

# **Equity and Inclusion Strategic Planning Process and Procedure Manual**



**Bureau of Equity and Inclusion**

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## Foreword

This Procedure Manual presents general standards, policies, and procedures of the Bureau of Equity and Inclusion regarding the roles and responsibilities of Equity and Inclusion Professionals working in the Wisconsin state government. Wisconsin has historically been a leader and pioneer in the fight for equality and equal opportunity. More can and must be done to ensure that the Wisconsin state government protects against discrimination, promotes diversity, and advances equity and inclusion. Individual and systemic racism, discrimination, and bias perpetuate and exacerbate disparities in access to economic opportunities, employment, education, housing, and health care. Equity and inclusion shall be the guiding principles and core values for every state workplace, program, activity, service, contract, and decision.

This manual is available on the DOA [Division of Personnel Management website](#).

*"Barriers to equity and inclusion adversely affect each agency's ability to fulfill the potential of its vision, mission, and goal."*

*McGinnis Lincoln, 2019*

*"Change will not come if we wait for some other person or some other time.  
We are the ones we've been waiting for -  
We are the change that we seek."*

*Barack Obama*

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## I. Introduction

The purpose of this manual is to provide information and expectations to advance equity and inclusion (EI) within Wisconsin state government agencies. This manual is not intended to be a comprehensive resource for all policies and their interpretations. Readers of this manual are directed to consult additional appropriate resources, statutes, and Employee Handbook Chapters as needed.

The Division of Personnel Management (DPM), Bureau of Equity and Inclusion (BEI) is committed to providing the guidance necessary to assist state agencies in advancing equity and inclusion efforts. This support includes developing a workforce that represents the diversity of talent and experience essential to provide efficient, effective, and innovative services and programs to all Wisconsin citizens.

## II. Enterprise Equity and Inclusion Programs, Reports, Policies, and Training

Enterprise Equity and Inclusion programs, reports, policies, and training assist, guide, and resource state agencies in recruiting and retaining qualified applicants. These Equity and Inclusion activities target eligible members of the labor pool who have historically experienced discrimination because of age, sex, race, ethnicity, gender, veteran, or disability status. A diverse workforce is good business and adds a variety of experience, innovation, and perspectives, which increases the overall quality of work performed. A diverse, representative workforce in state government reflects the people it serves and represents. BEI monitors and reports on progress made in these areas.

### 1. Equity and Inclusion Programs

- a. **Enterprise Recruiting Program** – BEI and the Bureau of Merit, Recruitment, and Selection (BMRS) staff coordinate participation in job fairs and engage in strategies to recruit a diverse, highly qualified group of applicants (racial and ethnic minorities, women, veterans, and persons with disabilities) for all positions.
- b. **Equity and Inclusion Program Certification** – All Wisconsin state agencies must meet eligibility criteria to attain and maintain EI Program Certification. It is the agency's responsibility to remain at the certified level at all times. EI Program Certification requirements vary based on the employee count of the agency and are verified during the agency monitoring process, including onsite visits and self-assessments conducted by BEI.
- c. **Expanded Certification Program** – Expanded certification is a statewide affirmative action program that addresses workforce underutilization issues. The program promotes equal opportunity for racial and ethnic minorities, women, veterans, and persons with disabilities in positions where they are substantially underutilized in the state workforce. The expanded certification program allows DPM and BMRS to include names of qualified women or racial and ethnic minorities, veterans, spouses of certain veterans, and persons with a disability to the certified list when appropriate. (See Chapter 212 – *Wisconsin Human Resources Handbook Certification Procedures*.)
- d. **Noncompetitive Appointment for Certain Disabled Veterans** – A qualified veteran with a 30% or more service-connected disability is eligible for noncompetitive appointment to permanent positions in classified civil service under s. 230.275, Wis. Stats.

- e. **Veteran Employment Plan of Action** – Appointing authorities for each agency are required to create and implement a plan to employ veterans, and veterans with service-connected disabilities, at a ratio equal to or greater than the state civilian labor force, as determined by the Wisconsin Council on Veterans Employment.
- f. **Wisconsin Student Diversity Internship Program** – The Student Diversity Internship Program places qualified students in intern positions within state agencies. This program assists state agencies in promoting equal employment opportunities by providing them with a pool of racial and ethnic minorities, women, veterans, and students with disabilities. The program provides students with practical, on-the-job experience, training, and exposure to employment with the State of Wisconsin.
- g. **Wisconsin Works (W-2) Program** – Each agency with more than 100 authorized permanent full-time equivalent positions must prepare and implement an annual plan of action to employ persons who receive aid or benefits from the state at the time of certification.

## 2. Equity and Inclusion Workforce Reports

BEI prepares and produces the following reports as required by federal and state statutes. Agencies are encouraged to use these reports to support equity and inclusion decision-making and planning related to recruitment, retention, and agency culture. Reports are published on the DOA [Division of Personnel Management website](#).

- a. **Classified Workforce & Affirmative Action Biennial Report** – This report fulfills the statutory requirements of s.230.04 (9)(e) and documents the demographic statistics of the permanent classified workforce and personnel transactions, including hires, retirements, and other separations from state service.
- b. **Demographic Quarterly Report** – This report provides workforce demographic data for each agency, which includes a demographical summary of employees by type, gender, ethnicity, age, seniority, disability, and veteran status.
- c. **EEO-4 Biennial Report** – The federal EEOC requires the state of Wisconsin to provide information on the workforce related to equal employment opportunities. The report summarizes race/ethnicity and gender data, occupational data, annual salary, new hires data, and data on employees who worked less than full-time.
- d. **State Council on Affirmative Action Annual Report** – This report summarizes the Council’s activities and accomplishments, including highlights on the annual state Diversity Awards.
- e. **State Student Diversity Internship Annual Report** – This report summarizes program data for the internship program, including applicant statistics, agency participation, and position information.
- f. **Underutilization Analysis Biennial Report** – DPM is required to prepare this report to assist agencies with their equity and inclusion planning. This report documents the job groups underutilized by minorities and women.
- g. **Veterans Employment Annual Report** – Section 230.147 Wis. Stats. - requires DPM to prepare a veteran’s employment report. This report summarizes veteran new hires and onboarding statistics for all state agencies.

- h. **Wisconsin Works (W-2) Annual Report.** –Section 230.147 Wis. Stats. - requires state agencies with 100 or more full-time equivalent (FTE) positions to prepare and implement a plan to hire Wisconsin Works (W-2) program customers. This report summarizes the hiring data of certified W-2 employees by agency and classification title.
- i. **Written Hiring Reasons Annual Report** – Section s.230.25 (1p), 230.21 (1m)(b) and 230.27 (2k), Wis. Stats. - requires DPM to prepare this report, which summarizes, for each agency, the appointing authority's reason(s) for new appointments, promotions, and project appointments.

### 3. Recruitment and Selection Process Requirements

All positions are treated as underutilized for the purpose of recruiting. Through a partnership between BEI and BMRS, DPM will establish the methods and strategy to ensure vacancy opportunities are shared in the broadest and most inclusive manner. Agencies will launch an internal process to ensure that EI staff are involved in the recruitment strategy at the agency level. The process may include quarterly meetings between EI staff and HR or regular reviews of recruitment efforts by EI staff. In the event the agency does not have dedicated EI support, this process may include additional involvement with BEI.

