



Equity & Inclusion Plan

January 1, 2021 to December 31, 2023

Table of Contents

Acknowledgement	3
Equity and Inclusion Commitment Letter	4
Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan	5
<i>Creating Real and Lasting Change</i>	7
Workforce Analysis Summary	9
Goal 1: Improve the diversity of applicants and new hires	12
Strategy 1: Enhance available DEI training programs and require participation to educate and provide awareness of equity and inclusion topics that may impact the hiring process.....	12
Strategy 2: Improve and promote existing activities that enhance our community partnerships and current internship programs in order to increase the number of applicants from underrepresented groups.	13
Strategy 3: Engage with applicants and new hires to identify potential recruitment process improvements	14
Goal 2: Focus on the retention of diverse groups.....	15
Strategy 1: Enhance employee career development	15
Strategy 2: Promote a sense of belonging and community through the creation of the DOA Affinity Group Program.....	16
Strategy 3: Implement a 360-degree approach to collecting employee observations related to their vertical and horizontal relationships within DOA	17
Strategy 4: Incorporate equity and inclusion into onboarding program	17
Goal 3: Foster a cultural transformation within DOA	18
Strategy 1: Transform DOA values and practices to drive internal change	18
Strategy 2: Identify cultural fit during the recruitment process	19
Strategy 3: Enhancing current practices related to data collection and new employee engagement to strengthen our cultural transformation	19
Strategy 4: Promote continuous external and internal engagement with DOA DEI priorities	20
Communication of Equity and Inclusion Plan.....	23
Agency Monitoring.....	24

Acknowledgement

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: Joel Brennan

Title: Secretary

Time: January 1, 2021 - January 16, 2022

Signature/Date:  12/22/2020
Email: Joel.Brennan@wisconsin.gov

Appointing Authority:

Full Name: Kathy Blumenfeld

Title: Secretary-designee

Signature/Date:  4/8/2022
Email: Kathyk.Blumenfeld@wisconsin.gov

Equity and Inclusion Officer:

Full Name: Nicholas Wittwer

Phone: 608-267-1015

Signature/Date:  12/22/2020
Email: Nicholas.Wittwer@wisconsin.gov

Date of submission to DPM/BEI: 10/23/2020

The following individuals and groups were instrumental in the development of this plan:

DOA Equity and Inclusion Planning Committee Members: Ty Barwick - STAR - IS Supervisors 2, Tighe Bronaugh - STAR - IS Enterprise Technical Services Consultant Admin, Stanley Dyett - DEO - Accountant Senior, Paulina Gardner - DEO - Accountant, Ashleigh Herrera - DEO - Executive Staff Assistant, Shawn Nelson - DEBF - Accountant Senior, Richard Rieser - DFDM - Enterprise Contract Officer, Jason Rittel - DFDM - Admin Program Management Supervisor, Kristina Thole - DPM - Human Resources Specialist - Advanced, Stephanie Wise - DCP - Law Enforcement Dispatcher, Adam Fermanich - DPM - Human Resources Manager, Christy Plautz - DPM - Equal Opportunity Program Specialist - Senior

Stakeholder Groups and other subject matter experts consulted: DOA IDEAS committee members, Division of Personnel Management (DPM), Bureau of Merit, Recruitment and Section (BMRS) and Bureau of Equity and Inclusion (BEI), DPM Region 1 Recruitment and Staffing team members, and Secretary's Office staff. University of Wisconsin Madison Diversity, Equity, and Inclusion Office.

Equity and Inclusion Commitment Letter

The Department of Administration (DOA) hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants without regard to an individual's age, race, religion, ethnicity, disability, sex, physical condition, developmental disability, military or veteran status, sexual orientation, gender identity or expression, national origin, marital or familial status, genetic information, or political affiliation.

DOA is firmly committed to meeting the state laws and policies, as well as federal laws, for equal employment opportunity and affirmative action. DOA recognizes that equal employment opportunity is a legal, organizational, and economic necessity in order to maximize the quality and diversity of the state's workforce. This commitment is extended to all job applicants and employees in every type of position including unclassified, classified, project, limited term, volunteers, interns, and work study personnel. As part of DOA commitment to this overall process, we intend to apply equity and inclusion principles to all employment policies, procedures and programs, wherever it's appropriate, to ensure equal employment opportunity and freedom from discrimination, including recruitment, selection, job assignment, training, compensation, benefits, discipline, promotion, transfer, layoff, and termination processes. Reasonable accommodation will be provided, as requested, to employees and applicants with disabilities.

DOA has developed and commits to maintaining a written Equity and Inclusion Plan. This Affirmative Action Plan has my total support and the Department of Administration 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 DOA to aid in the implementation of this program and be accountable for complying with the objectives of this Equity and Inclusion Plan. DOA will maintain a monitoring and reporting system to ensure the overall compliance with the equity and inclusion mandates. The plan is available for review on DOA's website (Intranet) 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 in efforts to correct the present effects of past discrimination and to build a motivated and skilled work force that is reflective of the population we serve.

