

State of Wisconsin
Department of Administration
Equity and Inclusion Plan
January 1, 2024 – December 31, 2026



Table of Contents


I. Acknowledgments.....	3
II. Introduction (Alignment with Vision, Mission, and Values).....	4
III. Agency Statement of Commitment.....	6
IV. Individuals Responsible for Directing and Implementing the Equity and Inclusion Plan.....	7
V. Workforce Analysis Summary	10
VI. Agency Goals, Strategies, Metrics to Advance Equity and Inclusion.....	21
VII. Internal and External Communication of Equity and Inclusion Plan.....	26
VIII. Agency Monitoring.....	28

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: Kathy Blumenfeld
Title: Secretary

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Full Name: Paul Hammer
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Date of submission to DPM/BEI: December 15, 2023

Each individual or group listed below contributed to the development of the plan.

Implementation Team Members: Sari Awadalla – DET – IS Enterprise Data Services Consultant Administrator, Kathy Bergh – DEO – Procurement Supervisor, Stanley Dyett – DEO - Accountant – Senior, Élysse Chay – Serve WI – Grants Specialists – Advanced, Jenifer Cole – WI Women’s Council – Executive Director, Diana Guinn – DEBF – Executive Budget and Finance Program Specialist, Andrew Geissler – DPM - Executive Human Resources Specialist – Advanced, Eva Lee – DPM – Executive Human Resources Specialist – Advanced, Jan McAllister – DET – IS Enterprise Technical Services Specialist, Jason Rittel – DFTS – Policy Initiatives Advanced-Administrator, Simone Stone – DLS – Program and Policy Analyst – advanced, Tandalaya Taylor – DCP – Law Enforcement Dispatcher, Robyn Thibado – DEHCR – Admin Program Management Supervisor, Tina Updike – DPM – Exec Human Resources Manager, Katie Wheelock – DPM – Human Resources Manager, Dawn Williams – DPM – Human Resources Specialist – Senior, Nicholas Wittwer – DPM – Equity and Inclusion Specialist - Senior

Contributors and other subject matter experts consulted: DOA IDEAS Committee members, Division of Personnel Management (DPM), Bureau of Merit, Recruitment and Selection (BMRS) and Bureau of Equity and Inclusion (BEI), and DPM Region 1 Recruitment and staffing and HRIS team members.

Creating Real and Lasting Change for Workplace Diversity, Equity, and Inclusion

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. Diversity, Equity, Inclusion, and Belonging are core values at DOA that guide how we build our teams, develop our leaders, and create a culture that empowers everyone to not only be their authentic selves but reflect the diversity of geography, perspectives, and experiences of our society and the people we serve. We believe that when employees are respected and valued for who they are and are accountable for demonstrating that respect to others, it drives greater engagement and collaboration, ignites creativity and innovation, and fosters connection between teams and those we serve. DOA strives to ensure that these values are lived every day, and that all employees are held accountable when it comes to organizational values.

In response to Governor Evers' Executive Order #59, Relating to Diversity, Equity, and Inclusion in State Government, the Department of Administration (DOA) reformed an Equity and Inclusion Planning Committee in March 2023. The committee members were selected from employees who had expressed interest in helping to evaluate the current Equity and Inclusion plan and relevant workforce data, and to recommend goals, strategies, and initiatives to reaffirm DOA's commitment to support and sustain 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 affirms our commitment to transforming the policies, structures, and practices to support diversity, equity, and inclusion (DEI) within state government.

The plan strives to:

- Build upon the successes and efforts of the 2021-2023 DOA Equity and Inclusion plan.
- Continue to align DOA mission, vision, values, and core competencies at the division level 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 are valued and respected as members of the DOA community.
- Transform our organizational culture to be truly inclusive, by breaking down barriers that impede inclusivity and providing pathways for all employees to feel a sense of belonging.
- 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: Identify and remove barriers that may impact the diversity of applicants and new hires at DOA to create a workforce representative of the Wisconsin labor force and the people we serve.

Goal 2: DOA will actively gather data to better understand the experiences of employees in all phases of employment, focusing on employees in their first 5 years of employment, to

inform the deployment of workplace strategies to prioritize and increase the retention of employees from underrepresented groups.

Goal 3: DOA will actively cultivate a workplace culture that values the unique perspectives and experiences of all employees and that allows everyone to bring their whole selves to work. This will be accomplished through ensuring a workplace that promotes the free and open expression of ideas, opinions, and beliefs, as well as continued investment in helping all individuals feel a sense of community and belonging at work.

From Spring 2023 until late Summer 2023, the committee met regularly to review the outcomes of the 2021 – 2023 Equity and Inclusion plan, review relevant workforce data, discuss their experiences at DOA as well as the best practices observed in other organizations. 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 different sets of quantitative and qualitative data to understand potential challenges and barriers present within each of the focus areas, as outlined in the workforce analysis.

The sub-groups met regularly and analyzed available data in order to finalize recommendations presented to the DOA Secretary's Office, and the greater DOA community. The Bureau of Equity and Inclusion hosted a series of educational opportunities attended by members of the planning committee assisting in the development of the proposal set forth in the plan. The actions outlined below resulted from the learnings and process over the course of the last several months.

Within each of these broad goals, DOA has identified and defined a series of strategies and actions that will be taken over the next several years to reinforce DOA's equity and inclusion efforts around recruitment, retention, and agency culture. These actions will close gaps and help our organization overcome identified barriers, introduce new activities and enhance existing DEI efforts.

The plan identifies responsibilities and sets performance metrics that will be monitored to ensure progress is realized. An implementation team will be responsible for the oversight of the implementation on the strategic plan. The implementation team will be comprised of representative volunteers from as many DOA divisions as possible, as well as the DOA IDEAS Committee Liaison, and headed by the DOA Equity and Inclusion Officer. The implementation team will meet at least monthly for the duration of the plan. The formal implementation of this plan begins on January 1, 2024, with all action items to be completed no later than December 31, 2026. Specific dates relative to action items are described within the targeted completion date section of the strategic plan.

DOA Equity and Inclusion Commitment Letter

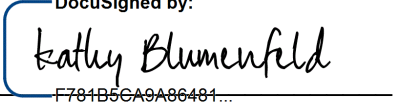
The Department of Administration (DOA) hereby reaffirms our commitment to the principles of equity and inclusion for all employees and applicants, without regard to an individual's race, color, sex, religion, national origin, age, disability, genetic information, or marital status.

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

DOA has developed and committed to maintaining a written Equity and Inclusion Plan. DOA pledges to make good faith efforts to achieve the goals identified in the EI Plan, which has my total support. 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 set out in the EI Plan. DOA will maintain a monitoring and reporting system to ensure compliance with equity and inclusion mandates. The plan is available for review on the DOA 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 order to build a skilled and supported workforce that reflects the population we serve.

Agency Head Name: Kathy Blumenfeld
Agency Head Title: Secretary

Signature:  F781B5CA9A86481...

Date: 12/12/2023 | 12:54 PM CST

DPM Equity and Inclusion Officer Name:
Nicholas Wittwer

Signature:  EE660ECD453E415...

Date: 12/12/2023 | 8:26 AM CST

Individuals Responsible for Directing/Implementing the Equity and Inclusion Plan

Agency Appointing Authority

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

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

Name of individual(s) responsible

Name: Kathy Blumenfeld

Title: Secretary

Email: kathyk.blumenfeld@wisconsin.gov

Phone: (608) 264-6305

Name: Paul Hammer

Title: Deputy Secretary

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Phone: (608) 267-8971

Equity and Inclusion Officer

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

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

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

Name of individual(s) responsible

Name: Nicholas Wittwer

Title: Equity and Inclusion Specialist - Senior

Email: nicholas.wittwer1@wisconsin.gov

Phone: (608) 267-1015

Executive HR Director and HR Manager

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

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

Name of HR Manager

Name: Katie Wheelock

Title: Human Resources Manager

Email: katiee.wheelock@wisconsin.gov

Phone: (608) 261-8078

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.

List names of individuals role and responsibilities on the team: Katie Gloede (Chair), Jordan Tilleson (Vice Chair), Shannon Moloney (Secretary), Caitlin Jeidy (Committee Liaison), Regina Hein (Member), Amy Zabransky (Member), Marsha Dake (Member), Erin Hoag (Member), Mick Price (Member), Tatyana Warrick (Member), Sathya Sivaji (Member), Sharrie Hauge (Member), Vaishnavi Mannar (Member), Robyn Thibado (Member), Jim Young (Member), and Nicholas Wittwer (EI Officer)

Equity and Inclusion Planning and Development Team

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

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

List names of individuals role and responsibilities on the team: Kathy Bergh (member), Stanley Dyett (member), Élysse Chay(member), Diana Guinn (member), Andrew Geissler (member), Jan McAllister (member), Jason Rittel (retention subcommittee lead), Simone Stone (culture subcommittee lead), Tandalaya Taylor (member), Tina Updike (member), Katie Wheelock (HR Manager), Dawn Williams (recruitment subcommittee lead), Nicholas Wittwer (EI Officer)

Workforce Analysis

During the spring of 2023 the DOA Equity and Inclusion (EI) Planning Committee engaged in a comprehensive workforce analysis. This analysis involved reviewing qualitative and quantitative data independently and during a series of ongoing group meetings. From this process trends and observations related to the data were collected and discussed. The following is a list of the data used during this review.

