis for better sense of purpose, acceptance, organizational growth, research/development and best practices.

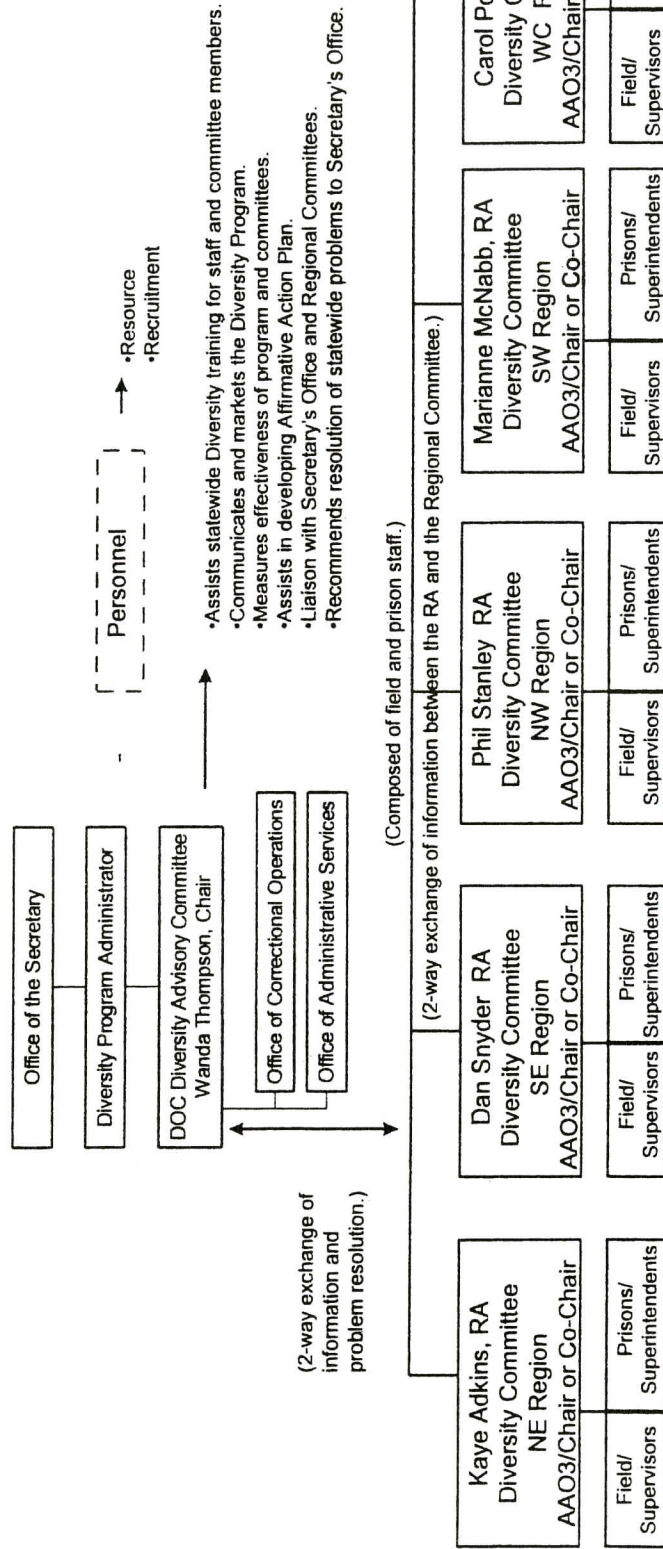
2000

March 3, 2000, the Statewide Diversity Committee was created under the appointment of Belinda Stewart as Chair, with the first order of business to develop the Balanced Scorecard, and Workplace Diversity Program be responsible for implementing the Diversity Initiatives. There are specific tasks associated with the Balanced Scorecard that pertain to the statewide committee, and the remainder continue to be the responsibility of the Workplace Diversity Program.