Agency Head Name: Joel T. Brennan

Agency Head Title: Secretary through 1/16/2022

Date: 12/22/2020

Signature: Joel Brennan

Agency Head Name: Kathy K. Blumenfeld

Agency Head Title: Secretary-designee as of
1/17/2022

Date: 4/8/2022

Signature: Kathy Blumenfeld

Affirmative Action Officer Name: Nicholas Wittwer

Date: 12/22/2020

Signature: Nicholas Wittwer

Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

The state agency appointing authority carries the overall responsibility 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 to ensure involvement and show 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 and builds an infrastructure and culture committed to equity and inclusion.
- Engages a representative employee and stakeholder group in the planning and development process for the E&I plan. That group will be called the Equity & Inclusion Advisory Committee.
- Ensures that members of the Equity & Inclusion Committee are given the support and resources to successfully implement their assigned responsibilities.
- 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 E&I programs, initiatives, and policies.

Name of individual(s) responsible: Joel Brennan, Secretary
Chris Patton, Deputy Secretary
Olivia Hwang, Assistant Deputy Secretary

Equity and Inclusion Officer

The Equity and Inclusion Officer (EIO) or designee is responsible for developing, coordinating and implementing the agency's E&I 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 includes engaging the appropriate individuals and stakeholders throughout development and implementation and continuous improvement activities of plan actions.
- Coordinates, develops, and implements equity and inclusion initiatives that support the agency's equity and inclusion plan goals.
- Keeps the agency head and agency leadership at various organizational levels informed of E&I 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/or provide equity and inclusion training to increase awareness, support, and maintain compliance.
- Establishes and maintains an 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 includes gathering, researching, and analyzing data.
- Audits 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 (e.g. State Student Diversity Internship program, the annual state diversity awards, the non-

competitive appointment for certain disabled veteran's program, W-2 program, the disabled veteran's 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 supervisory training annually.
- Participates in and advises the agency's Equity and Inclusion Committee as a non-voting member.

Name of individual(s) responsible: Nicholas Wittwer, DOA Equity & Inclusion Officer

HR Manager

The HR Manager is responsible for ensuring equitable and consistent administration and application of all personnel policies and provides direct supervision of the EI Officer and EI professionals. The 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 the support and data necessary to perform duties and responsibilities related to equity and inclusion.

Name of individual(s) responsible: Adam Fermanich, DOA HR Manager

DOA IDEAS Committee

Serves as the department's Agency Equity and Inclusion Advisory Committee (AEIAC) as required by statute for agencies that employ 50 or more employees. The AEIAC is required for agencies that employ 50 or more employees. This committee:

- 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 diverse staff.
- Recommends, develops, and/or sponsors activities, programs, and training that promote diversity, equity, and inclusion, and encourages personal growth.
- Promotes and champions EI plan, goals, and activities to department staff.
- Educates and raises awareness among committee members themselves, so they may role model and champion diverse perspectives and inclusive behaviors within their agency.
- Discusses, communicates, and creates collaborations in ongoing and upcoming initiatives and events that support the goal

Name of individual(s) responsible: Department of Administration IDEAs Committee members

Creating Real and Lasting Change

The mission of the Department of Administration (DOA) is to deliver *effective and efficient services at the best value to government agencies and the public*. As part of its core competencies, DOA employees are expected to work with integrity, to show openness, caring, and support for others and to respect privacy and cultural differences of others in order to create a diverse and inclusive workplace environment. As described within the plan, DOA will be reimagining its mission, vision, values, and core competencies to better align with equity and inclusion efforts within the department.

In response to Governor Evers' Executive Order #59, Relating to Diversity, Equity, and Inclusion in State Government, the Department of Administration (DOA) formed an Equity and Inclusion Advisory Committee (EIAC) in March 2020. The committee members were selected from employees who had submitted a letter of interest in working on the DOA Equity & Inclusion plan. Committee members were given the responsibility to recommend goals, strategies, and initiatives that reaffirm DOA's commitment to supporting and sustaining a diverse and inclusive workplace environment and community. These recommendations were formalized into the following DOA Equity & Inclusion Plan, which serves as a platform on which the department will build a culture that more appropriately reflects diversity within our workforce and those we serve, and it affirms our commitment to transforming the policies, structures and practices to support diversity, equity, and inclusion (DEI) within state government.

The plan strives to:

- Align DOA mission, vision, values, and core competencies to the equity and inclusion efforts described in this plan and beyond.
- Ensure that underrepresented groups thrive at DOA, are equipped with the resources and tools needed for success and can be confident that everyone is a valued and respected member of the DOA community.
- Transform our organizational culture to be truly inclusive, by breaking down barriers that impede inclusivity and creating new ones that build it.
- Enhance knowledge and teach employees about power, privilege, and justice in contemporary and historical context so that the injustices of the past do not continue to shape DOA's community.
- Reinforce that, as a community, all of us - administrators, management, and staff - are accountable to a standard that values the dignity of every human being through respectful dialogue and thoughtful engagement.