Enterprise reports analyzed:

- Classified Workforce & Affirmative Action biennial report (2022)
- Quarterly Demographic Report & Agency data dashboard
- EEO-4 report
- State Student Diversity Internship Annual Report
- Underutilization biennial report
- Veterans Employment Annual Report
- Wisconsin Works (W-2) Annual Report
- Written Hiring Reasons Report

DOA quantitative and qualitative data analyzed:

- Annual employee engagement survey results 2021 & 2023
- 360-degree pulse survey results 2021 & 2022
- Exit interview data 2021-2023
- Demographic comparisons to state of Wisconsin workforce and WI population quarter 3 – 2022
- New hire survey results 2022-2023
- Ambassador Program feedback survey results 2022 - 2023
- Separation data 2021 – 2023
- Summary recruitment data by demographic category 2021 – 2023
- Gender & ethnicity breakdown by state seniority
- Average rate of pay by EEO Job Group

Workforce Analysis Summary

The EI planning committee started by analyzing the demographics of the current DOA workforce (figure 1) and then compared this to the most recently available information regarding demographic information of the Wisconsin population and other Wisconsin State Agencies (figure 2).

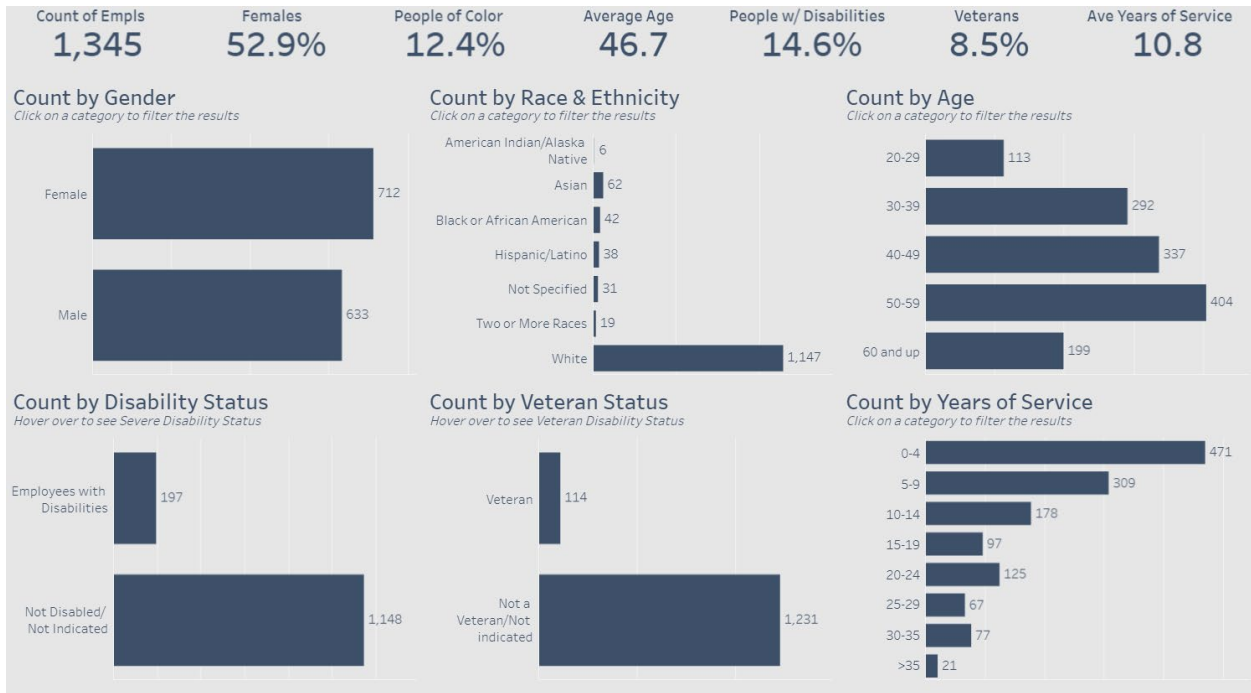


Figure 1

3rd Quarter, 2022				
Race & Ethnicity	DOA	State of WI Workforce	WI	US Census WI Dashboard
American Indian/Alaska Native	0.7%	0.5%	1.20%	
Asian	4.7%	3.0%	3.20%	
Black or African American	3.7%	6.9%	6.80%	
Hispanic/Latino	2.6%	3.9%	7.50%	
Native Hawaiian/Pacific Islander	0.0%	0.1%	0.10%	
Two or More Races	1.1%	1.1%	2.20%	
White	84.7%	82.6%	86.60%	
Race/Ethnicity Not Specified	2.5%	2.0%	N/A	
Sex	DOA	State of WI Workforce	WI	
Female	53.05%	51.9%	49.90%	
Male	46.95%	48.1%	50.10%	
Veterans	DOA	State of WI Workforce	WI	
Veterans	8.40%	8.20%	5.37%	
Persons with Disabilities	DOA	State of WI Workforce	WI	
Disabled	15.42%	8.20%	8.10%	

Figure 2

To better understand the proportion of the Wisconsin population that may be available to work at DOA, a comparison with the estimated Wisconsin labor market was performed. The estimated labor market is the proportion of the Wisconsin population that is a part of the workforce or actively looking for work (figure 3). This comparison showed that DOA is on trend with the State of Wisconsin governmental workforce and the labor market in several areas, including percentage of the workforce who identify as women, veterans, and individuals who may have a disability. However, DOA appears to be lagging in both the State of Wisconsin governmental workforce and the Wisconsin labor market as it relates to percentage of employees who are Hispanic/Latino and Black/African American.

Demographics	DOA ¹	State of WI Workforce ¹	WI Labor Force Estimates		WI Population ⁴
			% of Population ²	Participation Rate ³	
American Indian/Alaska Native	0.5%	0.5%		66.5%	1.2%
Asian	4.8%	3.0%		72.2%	3.2%
Black or African American	3.6%	6.8%	63.6%	57.9%	6.6%
Hispanic/Latino	2.7%	3.9%	64.0%	71.9%	7.6%
Native Hawaiian/Pacific Islander	0.0%	0.1%			0.1%
Two or More Races	1.3%	1.2%		70.3%	2.2%
White	84.8%	82.5%	64.1%	64.7%	86.6%
Race/Ethnicity Not Specified	2.2%	2.1%		71.4%	
Female	53.3%	52.0%	59.3%	78.1%	49.8%
Male	46.7%	48.0%	69.8%	84.1%	50.2%
Veteran	8.5%	8.2%	42.5% ⁵		5.4%
Person with Disabilities	14.8%	8.7%		49.1%	8.1%

Data unavailable or doesn't meet standard of reliability

¹ WI DOA DPM Equity and Inclusion Report 'Demographic Information by Agency, CY 2022 - Fourth Quarter'; <https://dpm.wi.gov/Pages/EEO-and-AA-Reports.aspx>

² Bureau of Labor Statistics Wisconsin state labor force, 2022 annual average; <https://www.bls.gov/lau/table14full122.pdf>.

³ United States Census Bureau American Community Survey Wisconsin Employment Status Labor Force Participation Rate Estimates, 2021; <https://data.census.gov/table?q=s2301&g=040XX00US55&tid=ACSS1Y2021.S2301>. The labor force participation rate represents the number of people in the labor force as a percentage of the civilian noninstitutional population. In other words, the participation rate is the percentage of the population that is either working or actively looking for work.

⁴ United States Census Bureau QuickFacts Wisconsin, Population Estimates, July 1, 2022; <https://www.census.gov/quickfacts/fact/table/WI/PST045222>

⁵ Bureau of Labor Statistics employment status of veterans 18 years and over, 2022 annual average; <https://www.bls.gov/news.release/vet.t06A.htm>

Figure 3

The EI planning committee explored further this apparent disparity in the DOA workforce by reviewing both recruitment and retention data. The committee first sought to understand any changes in the workforce at DOA over time (figure 4). This analysis showed that dating back to 2016, although the number of employees who identify as part of racial or ethnic minority group have increased, so have the overall number of employees. As such, the relative percentage of the workforce in these categories have remained relatively stable or decreased slightly.