### 4. Equity and Inclusion Required Policies

Equal Employment Opportunity (EEO) and Affirmative Action (AA) policies are established according to federal and state laws to prohibit discrimination and unequal treatment against any applicant or employee. This requirement is based on, but not limited to, race, ethnicity, color, national origin, ancestry, gender, age, disability, religion, creed, marital status, sexual orientation, political affiliation, and membership in the armed forces.

In order to ensure equal access to information, all EEO/AA policies and procedures must be readily available to all employees. The agency must post the EEO policies wherever and however necessary to provide employees notice of the policies and procedures and include the agency Equity and Inclusion Officer (EIO) contact information. The current agency head and EIO must sign the EEO/AA Policy Statement. When the head of the agency or EIO changes or there is a change in the policy, the policy statement/commitment letter must be reissued.

Agency equal employment opportunity and affirmative action policies must include the following elements:

- A commitment to equal employment opportunity for all persons, regardless of race, creed, ancestry, religion, color, gender, national origin, age, disability, arrest or conviction record, marital status, political affiliation, sexual orientation, or membership in the armed forces.
- A commitment to affirmative action efforts for racial and ethnic minorities, women, veterans, and persons with disabilities to ensure equal opportunity and to overcome the present effects of past discrimination.
- Procedures to handle complaints alleging discrimination and harassment. The policy statement must provide information about where these procedures are published and identify the contact person.
- Policies and procedures must be accessible on the agency's intranet, internet, shared drive, or other means to ensure accessibility by all employees regardless of work location.



## 5. Equity and Inclusion Required Training

- a. **Equity and Inclusion Employee Training** – BEI offers customized Diversity, Equity, and Inclusion education and skill development opportunities upon request by a state agency. All employees are required to complete the following:
  - i. Moving Beyond Compliance Training Module within 90 days of hire.
  - ii. Respectful Workplace Training annually
- b. **New Supervisory Training** – Provided jointly by the four bureaus in the Division of Personnel Management (BEI/BCC/BTD/BMRS), the new supervisor training is basic management and personnel administration training designed to meet the statutory training requirement. The EI portion highlights the equity and inclusion roles and responsibilities, EEO/AA basic laws, policies, and concepts.

### III. Roles, and Responsibilities

Wisconsin state statutes delegate authority, roles, and responsibilities accordingly to achieve equity and inclusion in each agency.

#### **Agency Appointing Authority (Agency Secretary)**

The state agency appointing authority is responsible for establishing an Equity and Inclusion Program, including goals, timetables, and compliance with all federal and state laws and regulations. The Appointing Authority:

- Communicates the direction and vision to agency leadership that ensures involvement and commitment to the agency's equity and inclusion efforts.
- Develops an equity and inclusion action plan to implement strategies that will comply with affirmative action and equity and inclusion requirements, builds infrastructure and culture committed to equity and inclusion, and incorporates equity and inclusion throughout the agency's work and public service.
- Engages a representative employee and stakeholder group in the planning and development process for the EI plan to review equity and inclusion-related data, recommend opportunities for improvement, and provide support and shared ownership of agency strategies and desired outcomes.
- Ensures that designated personnel responsible for equity and inclusion efforts and programs are given the authority, top management support, and resources to implement their assigned responsibilities successfully.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provides professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.
- Seeks advice and guidance from the Equity and Inclusion Advisory Committee on agency EI programs, initiatives, and policies.
- May identify an agency equity and inclusion champion to provide day to day leadership of EI efforts on their behalf and in alignment with their intentions.

#### **Agency Equity and Inclusion Planning and Development Team**

The agency EI planning and development team is a representative group of agency employees selected by the appointing authority to assist with the planning and development efforts for the equity and inclusion plan. The EI Planning and Development Team:

- Reviews equity and inclusion-related data, gather additional data as needed, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Assists with the development, writing, and rollout of the agency's EI Strategic Plan.

- Establishes a plan for regular communication regarding the EI plan process, activities, and outcomes to build transparency, broad participation, and support.

### **Agency Equity and Inclusion Implementation Team**

The agency implementation team is a representative group of agency employees selected by the appointing authority to implement actions designed to achieve the goals of the agency equity and inclusion plan. The EI Implementation Team activities may include, but are not limited to:

- Assisting with the rollout of the agency's EI Strategic Plan.
- Implementing the defined agency plan for regular communication regarding the EI plan process, activities, and outcomes to build transparency, broad participation, and support.

### **Agency Equity and Inclusion Advisory Committee (AEIAC)**

The AEIAC is required for agencies that employ 50 or more employees. The AEIAC:

- Advises the appointing authority on affirmative action, equal employment opportunity, and inclusion issues impacting the agency.
- Reviews equity and inclusion-related policies, procedures, and practices and recommends positive solutions to ensure equal opportunities for current and potential employees.
- Promotes the recruitment, hiring, retention, and advancement of a diverse staff.
- Recommends, develops, and sponsors activities, programs, and training that promote diversity, equity, and inclusion and encourage personal growth.
- Promotes and champions EI plans, goals, and activities to department staff.
- Educates and raises awareness among committee members to be role models and champion diverse perspectives and inclusive behaviors within their agency.
- Discusses, communicates, and creates collaborations in ongoing and upcoming initiatives and events that support enhancing the environment for diversity, inclusion, and equity across the agency.

### **Division of Personnel Management Administrator**

The Administrator is responsible for ensuring affirmative action, equity, and inclusion throughout the Wisconsin state government merit civil service system. Statutory and rule authority dictates the responsibility of the DPM Administrator to establish and promulgate personnel rules, standards, and procedures to ensure equity and inclusion throughout the state civil service system, specifically, Wisconsin Administrative Code, Chapter Employment Relation (ER) 43; Wisconsin Statute 230; and Wisconsin Human Resources Handbook Chapter 800. The Administrator:

- Promulgates appropriate rules, policy procedures, and principles to ensure equity and inclusion throughout the Wisconsin state government merit civil service system.
- Establishes the standards for agency equity and inclusion policies, procedures, and plans and provides training and technical assistance as necessary.
- Reviews and approves or disapproves of any equity and inclusion plan an agency prepares to ensure compliance with established standards.
- Prepares and submits an annual EI report to the Governor and the Legislature.

### **Bureau of Equity and Inclusion (BEI)**

BEI is the central equity and inclusion office of the Wisconsin state government. The BEI:

- Engages and collaborates with agency leadership and agency HR Directors, EI Officers, EI Professionals, and agency Equity and Inclusion Advisory Committees (EIAC) to advise and support the development, planning, and implementation of EI Plans.
- Establishes standards, support mechanisms, training, and resources to ensure consistency in agency equity and inclusion plan development, implementation, and progress.



- Increases leadership, employee collaboration, and engagement opportunities to help cultivate a culture that utilizes an equity and inclusion lens throughout the entire cycle of recruitment and retention activities.
- Develops and utilizes workforce metrics, data, and tools to guide and inform strategic decision-making and regularly analyzes data for trends and continuous improvement opportunities.
- Develops and maintains relationships with ethnic, minority, and disability groups and organizations to promote state recruitment, networking, and outreach efforts to recruit diverse candidates.
- Develops and coordinates centralized educational, learning, and development opportunities for all employees (including collaborating with agency SMEs to facilitate EI training offerings) with a separate track for executive agency leadership.
- Integrates equity and inclusion in supervisor and leadership training offerings, including establishing equity and inclusion competencies and training resources that will help equip supervisors and leaders to cultivate a culture of equity and inclusion.
- Reviews and evaluates current equity and inclusion programs, policies, and reports to identify barriers and opportunities for improvement where necessary.