To accomplish this, three overarching goals were identified:

Goal 1: Increase the diversity of applicants and new hires

Goal 2: Improve the retention of underrepresented groups

Goal 3: Promote and foster a cultural transformation within DOA

From Spring 2020 until late summer 2020, the committee met regularly to discuss their experiences at DOA, best practices observed in other organizations and held discussions with members of underrepresented groups. As part of the planning process, the committee broke into three sub-groups that focused on strategies and actions related to recruitment, retention, and agency culture. The groups examined many different information sets of quantitative and qualitative data to understand what potential challenges and barriers are present within in each of the focus areas. These sub-groups met regularly and analyzed available data in order to finalize recommendations presented to the DOA Secretary's Office. BEI hosted a series of educational opportunities that were attended by many members of the planning committee that assisted in the development of the proposal set forth in the plan and actions below which were results of what they had learned about the process over the course of the last several months.

Within each of these broad goals, DOA has defined a series of strategies and actions that will be taken over the next several years which will close gaps and overcome barriers identified through our analysis and introduce new activities

while enhancing existing ones to reinforce DOA's equity and inclusion efforts around recruitment, retention, and agency culture. To support these efforts, the plan identifies responsibilities for and describes performance metrics that will be monitored to ensure progress is realized. The implementation of this plan begins on January 1, 2021 with specific dates described within the detailed actions below.

Workforce Analysis Summary

As part of the workforce analysis process, the DEI Committee reviewed the following data:

- 2020 State Underutilization Report
- 2020 Department employee demographic data
- 2019 Department employee exit interview responses
- 2017 - 2019 Department hiring flow demographics
- 2016 - 2019 Department departure movement data
- 2019 Workforce Analysis demographic data
- 2019 vacancy report

The data within the 2020 State Underutilization Report indicated that DOA is performing well in hiring and retaining employees within underrepresented groups when comparing the same job groups to the prior 2017 Underutilization report. However, demographic data provided by Region 1 Human Resources, as of February 14, 2020, identified room for improvement in some of the management roles within the department. The management roles within the agency do not have the turnover that many of the other positions incur and these staff typically have the greatest tenure within the agency reducing the retention challenges of this group but creating additional retention challenges by limiting advancement opportunities. While there is room for improvement that will begin to be addressed as this category of staff begin retiring over the course of the next decade allowing for greater recruitment activities and advancement.

Department demographics show that there is an equal age distribution among staff, except in the 20-29-year old population. This indicates that there could be greater efforts in recruiting employees that have recently completed post-secondary educational programs or are looking to enter the workforce post primary education. Further, the data shows that the Department needs to focus attention on the retention of the employees that are hired with less than 5 years of service. Based on the departure data over the course of 2019 there was an almost equal number of voluntary departures and retirements throughout the year. This suggests that while hiring a wide range of employees has been successful those employees are not staying employed with the organization over the long term. When comparing the 2017 utilization reports with those from the 2020 report the data clearly shows the increased efforts on recruitment are yielding results. There was a net increase of 523 positions in DOA from 2017 to 2020 included in the report. To highlight the increase of employees in underrepresented categories, 350 were female and 99 identified themselves as minorities. In total that represents approximately 86% of the new employees to DOA from 2017 to 2020 were from underrepresented groups. We do know that one motivating factor for employees to leave are the wages paid for civil servants. Those decision are driven by factors outside of the scope of this plan and its ability to address those barriers. There is no statistical significance between genders or ages as it relates to the departures from the department. Most of the departures occur with staff that have less than 5 years of service and to a lesser degree those with five to ten years of service. This indicator shows that focusing on retention and culture should help to reduce departures and improve the retention of staff.

Further, while the department has made progress in job group 247 Public Safety to focus on the recruitment of minorities, there is still work that that needs to be done. The department will continue its efforts on recruitment of diverse applicants to further enhance this group specifically. The efforts and focus have shown to improve the applicant flow to better position the department in diversifying job group 247 than it was in prior years. The Department will also increase its recruitment efforts of females in job group 43 IS Professional. This is not because the department has lost female employees or is not able to recruit them but there are more females now in this field of work. When comparing the job group data from 2017 to 2020 there is a positive shift with an increase availability of females that have entered IT fields showing that STEM efforts are improving the interest of female candidates to technology roles. That is however in direct opposition of the availability of minority candidates over the same time frame which had a 10% reduction in availability and significantly lower availability percentage than that for females. This issue is larger than the efforts of DOA but it has been identified as a challenge that needs to be addressed as whole and the Department can help in engaging residents to this sector of work. Focusing on recruitment will help to increase the applicant volume for this classification and in all areas of DOA. The efforts and strategies identified in this plan will assist not only in job group 43 and 247 but in all other job groups as well further enhancing the department.

Lastly, there was limited data available in many mechanisms present within the organization. While exit interviews are offered to all those leaving the organization many chose not to complete it. This lack of qualitative data for review from this data source significantly limits the ability to identify challenges and barriers to any of the focus areas of the plan and planning process. Moreover, the agency has conducted several engagement surveys over the last few years but those too have yielded limited information for review from a qualitative perspective. As is noted in the actions of the plan itself below the team has identified the need to improve the collection of qualitative data to enhance the activities of the plan. That information will allow for additional actions to be taken and added to the plan and future planning efforts. The planning process is rooted in data and the lack of data in these areas is a barrier in itself to gaining a better understanding of the actions and motivations of employees who leave.

