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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:**

**Appendix 1**

**{Agency}**

**Equity and Inclusion Commitment Letter**

***{TEMPLATE}***

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, as well as 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 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.

*The* ***[Agency’s Name]*** *has fewer than 30 permanent classified employees and is not required to submit a full 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, 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.

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 the overall compliance with the equity and inclusion mandates. The plan is available for review onthe **[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 in efforts to correct the present effects of past discrimination and to build a motivated and skilled workforce that is reflective of the population we serve.

Agency Head Name:

Agency Head Title Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date:

Affirmative Action Officer Name:

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

**Appendix 2**

**Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan**

***{TEMPLATE}***

**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 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 E&I 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 that designated personnel responsible for equity and inclusion efforts and programs are given the necessary authority, top management support, and resources to successfully implement their assigned responsibilities.
* 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 Committeeon agency E&I programs, initiatives, and policies.

**Name of individual(s) responsible**

**Name:** **Title:**

**Email:** **Phone:**

**Equity and Inclusion Officer**

The Equity and Inclusion Officer (EIO) or designee, as delegated by the EIO, is directly responsible for developing, coordinating, 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 the 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, 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 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, including the 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, 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 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**

**Name:** **Title:**

**Email:** **Phone:**

**Equity and Inclusion Designee/Professional**

The designee/professional is responsible for assisting with the implementation of 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 development, implementation, and management oversight of policies, programs, and procedures for the administration of EI efforts for the agency.
* Assists with the promotion and coordination of agency equity and inclusion programs and initiatives, including the 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, 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 attaining strategic equity and inclusion goals and objectives.
* Attends equity and inclusion and agency supervisory training annually.
* As designated, manages the agency’s medical issues. This may include coordinating and monitoring the agency’s FMLA and reasonable accommodation requirements to ensure compliance with the American with Disabilities Act (ADA).

**Name of individual(s) responsible**

**Name:** **Title:**

**Email:** **Phone:**

**Executive HR Manager/HR Manager**

The Executive HR Manager/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 Executive HR Manager/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 and 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**

**Name:** **Title:**

**Email:** **Phone:**

 **Appendix 3A**

**Equity and Inclusion Strategic Plan**

**[Agency Name]**

**Goals and Strategies**

Each agency should identify broad goals from its workforce analysis to address barriers in the advancement of equity and inclusion in each of the equity and inclusion focus areas (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.

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| --- | --- |
| **Overarching Goals for EI** | **Strategies to Achieve Goals** |
| **Recruitment Goal****The agency will actively address hiring disparities across all underutilized job classification.**  | * Assess policies and procedures for potential bias in selection and remove barriers to diversity, equity, and inclusion.
* Promote equal opportunity in selection by reviewing current practices and processes through an equity and inclusion lens.
* Forecast workforce needs, set strategic diversity hiring goals, and measure progress throughout the process.
* Set standards for hiring authorities that incorporate an equity framework that clearly articulates racial equity, implicit and explicit bias, and individual, institutional, and structural disparity.

SAMPLESAMPLE |
| **Retention Goal****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.** | * Establish career pathways with equitable access determined.
* Create a shared leadership structure that promotes staff leadership and voices on issues that affect the workforce.
* Provide development for supervisors and managers that focus on leadership, not management.
* Create a mentorship program that matches employees with mentors at various levels of their desired career path.
 |
| **Agency Culture****Promote an agency culture free of bias, a respectful culture that values diversity, promotes equity, and actively engages inclusion.** | * Establish a strong business case for diversity and align our management and business practices accordingly.
* Develop relationships with diverse communities as a matter of standard practice.
* Empower our AEIAC to act as an advocate and a resource for equity and inclusion in the agency.
* 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.
* Foster a culture of open communication and transparency, and promote forums for discussion of diversity, equity, and inclusion.
 |

**Appendix 3B**

**Equity and Inclusion Strategic Plan - Workplan**

SAMPLE

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 to achieve specific strategic outcomes. The comprehensive selection of actions to support the strategy may be short-term or long-term actions. KPI's gauge the progress of the actions taken to reach the desired outcome. KPI's provide clarity to the process for reaching short-term and long-term goals and allows teams to focus on efforts that fall short and require attention immediately to stay on track. KPI’s 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.

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| **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 assigned 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, PPAKate Johnson, EIOMike Smith, Staff Committee member Kate Longfeather, HR | April 2023 |
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| **Associated Recruitment Staff Training** | * Train all supervisors and managers on the use of an equity tool in the development of policy and procedure.
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| **Retention Strategies** | **Actions**  |  **KPI** | **Outcome/Metric** | **Responsible staff/office** | **Targeted Completion Date** |
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| **Associated Retention Staff Training** |  |

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| **EI Culture Strategies** | **Actions** |  **KPI** | **Outcome/Metric** | **Responsible staff/office** | **Targeted Completion Date** |
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| **Associated Culture Staff Training** | *
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 **Appendix 4**

**Communication and Dissemination of Equity and Inclusion Plan**

***{TEMPLATE}***

**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 alternatively, 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 Affirmative Action 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.

**External Methods of Communication**

* + The agency’s Equity and Inclusion Plan is available on the agency’s 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 ratio of diversity is 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 posters 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].