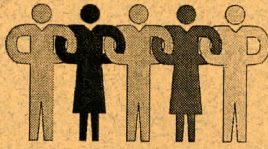
FLOWCHART OF DOC DIVERSITY COMMITTEE STRUCTURE

Proposed by the Secretary's Office

Diversity Program System Improvement Team

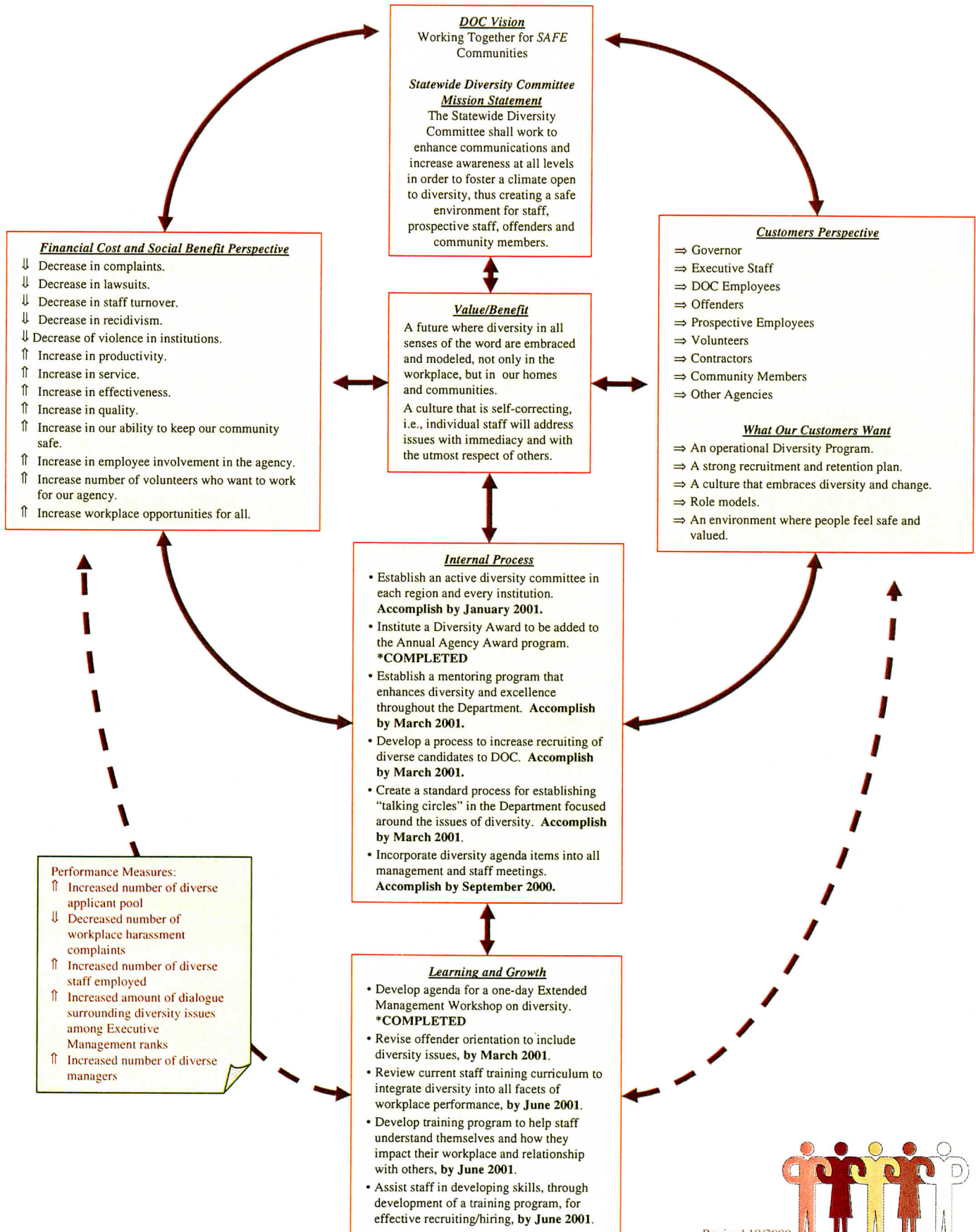


- Implements Statewide initiatives customized by Region.
- Disseminates information to Region staff.
- Implements local projects.
- Recommends strategies to Advisory Committee.



III. BALANCED SCORECARD

Statewide Diversity Committee Balanced Scorecard





IV. STRATEGIC PLAN

GOAL: Sufficient Organizational Infrastructure to Include Technology, Performance Information, and Staff Development to Achieve the Department's Vision and Mission.

Strategy: Recruit and Retain a Diverse Workforce.

Initiatives:

Maintain a diversity committee in each region and every institution, as well as a statewide committee.

Increase recruitment of diverse candidates, using workforce demographic information by area.

Establish and maintain "talking circles" in the Department focused on issues of diversity.

Establish a mentoring program that enhances diversity and excellence throughout the Department.