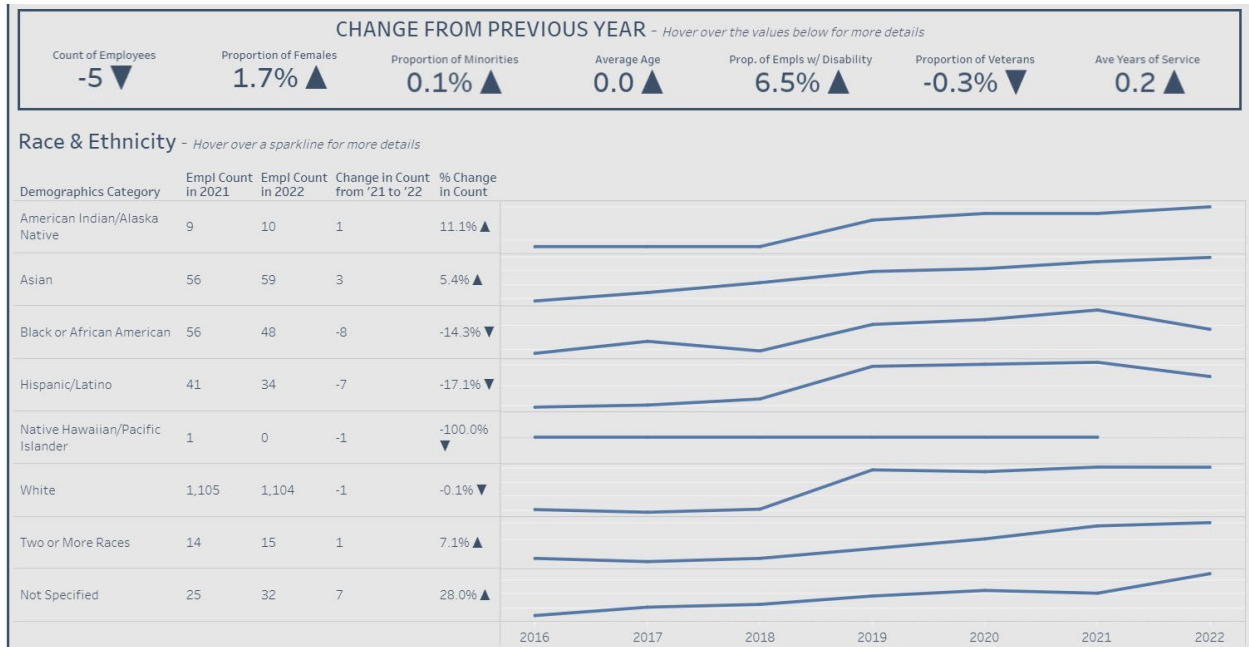


Figure 4

When examining demographic data for permanent classified positions at DOA between fiscal years 2021 and 2022, a trend was identified. Between fiscal years 2021 and 2022 the total proportion of DOA employees who self-identified as belonging to any minority racial or ethnic group was consistent. Although the relative number of employees who identified as any particular minority group remained stable (+.1% difference), there was a decrease in percentage of employees who

identified as Black/African American (-14.3% difference), and Hispanic/Latino (-17.3% difference). It's imperative this emerging trend be monitored and addressed.

To examine employee movement and retention further, the EI planning committee reviewed separation data from 2021 to 2023 (Figure 5). These data show that although DOA had a lower percentage of non-retirement separations, compared to the Wisconsin governmental workforce between 2016 and 2022, there was a stark upward trend at DOA in employees leaving between 2020 and 2022. Though this timeframe corresponds with [the great resignation](#), the trend across the Wisconsin governmental workforce was less pronounced during this timeframe.

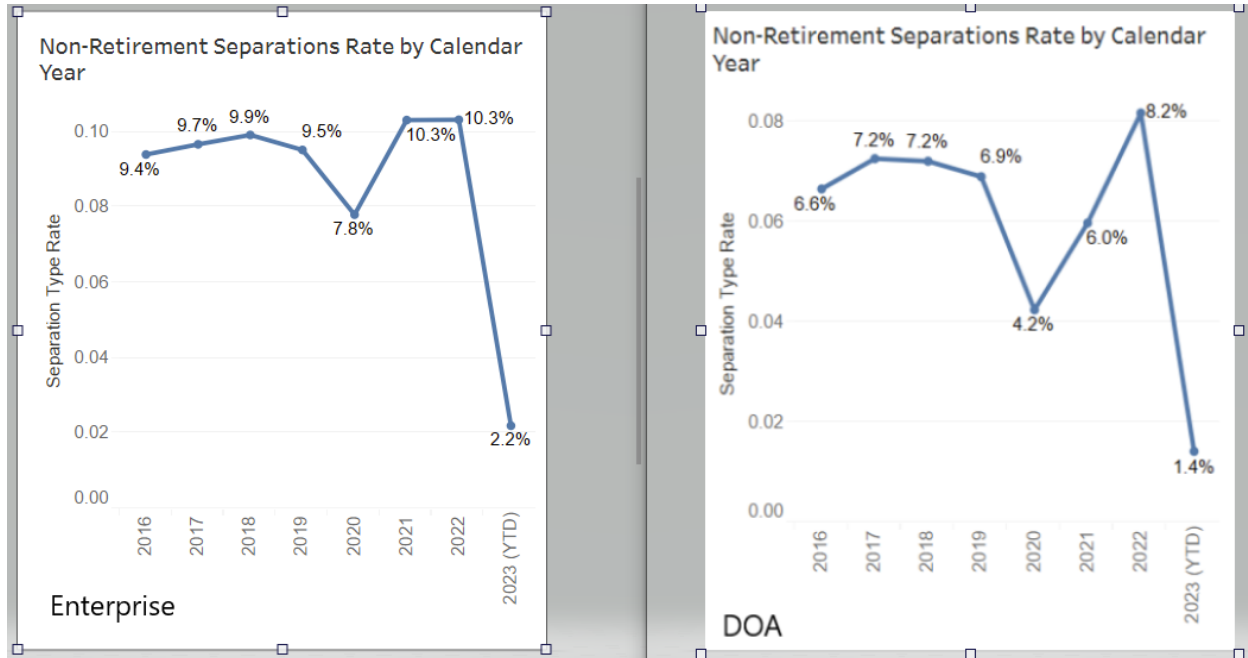


Figure 5

To better understand why employees were choosing to leave DOA, the EI planning committee looked to exit interview survey responses dating back to January 2021. The exit interview survey is voluntary and the opportunity to complete this survey is given to all persons giving notice of their departure and can be collected in a variety of formats. Analysis of this data showed that 67% of all persons who left DOA and completed an exit interview had been with the department between 1 and 5 years, which is higher than the population of all employees who left during that same time (47%). Based on the exit interview survey data, the top four reasons for leaving were compensation, lack of career advancement opportunities, immediate supervisor relationship, and agency culture (figure 6).

Reason	Count
Compensation (salary or pay)	18
Lack of career advancement	17
Immediate supervisor relationship	14
Agency culture	14
More interesting work	13
Promotional opportunity	10
Coworker relationships	7
Working conditions	7
Work/life Balance	6
Family circumstances	5
Personal or family medical illness	3
Job uncertainty	3
Return to school	2
Lack of a flexible work schedule	1

Figure 6

Dating back to 2021, there have been 64 responses to the exit interview survey at DOA. During that same timeframe, there have been 332 who have left the department. A known and acknowledged limitation of this data is that the Equity and Inclusion planning committee can only say with 90% confidence and approximately 10% margin of error that this sample of exit interview data is truly representative of the population of employees who left the department.

Digging deeper into the available data around early employee experiences was necessary because of these data. In 2022 DOA implemented a survey of all new employees and revamped an existing program (DOA Ambassador Program) to help ensure a positive onboarding experience for new employees and collected feedback about these experiences. Examining the DOA Ambassador Program survey shows overall positive trends in the onboarding experience of those who chose to respond to this anonymous survey as 95% of the 32 employees who responded said they had a positive onboarding experience. Additionally, there were high agreement scores about the usefulness of the program and responsiveness of the assigned division ambassador. Another acknowledged limitation with this information is the lack of response rate ($32/177 = 18\%$) and therefore impact on confidence interval that the data is representative of the population of new employees. The Equity and Inclusion planning committee can say with 80% confidence and an approximately 10% margin of error that this sample is representative of the population of new employees during that timeframe.

A review of new employee experiences shows similar positive trends. 167 employees responded to a new hire survey, a link for which is presented to new hires to the department via email within their first two weeks of employment. On a 5-point agreement scale there were favorable agreement averages related to the DOA hiring process (figure 7) and use of the state hiring website Wisc.Jobs (figure 8). All respondents to the new hire survey were also asked on a scale of 1 to 10 how likely they were to recommend applying for jobs at DOA to a friend or colleague. This question generated a [net promotor score](#) of 55 on a scale of -100 to 100, with 63% of respondents categorized as promoters (those indicating 9 or 10 on the survey and seen as having an overtly positive experience) and only 8% as detractors (those indicating 0-6 and seen as having a negative experience).

Race/Ethnicity	Average of Timely interview	Average of Relevant questions	Average of Plain Language	Average of Unbiased Interview	Average of Timely job offer	Average of Ease of new employee communication
African American/Black	4.33	4.50	4.50	4.20	4.33	4.50
American Indian/Alaskan Native	3.00	4.00	4.00	4.00	4.00	4.00
Asian	4.50	4.67	4.67	4.83	4.17	4.50
Caucasian/White	4.10	4.44	4.38	4.47	4.01	4.32
Hispanic/Latino	4.67	4.33	4.17	4.00	4.00	4.50
Other	4.67	5.00	4.33	4.67	3.67	3.67
Prefer not to answer	3.86	4.57	4.29	4.57	4.00	4.43
Grand Total	4.14	4.46	4.38	4.47	4.02	4.33

Figure 7

Race/Ethnicity	Average of Ease of Navigation	Average of Ease of Account Creation	Average of Ease of Search	Average of Usefulness of Resources	Average of Ease of Application	Average of Job Announcement
African American/Black	4.00	4.50	4.17	4.17	3.83	4.00
American Indian/Alaskan Native	2.00	4.00	2.00	2.00	3.00	2.00
Asian	4.83	4.50	4.50	4.67	4.50	4.67
Caucasian/White	4.12	4.25	4.02	3.98	4.16	4.20
Hispanic/Latino	4.60	4.60	4.50	4.00	4.33	4.50
Other	3.00	4.00	3.00	3.00	3.33	3.67
Prefer not to answer	4.00	4.14	4.14	3.50	4.00	4.29
Grand Total	4.12	4.27	4.03	3.97	4.14	4.20

Figure 8

When breaking these data down by race/ethnicity no apparent concerning trends were identified across the population partially due to sample size constrictions. The Equity and Inclusion planning committee can say with 90% confidence and an approximately 6% margin of error that this sample is representative of the population of new employees during this timeframe. Although the trends appear to be positive overall, there are opportunities for improvement in the hiring process around the timeliness of the job offer and interviews. Additionally, there is a lack of data from candidates in the preemployment phase as well as relative data for new hires after their first month of employment. To better understand any changes in the new employee experience, and specific action steps to take, additional follow up and data collection through the employment cycle will be crucial as the data collected from brand new employees is not congruent with the rate at which employees with 1 to 5 years of service are leaving the department.