Goals and Strategies/Action Items

The Secretary's Office reviewed the recommendations from the Department of Administration Equity and Inclusion Planning Committee and approved the following overarching goals for the Department's Equity and Inclusion Plan. Each goal has several strategies or action items identified to assist in achieving the goals. The goals, strategies and action items represent the dedicated work of the committee and align with the agency's value on diversity.

Overarching Goals	Strategies or Action Items to Achieve Goals
Recruitment Goal: Improve the diversity of applicants and new hires for the Department of Administration.	<ul style="list-style-type: none">• Enhance DEI training programs and require participation to educate and provide awareness of equity and inclusion topics that may impact the hiring process.• Improve and promote activities that enhance our community partnerships and internship programs to increase the number of underrepresented applicants.• Engage with applicants and new hires to identify recruitment process improvements and identify any barriers in the process.
Retention Goals: Address the retention of employees through the creation of programming and creating a stronger sense of community.	<ul style="list-style-type: none">• Enhance employee career development through a formalized mentorship program.• Promote a sense of community through the creation of Affinity groups as formal recognized entities within the Department.• Create and implement a 360-degree approach in the collection of employee observations as it relates to their vertical and horizontal relationships.• Incorporate equity and inclusion into onboarding to demonstrate DOA's commitment to our DEI priorities.
Agency Culture Goals: Foster a cultural transformation within DOA.	<ul style="list-style-type: none">• Transform DOA's mission, vision, and values and practices to drive internal change.• Establish accountability for demonstrating a commitment to DEI priorities through DOA core competencies.• Enhance current practices related to data collection and new employee engagement to strengthen our cultural transformation.• Promote continuous external and internal engagement with DOA DEI priorities.

Goal 1: Increase the diversity of applicants and new hires

Rationale: The data within the 2020 State Underutilization Report indicated that DOA is performing well in hiring and retaining employees within underrepresented groups¹ into agency positions on the underutilization list. However, the committee recognizes that with the following strategies and actions, DOA will be well positioned to sustain and improve upon that performance. Through discussion within the committee and with stakeholders, we believe that a lack of understanding of the impact of topics such as unconscious bias, generational diversity, and gaps between military and civilian experience is a barrier to the hiring of members of underrepresented groups. Further, the committee believes that additional focus can be given to marketing and promoting job opportunities to community organizations and by enhancing internship opportunities, DOA will be better positioned to attract members of underrepresented groups. And, finally, through the collection of feedback from applicants and new hires, we can continue identifying areas to focus on moving forward.

It is our goal, that by enhancing DEI training, collecting and analyzing new data points, and building community partnerships we will strengthen this understanding and provide DOA employees and managers with the tools and knowledge necessary to increase the hiring of members of underrepresented groups.

Strategy 1: Enhance available DEI training programs and require participation to educate and provide awareness of equity and inclusion topics that may impact the hiring process.

Action Item

1. Identify and implement supplemental DEI training for all employees involved in the recruitment process to address barriers in the understanding the suggested topics may have on the hiring of members of underrepresented groups.
 - The EIO will work with Division of Personnel Management (DPM), Bureau of Training and Development (BTD) to identify and implement additional DEI training for all employees participating in the recruitment process to supplement the mandatory training by the end of July 2021.
 - Examples of topics to be considered include: Unconscious bias, microaggressions in the workplace, discrimination in the workplace, generational diversity, avoiding stereotypes, cross-cultural communication, how to measure education vs. experience, what is underutilization and what role does it play, cross cultural interviewing techniques, and bridging the gap between military and civilian experience.
 - The EIO will work with BTD to track the completion of the mandatory equity and inclusion training (e.g. management reports) by the end of July 2021.
 - EIO will provide DOA leadership with the tracking information for their division on a quarterly basis.
 - DOA HR Manager will add DEI training to hiring checklists and packets.
 - DOA HR Manager will create a mechanism to track who has completed the requirement and ensure that it is completed every 12 months or as hiring needs arise in a division or section.

Key Performance Indicators

- 100% of employees participating in the hiring process receive supplemental training on the impacts of equity and inclusion topics described above

Responsibility

- DOA Equity and Inclusion Officer
- DOA HR Manager
- DOA Leadership
- All employees

¹ For the purposes of this plan, this refers to members of underrepresented groups in the following categories: age, race, religion, ethnicity, disability, sex, physical condition, developmental disability, military or veteran status, sexual orientation, gender identity or expression, national origin, marital or familial status, genetic information, or political affiliation

Timeline

- September 2021 to December 31, 2021

Outcomes

- At least a 5% increase in the number of applicants in underrepresented groups being selected to fill positions by December 31, 2021

Associated Training

- Trainings on E&I topics as described above will be identified as part of the action item

Strategy 2: Improve and promote existing activities that enhance our community partnerships and current internship programs in order to increase the number of applicants from underrepresented groups.

Action Items

1. Support existing recruitment outreach efforts to ensure engagement with community partners to inform potential job applicants in underrepresented groups of available positions, how to apply, and the importance of serving the community.
 - The DOA HR Manager and DOA Equity and Inclusion Officer (EIO) will evaluate the list of existing organizations who receive recruitment notifications to ensure those serving underrepresented groups are included.
 - Based on evaluation, the DOA HR Manager, EIO in collaboration with the hiring experts and subject matter experts (SME's) in the field of work will recommend additions to the list of organizations who receive recruitment notifications.
 - DOA HR recruitment specialists will discuss DEI recruitment outreach activities with hiring managers.

