



**Seattle Office of
Inspector General**

SPD Equity Assessment: Efforts to Advance Diversity, Equity, and Inclusion (DEI) in the Workplace

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Introduction

Since 2023, the Seattle Police Department (SPD) has pursued reform efforts to improve workplace culture (i.e., the shared values, norms, beliefs, and practices that shape officer perceptions of their work environment and guide officer behavior).¹ This report examines SPD efforts related to organizational infrastructure (e.g., guiding documents, processes, programs, etc.) to advance diversity, equity, and inclusion (DEI) in the workplace.² It also evaluates the progress on those efforts to date (see Appendix A for the full list of research questions examined in this report).³

The Office of Inspector General (OIG) based this assessment on:

- Review of organizational DEI materials and resources (Appendix B);
- Interview with SPD's former Strategic Advisor for DEI (Appendix C);
- Observation of SPD's Race and Social Justice (RSJI) Change Team meetings; and
- Review of RSJI Change Team Meeting agendas and minutes.

The assessment is further informed by the academic literature on DEI and International Association of Chiefs of Police (IACP) guidance on DEI implementation in law enforcement agencies (Appendix D). The report concludes by identifying barriers to SPD's DEI efforts and providing recommendations to:

- Help prioritize efforts advancing equity within the organization;
- Support more effective implementation of key initiatives; and
- Better understand how these efforts can become more entrenched in the workplace culture of SPD.

The aim of this assessment is to support SPD in its continued efforts to create a positive workplace culture rooted in equity.

Background

DEI programs grew out of legal advancements in federal civil rights and workplace equity in the 1950s and 1960s.⁴ Organizations adopted internal policies and practices to improve employees' workplace experience and create a more inclusive organizational culture for those from historically marginalized populations.

Diversity refers to the presence of individuals with a range of social identities and individual and group differences such as race, gender, sexual orientation, ethnicity, religion, (dis)ability, and socioeconomic status.⁵

1 Nhan, J. (2014). Police Culture. *The Encyclopedia of Criminology and Criminal Justice*, 1-6.

2 [Making it stick: A guide for establishing effective DEI infrastructure](#).

3 Initiatives such as the Relational Policing Plan and Before the Badge were developed around the same time as the DEI efforts and aim to foster police relationships with community. They are therefore outside the scope of this assessment, which is focused on workplace culture. SPD's efforts to address gender disparity in the workplace will be examined in a separate OIG report.

4 Portocarrero, S. and Carter, J.T (2022). Diversity initiatives in the U.S. workplace: A brief history, their intended and unintended consequences. *Sociology Compass* 16, 1-12.

5 [IACP DEI Final Policy Paper, January 2024.pdf](#).

Equity refers to fair treatment, access, opportunity, and advancement for all individuals. It requires recognition that there are historically underserved and underrepresented populations and that resources should be allocated accordingly to achieve equal outcomes.⁶ According to the IACP, “equity helps translate diversity into inclusion through policy and practice by providing individuals with the resources and opportunities to succeed.”⁷

Inclusion refers to a culture where all individuals feel valued, respected, and can fully participate in organizational decision-making and development opportunities.⁸ An inclusive organizational culture requires “active, intentional, and ongoing engagement with diversity.”⁹

Organizations can implement DEI initiatives through strategies such as training, policy development, and employee resource programs in areas including leadership, hiring, employee retention, promotion, and organizational culture (Appendix D).

