



# State of Wisconsin Student Diversity Internship Program (SWSDIP) Recruitment and Hiring

2021

*Trends in applicants, hires, and ideas for future  
improvement*

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## Introduction:

The 2021 State of Wisconsin Student Diversity Internship Program (SWSDIP) placed 100 students into internship positions across 16 state agencies. The hires included 72 women, 33 interns from a racial/ethnic minority background, one veteran, and 12 interns with disabilities.

## 2021 Process Overview

The Bureau of Equity and Inclusion began asking for position submissions from the enterprise on December 15, 2020, with a deadline of February 15, 2021, for agency submissions. \* BEI received 112 positions from 16 different boards and agencies, representing 17 job groups and 128 total hires (positions). The Bureau then compiled all position submissions into the “2021 State of Wisconsin Student Internship Position Catalog” and posted it on the SWSDIP website. The application period opened on February 18. Interns submitted a single application for the program, selecting up to five (5) positions from the catalog for which they wished to apply and provided a written answer as to why they were interested in each position. The application deadline was March 19, 2021. Recruitment efforts for the program reached 797 students who applied for an average of three (3) positions. The below table represents the total number of applicants to the program over the past three years.

| 2019 | 2020 | 2021 |
|------|------|------|
| 376  | 534  | 797  |

The program has also had an increase in the percentage of applicants from minority racial and ethnic groups. The below table indicates the number of applicants from the total applicants who identified as a race or ethnicity other than White.

| 2019 | 2020 | 2021 |
|------|------|------|
| 103  | 164  | 231  |

BEI staff reached out by phone and email to 125+ local and regional colleges and universities' career placement centers, affinity groups, and student unions, as well as over 100 HBCU's nationwide. The efforts extended to 56 faith-based organizations, over 20 high schools, and a variety of community-based organizations which have regular contact with college-age adults. BEI hosted several virtual hiring events on Handshake and facilitated two live M.S. Teams events to bring awareness to and assist interested parties through the application process. The MS Teams events were also recorded and placed on the SWSDIP website for later viewing.

The Bureau of Equity and Inclusion and Bureau of Merit Recruitment and Selection sorted the applicants into position lists for all 112 positions; some positions received zero applicants. At the agencies' request, BEI provided these lists to each agency coordinator on April 6 for further screening before interviewing. BEI communicated a recommended interview timeline of April 9 – May 7 with an internship start date of May 23.

Overall, the program hired 80% of the open positions submitted, with 15% canceled due to lack of interest (DOC Maintenance) and 5% canceled due to budget or other concerns. Half (50%) of the

canceled positions did not offer telecommuting, and 59% percent of the canceled positions were outside of Madison.

After sending out the candidate lists, BEI was not involved in the hiring process. Near the end of hiring, BEI received many inquiries from internship applicants regarding the status of their applications. BEI could not provide specific updates to applicants other than their application was received and processed by the agency. Some applicants reported not hearing from the agency for almost two months since submitting their application.

BEI sent out a questionnaire to all agency internship coordinators inquiring about the specifics of their hiring processes throughout the internship program. Most recruitments (58) indicated they had conducted a resume screen with screening criteria related to work experience, academic experience, or another form of specific knowledge related to the positions. Timelines for the screening, interviewing, and job offers significantly varied across the agencies. Most positions were hired for and began in late May, with a few positions starting in mid-June. BEI and BMRS then conducted a thorough review of the applicant pool and agency appointments, reviewing trends in demographic data throughout the hiring process and comparing hiring data (Appendix A).

The BEI also held a listening session for all interns on July 28, asking for their feedback relative to their experiences regarding the application process, the hiring timeline, interview process, and work environment. BEI followed up on the results of this listening session with a survey to all interns asking them to rate their satisfaction in those same areas. This survey closed on September 3, 2021. Results are attached (Appendix B).

*\*Due to the pandemic's uncertainty, it was unclear until late in November 2020 whether the SWSDIP would move forward. Additionally, the implementation of TAM delayed the posting of the job announcement until mid-February 2021.*

### Areas for Improvement:

#### Outreach

While there was an increase in the number of students from racial and ethnic minority backgrounds who applied (29%) and hired (33%), this number still represents less than half of the participants. Women represented 72% of the total hires; however, non-minority women are no longer underutilized in many job groups within this program.

#### Communication and Hiring Process

The results of the applicant hiring data review revealed that students of color were disproportionately screened out of the process across the enterprise when the agency utilized a resume screen (32.7% of students of color vs. 19.4% White students). Factors contributing to this were the requirement(s) or the preference(s) for experience when the program and application process did not require experience but rather an expression of the desire to learn and work for the State in their written answers to the screening questions. Agencies did not consistently use these answers in determining who received an interview.

Many applicants experienced long periods of no communication from the agency regarding the status of their application after submission, and many reported receiving an interview request in mid-to-late May.

## Timeline

During the listening session and reflected in the subsequent intern survey, the overwhelming majority of interns agreed that the open application period should have begun in January rather than February. Additionally, interns would have preferred to have interviews in February or March, with a job offer by April. While the State of Wisconsin was their preferred internship, many students reported that they struggled with accepting other internships offered due to the late timing of the State internship offer and inconsistent communication. Additionally, 11.2% of minority candidates dropped out of the hiring process by the time they were invited for an interview.

## Improvement Opportunities:

### Outreach

The Bureau will expand its presence on virtual platforms such as Handshake and attend outreach events like virtual career fairs and campus career fairs in the Fall and Winter terms before the start of the application period. We will continue to add to the list of outreach agencies, including local and regional colleges and universities' career placement centers, affinity groups, student unions; faith-based organizations; community-based agencies that have direct and indirect contact with traditional and non-traditional students. We will continue to expand outreach to Historically Black Colleges and Universities (HBCUs) nationwide.

The Bureau will also communicate internally the importance of supporting a thriving, enterprise internship program focused on increasing diversity rather than creating agency-specific, competing programs.

### Communication/Hiring Process

To achieve consistency in communication and address the disparate impact of secondary screening on candidates of color, the Bureau of Equity and Inclusion will create and implement a standardized communication and screening process for all applicants. Additionally, BEI will conduct all post-application screens and provide interview lists to agencies rather than lists of applicants who applied. Communications from BEI will go out to hiring managers in addition to coordinators. This change will allow BEI to help coordinate regular communication between the hiring managers and coordinators regarding program expectations. It will also support communication for interviews or job offers to applicants who applied for multiple positions.

## Timeline

The Bureau will begin soliciting positions from agencies in October with a deadline for agency submission of December 1. The Bureau will publish the position catalog and open the application period by the end of the second week of January. The application period will close on February 18, and interviews will be scheduled for March 11 through April 1, with job offers made by April 22.