The Equity and Inclusion planning committee next took to reviewing data related to the work culture and relationships within DOA. The group looked at the results of DOA culture questions from 2021 (figure 9) and 2023 (figure 10). Comparing the responses on these two surveys shows there is high agreement in many areas of culture at DOA, with some opportunity for continued improvement with helping employees feel a sense of community and belonging at work. Continuing focus and expansion on the existing DOA Affinity Group Program would be a logical next step.

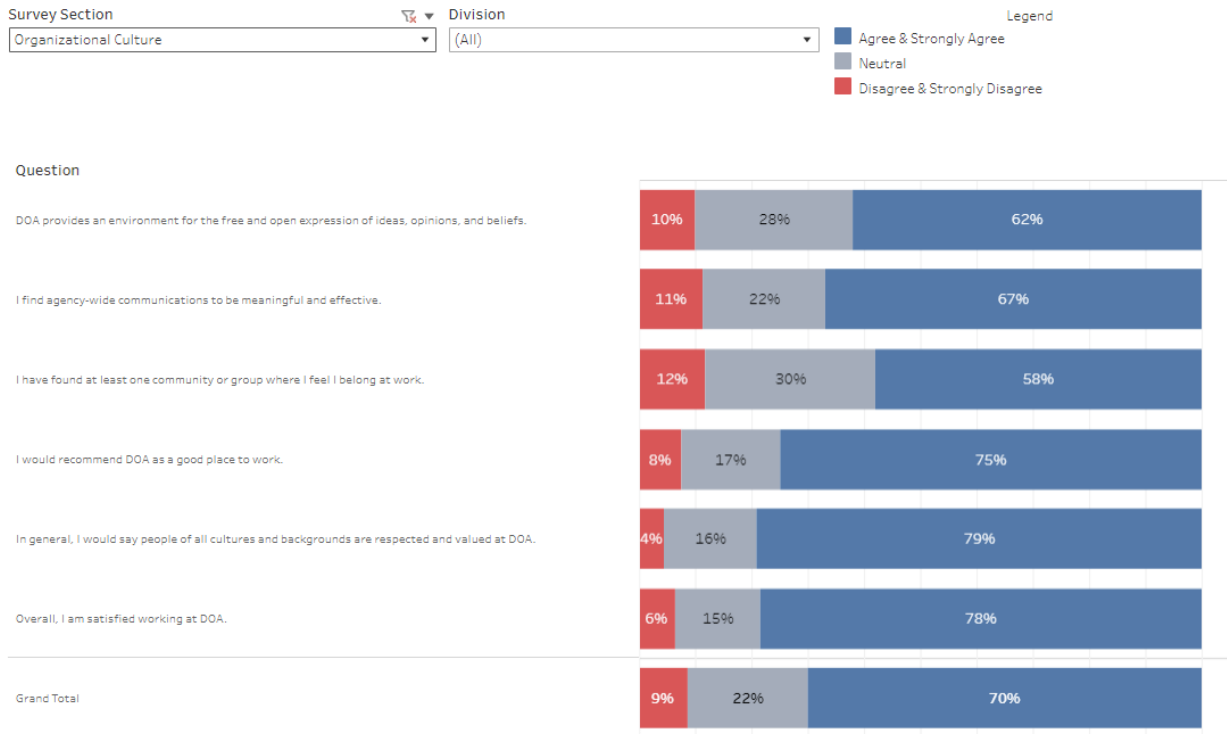


Figure 9

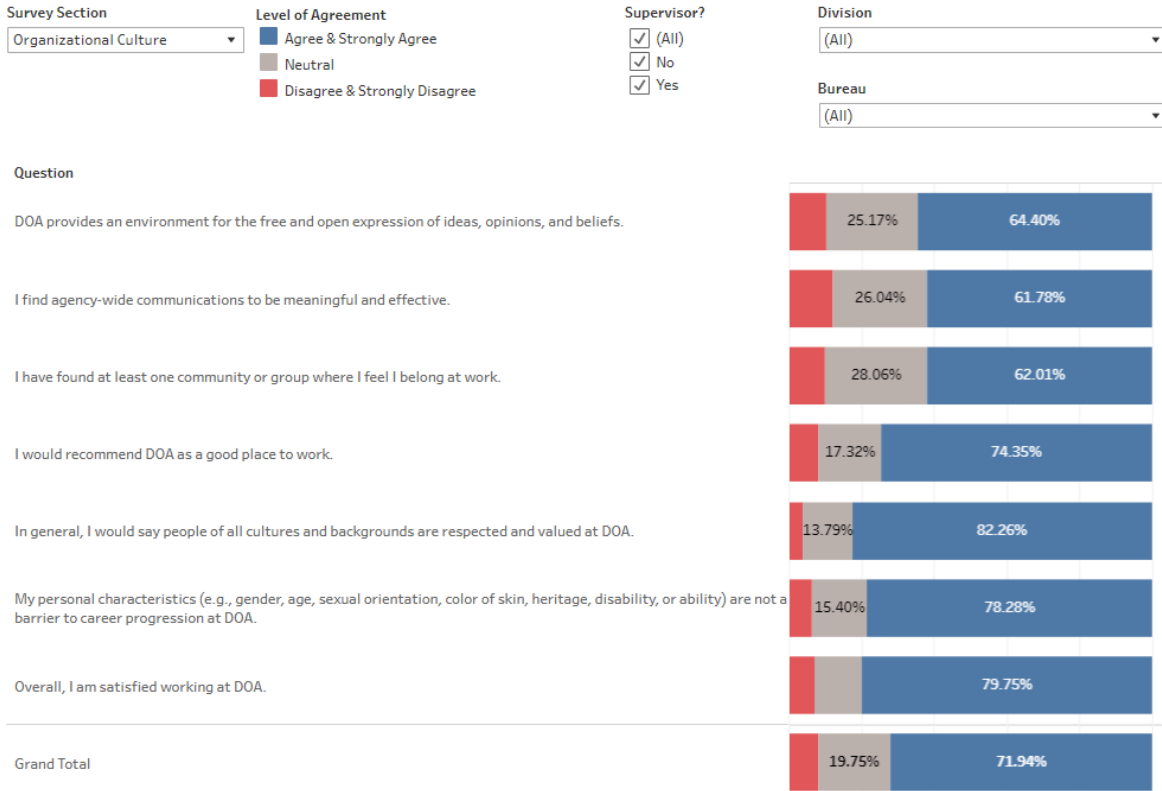


Figure 10

Additional insights into the employee experience including relevant work relationships were done through analysis of the two engagement surveys mentioned above, in addition to the 2021 and 2022 360-degree pulse surveys. In 2021, the employee engagement survey showed positive

trends across the organization as it relates to employees’ perceived relationship with their direct supervisor (figure 11). This was further supported by the results from the 360-degree pulse survey (figure 12). However, when segmenting this data by race/ethnicity the results showed some concerning trends. Specifically, employees who identified as Black/African American, Asian, and “prefer not to answer” had visually lower scores on supervisor satisfaction and support compared to their counterparts.