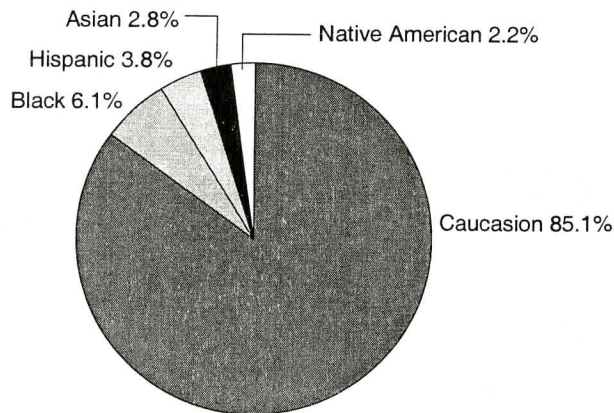
Measures:

Percent of diverse staff employed.

Percent of diverse managers.

Turnover of diverse employees compared to Department turnover rate.

DIVERSITY PROFILE BY ETHNICITY
As of July 1, 2000



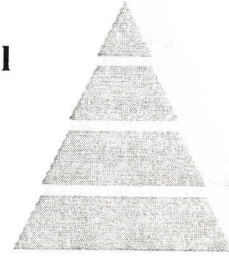
On July 1, 2000, the Department had 7,332 employees. Of the total, 61.4 percent were male and 38.6 percent were female. Ethnic minorities constituted 14.9 percent of the total



The talking circles concept was developed by the Study Circles Resource Center, Topsfield Foundation, Inc. The premise of a talking circle is that dialogue is a necessary first step for coming to terms with diversity issues, and that trained facilitators will enable people to consider a range of ideas and views about diversity in the workplace.

OBJECTIVE:

Increase the pool of applicants of diverse* candidates for all local lists, Washington Management Services (WMS), and exempt recruitments by ten percent each year as voluntarily reported by applicants.**



STRATEGIES:

- ▲ Develop a departmentwide recruitment plan and approach that targets diverse candidates inside and outside the organization.
- ▲ Develop cooperative relationships with educational facilities to broaden the pool of potential applicants.
- ▲ Enhance outreach strategies including a marketing plan.

RESEARCH SHOWS:

In his article "Multiculturalism Makes Good Business Sense," R. F. Frederico writes that employers can obtain improved morale, better performance, and enhanced customer service via the revitalization engendered from work force diversity. While traditional factors like job security, salary, pensions, and health insurance are still important to the work force, new programs that support work force diversity are gaining in popularity. Diversity is accepted as value added and many corporations have discovered that valuing human differences improves the performance of the work force. It is important to communicate a message of multiculturalism by creating a workplace that respects the personal values of employees, encourages a balance between work and family life, and develops an environment that is free of harassment.²⁶

**DEPARTMENT OF CORRECTIONS
APPLICANTS BY GROUP
Fiscal Year 1997**

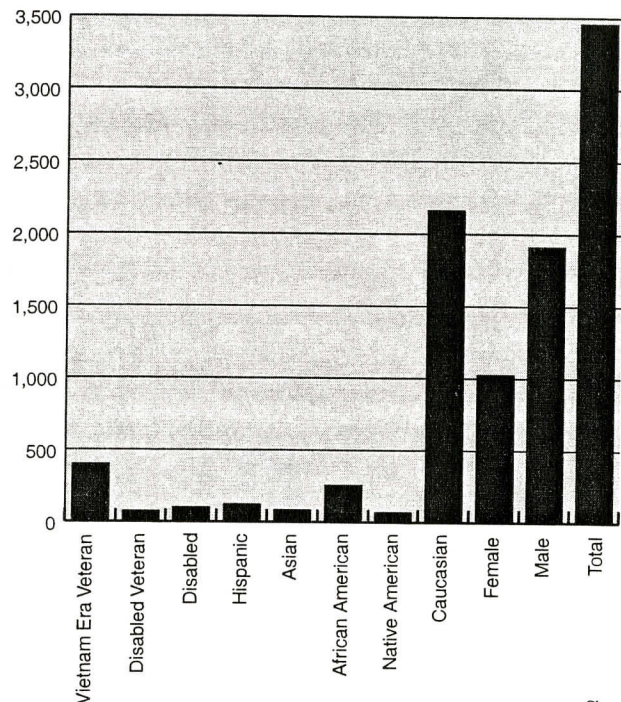


Chart 107

PERFORMANCE MEASURES:

- ▲ Number of diverse applicants on local lists, WMS, and exempt recruitments.

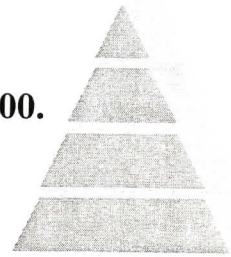
NOTE:

* Diversity encompasses a wide variety of individual and cultural characteristics. This objective measures one component of diversity that is quantifiable.