### **State Council on Affirmative Action (SCAA)**

The Governor and legislative leaders appoint the Council to advise the Administrator of the Division of Personnel Management to foster measurable progress toward an equitable, inclusive, and diverse workforce in state government. The Council:

- Assists and advises state agencies and government officials on developing and implementing agency equity and inclusion action plans to promote affirmative action, equity, inclusion, and diversity in state government.
- Facilitates strategies for agencies to reach diverse candidates, including developing tools to measure the effectiveness and integration of equity and inclusion into full-cycle recruitment and retention initiatives.
- Champions and advocates for the state's equity, and inclusion initiatives, policies, and programs.
- Develops communication channels and networking opportunities with organizations representing protected groups to ensure that information about the state's employment opportunities is widely disseminated.
- Evaluates the progress of affirmative action, equity, and inclusion programs throughout the civil service system and provide suggestions for continuous improvement or recommendations of best practice and promising initiatives or programs.
- Submits a report at least once per year to the Governor and the Legislature on actions and activities to support DPM EI's advancement of affirmative action in civil service.

### **Equity and Inclusion Officer**

The Equity and Inclusion Officer (EIO), or designee as delegated by the EIO, is responsible for providing direct assistance in developing, coordinating, and implementing the agency's EI plan.

The Equity and Inclusion Officer:

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This responsibility includes engaging the appropriate individuals and stakeholders throughout the plan's development, implementation, and continuous improvement activities.
- Develops, coordinates, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and leadership at various organizational levels informed of EI developments, progress, and potential concerns.

- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate and provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities to ensure compliance with state and federal requirements. This review includes gathering, researching, and analyzing data.
- Audits the hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform, and job-related and that personnel decision-making processes adhere to EI principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state SCAA Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, and the disabled veteran program.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion and agency training annually.
- Attends equity and inclusion and agency supervisory training.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

### **Equity and Inclusion Professional**

The designee or professional is responsible for assisting with implementing the equity and inclusion plan efforts within their agency. The EI designee/professional:

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices and recommends changes to the EIO.
- Assists in developing, implementing, and managing oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with promoting and coordinating agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for disabled veterans' program, the W-2 program, the disabled veteran's program, etc.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Assists EI Officer in conducting periodic audits of recruitment activities and discerning their effectiveness in attaining strategic equity and inclusion goals and objectives.
- Attends at least 6 hours of equity and inclusion training annually.
- Attends equity and inclusion and agency supervisory training.
- As designated, manages the agency's medical issues. This responsibility may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).
- Participates in duty-specific training related to FMLA and RA.

### **HR Director/HR Manager**

The HR Director and HR Manager are responsible for ensuring equitable and consistent administration, applying all personnel policies, and providing resources, support, and supervision of the EI Officer and professionals. The HR Director and HR Manager:

- Maintains effective working relationships with agency EIO officers and designees.
- Provides leadership to HR staff and others to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, and equity and inclusion principles.

- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.
- Provides the EIO with the support and data necessary to perform duties and responsibilities related to equity and inclusion.

#### **IV. Equity and Inclusion Plan Standards**

All state agencies with 30 or more permanent classified employees must develop a three-year equity and inclusion plan outlining the steps taken to comply with equal employment opportunity and affirmative action requirements. This plan will include strategies and actions that build infrastructure and culture committed to delivering the best practices for achieving equity and inclusion and a workforce reflective of the available labor market of the communities served. This section outlines the standards agencies are expected to follow when developing the Equity and Inclusion Plan, which includes:

**Phase I: Preparation**

**Phase II: Plan Development – Goals, Strategies, Metrics**

**Phase III: Communication Plan**

**Phase IV: Implementation Method**

**Phase V: Evaluation and Monitoring**

**Phase VI: Reporting**

**Phase I: Preparation**

***Estimated Time to Completion: 3 - 6 months***

##### **1. Form Planning and Development Team**

Agencies will engage a representative group of internal and external stakeholders in the planning and development efforts to collect and review equity and inclusion-related data, recommend opportunities for improvement, and provide support and shared ownership of agency strategies and desired outcomes. It is not the size of the team, but the effectiveness of the group to engage, plan, develop, and communicate to staff and other stakeholders the "Why," "What," and "How" of the agency's plan to advance equity and inclusion. The team's work will include external subject matter experts, Agency Equity and Inclusion Advisory Committee (AEIAC) members, agency Equity and Inclusion staff in leadership, Training and Employee Development staff, Wellness Program staff, supervisors, managers, and employees, during various stages of the planning and development. The BEI team will work with agencies as necessary to develop teaming structures that support the work required of the agency and the initiatives. The plan will recognize employees and stakeholders involved in the plan's development.

##### **a. Map out the planning process**

- Work with agency leadership to develop a workplan and timeline to support the planning team's work. Develop, communicate and launch the planning process.
- Develop a coordinated timeline to ensure that steps are being taken in the needed sequence to achieve goals. A timeline will also help maintain consistency and transparency in communicating the progress toward goals and a shared understanding of the work.

##### **b. Consult with the Bureau of Equity & Inclusion staff**

- Consult with BEI to learn more about the support offered for this process and practices that have benefited other agencies and access information about subject matter experts and community resources.

- Contact BEI staff or send your questions to the BEI email at [DOADPMBEI@wisconsin.gov](mailto:DOADPMBEI@wisconsin.gov).

## 2. Comprehensive Workforce Analysis

Before instituting an equity and inclusion plan, an agency must evaluate whether past or present practices have contributed to under-representation in recruitment, retention, and workforce culture for protected groups. This analysis will cultivate an understanding of the current state of equity, inclusion, and diversity in the agency and support the identification of goals and priorities.

Agencies will conduct a comprehensive analysis of their workforce. This analysis includes, but is not restricted to, an assessment of personnel policies, procedures, recruiting, hiring, and EI advancement practices and data, the status of current and past workforce strategies, customer and employee experience of being welcomed and respected in the organization, and the identification of equity and inclusion barriers and opportunities for improvement. Agencies will provide an overview of the analysis findings, including the supporting data and resulting agency implications. The analysis information is used to develop the agency's equity and inclusion plan.

### a. Data Collection and Analysis

- Utilize equity and inclusion-related reports mentioned in this document under the Enterprise Equity and Inclusion Programs, Reports, Policies, and Training section.
- Utilize applicant flow statistics for past job openings. This review may reveal problem areas in recruitment, testing procedures, hiring, etc. Engage outside subject matter experts in this process.
- Review recruitment files, which include recruitment activity plans, interview questions, benchmarks and notes, employment justification letters, and a list of exam raters and interviewers.
- Review applicant sourcing. This review will identify gaps and ineffective recruitment platforms for targeted groups and enable open discussions and opportunities to build more effective recruitment relationships.
- Evaluate and survey development efforts for current employees. This conversation will address gaps in opportunities and engage the training team in identifying more relevant agency-specific opportunities for staff.
- Review the feedback from the student diversity intern program. If not participating in a student diversity program, consider how to participate.
- Utilize personnel transaction statistics to assess retention and inclusion efforts. Suppose racial and ethnic minorities, women, and people with disabilities receive a lesser percentage of reclassifications and promotions or a more significant percentage of discharges and layoffs than expected from their workforce percentages. In that case, it might indicate problems that need attention.
- Assess voluntary separations in as many disaggregated options as available. If the review indicates a retention problem of racial and ethnic minorities, women, and people with disabilities, prioritize areas of concern and discern barriers.
- Review discrimination complaints and grievances over the past few years to identify trends and possible causes. The analysis may reveal the need for new or revised policies, procedures, or supervisory training and provide a basis for measuring improvement.
- Assess all permanent and probationary terminations of racial and ethnic minorities, women, and people with disabilities. Note inequalities and develop retention strategies to address and measure them.
- Review analysis of the job group, underutilization tables, and results from other analysis tools.

