

# PAO Equity and Social Justice (ESJ) Policy

## PURPOSE

- Understand and acknowledge historical oppressions and their present-day interpersonal, institutional, and structural impacts.
- While leading with racial justice, work to remedy all oppressions, as well as the compounding impacts of intersectionality among oppressed persons.
- Create a PAO culture that values the talents, skills, experiences, expertise and commitment of each and all employees.

The PAO promotes equity in both internal working environment and external legal outcomes:

Internal and Human Resources matters - including but not limited to recruitment, hiring, evaluation, promotion, retention and training to build and support an equitable, diverse, accessible and respectful workplace where every employee has a voice, the opportunity to contribute meaningfully, and is afforded the tools to work toward achieving their goals within the PAO.

External – as an integral part of the justice system, all divisions of the PAO bear the responsibility to address systemic barriers to justice and promote fairness, equity and respect in all decisions, impacts, and outcomes.

**PAO ESJ PRINCIPLES** - The PAO ESJ Principles are standards of conduct that guide the Office to live its mission and to achieve justice through equity, by aspiring to actions based on PAO values of Leadership, Integrity, Compassion and Professionalism. The PAO recognizes that we are in a fluid learning environment on the continuum of racial justice understanding and equity competence. It is intended that the Policy be implemented to foster individual growth.

### **Humility**

- Acknowledge that everyone has value.
- Share power.
- Extend grace to self and others.

### **Respect**

- Acknowledge our shared humanity.
- Deepen tolerance and humility.
- Honor individual dignity and inherent worth.

## **Education**

- Understand that this is a journey, and everyone's path is different and evolving.
- Continuous learning is a must.
- Engage in ongoing self-scrutiny.

## **Fairness**

- Be impartial and just in behaviors, judgements and treatment of others, without favoritism or discrimination.
- Acknowledge that bias and stereotype can affect decisions and actions, and work to eliminate this.
- Follow the Golden Rule – Treat others the way you want to be treated.

## **Trust**

- Work to create an environment free from fear and judgment.
- Build true connections with the people in our lives.
- Cultivate a spirit of openness and acceptance.

## **Responsibility**

- Be accountable for your words and actions, and their impacts.
- Consciously make decisions and act to eliminate oppressions.
- Seek opportunities to achieve equitable outcomes in everyday work and relationships.

## **RESPONSIBILITIES**

- **All employees**

Shall maintain a respectful, inclusive and professional work environment that values equity and inclusion, and will comply with the overall directives of this Policy. Time spent on PAO-sponsored ESJ activities and trainings during work hours shall be considered work time. Overtime-eligible employees may be required to adjust their schedules to avoid incurring overtime when attending equity and social justice trainings/presentations.

To the extent known or declared, shall honor and respect each individual's name, gender and preferred pronoun. Employees shall not request documentation or other information to establish or verify an individual's self-reported gender identify.

- Attend and participate in mandatory ESJ related trainings/events, as described below.

- New employees shall attend basic ESJ training (i.e. Cultural Competency or other PAO-developed basic ESJ training) within one year of hire.
    - Complete ESJ training series (i.e. Cultural Competency, Implicit Bias, Microaggression) within 2 years of hire.
    - Attend a minimum of one ESJ event annually and one approved ESJ training every two years and report attendance to supervisor.
  - In addition to mandatory ESJ trainings/events, all employees are encouraged to:
    - Read books from the PAO ESJ Library, PAO ESJ Newsletter or other equity-related articles/books; participate in equity discussions in their work groups; participate in affinity groups and white antiracist action groups; watch ESJ-related videos, etc.
    - Participate in and/or propose actions/programs that address policies or practices that serve to support PAO's ESJ efforts to eliminate barriers and promote equity and inclusion in the workplace.
    - Include ESJ goals in their professional development plans and describe how those goals were met for their performance evaluations.
- **Supervisors/Managers**
  - Be accountable for ESJ competency and understanding; lead by example with own commitment to training and activities.
  - Encourage and support employees in their workgroups to engage in activities and training that furthers equity outcomes in the PAO, to include facilitating the use of work time for ESJ-related work and ensuring that their workgroups attend mandatory ESJ trainings; help find coverage, as needed, for their employees to permit ESJ participation; periodically check in with employees on ESJ actions/activities.
  - Encourage and support respectful equity discussions at workgroup meetings, during one-on-one discussions with attorneys and staff, in casual conversations, etc.
  - Include a minimum of one ESJ goal for their workgroup in their annual goal plan and describe efforts towards that goal in their performance evaluations.
  - Demonstrate ESJ work/commitment for promotional consideration.
  - Address and take appropriate action on observed and/or reported microaggressions, inappropriate and/or disrespectful behavior, noncompliance with this Policy, and other speech or conduct prohibited by the PAO's Policy on Nondiscrimination and Anti-Harassment.