** Certain job classes used by the Department of Corrections have been designated as local list classes. This means the Department has the authority to recruit, test, and hire without using Department of Personnel registers.

OBJECTIVE:

Provide diversity orientation for 100 percent of new employees within the first six months of employment beginning January 2000.



STRATEGIES:

- ▲ Develop a plan to implement the Department's "Diversity: New Employee Orientation" course, to be in place and measurable by January 2000.
- ▲ Provide instructor training to designated staff to deliver "Diversity: New Employee Orientation" and other related subject matter training programs that they are certified to deliver.
- ▲ Integrate "Diversity: New Employee Orientation" for all newly hired staff into the normal training cycle beginning January 2000 for a specified block of time in each region.
- ▲ Develop a plan to implement sexual harassment, Americans with Disabilities Act, and affirmative action courses consistent with the Department's policies.

RESEARCH SHOWS:

"In diversity training, participants become more aware of themselves. If we are not aware of our own feelings and prejudices and stereotypes, we will never be able to open up enough to look at someone else's differences positively."²⁷

Training fosters an awareness and acceptance of individual differences and explores how those differences can be an asset in the workplace.

NUMBER OF STAFF RECEIVING DIVERSITY TRAINING
Fiscal Years 1995 through 1998

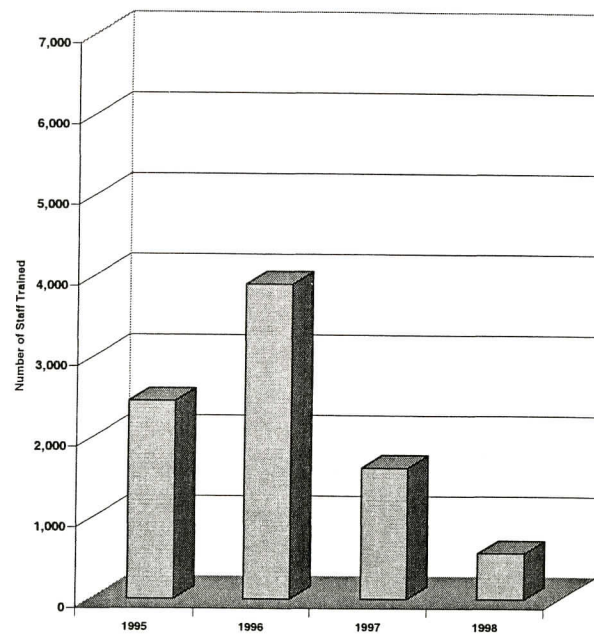


Chart 108

PERFORMANCE MEASURES:

- ▲ Percent of employees receiving diversity training within six months of hire.



V. SUMMARY OF INITIATIVES

WORKPLACE DIVERSITY PROGRAM INITIATIVES – MODEL FOR RESOURCES AND COORDINATION WITH THE STATEWIDE DIVERSITY COMMITTEE BALANCED SCORECARD – June 2001

Internal Process

BALANCED SCORECARD INITIATIVES	WPD PROGRAM INITIATIVES	STAFF ASSIGNED	PROJECT DESCRIPTION	STATUS	COMPLETION DATE
<p>1. Establish an active diversity committee in each region and every institution. → Develop criteria w/statewide committee and WPD program Meet w/diversity chairs to share → guidelines Develop diversity committee → orientation training</p>	<p>WPD liaisons to each region. DPA receive minutes. DPA provide summary of Diversity Committee activities quarterly by June 2001 Diversity Bulletin Boards maintained at each site/office. Develop criteria for consistent committee structure via orientation.</p>	<p>Wanda Thompson Policy/recommendation of diversity program Orientation packet How to set-up Wilbert Purdie Raymond Patrick (develop new member orientation packet)</p>	<p>Memo of instruction to Diversity Committee chairs at each level: Regional Local Headquarters Develop Diversity Committee Orientation training and guidelines.</p>	<p>All responses completed for diversity committees. (See revised summary list of diversity committees)</p>	<p>Due 2/7/01 – will update summary of diversity committees quarterly First summary by June 2001</p>
<p>2. Institute a Diversity Award to be added to the Annual Agency Award Program.</p>	<p>Track Diversity committee(s) awards. Maintain ongoing award(s). (*Review Policy Selections Committee for diversity representation via data.) (* see Jane Parnell for monitoring)</p>	<p>Belinda Stewart Jane Parnell Wanda Thompson Each committee provide a nominee for Diversity Award that meets criteria check & balance.</p>	<p>Interfaced with Employee Recognition Committee and the Annual Agency Award program.</p>	<p>Statewide Diversity Committee Compile list of diversity awards at Regional/Local sites.</p>	<p>Completed and ongoing First annual award 2001</p>
<p>3. Establish a mentoring program that enhances diversity and excellence throughout the Department.</p>	<p>WPD to develop action plan for implementation. Belinda will set up first meeting.</p>	<p>Wilbert Purdie Lin Miller Frank Phillips Doug Waddington</p>	<p>Implement mentoring pilot program at SCCC and SW Region Community Corrections.</p>	<p>Non-operational Draft of plan done. First meeting 5/4/01</p>	<p>6/30/01 Recommendation due</p>
<p>4. Develop a process to increase recruiting of diverse candidates to DOC.</p>	<p>HR/WPD Focus Group assigned by Jennie Adkins and Wanda Thompson. What can we do to gain successes?</p>	<p>Raymond Patrick Robert Swanson, Cynthia Gay, Robert Riordan, Wilbert Purdie, Jane Woolson</p>	<p>HR objective to increase diverse pool. Proposal FTE WPD implement quarterly outreach plan (*see recommended plan.)</p>	<p>First Meeting 2/8/01 2d mtg 3/7/01 3d mtg 4/3/01</p>	<p>6/30/01 Recommendation due</p>