**State of Wisconsin Student Diversity Internship Program**  
**2021 Position and Applicant Trends**

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Data charts prepared by Sarah Carr

Program Overview

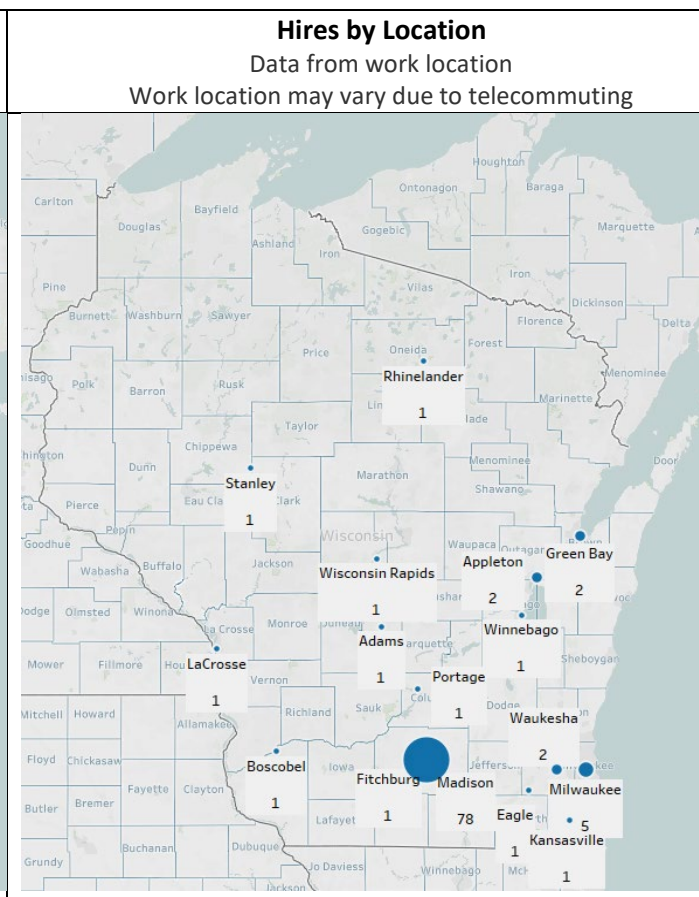
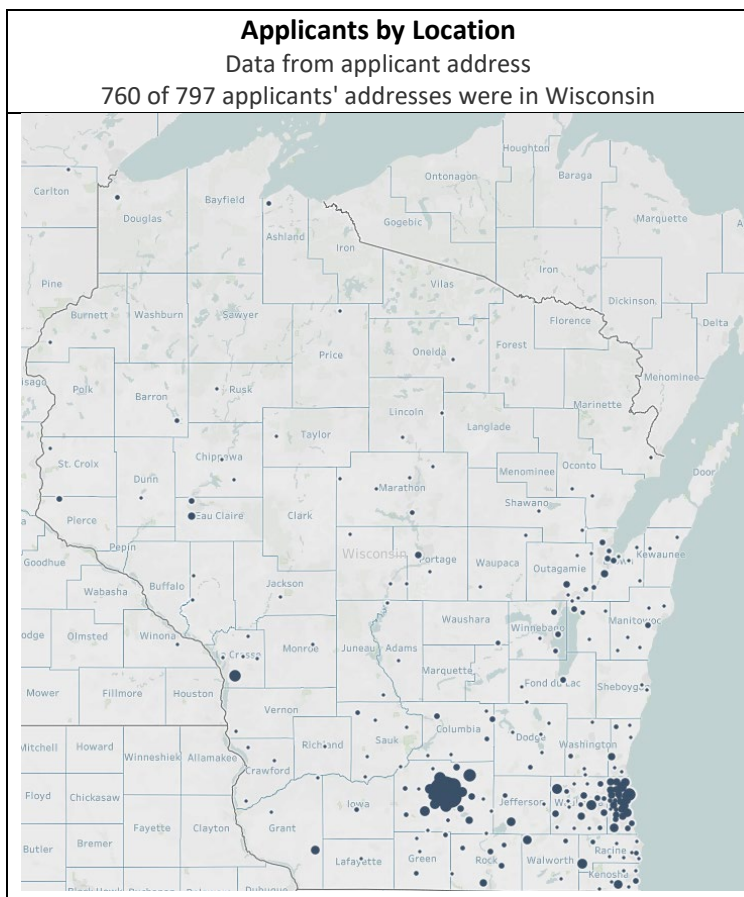
(as of July 2, 2021)

| Applications | Applicants | Hires Made | Positions with hires | % Positions cancelled |
|--------------|------------|------------|----------------------|-----------------------|
| 2,510        | 797        | 100        | 80%                  | 20%                   |