Key Performance Indicators

- 100% of DOA recruitments include DEI outreach activities

Responsibility

- DOA HR Manager
- DOA EIO
- DOA HR Recruitment Specialists

Timeline

- January 1, 2021 to June 30, 2022

Outcomes

- 5% increase in number of applicants from underrepresented groups for DOA positions by June 30, 2022

Associated Training

- HR to educate hiring managers on DEI outreach activities as part of recruitment process

2. Promote participation in the State of Wisconsin Student Diversity Internship Program (SDIP) within agency divisions.
 - The DOA Secretary's Office will work with Division Leadership to reinforce the importance of the SDIP and set expectations for division participation.
 - DOA Division Leadership will work with managers to identify internship opportunities within their division programs and work with DOA HR to develop and implement the programs.

Key Performance Indicators

- 50% of divisions participating in the SDIP
- 25% increase in divisions participating in SDIP from previous year
- 20% of division programs create or enhance internship programs

Responsibility

- DOA Secretary's Office
- DOA Division Leadership

Timeline

- January 1, 2021 to June 30, 2022

Outcomes

- 5 DOA divisions participate in SDIP by June 30, 2021
- Based on division participation in 2021, increase DOA division participation in SDIP by 1 by June 30, 2022 and then annually.
- 2 divisions create or enhance internship programs by June 30, 2022

Associated Training

- HR manager to educate/train division leadership on the SDIP and benefits
- HR will provide guidance and training on developing programmatic internships for hiring managers using industry best practices

Strategy 3: Engage with applicants and new hires to identify potential recruitment process improvements that will improve DOA's ability to recruit members of underrepresented groups

Action Item

1. Collect and analyze feedback regarding the DOA hiring process from applicants and new hires.
 - DOA HR Manager will work with DPM subject matter experts, including DOA Legal, to develop a hiring process survey for each stage of recruitment process by March 30, 2022.

Key Performance Indicators

- 50% response rate of surveys completed
- 3 changes are implemented as a result of survey data

Responsibility

- DOA HR Manager
- DPM subject matter experts

Timeline

- April 1, 2021 to June 2023

Outcomes

- 50% response rate achieved for hiring process survey for applicants for first year of the survey
- 75% response rate achieved for hiring process survey for new hires for first year of the survey
- 3 changes implemented as a result of survey data by June 2023

Associated Training

- Training from survey experts in the agency for the group developing the survey to ensure validity and reliability of questions.

Goal 2: Increase the retention of employees from underrepresented groups

Rationale: Through examination of the DOA retention rates and research into employee retention strategies, it is apparent that increased focus should be placed on enhancing the work environment and practices within DOA to strengthen employee retention and satisfaction. As described in the research, creating the right culture, providing guidance, and engaging with employees through professional development and mentorship are key strategies in improving employee engagement and retention. Through the mentorship efforts described below and by reinforcing DOA's expectations and commitment to DEI priorities through the onboarding of new employees, those within underrepresented groups can be confident that DOA is dedicated to creating a supportive and open environment in which all employees are respected and supported.

Strategy 1: Enhance career development opportunities for employees to build confidence in DOA's commitment to employee professional growth

Action Item

1. Establish a mentorship program for DOA employees that provides focused professional development and training, a personalized review of job family paths, job shadowing opportunities, and solicits mentor and mentee ideas on program activities and goals.
 - In the first year of this program recruitment efforts will focus on attracting members of underrepresented groups to participate in the program.
 - DOA HR, in collaboration with DOA Leadership representatives and employees, will develop a program charter and implementation plan recommendation for the DOA Secretary's Office by December 31, 2021.
 - DOA HR will collaborate with BTD on training and resources for how to be an effective mentor or mentee by June 30, 2022.
 - DOA HR will develop a survey to track the success of the program, including, but not limited to, satisfaction of mentors and mentees, training activities, and mentee career development by June 30, 2022.

Key Performance Indicators

- 50% of mentees and mentors participating in the program are from underrepresented groups
- 75% of participants indicate overall satisfaction with the program

Responsibility

- DOA Mentees
- DOA Mentors
- DOA Equity and Inclusion Officer
- DOA HR (Manager, EIO, staff)
- DOA Leadership

Timeline

- January 1, 2021 to December 31, 2023

Outcomes

- 75% of participants indicate overall satisfaction with the program by June 30, 2022 and then annually
- Have at least 50% of mentors be from underrepresented groups by December 31, 2023
- Have at least 50% of mentees be from underrepresented groups by December 31, 2023

Associated Training

- Training and resources on best practices on professional development mentee/mentorship provided by DOA HR

- DEI related trainings developed as part of action plan above

Strategy 2: Promote a sense of belonging and community through the creation of the DOA Affinity Group Program to strengthen employee engagement and retention