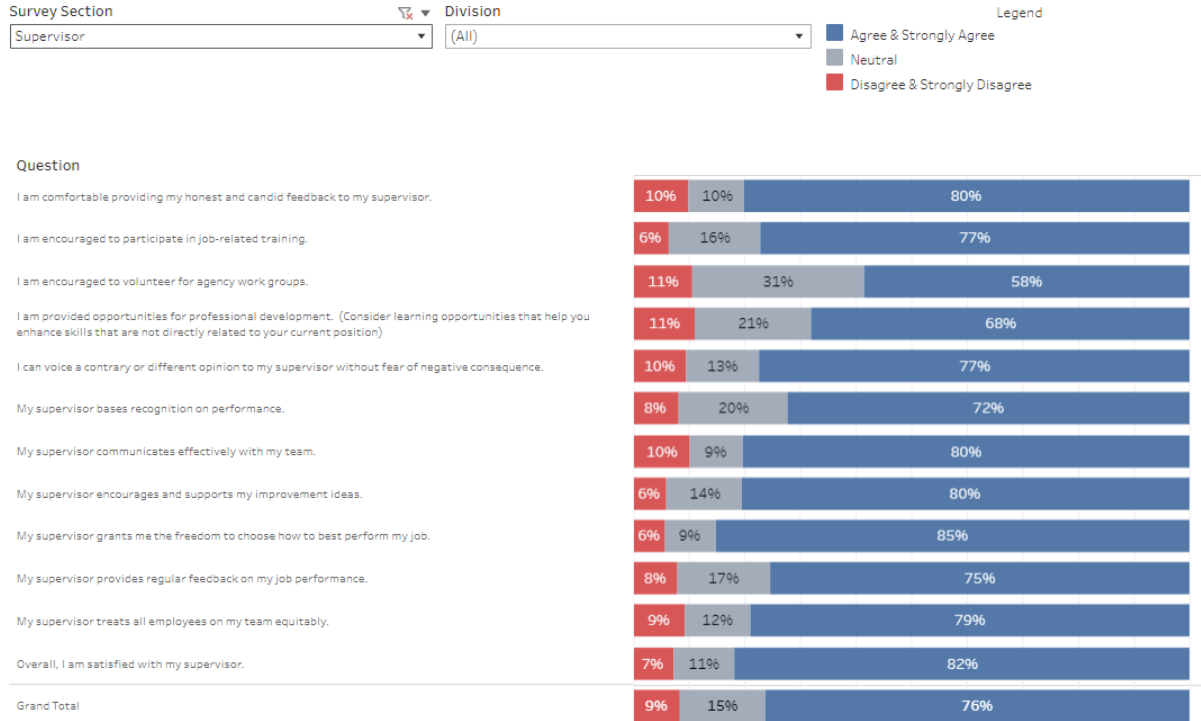


Figure 11

Race & Ethnicity by Question

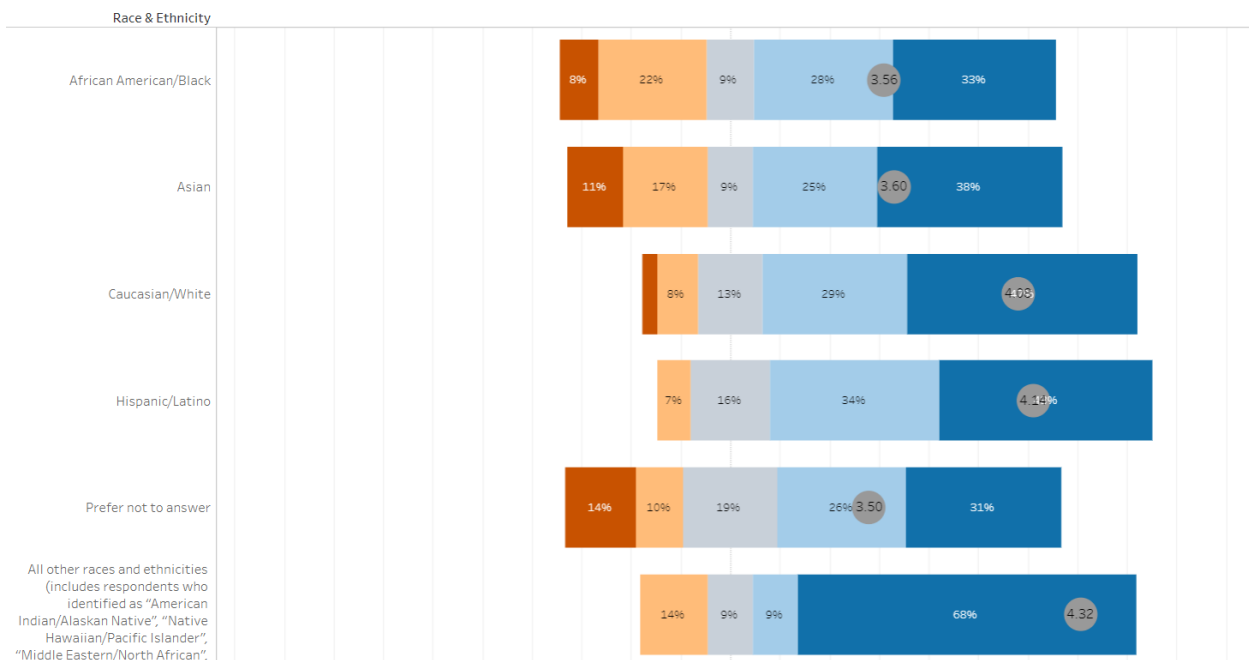


Figure 12

Analyzing the open-ended responses from this subset of employees was completed in 2021 and yielded some key areas of improvement with direct supervisors including more opportunities for recognition, feeling valued for their unique talents, increased supervisor availability, and more empowerment and trust. This information was shared with DOA executive leadership and steps were taken internally through training and other means to try and address this disparity. The results of the 2023 survey showed a small, but positive reported change for the subset of employees who identified as Black/African American (figure 13).

Change in score from 2021 to 2022 by question and demographic

Age	Gender	Race & Ethnicity	
<input checked="" type="radio"/> (All)	<input checked="" type="radio"/> (All)	<input type="radio"/> (All)	
<input type="radio"/> 18-29 years of age	<input type="radio"/> Female	<input checked="" type="radio"/> African American/Black	
<input type="radio"/> 30-39 years of age	<input type="radio"/> Male	<input type="radio"/> All other races and ethnicities	
<input type="radio"/> 40-49 years of age	<input type="radio"/> Prefer not to answer	<input type="radio"/> Asian	
<input type="radio"/> 50+ years of age		<input type="radio"/> Caucasian/White	
<input type="radio"/> Prefer not to answer		<input type="radio"/> Hispanic/Latino	
		<input type="radio"/> Prefer not to answer	

My peers actively listen to me.	▲ 0.33
My peers and I are able to work through differences of opinion without damaging our relationship.	▲ 0.58
My peers appreciate my unique capabilities.	■ 0.00
My peers communicate openly and honestly with me.	▲ 0.36
My peers cooperate with me and support me.	▲ 0.66
My peers trust me.	▲ 0.19
My supervisor inspires me to work my hardest.	▲ 0.77
My supervisor is empathic and approachable.	*Statistically Significant Change ▲ 0.95
My supervisor knows and applies effective management, supervision, and leadership techniques.	*Statistically Significant Change ▲ 1.03
My supervisor recognizes and cultivates my strengths.	▲ 0.74
Recognizes the quality of my work.	▲ 0.76
To what extent does your satisfaction with your peers impact your desire to work at DOA?	▼ -0.13
To what extent does your satisfaction with your supervisor impact your desire to work at DOA?	▲ 0.21
Values my work equitably with that of my peers.	▲ 0.66

Figure 13

Continued analysis of the 2023 employee engagement survey showed amongst DOA employees who have considered leaving in the last year, immediate supervisor relationship, agency culture, and working conditions are three of the top five reasons given. Additionally, two of the top three areas with the lowest agreement scores across the agency were:

- DOA provides an environment for the free and open expression of ideas, opinions, and beliefs
- I have found at least one community or group where I feel I belong at work

These data demonstrate the importance of the supervisor relationship and the culture created within the context of that relationship as being an important tool in retaining our employees and creating a culture predicated on belonging and inclusion.

The Equity and Inclusion planning committee finally turned attention to data and analysis of recruitment trends within DOA. The group started by reviewing general trends in recruitment dating back to 2021. Review of the applicant pool demographic make-up compared to the demographic

make-up of hires (figure 14) was completed. Three trends appeared as a result of this analysis. First, DOA appears to be recruiting and hiring employees who identify as Asian (7%) at a higher percentage compared to the general labor market. Next, those individuals who identified as Hispanic/Latino show up in both the hiring and candidate pools (2%) at a much lower percentage than in the general labor market. Finally, DOA is recruiting individuals who identify as Black/African American (8%) at a higher percentage than in the general labor market, but this same group only makes up 5% of the hiring pool.

Applicants													
Where Status = Applied; Reviewed; Screened; Routed; Offer Accepted; Ready to Hire; Hired; Rejected (excludes Draft; Withdrawn)													
Race & Ethnicity													
American Indian/Alaska Native	Asian		Black or African American		Hispanic/Latino		White		Two or More Races		Not Specified		
Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
0	0%	10	0%	7	0%	2	0%	112	1%	17	0%	4	0%
1	0%	20	0%	28	0%	4	0%	208	2%	13	0%	8	0%
7	0%	160	1%	57	0%	15	0%	630	5%	46	0%	44	0%
0	0%	48	0%	29	0%	15	0%	299	2%	30	0%	23	0%
2	0%	25	0%	44	0%	8	0%	472	3%	19	0%	16	0%
2	0%	12	0%	46	0%	7	0%	241	2%	21	0%	9	0%
3	0%	53	0%	67	0%	9	0%	541	4%	40	0%	31	0%
0	0%	14	0%	10	0%	6	0%	184	1%	7	0%	9	0%
0	0%	4	0%	0	0%	1	0%	15	0%	1	0%	1	0%
1	0%	15	0%	11	0%	6	0%	216	2%	22	0%	17	0%
1	0%	3	0%	1	0%	0	0%	42	0%	8	0%	4	0%
51	0%	514	4%	696	5%	154	1%	6597	48%	700	5%	251	2%
0	0%	1	0%	0	0%	0	0%	7	0%	0	0%	0	0%
0	0%	8	0%	11	0%	4	0%	150	1%	9	0%	14	0%
0	0%	83	1%	21	0%	10	0%	243	2%	21	0%	18	0%
68	0%	970	7%	1028	8%	241	2%	9957	73%	954	7%	449	3%