WORKPLACE DIVERSITY PROGRAM INITIATIVES – MODEL FOR RESOURCES AND COORDINATION WITH THE STATEWIDE DIVERSITY COMMITTEE BALANCED SCORECARD – June 2001

Internal Process

BALANCED SCORECARD INITIATIVES	WPD PROGRAM INITIATIVES	STAFF ASSIGNED	PROJECT DESCRIPTION	STATUS	COMPLETION DATE
<p>5. Create a standard process for establishing “talking circles” in the Department focused around the issues of diversity</p>	<p>Working closely with SCRC Program Director to implement 3 day training for steering committee to be facilitators at DOC. Pilot Sites: WCCW, TPR, and Ratcliff Work Release as test application.</p>	<p>Wanda Thompson Michael McCormick Fran Frazier Steering Committee</p>	<p>Plan to facilitate Diversity Steering Committee to be certified as facilitators. And to train other facilitators. Pilots in June 2001. August agency-wide implementation.</p>	<p>Cost proposal confirmed April 4-6 completed training. SCRC recommendations for implementation adopted. Send communication to facilitators of status.</p>	<p>Accomplish by June 2001 Three day training completed Pilot sites approved by 6/30/01</p>
<p>6. Incorporate diversity agenda items into all management and staff meetings.</p>	<p>Provide resources for Diversity library, videos, training tools, etc for the agency Announcements via newsletters, Communiqué, Diversity Calendar updates. Develop website for diversity policy updates, legal briefs, EEOC enforcement, workshops, conferences, events, and activities intra/internet. Develop quarterly diversity newsletter</p>	<p>Wanda Thompson Paul Smith, Jane Woolson, Raymond Patrick, Wilbert Purdie, all chairs of diversity committees coordinate with WPD program. WPD Performance agreement by regions established. Each WPD consultant have monthly on-site visits in each region.</p>	<p>Provide centralized interactive resource for referrals on various speakers, training programs, books, research, etc. Recommended/suggested diversity reading Beyond Race & Gender, Close the Book on Hate (Diversity Exec Mgmt Plan) Update bibliography Preview videos for training, staff meetings, and corrective action plans. Print in Communiqué Attend management meetings</p>	<p>Spacing is an issue Maintained by WPD Program (e.g.) April article contributed RE: Aberdeen Panel on Race Issues. Survey or questionnaire for suggestions Guest speakers</p>	<p>Accomplish by June 2001 and is on going Encourage and promote diversity topics in all facets of the workplace (EO 93-07).</p>

WORKPLACE DIVERSITY PROGRAM INITIATIVES – MODEL FOR RESOURCES AND COORDINATION WITH THE STATEWIDE DIVERSITY COMMITTEE BALANCED SCORECARD – June 2001