- Develop equitable processes to select candidates for professional development opportunities in the Office.
- **Prosecuting Attorney and Leadership Team**
  - Develop and communicate policy and priority direction.
  - Uphold accountability among leadership within the Office.
  - Support open discussion in divisions.
  - Incorporate ESJ elements into Criminal Division DPA 1-3-year mandatory trainings, with a focus on how to incorporate ESJ into daily work.
  - Develop succession planning for diversity at all levels.
  - Define equitable paths for promotion to Senior DPA.
  - Support mentoring programs for attorneys and staff to encourage retention and increase diversity.
  - Require managers and supervisors to intentionally create equitable processes for selecting candidates for professional development opportunities in the Office.
- **Human Resources (HR)**
  - Develop training opportunities and communication
    - Organize mandatory equity and social justice trainings, track attendance and follow-up.
    - Provide support for voluntary training, as needed.
    - Include Office equity and social justice training and expectation in the onboarding process.
    - Include ESJ competency into all job descriptions
  - Build equitable structure for recruitment and hiring
    - Develop “best practices” and resources to hiring managers/panels for hiring a diverse workforce.
    - Meet with hiring managers before the hiring process to discuss ESJ in the process.
    - Take steps to increase diversity in hiring and retention of diverse candidates by:
      - Requiring hiring committees to learn about diversity in hiring and retention, and the impacts of implicit, unconscious bias on decision making.
      - Increasing the diversity of hiring committees.
  - Provide guidance for promotional practice/process
    - Include intentional consideration of ESJ participation and competency in promotional considerations.

- Address personnel issues and disciplinary process
  - Use an ESJ mindset in personnel issues that arise, seeking out root causes and potential unintended impacts on individuals due to race, gender, disability, religion and other oppression-based categories.
  - Be cognizant that varying degrees of ESJ understanding and knowledge exist in each PAO employee that may be subject to the disciplinary process.
- Conduct exit interviews to inform PAO practices for diversity and ESJ progress.

## **RESOURCES/OPPORTUNITIES**

- The PAO ESJ Team is volunteer staff, attorneys, supervisors/managers and leadership from every corner of the PAO office who have an interest in working to promote ESJ. The ESJ Team develops opportunities for employees to gain ESJ knowledge and serve as a resource for leaders to add an ESJ lens to their workgroups as well as consult on ESJ related issues.
- A PAO ESJ SharePoint site to access resources, events and tools is in the works and will include:
  - PAO ESJ Newsletters
  - Links to Articles, Videos, Podcasts
  - Training Opportunities

## **ACCOUNTABILITY**

- Based on this policy guidance, all divisions/sections/units/programs of the Office will further develop equitable procedures, programs, goals, etc. to incorporate PAO ESJ principles into their daily work. Managers and supervisors will be responsible to work with their teams to establish ESJ practices, goals and actions for their division/section/unit.
- Incorporate reporting of ESJ action in workgroups. Include as a regular meeting agenda item to highlight who and what is occurring to promote ESJ principles.
- Given that the PAO is in a learning environment on the continuum of equity competence, remedies for noncompliance with policy might include:
  - Additional training opportunities
  - Impact on promotion potential and performance evaluations
  - See “Corrective Action” from Anti-Harassment/Inappropriate Conduct Policy

**PAO EQUITY AND SOCIAL JUSTICE POLICY AGREEMENT**

I, \_\_\_\_\_, have read the above PAO Equity and Social Justice (ESJ) Policy and agree to comply with those terms.

By replying to this e-mail with the words "I have read and agree to comply with this policy," I certify that I have read, understand and agree with the terms outlined in the PAO Equity and Social Justice (ESJ) Policy.

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_\_