Hires													
Where Status = Offer Accepted; Ready to Hire; Hired													
Race & Ethnicity													
American Indian/Alaska Native	Asian		Black or African American		Hispanic/Latino		White		Two or More Races		Not Specified		
Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total
0	0%	0	0%	0	0%	0	0%	8	1%	1	0%	1	0%
0	0%	0	0%	0	0%	0	0%	19	2%	3	0%	0	0%
0	0%	9	1%	1	0%	3	0%	57	6%	2	0%	6	1%
0	0%	2	0%	1	0%	0	0%	25	3%	1	0%	1	0%
0	0%	3	0%	1	0%	1	0%	55	6%	0	0%	1	0%
0	0%	1	0%	1	0%	0	0%	28	3%	0	0%	2	0%
0	0%	4	0%	5	1%	0	0%	42	5%	3	0%	0	0%
0	0%	0	0%	0	0%	0	0%	22	2%	0	0%	1	0%
0	0%	0	0%	0	0%	0	0%	2	0%	0	0%	0	0%
0	0%	0	0%	1	0%	1	0%	20	2%	2	0%	0	0%
0	0%	0	0%	0	0%	0	0%	7	1%	0	0%	1	0%
2	0%	43	5%	33	4%	10	1%	370	41%	71	8%	12	1%
0	0%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%
0	0%	0	0%	0	0%	0	0%	8	1%	0	0%	0	0%
0	0%	1	0%	1	0%	0	0%	8	1%	0	0%	1	0%
2	0%	63	7%	44	5%	15	2%	672	74%	83	9%	26	3%

Figure 14

The Equity and Inclusion planning committee feels there may be several factors contributing to these possible disparities including the reach of the organization into these communities, understanding of the state civil service process, and potential process barriers and/or biases. Some steps have been taken already to attempt to address these areas, but do not appear to have led to results. For example, in 2022 DOA created a presentation slide deck aimed at helping to educate the broader community on the state civil service process and highlighting DOA as an employer of choice. This information was sent out to over 100 community organizations.

Additionally, DOA offered additional DEI training in the 2021- 2023 plan cycle. Representatives from a Region 1 agency wide work groups came together to put together two tiers of training for employees and supervisors related to DEI topics. This training was required of all staff to complete and is an ongoing requirement for all new hires, both supervisors and employees.

Training for supervisors was also offered twice in 2022 about bias. This training was titled “Breaking the Bias Habit” and was presented by UW Professor Dr. Will Cox. It is recognized as the only empirically validated training protocol that has shown a reduction in bias behavior. Feedback from 38 DOA employees who attended, 35 of the employees indicated they had been involved in the recruitment process in the last year. 87% of those respondents strongly agreed or agreed with the statement that “I feel I can apply what I learned in the training to my job”, and the statement “I feel the training provided me with tangible tools to help reduce unintentional bias”. Focusing additional resources and effort in addressing possible bias in the hiring process and expanding the educational outreach about the state civil service process are next logical steps based on these data.

In the 2021 -2023 plan cycle DOA desired to increase participation in the State of Wisconsin Student Diversity Internship Program (SWSDIP). DOA’s participation in the SWSDIP program has grown year over year dating back to 2021. In 2021 DOA submitted 7 positions across 6 divisions. 4 hires were made, all which were women and 1 of which identified as being part of a historically underrepresented racial or ethnic group and 1 who identified as a veteran. In 2022, DOA submitted 23 positions across 9 divisions. 13 hires were made 6 identified as female, 7 identify as being part of a historically underrepresented racial or ethnic group, and 1 indicated veteran status. In 2023 DOA submitted 24 positions across 7 divisions. DOA has hired 15 positions, 9 identify as female, 8 identify as being part of a historically underrepresented racial or ethnic group, and 1 identifies as having a disability.

Finally, the Equity and Inclusion planning committee wanted to look at any trends within job types and did so by looking for changes in job groups and underutilization. Job groups are classifications with similar work, similar pay, and similar opportunity. Underutilization is where a job group is underutilized for women or racial/ethnic minorities compared to the relative labor market. The most recent report for the enterprise was published in July 2023. There were several job groups changes between the last publishing and the July 2023 publishing that were positive. Specifically, all Wisconsin State Agencies were previously underutilized for job group 001 (Administrators/Senior Execs) for minorities, but this job group is no longer underutilized for DOA. Another example of positive change is in job code 025 (inspectors, investigators, and compliance). This job code was underutilized for women across all governmental agencies but is no longer underutilized at DOA.

This most recent report also shed light on some job groups that may require additional recruitment strategies and support in this Equity and Inclusion plan. One area that is underutilized for minorities at DOA that was not before is job group 028 (Architects and Engineers). Another area is job group 999 (production laborers) which is now underutilized for women at DOA, and for minorities across the enterprise.

2024 – 2026 Equity and Inclusion (EI) Strategic Plan

Department of Administration

Goals and Strategies

Overarching Goals for EI	Strategies to Achieve Goals
<p>Recruitment Goal</p> <p>Identify and remove barriers that may impact the diversity of applicants and new hires at DOA to create a workforce representative of the Wisconsin labor force and the people we serve.</p>	<ul style="list-style-type: none"> • Increase the diversity of DOA applicants through enhanced utilization of supplemental recruitment platforms. • Ensure employees involved in the applicant evaluation process are representative of the DOA workforce and have completed training on EI topics associated with sourcing and recruitment. • Leverage insights gained from recruitment surveys to identify barriers and improve the applicant experience.
<p>Retention Goal</p> <p>DOA will actively gather data to better understand the experiences of employees in all phases of employment, focusing on employees in their first 5 years of employment, to inform the deployment of workplace strategies to prioritize and increase the retention of employees from underrepresented groups.</p>	<ul style="list-style-type: none"> • Gather additional information from employees in the onboarding & mentorship programs to better understand how employees’ experiences align with DOA’s expectations and commitment to DEI priorities. • Enhance career development opportunities for employees to build confidence in DOA’s commitment to employee professional growth. • Within 6 months of the plan’s effective date, determine ways to grow the DOA Affinity Group Program through two surveys at the start of this plan. Based on feedback, continue to promote the DOA Affinity Group Program to strengthen employee engagement and retention. • Collect observations from all DOA employees via an annual survey related to their vertical and horizontal relationships within the Agency and require actionable changes at the Agency and/or Division level.
<p>Culture Goal</p> <p>DOA will actively cultivate a workplace culture that values the unique perspectives and experiences of all employees and that allows everyone to bring their whole selves to work. This will be accomplished through ensuring a workplace that promotes the free and open expression of ideas, opinions, and beliefs, as well as continued investment in helping all individuals feel a sense of community and belonging at work.</p>	<ul style="list-style-type: none"> • Increase opportunities for DOA staff to share feedback and build trust with DOA leadership about equity and inclusion matters. • Develop a team to identify/secure funding for Diversity, Equity, and Inclusion (DEI) training. • Integrate DEI competencies into the DOA divisions and increase accountability to these priorities. • Develop a culture of community at DOA.

Recruitment Strategies	Actions	KPI	Outcome /Metric	Responsible staff/office	Targeted Completion Date
<p>Increase the diversity of DOA applicants through enhanced utilization of supplemental recruitment platforms.</p>	<ol style="list-style-type: none"> Develop a process/template to streamline advertisement of DOA job opportunities to community/student organizations, including validating the list of current community/student groups. Expand DOA participation (number of divisions participating and/or number of positions submitted) in the State of Wisconsin Student Diversity Internship Program (SWSDIP). 	<ol style="list-style-type: none"> A validated and up to date community contact list is accessible to DOA Human Resources staff. Develop and/or distribute SWSDIP literature to all DOA supervisors that describes the application process, benefits of the internship program, and highlights success and/or student engagement stories. 	<ol style="list-style-type: none"> DOA Human Resources staff are utilizing the new template/process in at least 90% of all external recruitments. From 2023 baseline, at least two new DOA divisions participating and/or at least a 5% increase in positions submitted. 	<p>Recruitment Subcommittee</p>	<p>March 2024: List finalized for outreach and recruitment.</p> <p>June 2024: SWSDIP literature ready for distribution</p>
<p>Ensure employees involved in the applicant evaluation process are representative of the DOA workforce and have completed training on EI topics associated with sourcing and recruitment.</p>	<ol style="list-style-type: none"> Utilize diverse assessment panels that strive to go beyond the balanced interview panel policy to ensure participants are representative of the DOA workforce. Ensure compliance with required DEI training completion and promote increased participation in optional DEI training by 20%. Evaluate utilization of the diverse slate approach (DSA) to help ensure candidate pools are representative of the Wisconsin labor market. 	<ol style="list-style-type: none"> Evaluate the demographic composition of assessment panel participants to establish a baseline of diversity of participation. Training deficiencies corrected, increased marketing of DEI training Increase the diversity of candidates interviewed. 	<ol style="list-style-type: none"> Establish representative assessment panel participant pools, soliciting outside DOA if necessary. 100% compliance with mandatory training; 20% increase in optional training. Overall candidate pools for DOA job posting for 2024 and 2025 will reflect the demographics of the Dane County labor market. 	<ol style="list-style-type: none"> DOA HR recruitment specialists, hiring manager, and implementation team HR Manager, EIO, and implementation team. DOA HR recruitment specialist, EIO, and implementation team 	<p>Ongoing throughout the plan</p> <p>March 2024: Compliance review; training participation evaluated annually.</p> <p>September 2024</p>
<p>Leverage insights gained from recruitment surveys to identify barriers and improve the applicant experience.</p>	<ol style="list-style-type: none"> Create a recorded version, with audio, of the DOA Civil Service Process PowerPoint presentation created by EIO and DOA IDEAS Committee to educate prospective employees about the civil service process and promote DOA. Explore the possibility of partnering with the DOA Strategic Management and Planning (SMP) Office to evaluate pain points in the current recruitment process. 	<ol style="list-style-type: none"> Address barriers identified from Wisc.Jobs User Experience Survey Usefulness of Resources, and Ease of Search and DOA new employee feedback data Timely job offer, and Timely interview Address Why DOA? promoters: interesting work, benefits, work/life balance, and job stability Current process mapped by September 1, 2024 	<p>Improved scores in the two user surveys.</p> <p>Partner with IDEAS to expand upon/include DOA promoters in presentation</p> <p>At least 2 updates to the recruitment process that are aimed at improving the applicant experience.</p>	<ol style="list-style-type: none"> EIO, implementation team, and DOA IDEAS committee. DOA HR Manager, EIO, and recruitment specialists. 	<p>September 2024: "DOA Civil Service Process" Presentation recorded and available for distribution</p> <p>Any updates to the recruitment process are implemented by June 30, 2025.</p>
<p>Associated Recruitment Staff Training</p>		<ul style="list-style-type: none"> Training and resources on the Diverse Slate Approach (DSA) 			