Learning and Growth

BALANCED SCORECARD INITIATIVES	WPD PROGRAM INITIATIVES	STAFF ASSIGNED	PROJECT DESCRIPTION	STATUS	COMPLETION DATE
10. Develop training program to help staff understand themselves and how they impact their workplace and relationship with others by June 2001	Comply with Comprehensive Diversity Training Plan Rev 6/99. Utilize as option for professional staff development.	Wanda Thompson implemented/comply with Comprehensive Diversity Training Plan. Talking Circles and integrate with CORE	Tracks: NEO CORE Diversity T4T Ongoing/In service Periodic Other modules Talking Circles T4T	Coordinate with CORE Program and Performance Administrator – Dan Pacholke Pam Clevenger Kevin Bovenkamp Marcia Naismith	Ongoing
11 Assist staff in developing skills through development of a training program for effective recruiting/hiring by June 2001	Work with HR on overall Agency Recruitment Plan. Retention plan/study – PIT TBD. Review exit interviews of Diverse employees and committee members.	Paul Smith Wanda Thompson HR Performance Team	Plan to assist staff to improve their skills for job opportunities via Workshops/tools and policy directives. Career counseling link with mentoring and diverse recruitment plan.	Coordinate with other groups and program areas.	Accomplish by June 2001 and ongoing

Performance Measures (Reporting and Tracking)

BALANCED SCORECARD INITIATIVES	WPD PROGRAM INITIATIVES	STAFF ASSIGNED	PROJECT DESCRIPTION	STATUS	COMPLETION DATE
12. Performance Measures: * Increase number of diverse applicant pool Decreased number of workplace harassment complaints Increased number of diverse staff employed Increased amount of dialogue surrounding diversity issues among Executive Management ranks Increased number of diverse managers	Reports are generated by program via AA Plan multi-factor system: AA Update Quarterly Utilization Analysis. System audit review in progress (*See report tracking.) Compliance with DOP/AA/GAAPCom Guidelines. Maintain HRDIS data integrity Provide a policy that identifies RA's, FA's, HR Admin to be accountable for diversity performance measurements w/tools. UA on outlook for distribution	Jane Woolson – produce reports & related updates Raymond Patrick – back up Run parallel programs Statist/FOCUS R/D Wanda Thompson	Generate ongoing and new reports: * Balanced Scorecard * Diversity Profile by Agency * Diversity Profile by Management Special Reports for DOCWATCH Diversity Training Profile Install data warehouse system at NW Region	Existing and Newly created reports are distributed for tracking purposes.	Ongoing Annual Quarterly 3-4 year cycle – AA Plan and Annual compliance review

WORKPLACE DIVERSITY PROGRAM INITIATIVES – MODEL FOR RESOURCES AND COORDINATION WITH THE STATEWIDE DIVERSITY COMMITTEE BALANCED SCORECARD – June 2001

Performance Measures

BALANCED SCORECARD INITIATIVES	WPD PROGRAM INITIATIVES	STAFF ASSIGNED	PROJECT DESCRIPTION	STATUS	COMPLETION DATE
<p>Other:</p> <p>Part of program function: (*see progress report monthly). AA plan requirements and compliance</p> <p>Program supervision and quality assurance</p> <p>Investigation process and review (Focus Group recommendations)</p> <p>Diversity training & T4T (27)</p> <p>All Civil Rights Act, HRC/EEOC respondent inquiries, public disclosure, discovery</p> <p>Caselog tracking – automation model with WSP</p> <p>Department of Personnel and Public complaints.</p> <p>Provide resources and information to extended management and staff</p> <p>ADA Coordinator</p> <p>Represent DOC externally Policy development and compliance</p>	<p>Wanda Thompson</p> <p>3-4 years new requirements/census update.</p> <p>* New assignments and projects for WPD staff.</p> <p>Comparative surveys in progress on staffing, investigations, and ethnic months.</p> <p>Don Wilbrecht- consultant for Caselog report and automated database.</p>	<p>(*see this report for status of each initiative.)</p> <p>Memos/reports for Secretary's file</p> <p>IT reviewing reporting systems</p> <p>Focus group recommendations on investigations is ongoing:</p> <ul style="list-style-type: none"> • Brochures – Draft • Format – completed • Resource Directory – Draft <p>(*see each report for status of each initiative.)</p> <p>Administrative Manual for Investigations.</p> <p>Workplace Diversity Program Policy/Directive</p>	<p>Reported by project in monthly/quarterly report to Secretary (via Outlook)</p> <p>Develop Biennial Annual Report – draft in process.</p> <p>Update summary of Diversity Initiatives quarterly and report.</p> <p>Coordinate with Tom Matthews for performance measurement input.</p> <p>Draft</p> <p>Draft</p>	<p>TBD by project and ongoing in each project description</p> <p>TBD by project and ongoing</p>	

WORKPLACE DIVERSITY PROGRAM INITIATIVES – MODEL FOR RESOURCES AND COORDINATION WITH THE STATEWIDE DIVERSITY COMMITTEE BALANCED SCORECARD – June 2001