Action Item

1. Recruit employees to be members of the DOA Affinity Group Program (DOA AGP) and develop documentation that clearly describes the goals, expectations, and responsibilities of the program. (*The DOA Affinity Group program will be comprised of groups of DOA employees who provide mentorship and a sense of community for other employees. They may serve as liaisons between all levels of the agency and participate in activities related to recruitment, retention, cultural activities, and agency-wide events*).
 - DOA HR, in collaboration with DOA Secretary's Office, will develop a program charter and materials to establish the DOA AGP by July 31, 2021. The program should include the following:
 1. A program charter to clearly describe the goals, expectations, and responsibilities for the groups and its members. Example responsibilities include:
 - Participation in recruitment activities outlined in the recruitment goal of this plan
 - Participate on diverse interview panels after taking interviewing training to improve skills
 - Participating in DOA IDEAS Committee meetings and activities
 - DOA AGP members, in collaboration with the DOA Secretary's Office, will develop and execute an agency-wide communication plan to socialize the program. This may include:
 - Describing the program in recruitment materials
 - Introducing the program during new employee orientation and the DOA Ambassador Program
 - Co-sponsoring events with the DOA IDEAS Committee
 2. A strategy to recruit employees to be members of the DOA AGP
 3. A survey mechanism to measure the satisfaction with those participating in the program
 4. Partnering with the DOA Wellness Committee to bring awareness to racial and gender disparities in America's healthcare system and give tips on how to overcome them

Key Performance Indicators

- 20 or more employees engaging with the DOA AGP
- 75% of employees participating in the program indicate overall satisfaction with the program

Responsibility

- DOA HR (Manager, EIO, and staff)
- DOA Secretary's Office
- Affinity Group Program Participants

Timeline

- January 1, 2021 to December 31, 2023

Outcomes

- 10 employees participating by September 30, 2021
- 15 employees participating by December 31, 2021
- 20+ employees participating by December 31, 2022
- 75% overall satisfaction rate of those participating in the program

Associated Training

Training and resources for all employees participating in the AGP program on creating a group from DOA IDEAs committee

Strategy 3: Implement a 360-degree approach to collecting employee observations related to their vertical and horizontal relationships within DOA

Action Items

1. Survey employees of underrepresented groups to understand their vertical and horizontal relationships.
 - DOA HR, in collaboration with the DOA Secretary's Office, will develop surveys, using both quantitative and qualitative measures, that address the following areas:
 - Manager and direct report relationship
 - Peer-to-peer relationships
 - Deliver the survey by June 30, 2021
 - Action plans developed to address survey results September 2021

Key Performance Indicators

- 50% response rate for survey
- Annual delivery of a full survey
- At least 2 pulse surveys distributed each year

Responsibility

- DOA EIO
- DOA HR Manager
- DOA Divisions

Timeline

- January 1, 2021 to December 31, 2023

Outcomes

- Achieve 50% participation of underrepresented groups by April 30, 2021
- Achieve at least 60-65% participation of diverse groups on subsequent surveys
- The survey is delivered annually with at least two shorter pulse surveys distributed per year starting in April 2021
- Action plans developed by September 30, 2021

Associated Training

- Training on understanding data and applying the results to actions for improvement.

Strategy 4: Incorporate equity and inclusion into onboarding program to ensure all new employees are aware of DOA's expectations and commitment to DEI priorities

Action Items

1. Enhance the DOA Onboarding program by providing focused equity and inclusion training and resources for all new DOA employees
 - DOA EIO, in collaboration with BTD, will develop and implement equity and inclusion training and resources as part of the DOA Onboarding Program, which will include information about:
 - The reimagined Ambassador program, as mentioned under Goal 3, Strategy 3, Action Item 3 of this plan
 - Provisions within Governor Evers Executive Order #59
 - Goals and strategies of the DOA Equity & Inclusion plan
 - BEI's mission and role
 - Other DEI resources such as training opportunities, groups, etc.

- Develop and implement an onboarding program satisfaction survey

Key Performance Indicators

- 10% increase in new hire retention rate
- 75% of survey respondents indicate overall satisfaction

Responsibility

- DOA EIO
- DOA HR Manager

Timeline

- July 1, 2021 to December 31, 2023

Outcomes

- Increase retention rate of new hires of underrepresented groups by 10% by December 31, 2023 with ongoing improvements
- 75% of survey respondents indicate overall satisfaction by December 31, 2023

Associated Training

- DEI training and resources provided as part of the onboarding program to educate employees on DOA DEI expectations and priorities

Goal 3: Promote and foster a cultural transformation within DOA

Rationale: The culture of an organization provides a roadmap for the values, actions, and behaviors employees can expect from leadership and other colleagues. By evaluating existing practices and behaviors within DOA, it is clear that we have an opportunity to transform our organizational culture to be one that is explicitly inclusive. By reimagining our mission, vision, values, and core competencies, we can hold ourselves accountable to maintain and continually enhance our dedication to DEI priorities. The following strategies and actions promote collaboration at all levels of DOA in this cultural transformation effort.

Strategy 1: Transform DOA values and practices to drive internal change towards a culture of equity and inclusion

April 29, 2021- The timeline around this strategy was updated from June 30, 2021 to January 1, 2022 after consultation with the DOA Secretary's Office.

Action Items

1. Using a DEI lens, transform the mission, vision, and values of DOA to reinforce its commitment to DEI priorities.
 - The DOA Secretary's Office in collaboration with DOA employees will develop new language for the DOA mission, vision, and value statements by January 1, 2022.