About the Applicant Pool

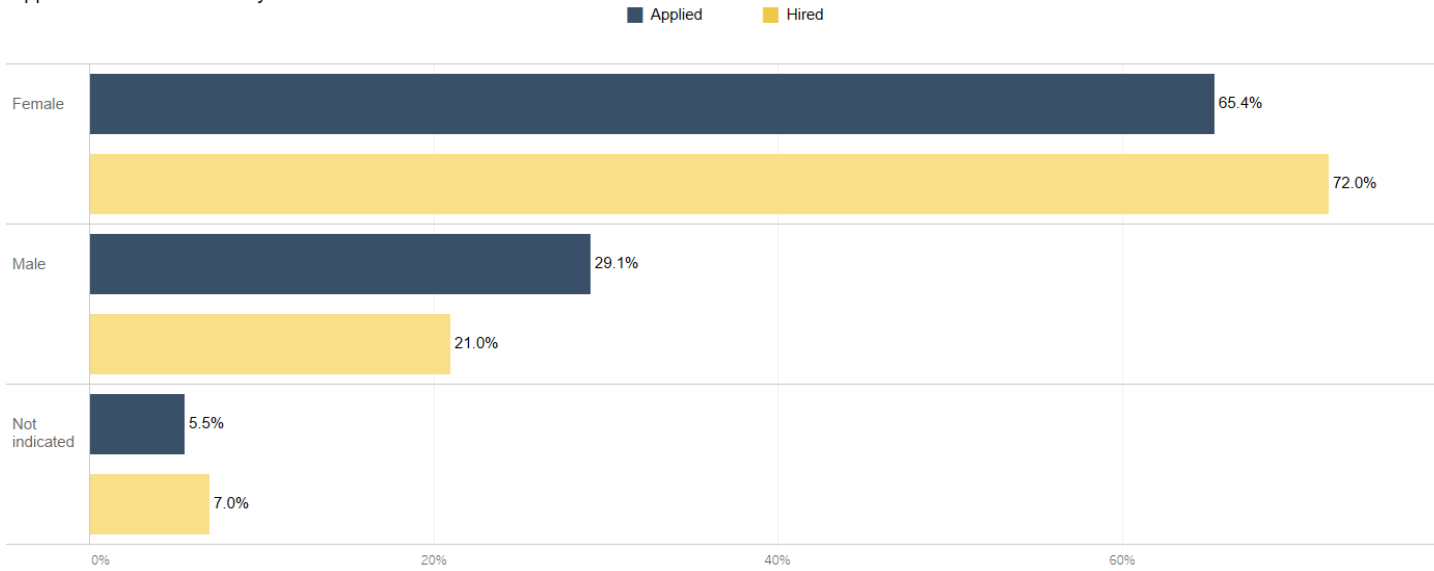


About the Hires

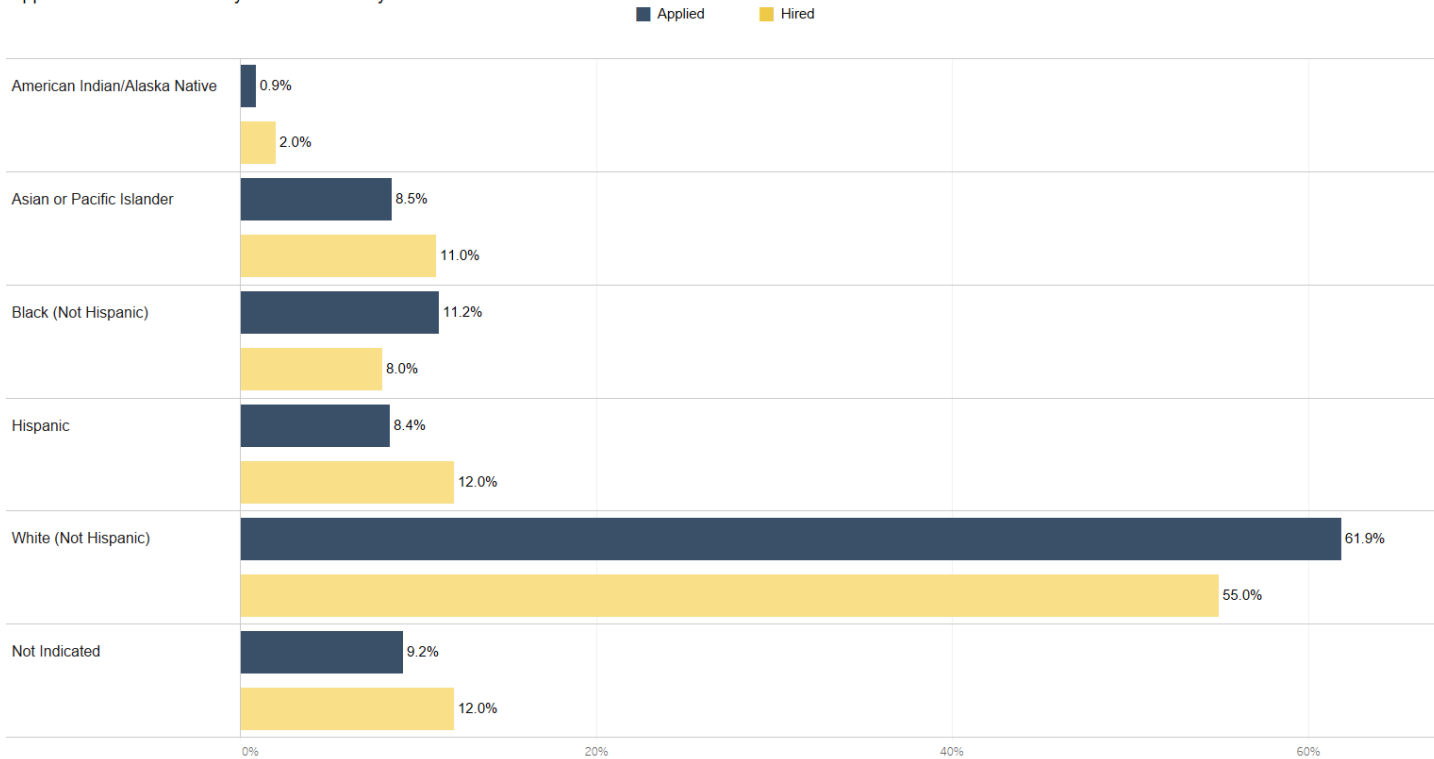


# Applicants and Hires by Demographic Categories

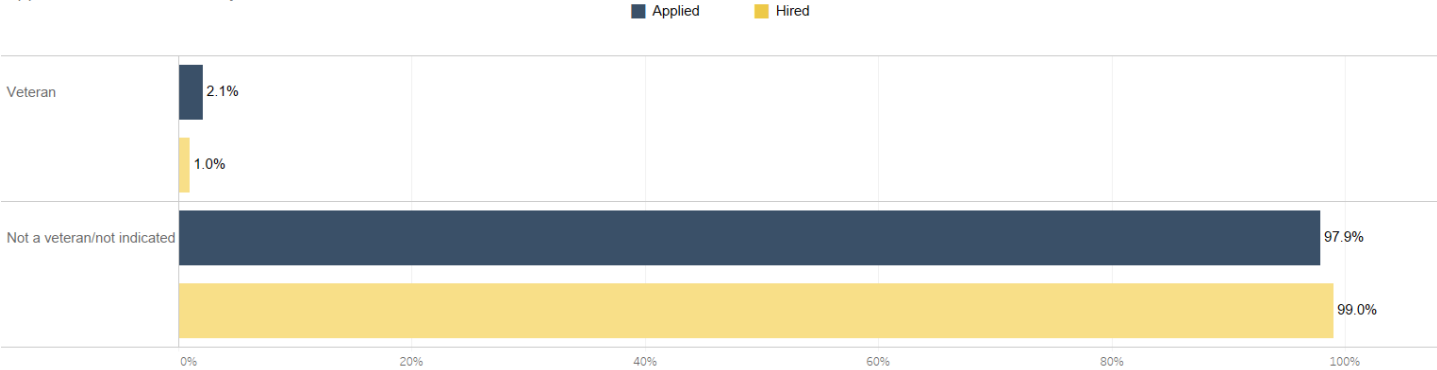
Applicant % and Hired % by Gender



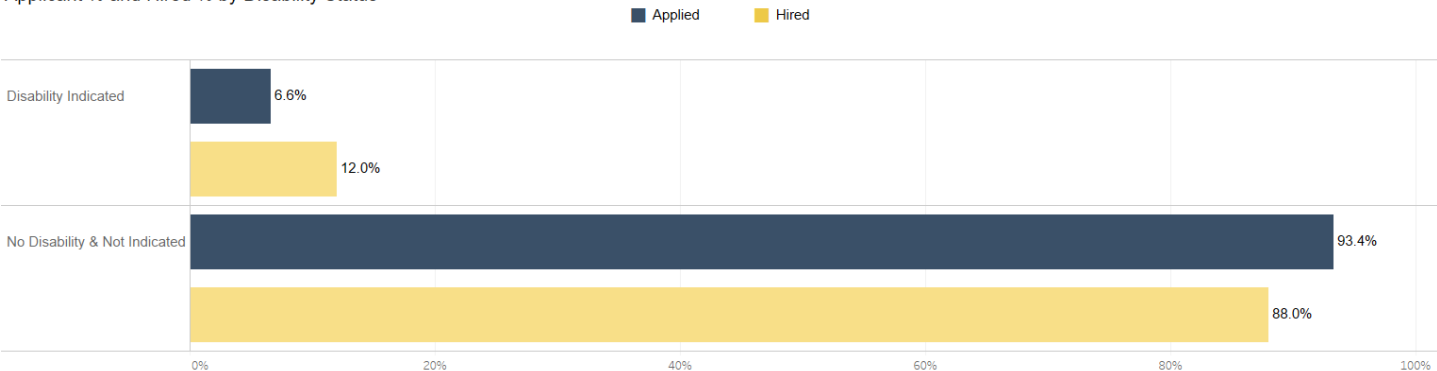
Applicant % and Hired % by Race & Ethnicity



Applicant % and Hired % by Veteran Status



Applicant % and Hired % by Disability Status





## Positions and Hires by Job Group and Gender

Female applicants were the majority of hires in 10 job groups. Male applicants were the majority of hires in 2 job groups. (Indicated by ✓)