Well-designed and well-implemented DEI initiatives benefit organizations by increasing organizational performance, employee well-being, organizational health, employee retention/organizational commitment, employee engagement and satisfaction, and information sharing and creativity.^{10,11,12,13,14,15,16}

SPD DEI Programming

In August 2023, SPD hired its first DEI Strategic Advisor to a temporary two-year position.¹⁷ The Strategic Advisor conducted an informal landscape analysis to assess the status of SPD’s DEI efforts to date and to identify critical gaps and challenges. The analysis identified foundational DEI components, including commitment to city-wide RSJI, values statements, and trainings, but no cohesive system for translating them into measurable, department-wide action.^{18,19}

- 6 McCoy, Z. (2021). Workplace Diversity, Equity and Inclusion Programs: Inclusive Environments and Diversity Promotion Programs. *University of San Francisco Law Review* 55, 153-178.
- 7 [IACP DEI Final Policy Paper, January 2024.pdf](#).
- 8 McCoy, Z. (2021). Workplace Diversity, Equity and Inclusion Programs: Inclusive Environments and Diversity Promotion Programs. *University of San Francisco Law Review* 55, 153-178.
- 9 [What are Diversity, Equity, and Inclusion \(DEI\)? | Department of Psychology](#).
- 10 Smith, K.L. (2019). Beyond Compliance: Recruitment and Retention of Underrepresented Populations in Local Government. Washington DC: International City/County Management Association. Available at [Beyond Compliance: Recruitment and Retention of Underrepresented Populations in Local Government | icma.org](#).
- 11 Carr, J.D. and Maxwell, S.R. (2018). Police Officers’ Perceptions of Organizational Justice and Their Trust in the Public. *Police Practice and Research* 19:4, 365-379.
- 12 Roberson, Q., Ryan, A.M., and Ragins, B.R. (2017). The Evolution and Future of Diversity at Work. *Journal of Applied Psychology* 102:3, 483-499.
- 13 Choi, S. and Rainey, H.G. (2010). Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance. *Public Administration Review* 70:1, 109–121.
- 14 Li, C. et al. (2017). A Multilevel Model of Team Cultural Diversity and Creativity: The Role of Climate for Inclusion. *The Journal of Creative Behavior* 51: 2, 163–179.
- 15 Homan, A.C. et al. (2015). The Interplay of Diversity Training and Diversity Beliefs on Team Creativity in Nationality Diverse Teams. *Journal of Applied Psychology* 100: 5, 1456–1467.
- 16 Fredette, C., Bradshaw, P. and Krause, H. (2016). From Diversity to Inclusion: A Multimethod Study of Diverse Governing Groups. *Nonprofit and Voluntary Sector Quarterly* 4:1 (2016): 28–51.
- 17 The term-limited role ended August 16, 2025, without being renewed.
- 18 [Race and Social Justice Initiative - RSJI | seattle.gov](#).
- 19 The analysis was based on interviews with staff, program reviews, and review of internal documents and public reports.

The following additional operational barriers to implementing DEI programming were identified:²⁰

- **Inconsistent accountability.** DEI principles are not systematically embedded into performance management, supervision, or policy review. This limits the ability to track progress and hold leadership accountable for equity goals.
- **Communication and transparency gaps.** Barriers to clear, transparent communication about DEI initiatives and leadership decisions have created employee confusion, skepticism, and resistance.
- **Lack of formalized change management structures.** Absence of a dedicated DEI implementation team or clear reporting structures has resulted in uneven adoption of DEI practices.
- **Organizational culture and climate.** Internal stakeholders from underrepresented backgrounds report exclusion, retaliation, and invisibility that has gone unaddressed. This has impacted employee morale and engagement. The traditional divide between sworn officers and civilian staff and between field operations and administrative units has created silos that undermine unified DEI messaging, shared accountability, and department-wide culture change.

The Strategic Advisor developed DEI policies and standard practices; a plan to operationalize those policies; infrastructure to implement DEI initiatives and receive employee feedback; centralized channels to share DEI data, resources and communications; and DEI training for leadership and sworn officers (see Appendix D for more detail). Strategies included:

- **DEI Manual.** Articulates principles, strategies, and best practices for integrating DEI programming into SPD operations (e.g., recruitment, hiring, and training).²¹
- **Workplace Culture Guidance.** Provides standardized rules for respectful workplace conduct.
- **RSJI Action Plans.** Operationalize DEI goals and create metrics to track progress.
- **Change Team meetings.** Cross-sectional group of volunteer staff surface DEI challenges, collaborate on solutions, and provide input on department-wide decisions.
- **Precinct visits.** Strategic Advisor visits to precincts across all watches serve as a regular feedback mechanism.
- **Equity portal.** Centralizes DEI tools, resources, reporting pathways, and improves communication about and transparency around DEI programming.
- **Data dashboard.** Tracks information about employee engagement with DEI training videos, gender demographics of sworn officers, etc.
- **Newsletter.** Disseminates DEI updates and resources department-wide.
- **Leadership DEI training.** Training sessions on leadership, unconscious bias, and procedural justice for SPD command staff and frontline officers.

20 These were shared in the Strategic Advisor's written responses to OIG's interview questions.

21 The DEI Manual, titled "Advancing Diversity, Equity, and Inclusion in Community Engagement Practices," was included in SPD's February 2024 Consent Decree court filing with the federal court. United States v. City of Seattle, (W.D. Wash. 2024), Exhibit #2, p. 58.

Progress on DEI Programming

The 2023 and 2024 RSJI Action Plans track individual SPD divisions' progress on DEI goals. They focus largely on advancing DEI in police practices and improving SPD's relationship with the community rather than workplace (internal) DEI, with small exceptions. The Plans track progress of Human Resources Department (HRD) initiatives to increase recruitment of underrepresented groups.²² They also track the Initiative Bureau's effort to use foreign language proficiency preference points for candidates during the hiring process (i.e., a diversity proxy).²³

The Change Team has met monthly since January 2024, and serves as an important forum for internal DEI-related work.²⁴ Its volunteer members review available data and reports and host presentations from internal and external entities to identify equity challenges faced by SPD employees and inform team priorities and objectives. For example, through presentations from SPD Human Resources and SPD's general counsel, its participants learned that sworn employees, particularly women, had uneven and inconsistent access to opportunities for career development and advancement.²⁵ Formal guidelines were created for 30-day assignments in partnership with command staff to improve transparency and equity. A formal, department-wide mentorship program was also researched and selected.²⁶ However, its status remains unclear pending a meeting with Command Staff to receive initial feedback.

Progress on several other DEI efforts has stalled for over a year-and-a-half year, pending leadership approval (i.e., DEI manual and workplace culture guidance) or due to insufficient organizational resources and changing organizational priorities (i.e., regular precinct visits, data dashboard, newsletters, DEI training for frontline officers) (Appendix B).

Barriers to Progress on Workplace DEI

SPD faces the following barriers to advancing internal DEI:

Lack of specific, time-bound internal goals to structure DEI work and metrics to track progress and impact. With few exceptions, there are no formal, department-wide DEI goals focused on improving employee experience and workplace culture, and metrics to track their progress. The Change Team has collaborated with internal stakeholders and leadership to raise important DEI-related challenges and developed strategies to address them. However, these challenges have not been translated into specific, measurable organizational goals and strategies, integrated into department operations, or communicated to all employees. There are also no metrics to evaluate the progress of these DEI initiatives and their impact and to ensure accountability.

22 Between 2023 and 2024, the HRD increased the size and demographics of their recruiting team, the number of free virtual and in-person testing workshops, and collaborated with local schools and colleges to create internships and career development opportunities for underrepresented students.

23 However, they don't provide evidence of any progress on the initiative to date.

24 Among other things, the Change Team reviewed and discussed the findings of the [30x30 initiative report](#) which examined women sworn officers' experience of SPD's workplace culture and the barriers they face to career advancement. Meeting minutes reflect that the Team sought to partner with the separate 30x30 task force dedicated to collaborating on initiatives aimed at promoting gender equity. They also discussed the limitations of SPD's current training resources for supporting officer professional development and career pathways.

25 Team members noted a lack of formal criteria for and transparency in recruitment processes and decision-making for 30-day assignments, mentorships, and acting roles.

26 Research shows that mentorship programs are important for employee retention, particularly for employees from traditionally under-represented groups. [IACP DEI Final Policy Paper, January 2024.pdf](#).