Performance Measures

BALANCED SCORECARD INITIATIVES	WPD PROGRAM INITIATIVES	STAFF ASSIGNED	PROJECT DESCRIPTION	STATUS	COMPLETION DATE
	Diversity Communications Liaisons: Attend management meetings Communiqué articles Memos and proposals Regional Support & Consulting: Performance Agreement support and consulting services by region.	Workplace Diversity Program Diversity Committee(s) OS Wanda Thompson OCO Belinda Stewart OAS Keith James	Provide ongoing communication on existing/new diversity initiatives.	Periodic	Ongoing
<ul style="list-style-type: none"> • Provide ongoing regionalized training per quarter (all diversity related topics) • Provide targeted outreach/recruitment for hard to fill vacancies 3 per quarter • Provide on-site visits at each institution/office on rotating schedule per quarter 	Assist in developing Ethnic Month Celebration agencywide: Sub-committee developed to study and recommend processes to celebrate Ethnic Months agencywide.	Raymond Patrick-NW Wilbert Purdie-WC Paul Smith-NE/SE Jane Woolson-SW	Plan for ethnic month celebrations department wide.	Committee has met on 2/28/01 1 st 6/12/01 2 nd	Ongoing
Add Ons:		Wanda Thompson Karen Hopper Gloria Miller Dave Henderson Raymond Patrick Milt Ruffins Paul Smith Wilbert Purdie Raymond Patrick			

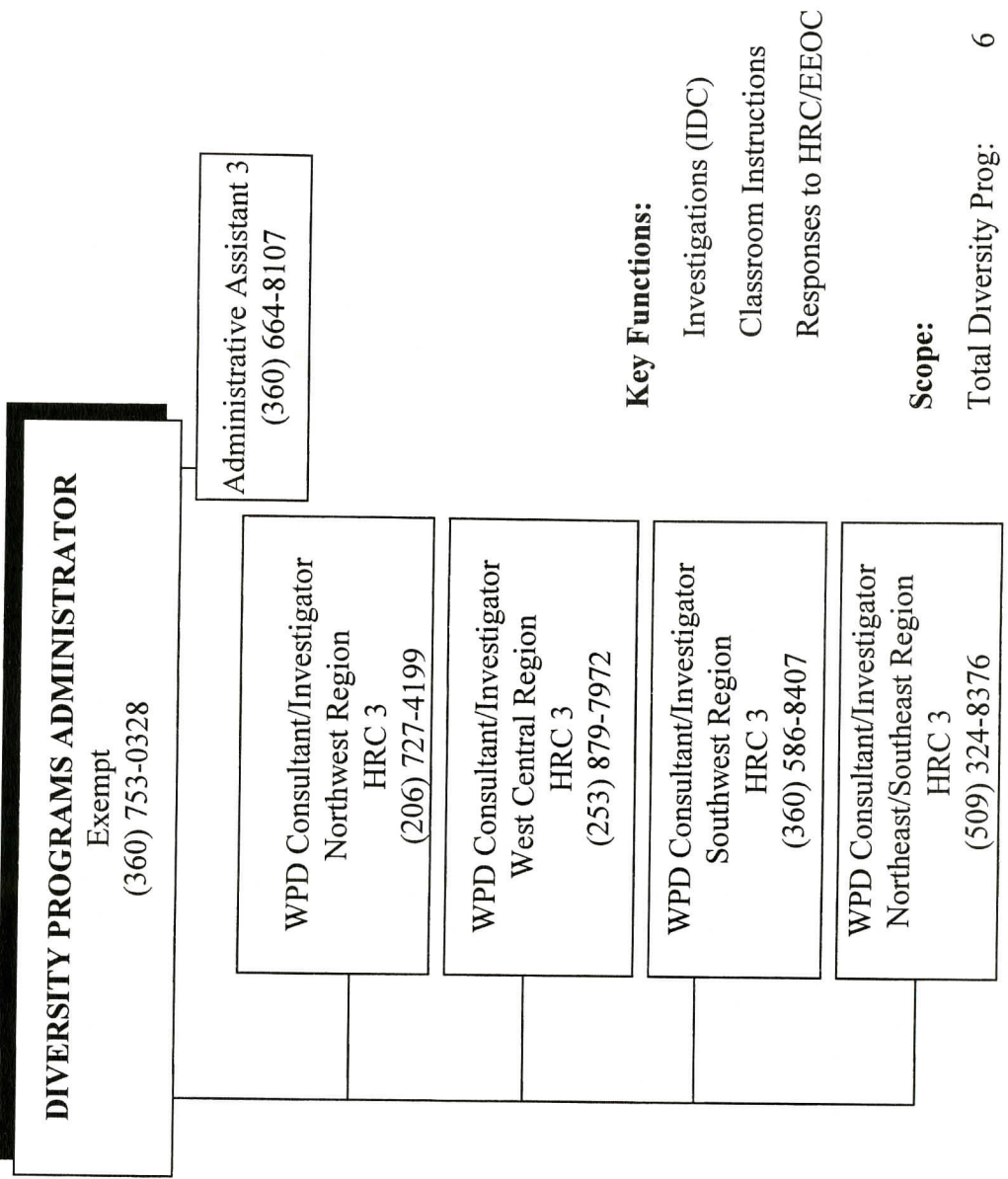
WORKPLACE DIVERSITY PROGRAM INITIATIVES – MODEL FOR RESOURCES AND COORDINATION WITH THE STATEWIDE DIVERSITY COMMITTEE BALANCED SCORECARD – June 2001