Retention Strategies	Actions	KPI	Outcome /Metric	Responsible staff/office	Targeted Completion Date
<p>Gather additional information from employees in the onboarding & mentorship programs to better understand how employees' experiences align with DOA's expectations and commitment to DEI priorities.</p>	<ol style="list-style-type: none"> Review and deepen the Justice, Equity, Diversity, and Inclusion (JEDI) components of the Ambassador Program (AP). Post-AP opportunity for mentorship. If new employee is interested, handoff of new employees to an identified Mentor for a minimum of 2 meetings. This maintains the program's defining components of being a 1:1 relationship, being time-bound, and confidential, and AP/mentors cannot mentor direct reports. Expand new hire and ambassador surveys to gather additional information from employees within their first year. 	<p>All new hires will be surveyed after 4 weeks, 6 months, and 12 months from their hire date on their relationship with their ambassador & mentor to evaluate the effectiveness of the programs and their assigned ambassador and mentor.</p> <p>Mentor to establish an opportunity for analysis by the mentee to choose to continue or end the partnership based on individual needs.</p>	<p>The expanded Ambassador/coach program materials/training will be implemented within 6 months from the start of the current JEDI plan.</p> <p>The new employee response rate to the satisfaction/engagement surveys shall be a min of 75%.</p> <p>Overall satisfaction rating from survey responses (between all survey time periods) shall have a goal of 3.5 out of 5 possible rating scales.</p>	<p>The existing Ambassador Team will be responsible for the program evolution to encompass DEI priorities.</p> <p>EI Officer, DPM to continue the automated survey process established.</p> <p>The existing Ambassador Team will be responsible for creating an engaging and fulfilling new employee experience that fully incorporates and embodies the DOA JEDI priorities such that new employees desire to retain their employment.</p>	<p>The expanded Ambassador Program materials/training will be implemented within 6 months from the start of the EI plan.</p> <p>The Satisfaction Surveys will be ongoing and will start after the evolved Ambassador program/materials have been implemented.</p>
<p>Enhance career development opportunities for employees to build confidence in DOA's commitment to employee professional growth.</p>	<ol style="list-style-type: none"> Development of intra-agency forums based on similar job titles/classifications/pay ranges where employees can collaborate with professionals doing similar work. Establishment of an enterprise resource list of professional groups that employees could participate in (national and/or regional). Support supervisors for training available (in Cornerstone and other training venues) to familiarize them with options to proactively suggest training to staff that matches their desire for growth. Identify & document clear career ladders for jobs based on skills/knowledge obtained and communicate career path positions in job postings. 	<p>Evaluate participation (quantity and quality) of forum participation via a live pop-up brief feedback box.</p> <p>Evaluate participation (quantity and quality) of the resource list.</p> <p>Include questions in EI Retention Annual Survey to evaluate the supervisor's promotion and proactive support for employee training/growth.</p> <p>Documented clear career ladders included in agency job postings and position descriptions.</p>	<p>Employees who participate in the professional forums have a 4 out of 5 satisfaction rating.</p> <p>As part of the evaluation process supervisors will encourage conversations around career growth and recommend trainings as appropriate.</p> <p>4 out of 5 satisfaction rating on EI Retention Annual Survey for questions on supervisor proactive support for employee training/growth.</p> <p>Establish budget and internal professional development guidelines for positions with career ladders.</p>	<p>EI Implementation Team Training staff Employees Supervisors DET SMP</p>	<p>Within 18-24 months from the start of the EI plan.</p> <p>25% of applicable positions have career ladders identified within 12 months from the start of the EI plan.</p> <p>50% of applicable positions have career ladders identified within 24 months from the start of the EI plan.</p> <p>75% of applicable positions have career ladders identified within 36 months from the start of the EI plan.</p>
<p>Within 6 months of the plan's effective date, determine ways to grow the DOA Affinity Group Program through two surveys at the start of this plan.</p>	<p>1. Use established techniques/rewards to build trust and increase survey engagement and overall response rate.</p>	<p>All DOA <u>Affinity Group Program participants</u> will be surveyed within 6 months of the plan's effective date, to</p>	<p>The minimum response rate for both surveys will be 65%.</p>	<p>DEI Implementation Team and IDEAS committee to</p>	<p>Surveys will be completed within 6 months.</p>

Retention Strategies	Actions	KPI	Outcome /Metric	Responsible staff/office	Targeted Completion Date
<p>Based on feedback, continue to promote the DOA Affinity Group Program to strengthen employee engagement and retention.</p>	<p>2. Offer electronic and paper versions of the survey.</p> <p>3. Possible actions based on survey results include:</p> <ul style="list-style-type: none"> • Town Hall “spotlights” • More accessible methods to start/join a group. • Offer a survey with potential focus areas for folks to self-identify with follow-up communications. • Other, as determined by survey feedback. 	<p>determine satisfaction with their groups.</p> <p>All <u>DOA employees will be surveyed</u> within 6 months of the plan’s effective date, to determine what/whether barriers exist to Affinity Group Program participation.</p> <p>Based on the survey feedback received, within 2 months convene the Affinity Group oversight committee to determine the next steps to remove barriers and increase participation.</p>	<p>Overall, Affinity Group participants’ overall satisfaction rating from survey responses will have a goal rating of 3.5 out of 5 possible points.</p> <p>Affinity Group Program participation is to grow by 10% by the expiration of this plan.</p>	<p>disseminate the survey.</p> <p>Need clarification on what DOA division is the best match for surveying all DOA staff on Affinity Groups.</p> <p>DEI Implementation Team and IDEAS committee to put together a plan for making it more accessible to create and participate in Affinity Groups.</p>	<p>Increased engagement in Affinity Groups as a direct result of removing possible barriers to creating and sustaining groups will be ongoing.</p>
<p>Collect observations from all DOA employees via an annual survey related to their vertical and horizontal relationships within the Agency and require actionable changes at the Agency and/or Division level.</p>	<p>1. Use established techniques/rewards to build trust and increase survey engagement and overall response rate.</p> <p>2. Offer electronic and paper versions of the survey.</p> <p>3. Ensure the survey evaluates each employee’s 360-degree relationships (vertical and horizontal) within the Agency.</p>	<p>Based on the survey feedback received, within 3 months transparently communicate results, and identify areas of celebration and opportunities for improvement.</p> <p>Within 6 months after the survey is completed, implement actions, resolutions, policy changes, and/or learning objectives to achieve transformation.</p> <p>Minimum survey overall Agency response rate of 65%</p>	<p>Communicate anonymity or how to change the collection process (third-party vendor) to improve confidence that responses are anonymous.</p> <p>Create a plan to allow Division Leadership to transparently share their specific survey results with the entire Division, provide a roadmap for leadership to create action steps to address issues, and create positive change with a comms plan to keep the entire Division updated on what, how, when, who, and why to define what success is for each issue identified in the survey.</p>	<p>EI Implementation Team is responsible for survey distribution, result analysis, and initial recommendations.</p> <p>If possible, an outside vendor can be contracted to execute the tasks of distribution, and collection of employee engagement and retention surveys to bolster the confidence in anonymity and trust in collecting and analyzing honest feedback.</p>	<p>Implement the annual survey within 6 months of the start of the current EI plan.</p> <p>The survey shall be completed annually at approx. the same time each year with approx. 6 months for actionable items to be enacted/achieved before the next annual survey.</p>
<p>Associated Retention Staff Training</p>	<ul style="list-style-type: none"> • Outside vendor for ongoing/intensive engaged experiential JEDI learning for all employees at all levels with a distinct, transparent, and engaged role by Agency leadership to demonstrate the value and commitment of transforming DOA into an equitable organization focused on structural change, learning & unlearning, and relationship & conflict transformation (e.g., https://www.ywcamadison.org/what-were-doing/race-gender-equity/creating-equitable-organizations/) 				