- Review the results of employee engagement surveys, focus groups, and trends identified in the broad areas of recruitment, retention, and agency culture.

**b. Consultation with Employee Groups (not an all-inclusive list)**

- Agency Equity and Inclusion Advisory Committees (AEIACs) – What are their current issues, concerns, and activities?
- Training and Employee Development staff – How are they addressing training and development needs on equity and inclusion? This assessment includes how they measure effectiveness, include SMEs and staff in developing training and professional development opportunities, and how they train and support leadership on the impact of policies and procedures, etc.
- Agency Wellness Champions – What are the opportunities for the Wellness program to impact recruitment, retention, and agency culture? How are agencies using and promoting the Employee Assistance Program (request demographics of employees using the program and services)? What barriers to participation exist?
- Supervisors – What harassment and discrimination issues have developed in the work units? How have they been addressed, and what was the outcome? What needs to be done to support supervisors in this area?
- Staff – How are employees impacted by policies, procedures, practices, and activities that are barriers to equity and inclusion in the workplace? How are we identifying and prioritizing reviewing and updating these documents, methods, and actions?

NOTE: A written summary of the workforce analysis is required as part of the equity and inclusion plan. This summary will include supporting data of contrasting and comparative analysis to support conclusions and recommendations.

**Phase II: Plan Development**

***Estimated Time to Completion: 6 to 9 months***

The Equity and Inclusion Plan is based on the workforce analysis findings. It will describe the strategies and actions intended to affirmatively advance equity and inclusion in the core areas of **recruitment, retention, and agency culture**. Sample documents are attached for reference and guidance. All equity and inclusion plans must include the following elements:

**1. Title Page**

**2. Acknowledgments**

- Signatures of your Appointing Authority and Equity and Inclusion Officer
- Date of Submission of Plan to BEI
  - Planning and Development Team Members
  - Stakeholders, contributors, and other subject matter experts consulted
  - Report developers - writers, cover design, graphs, and charts

**3. Commitment Letter or Agency Policy Statement on Equity and Inclusion**

- Include a letter of the agency's commitment or equity and inclusion policy. (Example Commitment Letter- **See Appendix 1**).

**4. Individuals responsible for Directing and Implementing the Equity and Inclusion Plan**

- Provide the roles, responsibilities, and contact information of those responsible for directing and implementing the EI plan. Include the roles and responsibilities for individuals under this document's Statutory and Rule Authority, Roles, and Responsibilities section.

## 5. Introduction

- Explain how equity and inclusion efforts align with the agency's Vision, Mission, and Values.
- Frame the importance of equity and inclusion to the agency in the core areas of recruitment, retention, and agency culture.
- Summarize the process for EI plan development and timelines for implementation.
- Describe how stakeholders provided input and the importance of their contributions to plan development.
- Describe how the planning and development team, SMEs, and stakeholders participated in developing the agency's plan.

## 6. Workforce Analysis Summary

Before instituting an equity and inclusion plan, the agency will evaluate whether past or present practices have contributed to under-representation in any segment of the workforce.

- Construct a demographic profile of the current workforce and determine gaps in the representation of permanent classifications positions.

The agency will summarize the results of the workforce underutilization of protected groups. Conduct a review of personnel policies and procedures, recruiting, hiring and advancement practices corresponding with the employee life cycle and relevant milestones, including separation.

- Communicate qualitative and quantitative observations in summary about the agency's current strengths, challenges, barriers, and opportunities for improvement.
- Provide an explanation of how the data for the analysis is gathered in recruitment, retention, and agency culture and the process used to identify and prioritize areas for improvement. Use sufficient detail to convey the nature and scope of the problem.

Note: Include a visual and/or include data used in the analysis to summarize and support conclusions. The sources must be cited and referenced. The charts, graphs, etc., can be included in an appendix. As a best practice, summarize survey results, data charts, and tables as an appendix to the EI Plan. Document reports and other reference materials in the resources list.

## 7. Overarching Goals and Strategies (Appendix 3a)

Each agency should identify broad goals that represent the commitment and values of the agency. Develop and express the EI goals in the focus areas (Recruitment, Retention, and Agency Culture). Agency goals should support the advancement of EI and align with the agency's overall mission and principal values. Once those goals are identified, the agency planning, and development team will select the agency's priorities for each goal and determine strategies to advance the objective of the goal. Each strategy chosen is included in the agency EI workplan.

### a. Goals

Agency goals are the cornerstone of the agency's equity and inclusion framework and create the decision-making platform for identifying priorities within the agency. Identify overarching goals in **recruitment, retention, and agency culture**. These goals represent the agency's vision and commitment to equity, diversity, and inclusion in these focus areas.

Examples of goals:

- (Recruitment) Build and maintain a workforce that reflects the diversity of our communities.
- (Retention) Ensure our workforce has equal opportunities and equitable access to promotion and employment success.

- (Agency Culture) Create a work environment of inclusion where individuals thrive and have a sense of belonging.

#### **b. Strategies to Achieve Goals**

Strategies are the agency's blueprint or approach to achieving its long-term goal. When developing strategies, one tool to consider is the SMART framework. SMART is an effective tool that provides clarity, focus, and motivation to achieve goals. When identifying the strategic steps, apply SMART.

- **Specific** – strategies that state what you will do, for whom, and to what end.
- **Measurable** – measurable strategies track progress and have tangible evidence that you accomplished what you set out to do. How much? How many? How can it be counted?
- **Attainable** – achievable strategies, providing for a level of challenge or growth that is aspirational, yet one that the agency believes is reachable.
- **Relevant** – strategies that connect with the overall mission and vision of the agency.
- **Time-bound** strategies place the effort on a timeline, are connected with other activities and benchmarks, and move the work toward completion.

Example of strategies:

- Increase the recruitment of racial and ethnic minorities, women, veterans, and people with disabilities to levels that mirror the available workforce.
- Increase retention rates among diverse staff by cultivating a work environment that encourages inclusion and acceptance.
- Provide professional development and training opportunities increasing minority supervisors and managers in leadership.
- Ensure that the agency's commitment to diversity is clear, transparent, and evident at the highest levels of and across the agency.
- Cultivate a work environment that welcomes and respects diversity.

#### **c. Actions**

Implementation actions drill down to the specific efforts necessary to achieve desired outcomes. The actions are the measurable changes towards achieving the strategies and 'how' the goals are attainable.