| Job Group                                    | Total               |            |            | Female |       | Male |       | Not indicated |       |
|--|---------------------|------------|------------|--------|-------|------|-------|---------------|-------|
|  | Positions Submitted | Apps Rec'd | Hires Made | Apps   | Hires | Apps | Hires | Apps          | Hires |
| Administrative Support*                      | 27                  | 430        | 19         | 324    | 14 ✓  | 76   | 4     | 30            | 1     |
| Administrative Support-Fiscal                | 4                   | 99         | 4          | 40     | 3 ✓   | 50   | 0     | 9             | 1     |
| Architects and Engineers                     | 2                   | 33         | 2          | 18     | 1     | 15   | 1     | 0             | 0     |
| Business Professionals                       | 7                   | 275        | 6          | 202    | 4 ✓   | 57   | 2     | 16            | 0     |
| Craft and Trade                              | 1                   | 1          | 0          | 1      | 0     | 0    | 0     | 0             | 0     |
| Education and Training*                      | 1                   | 21         | 1          | 17     | 1 ✓   | 1    | 0     | 3             | 0     |
| Environmental Specialists                    | 13                  | 419        | 13         | 271    | 11 ✓  | 135  | 1     | 13            | 1     |
| Fiscal                                       | 5                   | 68         | 5          | 35     | 2     | 27   | 3 ✓   | 6             | 0     |
| IS Professionals*                            | 9                   | 184        | 10         | 79     | 6 ✓   | 90   | 2     | 15            | 2     |
| IS Support, Program and Service Technicians* | 2                   | 3          | 1          | 0      | 0     | 3    | 1 ✓   | 0             | 0     |
| Mechanical Equipment, Maintenance Repair     | 2                   | 1          | 0          | 1      | 0     | 0    | 0     | 0             | 0     |
| Mechanical and Maintenance Supervisors       | 1                   | 1          | 0          | 0      | 0     | 0    | 0     | 1             | 0     |
| Natural Science and Laboratory Technicians*  | 5                   | 143        | 4          | 78     | 1     | 54   | 1     | 11            | 2     |
| Planning Policy and Research                 | 13                  | 315        | 14         | 203    | 9 ✓   | 93   | 5     | 19            | 0     |
| Program Specialist                           | 2                   | 77         | 2          | 60     | 2 ✓   | 13   | 0     | 4             | 0     |
| Public Relations and Media Technicians       | 14                  | 364        | 14         | 269    | 13 ✓  | 69   | 1     | 26            | 0     |
| Social Service Professionals                 | 4                   | 76         | 5          | 64     | 5 ✓   | 9    | 0     | 3             | 0     |

|              |            |              |            |              |           |            |           |            |          |
|--------------|------------|--------------|------------|--------------|-----------|------------|-----------|------------|----------|
| <b>Total</b> | <b>112</b> | <b>2,510</b> | <b>100</b> | <b>1,662</b> | <b>72</b> | <b>692</b> | <b>21</b> | <b>156</b> | <b>7</b> |
|--------------|------------|--------------|------------|--------------|-----------|------------|-----------|------------|----------|

\* Indicates job group with statewide underutilization for women, 2020-2023

## Positions and Hires by Job Group and Race and Ethnicity

Racial or ethnic minorities were the majority of hires in 3 job groups. White applicants were the majority of hires for 7 job groups. (Indicated by ✓)

| Job Group                                   | Total      |              |            | American Indian or AK Native |          | Asian or Pacific Islander |           | Black (Not Hispanic) |          | Hispanic   |           | Total Minorities |           | White (Not Hispanic) |           | Not Indicated |           |
|---|------------|--------------|------------|------------------------------|----------|---------------------------|-----------|----------------------|----------|------------|-----------|------------------|-----------|----------------------|-----------|---------------|-----------|
|   | Positions  | Apps         | Hires      | Apps                         | Hires    | Apps                      | Hires     | Apps                 | Hires    | Apps       | Hires     | Apps             | Hires     | Apps                 | Hires     | Apps          | Hires     |
| Administrative Support                      | 27         | 430          | 19         | 3                            | 0        | 39                        | 1         | 63                   | 2        | 41         | 4         | 146              | 7         | 233                  | 9 ✓       | 51            | 3         |
| Administrative Support-Fiscal*              | 4          | 99           | 4          | 0                            | 0        | 26                        | 0         | 9                    | 0        | 8          | 0         | 43               | 0         | 47                   | 3 ✓       | 9             | 1         |
| Architects and Engineers                    | 2          | 33           | 2          | 0                            | 0        | 1                         | 0         | 8                    | 1        | 3          | 0         | 12               | 1         | 20                   | 1         | 1             | 0         |
| Business Professionals                      | 7          | 275          | 6          | 4                            | 0        | 24                        | 2         | 59                   | 1        | 43         | 1         | 130              | 4 ✓       | 120                  | 1         | 25            | 1         |
| Craft and Trade                             | 1          | 1            | 0          | 0                            | 0        | 0                         | 0         | 0                    | 0        | 0          | 0         | 0                | 0         | 1                    | 0         |               |           |
| Education and Training*                     | 1          | 21           | 1          | 0                            | 0        | 1                         | 0         | 5                    | 0        | 4          | 0         | 10               | 0         | 8                    | 1 ✓       | 3             | 0         |
| Environmental Specialists*                  | 13         | 419          | 13         | 3                            | 1        | 22                        | 0         | 11                   | 0        | 21         | 0         | 57               | 1         | 334                  | 9 ✓       | 28            | 3         |
| Fiscal                                      | 5          | 68           | 5          | 1                            | 1        | 15                        | 1         | 3                    | 0        | 7          | 1         | 26               | 3 ✓       | 33                   | 2         | 9             | 0         |
| IS Professionals                            | 9          | 184          | 10         | 0                            | 0        | 54                        | 4         | 11                   | 1        | 14         | 0         | 79               | 5         | 85                   | 4         | 20            | 1         |
| IS Support, Program & Service Tech          | 2          | 3            | 1          | 0                            | 0        | 0                         | 0         | 1                    | 0        | 1          | 1         | 2                | 1         | 1                    | 0         | 0             | 0         |
| Mechanical Equip, Maintenance Repair*       | 2          | 1            | 0          | 0                            | 0        | 0                         | 0         | 0                    | 0        | 0          | 0         | 0                | 0         | 1                    | 0         | 0             | 0         |
| Mechanical and Maintenance Supervisors      | 1          | 1            | 0          | 0                            | 0        | 0                         | 0         | 0                    | 0        | 0          | 0         | 0                | 0         | 0                    | 0         | 1             | 0         |
| Natural Science and Laboratory Technicians* | 5          | 143          | 4          | 1                            | 0        | 1                         | 0         | 2                    | 1        | 1          | 0         | 5                | 1         | 128                  | 2         | 10            | 1         |
| Planning Policy and Research                | 13         | 315          | 14         | 1                            | 0        | 26                        | 1         | 32                   | 1        | 17         | 1         | 76               | 3         | 205                  | 10 ✓      | 34            | 1         |
| Program Spec                                | 2          | 77           | 2          | 0                            | 0        | 8                         | 0         | 17                   | 0        | 7          | 2         | 32               | 2 ✓       | 39                   | 0         | 6             | 0         |
| Public Rel & Media Tech*                    | 14         | 364          | 14         | 5                            | 0        | 22                        | 1         | 44                   | 1        | 44         | 2         | 115              | 4         | 208                  | 9 ✓       | 41            | 1         |
| Social Svcs Professionals                   | 4          | 76           | 5          | 4                            | 0        | 2                         | 1         | 15                   | 0        | 2          | 0         | 23               | 1         | 45                   | 4 ✓       | 8             | 0         |
| <b>Total</b>                                | <b>112</b> | <b>2,510</b> | <b>100</b> | <b>22</b>                    | <b>2</b> | <b>241</b>                | <b>11</b> | <b>280</b>           | <b>8</b> | <b>213</b> | <b>12</b> | <b>756</b>       | <b>33</b> | <b>1508</b>          | <b>55</b> | <b>246</b>    | <b>12</b> |