Inconsistent executive leadership support for DEI work. Progress on DEI work is hindered by inconsistent leadership support and access, which have contributed to uncertainty, slowed decision-making, and stalled initiatives. Key organizational materials serve as the primary reference for employees to understand the organization's operational standards, culture, and workplace expectations related to DEI. However, they have been pending approval from executive leadership for nearly two years. This includes the DEI Manual, which was included in SPD's February 2024 Consent Decree filing with the federal court.²⁷ The Change Team has experienced delays in moving initiatives forward because of inconsistent participation from command staff, as well as challenges in accessing leadership to communicate about and receive feedback on their work. The Change Team is an important body for DEI work at SPD. However, inconsistent sponsorship by leadership has caused it to be largely siloed from the rest of the department.

Lack of enforcement mechanisms for DEI principles. There are no specific systems for enforcing DEI-related principles, practices, and learnings from trainings.

Lack of consistent staff, resources, and funding for DEI work. The Strategic Advisor's temporary position ended in August 2025 without renewal by SPD, leaving a vacuum in leadership for the Change Team and for DEI work at SPD generally. Change Team meetings, which were formerly facilitated by the Strategic Advisor, are on hold until further notice. As a result, the progress on DEI created to date has stalled. Shortly after the temporary position ended, funding became available for a permanent full-time DEI position that will begin in 2026.

Conclusion

With the hire of a DEI Strategic Advisor in 2023, SPD made progress on identifying its challenges to advancing DEI and developing organizational DEI infrastructure. However, the Department's approach to DEI remains piecemeal rather than integrated and strategic, and suffers from inconsistent leadership endorsement. Fundamental organizational structures (i.e., that operationalize internal goals to create enforcement and accountability) have yet to be developed and integrated. Some systems have been developed but have yet to be implemented and socialized department-wide (e.g., DEI manual and workplace culture guidance). Implementation is a requisite first step toward the development of an organizational culture that situates diversity, equity, and inclusion as core work values of staff, supervisors, and leadership.

Leadership in particular should be organizational champions of DEI and should make DEI a visible departmental priority. Police organizations have a hierarchical organizational structure, with a set chain of command that delineates lines of authority and decision-making processes. Thus, it is essential that leadership at all levels have buy-in to DEI values and initiatives and demonstrate their commitment to them. SPD command staff should review and implement the DEI manual and culture guidance. They should also socialize these department-wide, along with other DEI organizational materials and initiatives, and encourage employee engagement. They should provide consistent and visible support to the Change Team and be more accessible to its members to provide feedback on and consideration of DEI initiatives. All SPD leaders should be responsive to employee concerns about discrimination, harassment, and unfair treatment and hold employees accountable for their behavior and decisions.

²⁷ The filing document states it is a departmental "priority" to incorporate a comprehensive DEI strategy. "By actively integrating DEI principles, SPD aims to strengthen community relationships, promote understanding, and eliminate biases within our department." "Outcome Measures Update," p. 23.

Recommendations

OIG provides the following recommendations for SPD to address barriers to advancement of DEI:

Identify or hire dedicated DEI staff to lead DEI-related work and create a sustainable funding stream to support their work. SPD has funding to hire a permanent DEI Program Manager and a 30 x 30 Manager starting in 2026. Having dedicated personnel to lead organizational DEI efforts is essential for success, particularly given that SPD is already short-staffed. DEI staff will have the expertise, experience, and capacity to lead, implement, and track DEI work.

Create specific, measurable, and actionable DEI goals for each division. Research shows that concrete diversity goal-setting, coupled with oversight and accountability, can provide tangible benefits to marginalized populations in organizations.²⁸ SPD should harness the progress made by the Change Team, as well as the blueprint provided by the RSJI Action Plans, to articulate and operationalize internal DEI goals related to hiring, promotion, professional development, leadership, organizational culture, and more.