Key Performance Indicators

- New language is adopted and presented to DOA employees

Responsibility

- DOA Secretary's Office
- All employees

Timeline

- January 1, 2021 to January 1, 2022

Outcomes

- Reimagined DOA mission, vision, and values are communicated and published by January 1, 2022

Associated Training

- Enterprise E&I training completed and unconscious bias training for the team selected to create the new DOA mission, vision, values.

Strategy 2: Establish accountability for demonstrating a commitment to DEI priorities through DOA core competencies

Action Items **April 29, 2021- The timeline around this strategy was updated from July 1, 2021 to January 1, 2022 after consultation with the DOA Secretary's Office.**

2. Update DOA core competencies, used as part of employee performance evaluations, to reflect DEI focused language.
 - The DOA Secretary's Office, in collaboration with DOA employees, will create and include DEI focused language in the agency core competencies as part of the annual performance evaluation process.

Key Performance Indicators

- DEI language is created and added to DOA core competencies

Responsibility

- DOA Secretary's Office
- All employees

Timeline

- January 1, 2021 to January 1, 2022

Outcomes

- Core competencies are implemented and used in 100% of evaluations as part of the 2022 evaluation period

Associated Training

- Provide information and resources to DOA employees on behaviors and actions that promote DEI priorities that will be evaluated as part of the DOA Core Competencies section of their performance evaluation
- Provide training and resources to DOA supervisors on observable behaviors and actions that promote DEI priorities for their evaluation of employee's core competencies and documentation

Strategy 3: Enhancing current practices related to data collection and new employee engagement to strengthen our cultural transformation

Action Items

1. Improve data collections with LTEs that will provide a more comprehensive feedback on barriers and successes within the DOA workforce
 - DOA EIO in collaboration with DPM BEI will develop mechanisms for collecting data currently collected for FTEs to also include LTEs by March 31, 2022.
 - DOA EIO will analyze data on a biannual (twice annually) basis to identify trends and create plans to address areas of opportunity to present to DOA Leadership and appropriate stakeholders.

Key Performance Indicators

- 60% of LTEs self-reporting
- At least one action items created from data

Responsibility

- EIO
- DPM BEI
- DOA Leadership

Timeline

- January 1, 2022 to October 1, 2022

Outcomes

- 60% of LTEs self-report by August 1, 2022
- Take at least one action to address trends identified from survey data by October 1, 2022

Associated Training

- Data analysis training

2. Reimagine the DOA Ambassador program to further promote DOA mission, vision, values, and core competencies

- The IDEAS Committee, EIO, and DOA HR will collaborate on a new approach to the DOA Ambassador program to ensure that DEI priorities and DOA values are included in the training, resources, and materials included by September 1, 2021.
- The group will create a plan to present to DOA Leadership on changes to the program, and if approved, DOA HR will implement the plan in collaboration with appropriate stakeholders by October 1, 2021.
- The group will develop and work with DOA HR to implement a DOA Ambassador program satisfaction survey by January 1, 2022.

Key Performance Indicators

- 75% of participants indicate satisfaction with DOA Ambassador program

Responsibility

- IDEAS Committee
- DOA HR
- DOA Leadership
- DOA Ambassadors

Timeline

- January 1, 2021 to December 31, 2021

Outcomes

- 75% satisfaction level for participants of DOA Ambassador program by December 31, 2021

Associated Training

- Training to DOA Ambassadors on DEI expectations and priorities from DOA HR

Strategy 4: Promote continuous external and internal engagement with DOA DEI priorities

Action Items

1. Develop a plan to ensure accountability through the independent review of DOA DEI priorities and plans by engaging with community groups and/or consultants to provide guidance and best practices recommendations to DOA Leadership.

- DOA IDEAS Committee will develop and recommend a plan to the DOA Secretary's Office for the independent review of DOA DEI priorities and activities, to include:
 - Requirements for the independent review and engagement, including specific elements to be reviewed, mechanisms for engagement, and evaluation criteria
 - Expected outcomes (e.g. formal report, findings, recommendations, action plans, best practices)
 - A list of potential groups or consultants
 - An initial budget determination
- DOA IDEAS Committee will present and discuss the plan with the DOA Secretary's Office by December 1, 2021.
- DOA Secretary's Office will evaluate the plan and provide approval, with appropriate modifications by January 15, 2022.
- DOA HR Manager and DOA EIO will ensure any updates are made to the DOA E&I plan are included in future plan iterations.
- Formal report with findings, recommendations, and action plans delivered by January 1, 2022.

Key Performance Indicators

- At least one DEI focused community groups providing guidance and best practice feedback
- At least three of actions taken by January 1, 2023

Responsibility

- DOA IDEAS Committee
- DOA HR Manager
- DOA EIO
- DOA Secretary's Office

Timeline

- January 1, 2021 to January 1, 2022

Outcomes

- At least one community group provides guidance and best practice feedback by January 1, 2022
- At least three actions are taken as part of feedback by January 1, 2023

Associated Training

- Outside organization selected to provide training on accountability via their lens of perspective

2. Engage with and leverage DOA employees to continuously improve the planning and implementation of DOA DEI priorities and plan progress.