\*Indicates job group with statewide underutilization for minorities, 2020-2023

## Positions and Hires by Agency and Gender

Out of 16 agencies that submitted positions, female applicants were the majority of hires in 11 agencies. Male applicants were the majority of hires in 2 agencies. (Indicated by ✓)

|  | Total      |              |            | Female       |           | Male       |           | Not Indicated |          |
|--|------------|--------------|------------|--------------|-----------|------------|-----------|---------------|----------|
|  | Positions  | Apps         | Hires      | Apps         | Hires     | Apps       | Hires     | Apps          | Hires    |
| Administration                                   | 8          | 140          | 4          | 89           | 4✓        | 41         | 0         | 10            | 0        |
| Agriculture, Trade & Consumer Protection         | 6          | 75           | 5          | 57           | 4✓        | 18         | 1         | 0             | 0        |
| Board for People with Developmental Disabilities | 1          | 11           | 1          | 8            | 1✓        | 0          | 0         | 3             | 0        |
| Children & Families                              | 7          | 200          | 8          | 162          | 5✓        | 27         | 3         | 11            | 0        |
| Corrections                                      | 18         | 165          | 9          | 115          | 9✓        | 42         | 0         | 8             | 0        |
| Employee Trust Funds                             | 3          | 101          | 3          | 63           | 1         | 33         | 1         | 5             | 1        |
| Financial Institutions                           | 1          | 36           | 1          | 20           | 1✓        | 14         | 0         | 2             | 0        |
| Health Services                                  | 22         | 556          | 22         | 393          | 17✓       | 124        | 4         | 39            | 1        |
| Justice  | 1          | 27           | 1          | 24           | 1✓        | 2          | 0         | 1             | 0        |
| Natural Resources                                | 22         | 721          | 23         | 416          | 16✓       | 265        | 2         | 40            | 5        |
| Public Instruction                               | 6          | 135          | 7          | 97           | 6✓        | 25         | 1         | 13            | 0        |
| Public Service Commission                        | 4          | 66           | 3          | 36           | 1         | 29         | 2✓        | 1             | 0        |
| Revenue  | 6          | 131          | 8          | 89           | 4         | 31         | 4         | 11            | 0        |
| Safety & Professional Services                   | 2          | 14           | 0          | 9            | 0         | 3          | 0         | 2             | 0        |
| Tourism  | 1          | 44           | 1          | 32           | 1✓        | 9          | 0         | 3             | 0        |
| Transportation                                   | 4          | 88           | 4          | 52           | 1         | 29         | 3✓        | 7             | 0        |
| <b>Total</b>                                     | <b>112</b> | <b>2,510</b> | <b>100</b> | <b>1,662</b> | <b>72</b> | <b>692</b> | <b>21</b> | <b>156</b>    | <b>7</b> |

## Positions and Hires by Agency and Race and Ethnicity

Out of 16 agencies that submitted positions, racial and ethnic minority applicants were the majority of hires in 3 agencies. White applicants were the majority of hires in 8 agencies. (Indicated by ✓)

|  | Total      |              |            | American Indian/<br>AK Native |          | Asian or Pacific<br>Islander |           | Black (Not<br>Hispanic) |          | Hispanic   |           | Racial and<br>ethnic<br>minorities |           | White (Not<br>Hispanic) |           | Not Indicated |           |
|--|------------|--------------|------------|-------------------------------|----------|------------------------------|-----------|-------------------------|----------|------------|-----------|------------------------------------|-----------|-------------------------|-----------|---------------|-----------|
|  | Positions  | Apps         | Hires      | Apps                          | Hires    | Apps                         | Hires     | Apps                    | Hires    | Apps       | Hires     | Apps                               | Hires     | Apps                    | Hires     | Apps          | Hires     |
| Administration   | 8          | 140          | 4          | 1                             | 0        | 13                           | 0         | 16                      | 0        | 15         | 1         | 45                                 | 1         | 81                      | 2         | 14            | 1         |
| Agriculture, Trade<br>& Consumer<br>Protection         | 6          | 75           | 5          | 1                             | 1        | 3                            | 0         | 1                       | 0        | 4          | 0         | 9                                  | 1         | 61                      | 3✓        | 5             | 1         |
| Board for People<br>with Developmental<br>Disabilities | 1          | 11           | 1          | 0                             | 0        | 0                            | 0         | 1                       | 0        | 0          | 0         | 1                                  | 0         | 7                       | 1✓        | 3             | 0         |
| Children & Families                                    | 7          | 200          | 8          | 4                             | 0        | 18                           | 2         | 39                      | 1        | 28         | 3         | 89                                 | 6✓        | 95                      | 2         | 16            | 0         |
| Corrections  | 18         | 165          | 9          | 3                             | 0        | 18                           | 1         | 32                      | 1        | 7          | 1         | 60                                 | 3         | 88                      | 6✓        | 17            | 0         |
| Employee Trust<br>Funds                                | 3          | 101          | 3          | 1                             | 0        | 12                           | 0         | 13                      | 2        | 15         | 0         | 41                                 | 2✓        | 53                      | 0         | 7             | 1         |
| Financial<br>Institutions                              | 1          | 36           | 1          | 0                             | 0        | 7                            | 0         | 4                       | 0        | 1          | 0         | 12                                 | 0         | 19                      | 1✓        | 5             | 0         |
| Health Services  | 22         | 556          | 22         | 5                             | 1        | 69                           | 2         | 90                      | 1        | 65         | 4         | 229                                | 8         | 256                     | 10        | 71            | 4         |
| Justice  | 1          | 27           | 1          |                               |          | 2                            | 1         | 6                       | 0        | 1          | 0         | 9                                  | 1✓        | 17                      | 0         | 1             | 0         |
| Natural Resources                                      | 22         | 721          | 23         | 3                             | 0        | 58                           | 1         | 27                      | 1        | 35         | 0         | 123                                | 2         | 546                     | 17✓       | 52            | 4         |
| Public Instruction                                     | 6          | 135          | 7          | 1                             | 0        | 16                           | 2         | 14                      | 0        | 16         | 1         | 47                                 | 3         | 69                      | 4✓        | 19            | 0         |
| Public Service<br>Commission                           | 4          | 66           | 3          | 1                             | 0        | 9                            | 0         | 5                       | 1        | 5          | 0         | 20                                 | 1         | 41                      | 1         | 5             | 1         |
| Revenue  | 6          | 131          | 8          | 1                             | 0        | 7                            | 2         | 20                      | 1        | 10         | 1         | 38                                 | 4         | 75                      | 4         | 18            | 0         |
| Safety &<br>Professional<br>Services                   | 2          | 14           | 0          | 0                             | 0        | 1                            | 0         | 1                       | 0        | 2          | 0         | 4                                  | 0         | 9                       | 0         | 1             | 0         |
| Tourism  | 1          | 44           | 1          | 1                             | 0        | 5                            | 0         | 4                       | 0        | 3          | 0         | 13                                 | 0         | 28                      | 1✓        | 3             | 0         |
| Transportation   | 4          | 88           | 4          | 0                             | 0        | 3                            | 0         | 7                       | 0        | 6          | 1         | 16                                 | 1         | 63                      | 3✓        | 9             | 0         |
| <b>Total</b>   | <b>112</b> | <b>2,510</b> | <b>100</b> | <b>22</b>                     | <b>2</b> | <b>241</b>                   | <b>11</b> | <b>280</b>              | <b>8</b> | <b>213</b> | <b>12</b> | <b>756</b>                         | <b>33</b> | <b>1,508</b>            | <b>55</b> | <b>246</b>    | <b>12</b> |

## Selection Procedures

### The selection procedures data

- In May 2021, BEI surveyed internship coordinators about the hiring procedures and outcomes for each position.
- Responses indicated that use of pre-interview applicant screenings or assessments varied across positions and agency, depending on the size of the applicant pool.
- Of the 112 SWSDIP positions, 58 indicated they had used a resume screen, and 4 had used a phone screen.
- This survey was a new approach and was launched after sending applicant materials to coordinators. Therefore, the level of detail and availability of information varied across agencies and positions. There were 23 positions that we do not have information about whether a pre-interview screen was used.