Examples of actions:

- Review all agency communications (including web, social media, advertising, letters to current and prospective students, early alert emails, etc.) to ensure that communications are free of bias.
- Reflect the agency's commitment to equity and inclusion in a statement explicitly stated and evidenced by images, points of pride, and published lists of the agency's strengths and priorities.
- Enhance training on cross-cultural communication and an inclusive workplace for all our employees, especially managers.
- Establish new relationships with community-based organizations annually to reach prospective employees.

### **8. Equity and Inclusion Strategic Workplan (Appendix 3B)**

The workplan represents the detailed actions for each strategy in the agency EI Plan. Each area of the workplan should be complete and include information about each activity related to a specific strategy, the measures of progress, outcomes, who is responsible, and a timeline for completion.



**a. Focus Area Strategies: Recruitment, Retention, and EI Culture**

Each strategy identified to meet an agency's equity, and inclusion goal in the focus areas of recruitment, retention, and agency culture is listed in the workplan. The actions identified to achieve that strategy are listed and described. Each action implemented is part of achieving a specific strategic outcome. The comprehensive selection of actions to support the strategy may be short-term or long-term actions expanding over the EI plan 3-year period.

**b. Key Performance Indicator – Measure Progress**

A key performance indicator (KPI) is a metric used to gauge and drive performance improvement efforts. KPIs measure the progress of the actions taken to reach the desired outcome. KPIs provide clarity to the process for achieving short-term and long-term goals and allow teams to focus on efforts that fall short and require attention immediately to stay on track. KPIs support the monitoring and continuous improvement activities of the strategic plan.

**c. Outcomes and Metrics**

- 1) Outcomes are the desired result from the implementation of a specific action. Each action taken is designed to produce a particular outcome that supports the progression of the strategy chosen to reach the agency's desired EI recruitment, retention, and agency culture goals.
- 2) Metrics are the information that is tracked and measured to determine the degree or level of progress toward a planned or expected outcome. Identifying the metric in the measure (e.g., percentage, numerical, unit of time) is essential. Metrics are used to measure a qualitative result (i.e., a 5% increase in satisfaction).  
Examples of measurable outcomes include:
  - a) Increase the recruitment of racial/ethnic minorities by x%, women by x%, and people with disabilities by x% based on the previous year's application statistics and trends identified from the last two years.
  - b) Based on the 2018 engagement survey results, increase the percentage of employees reporting that they feel comfortable or very comfortable discussing career options with their supervisor by x% yearly.
  - c) Reduce the number of harassment complaints by 10 % annually.
  - d) Reductions in absenteeism for underrepresented groups when an effort is put into fostering an inclusive culture for everyone.
  - e) Increased representation of racial/ethnic minorities at different levels of the agency year over year.

**d. Responsible Staff/Office**

Identify the individual(s) (i.e., name, title) responsible for completing or ensuring the completion of the action item(s).

**e. Targeted Completion Date**

Establish a date of completion for each action. For those ongoing activities, indicate "ongoing activity" and the date the activity is initiated.

**f. Training**

Outline the training to be provided and made available to build awareness, knowledge, and skills to accomplish a specific strategy. Include additional opportunities to normalize equity and inclusion practices and principles in the agency culture **for each focus area**.

**9. Review and Approval**

- Review the plan's final draft with the development and implementation team and agency leadership. The planning team can submit a draft plan for review with BEI before submitting the final plan to BEI for approval. This submission may assist the final editing process and clarification of any goals, strategies, and metrics.
- Submit your plan for approval to the Bureau of Equity and Inclusion. BEI will review the agency plan using the criteria in Appendix 5 within 30 days of receipt.

### **Phase III: Communication Plan**

***Estimated Time to Completion: 3 months***

#### **1. Communication and Dissemination**

Develop an internal and external communication plan for sharing the EI plan with the workforce and external stakeholders. The EI Plan should explain the agency's methods to communicate and disseminate the plan. The communication plan should be unique to the agency. The communication methods should detail What, Why, When, and How the plan information is shared. Include regular progress updates to all stakeholders. Some examples that meet plan standards and EEO/AA policy dissemination requirements include, but are not limited to:

##### **a. Internal Communication**

- Memos, newsletters, emails, and presentations are shared with all employees.
- Display on agency intranet and social media site.
- Disseminate and review the information during new employee orientation sessions.
- Reinforce policy and agency commitment during training, agency staff meetings, and meetings with managers and supervisors.

##### **b. External Communication**

- Display on the agency's public website.
- Send policy notices to community organizations.
- Share policies with community leaders, colleges, and universities.
- Include a commitment to equal employment opportunity statement in procurement contracts.

#### **2. Launch**

Ensure follow-through and oversight of all parts of the communication plan.

This launch includes:

- This communication is an ongoing activity to share the plans and successes with the entire agency and external stakeholders.
- Scheduling regular check-ins between the team and individual(s), monitoring the plan's progress, divisional leadership, and HR staff.
- Establishing a tracking mechanism to document the rollout to the agency.
- Establish feedback for the resources and activities used to evaluate the implementation's effectiveness. Examples include new data-gathering tools or surveys, professional development, staffing changes that impact implementation, etc.
- Contacting BEI for ongoing support, questions, and innovative next steps.

### **Phase IV: Implementation Method**

***Estimated Time to Completion: Varies***

Scaling an initiative comprised of multiple programs and practices for successful implementation takes intentional planning and time. Implementation is not an event but a process involving multiple

decisions and actions. Change at the leadership, management, supervision, and staff levels resulting in improved outcomes only occurs in stages. Although implementation can take longer than hoped or anticipated, its process and trajectory can be predicted and shaped using a stage-based approach. In an effort to support Equity, Diversity, and Inclusion professionals' and others' understanding and use of effective implementation practices at each stage of implementation, an integrated, stage-based framework for implementation is suggested (Appendix 4). Contact BEI for ongoing support, questions, and innovative next steps. Refer to the BEI resources guide, *Moving Your Equity and Inclusion Work to Reality*.

## **Phase V: Evaluation and Monitoring**

### ***Estimated Time to Completion: 3 months***

#### **1. Internal Agency Monitoring**

All agency plans will establish and describe a systematic internal process for monitoring, evaluating, and overseeing the plan. Methods that meet policy monitoring requirements include, but are not limited to:

- Monitoring records of all employment activities to include hires, applicant flow data, transfers, promotions, terminations, discipline, compensation, training, and career development programs at all levels of the agency.
- Monitoring imbalances in the workforce concerning minorities, women, veterans, and individuals with disabilities.
- Requiring internal reporting by organizational units on a scheduled basis to assess the degree to which plan objectives are being met.
- Reviewing workforce data and reports with all levels of management.
- Reviewing the hiring manager's participation in equity and inclusion training.
- Tracking and reviewing discrimination and harassment complaints, including trends, circumstances, decrease/increase, and resolutions.
- Tracking and reviewing retention issues, i.e., upward mobility for underrepresented group members.
- Reviewing the progress made to ensure access for individuals with disabilities.
- Advising agency leadership of plan effectiveness and making recommendations to modify and improve performance where necessary.

#### **2. BEI Support & Monitoring**

Wisconsin Statute §230.04 (9)(f) and Wisconsin Administrative Codes (s. ER 43.05) require BEI to monitor and evaluate the affirmative action efforts of state agencies on an ongoing basis. BEI will support and monitor agency progress to ensure equity and inclusion for employees and applicants through:

##### **a. Support**

- Providing the agency data and reports to conduct the workforce analysis.
- Supporting agencies in analyzing workforce data collected and the implication regarding equity and inclusion advancement.
- Providing input and advice in creating plans to integrate the agency's equity and inclusion framework, goals, and strategies.
- Overseeing the development and implementation of data collection methods to measure workforce diversity and inclusion.