- DOA Secretary's Office and DOA HR will develop and implement ways to engage with employees and groups, such as the DOA IDEAS Committee and the Affinity Groups created under this plan, to solicit feedback and input on DOA DEI priorities and plans by December 31, 2022.
- DOA HR will develop a tracking mechanism to reflect progress on the DOA E&I Plan and provide updates on progress on a quarterly basis.
- DOA HR will develop recommendations for corrective actions, if necessary.

Key Performance Indicators

- 40% of employees providing feedback and input
- At least three groups providing feedback and input
- 50% of goals, strategies, and action items met

Responsibility

- DOA Secretary's Office

- DOA HR
- All employees

Timeline

- January 1, 2021 to January 1, 2023

Outcomes

- 40% of employees provide feedback on DOA E&I activities and plan by January 1, 2023
- At least 3 groups provided feedback on DOA E&I activities and plan January 1, 2023
- 50% of goals, strategies, and actions are completed by January 1, 2023
- 100% of remaining goals, strategies, and actions are completed by December 31, 2023

Associated Training

- Continuous improvement training

3. Develop and implement questions for the DOA Employee Engagement survey to collect additional information related to DEI (e.g. culture and fit, experiences of discrimination, sense of community) from all employees, with a focus on those part of underrepresented groups
 - The DOA Secretary's Office and DOA HR Manager, in collaboration with DPM surveying subject matter experts and with input from DOA employees, will develop language for questions related to DEI to be used in future agency-wide engagement surveys by the September 1, 2021.
 - The DOA Secretary's Office will conduct a pulse survey by the end of 2021 and then implement new DEI language questions into the next annual engagement survey beginning 2022.

Key Performance Indicators

- 75% of employees responding to the engagement survey
- 70% of employees within underrepresented groups indicating overall satisfaction with working at DOA

Responsibility

- DOA Secretary's Office
- DOA HR Manager
- DPM Subject Matter Experts
- All employees

Timeline

- January 1, 2021 – June 30, 2022

Outcomes

- 75% response rate engagement survey by June 30, 2022
- 70% of employees within underrepresented groups indicate overall satisfaction with working at DOA by June 30, 2022

Associated Training

- Survey training for those creating the questions to ensure reliability and validity

Communication of Equity and Inclusion Plan

In order for the Equity and Inclusion Plan to be effective, management and employees, at all levels, need to be aware of its existence and contents. Information about the EI Plan will be communicated internally by the following methods:

- The DOA Secretary's Office and DOA E&I Committee will introduce the plan as part of a DOA Town Hall and solicit feedback from all DOA employees.
- The DOA Webmaster will post the final, approved plan on the DOA Intranet site.
- The DOA Secretary's Office will send an email to all employees that outlines the plan and informs employees where to find the plan on the agency's intranet site and how to provide feedback on the plan via the DOA Feedback Box.
- The DOA HR Manager will review the plan with Division Administrators, with the expectation that their leadership teams will discuss the plan and priorities in work unit meetings.
- The plan and DEI priorities will be discussed by the DOA EIO at new employee orientation and as part of new employee onboarding.
- DOA HR will ensure nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

In order to affirm the Department's commitment to all members of the community and other stakeholder groups, the plan and applicable information will be communicated externally by the following method(s):

- The DOA Webmaster will post the plan on the Department's public internet site.
- The DOA Communications team will announce the plan via the Department's Twitter account.
- DOA HR will ensure all DOA job postings will include statements such as "an equal opportunity employer" and "women, minorities, and individuals with disabilities are encouraged to apply."
- The plan will be shared with community groups as part of the outreach described within the plan.

Anyone with questions or concerns regarding the EI Plan will be directed to the DOA HR Manager who will address them promptly.

Agency Implementation and Monitoring

Each action item listed above describes the timeline and implementation steps to be taken by the responsible parties listed. The department will monitor and measure progress toward the plan's goals through the trackers identified within the plan and below.

- DOA E&I Officer will provide oversight of the plan progress on a semi-annual basis or as described within each action item listed
 - As mentioned in Goal 3, Strategy 4, Action 2, DOA HR will develop a tracking mechanism to reflect progress on the DOA E&I Plan and provide updates on progress on a quarterly basis and develop recommendations for corrective actions, if necessary
- Progress updates will be provided to the HR Director, Secretary's Office and the Department's Equity and Inclusion Committee (IDEAS Committee) on no less than an annual basis.
- Division Administrators and their management teams will be kept apprised of these updates by the Equity and Inclusion Officer, as applicable.
- Tracking and analysis of recruitment and retention issues will also be conducted by the Equity and Inclusion Officer and any other relevant parties.

Equity and Inclusion Plan Approval

The 2021-23 Equity and Inclusion/Affirmative Action Plan, submitted by the **Department of Administration**, meets the requirements and standards as set forth by Department of Administration, Division of Personnel Management, and contains Equity and Inclusion/Affirmative Action goals and timelines, as well as reasonable and sufficiently assertive recruitment and retention methods for achieving these goals.



Malika Evanco, Administrator
Department of Administration, Division of Personnel Management

12/22/20

Date