### Selection Process Outcomes by Gender

|                               | Female       |               | Male       |               | Not indicated |               | Overall Total |               |
|-------------------------------|--------------|---------------|------------|---------------|---------------|---------------|---------------|---------------|
|                               | #            | %             | #          | %             | #             | %             | #             | %             |
|                               | <b>1,662</b> | <b>100.0%</b> | <b>692</b> | <b>100.0%</b> | <b>156</b>    | <b>100.0%</b> | <b>2,510</b>  | <b>100.0%</b> |
| <b>Position cancelled</b>     |              |               |            |               |               |               |               |               |
| No selection process          | 93           | 5.6%          | 58         | 8.4%          | 9             | 5.8%          | <b>160</b>    | <b>6.4%</b>   |
| Not selected (stage unknown)  | 25           | 1.5%          | 10         | 1.4%          | 2             | 1.3%          | <b>37</b>     | <b>1.5%</b>   |
| Not selected at resume screen | 2            | 0.1%          | 2          | 0.3%          |               |               | <b>4</b>      | <b>0.2%</b>   |
| Not selected at interview     | 9            | 0.5%          |            |               |               |               | <b>9</b>      | <b>0.4%</b>   |
| Did not respond with interest | 8            | 0.5%          | 1          | 0.1%          | 1             | 0.6%          | <b>10</b>     | <b>0.4%</b>   |
| Responded as not interested   | 8            | 0.5%          | 3          | 0.4%          | 1             | 0.6%          | <b>12</b>     | <b>0.5%</b>   |
| Failed to show                | 1            | 0.1%          |            |               |               |               | <b>1</b>      | <b>0.0%</b>   |
| Declined offer                | 2            | 0.1%          | 3          | 0.4%          |               |               | <b>5</b>      | <b>0.2%</b>   |
| <b>Screened out*</b>          | <b>1,273</b> | <b>76.6%</b>  | <b>546</b> | <b>78.9%</b>  | <b>120</b>    | <b>76.9%</b>  | <b>1,939</b>  | <b>77.3%</b>  |
| Not selected (stage unknown)  | 665          | 40.0%         | 368        | 53.2%         | 67            | 42.9%         | <b>1,100</b>  | <b>43.8%</b>  |
| Not selected at resume screen | 431          | 25.9%         | 139        | 20.1%         | 43            | 27.6%         | <b>613</b>    | <b>24.4%</b>  |
| Not selected at phone screen  | 14           | 0.8%          | 4          | 0.6%          | 1             | 0.6%          | <b>19</b>     | <b>0.8%</b>   |
| Not selected at interview     | 163          | 9.8%          | 35         | 5.1%          | 9             | 5.8%          | <b>207</b>    | <b>8.2%</b>   |
| <b>Opted out</b>              | <b>169</b>   | <b>10.2%</b>  | <b>48</b>  | <b>6.9%</b>   | <b>16</b>     | <b>10.3%</b>  | <b>233</b>    | <b>9.3%</b>   |
| Did not respond with interest | 115          | 6.9%          | 33         | 4.8%          | 13            | 8.3%          | <b>161</b>    | <b>6.4%</b>   |
| Responded as not interested   | 40           | 2.4%          | 9          | 1.3%          | 2             | 1.3%          | <b>51</b>     | <b>2.0%</b>   |
| Failed to show                | 4            | 0.2%          | 2          | 0.3%          |               |               | <b>6</b>      | <b>0.2%</b>   |
| Declined offer                | 10           | 0.6%          | 4          | 0.6%          | 1             | 0.6%          | <b>15</b>     | <b>0.6%</b>   |
| <b>Selected</b>               | <b>72</b>    | <b>4.3%</b>   | <b>21</b>  | <b>3.0%</b>   | <b>7</b>      | <b>4.5%</b>   | <b>100</b>    | <b>4.0%</b>   |

## Selection Process Outcomes by Race and Ethnicity

Applications from non-White applicants were screened out via resume screen more frequently than White applicants.

|                               | Amer. Indian or AK Native |               | Asian or Pacific Islander |               | Black (Not Hispanic) |               | Hispanic   |               | Total Minorities |               | White (Not Hispanic) |               | Not Indicated |               | Overall Total |               |
|-------------------------------|---------------------------|---------------|---------------------------|---------------|----------------------|---------------|------------|---------------|------------------|---------------|----------------------|---------------|---------------|---------------|---------------|---------------|
|                               | #                         | %             | #                         | %             | #                    | %             | #          | %             | #                | %             | #                    | %             | #             | %             | #             | %             |
| <b>Applications</b>           | <b>22</b>                 | <b>100.0%</b> | <b>241</b>                | <b>100.0%</b> | <b>280</b>           | <b>100.0%</b> | <b>213</b> | <b>100.0%</b> | <b>756</b>       | <b>100.0%</b> | <b>1,508</b>         | <b>100.0%</b> | <b>246</b>    | <b>100.0%</b> | <b>2,510</b>  | <b>100.0%</b> |
| <b>Position cancelled</b>     |                           |               |                           |               |                      |               |            |               |                  |               |                      |               |               |               |               |               |
| No selection process          | 2                         | 9.1%          | 11                        | 4.6%          | 9                    | 3.2%          | 8          | 3.8%          | 30               | 4.0%          | 118                  | 7.8%          | 12            | 4.9%          | 160           | 6.4%          |
| Not selected (stage unknown)  |                           |               | 2                         | 0.8%          | 3                    | 1.1%          | 1          | 0.5%          | 6                | 0.8%          | 27                   | 1.8%          | 4             | 1.6%          | 37            | 1.5%          |
| Not selected at resume screen |                           |               |                           |               | 1                    | 0.4%          |            |               | 1                | 0.1%          | 3                    | 0.2%          |               |               | 4             | 0.2%          |
| Not selected at interview     | 1                         | 4.5%          |                           |               | 1                    | 0.4%          | 3          | 1.4%          | 5                | 0.7%          | 3                    | 0.2%          | 1             | 0.4%          | 9             | 0.4%          |
| Did not respond with interest |                           |               | 2                         | 0.8%          | 2                    | 0.7%          |            |               | 4                | 0.5%          | 5                    | 0.3%          | 1             | 0.4%          | 10            | 0.4%          |
| Responded as not interested   |                           |               | 1                         | 0.4%          | 2                    | 0.7%          |            |               | 3                | 0.4%          | 9                    | 0.6%          |               |               | 12            | 0.5%          |
| Failed to show                |                           |               |                           |               |                      |               | 1          | 0.5%          | 1                | 0.1%          |                      |               |               |               | 1             | 0.0%          |
| Declined offer                |                           |               |                           |               | 2                    | 0.7%          | 2          | 0.9%          | 4                | 0.5%          | 1                    | 0.1%          |               |               | 5             | 0.2%          |
| <b>Screened out</b>           | <b>14</b>                 | <b>63.6%</b>  | <b>194</b>                | <b>80.5%</b>  | <b>210</b>           | <b>75.0%</b>  | <b>166</b> | <b>77.9%</b>  | <b>584</b>       | <b>77.2%</b>  | <b>1,160</b>         | <b>76.9%</b>  | <b>195</b>    | <b>79.3%</b>  | <b>1,939</b>  | <b>77.3%</b>  |
| Not selected (stage unknown)  | 4                         | 18.2%         | 103                       | 42.7%         | 78                   | 27.9%         | 74         | 34.7%         | 259              | 34.3%         | 739                  | 49.0%         | 102           | 41.5%         | 1,100         | 43.8%         |
| Not selected at resume screen | 6                         | 27.3%         | 65                        | 27.0%         | 109                  | 38.9%         | 67         | 31.5%         | 247              | 32.7%         | 292                  | 19.4%         | 74            | 30.1%         | 613           | 24.4%         |
| Not selected at phone screen  |                           |               |                           |               | 1                    | 0.4%          | 2          | 0.9%          | 3                | 0.4%          | 14                   | 0.9%          | 2             | 0.8%          | 19            | 0.8%          |
| Not selected at interview     | 4                         | 18.2%         | 26                        | 10.8%         | 22                   | 7.9%          | 23         | 10.8%         | 75               | 9.9%          | 115                  | 7.6%          | 17            | 6.9%          | 207           | 8.2%          |
| <b>Opted out</b>              | <b>3</b>                  | <b>13.6%</b>  | <b>20</b>                 | <b>8.3%</b>   | <b>42</b>            | <b>15.0%</b>  | <b>20</b>  | <b>9.4%</b>   | <b>85</b>        | <b>11.2%</b>  | <b>127</b>           | <b>8.4%</b>   | <b>21</b>     | <b>8.5%</b>   | <b>233</b>    | <b>9.3%</b>   |
| Did not respond with interest | 1                         | 4.5%          | 13                        | 5.4%          | 30                   | 10.7%         | 16         | 7.5%          | 60               | 7.9%          | 84                   | 5.6%          | 17            | 6.9%          | 161           | 6.4%          |
| Responded as not interested   | 1                         | 4.5%          | 3                         | 1.2%          | 10                   | 3.6%          | 2          | 0.9%          | 16               | 2.1%          | 32                   | 2.1%          | 3             | 1.2%          | 51            | 2.0%          |
| Failed to show                |                           |               |                           |               | 2                    | 0.7%          |            |               | 2                | 0.3%          | 4                    | 0.3%          |               |               | 6             | 0.2%          |
| Declined offer                | 1                         | 4.5%          | 4                         | 1.7%          |                      |               | 2          | 0.9%          | 7                | 0.9%          | 7                    | 0.5%          | 1             | 0.4%          | 15            | 0.6%          |
| <b>Selected</b>               | <b>2</b>                  | <b>9.1%</b>   | <b>11</b>                 | <b>4.6%</b>   | <b>8</b>             | <b>2.9%</b>   | <b>12</b>  | <b>5.6%</b>   | <b>33</b>        | <b>4.4%</b>   | <b>55</b>            | <b>3.6%</b>   | <b>12</b>     | <b>4.9%</b>   | <b>100</b>    | <b>4.0%</b>   |