Culture Strategies	Actions	KPI	Outcome /Metric	Responsible staff/office	Targeted Completion Date
Increase opportunities for DOA staff to share feedback and build trust with DOA leadership about equity and inclusion matters.	<ol style="list-style-type: none"> 1. Create DEI Feedback “box” to solicit suggestions and input. This tool would be socialized to the agency via multiple communication methods. 2. EI Officer in conjunction with agency leadership to host an ongoing series of informal forums about DEI in the agency. 	<p>DEI Feedback box is created By February 28, 2024.</p> <p>The first DEI forum is scheduled in quarter 1 of 2024.</p>	<p>At least 10 people utilize the feedback box and their concerns are addressed.</p> <p>DEI forums hosted 2-3 times annually.</p>	DOA EI Officer HR Secretary’s Office Division Leadership	<p>June 30, 2024.</p> <p>Ongoing through plan cycle.</p>
Develop a team to identify/secure funding for Diversity, Equity, and Inclusion (DEI) training.	1. Team to explore funding opportunities, and then solicit DEI training that could provide divisions with additional tools for integration into their ongoing work.	Team has explored 1-3 funding sources and reached out to 5 – 10 vendors/practitioners by December 31, 2024.	5-10% increase in DEI training opportunities offered to DOA employees by the end of the plan cycle.	DOA IDEAS Committee EI implementation team DOA Leadership DOA EI Officer	Ongoing through plan cycle.
Integrate DEI competencies into the DOA divisions and increase accountability to these priorities.	<ol style="list-style-type: none"> 1. Division leadership at biannual leadership conferences to develop DEI goals to be implemented within their specific divisions. 2. Identify EI change champions from 2-4 DOA divisions to be a part of the EI implementation team. 	<p>This action is integrated into an activity for all DOA leaders by the leadership conference in fall 2024.</p> <p>2-4 division change champions meet regularly with the implementation team.</p>	Each division will create and make employees & DOA HR Officer aware of 1-2 DEI goals.	DOA Division Leadership Supervisors Employees	Goals to be developed by June 30, 2025.
Develop a culture of community at DOA.	<ol style="list-style-type: none"> 1. Expand the awareness of DEI initiatives currently in place (e.g., IDEAS, Affinity groups) 2. Translate state materials and provide interpreters upon request whenever feasible. 	<p>Integrate passive marketing into a minimum of 5 state activities/meetings, including Supervisor Training, DOA Intranet, fliers, etc.</p> <p>All requests for translation and interpreters are evaluated promptly and consistently.</p>	<p>Increase in participation of existing DEI initiatives. IDEAS committee and Affinity Group participation increased 10% by December 31, 2024.</p> <p>Agreement average on employee engagement survey question about community increases by 5% in 2025 employee engagement survey.</p> <p>100% of requests for translation are approved absent extenuating circumstances.</p>	EI Officer IDEAS Committee HR Manager Secretary’s Office All DOA employees	Ongoing through plan cycle.
Associated Culture Staff Training		<ul style="list-style-type: none"> • Training for leaders on creating SMART goals for DEI 			

Communications Plan

Internal Communication

- A copy of the Equity and Inclusion Plan will be available on the [DOA Equity and Inclusion intranet page](#), 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 plan can be found on the bulletin board on the 4th floor of the DOA building at 101 E. Wilson St. Madison, WI 53703
- Notification about the new plan will be sent by the DOA Secretary's Office to all staff no later than January 31, 2024.
- 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 DOA Secretary's Office or the Equity and Inclusion Officer (EIO) to all staff on an annual basis.
- DOA will continue to utilize the web-based implementation tracking tool to keep employees up to date on implementation progress.
 - The DOA Equity and Inclusion Officer (EIO) will collaborate with the Office of Strategic Management and Planning (SMP) to create a feedback box to gather employees questions and feedback about implementation of the plan prior to February 28, 2024.
- The EIO, in conjunction with the Equity and Inclusion Implementation Team, will help to socialize the plan to DOA employees by participating in an agencywide Townhall during the first quarter (Q1) of 2024.
- The EIO will utilize the DOA Happenings weekly newsletter to communicate about the plan, including updates on implementation, on a minimum of a quarterly basis during the plan cycle.
- The EIO and HR manager will meet with the DOA's Secretary's Office at least quarterly during the plan cycle to discuss communication and implementation of the plan.
- The DOA Ambassador Program will update the new employee welcome guide to include information on the Equity and Inclusion plan, as needed, during the plan cycle.
 - This information is something all new employees at DOA receive via email during their first week of employment.
- The DOA HR manager will communicate about the plan, including implementation updates, with the administrative services council at least biannually.
 - Feedback from this group will be shared with the EIO and implementation team.
- The DOA HR manager will communicate about the plan, including implementation updates, with the DOA Senior Leadership team at least biannually.
 - Feedback from this group will be shared with the EIO and implementation team.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees. Examples of signs displayed include Equal Employment Opportunity is the Law, Employee Rights Under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.

- DOA's mission, vision, and values poster, which includes its commitment and actions related to equity and inclusion will be prominently posted on all floors of the DOA building at 101 E. Wilson St. Madison, WI 53703 as well as the DOA intranet.

External Communication

- The agency's Equity and Inclusion Plan is available on its public website at https://dpm.wi.gov/Documents/DOAEIPlan_2024-2026.pdf or in a print copy to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- All agency job postings will include the following statement or equivalent "We are an Equal Opportunity and Affirmative Action employer seeking a diverse and talented workforce. If you are a veteran with a 30% or greater service-related disability and are not currently employed in a permanent position with Wisconsin State Government, please send a cover letter, resume, DD-214 (honorable discharge), and documentation of your service-connected disability rating (dated within 12 months)".
- All agency job postings will include the DOA Equity and Inclusion value statement.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of signs displayed include Equal Employment Opportunity is the Law, Employee Rights Under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
- A physical copy of the Equity and Inclusion Plan will be available to contractors, vendors, and members of the public at the following address: 101 E. Wilson St. Madison, WI 53703

Implementation Approach and Plan Monitoring

DOA desires to take a thoughtful and realistic approach to the implementation of this important plan. Scaling an initiative comprised of multiple programs and practices takes intentional planning and time. Implementation is not an event but a process involving multiple decisions and actions. Change at the leadership, management, supervision, and staff levels resulting in improved outcomes does not occur all at once.

As such, the effective implementation of this plan requires everyone who is impacted by this plan to understand how the plan is intended to be implemented. Based on best practices guidance from the Bureau of Equity and Inclusion, DOA is taking a stage-based framework for implementation. The value in this process lies in being able to anticipate the work ahead, creating meaningful action steps, and providing clear communication and measurable results. The four stages of implementation are as follows:

- 1) **EXPLORATION** - Exploration involves an assessment of assets and needs of the focus population (Workforce), the fit of the program or practice with those needs and assets, and the feasibility of implementation.
- 2) **INSTALLATION** - Installation involves building the infrastructure necessary to implement the program or practice, which includes building practitioner and organizational capacity.
- 3) **INITIAL IMPLEMENTATION** - Initial implementation includes the initial efforts of staff to use the program or practice, with attention to using data for continuous improvement.
- 4) **FULL IMPLEMENTATION** - Full implementation occurs as staff use the program or practice successfully, and measurable-level outcomes are achieved.

To ensure consistent and effective implementation of the Equity and Inclusion plan, DOA has created an implementation team. The implementation team will be led by DOA's Equity and Inclusion Officer (EIO), and will consist of the following core group members:

- DOA Human Resources Manager
- DOA Inclusion, Diversity, Equity, Awareness, and Service (IDEAS) Committee Liaison
- A representative collection of volunteer change champions from as many DOA divisions as possible.

The implementation team will create a charter that will direct the groups' efforts and provide a shared understanding of the expectations of participating in the group. It is expected that the implementation team will meet on a consistent basis during the implementation of the plan, and to interface with other groups, including the DOA Secretary's Office to support their efforts.

The implementation team will act as monitoring body for the plan and will have shared responsibility in ensuring the plan is being implemented efficiently and effectively. In addition, internal monitoring of the progress of the implementation of the plan will occur in the following ways:

- Updating of the plan tracking tool on the DOA intranet site.
- The EIO will utilize the DOA Happenings weekly newsletter to communicate about the plan, including updates on implementation, on a minimum of a quarterly basis during the plan cycle.

- The EIO and HR manager will meet with the DOA's Secretary's Office at least quarterly during the plan cycle to discuss communication and implementation of the plan.
- Progress updates will be provided to DOA's IDEAS committee on no less than a quarterly basis.
- The DOA HR manager will communicate about the plan, including implementation updates, with the administrative services council at least biannually.
- The DOA HR manager will communicate about the plan, including implementation updates, with the DOA Senior Leadership team at least biannually.