##### **b. Monitoring**

Monitor and evaluate agency progress toward equity and inclusion goals, objectives, and certification standards, and provide specific recommendations regarding methods through which the respective agencies may improve their efforts in

providing equal opportunity to employees and applicants for employment. BEI will monitor the following areas:

- EI Plan Goals Progress
- Compliance activities and training
- Compliance with equity and inclusion policies, procedures, and programs.
- Disciplinary and termination actions for racial and ethnic minorities, veterans, and individuals with disabilities.
- Equity and Inclusion Practices
- Respectful Workplace (Wellness, Mediation, and Compliance)
- Identification of foreseeable equity and inclusion concerns and suggestions for solutions.
- Equity and inclusion program accomplishments.

BEI will conduct onsite monitoring visits to review the EI Plan progress and EEO program certification.

## **Phase VI: Reporting**

Annually, agencies will submit a progress report to the Bureau of Equity and Inclusion (BEI). The report will document progress toward achieving equity and inclusion goals and summarize the agency's efforts, accomplishments, and challenges (including a plan to address challenges). Reported information will be summarized by BEI and used to compile a statewide workforce equity and inclusion report submitted to the Governor's Office.

**State of Wisconsin**  
**“Agency Name”**  
**Equity and Inclusion Plan**  
**January 1, 2024 – December 31, 2026**

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**Acknowledgment**

We have reviewed and firmly endorsed the content of this equity and inclusion plan. We are committed to ensuring equal employment opportunity, freedom from discrimination, and affirmative action in compliance with state laws and policies as well as federal laws. By formally integrating equity and inclusion values and practices into existing processes, the Equity and Inclusion Plan enables progress and results to be measured agency wide.

**Appointing Authority:**

Full Name Signature/Date:

Title Email

**Equity and Inclusion Officer:**

Full Name Signature/Date:

Phone Email

**Date of submission to DPM/BEI:**

**Each individual or group listed below contributed to the development of the plan.  
Implementation Team Members:**

**Contributors and other subject matter experts consulted:**

**Others as appropriate:**



{agency}

## Equity and Inclusion Commitment Letter

**{TEMPLATE}** – *please personalize this document and content to represent and reflect the agency.*

The **[Agency's Name]** hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

The **[Agency's Name]** is firmly committed to meeting the state laws and policies and federal laws for equal employment opportunity and affirmative action. The **[Agency's Name]** recognizes that equal employment opportunity is a legal, organizational, and economic necessity to ensure equity and diversity of the state's workforce. This commitment extends to all job applicants and employees in every type of position, including unclassified, classified, project, limited-term, volunteers, interns, and work-study personnel.

*The **[Agency's Name]** has fewer than 30 permanent classified employees and is not required to submit an entire affirmative action plan (language added for agencies with less than 30 FTE).* As part of the **[Agency's Name]** commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures, and programs. To ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Employees and applicants with disabilities will receive reasonable accommodation.

The **[Agency's Name]** has developed and committed to maintaining a written Equity and Inclusion Plan. This Affirmative Action Plan has my total support, and the **[Agency's Name]** pledges its best good faith efforts to achieve the goals identified in the Equity and Inclusion Plan. I expect each manager, supervisor, and employee of the **[Agency's Name]** to aid in the implementation of this program and be accountable for complying with the objectives of this Equity and Inclusion Plan. The **[Agency's Name]** will maintain a monitoring and reporting system to ensure compliance with the equity and inclusion mandates. The plan is available for review on the **[Agency's Name]** website or at the Human Resources office.

We look forward to working with the Division of Personnel Management, Bureau of Equity and Inclusion, to implement our policies and programs to correct the present effects of past discrimination and build a motivated and skilled workforce that reflects the population we serve.

Agency Head Name:

Agency Head Title

Date:

Signature: \_\_\_\_\_

DPM Equity and Inclusion Officer Name:

Date:

Signature: \_\_\_\_\_

## **Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan {TEMPLATE}**

### **Agency Appointing Authority**

The state agency appointing authority is responsible for establishing an Equity and Inclusion Program, including goals, timetables, and compliance with all federal and state laws and regulations. The Appointing Authority:

- Communicates the direction and vision to agency leadership that ensures involvement and commitment to the agency's equity and inclusion efforts.
- Develops an equity and inclusion action plan to implement strategies that will comply with affirmative action, equity, and inclusion requirements, build infrastructure and culture committed to equity and inclusion, and incorporates equity and inclusion throughout the agency's work and public service.
- Engages a representative employee and stakeholder group in the planning and development process for the EI plan to review equity and inclusion-related data, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Ensures that designated personnel responsible for equity and inclusion efforts and programs are given the authority, top management support, and resources to implement their assigned responsibilities successfully.
- Assesses and ensures internal workplace policies and procedures are equitable, culturally responsive, and promote inclusion.
- Provide professional development opportunities and resources that raise awareness, build knowledge and understanding, and encourage and promote an inclusive culture.
- Seeks advice and guidance from the Equity and Inclusion Advisory Committee on agency EI programs, initiatives, and policies.

### **Name of individual(s) responsible**

**Name:**

**Title:**

**Email:**

**Phone:**

### **Equity and Inclusion Officer**

As delegated, the Equity and Inclusion Officer (EIO) or designee is directly responsible for developing, coordinating, and implementing the agency's EI plan. The Equity and Inclusion Officer:

- Plans, guides, and advises the appointing authority and executive leadership in establishing and maintaining equity and inclusion plans, programs, and policies. This responsibility includes engaging the appropriate individuals and stakeholders throughout the development and implementation and continuous improvement activities of plan actions.
- Develops, coordinates, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and leadership at various organizational levels informed of EI developments, progress, and potential concerns.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Works with leadership to identify, coordinate, facilitate, or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains internal monitoring, auditing, and reporting system to measure the effectiveness of the agency's programs and activities, ensure compliance, and meet

state and federal requirements. This review includes gathering, researching, and analyzing data.

- Audit the hiring and promotion patterns and the selection of candidates for career development and training programs to remove barriers.
- Ensures agency selection criteria are objective, uniform, and job-related and that personnel decision-making processes adhere to EEO and AA principles.
- Promotes and coordinates agency participation in enterprise equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, the disabled veteran's program, etc.
- Serves as the agency's point of contact for professional organizations and community groups to promote and assist with employment opportunities for underrepresented groups.
- Attends at least 12 hours of equity and inclusion training annually.
- Attends equity and inclusion and agency supervisory training.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

**Name of individual(s) responsible**

**Name:**

**Title:**

**Email:**

**Phone:**

**Equity and Inclusion Professional**

The designee/professional is responsible for assisting with implementing the equity and inclusion plan efforts within their agency. The EI designee/professional:

- Ensures dissemination of all relevant equity and inclusion information to appropriate staff.
- Reviews policies, procedures, and practices and recommends changes to the EIO.
- Assists in developing, implementing, and managing oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
- Assists with promoting and coordinating agency equity and inclusion programs and initiatives, including the State Student Diversity Internship program, the annual state Diversity Awards, the noncompetitive appointment for certain disabled veterans' program, the W-2 program, the disabled veteran's program, etc.
- Ensures communication and dissemination of equity and inclusion plan, policy and program information, and employee access to the plan and related policies.
- Assist the EI Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities to attain strategic equity and inclusion goals and objectives.
- Attends at least 6 hours of equity and inclusion training annually.
- Attends equity and inclusion and agency supervisory training.
- As designated, manages the agency's medical issues. This responsibility may include coordinating and monitoring the agency's FMLA and reasonable accommodation requirements to ensure compliance with the Americans with Disabilities Act (ADA).