## Applicant Percentages by Recent Program Years (add 2020 data remove change%)

### Applicants by Race & Ethnicity

- The representation of Black applicants increased from 2019 to 2021.
- The representation of Hispanic applicants increased from 2019 to 2021.

| Race & Ethnicity              | 2017       |       | 2018       |       | 2019       |       | 2020       |       | 2021       |       | % Change 2019-2021 |
|-------------------------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|--------------------|
|                               | Count      | %     | Count      | %     | Count      | %     | Count      | %     | Count      | %     |                    |
| American Indian/Alaska Native | 3          | 0.6%  | 9          | 2.2%  | 6          | 1.6%  | 5          | 0.9%  | 7          | 0.9%  | ▼ 45%              |
| Asian or Pacific Islander     | 50         | 10.3% | 50         | 12.0% | 40         | 10.6% | 46         | 8.5%  | 68         | 8.5%  | ▼ 20%              |
| Black (Not Hispanic)          | 110        | 22.7% | 49         | 11.8% | 30         | 8.0%  | 80         | 11.2% | 89         | 11.2% | ▲ 40%              |
| Hispanic                      | 40         | 8.2%  | 28         | 6.7%  | 27         | 7.2%  | 33         | 8.4%  | 67         | 8.4%  | ▲ 17%              |
| White                         | 243        | 50.1% | 228        | 54.8% | 242        | 64.4% | 306        | 61.9% | 493        | 61.9% | ▼ 4%               |
| Not indicated                 | 39         | 8.0%  | 52         | 12.5% | 31         | 8.2%  | 14         | 9.2%  | 73         | 9.2%  | ▲ 11%              |
| Two or More Races             |            |       |            |       |            |       | 50         | 9.4%  |            |       |                    |
| <b>Total</b>                  | <b>485</b> |       | <b>416</b> |       | <b>376</b> |       | <b>534</b> |       | <b>797</b> |       |                    |

### Applicants by Gender

- Female applicants were the majority of applicants in the last four years of the program.

| Gender        | 2017       |       | 2018       |       | 2019       |       | 2020       |       | 2021       |       | % Change 2019 - 2021 |
|---------------|------------|-------|------------|-------|------------|-------|------------|-------|------------|-------|----------------------|
|               | Count      | %     | Count      | %     | Count      | %     | Count      | %     | Count      | %     |                      |
| Female        | 316        | 65.2% | 296        | 71.2% | 272        | 72.3% | 367        | 68.7% | 521        | 65.4% | ▼ 10%                |
| Male          | 153        | 31.5% | 107        | 25.7% | 89         | 23.7% | 161        | 30.1% | 232        | 29.1% | ▲ 23%                |
| Not indicated | 16         | 3.3%  | 13         | 3.1%  | 15         | 4.0%  | 4          | .7%   | 44         | 5.5%  | ▲ 38%                |
| Nonbinary     |            |       |            |       |            |       | 2          | .4%   |            |       |                      |
| <b>Total</b>  | <b>485</b> |       | <b>416</b> |       | <b>376</b> |       | <b>797</b> |       | <b>797</b> |       |                      |

### Applicants by School – Top Ten

| School                                   | 2021 | % Total | 2020 | % Total | 2019          | % Total | % Change 2019 - 2021 |
|--|------|---------|------|---------|---------------|---------|----------------------|
| UW Madison                               | 321  | 40.3%   |      |         | 164           | 43.6%   | ▼ 8%                 |
| UW Milwaukee                             | 79   | 9.9%    |      |         | 25            | 6.6%    | ▲ 49%                |
| UW Whitewater                            | 33   | 4.1%    |      |         | 22            | 5.9%    | ▼ 29%                |
| UW LaCrosse                              | 31   | 3.9%    |      |         | 10            | 2.7%    | ▲ 46%                |
| Madison College                          | 29   | 3.6%    |      |         | 8             | 2.1%    | ▲ 71%                |
| UW Platteville                           | 27   | 3.4%    |      |         | 10            | 2.7%    | ▲ 27%                |
| UW Stevens Point                         | 23   | 2.9%    |      |         | 11            | 2.9%    | ▼ 1%                 |
| Milwaukee Area Technical College         | 20   | 2.5%    |      |         | Not in Top 10 |         |                      |
| UW Eau Claire                            | 17   | 2.1%    |      |         | Not in Top 10 |         |                      |
| Other or out of State College/University | 119  | 14.9%   |      |         | 52            | 13.8%   | ▲ 8%                 |



## Hiring Trends Over Time

### Hires by Race & Ethnicity

| Race & Ethnicity              | 2017      |       | 2018      |       | 2019      |       | 2021       |       | % Change<br>2021-2019 |
|-------------------------------|-----------|-------|-----------|-------|-----------|-------|------------|-------|-----------------------|
|                               |           |       |           |       |           |       |            |       |                       |
| American Indian/Alaska Native | 0         | 0.0%  | 2         | 2.4%  | 2         | 2.5%  | 2          | 2.0%  | ▼ 21%                 |
| Asian or Pacific Islander     | 14        | 18.2% | 6         | 7.1%  | 3         | 3.8%  | 11         | 11.0% | ▲ 190%                |
| Black (Not Hispanic)          | 12        | 15.6% | 9         | 10.7% | 5         | 6.3%  | 8          | 8.0%  | ▲ 26%                 |
| Hispanic                      | 4         | 5.2%  | 2         | 2.4%  | 4         | 5.1%  | 12         | 12.0% | ▲ 137%                |
| White                         | 44        | 57.1% | 53        | 63.1% | 59        | 74.7% | 55         | 55.0% | ▼ 26%                 |
| Not indicated                 | 3         | 3.9%  | 12        | 14.3% | 6         | 7.6%  | 12         | 12.0% | ▲ 58%                 |
| <b>Total</b>                  | <b>77</b> |       | <b>84</b> |       | <b>79</b> |       | <b>100</b> |       |                       |