Develop and track metrics to measure progress and evaluate outcomes of DEI goals, identify areas for opportunity and improvement, and to ensure accountability. SPD should systematically collect data according to metrics of interest. Effective metrics are crucial for goal-setting, monitoring trends, doing problem analysis, improving processes, and providing recognition and reward when efforts are going well.

Create enforcement and accountability mechanisms. For DEI efforts to be effective, SPD must not only embed DEI principles and initiatives into all internal operations but also enforce those measures. Research shows that systems of accountability encouraging responsible behavior can be effective for influencing behavior.²⁹ They are also essential for fostering organizational trust and fairness. DEI considerations should be part of performance management, supervisory reviews, and hiring and promotion decisions, including for leadership.³⁰

Please find the initial SPD response to these recommendations in Appendix E.

Next Steps

Future OIG equity assessments will focus on the following:

- Review of the methodology and findings of the 30x30 Initiative report, a quantitative analysis commissioned by SPD to assess progress toward and barriers to recruiting women sworn officers.³¹
- Assessment of the Sexual Assault Unit, with a focus on the role of gender inequity in the Investigations Bureau.

²⁸ Portocarrero, S. and Carter, J.T. (2022). Diversity Initiatives in the U.S. workplace: A Brief History, Their Intended and Unintended Consequences. *Sociology Compass* 16: 1-12.

²⁹ See, e.g, Castilla, E. (2015). Accounting for the Gap: A Firm Study Manipulating Organizational Accountability and Transparency in Pay Decisions. *Organizational Science* 26:2.

³⁰ SPD hiring, promotion, and other personnel decisions are subject to civil service rules and collective bargaining agreements.

³¹ [SPD_30_By_30_Report_09262023.pdf](#).

Appendix A. Research Questions

1. What are SPD's plans and initiatives to date to advance organizational/workplace DEI?
2. What progress has SPD made on implementing these plans and initiatives?
3. What tools and measures does SPD have for evaluating the effectiveness of its DEI efforts?
4. What efforts has SPD made to evaluate/measure the effectiveness of its DEI efforts?
5. What challenges does SPD face to implementing its DEI plans?



Appendix B. SPD DEI Tools and Structures

DEI Tool	Definition	Purpose	Status
Precinct Visits	Feedback mechanism for frontline officer perceptions of morale, inclusion, leadership access, and workplace culture.	Surface patterns not captured in formal HR or supervisory channels (e.g., lack of recognition, isolation of certain teams, experiences of retaliation or exclusion, or inconsistent access to decision-makers).	Completed one initial set of 15 visits across all watches between January and March 2024 as part of landscape analysis.
DEI Manual	Outlines the principles, strategies, and best practices necessary for fostering a culture of diversity and inclusivity, both internally and among staff members and externally in interactions with stakeholders and the community.	<p>Provide guidance in the following areas:</p> <ul style="list-style-type: none"> • Policy and Governance (diversity statement, DEI committee, policy review, and leadership training) • Recruitment and Hiring Practices (recruitment strategies, implicit bias training for recruiters, transparency in hiring) • Training and Education (cultural competency training, implicit bias training, inclusive policing practices, ongoing education) • Community Engagement (community advisory boards, cultural awareness events, collaborative problem-solving, Crisis Intervention Teams). • Accountability and Evaluation (data collection and analysis, regular audits and review, community feedback mechanisms, performance metrics) 	Pending final approval since January 31, 2024.
Workplace Culture Guidance	Internal guidance document that embeds core values into department practices.	Establish standards for respectful workplace conduct.	Pending final approval since October 2023.
SPD RSJI Action Plan (2023 & 2024)	<p>Annual strategic plan for implementing DEI initiatives across various departments/divisions: Human Resources Department, Professional Standards Bureau, Investigations, Initiatives, Community Outreach, Operations, Special Operations, Metropolitan Bureau and Relational Policing.</p>	Operationalize abstract equity commitments into specific, measurable actions tied to timelines. Strengthen internal accountability.	Complete.