**Name of individual(s) responsible**

**Name:**

**Title:**

**Email:**

**Phone:**

## **Executive HR Director and HR Manager**

The Executive HR Director and HR Manager are responsible for ensuring equitable and consistent administration, applying all personnel policies, and providing resources, support, and supervision of the EI Officer and professionals. The Executive HR Director and HR Manager:

- Maintains effective working relationships with agency EIO officers and designees.
- Provides leadership to HR staff and others to ensure personnel decision-making processes adhere to affirmative action, equal opportunity, and equity and inclusion principles.
- Ensures the hiring managers and supervisors work effectively with the EIO to develop and execute the EI plan.
- Provides the EIO with the support and data necessary to perform duties and responsibilities related to equity and inclusion.

### **Name of Executive HR Director**

**Name:**

**Title:**

**Email:**

**Phone:**

### **Name of HR Manager**

**Name:**

**Title:**

**Email:**

**Phone:**

## **Equity and Inclusion Planning and Development Team**

The EI planning and development team is a representative group of agency employees selected by the appointing authority to assist with the planning and development efforts for the equity and inclusion plan. The EI Planning and Development Team:

- Reviews equity and inclusion-related data, gather additional data as needed, recommends opportunities for improvement, and provides support and shared ownership of agency strategies and desired outcomes.
- Assists with developing, writing, rolling out, and monitoring the agency's EI Strategic Plan.
- Establishes a plan for regular communication regarding the EI plan process, activities, and outcomes to build transparency, broad participation, and support.

**List names of individuals role and responsibilities on the team:**

**Equity and Inclusion Strategic Plan  
[Agency Name]  
Goals and Strategies**

Each agency should identify broad goals from its workforce analysis to address barriers to advancing equity and inclusion in each equity and inclusion focus area (Recruitment, Retention, and Agency Culture). Once those goals are identified, the agency planning, and development team will identify strategies to address the barriers. Each strategy chosen is included in the agency EI workplan.

<b>Overarching Goals for EI</b>	<b>Strategies to Achieve Goals</b>
<p><b>Recruitment Goal</b></p> <p><b>To achieve recruitment and hiring levels of diversity representing the communities we serve.</b></p>	<ul style="list-style-type: none"> <li>• Assess policies and procedures for potential bias in selection and remove barriers to diversity, equity, and inclusion.</li> <li>• Promote equal opportunity in selection by reviewing current practices and processes through an equity and inclusion lens.</li> <li>• Forecast workforce needs, set strategic diversity hiring goals, and measure progress.</li> <li>• Set standards for hiring authorities incorporating an equity framework that clearly articulates racial equity, implicit and explicit bias, and individual, institutional, and structural disparity.</li> </ul>
<p><b>Retention Goal</b></p> <p><b>The agency will actively address the disparity of promotions in marginalized populations and promote leadership opportunities to retain and reduce turnover or underutilized job classification.</b></p>	<ul style="list-style-type: none"> <li>• Establish career pathways with equitable access determined.</li> <li>• Create a shared leadership structure that promotes staff leadership and voices on issues that affect the workforce.</li> <li>• Provide development for supervisors and managers that focus on leadership, not management.</li> <li>• Create a mentorship program that matches employees with mentors at various levels of their desired career path.</li> </ul>
<p><b>Agency Culture</b></p> <p><b>Promote an agency culture free of bias, a respectful culture that values diversity, promotes equity, and actively engages inclusion.</b></p>	<ul style="list-style-type: none"> <li>• Establish a strong business case for diversity and align our management and business practices accordingly.</li> <li>• Develop relationships with diverse communities as a matter of standard practice.</li> <li>• Empower our AEIAC to act as an advocate and a resource for equity and inclusion in the agency.</li> <li>• Establish a process for staff to access neutral conflict resolution support regarding issues that emerge around race, culture, ethnicity, gender, or other diversity-related issues; and act to support enhancement to agency respectful workplace policies.</li> <li>• Foster a culture of open communication and transparency, and promote forums for discussion of diversity, equity, and inclusion.</li> </ul>

Equity and Inclusion Strategic Plan – Workplan

The agency workplan represents the strategies and actions for the agency EI Plan. Each strategy identified to meet agency equity and inclusion goals is listed, and the actions to achieve that strategy are described. Each action implemented is part of the process of achieving specific strategic outcomes. The comprehensive selection of activities to support the strategy may be short-term or long-term actions. KPIs gauge the progress of the actions taken to reach the desired outcome. KPIs provide clarity to the process for reaching short-term and long-term goals and allow teams to focus on efforts that fall short and require attention immediately to stay on track. KPIs support the monitoring and continuous improvement activities of the strategic plan. Agencies should also list associated training identified to support the implementation for each focus area.

Recruitment Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date
Assess policies and procedures for potential bias in selection and remove barriers to diversity, equity, and inclusion.	Establish a committee to review practices and policies in the selection process using a bias equity tool.	Committee will review and implement changes as necessary to 30-35 % of all selection policies and practices annually.	100% of the agencies selection process and policies will be reviewed	John Smith, PPA Kate Johnson, EIO Mike Smith, Staff Committee member Kate Longfeather, HR	April 2023

<b>Associated Recruitment Staff Training</b>	<ul style="list-style-type: none"> <li>Train all supervisors and managers on using an equity tool in developing and reviewing policy and procedure.</li> </ul>
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Retention Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date

<b>Associated Retention Staff Training</b>	<ul style="list-style-type: none"> <li></li> </ul>
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EI Culture Strategies	Actions	KPI	Outcome/Metric	Responsible staff/office	Targeted Completion Date

<b>Associated Culture Staff Training</b>	<ul style="list-style-type: none"> <li></li> </ul>
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## Communication and Implementation of Equity and Inclusion Plan

### Communication

The communication of the plan is essential to raising awareness and support for the work. Effective communication regarding the diversity, equity, and inclusion efforts, policies, and practices of an agency has a direct outcome on recruitment, retention, and agency culture. Planning is essential for successful advancement within the agency. This process should be well thought out and established within the agency communication channels. For additional guidance, contact BEI for resources.

Communication, at a minimum, should include the following:

#### Internal Methods of Communication

- A memorandum detailing the location of the Equity and Inclusion Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the agency's leadership or the Equity and Inclusion Officer to all staff on an annual basis.
- The agency's Equity and Inclusion Plan is available to all employees on the agency's internal website at [insert address here] or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- A physical copy of the Agency's Equity and Inclusion Plan will be available to employees at the following address: [insert address here].
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees. Examples of signs displayed include: Equal Employment Opportunity is the Law, Employee Rights Under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.