### Hires by Gender

| Gender        | 2017      |       | 2018      |       | 2019      |       | 2021       |       | % Change<br>2021-2019 |
|---------------|-----------|-------|-----------|-------|-----------|-------|------------|-------|-----------------------|
|               |           |       |           |       |           |       |            |       |                       |
| Female        | 48        | 62.3% | 61        | 72.6% | 58        | 73.4% | 72         | 72.0% | ▼ 2%                  |
| Male          | 26        | 33.8% | 18        | 21.4% | 16        | 20.3% | 21         | 21.0% | ▲ 4%                  |
| Not indicated | 3         | 3.9%  | 5         | 6.0%  | 5         | 6.3%  | 7          | 7.0%  | ▲ 11%                 |
| <b>Total</b>  | <b>77</b> |       | <b>84</b> |       | <b>79</b> |       | <b>100</b> |       |                       |

### Hires by Agency

| Agency   | # Hires   | New participant*   | Hires outside of Madison |
|--|-----------|--------------------|--------------------------|
| Natural Resources                                | 23        |                    | 10                       |
| Health Services                                  | 22        |                    | 2                        |
| Corrections                                      | 9         |                    | 5                        |
| Revenue  | 8         | ✓                  | 2                        |
| Children & Families                              | 8         |                    | 2                        |
| Public Instruction                               | 7         |                    |                          |
| Agriculture, Trade & Consumer Protection         | 5         | ✓                  |                          |
| Transportation                                   | 4         | ✓                  | 1                        |
| Administration                                   | 4         |                    |                          |
| Public Service Commission                        | 3         | ✓                  |                          |
| Employee Trust Funds                             | 3         |                    |                          |
| Justice  | 1         |                    |                          |
| Tourism  | 1         | ✓                  |                          |
| Board for People with Developmental Disabilities | 1         | ✓                  |                          |
| Financial Institutions                           | 1         | ✓                  |                          |
| <b>Total</b>                                     | 100 hires | 7 new participants | 22 hires outside Madison |

\*New participant: Did not participate in 2019 but did in 2021. 2020 Data unavailable.

Work location may vary due to telecommuting.

15 agencies with hires, compared to 10 agencies in 2019.

## Position Submissions and Cancellations

- **112 positions submitted**
  - From 16 different boards and agencies
  - Across 17 job groups
  - 128 hires intended
- **90 positions filled (79%)**
  - 15 agencies (1 agency cancelled their positions)
  - 14 job groups (3 job groups cancelled positions)
  - 100 hires made
  - Two positions that changed the number of hires (2 hires intended → 1 hire made for each position)
- **22 positions cancelled**
  - 15 (68%) due to lack of applicant interest (no applicants-2, applicants no longer interested-7, declined offers-6)
  - Half of the positions DOC submitted were cancelled (9 of 18 submitted), mostly due to lack of interest.
  - Unable to fill any positions related to facilities repair, electrician, and electronics due to lack of applicants. Each of these four positions had less than two applicants.
  - Half of the cancelled positions did not offer telecommuting (11, or 50%)
  - More than half of the cancelled positions were located outside of Madison (13, or 59%)

## Detailed Information About Cancelled Positions

| Position & Title                                       | Agency | Reason                            | Apps | Job Group                                   | Location  | Remote ?      | Hires cancelled | Screening     |
|--|--------|-----------------------------------|------|---|-----------|---------------|-----------------|---------------|
| 351: Weights and Measures Petroleum Support Specialist | DATCP  | No interested applicants          | 4    | Administrative Support                      | Madison   | No            | 1               | Unknown       |
| 220: Administrative Assistant Intern                   | DHS    | Selected candidate declined offer | 6    | Administrative Support                      | Winnebago | No            | 1               | N/A           |
| 223: Data Analyst Intern                               | DHS    | Selected candidate declined offer | 4    | Planning Policy and Research                | Winnebago | No            | 1               | N/A           |
| 224: Stormwater Specialist                             | DNR    | Not indicated                     | 19   | Environmental Specialists                   | Green Bay | Yes           | 1               | N/A           |
| 304: Air Management Specialist                         | DNR    | Selected candidate declined offer | 23   | Environmental Specialists                   | Madison   | Yes           | 1               | Resume screen |
| 301: Wildlife Technician                               | DNR    | Selected candidate declined offer | 39   | Natural Science and Laboratory Technicians  | Fitchburg | No            | 1               | Resume screen |
| 335: Law Clerk   | DOA    | No interested applicants          | 7    | Administrative Support                      | Madison   | Yes           | 1               | Resume screen |
| 410: Capital Budget & Data Internship                  | DOA    | Change in resources               | 38   | Administrative Support-Fiscal               | Madison   | Yes           | 1               | Resume screen |
| 332: Facilities Assistance                             | DOA    | No interested applicants          | 1    | Mechanical Equip, Maintenance Repair        | Madison   | No            | 3               | N/A           |
| 419: Communications Specialist                         | DOA    | Change in resources               | 33   | Public Relations and Media Technicians      | Madison   | Yes           | 1               |               |
| 310: Office Operations Associate                       | DOC    | Selected candidate declined offer | 7    | Administrative Support                      | Portage   | No            | 2               | None          |
| 316: Office Operations Associate                       | DOC    | No interested applicants          | 4    | Administrative Support                      | Plymouth  | TBD           | 1               | No            |
| 322: Medical Office Assistant                          | DOC    | No interested applicants          | 2    | Administrative Support                      | Stanley   | No            | 1               | N/A           |
| 324: Office Associate Security                         | DOC    | No applicants selected            | 8    | Administrative Support                      | Stanley   | No            | 1               | N/A           |
| 327: Operations Program Associate YC Office            | DOC    | No interested applicants          | 4    | Administrative Support                      | Irma      | No            | 1               |               |
| 325: Staff Development Program Specialist              | DOC    | Selected candidate declined offer | 7    | Business Professionals                      | Madison   | Yes           | 1               | Phone screen  |
| 435: Electrician Apprentice                            | DOC    | No applicants                     | 1    | Craft and Trade                             | Oshkosh   | No            | 2               | N/A           |
| 318: Electronics Intern                                | DOC    | No interested applicants          | 1    | IS Support, Program and Service Technicians | Oshkosh   | Not indicated | 2               | N/A           |
| 314: Repair Worker                                     | DOC    | No applicants                     | 0    | Mechanical Equip, Maintenance Repair        | Portage   | No            | 2               | N/A           |
| 402: Student Intern - Consultant Building System       | DSPS   | Not indicated                     | 1    | Mechanical and Maintenance Supervisors      | Green Bay | TBD           | 1               | Unknown       |
| 346: Communications Specialist                         | DSPS   | Not indicated                     | 13   | Public Relations and Media Technicians      | Madison   | Not indicated | 1               | Unknown       |
| 357: Energy Project Coordinator                        | PSC    | Not indicated                     | 15   | Administrative Support                      | Madison   | Yes           | 1               | Unknown       |

## Appendix B



2021SWSDIPIternS  
urveyResultsEdit.pdf

Click on the PDF icon to review student intern survey results.

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