DEI Tool	Definition	Purpose	Status
SPD RSJI Change Team	Volunteer group of cross-sectional SPD staff that meets monthly to advance DEI initiatives.	Meetings are a forum for surfacing equity challenges, collaboratively developing actionable solutions, and providing input on department-wide decisions.	Meetings began on January 2024. Ongoing on a monthly basis.
Workforce Equity Portal	Centralizes equity resources, program updates, and engagement tools. Includes workforce development video series on strategic leadership, culture, bias, and workplace professionalism.	Increase transparency, promote ongoing education, and support data-driven equity progress.	Launched February 2024.
DEI Dashboard	Tracks staff engagement, leadership access, and workforce inclusion. Supposed to be integrated with workforce equity portal.	Enable data-driven accountability and alignment with goals in the RSJI Action Plan.	In development since October 2023. Undergone several rounds of review but delayed due to shifting priorities and workload demands.
Culture and Communications Newsletter	Department-wide newsletter to share updates, success stories, and key resources.	Improve intra-agency communication and information sharing.	In development.
Leadership Training	Training sessions on leadership, unconscious bias, and procedural justice for SPD Command staff and other City Departments.	Strengthen cross-agency leadership skills, develop practical skills to enhance communication within teams and the public, fostering a culture of inclusivity, collaboration and equity.	Conducted February 2024. Training planned for frontline officers was cancelled.



Appendix C. DEI Strategic Advisor Interview Questions

1. Tell me about your background. What motivated you to work for SPD?
2. In your assessment, why did SPD want to hire a Strategic Advisor for DEI? What organizational objectives did they seek to achieve?
3. Was there ever a needs assessment done at SPD? If so, what did it show? If not, in your assessment, when you started, what were SPD's operational strengths and weaknesses with regard to DEI?
 - a. Needs assessment is a first step for advancing DEI efforts in an agency by collecting data to identify strengths and weaknesses of existing operations and allow leaders to articulate objectives linked to improvements.
4. What do you like about your job?
5. What do you consider some of your biggest accomplishments in this position?
6. What have been the challenges and/or limitations of your job/barriers to success/What barriers does SPD face in advancing DEI principles within their organization?
 - a. Did you have adequate resources?
 - b. Did you have a reporting structure that was conducive to your success?
 - c. Was the organizational culture conducive to your success?
 - d. Did you have leadership-buy in?
 - e. Other challenges I haven't identified?
7. If you could wave your magic wand and create your dream DEI program for SPD, what would it look like?

Appendix D. IACP Guidance for DEI Implementation in Law Enforcement Agencies³²

		Definition/Significance	Organizational DEI Best Practices
Needs Assessment	Collect data to identify strengths and weaknesses of existing operations. This is the first step for advancing DEI efforts.	<ul style="list-style-type: none"> Examine demographics (race, gender, language, education, etc.), hiring, retention, turnover, promotion, leadership, etc. Survey personnel to get baseline perceptions of workplace equity and inclusion (continual process). Leaders will articulate objectives linked to improvements. Appoint a DEI officer to coordinate DEI improvement strategies and plans; monitor agency efforts, outcomes and recommendations; and implement DEI practices. 	
Leadership	Leadership at all levels must be organizational champions of DEI and demonstrate their commitment to it.	<p>Leaders at all levels should:</p> <ul style="list-style-type: none"> (For command staff specifically) Incorporate DEI concepts into stated values of the organization. Undergo continuous training and learning. Make a distinction between conflict stemming from personal bias and identity-based differences vs. diverse perspectives. Hold employees accountable for their decisions and behavior, and be responsive to concerns expressed about discrimination, harassment, and unfair treatment. 	
Organizational Culture	Create an organizational culture of valuing DEI—one in which employees feel safe to express their thoughts, ideas, and identities.	<ul style="list-style-type: none"> Emphasize shared mission of the agency in training as well as visibly publish in common areas. Offer opportunities for all employees to interact with one another. Provide explicit guidance in an agency code of ethics to promote equal opportunity across the agency and cultivate norms of inclusion. Use inclusive language in organizational documents. Incorporate DEI into existing policies and procedures. 	
Recruitment	Employ varied and adaptable recruitment strategies to attract a wide variety of potential applicants and implement support systems for them.	<ul style="list-style-type: none"> Strengthen relationships between the agency and the communities they serve (e.g., attend community events). Focus recruiting messages to underrepresented groups and use a variety of methods to advertise. Be aware of specific cultural barriers in police work and how to counter those barriers. Highlight all aspects of the job and the range of roles and career paths offered in recruiting materials. Be clear and transparent about minimum hiring standards. Provide application preparation assistance. If feasible, fund academy training or seek grant funding for training scholarships for applicants unable to self-pay. Develop a pool of interested applicants with programs like junior academies. 	