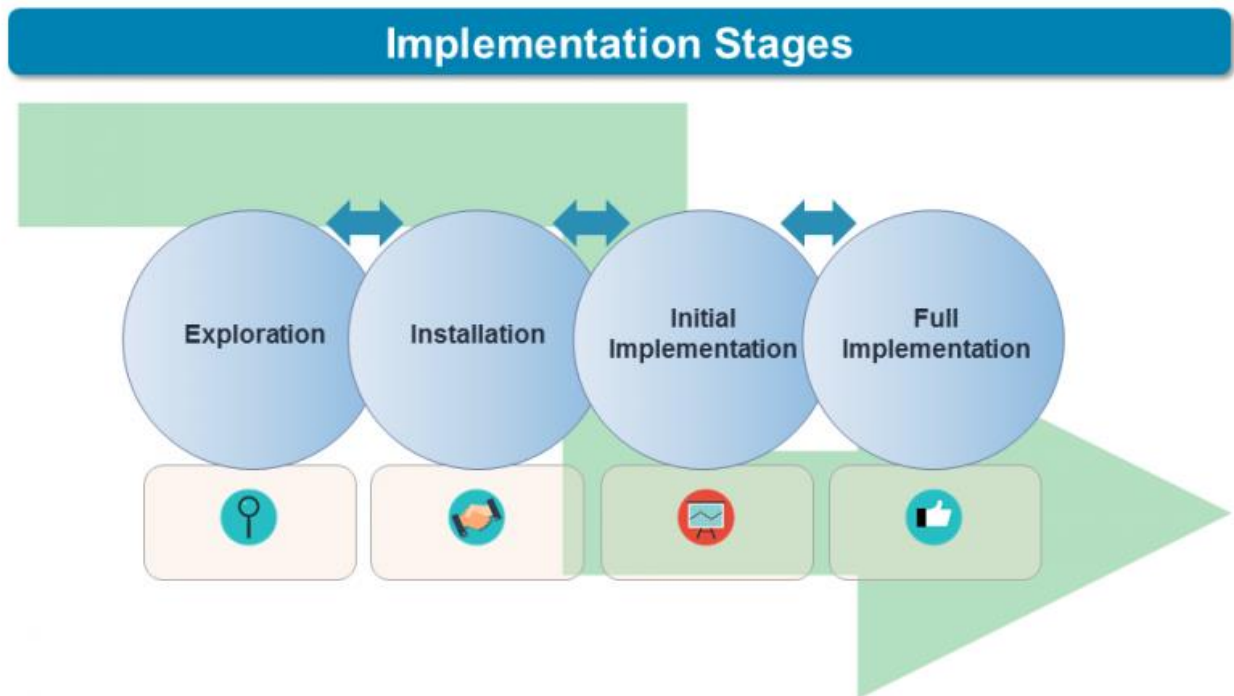
#### External Methods of Communication

- The agency's Equity and Inclusion Plan is available on its public website at [insert address here] or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- The agency's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply." The agency will also ensure a representative diversity ratio on all diversity marketing materials.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of signs displayed include: Equal Employment Opportunity is the Law, Employee Rights Under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following address: [insert address here].



## Implementation

Each agency should determine the best implementation method for them and use it to plan the initiation and follow-through for this work. For additional guidance, seek support from the BEI staff. BEI has resources available to assist in determining and executing an implementation process. BEI recommends the following:



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The stages of implementation are not linear. They are additive and interactive, with movement back and forth with changes in the environment, people, and implementation supports. The stages are specific to a strategy. An agency may be in the full implementation stage with one of three strategies to meet a goal and in the exploration or installation phase with the other two. With experience agency, EI planning and development teams can use the implementation stages to move strategies quickly and efficiently to full implementation.

### References:

Cohen, W. M., & Levinthal, D. A. (1990). Absorptive Capacity: A New Perspective on Learning and Innovation. *Administrative Science Quarterly*, 35(1), 128-152. doi:10.2307/2393553Jiménez-Barrionuevo, M. M., García-Morales, V.

J., & Molina, L. M. (2011). Validation of an instrument to measure absorptive capacity. *Technovation*, 31(5), 190-202. doi:https://doi.org/10.1016/j.technovation.2010.12.002

Name of Agency:

All elements must be included and complete for plan approval.

EI Plan Component	Included/ Complete	Not Included/ Incomplete	Comments/Feedback
<b>Acknowledgments</b>	<input type="checkbox"/>	<input type="checkbox"/>	
The Commitment Letter or Policy Statement is included and has components provided in the template example.	<input type="checkbox"/>	<input type="checkbox"/>	
Contributors to Plan Development Identified; Roles and Responsibilities Included	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Introduction</b>			
Explains how equity and inclusion efforts align with the agency's vision, mission, and values	<input type="checkbox"/>	<input type="checkbox"/>	
Frames the importance of equity and inclusion to the agency in the core areas of recruitment, retention, and agency culture	<input type="checkbox"/>	<input type="checkbox"/>	
Summarizes the process for the plan development and timelines for implementation	<input type="checkbox"/>	<input type="checkbox"/>	
Describes how stakeholders provided input and the importance of their contributions to plan development	<input type="checkbox"/>	<input type="checkbox"/>	
Describes how the planning and development team, SMEs, and stakeholders participated in the development of the agency's plan	<input type="checkbox"/>	<input type="checkbox"/>	
Overall Comments:			
<b>Workforce Analysis Summary</b>			
Demonstrates examination of agency recruitment, hiring, and retention data - information is documented and clearly explained.	<input type="checkbox"/>	<input type="checkbox"/>	
Identifies barriers found to inclusion, diversity, and equity.	<input type="checkbox"/>	<input type="checkbox"/>	

Overall Comments:			
<b>Agency Goals</b>			
Identify goals from workforce analysis to address barriers in each area (Recruitment, Retention, and Culture)	<input type="checkbox"/>	<input type="checkbox"/>	
Identify strategies to address barriers to goal achievement.	<input type="checkbox"/>	<input type="checkbox"/>	
Overall Comments:			
<b>Agency Workplan</b>			
Strategies are derived directly from the barriers and gaps identified in the workforce analysis.	<input type="checkbox"/>	<input type="checkbox"/>	
Actions are determined to achieve specific strategic outcomes.	<input type="checkbox"/>	<input type="checkbox"/>	
KPIs provide progressive measures for the process of reaching short-term and long-term goals.	<input type="checkbox"/>	<input type="checkbox"/>	
Outcome/Metrics are measurable and feasible.	<input type="checkbox"/>	<input type="checkbox"/>	
Overall Comments:			
<b>Communication Plan</b>			
Identifies Internal and External Audiences	<input type="checkbox"/>	<input type="checkbox"/>	
Identifies more than one strategy for each audience	<input type="checkbox"/>	<input type="checkbox"/>	
Identifies type and frequency of communication	<input type="checkbox"/>	<input type="checkbox"/>	
Identifies who is responsible for communication	<input type="checkbox"/>	<input type="checkbox"/>	
Includes a process for getting feedback	<input type="checkbox"/>	<input type="checkbox"/>	
Overall Comments:			
<b>Implementation Plan</b>			
Responsible parties identified	<input type="checkbox"/>	<input type="checkbox"/>	
Internal monitoring plan	<input type="checkbox"/>	<input type="checkbox"/>	
Implementation team meeting schedule/ reporting schedule	<input type="checkbox"/>	<input type="checkbox"/>	
Overall Comments:			

**Reviewed by:**

**Date:**