BALANCED SCORECARD INITIATIVES	WPD PROGRAM INITIATIVES	STAFF ASSIGNED	PROJECT DESCRIPTION	STATUS	COMPLETION DATE
Other Performance Agreements for Exempt Staff Management Development Performance Plans for WMS Staff	Track and Monitor Progress	Hisami Yoshida Wanda Thompson	By 6/30/01 all Performance Agreements and Management Development Performance Plans within the Department of Corrections will set a diversity initiative related to the Statewide Diversity Committee's Balanced Scorecard.	Non-compliant with letter of 12/15/00.	Due 3/30/01 6/30/01
Extended Management's Personal and Professional Pledge to Visibly Support Operational Diversity Program	Track and Monitor Progress	Belinda Stewart Wanda Thompson	AT extended exec management meeting, pick a partner and a diversity initiative and forward to chair of statewide diversity	Non-compliant with letter of 8/15/00.	Due 9/25/00



**VI. WORKPLACE DIVERSITY
PROGRAM ORGANIZATION/FUNCTION**

DOC - WORKPLACE DIVERSITY



Key Functions:

- Investigations (IDC)
- Classroom Instructions
- Responses to HRC/EEOC

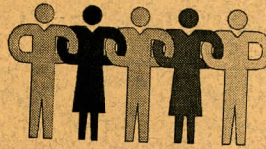
Scope:

Total Diversity Prog: 6
Total Employees: 7332



VII. OTHER

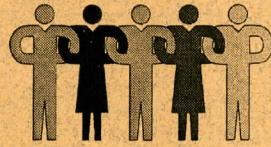
- Accomplishments
- Recommendations
- Drafts



ACCOMPLISHMENTS

1. Formulation of All Diversity Committees
 - Statewide Diversity Committee
 - Headquarters Diversity Committee
 - Regional Diversity Committees
 - Local Diversity Committees
 - Quarterly Summary Report of Diversity Committees
2. Diversity Award Interfaced with Agency Annual Award Program
3. Diversity Outreach Plan for Diversity Referrals
4. Talking Circles Training/Awareness T4T Manual – Next Steps
5. Performance Agreements Established in Each Region for Workplace Diversity Staff
6. Annual Diversity Day Agenda for Extended Management
7. Workplan for New Employee Orientation/CORE
8. T4T Candidates for J. Jones (27 recruited)
9. Comprehensive Diversity Training Plan, Rev 6/99
 - Training of all staff at CBCC on Sexual Harassment Prevention
 - Training goal of 100% of New Employee Orientation at 61% YTD
10. Balanced Scorecard Quarterly Report of Diversity Profile by Agency, Management, and Region.
 - a. Quarterly Training Profile by Region
 - b. New Employee Orientation Profile by Region
11. Extended Management Personal/Professional Pledge to Diversity
12. Co-Sponsored Black History Month Celebration with AG and DOT

13. Implemented Focus Group for Improving Internal Investigation Process.
 - a. Modified Report Format
 - b. Investigative Counseling Tool for Past Due Reports
14. Policy/Directive Internal Discrimination Complaint 840.150
Policy/Directive Sexual Harassment 850.625



RECOMMENDATIONS

- Agency Mentoring Plan
- Agency Diversity Recruitment Plan
- Agency Comprehensive Recruitment Plan
- Diversity Program Policy/Directive
- Ethnic Month Plan (Sub-Committee)



DRAFTS

- Diversity Committee New Member Handbook
- New Format for AA Plan Reporting Cycle 6/01 – 7/04
- Brochure for Sexual Harassment and Non-Discrimination
- Diversity Resource Directory
- Administrative Manual for Investigations
- Performance Agreement for Specific MDPP (DSHS)
- 1st Annual Report for Workplace Diversity Program