³² [IACP DEI Final Policy Paper, January 2024.pdf](#).

Definition/Significance		Organizational DEI Best Practices
Hiring	Provide equitable consideration to all applicants.	<ul style="list-style-type: none"> • Ensure the qualifications specified in the hiring process are necessary and valid to perform the job (i.e., that they measure what they are supposed to and are not culturally biased). • Ensure testing instruments used to screen applicants are reliable and valid. • Screen applicants for awareness and acceptance of diversity, emotional intelligence, and cultural competence. (e.g., formulate interview questions to help screen applicants for their biases; ask references about evidence of bias or discrimination). • Use a cross-sectional panel of employees in the screening and selection process who are trained in implicit bias.
Retention	Provide an environment in which employee diversity is valued as an asset.	<ul style="list-style-type: none"> • Provide opportunities for mentorship. • Ensure training is equitably offered. • Offer incentives (monetary and non-monetary, like formal recognition) for professional growth. • Provide reasonable accommodations for work-life balance. Employees should be able to take time off work without fear of negative repercussions.
Promotion	Award promotions in a nondiscriminatory fashion that recognizes applicants for the skills and experience they bring to the position.	<ul style="list-style-type: none"> • Establish clear criteria for promotion eligibility and communicate them to all employees. Criteria should be holistic and seniority should not be the determining factor. • Ensure candidates are assessed using a diverse panel of reviewers (i.e., representation from different units, ranks, and positions, as well as backgrounds and demographics) and have implicit bias training. • Ensure any assessment instruments are reliable and valid (i.e., should measure skills and abilities related to the position of promotion, be designed to minimize cultural bias, and be standardized with objective ratings criteria). • Include questions that invite candidates to describe actual situations involving DEI that they have handled.
Training	Achieving a police culture and practices that support DEI requires training at all levels.	<ul style="list-style-type: none"> • Include training on implicit bias, diversity/inclusion, cultural competence, and emotional intelligence. • Integrate DEI training with other training courses because it is more effective than a standalone session. • For DEI training goals, include both a commitment to DEI and to skills for supporting DEI.

Appendix E. Department Response

Thank you for taking the time to evaluate our efforts to advance DEI in the Workplace. We appreciate the opportunity to share goals for the year. The department intends to hire a DEI Program Manager and a 30x30 Program Manager. The focus of these positions is to strengthen our relationships internally and with the community. Once these individuals are identified we can begin working on some of the projects below.

- Identifying training opportunities for leadership and staff; deliver training that builds awareness and skills for equitable outcomes and educate on culture and EEO-related processes.
- Partner with Human Resources to increase representation of women and other underrepresented groups in sworn and civilian roles through, recruitment, hiring and retention practices designed to strengthen fairness.
- Coordinate alignment with the City's Race & Social Justice Initiative (RSJI) and citywide equity expectations; ensure SPD's efforts meet or exceed City standards.
- Coordinate surveys of women officers to understand their experiences and satisfaction with SPD's actions and investments.
- Establish and support a SPD Women's Peer Support Team and other affinity-based or cross-functional forums; ensure safe, confidential avenues to discuss experiences and surface solutions facilitated by Employee Support Services (Wellness Unit).